University of Amsterdam

Together, we achieve more

Strategy 2027-2032











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Contents

Foreword

1. This is the UvA – Together, we achieve more 4

2. Our ambitions 6

3. What does this strategy mean for you? 11

4. From strategy to results 12



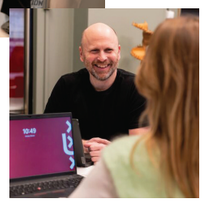






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Foreword

The University of Amsterdam brings curious people together. People who want to think independently and creatively and, from different perspectives, look for new ways to understand and solve complex issues. From Amsterdam, and connected with the world, we shape education and research that matter and we make room for talent.

With this strategy we outline the UvA's course for 2027-2032. We show what the UvA stands for, what we consider important and which direction we want to take together, given the developments coming our way. To this end, we have formulated four strategic ambitions. They guide the way we work and study together, our role as a knowledge partner, our contribution to societal issues and the scope we offer for everyone's talent. These ambitions form the compass for our education, research, societal impact and the way we work and study across our organisation.

This strategy was developed through dialogue with a broad cross-section of our university community. Students, staff, participation councils and leaders contributed to the conversations underpinning this course from different perspectives. The strategy provides the overarching framework for the development of the university and serves as the basis for the faculty strategies and UvA-wide policy frameworks and initiatives, such as the Education Vision and the Accommodations Plan.

In preparation for this strategy, we held a large number of conversations with external parties, including interlocutors from government and business, from secondary education and from knowledge institutions in the city such as the VU, the AUAS and Amsterdam UMC.

They see our university as a substantively strong institution and our quality is widely recognised. At the same time, external partners characterise the UvA as a university that is somewhat inward-looking. They see opportunities to collaborate structurally and over the long term, beyond isolated projects. They see opportunities to be recognisable, accessible and approachable to a broader group of prospective students than is currently the case. And they see more scope for societal impact.

The UvA's strength lies in the combination of strong disciplines, perspectives and talents within a single academic community: one UvA. By connecting that diversity and taking shared responsibility for education, research and societal impact, we reinforce one another and increase our significance for society. Our shared goal is to further develop the UvA as an internationally leading university in which excellent and fundamental scholarship, interdisciplinary collaboration, high-quality education and social engagement come together.

This strategy calls for ownership from all of us: from students, staff, the representative bodies and the leadership. From plans to action; from working side by side to moving forward together. In this way, each from our own role, we build a committed, curious and independent-minded UvA.

Executive Board and the deans:
Roel Beetsma, Christa Boer, Sven Dupré, Mireille van Eechoud, Richard Goldstein, Susan te Pas, Yvo Roos, Fedde Scheele, Vinod Subramaniam, Peter-Paul Verbeek

1. This is the UvA – Together, we achieve more

Curious people, incisive questions

The University of Amsterdam brings curious, ambitious and engaged people together. People who ask questions, probe further and are not satisfied with easy answers. In a world full of complex challenges, we connect the power of scholarship with what is happening now and what is yet to come. Since 1632 we have been part of Amsterdam. Our history is the foundation of who we are today: a university where academic freedom, critical thinking and open debate are central. We continue to question and develop ourselves, with an eye for the tradition we build on. The city has shaped us. Amsterdam is open, international and sometimes a little independent-minded; qualities you can see in how staff and students conduct research, debate and work together. From our city we are connected with the Netherlands, Europe and the world.







Our mission

We bring curious minds together to learn how to think independently and creatively. From Amsterdam - connected to the world - we explore new ways to understand and solve complex challenges.

Our core values

To guide who we are and where we want to go as a university, we uphold three core values: committed, curious and independent-minded. These values provide guidance and inspiration for how we work, learn, conduct research and collaborate – within and beyond the UvA. They fit our identity, are recognisable across all disciplines and guide our ambitions for the future.

Engaged

We are connected with one another and with society. We take responsibility for the impact of our work and actively contribute to a fair, healthy and sustainable world.

Curious

We want to understand, investigate and keep learning. Curiosity drives us to ask questions, explore perspectives and develop knowledge in education, research and collaboration.

Independent-minded

We are unafraid to think differently and take innovative steps. By being critical and showing courage, we make a difference - within and beyond academia.

Thinking freely, taking responsibility

Academic freedom, integrity and autonomy are important pillars at every university, ours included. We connect that freedom to ask fundamental questions with responsibility for people, society and the planet. We cherish our academic culture and also encourage it to be questioned critically.

Learning, researching and collaborating

The UvA is a place where you develop into a critical and independent thinker. There is no single way to be a good scholar. The plurality of perspectives, disciplines and personalities makes our education and research strong and creates room to recognise and nurture talent, driven by curiosity, craftsmanship and a touch of Amsterdam bravado.

