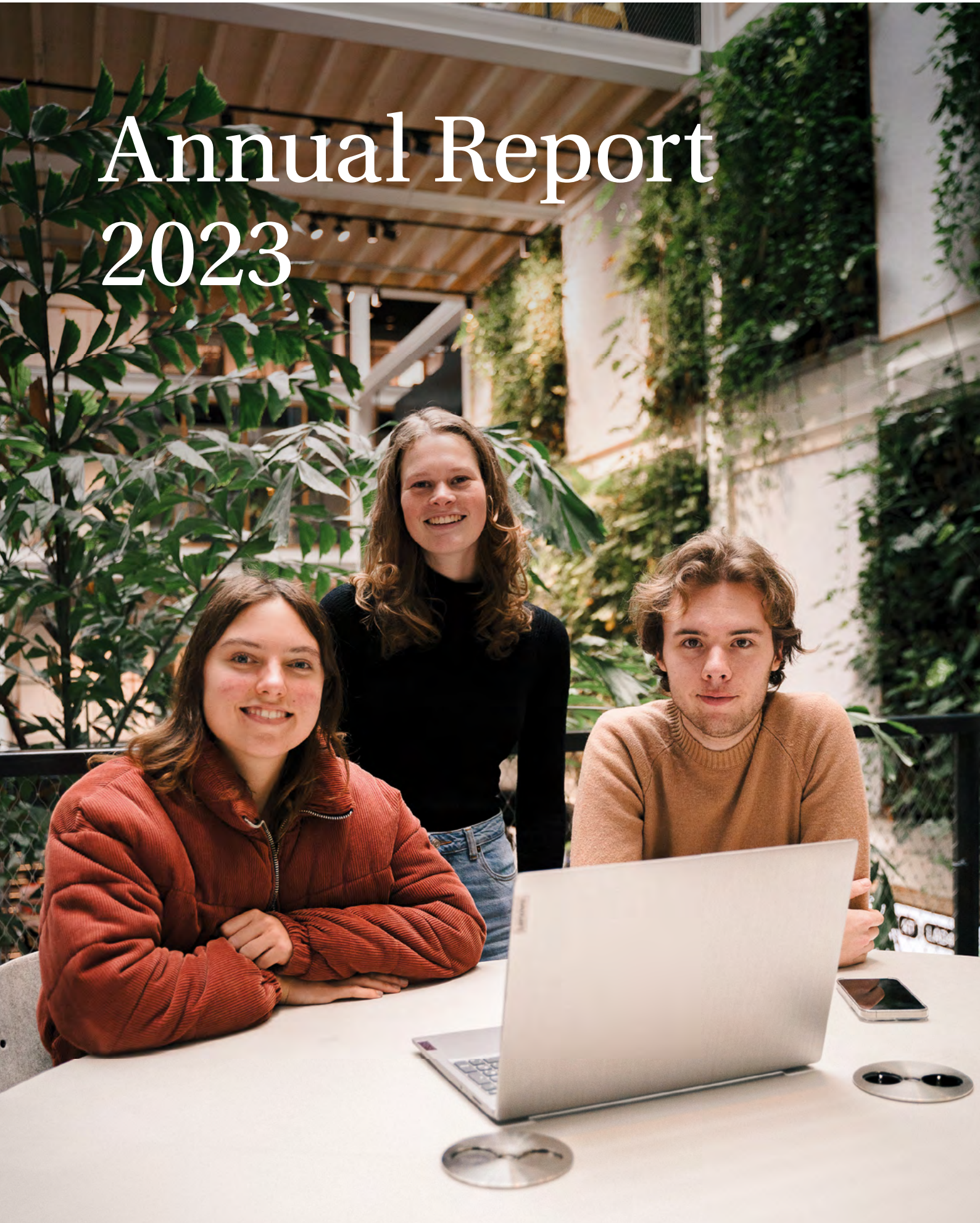
University of Amsterdam

Annual Report 2023



Annual Report 2023

University of Amsterdam

Publication details

Published by
University of Amsterdam
May 2024

Compiled by
Institutional Research unit

Annual report design
April Design

Photography – inside pages
Lisa Maier

Photography – events ribbon
Lisa Maier, Pixabay, Shutterstock, Willeke Duijvekam, fotograafniels.nl, Wouter van der Wolk, Monique Kooijmans, Anita Edridge, Tessa Belinfante, Sebastiaan ter Burg, Romy Treebusch, Juri Hiensch, Kirsten van Santen, Michael Niamut, Arno Senoner via Unsplash, Ilsoo van Dijk, Luca Janssen, Freek van den Bergh.

Cover photo
Students at LAB42 on Amsterdam Science Park: Noah van Wooning (left), Mila Vogels (centre) and Luc Dekker (right). Photographer: Lisa Maier.

Information
University of Amsterdam
Communications Office
PO Box 19268
1000 GG Amsterdam
+31 (0)20 525 2929
www.uva.nl/en

14 april 2024

No rights can be derived from the content of this annual report.
© University of Amsterdam

Table of contents

PAGE	CHAPTER
5	A. Foreword by the Executive Board
7	B. Key figures
9	C. Message from the Supervisory Board
12	D. Members of the Executive Board and Supervisory Board
13	E. Faculty deans and service unit directors
14	F. Details of the legal entity
15	G. List of abbreviations
17	H. Organisational chart
19	1. Administration
27	2. Education
33	3. Students
38	4. Quality agreements
48	5. National Education Programme
58	6. Administrative Agreement on Higher Education and Science
66	7. Research
81	8. Innovation, impact and valorisation
86	9. Sustainability
93	10. Staff
103	11. Financial report
113	12. Accommodations Plan
120	13. Continuity
124	14. Risk section



EXECUTIVE BOARD

From left to right: Prof. Peter-Paul Verbeek, Prof. Geert ten Dam, Jan Lintsen, MBA.

A. Foreword by the Executive Board

The UvA is both independent and engaged: we research and observe the world, but we are also right in the middle of it – what happens outside the university also has an impact inside it. 2023 made that clear once again. The war in Ukraine entered its second year, concerns about climate change and the fossil fuel industry grew, war broke out in Israel and Gaza, and there were deadly shootings at our fellow institution Erasmus MC and our partner university in Prague. All of this causes us grave concern.

We strive for a sustainable, prosperous future and champion justice and equal opportunities. Once again, our academics made significant contributions to this mission in the past year. They shared new insights from their research and participated in public debate – on the wars in Ukraine and the Middle East, as well as quantum technology, political shifts in the Netherlands, the opportunities and threats of AI and climate issues.

One of the most notable UvA scientists was Joyeeta Gupta. Her unwavering commitment to a fair and sustainable world was honoured with the prestigious Spinoza Prize. Recognition was also given to an educational initiative in which sustainability plays an important role: UvA Placemaking, from the Institute for Interdisciplinary Studies, won first place in the Dutch Education Awards.

Sustainability was also high on the policy agenda. The UvA recognises climate change as a global emergency. After extensive dialogue at all levels of the university, we made the decision that we will no longer cooperate with companies in the fossil energy sector unless a number of strict conditions are met. André Nollkaemper was appointed University Professor of International Law and Sustainability. His appointment is one of the steps the university is taking to intensify and accelerate interdisciplinary research and teaching on climate change and sustainability.

Internationalisation was another important topic. The Ministry of Education, Culture and Science presented the Balanced Internationalisation Bill. We endorse the need for controls to ensure accessibility to education, but we remain critical of the bill. Internationalisation is essential to the university. International students and our international staff make a crucial contribution to the quality of our teaching and research. While awaiting policy decisions from The Hague, we (and the other Dutch universities) are taking our own measures to control the intake of international students and increase their Dutch language skills. At the same time, we are committed to maintaining and expanding our bilingualism. Experience with the Psychology degree programme has shown that an enrolment quota for the English-language track of a programme, rather than a programme-wide enrolment quota, enables regulation of the size of the international intake and keeps the programme accessible to Dutch students.

Many staff within the organisation have worked to make the UvA attractive to talent and a good employer. The ambitions in the 2021-2026 Strategic Plan ‘Inspiring Generations’ were developed in greater detail in the HR Manifesto and the new HR programme has been adopted. A new Recognition & Rewards Committee has been established and initial drafts for differentiated career paths have been developed. In addition, following an external review, the Diversity Policy Document is being updated.

In the area of digitalisation, significant strides have been made in both education and research, with a particular focus on Artificial Intelligence. AI applications are acquiring an increasingly influential role in our society and daily lives every day. The impact of AI is also increasing in academic teaching and research, especially since the advent of systems like ChatGPT. In anticipation of all of these developments, the AI in Education Task Force was set up in conjunction with VU Amsterdam. Important steps have also been taken within the Amsterdam AI – Technology for People coalition, of which the UvA is a member, for the development and application of responsible AI. The UvA-led ROBUST, an initiative from the Innovation Centre for Artificial Intelligence (ICAI), received a multi-million euro boost from the Dutch Research Council.

Of course, many more things happened in 2023: the museum pieces from Crimea were returned to Ukraine after years of court cases, French President Macron and King Willem-Alexander visited the Quantum Lab, Matrix One opened its doors and the Stolker Committee presented a report on academic freedom entitled ‘Powerful and vulnerable’. You can find many more key moments from 2023 in the events ribbon accompanying this annual report, or navigate to the various chapters to obtain a complete picture.

B. Key figures

	2019	2020	2021	2022	2023
Number of students enrolled at the UvA					
Total	**35,387**	**38,940**	**41,065**	**42,143**	**43,008**

	2019	2020	2021	2022	2023
Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)					
Bachelor's intake	6,787	7,988	8,863	9,408	9,217
Pre-Master's intake	682	929	876	738	703
Master's intake	5,617	6,810	6,718	6,123	6,646

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Credits obtained by government-funded students					
Exams taken per academic year					
Credits (ECTS) obtained by government-funded students	1,333,674	1,379,921	1,538,228	1,483,923	1,541,761
Bachelor's exams	4,604	4,853	5,556	5,433	6,024
Master's exams	6,100	6,063	6,753	7,061	6,954
Postgraduate Master's exams	425	444	481	504	504

	2019	2020	2021	2022	2023
Doctorates conferred per calendar year					
Doctorates conferred	527	541	568	568	590
of which joint doctorates	12	15	20	19	17
Design engineering certificates	8	15	17	13	12

	2019	2020	2021	2022	2023
Publications per calendar year					
Academic publications	9,294	9,144	10,591	9,927	10,393
Trade publications	1,216	944	831	722	630

	2019	2020	2021	2022	2023
Key financial figures (in millions of euros)					
Equity (for the group, as at 31 December)	305	304[2]	331	350	361
Solvency II (for the group, definition applied by the Ministry of Education, Culture and Science: equity plus provisions/total assets)	*42%*	*40%*	*42%*	*39%*	*39%*
Transfer to FdG[1]	170	174	184	207	218
Other operating expenses (excluding group companies)	603	645	670	723	802
Total operating expenses (UvA individually plus transfer to FdG)	773	819	854	930	1,020
Group result	**22.2**	**-4.2**	**26.8**	**19.0**	**10.5**

[1] The government grant for the Faculty of Medicine (FdG) as an academic workplace is presented as an allowable deduction from the UvA's income in the annual statement of accounts. This grant is included in the transfer of funds to the FdG and total operating expenses in this Key figures section.

[2] The equity of the T.M.C. Asser Institute has been included in the group equity from 2020 onwards.

	2019	2020	2021	2022	2023
Staff (FTEs as at December, excl. FdG)					
Academic staff	2,915	3,023	3,239	3,408	3,630
M/F ratio	56/44%	56/44%	55/45%	54/46%	53/47%
Support and management staff	2,030	2,145	2,207	2,361	2,516
M/F ratio	41/59%	42/58%	40/60%	40/60%	40/60%
Individual excluding group companies[4]	**4,945**	**5,168**	**5,446**	**5,713**	**6,146**[3]
Consolidated affiliated institutions	274	348	348	350	350
Consolidated UvA total	**5,219**	**5,516**	**5,794**	**6,063**	**6,496**

	2019	2020	2021	2022	2023
Absence due to illness (excl. FdG)					
Academic staff	2.5%	2.1%	2.4%	3.0%	2.8%
Support and management staff	5.6%	4.1%	5.0%	6.8%	5.6%

	2019	2020	2021	2022	2023
Energy consumption and CO_2 emissions					
Gas (million m^3)	2.5	2.0	2.1	1.7	1.5
Electricity (million m^2 kWh)	182	169	164	141	133
Drinking water consumption (x1,000 m^3)	91.7	90.0	90.0	90.0	90.0

	2019	2020	2021	2022	2023
Waste removal					
Ordinary waste (tonnes)	995	533	564	574	580
Chemical waste (tonnes)	46	46	46	46	46[5]
Total waste (tonnes)	**1,041**	**579**	**610**	**620**	**626**

[3] In 2023, 162 of these were also enrolled as students. Many of them were student assistants.
[4] Up to and including 2019, non-consolidated UvA staff figures included staff seconded to the T.M.C. Asser Institute and Kohnstamm Institute, as well as UvA staff members working at the ACTA. From 2020 onwards, staff seconded to the T.M.C. Asser Institute have been shown under the affiliated institutions.
[5] This is a provisional indication of the 2023 figure.