We believe that new knowledge emerges across disciplinary boundaries - on the basis of strong subject areas and curiosity-driven, fundamental research. That is the heart of our university and enables scholars to ask new questions, push boundaries and achieve breakthroughs. Building on that firm foundation, we work, within and beyond the university, on sustainable prosperity, a healthy future, responsible digital transformations and a resilient, just society.

At the heart of Amsterdam

With some fifty thousand students and staff, we are a visible part of Amsterdam. You can find us on our three city campuses, at Amsterdam UMC and at the Academic Centre for Dentistry Amsterdam, woven into neighbourhoods, organisations and daily life in the city. What happens here is never separate from its surroundings. It is continually connected with – and influenced by – the world around us. At the same time we actively contribute to the development of the city. Together with partners such as the Amsterdam University of Applied Sciences, Vrije Universiteit Amsterdam, the Municipality of Amsterdam and many other organisations, we work through education and research on solutions to issues in the Amsterdam region, from liveability and health to digitalisation and sustainability. In this way we strengthen the social, cultural and economic dynamism of the city of which we ourselves are part.

Our university brings **curious, ambitious** and **engaged** people together

Room to find your own way

At the UvA you are trusted and given the space to find your own path and to contribute in your own way. Together we form a collective, one UvA: a community of thinkers and doers – students, scholars, lecturers, professionals and the participation bodies who together make up the university. Our strength lies in the diversity of perspectives, experiences and talents. We want all students and staff, regardless of their background, to have the opportunity to develop their talent and contribute to education, research and societal impact. By making the most of differences and seeking one another out, new knowledge grows and solutions arise that reach beyond a single discipline or a single building. That is precisely where collective intelligence emerges. That is how we achieve more together.



2. Our ambitions

Below we describe our strategic ambitions for the coming years. They guide how we will further develop our education, research, societal impact and operations. Under each ambition we formulate targeted priorities. They bring focus and make concrete where we will concentrate our efforts and where we want to make a difference.

These ambitions guide our development. They also have implications for how we work, learn and collaborate within and beyond the university.

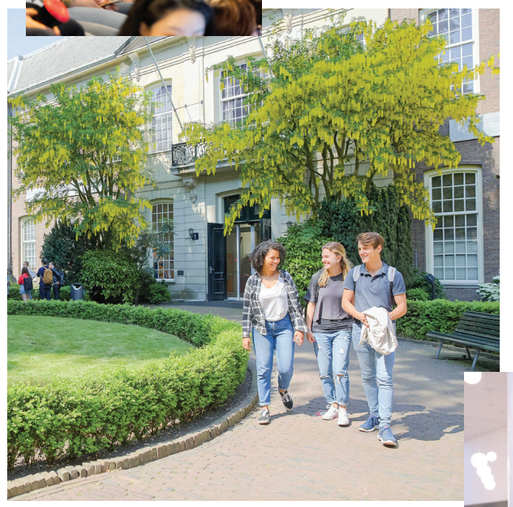
Ambition 1:

We are a great place to work and study

The UvA aims to be a university where students and staff feel at home, develop and excel. A strong academic community is not a side issue but the foundation for everything we do. When people feel safe, seen and connected, there is room for curiosity, debate, experimentation and talent development. Here we recognise and nurture talent - from students to lecturers, researchers and professionals in operations - and give them the space to grow and contribute.

Priority 1: A connected, safe and inclusive UvA

The UvA is an academic community in which all students and staff feel welcome, socially safe and valued. We foster plurality, diversity, inclusivity, mutual respect and engagement, so that differences are accommodated and everyone can contribute. By bringing together different perspectives we strengthen the quality of our education, research and academic debate. At the same time we provide clear frameworks and a culture in which social safety, open conversation, curiosity and addressing one another are the norm.





Priority 2: The campus as an inspiring learning and working environment

Our campuses, both physical and digital, are accessible and lively environments where students and staff want to be. They provide space for meeting, creativity and collaboration and support high-quality education and research. We invest in future-proof facilities and infrastructure, improve processes and reduce administrative burdens, so that education and research can function optimally. Sustainability is an important prerequisite: we work towards responsible, future-proof choices on our campus and in our operations, in keeping with our role in society.

Ambition 2:

We are a recognizable and valued knowledge partner

The UvA is at the heart of society and connected with the world. Our knowledge gains meaning through collaboration: with societal partners, governments, businesses, cultural institutions and other knowledge institutions. We build sustainable relationships, carefully assess our collaborations against our values and principles as our ethical framework, and strengthen our visibility as a reliable and engaged knowledge partner. In doing so, we not only work from our own agenda, but also actively align with the questions and needs emerging from society. In this ambition, we explicitly connect excellence in education and research with collaboration and impact.