In this Key figures section, the Faculty of Medicine (FdG) has been included in the teaching, research and financial data, but not in the staffing and operational management data, which is covered in the annual report for the Amsterdam UMC (location AMC).

The Facts and figures section on the UvA website features more detailed information on teaching, research, staff and finances at the UvA, along with specific details for each individual faculty and degree programme. On the UvA website, students and staff members can find data on their own organisational unit or degree programme via UvAdata.

C. Message from the Supervisory Board

The Supervisory Board's task is to monitor the work done, and the powers exercised, by the university's Executive Board, which reports to the Supervisory Board. The Executive Board is tasked with running and managing the University of Amsterdam and makes decisions on the day-to-day running of the university. As the Supervisory Board, we are charged with approving the budget, the annual statement of accounts, the annual report, the Strategic Plan and the Management and Administration Regulations. We also monitor compliance with legal obligations and application of the Code for Good Governance in Dutch Universities, the lawfulness of procurement processes, the effective and legitimate allocation and use of funds and the shaping of the quality assurance system.

Our supervisory role requires that we preserve our independence and remain at arm's length from what is happening at the university. At the same time, we must understand and be aware of what is going on in the organisation. The provision of adequate information is therefore essential for the exercise of proper and independent supervision. In discussions between the Executive Board and the Supervisory Board, considerable attention is given to the transfer of information. Effective dialogue also allows room for frank debates. We ask critical questions and, where necessary, provide the Executive Board with advice, both solicited and unsolicited.

The Supervisory Board appoints the members of the Executive Board. In July, the chair of the Supervisory Board and one of our members conducted individual annual consultations (appraisal interviews) with the three members of the Executive Board. In preparation for these interviews, the Executive Board members and the Supervisory Board collected information on everyone's performance from a variety of stakeholders within the immediate working environment and professional field. A joint interview with the three Executive Board members followed in August.

The second term of the current Executive Board president Geert ten Dam will end on 1 June 2024. In September 2023, the Supervisory Board began the process of recruiting her successor. A selection committee led by the chair of the Supervisory Board and comprising representatives from both central representative advisory bodies, the deans and the Executive Board unanimously agreed on the preferred candidate. After an introduction to the Supervisory Board, the Executive Board and the deans and favourable opinions from the Central Works Council and the Central Student Council, the Supervisory Board appointed Edith Hooge as president of the Executive Board from 1 June 2024 for a four-year term. We are delighted with her arrival at the UvA and appreciate the cooperation of the various bodies and groups, which enabled the recruitment and appointment process to run smoothly without compromising confidentiality. We look forward to a professional cooperation to the benefit of the UvA.

The Central Works Council (COR) and the Central Student Council (CSR) represent staff and students respectively at the central level. Both councils have a right to be consulted and a right of consent on certain matters. This enables them to exert influence and fulfil their representative function. To ensure this happens smoothly, open contact between the Executive Board and the representatives of students and staff is crucial. The nature and frequency of this contact and the subjects on which representative advisory bodies have a right to be consulted and a right of consent are governed by the Higher Education and Research Act (WHW). The Executive Board also engages in dialogue with the representative advisory bodies outside of the formal frameworks. We endorse this approach.

The Supervisory Board also maintains contact with the representative advisory bodies. The chair meets with the full COR and CSR twice a year, along with the board member nominated by the council concerned. These statutory consultation meetings are a way for us to stay in touch with the academic community. Gathering information from staff and students is important and helps us exercise our supervisory role.

Statutory consultation with the COR took place in June and November. The topics discussed included ChatGPT in education, academic freedom, the office floor space standard for staff, and starter and incentive grants.

In the statutory consultation meetings with the CSR, also in June and November, we discussed the growth of the university in the context of the student intake and internationalisation, the Profiling Fund, cooperation between the CSR and the Executive Board, and the workload and budget of the CSR.

As well as the statutory consultation meetings, there are informal opportunities for members of the Supervisory Board to speak with members of the central representative advisory bodies. The chair of the Supervisory Board discusses the agendas and preparation for statutory consultation meetings with the executive boards of these bodies. Representatives of the COR and CSR have regular contact with a member of the Supervisory Board nominated by them. Where desirable, they also speak informally with the chair of the Supervisory Board. In December, the Supervisory Board invited the members of the COR and CSR to an informal gathering.

The Supervisory Board has five members, the maximum permitted by law. For the profile of Supervisory Board members, an overview of their ancillary activities and their retirement schedule, please refer to the UvA's website. The members of the Supervisory Board meet the applicable independence requirements. Collectively, they represent a range of social, professional, business and cultural backgrounds and possess extensive management experience and a thorough understanding of the world of academia.

The member of the Supervisory Board enjoying the exceptional confidence of the representative advisory bodies was recommended by the central representative advisory bodies for a second four-year term and was reappointed by the Minister of Education, Culture and Science with effect from 15 May 2023. The Minister also appointed Zofia Lukszo as a member of the Supervisory Board for a four-year term, starting on 26 August 2023. Lukszo took over from Pauline Meurs, who stepped down on the same date in accordance with the retirement schedule. Since 2016, the year Pauline joined the Supervisory Board, the UvA has benefited from her many excellent qualities, keen eye and ability to put things into perspective, including on the Audit Committee and the Teaching and Research Committee. Her input was always knowledgeable, critical and focused on results. We would like to express our gratitude to Pauline for her dedication and commitment.

In accordance with the Code for Good Governance in Dutch Universities and the Management and Administration Regulations, the Supervisory Board draws up a profile at least once every four years. In autumn 2023, the Supervisory Board prepared an updated draft profile, which was submitted to the COR and CSR for advice. In early 2024, both central representative advisory bodies issued positive opinions, after which the Supervisory Board adopted the profile. Based on the updated profile, the process of recruiting a new chair has started. The second term of the current chair of the Supervisory Board expires on 26 August 2024.

In 2023, we had six regular meetings with the Executive Board, which were attended by the secretaries of the university and the Supervisory Board. The university's student assessor also attended these meetings.

The Supervisory Board also considers it important to meet informally with the Executive Board to discuss topical subjects and long-running issues without an agenda. In 2023, time was once again set aside for such informal meetings. The Supervisory Board also met several times without the Executive Board for internal discussions on a range of subjects, including its own performance. In addition, prior to each meeting with the Executive Board, the Supervisory Board discusses current and sometimes confidential matters, items on the agenda and coordination.

The president of the Executive Board and the chair of the Supervisory Board met frequently during the year to discuss current events, recent developments and the progress made on various dossiers. Over the course of the year, each member of the Supervisory Board had an individual conversation with one or two deans. These conversations were informative and informal in nature and enabled the Supervisory Board to stay in touch with developments at the UvA.

The Supervisory Board has formed three committees from among its members, which discuss a selection of subjects in greater depth with the relevant portfolio holder from the Executive Board. The relevant unit directors attend committee meetings, as do other officials on an ad hoc basis. The committees prepare topics relevant to their field of expertise for discussion at Supervisory Board meetings. Where appropriate, the committees support Executive Board members by offering advice.

The Teaching and Research Committee met four times with the Rector Magnificus. These meetings were attended by the director of Academic Affairs. In 2023, the committee comprised Willy Spaan (chair), Pauline Meurs (until 26 August) and Zofia Lukszo (from 26 August). Topics discussed included the implementation of the Strategic Plan, recognition and rewards, the UvA's technological profile, sustainability, the institutional quality assurance audit, internationalisation and academic freedom.

In 2023, the Audit Committee comprised Pauline Meurs (chair, until 26 August), Omar Ramadan (chair, from 26 August) and Mohcine Ouass. The committee met with the Executive Board member holding the Finance and Operational Management portfolio four times. These meetings were attended by the director of the Audit unit and the director of Finance, Planning & Control. The external auditor was also present at most meetings. Topics discussed at the meetings included the annual report and accounts, the framework letter and budget, quarterly financial reports, the audit plan and the auditor's management letter, risk management, the Data Protection Officer's report and annual plan, the implementation of a new version of SAP, accommodation and the handling of property sales, the cash investment policy, and audit reports on information security and the hiring of external staff.

The Governance, Staffing and Organisation Committee, comprising Marise Voskens (chair) and Omar Ramadan, met twice with the president of the Executive Board, with the HRM director in attendance. Items on the agenda included prevention and absenteeism, the tendering procedure for the occupational health and safety service, an introduction to the coordinating confidential adviser, registration of professors' ancillary activities, the HR policy and annual agenda, implementation and evaluation of the lecturer policy, the diversity policy and social safety.

Several times a year, the chair of the Supervisory Board and the chairs of the Supervisory Boards of the other Dutch universities attend a meeting with the Minister of Education, Culture and Science and senior Ministry officials.

Financial policy and management and the long-term capital position are recurring topics on the agenda, and the Supervisory Board and the Audit Committee devoted considerable time to discussing them. In the April meeting, the external auditor reported on its findings and we approved the annual report and the 2022 annual statement of accounts. In December, we signed off on the 2024 budget, subject to the consent of the Joint Meeting of the central representative advisory bodies on the main points of the budget.

The University of Amsterdam ended 2023 with a small positive result. The financial position at the end of 2023 was solid. It is clear from the auditor's report on the 2023 annual statement of accounts and the verbal explanation by the auditor that the annual statement of accounts presents a true and fair picture and is consistent with the information in the annual report, and that the financial reporting principles were correctly applied. The auditor issued an unqualified audit opinion.

We can look back on the past year with satisfaction and with enormous appreciation for UvA staff and students. The university was able to perform its core tasks properly, create new opportunities, continue to develop and maintain its position as a multi-faceted academic leader at an international level. Everyone who contributed should be congratulated.

Amsterdam, April 2024

The Supervisory Board

Marise Voskens, chair
Zofia Lukszo
Mohcine Ouass
Omar Ramadan
Willy Spaan

D. Members of the Executive Board and Supervisory Board

At the time of the signing of this annual report for 2023, the Executive and Supervisory Boards comprised the following individuals:

Executive Board

POSITION		APPOINTED FOR THE PERIOD
President	Prof. G.T.M. ten Dam	1 June 2016 – 31 May 2024
Rector Magnificus	Prof. P.P.C.C. Verbeek	1 October 2022 – 30 September 2026
Member and Vice-President	J.W. Lintsen MBA	1 September 2017 – 1 September 2025

Raad van Toezicht

POSITION		APPOINTED FOR THE PERIOD
Chair	M.S.F. Voskens LLM	26 August 2016 – 25 August 2024
Member	Prof. Z. Lukszo	26 August 2023 – 25 August 2027
Member	Prof. W.J.M. Spaan	1 May 2021 – 30 April 2025
Member	O.M.A.A. Ramadan MSc MA	15 May 2019 – 14 May 2027
Member	M. Ouass MBA LLM	26 August 2022 – 25 August 2026

The ancillary positions held by the Executive Board members have been disclosed at www.uva.nl. The same applies to the members of the Supervisory Board.