Priority 3: Building strong knowledge coalitions

The UvA works purposefully on sustainable collaborations with national and international partners. We profile ourselves as a reliable partner that maintains long-term relationships and actively contributes to major (inter)national consortia. In doing so we work according to the principles of open and transparent research and we commit to publishing open access and making research results accessible. In this way we strengthen both the scientific quality and the societal significance of our work.

Priority 4: The UvA as an innovation hub

The UvA is strengthening its role as an innovation hub by connecting education and research with practice, entrepreneurship and social renewal. Together with partners we work on solutions to major challenges and we encourage knowledge to be applied and further developed. Through Citizen Science, Living Labs and field labs we actively involve society in knowledge development. Continuing professional development is essential: we offer professionals, alumni and partners opportunities to update and deepen knowledge and skills, so that they can respond to a rapidly changing labour market and society. At the same time we are helping to build a strong innovation and valorisation ecosystem around the UvA and in Amsterdam. We are strengthening the infrastructure for start-ups, spin-offs and scale-ups that emerge from research and education and we support students and researchers in translating ideas into new initiatives, businesses and societal applications. In this way we connect knowledge, entrepreneurship and partnerships and accelerate the pathway from research to impact.

Priority 5: International positioning

The UvA cherishes its international character by working with partners worldwide, on the basis of equality and reciprocity. We make deliberate choices in our international collaborations and work together with other knowledge institutions, governments and social partners. In our education we offer students the opportunity for an international experience and across our organisation we create the conditions for being an international university. In this way we connect perspectives and strengthen the quality and relevance of our education and research.

Ambition 3:

We create societal impact through world-leading research

The UvA aims to excel scientifically and contribute to solving complex societal questions. Ground-breaking and globally leading research and societal relevance are inextricably linked. Strong disciplines and interdisciplinary collaboration form the basis: fundamental research leads to new knowledge and insights, which we connect with societal applications. By combining our strong fundamental and broad disciplinary base, we develop innovative interdisciplinary perspectives and solutions. In this way we build a distinctive profile in which excellent science and impact come together.

Priority 6: Impact on societal domains

The UvA focuses its education, research and collaboration on a number of interconnected societal domains: sustainable prosperity, a healthy future, responsible digital transformations and a resilient, just society. Within these domains we pool expertise from different disciplines and work with partners on current issues. In this way we make visible where and how we contribute to societal and scientific progress.

Priority 7: Responsible development of technology

As a comprehensive university, the UvA has clear added value in the development of technology. From the outset, our technological developments are connected with ethical, legal, economic, social-scientific and historical insights. This strengthens both the technology itself and its embedding in society. We are developing and deepening our technological expertise and building a recognisable profile with a focus on medical technology, molecular design, AI and quantum technology. In this way we educate students and researchers to be designers and critical users of technology and we contribute to solutions that are both technologically advanced and socially responsible.





Ambition 4:

We value and develop all talent

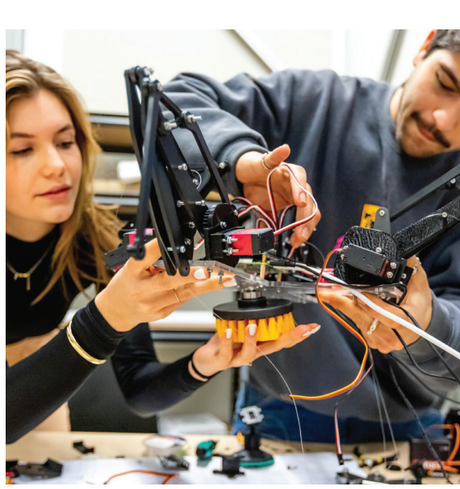
The UvA's strength lies in its people: students, scholars, lecturers and professionals. We are building a culture in which different talents, roles and contributions are seen and valued. This means looking beyond traditional academic measures and making room for diverse forms of development, collaboration and impact. In this way we strengthen our community and ensure that talent can develop and flourish.

Priority 8: Recognising and valuing diverse contributions

The UvA applies a broad approach to recognition and rewards, in which education, research, societal impact, operations, leadership and collaboration together constitute academic work. We value interdisciplinary collaboration, team-based achievements and the contributions and different perspectives of students, scholars and staff in the broadest sense. In this way we make it visible that every contribution counts.

Priority 9: Adaptive leadership

The UvA promotes leadership that sets direction while giving people room to act. Leaders create a safe, professional environment in which people can develop, collaborate and take responsibility. Participation is a crucial part of the UvA's decision-making and governance. This priority aligns with the UvA's HR agenda, which further elaborates coaching and connecting leadership, talent development, socially safe environment and agile ways of working. In a changing world, this calls for leaders who bring people together, make choices and, together with their teams, build the university's future.