E. Faculty deans and service unit directors

At the time of the publication of this annual report, the following persons were responsible for managing the faculties, institutes and shared service units:

Executive staff

POSITION	
Secretary General of the University	L.A. van de Zande

Faculty deans

FACULTY	
Faculty of Humanities	Prof. M. de Goede
Amsterdam Law School	Prof. M.M.M. van Eechoud
Faculty of Medicine	Prof. Y.B.W.E.M. Roos
Faculty of Dentistry	Prof. J.A. Romijn
Faculty of Science	Prof. P.H. van Tienderen
Faculty of Economics and Business	Prof. R.M.J.W. Beetsma
Faculty of Social and Behavioural Sciences	Prof. A.H. Fischer

Service unit directors

SERVICE UNIT	
Administration Centre	C. Galjaard, LLM
ICT Services	A.P. Welman
Facility Services	E.F.H. Zwiep
University Library	Prof. F.P. Weerman
Student Services	J. van Marle
Communications Office	H.C.A. van Oosterzee
Technology Transfer Office	R. Rust
Real Estate Development	K. Lammers
Student Health Services Office	S. Wieringa

F. Details of the legal entity

University of Amsterdam
Spui 21
1012 WX Amsterdam
PO Box 19268
1000 GG Amsterdam

Telephone:
+31 (0)20 525 9111

Website:
www.uva.nl/en

BRIN:
21PK

Competent authority number:
22222

Bank:
Deutsche Bank NL48DEUT0444042342

Chamber of Commerce number:
34370207

LEI (Legal Entity Identifier):
724500CFDCA9PSUM7351

ANBI (Public Benefit Organisation) number:
003240782

VAT number:
NL0032.40.782.B01

EORI (Economic Operators Registration & Identification) number:
NL003240782

G. List of abbreviations

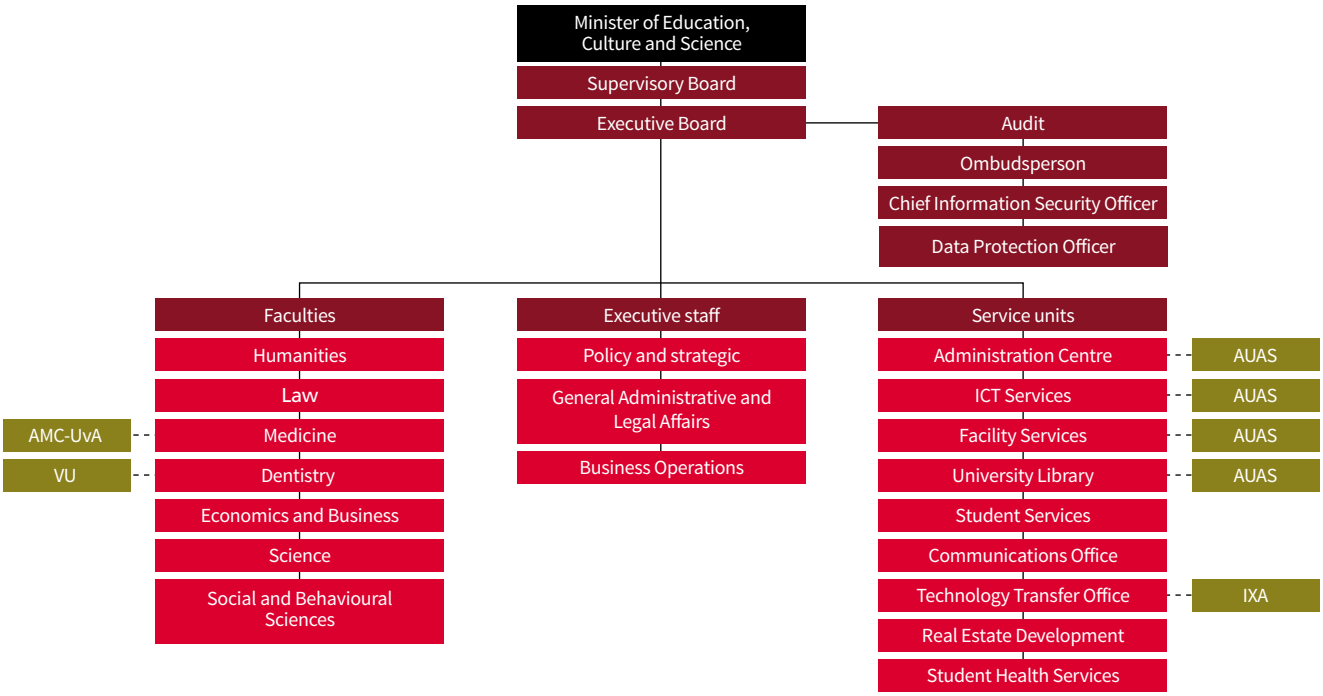
ACTA	Academic Centre for Dentistry in Amsterdam
AI	Artificial Intelligence
Amsterdam UMC, location AMC	Academic Medical Center, the UvA's teaching hospital
ANBI	Public Benefit Organisation
ASP	Amsterdam Science Park
AUC	Amsterdam University College
GDPR	General Data Protection Regulation
BG	Binnengasthuis
UTQ	University Teaching Qualification
BSA	Binding study advice
CAO NU	Collective Labour Agreement for Dutch Universities
CAOP	Centre for Public Sector Labour Relations
CBO	Central Executive Council (comprising the Executive Board and the faculty deans)
CDO	Chief Diversity Officer
CISO	Chief Information Security Officer
COR	Central Works Council
CSR	Central Student Council
CvB	Executive Board
CWI	Academic Integrity Committee
DEI	Diversity and Inclusion
DGw	Sustainable Humanities
EC or ECTS	Credit (European Credit Transfer System), measure of workload for a specific course or degree programme
EOI	Students enrolled in the first year of a degree programme at the institution
ERC	European Research Council, an EU body
EU	European Union, represented by the European Commission
FdG	Faculty of Medicine
FdR	Amsterdam Law School
FdT	Faculty of Dentistry
FEB	Faculty of Economics and Business
DPO	Data Protection Officer
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FTE	Full-time equivalent
GV	Joint Meeting of the COR and CSR, within the meaning of Section 9.30a of the WHW
HR	Human Resources
HRM	Human Resource Management
AUAS	Amsterdam University of Applied Sciences
IAS	Institute for Advanced Study
ICT	Information and Communication Technology
IIS	Institute for Interdisciplinary Studies
INTT	Institute for Dutch Language Education
IXA	Innovation Exchange Amsterdam, cooperating Technology Transfer Offices
KNAW	Royal Netherlands Academy of Arts and Sciences
LERU	League of European Research Universities
MJA	Long-Term Agreement on Energy Efficiency
NPO	National Education Programme

NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Dutch Research Council
O&O	Teaching and research
OBP	Support and management staff
OCW	Ministry of Education, Culture and Science
POL	Education Logistics Programme
QS	Quacquarelli Symonds
REC	Roeterseiland Campus
RPA	Research Priority Areas
RvT	Supervisory Board
SEP	Standard Evaluation Protocol
SOC	Security Operations Centre
TLC	Teaching and Learning Centre
UQ	University Quarter
UNL	Universities of the Netherlands
USC	University Sports Centre
UvA	University of Amsterdam
VO	Secondary education
VU	Vrije Universiteit Amsterdam
WHW	Dutch Higher Education and Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*)
WI	Academic integrity
TES	Thermal Energy Storage
WOR	Dutch Works Councils Act (*Wet op de Ondernemingsraden*)

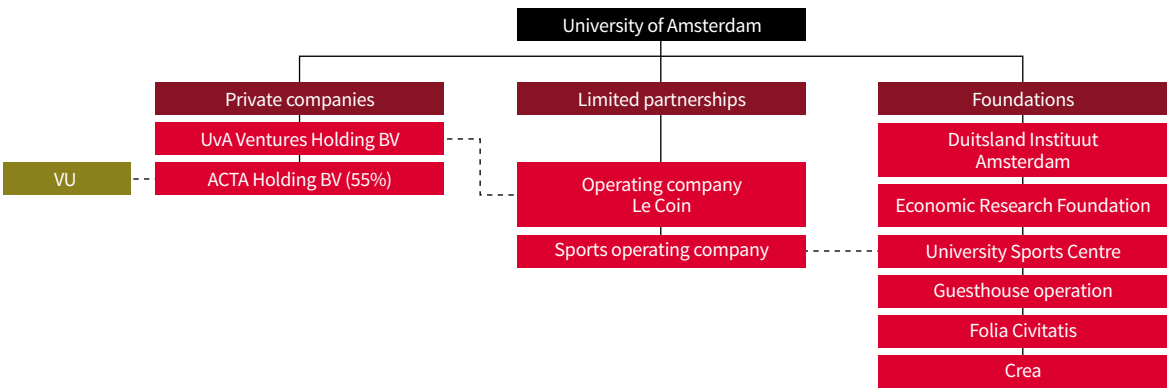
H. Organisational chart

UvA organisational chart

Internal structure



Group structure





Kat Ruud
studying for a Master's degree in Cultural Analysis

When I started my Master's in Cultural Analysis, it took me a while to adjust. You meet so many new people and the first semester had a pretty heavy workload, so it felt quite hectic for me. Fortunately, the second semester was a lot more enjoyable, and I'm now getting on well with the other students. I really feel at home at the UvA now.

1. Administration

Administrative structure

The University of Amsterdam (UvA) is a legal entity under public law pursuant to Section 1.8(2) in conjunction with Appendix 1(a) of the Higher Education and Research Act (WHW). The UvA engages in the statutory duties of a university, including academic teaching and research, transferring knowledge to society and building awareness of social responsibility, and is a recognised Public Benefit Organisation (*Algemeen Nut Beogende Instelling*, ANBI).

The UvA's administrative structure is laid down in the WHW and in its own Management and Administration Regulations, which are based on the WHW, and conforms to the Code for Good Governance in Dutch Universities drawn up by Universities of the Netherlands (UNL). The UvA is managed by the Executive Board, which is appointed by the Supervisory Board. The Supervisory Board members are appointed by the Minister of Education, Culture and Science. A student assessor is assigned to the Executive Board. The annual appointment of the student assessor is based on a proposal from a committee whose members are selected by the Central Student Council (CSR), the Executive Board and the Supervisory Board.

Courses are taught, and research is carried out, in seven faculties. Each faculty is managed by a dean, who is appointed by the Executive Board. Faculty activities are organised in colleges (for Bachelor's programmes), graduate schools (for Master's programmes) and research institutes. Academic and support and management staff are organised in departments, units and capacity groups, from which they are allocated to the colleges, schools and institutes.

Cooperation between the Executive Board and the deans is the core focus of the Central Executive Council (CBO). Before the Executive Board makes decisions on major strategic and policy matters, it discusses them with the deans in the CBO. The deans also use the CBO to coordinate the exercise of their statutory powers.

Participation in decision-making is structured in accordance with Section 9.30(1)(a) of the WHW. This means that student councils and works councils have been established at both the faculty and central level. Half of the Central Student Council (CSR) is comprised of representatives of the faculty student councils, while the other half is comprised of members who were elected directly. In accordance with the Works Councils Act (WOR), the Central Works Council (COR) consists of representatives from the faculty works councils, the shared service units and the Amsterdam UMC, location AMC. These bodies not only have the right to be consulted on various topics, but in some instances also have a right of consent. The right of consent applies only in the situations specified in the Act, including the approval of key aspects of the budget by the Joint Meeting (GV) of the CSR and COR.



9 JANUARY

The UvA celebrates its 391st anniversary with the Dies Natalis. The celebration opens with a formal transfer of the office of Rector Magnificus to Peter-Paul Verbeek. In his inaugural address, Verbeek discusses the role of the university in the 21st century. The UvA bestows honorary doctorates on Christopher Manning and Vikram Patel.

A look back by the ombudsperson

The UvA strives to create a socially safe environment for everyone. A socially safe environment is essential for the well-being of staff and students. Long-term social safety can only be achieved by looking at the various forces in context and adopting an integrated approach. It therefore remains important to invest in social safety, both in terms of prevention and reducing risk factors and in terms of responding adequately to undesirable behaviour, handling reports and managing follow-up care.

The ombudsperson plays an important role in the confidential handling of reports concerning perceived structural issues with social safety. Staff and students can contact the ombudsperson for a sympathetic hearing, independent advice, mediation or investigation whenever the need arises in their work or study situation. This can include reports relating to a variety of situations, such as cooperation issues, undesirable behaviour and integrity issues. Every report is handled confidentially. The role of ombudsperson is independent and impartial, as laid down in the UvA Ombudsperson Regulations 2021. At the request of the ombudsperson, certain aspects of the regulations will be amended in 2024, in line with current practice.

In 2023, the ombudsperson received 118 reports, of which 59 were from staff (0.87% of all staff members), 17 from PhD candidates (0.91% of all PhD candidates) and 35 from students (0.08% of all students). The other seven reports were made by external or anonymous parties.
Most reports related to the implementation of a regulation, procedure or policy in a way that was perceived as unfair, followed by perceived structural issues with social safety. The ombudsperson has also noticed an increase in the number of reports from staff members about a perceived lack of social safety in connection with employment disputes. There was a striking decrease in the number of reports of harassment, aggression and violence, including sexual harassment, compared with 2022. Women are overrepresented in almost all groups making reports. The ombudsperson notes that 53% more women than men made a report.

The ombudsperson also notes an overrepresentation of international students within the group of students who made reports.

The procedure for dealing with reports is tailored to the individual. The ombudsperson can use a number of interventions such as providing advice, organising a facilitated discussion or mediation, registering the report or carrying out a formal investigation. Appropriate interventions are used depending on the nature of the report and request for help. The interventions differ in terms of impact, effect and time required to implement. In some cases, the person who made the report is referred to another avenue within the UvA's support structure, if the report in question would be better handled by a different body (such as a confidential adviser, Examinations Board, Complaints Committee or Academic Integrity Committee). The ombudsperson handled almost half of the reports by simply providing advice. More than a quarter of all reports were closed after the report was registered. In these situations, the person who made the report did not want their identity to be revealed, but if multiple related reports are received, the ombudsperson may instigate an investigation. No investigations of culture or individuals were conducted in 2023.

As well as dealing with reports in an appropriate manner, the ombudsperson identifies developments and patterns at the UvA and makes recommendations for improvements to the Executive Board, deans, Secretary General or directors. In this respect, the ombudsperson notes that things generally run smoothly at the UvA, but it is the job of the ombudsperson to draw attention to situations where improvements are still needed. The reports handled in 2023 resulted in the following observations and recommendations:

1. Invest in leadership, diversity and inclusion
2. Evaluate the complaints procedure and take improvement measures where necessary



10 JANUARY

ROBUST is launched, an ICAI initiative led by the UvA in cooperation with 51 partners from the business community, the public sector and the knowledge industry that will strengthen the Dutch AI ecosystem with a new boost for fundamental AI research. The programme will receive a contribution of 25 million euros from the Dutch Research Council for the next 10 years.

3. Give attention to the position of the staff member as the accused party
4. Give attention to the role of the confidential adviser and individual legal status
5. Give attention to students with mental health issues and/or concerning behaviour
6. Give attention to the procedure to report a deficiency in professional conduct
7. Give attention to the position of student assistants

Affiliated institutions

Amsterdam UMC, location AMC
The Amsterdam UMC, location AMC is the teaching hospital affiliated with the UvA. As a legal entity under public law pursuant to Section 1.13 of the WHW, the Amsterdam UMC, location AMC publishes its own annual report. The Faculty of Medicine (FdG) is part of the Amsterdam UMC, location AMC.
In 2018, the *Amsterdam UMC, location AMC* was merged at an administrative level with the VUmc, the hospital affiliated with VU Amsterdam. In 2019, the two universities initiated discussions with the Ministry of Education, Culture and Science about effecting a legal merger of their university medical centres. A bill was introduced on 14 December 2022, as a result of which the two teaching hospitals were legally merged to create the Amsterdam UMC Foundation on 1 January 2024. The legal merger required an amendment to the WHW.

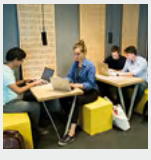
The UvA's regulations on teaching and research also apply to the Faculty of Medicine. Medical students have the right to vote for members of the Central Student Council. In all other aspects, the Amsterdam UMC, location AMC is governed by its own regulations and consultative bodies, in which patient care plays a key role.

ACTA
The Academic Centre for Dentistry in Amsterdam (ACTA) brings together the respective Faculties of Dentistry of the UvA and VU Amsterdam. Teaching, research and patient care at both faculties are fully integrated and supervised by a single dean. The ACTA was established as an unincorporated joint venture, of which the UvA bears 55% of the costs and VU Amsterdam 45%, in line with the student enrolment quotas imposed for each institution.

ACTA client care
Since the Participation (Clients of Care Institutions) Act (Wmcz) came into force on 1 July 2020, all health care institutions must have a clients' council. The Act sets out the rights and duties of the ACTA and the clients' council. The clients' council promotes the common interests of the ACTA's patients. The clients' council advises on issues relevant to providing high-quality, safe and person-centred care to patients. It is concerned with the collective interest rather than the individual interests of patients. This covers a range of topics.
As volunteers, council members selflessly give their time to improve the quality of patient care, teaching and research at the ACTA.

AUC
Amsterdam University College (AUC) is home to the joint liberal arts programme offered by the UvA and VU Amsterdam. The UvA has accommodated this programme within the Faculty of Science. Like the ACTA, AUC was established as an unincorporated joint venture, of which the UvA and VU Amsterdam each bear 50% of the costs – again, in line with student enrolment quotas.

UvA Ventures Holding
The UvA clusters its non-statutory activities and spin-offs in fields such as applied research within group companies that are not government-funded (in accordance with the Ministry of Education, Culture and Science memorandum *Clarity on the Higher Education Funding System*). This group structure is controlled mainly through the university's wholly-owned subsidiary, UvA Ventures Holding BV, of which the two employment agencies affiliated with the UvA are also part. The UvA's group structure includes the group companies that are part of the UvA's consolidation base. This is in line with the *policy rule on investing public funds in private activities*.



30 JANUARY

The Executive Board adopts the implementation plan for the digital agenda. In 2023, we will invest over 10 million euros in digital innovation. This agenda is centred on the need to use digitalisation more effectively to enhance research and teaching.

A look back by the Chief Diversity Officer

Policymaking and activities related to Diversity, Equity and Inclusion (DEI) at the UvA gained momentum in 2023, both internally and externally. A number of incidents had a major impact on key DEI issues and activities. These will be explained first, followed by a brief look at the other activities of the CDO team.

Organisation:
Consultation and discussions with the Secretary General of the UvA led to a new structure for the CDO team. The decision was made to have a more streamlined team, better positioned within the Executive Staff team where more staff with DEI expertise have been appointed. In 2023, the appointment of DEI policy officers in the Academic Affairs and HR units was achieved. Targets were also adjusted elsewhere. There is now more DEI capacity and expertise, more widely distributed, among Executive Staff. During this transition period, there was limited scope to put new topics on the agenda. These may be developed and implemented in 2024.

Events:
Public debate and developments in society have influenced the focus on DEI in universities. This has affected the activities of the CDO team. For example, Russia's invasion of Ukraine led to the CDO becoming involved in a variety of practical and policy-related responses to this event. The Russian invasion of Ukraine also prompted the CDO to distinguish its primary objective – strengthening DEI within and for the UvA community – from things like making statements about this external event. In this respect, it became clear that the enormous international and cultural diversity within the UvA community can easily lead to tensions caused by external events.

In 2023, this was made even more apparent by a number of such events involving the CDO team. One example is the heated debate around gender. This reignited the discussion on social safety and support for students and lecturers. As a consequence, the Executive Board requested an external advisory report on academic freedom. A project on gender issues in a broad sense was launched in consultation with other stakeholders.

The impact of the attack by Hamas on Israel and the subsequent escalation of violence had an impact at the UvA, with the inclusivity and social safety of the university sometimes appearing to be at risk. The CDO team worked with the Teaching and Learning Centre (TLC) to organise a knowledge-sharing session on 'hot moments in class' and created a Campus Connection Fund.

The CDO team continued to work on the implementation of the 2019 Diversity Policy Document in 2023. The four primary objectives of the Policy Document provide structure for the brief report below of some of the key activities of the CDO team. At the conclusion of this report, the review process for the Diversity Policy Document is briefly described.

Accessibility and study success for students whose background makes studying at a university a less likely course of action for them
The CDO organises a mentoring pathway for students, of which the existing components began to be updated in early 2023. For example, because the CDO is seeking greater cooperation and integration with existing parts of the UvA, the Get Ready! summer programme for prospective first-generation students is no longer offered separately. In a new partnership with Student Services, it has been partially integrated with the normal introduction programme. Work will be done to integrate other programmes in a similar way.

Successful cooperation within diverse groups and teams
The international incidents referred to above have led to the realisation that such incidents can lead to divisions – both among staff and among students cooperating in diverse teams. In addition to the structural cooperation with the TLC and Faculty Diversity Officers with regard to these international conflicts, a flexible approach has proven necessary. Dialogue meetings and public discussions have been useful in this regard.

In addition, the CDO team has started a project on religious observance. This involves identifying and responding to issues for students and staff related to religious identity and practices. Issues include the number and design of contemplation rooms, inclusive celebration of holidays and adjustments to leave arrangements.

Recruitment, selection, appointment, promotion and retention of staff from diverse backgrounds
Because successful and enjoyable studying and working partly depend on a sense of belonging, the CDO will invest extra time in consulting with and supporting various 'identity networks' such as UvA Pride, Amsterdam United and others, starting in the summer. We will develop policy advice for this purpose.

Identification and encouragement of good practices and knowledge exchange
The CDO is involved in several internal, external and international networks through which DEI expertise and examples of good practices are shared, such as the network of UvA FDOs and policy officers and the Amsterdam Region Education Partners network. University, national and European networks of diversity officers also play an important role. For instance, the CDO and a number of Dutch colleagues organised a session at the first international conference of the National Association for Diversity Officers in Higher Education (NADOHE). We are part of an international expert group working on an institutional 'anti-racism framework', led by colleagues from the Dutch Centre for Diversity Policy ECHO and the University of Connecticut.

Review process for the Diversity Policy Document
The Diversity Policy Document dates back to 2019 and was reviewed by an external consultant in 2021. Another review was performed in 2023, which found that an update would be desirable. This is because of the increased support for, and impact of, the DEI policy implemented to date. It is also due to the growth in the number of UvA staff members dealing with DEI and with new topics emerging. In 2024, this should lead to an updated policy document in which three focus areas are specifically identified.

1. Better support must be provided for students and staff with a disability. The CDO is an active participant in the university's Accessibility Knowledge Platform and has contributed to a renewed vision of more active and coordinated support for students and staff.
2. The methods of measuring and monitoring diversity, equality and inclusion (DEI) will be revisited. The CDO team has advised on a number of surveys and discussed The Young Academy's report on self-categorisation internally. The CDO is participating in an innovative data collection and analysis project relating to first-generation students. Work is also being done on a long-term measurement and monitoring plan in conjunction with the network of DEI policy officers at the UvA.
3. The CDO supports grass-roots networks as well as networks of students committed to DEI at the UvA. The importance of these networks has become clear to many students and staff over the past year.

Report of the Data Protection Officer

The position of the Data Protection Officer (DPO) is legally established in the General Data Protection Regulation (GDPR). The DPO monitors compliance with the GDPR. The DPO also gives advice to the Executive Board on the processing of personal data in relation to risks for the privacy of data subjects (staff, students, research participants and third parties).

Data subjects can contact the DPO directly to seek advice, ask questions and/or lodge complaints. The DPO is also the central contact point for the supervisory authority (the Dutch Data Protection Authority, AP). The DPO presents their findings each year in a separate report, which they discuss with the Executive Board, the Supervisory Board and various relevant stakeholders, including the directors of operational management and the directors of the service units.

The UvA's DPO works closely with the DPO at the AUAS in relation to the shared service units, with the DPO at the *Amsterdam UMC, location AMC* in relation to Medicine degree programmes and with the DPO at VU Amsterdam in relation to the ACTA. The DPO is also a member of the network of Data Protection Officers under the auspices of UNL and is a member of the Education Agenda Committee of the AP's Dutch Association for Data Protection Officers (NGFG).

The UvA has appointed the DPO as supervisor of the Office of the Data Protection Officer, a team of secondary privacy officers. In 2023, the team was positioned within Safety and Security. Subsequently, a preliminary decision was made to separate the third-line role of the DPO from the second-line central privacy team.

In 2023, contributions were made to the development of the SURF Privacy Assessment Framework. This assessment framework has been submitted to the UNL, which is expected to declare it binding on the university education sector. The sector will then measure itself against this standard. It will provide universities with a tool to assess their level of maturity in implementing the GDPR. In 2024, various processes for handling complaints and reports will be assessed against the framework. Based on the results, an improvement plan will be drawn up.

The DPO handled three complaints in 2023. Twenty-two data breaches were logged, of which seven were reported to the AP and six were reported to data subjects. This is comparable to 2022, when 20 reports were logged, of which seven were reported to the AP and six to data subjects.



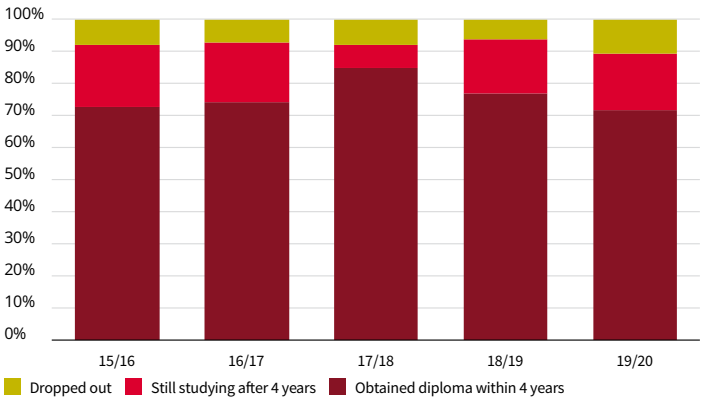
3 FEBRUARY

The Executive Board tasks an independent external committee with investigating a report made under the Whistleblower Scheme of 'serious institutional malpractice at the Faculty of Social and Behavioural Sciences'. The committee is headed by Carel Stolker, former Rector Magnificus and Chair of the Executive Board of Leiden University.