The combination of so many **different perspectives** is what makes the UvA the UvA

Together, we achieve more

Strategy 2027-2032

Our mission

We bring curious minds together to learn how to think independently and creatively. From Amsterdam - connected to the world - we explore new ways to understand and solve complex challenges.

Our core values

Engaged | Curious | Independent-minded

Our ambitions and priorities

Ambition 1
We are a great place to work and study

- Priority 1
  A connected, safe and inclusive UvA
- Priority 2
  The campus as an inspiring learning and working environment

Ambition 2
We are a recognizable and valued knowledge partner

- Priority 3
  Building strong knowledge coalitions
- Priority 4
  The UvA as an innovation hub
- Priority 5
  International positioning

Ambition 3
We create societal impact through world-leading research

- Priority 6
  Impact on societal domains
- Priority 7
  Responsible development of technology

Ambition 4
We value and develop all talent

- Priority 8
  Recognising and valuing diverse contributions
- Priority 9
  Adaptive leadership

Together we are one UvA: a community of thinkers and doers—students, researchers, lecturers, professionals, and employee participation bodies. Our strength lies in the diversity of perspectives, experiences, and talents.

3. What does this strategy mean for you?





The strategy is relevant to everyone involved with the university: students, staff and partners.

For students

Students study at a university where a great diversity of backgrounds and perspectives is cherished. We foster different forms of talent among students (including academic and societal talent), so that they can develop and flourish. At the same time, we ask students to be actively engaged in university life and to bring a genuine and sustained curiosity to their education. In this way, they contribute to the academic community. Research is closely connected with education. In our programmes there will be more room for collaboration between disciplines and for working on questions from society. You will work more often with researchers, fellow students and partners outside the university, including internationally. In this way students develop knowledge and skills that contribute both to scholarship and to society.

For staff

The strategy calls on staff to collaborate more often across disciplines, teams and organisational units. Education, research and societal impact are increasingly developed in conjunction. This means sharing knowledge, involving partners and working together on solutions to complex questions. We are improving processes and support and harmonising them where possible, so that education and research are even better facilitated and administrative burdens are reduced. At the same time, this strategy calls for an open academic culture in which curiosity, collaboration and addressing one another are taken for granted.

Everyone is **welcome** here and everyone should feel at home



For partners and external stakeholders

The UvA is committed to sustainable collaboration with social partners, businesses, governments and other knowledge institutions. Together we work on research, education and innovation around important societal questions. Partners contribute to knowledge development through joint projects, consortia and other forms of collaboration.

4. From strategy to results

Drafting a strategy is step one: its true value is proved in implementation. This course is not a static final destination, but the basis and starting point for the further elaboration of our faculty plans and the strategies of our service departments. For successful delivery, it is essential that our students and staff recognise themselves in this course and feel they have the space to contribute from their own expertise.



Flexibility in unpredictable times

Six years is a long time in a rapidly changing world. We recognise that we operate in an unpredictable context in which geopolitical and economic developments have a direct impact on our university. That is why this strategy is a living document: we will deliberately build in moments for interim reflection in order to adjust where current events demand it.

Coherence and frameworks

The delivery of this strategy will take place in close conjunction with our existing university-wide policy frameworks, such as the Education Vision and our collaboration with third parties. In this way we ensure that our ambitions are embedded throughout the organisation.

Participation and dialogue

The participation bodies have played an engaged role in shaping this strategic direction and will remain an essential partner in implementing and evaluating the ambitions and priorities. As representatives of our academic community at different levels, the participation councils bring together knowledge, signals and an overview of developments. They help weigh choices, interpret developments and contribute to the thinking on our direction and how it is put into practice. We want students and staff, through the participation councils, not only to monitor progress, but also to remain actively involved in the choices we make along the way. The conversation about our direction does not end with the publication of this document; we will continue to encourage dialogue across the community to keep ownership alive.







The strength of the UvA lies in its **people**: students, researchers, lecturers and professional staff.



Financial context and operations

Although the UvA's finances are currently healthy, we are mindful of increasing pressure on public funding and uncertainty about future resources. A sound and resilient operational base is therefore a necessary condition for realising our ambitions. We will make university-wide, responsible choices in how we deploy our resources, investing in our strategic priorities, such as digital innovation, while safeguarding the long-term financial stability of the UvA as a whole.



Staying on course together

By providing focus with our nine priorities while leaving room for faculty accents and differences in pace, we are building a university that is agile. Together we will give substance to our role as a committed, curious and independent-minded knowledge partner. This is how we are working towards a future-proof UvA, where we let talent flourish and connect scientific excellence with societal impact.