Development of Bachelor's success rates

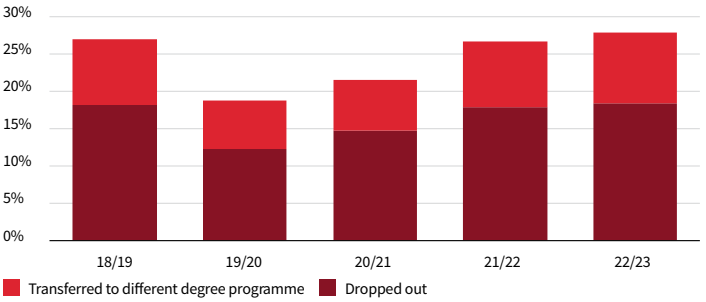
Study success rates in Bachelor's programmes after 4 years (students who re-enrolled in the second year)

This graph shows the distribution (in percentages) of students who started a full-time degree in a given year, did not drop out in their first year and, after four years at university, had either obtained a Bachelor's degree, dropped out after their first year or remained enrolled.



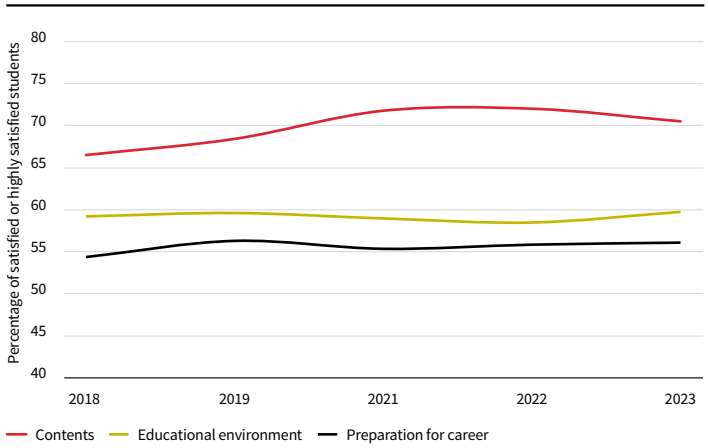
Drop-outs and first-year Bachelor's students switching degrees, by matriculation year

This graph shows the percentage of students who had dropped out by the end of their first year of study (at the UvA) or transferred to another degree programme.



Student satisfaction rate

This graph shows the distribution of students (in percentages) who indicated in the National Student Survey that they were satisfied or highly satisfied with the nature of their degree programme, the educational environment, the facilities provided and the extent to which the degree prepared them for a career. Due to the COVID-19 crisis, the National Student Survey was not carried out in 2020.



Annual Report of the Central Works Council (COR) 2023

In this annual report, the COR will provide an overview of the key topics for 2023.

Introduction

The Amsterdam Academic Club was occupied and cleared in early 2023. It is high time for a broad discussion about the UvA's ties to the fossil industry. The UvA campus was the site for an increasing number of actions in the autumn. The COR held extensive discussions with the executive staff on this issue and believes the discussion should be placed in a wider context. The COR also sought external legal advice, as there was a difference of opinion on the extent to which the COR should be formally involved in the decision taken by the executive staff on whether or not to collaborate with fossil fuel companies. The COR has also communicated extensively on this topic with the executive staff in a number of unsolicited opinions.
In early September 2023, the COR discussed the Investigation Report containing recommendations and reflections in detail with the executive staff, in response to a whistleblower report made to the UvA by the Stolker Committee.
In early October 2023, the violence in Israel and Palestine and its thousands of victims startled the world, including the UvA. Since then, the COR has been discussing and monitoring the consequences for both UvA students and employees. The Council feels a strong sense of solidarity with every member of the UvA community who has been affected by the conflict in any way.
The COR highly appreciates the work of ombudsperson Samera Ouchene, as shown by the meeting between Ouchene and the COR on 31 March 2023. During this meeting, the latest figures on the number of reports received by the ombudsperson were discussed. The input of the ombudsperson is invaluable to the climate of social safety at our university. The number of reports received by the ombudsperson has increased – a sign that the academic community recognises and acknowledges the ombudsperson's usefulness and value.

New Occupational Health and Safety Service launched

Efforts were made to ensure the best possible launch of the new Occupational Health and Safety Service by collaborating with HRM-UvA. The COR focused on four themes:

1. effective deployment of preventive measures to promote safety and sustainable employability and the prevention of absenteeism;
2. effective absenteeism and reintegration counselling;
3. optimal, correct and timely implementation of the absenteeism process under the Eligibility for Permanent Invalidity Benefit (Restrictions) Act;
4. increasing customer satisfaction.

2026 HR Manifesto

In March 2023, the UvA Board presented the 2026 HR Manifesto. This HR (Human Resources) manifesto focuses on the future of working at the UvA. A programme group comprised of HR staff from across the organisation collaborated on the manifesto.

This reflection by the COR is missing from the printed version of the annual report. On 6 September 2024, this reflection was added to this online PDF version.

Recognition & Rewards

The process for a new UvA vision on Recognition and Rewards has not yet been completed. For now, the support and management staff will not be included in said process. The COR will continue to call for attention to be paid to these colleagues, too. The form used during the annual consultations will be adapted in the coming period. The COR will be involved in this process, thereby ensuring that the topic of Recognition and Rewards is included in the annual consultations.

Influence of AI

If one topic has dominated the COR's teaching agenda over the past year, it has been dealing with ChatGPT. The topic first appeared on the agenda of the consultative meeting in January 2023, and it has returned every meeting since. The COR's main interests are safeguarding the quality of teaching and keeping its implementation manageable. Before the summer break, a large-scale AI event was organised by the TLC at the COR's instigation. It was at this event that the implications of AI were widely discussed for the first time. Numerous initiatives have now been launched on how to properly use generative AI, in which initiatives the COR is also represented.

Fairer lecturer policy

To get a better and accessible insight into what problems individual lecturers encounter, the COR had asked for complaints from staff to be sent to cor@uva.nl. This request was followed by numerous responses, and the COR responded to all complaints individually. Although the aim of the committee was to provide an impartial opinion, the implementation of opinions remained difficult. In early November, the Board and the University Local Consultative Committee (UCLO) decided to disband this committee. Although the lecturer policy has brought about a major change in our organisation, work still needs to be done to ensure that the guidelines of the general policy are also properly implemented in all institutes. The COR therefore continues to monitor the implementation of the new lecturer policy.

Representation of PhD candidates in the decentralised councils

With the Works Council elections of many councils coming up in 2024, the COR was already lobbying hard before the summer of 2023 to give PhD students a more prominent place in these councils. This took the form of facility regulations that explicitly named PhD candidates as a separate group and set out how PhD students can be compensated for their council work in many different ways. The regulations also included the suggestion of starting its own PhD list in order to rotate if the contract ends. We especially noticed the smooth interaction between the three different bodies (COR, Executive Board and PhD council).

Housing and Finance

The UvA's annual Accommodations Plan is an important guide during the year. The Accommodations Plan is closely intertwined with UvA finances. For this reason, the chair of the Housing Committee also has a place on the Finance Committee. Key meetings are held with directors of Finance Planning & Control and Housing Development. In addition, the chair of the Housing Committee is a member of the University Quarter Programme Group (UK).
Housing ran into a problem with increased student intake in 2022, since plans over the past 10 years assumed a peak with a subsequent decline. REC V had been built in 2022 to accommodate that unexpected overcrowding of university teaching capacity. In 2023, the Joint Assembly raised a sticking point at the 2024 Framework Letter to get a participation-in-decision-making seat on the REC housing programme group. This sticking point was not welcomed by the executive staff because no such programme group exists for the REC, whereas the University Quarter (UQ) and Amsterdam Science Park (ASP) do have such programmes, being single-faculty campuses. By the end of 2023, a broad housing consultation structure was finally established for Campus Roeterseiland. Since the Roeterseiland Campus houses several faculties and services, a campus-wide consultation is necessary.

This reflection by the COR is missing from the printed version of the annual report. On 6 September 2024, this reflection was added to this online PDF version.

At board level, these consultations already existed, but the representative advisory body was not being sufficiently informed. The next few years will be important for the Roeterseiland Campus. There are no concrete plans, but if the General Agreement
is going to be implemented, the need for housing on campus could start to shift significantly in a negative direction.
The Housing Committee is also involved in issues such as sustainability, health and safety. And for several years, the COR has been trying to draw more attention to hospitality and catering on campuses. The COR feels the current facilities are no longer adequate to support a pleasant stay on campus. After the pandemic, the need for meeting places increased significantly, but the Hospitality Vision applied by the UvA is severely outdated, dating from 2017.

General

In 2023, there were 13 Internal Meetings, 8 Consultation Meetings with the Executive Board, a Morning Retreat with the Executive Board and 2 consultations with the Supervisory Board (SB). The Joint Meeting, the body in which the COR and the Central Student Council act together, also met frequently: a total of 11 Joint Meetings and 2 Joint Consultation Meetings with the Executive Board. In 2023, the COR was proactive in writing unsolicited advice to the Executive Board on the Starter and Incentive Grants, Cooperation with third parties, the facilities scheme for PhD students and Participation in Decision-making and self-governance for institutions for international student intake. In addition, the COR wrote a memo on the new space standard. The COR was regularly updated during internal meetings and other consultations by various people from the organisation. The COR also further approved the Hazard Identification and Risk Assessment tools and consent requests on Psychosocial Workload. In addition, the COR was involved
in the rollout and implementation of the new UvA-Q, the COR reflected in detail on the results of the Employee Monitor 2023 during a consultation meeting, the COR asked questions about the procedure of appointment of professors and the appointment of a member (and deputy member) of the Complaints Committee, and the COR continues to monitor the topic of hybrid working within the UvA.

Joint Meeting

The Joint Meeting, in which the COR and the CSR act jointly, approved the Budget 2023, the Framework Letter 2024, the start of the new university Master's programme named Quantum Computer Science (Faculty of Science), the start of the new University Master Business Information Technology Management, the start of the new university Bachelor's programme provisionally named Science and Design (Faculty of Science), the start of the new Advanced Master of Laws in Technology Governance (Amsterdam Law School) and the start of the new University Master Business Information Technology Management.
The draft 2024 budget has not yet been approved. It was subsequently agreed with the Executive Board to continue discussions on the draft budget in early 2024. In an unsolicited opinion, the Joint Meeting noted its points of attention about a request to set up a Task Force on Crisis Support Policy. In 2022, the Joint Meeting also reflected on the spending of the Quality funds for the year 2022. Furthermore, in 2023, the Joint Meeting was closely involved in the spending of the extra temporary funds from the government to further strengthen representation in decision-making in general and the programme committees in particular, and the Joint Meeting wrote an Unsolicited Opinion on the Educational Quality Policy Framework.

This reflection by the COR is missing from the printed version of the annual report. On 6 September 2024, this reflection was added to this online PDF version.

2. Education

Education Policy

The Vision on Teaching and Learning (Onderwijsvisie) and the Strategic Plan emphasise research-intensive and small-scale education that focuses on academic training and shapes differentiation and specialisation. We are committed to training intrinsically motivated and ambitious students and offering them opportunities to make the best use of their talents and abilities. Our students, both Dutch and international, discover and learn to appreciate other cultures, perspectives and world views. These discoveries take place in the international classroom. The basis for education lies with the expert and enthusiastic lecturers. Education is as important to us as research; they reinforce each other. We invest in education for everyone, at all levels, from junior lecturer to professor.

The UvA keeps up with developments in our society and in education. In 2023, these included the development of generative AI. In September 2023, the UvA and VU Amsterdam jointly launched the AI in Education Taskforce to anticipate the increasingly rapid developments in artificial intelligence. Another key focus in 2023 was the Balanced Internationalisation Bill, which is being prepared by the Minister of Education, Culture and Science. The UvA cherishes its international profile and the institution's bilingualism, maintaining Dutch as an academic language alongside English. The UvA aims to achieve a balanced intake in Dutch and non-Dutch tracks.

The faculties presented analyses of their education portfolios in 2023. These analyses showed that the connection between education and research is generally strong, but there is a desire to strengthen it further, particularly for interdisciplinary education. In addition, there appears to be a particular need to give more attention to developing minors and electives focusing on social issues.

In 2023, preparations began for the Institutional Quality Assurance Audit, which will take place at the end of 2024. In that context, a start was made on revising the Educational Quality Policy Framework to give the quality culture aspect a more prominent place alongside quality assurance. The new framework is better aligned with the UvA's Vision on Teaching and Learning in the quality assurance cycles at the various levels.

Interdisciplinary collaboration

A key ambition in the Strategic Plan 'Inspiring Generations' is to encourage interdisciplinary, inter-faculty collaboration. Global issues in areas such as health, health care and sustainability require an interdisciplinary approach. With the Strategic Plan themes and Research Priority Areas, the UvA has made considerable strides in research in recent years. This has given rise to a need to encourage interdisciplinarity in education. To successfully integrate social themes in education, it is necessary to work at each of the various levels of education; developing new courses, minors, honours modules and degree programmes as well as integrating inter-faculty education into existing programmes. Last year, explorations were conducted into inter-faculty education and attempts were made to remove logistical obstacles.

BRUARY

European alliance EPICUR

With a subsidy from the European Commission, the UvA is building a European alliance, together with the University of Strasbourg (coordinator), Aristotle University of Thessaloniki (Greece), Adam Mickiewicz University Poznan (Poland), the University of Life Sciences and Natural Resources Vienna (BOKU Vienna, Austria), University of Haute Alsace (France), Karlsruhe Institute of Technology (Germany), the University of Freiburg (Germany) and the University of Southern Denmark (Denmark). Within EPICUR, the universities in the alliance are working to develop a digital campus and offer innovative forms of student mobility.
In 2023, EPICUR began developing a pilot for horizontal course formats that would allow students to take a blended EPICUR course developed by the University of Strasbourg and the UvA under the Equity, Diversity & Inclusion theme as early as the first year of the Bachelor's programme. In addition, work was done on the EPICUR International Centre for Teaching & Learning in conjunction with the TLC of the Faculty of Medicine, and the UvA EPICUR Team took the first steps in developing the EPICUR Mobility Service.

Improving education logistics

A key objective in the Strategic Plan is to develop standards in operational management. In that context, the UvA-wide Education Logistics Programme has been working hard since April 2019 to improve education logistics processes for students, lecturers and education management. All faculties, central service units and staff units have worked hard to make this happen. As a result, UvA-wide agreements were reached on the design of processes and systems to improve service delivery, on time and within the budget, in numerous areas in the education logistics chain. Among other things, these agreements have resulted in an improved student website, an updated and improved method of course registration, improvement of the application process for international exchanges and improvements in the recording of marks in Canvas. In August 2023, the Education Logistics Programme steering group was disbanded and the Education Logistics Board was launched. The Board coordinates education logistics processes within the UvA and makes suggestions for improvements.

Balanced Internationalisation Bill

Internationalisation is extremely important for the quality of scholarship and academic education. The UvA therefore treasures its position as an academic home for students and staff from a wide variety of cultural and social backgrounds. Due to the increase in the number of international students in recent years, universities have long been asking for tools to better control the intake.
In the autumn of 2023, the Minister of Education, Culture and Science announced the Balanced Internationalisation Bill, which will provide tools to educational institutions and the Minister, focusing on the language of instruction, students' language skills, capping the number of students admitted to a programme and taking control. Through the UNL, universities have reacted critically, raising doubts about the workability of the bill. At the UvA, the Executive Board has set up a working group to identify the effects of the bill so we can anticipate them well in advance. At the same time, the UNL has launched a process of individual control, in which universities will show how they will implement a reduction in the number of international students.



10 FEBRUARY

Femke Kaulingfreks is appointed to the Wibaut Chair at the Faculty of Social and Behavioural Sciences. This special chair was endowed by the City of Amsterdam to study urban issues, particularly those affecting Amsterdam. Kaulingfreks will research the city's development from a social science and urban studies perspective.

Lifelong learning

Knowledge acquisition doesn't stop once a student obtains a Master's degree. The UvA has an ambition to facilitate lifelong learning. Under the name 'UvA Academy', five UvA faculties offer short courses for professionals in many areas of interest and on many themes, including multidisciplinary themes. The UvA Academy gives professionals access to the latest insights from research and professional practice. To support its lifelong learning ambitions, the UvA participates in the National Lifelong Learning Catalyst, a National Growth Fund project in which institutions in secondary vocational education, higher education with an applied emphasis and research-oriented higher education received €167 million in 2022 and 2023.

In 2023, 20 new programmes were developed under the UvA Academy banner, resulting in a 32% growth in participants. In total, nearly nine hundred professionals participated in one of the courses or master classes. The first inter-faculty lecture series was also organised last year, entitled 'Sustainability in Perspective'. The programme was developed by Amsterdam Law School, as coordinator of the Strategic Plan theme of Sustainability, in collaboration with SustainaLab.

There was intensive collaboration in 2023 between the UvA Academy and the Development & Alumni Relations department of the Communications Office. The shared goal was to increase alumni participation in the UvA Academy's study programmes, to strengthen the connection with alumni.

With the opening of the magnificent 'Lifelong Learning House' in early 2024, the range of decentralised courses offered to professionals will be brought together in one central, physical place on the Roeterseiland Campus. This will increase the visibility and prominence of the UvA Academy, contributing to its growth ambitions in the area of lifelong learning.

Education quality assurance

In 2023, the UvA started preparing for the institutional quality assurance audit, which we will undergo for the third time in 2024. In the spring, the Executive Board adopted a programme plan, in consultation with the deans, which we are using to systematically prepare for the visit from the Accreditation Organisation of the Netherlands and Flanders (NVAO). A number of improvement measures were formulated based on the recommendations from the 2018 audit. These included improving the monitoring of policy initiatives and the consultation structure in the University's planning and control cycle, evaluating the professional field advisory councils, providing accommodation for blended learning and implementing visible learning paths in all degree programmes.

The National Student Survey is one of the sources of information for improving educational quality and services to students. In the 2023 survey, the UvA scored 3.86 or above on a five-point scale for most of the standard themes. This is a fraction lower than the national average, which is 3.91. The scores for study facilities and academic student counselling were relatively low (around 3.5), while the connection to professional practice was rated higher by UvA students than those at other universities.

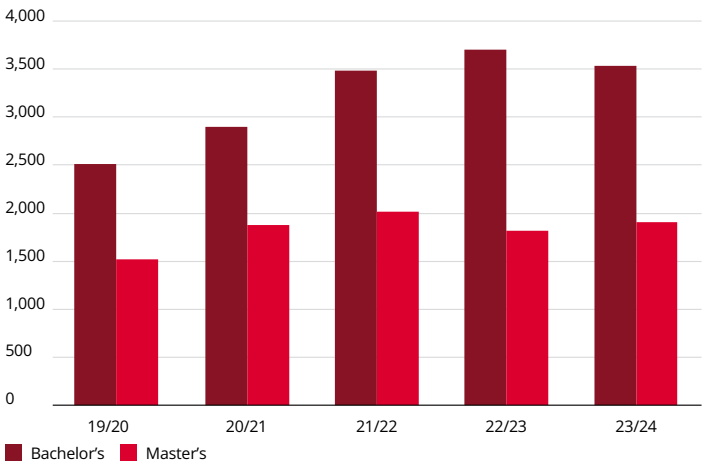
Flexible learning

Internationally, there is growing interest in flexible learning. With funding from the Ministry of Education, Culture and Science, the UvA participated in a flexible learning experiment, which aimed to increase students' control over their studies by allowing tuition fees to be paid in proportion to use. The experiment ended in mid-2023.
By way of follow-up, the Executive Board set up a working group and asked it to explore a vision for increasing flexibility at the UvA. The working group advised the Executive Board to encourage conversations about increasing flexibility across the UvA and to facilitate any initiatives from faculties and degree programmes to increase flexibility.

Internationalisation in education

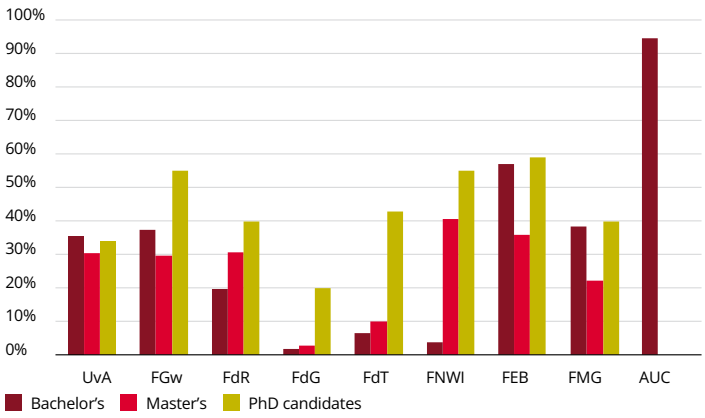
International student intake

This graph shows the intake of non-Dutch first-year students with foreign prior education. The proportion of international students among our Bachelor's students has increased sharply since the introduction of several English-language Bachelor's degrees.



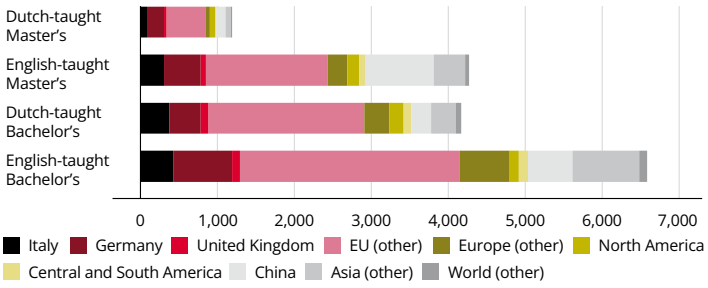
Percentage of international intake

This graph shows the percentage of non-Dutch first-year students in the 2023 student intake per faculty.



International students by nationality

This graph shows that most of the UvA's international students are from Europe, with half of them hailing from the United Kingdom, Germany and Italy. The English-taught degree programmes are increasingly attracting students from outside the EU.



Honours programme

The Honours programme allows students to explore areas of interest alongside their Bachelor's programme. It offers an extra challenge to motivated students who want to complement their bachelor's degree with 30 ECTS of extracurricular subjects. Students with additional ambitions and interests can thus shape their studies to suit themselves.

The Honours programme consists of a mix of interdisciplinary courses and courses within a student's own discipline. For greater depth in their discipline, Honours students usually take additional or more intensive courses in their own faculty. For greater interdisciplinary breadth, they take courses at the Institute for Interdisciplinary Studies (IIS), another UvA faculty, Amsterdam University College or VU Amsterdam. To allow for student exchanges between the UvA and VU Amsterdam, the structure of the shared interdisciplinary programme is jointly established in the VU-UvA Honours Regulations.

In the 2022 – 2023 academic year, a total of 639 students started the Honours programme. The range of interdisciplinary courses offered by the IIS has expanded accordingly, and now consists of 21 courses, clustered under interdisciplinary themes such as sustainability, *Governance for Society and Human Health & Life Sciences*.

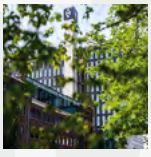
In terms of the visibility of the programme and community building within the programme, both VU Amsterdam and the UvA have worked to improve promotion. This includes information on websites, kick-off meetings and promotional videos. In June 2023, the UvA organised the joint graduation event, which took place in VU Amsterdam's Aula auditorium. Around 550 people attended the event. Extensus, the study association for Honours students, organised several presentations and supervised the throwing of the graduation hats.

High-profile education projects

2023 UvA Lecturer of the Year
No Lecturer of the Year election was held in 2023. The TLCs are working on developments to this process. Elections will be held again in 2024.

'Create a Course Challenge' winners
Each year, the Institute for Interdisciplinary Studies (IIS) holds the UvA Create a Course Challenge. Students are encouraged to submit an idea for a course, which they then develop in association with IIS curriculum developers. The winners of the challenge get to teach their course in the next academic year. In 2023, the Bachelor's student Annika Iselhorst won with her idea for the course 'Decoding our Future: Opportunities and Threats of the Digital Revolution.'

Comenius grant recipients
Comenius grants enable lecturers to shape their visions and plans for educational innovation in higher education. In 2023, UvA lecturers Stephanie Welten and Fam te Poel were awarded a Comenius Senior Fellowship worth up to €100,000 and Milio van de Kamp received a Comenius Teaching Fellowship worth €50,000 for innovation in a course component (duration: 12 – 18 months).



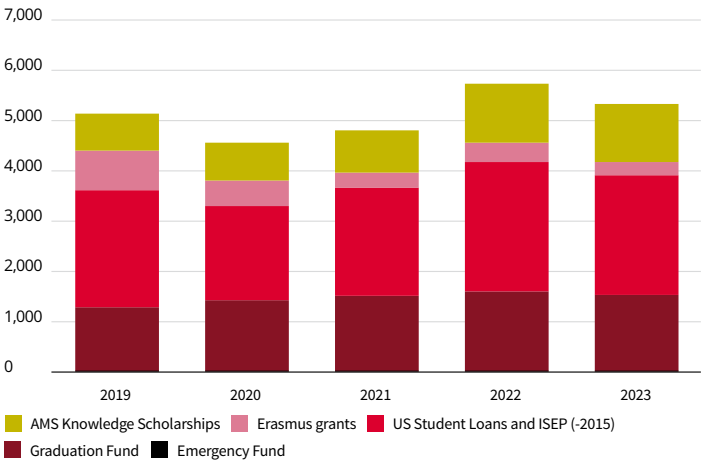
22 FEBRUARY

As part of the UvA's commitment to making its business operations more sustainable, the Executive Board decides that the university will no longer contribute to the financing of fossil fuels. In the near future, the UvA will deposit the cash balances it does not immediately need for its business operations with a sustainable bank. The Central Student Council called on the UvA to do this in April 2022.

Financial contributions to students

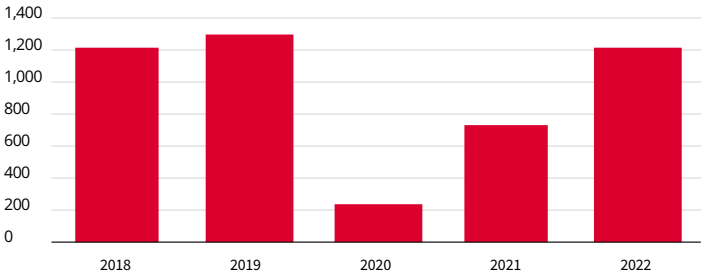
Contributions to students (x €1,000)

This graph shows the financial contributions to students from the Profiling Fund and external sources.



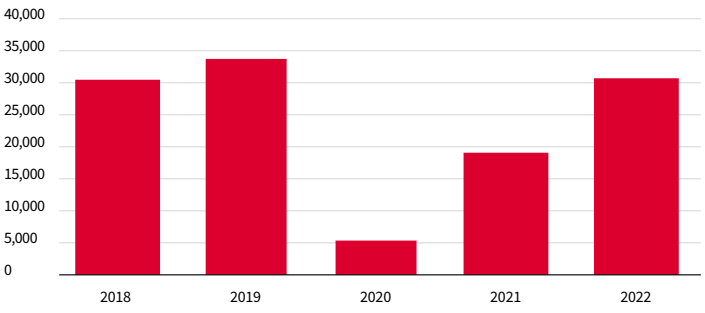
Number of students with international experience

This graph shows the number of students in a given year who obtained credits abroad.



Number of credits obtained abroad

This graph shows the number of credits obtained abroad.



23 FEBRUARY

Disa Sauter receives a Vici grant from the Dutch Research Council. She will use this grant to research non-verbal vocalisations such as laughing, screaming and sighing. Ruth Mugge's application, which she submitted under the auspices of TU Delft, was also honoured with a Vici grant.

3. Students

The UvA wants students to be the best they can be and develop to their full potential, both within and outside of their studies. This requires a safe and stimulating study and work environment and a rich student life. The university is working in various ways to promote these aims.

Student wellbeing

The UvA collects information on student wellbeing in many different ways. Several surveys ask students about the extent to which they feel safe and at home at the UvA, such as the National Student Survey (NSE) and the International Student Barometer. The latter survey is for international students. There are also other sources that can provide information about student wellbeing, such as the number of registrations with student psychologists and academic performance. These sources have been analysed over the past year to obtain a picture of the state of student wellbeing.

Social safety remains an area of concern
The number of students experiencing undesirable behaviour has been gradually increasing for some time, with the exception of the pandemic years. This trend can partly be explained by the increase in UvA student numbers. Not all forms of undesirable behaviour are increasing at the same rate. In particular, discrimination and verbal aggression have increased over the past year, while the number of sexual harassment cases has actually decreased. In addition, not all student groups experience undesirable behaviour to an equal extent: in general, international students experience more undesirable behaviour than Dutch students. When deciding how to spend the extra funds provided by the Ministry of Education, Culture and Science for student wellbeing and social safety, we take into account the identified trends and actively try to develop programmes in this area.

The wellbeing of international students deserves extra attention
Other indicators also show that the wellbeing of international students is under more pressure than the wellbeing of Dutch students. International students are less likely to feel at home at the UvA and tend to be more concerned about their study progress. Because of this, a relatively high number of international students also report to student deans and register with student psychologists.

Additional measures and more research required
The Ministry of Education, Culture and Science has provided extra funds to improve student wellbeing over the next few years. The UvA is using this money to implement additional measures in the areas of social safety and improving student wellbeing in general, for example by expanding the Buddy programme. In addition, in the coming year, the UvA will conduct research into the exact cause of the pressure on international students' wellbeing. The results of this study will be used to implement additional, more targeted measures. The way the UvA is using the additional funds for student wellbeing is a continuation and extension of the earlier funds provided under the National Education Programme (NPO).

Studying with a disability

In early 2023, the Executive Board set up a working group and tasked it with preparing an advisory report on studying with a disability. Although much has been done at the UvA in recent years to implement policies in this area, students often do not feel well served. The working group issued its advisory report, which was then assessed for financial and organisational feasibility. The recommendations in the working group's report will be implemented in 2024, including improvements to communication and information provision, education logistics processes and knowledge building within faculties. An examination and teaching facilities officer will be appointed in each faculty, while knowledge sharing and process improvements will be coordinated at the University level.

Student financial assistance

In 2023, the UvA provided financial support to a large group of UvA students for study abroad. Within the European Erasmus+ programme, 620 scholarships were awarded to outbound exchange students and 89 for internships, and, for the first time, 23 scholarships were awarded for participation in a Short Blended Intensive Programme. These scholarships were paid for using European Commission funds. The UvA also awarded scholarships for summer schools, with 12 students receiving a scholarship to participate in a U21 summer school and 31 receiving a scholarship for the INCiTE summer school. Due to its new blended character, participants in the NICE Summer School received an Erasmus+ scholarship.

The UvA also provided financial support to inbound international diploma students. A portion of this amount consisted of loans to 112 American and 16 Canadian students. These loans were covered by the US Department of Education (under the Federal Direct Loan Program/US loans) and the ministries of education of various Canadian states (Canadian Student Loans).
The UvA set aside €800,000 for knowledge grants known as Amsterdam Merit Scholarships. These scholarships were awarded to 50 students from outside the European Economic Area (EEA). Faculty scholarships and scholarships from the Amsterdam University Fund and the Ministry of Defence were also awarded and paid out. These scholarships enabled around 26 students to study at the UvA. Scholarships were also awarded to seven exchange students from South African partner universities.

Profiling Fund
In 2023, the UvA allocated more than €1.5 million in support from its general funds under Sections 7.51 to 7.51h of the WHW, which is referred to as the 'Profiling Fund'. From the Profiling Fund, administrative body membership grants were also paid to 805 students because they were members of student councils, programme committees, or student or study association executive boards.

In addition, 138 students received an allowance because they had fallen behind in their studies due to special circumstances (force majeure), such as illness or a disability. Four students received an allowance allowing them to participate in high-level sport, while eight students received an allowance enabling them to take a dual Master's degree with a workload greater than 60 ECTS.

Emergency Fund
SIn emergency situations giving rise to financial issues, students can apply for assistance from the Emergency Fund. The situation must be acute, one-off, limited in scope and capable of resolution. In 2023, over €7,000 from the Emergency Fund was granted to 8 students who needed assistance.

Student financial assistance

DESCRIPTION	NUMBER OF STUDENTS	TOTAL ALLOCATED AMOUNT (x €1,000)	AVERAGE ALLOCATED AMOUNT IN EUROS	AVERAGE DURATION OF ALLOCATIONS
Students in situations of force majeure: Illness, disability, family circumstances, informal care responsibilities or infeasible study programme	Applications 138 Allocations 138	237	1.717	5 months
Executive board members of student and study associations and representative advisory bodies	Applications 815 Allocations 805	1.271	1.578	5 months
Other categories: Sporting or cultural performance, support for non-EEA students, outbound scholarships and dual Master's degrees	High-level sport applications 4 High-level sport allocations 4 Cultural excellence applications 0 Dual Master's applications 8 Dual Master's allocations 8	25	2.083	7 months
Emergency Fund	Applications 8 Allocations 8	7	1.229	N/A

29 FEBRUARY

UvA scientists Miranda Cheng, Liza Mügge, Maartje van Gelder and Stephan Huveneers receive Vici grants of up to 1.5 million euros from the Dutch Research Council, enabling them to spend the next five years developing an innovative line of research and expanding their own research group.

Reflections of the Joint Meeting

For this reflection on the quality agreements for 2023, the representative advisory bodies were tasked with ascertaining whether the UvA had sufficiently achieved its plans for the period up to and including 2023, taking into account the amount of effort invested and the need to deal with unforeseen circumstances. The representative advisory bodies were also tasked with determining whether the bodies themselves had been sufficiently involved in the implementation of the plan.

Status

Teaching facilities

Some of the quality agreement funds are being spent on improving specific teaching facilities. To obtain these funds, faculties can apply to the central committee on teaching facilities, which then advises the Executive Board whether the application meets the set goals under the quality agreements. Two members of the Joint Meeting serve on this committee, one from the Central Student Council (CSR) and one from the Central Works Council (COR). The Joint Meeting is satisfied with the central involvement of the representative advisory bodies in this committee. The representative advisory bodies are being adequately included in the decision-making process. Furthermore, most faculties have submitted interesting and high-quality projects, leading to a clear improvement of facilities in the faculties.

The involvement of faculty representative advisory bodies in the process varies from faculty to faculty. In some faculties, these bodies are involved right from the beginning in the search for areas where teaching facilities could be improved; faculties such as the Faculty of Humanities and the Faculty of Science include the representative advisory bodies in the search for potential improvements to the faculty's teaching facilities, which is appreciated by the representative advisory bodies. In some other faculties, such an invitation appears to be extended less often.

Teaching and Learning Centres

The Teaching and Learning Centres (TLCs) were set up at both the central and faculty level to implement improvements under the themes of lecturer professionalisation and more intensive and small-scale education. The representative advisory bodies have been satisfied with the operation of these centres in recent years, and this year is no different. The TLCs seem to be running well in all faculties and there are no complaints about their operations.

Professionalisation of lecturers

In this area, there are no changes from 2023 to report, although it is clear that some faculties are falling short of the budget in their spending of the funds.

Developments

There were few developments in 2023 in terms of the implementation of the quality agreements at the University. In general, the faculties have followed the policies of previous years without many changes. However, there have been several developments regarding the future of the quality agreements, which the Joint Meeting will discuss in the next section.

Looking ahead

As the quality agreements will expire in 2024 and a decision on how the UvA will proceed in this area will have to be made before the next Annual Report, the Joint Meeting would like to take this opportunity to look ahead to the possible future of these agreements.

First, the Joint Meeting would like to draw attention to the funds set aside for the period 2019 – 2024. Some faculty representative advisory bodies understood from conversations with their executive officer that any

unspent funds would revert to the faculty balance sheet. However, the Joint Meeting understands that this is not necessarily the case, and recommends that the University provide clarification to the faculties on this point. Furthermore, at the time of writing, it is still unclear how the follow-up to the quality agreements will be designed at the national level. Based on Minister Dijkgraaf's letter, sent on 22 December 2023, it appears that the funds will be added to the lump sum, as well as to the main items in the budget. However, there is also a chance that a new government will be formed and make a different decision. The Joint Meeting would like to take this opportunity to convey that, if there is an option that gives the UvA more freedom, it would like to contribute ideas and remain involved in the spending of these funds. Even in a different form involving greater freedom, the representative advisory bodies would like to be involved in anything relating to educational quality.



9 MARCH

The UvA announces plans to research its own involvement in the Netherlands' history of colonialism and slavery. In 2023, it will begin with a preliminary study to compile an inventory of collections, archives and buildings that merit further investigation. This preliminary study will serve as the basis for the actual research, which will likely take several years to complete.

Reflections of the Central Student Council

The CSR had an effective and busy year in 2023-2024. We worked on a number of topics and files ranging from digitization and AI, Internationalization, 3rd party collaborations and ethical frameworks, to house rules, crisis policy, advocating increased funding for the ASVA student union and contemplation rooms which accommodate for all who use them.

Over the course of the past year we have worked within a number of official workgroups and committees, and alongside the Centrale Ondernemingsraad, Gemeenschappelijke Ondernemingsraad, and Facultaire Studentenraaden to push policies on democratization, decentralization, decarbonization, and decolonization across the university. We successfully fought the UvA in the Raad van Staat to extend the student council elections week and broaden the ability for students to have their voices heard. We created significant changes to policies on accessibility, demonstration rights, and institutional tuition fees.

Toward the end of the academic year, following worsening relations due to not being taken seriously by the college board and our concerns and policy priorities dismissed, the CSR passed with a supermajority a motion of no confidence in the executive board of the UvA. We are currently in ongoing processes of mediation to look forward to an amicable solution wherein the CSR can restore confidence and be an effective democratic stakeholder within the university community.

As demonstrations broke out across the university advocating for cutting ties with Israeli institutions, a stance the CSR has long held, the CSR voiced our unwavering support for the demonstrators, and reinforced that the UvA is not a place for islamophobia, antisemitism, hate, or violence. The CSR is against in all forms violence against or arrests of the students and staff of the UvA. Our chair was arrested, taken to court, and imprisoned.

The CSR looks forward to an exciting and effective academic year 2024-2025 in advocating for the best version of our university for the UvA students.

4. Quality agreements

The savings created by the introduction of the student loan system in 2015 freed up money to invest in education. This money is known as the 'student loan system funds' and is earmarked for improving the quality of education. In April 2018, the Minister of Education, Culture and Science signed an agreement with the umbrella organisations and student unions with regard to the general shape of the 2019–2024 Higher Education Quality Agreements.

In 2018 – 2019, the UvA engaged in an intensive process of theme selection and plan development that involved active consultation with the university community. In mid-2019, agreement was reached on the 2019–2024 Higher Education Quality Agreements. The Accreditation Organisation of the Netherlands and Flanders (NVAO) issued a favourable opinion on the plans in November 2019. This opinion was endorsed in January 2020 in a positive decision by the Minister concerning the allocation of the funds.

The UvA has selected the following themes for the spending of the funds:
- further lecturer professionalisation;
- suitable and high-quality teaching facilities;
- more intensive and small-scale education.

In addition, funds were allocated to the faculties to set up Teaching & Learning Centres (TLCs). These centres have an important role to play in the areas of lecturer professionalisation, knowledge sharing and educational innovation.

General overview

2019 was the first year of implementation of the Quality Agreements. Immediately after the initial phase, the implementation of many projects was hampered by the COVID-19 crisis, causing expenditure to lag in the early years. However, the University still managed to spend the majority of the available funds – in some cases, after making adjustments in consultation with the representative advisory bodies. The UvA has again invested heavily in the further professionalisation of lecturers. A wide range of training courses have been organised and grants and development hours made available for educational innovation and research. In parallel with the efforts at the central level on teacher professionalisation, the faculties have been working to intensify education in ways appropriate to the degree programmes they offer. This includes developing new plans to improve teaching facilities to facilitate more intensive teaching. These plans were partly implemented in 2023; implementation will continue in 2024. Spending proceeded well in 2022, and this trend continued in 2023. Most of this year's budget was spent. The unused budget from previous years amounts to €10.7 million. The organisational units plan to spend this by 2025 (the 2024 – 2025 academic year) at the latest.

The tables show that within the 'Lecturer professionalisation' theme, the spending backlog from previous years started to shrink in 2023. Spending on the TLCs was also expanded compared with 2022. On the central theme of 'suitable and high-quality teaching facilities' (referred to as 'teaching facilities' for the sake of simplicity), the planned catch-up in the allocation of funds in 2023 was almost fully achieved. However, much of the funds already allocated to faculties under this theme have yet to actually be spent. Some of these plans were started in 2023, with the rest to be started in 2024. On the theme of 'intensification of education', once again a large portion of the available funds were spent in 2023, but less than budgeted. In addition, there is money left over from previous years, and there has still been no progress made on clearing the backlog. This is partly because it is proving difficult to spend large amounts of one-off funding under this theme.

Spending of quality agreement funds by theme

Table 1: Budgeted figures and actual results by theme, 2023 plus remainder of 2022 funds (amounts x €1 million)

SPENDING OF FUNDS BY THEME: AVAILABLE 2023 FUNDS + REMAINDER OF 2022 FUNDS	REMAINDER 2022	BUTGETED 2023	AVAILABLE 2023	ACTUAL 2023	REMAINDER 2023
Intensification of education	6.3	19.0	25.3	16.7	8.6
Further lecturer professionalisation	1.5	3.5	5.0	3.9	1.1
Suitable and high-quality teaching facilities	1.1	0.7	1.8	0.7	1.1
Teaching and Learning Centres (TLCs)	0.3	0.3	0.6	0.4	0.2
Other	0.1	0.0	0.1	0.4	-0.3
Total	**9.3**	**23.5**	**32.8**	**22.1**	**10.7**

* The entire budget for Amsterdam University College (AUC) and the Faculty of Dentistry (ACTA) is included under 'Intensification of education'. The spending by AUC and ACTA falls under 'Intensification of education', 'Further professionalisation of lecturers' and 'Other'.

Table 2: Spending of funds by organisational unit, 2023 plus remainder of 2022 funds (amounts x €1 million)

SPENDING OF QUALITY AGREEMENT FUNDS BY FACULTY	REMAINING 2022	BUTGETED 2023	AVAILABLE 2023	ACTUAL 2023	REMINDER 2023
Faculty of Humanities	1.9	3.6	5.5	3.6	1.9
Amsterdam Law School	1.2	2.4	3.6	2.7	0.9
Faculty of Science	1.8	3.8	5.6	3.1	2.5
Faculty of Economics and Business	-0.2	2.5	2.3	2.0	0.3
Faculty of Social and Behavioural Sciences	1.8	5.4	7.2	5.3	1.9
Faculty of Medicine	1.9	3.2	5.1	2.3	2.8
Faculty of Dentistry	0	1.0	1.0	0.9	0.1
Amsterdam University College	0.1	0.5	0.6	0.6	0.0
UvA-wide	0.9	1.0	1.9	1.6	0.3
Total	**9.4**	**23.4**	**32.8**	**22.1**	**10.7**

Table 3: Forecast use of funds by theme, 2024 – 2025 (amounts x €1 million)

FORECAST SPENDING OF FUNDS BY THEME	REMAINDER 2023	BUTGETED 2024	AVAILABLE 2024	ACTUAL 2024	AVAILABLE 2025	ACTUAL 2025	REMAINING 2025
Intensification of education	7.3	23.2	30.5	22.4	8.1	5.2	2.9
Further lecturer professionalisation	0.6	4.3	4.9	6.2	-1.3	0.4	-1.7
Suitable and high-quality teaching facilities	3.1	1.0	4.1	2.1	2.0	1.8	0.2
Teaching and Learning Centres (TLCs)	0.0	0.3	0.3	0.4	-0.1	0.1	-0.2
Other	-0.3	0.0	-0.3	0.5	-0.8	0.6	-1.4
Total	**10.7**	**28.8**	**39.5**	**31.6**	**7.9**	**8.1**	**-0.2**



20 MARCH

During the Inspiring Generations event, 135 representatives of the Executive Board, faculties, service units and affiliated institutions discuss the ambitions and initiatives in the UvA's Strategic Plan. The goal of the event is to strengthen the knowledge, involvement and contributions regarding the UvA's strategic direction and facilitate mutual cooperation.

Reflections of the Supervisory Board

The Supervisory Board has taken note of Chapter 4 of the 2023 UvA Annual Report in which the Executive Board reports on the progress made in implementing the quality agreements. The Supervisory Board observes that this report corresponds to the information provided to it by the Executive Board over the past year.

In 2019, after consultation with the university community, agreement was reached on how to implement the 2019 – 2024 quality agreements. For the spending of the corresponding funds, the UvA chose three themes: further lecturer professionalisation, suitable and high-quality teaching facilities, and more intensive and small-scale education. There was also a focus on setting up Teaching & Learning Centres (TLCs) for lecturer professionalisation, knowledge sharing and educational innovation. Along with the Executive Board and other stakeholders in the organisation, the Supervisory Board still finds the themes well-chosen and relevant.

After the launch in 2019, implementation of the quality agreements in 2020 and 2021 was hampered by the COVID-19 pandemic. As a result, spending was below the targets, but it began to catch up from 2021 onwards. A year ago, the Supervisory Board noted that extra efforts would be required to ensure the available funds were fully spent on the objectives, but it can now be seen that the 2023 budget has largely been spent. In the process, the original plans were adjusted in certain places, in consultation with the representative advisory bodies. The extent to which the pandemic spending backlog has decreased varies by theme. In total, the funds remaining from previous years amount to over €10 million. These funds are expected to be spent by 2025 at the latest.

In 2023, there was another substantial investment in lecturer professionalisation. In addition to a wide range of training courses, grants and development hours were made available for educational innovation and research. The faculties worked to intensify education in a way appropriate to the range of courses they offer. Plans were also made to better facilitate this more intensive education, some of which have been implemented in the past year. Implementation will continue in 2024. Modifications to the procedures of the advisory committee to which faculties submit project proposals resulted in an increase in the number of applications submitted and approved.

As in previous years, in 2023 the faculty representative advisory bodies were involved in deciding how the quality agreement funds should be used. The way in which the representative advisory bodies were involved and received information varied from faculty to faculty. This is reflected in the section describing the progress made on the themes by each faculty.

The Supervisory Board is satisfied with the approach and the results achieved, and is confident about the further implementation of the quality agreements and the spending of the remaining funds in the years ahead.





24 MARCH

The Data Science Centre (DSC) hosts the Societal Impact of AI and Data Science event. Leading data scientists Francesca Dominici, Eva Méndez and Micaela Parker, all members of the DSC International Advisory Board, shed light on key developments in data science.

All organisational units have drawn up plans to spend the remaining funds before the Quality Agreements expire. The UvA aims to spend as much of the surplus funds from previous years as possible, in addition to the budget available for 2024 and the spending already planned. Based on the projections by the organisational units, some of the spending will be extended into the second semester of the 2024 – 2025 academic year.

Table 4: Forecast use of funds by organisational unit, 2023 – 2024 (amounts x €1 million)

FORECAST SPENDING OF FUNDS BY FACULTY	REMAINDER 2023	BUTGETED 2024	AVAILABLE 2024	ACTUAL 2024	REMAINDER 2024	ACTUAL 2025	REMAINDER 2025
Faculty of Humanities	1.9	4.1	6.0	4.2	1.8	1.8	0.0
Amsterdam Law School	0.9	2.5	3.4	3.0	0.4	0.4	0.0
Faculty of Science	2.5	4.7	7.2	3.8	3.4	3.4	0.0
Faculty of Economics and Business	0.3	3.1	3.4	3.4	0.0	0.0	0.0
Faculty of Social and Behavioural Sciences	1.9	6.3	8.2	8.4	-0.2	0.0	-0.2
Faculty of Medicine	2.8	3.3	6.1	3.8	2.3	2.3	0.0
Faculty of Dentistry	0.1	1.2	1.3	1.1	0.2	0.2	0.0
Amsterdam University College	0.1	0.5	0.6	0.7	-0.1	0.0	-0.1
UvA-wide	0.2	3.1	3.3	3.2	0.1	0.0	0.1
Total	**10.7**	**28.8**	**39.5**	**31.6**	**7.9**	**8.1**	**-0.2**

In 2023, each faculty's representative advisory bodies were involved in the process of deciding how the Quality Agreement funds should be used. More detail on how the representative advisory bodies were involved at the decentralised level is provided in the sections on the individual faculties.

UvA-wide lecturer professionalisation

Progress

When the Quality Agreements were launched, the UvA decided to develop additional professionalisation courses for lecturers, focusing on different aspects of the vision on teaching and learning. The central TLC is partly responsible for these courses. The remaining funds were allocated to the faculties for faculty or programme-specific lecturer professionalisation. One of the central goals was to expand the range of UTQ+ workshops and modules (UvA advanced courses) for lecturers who already hold a university teaching qualification (UTQ) and want to gain further skills in specific aspects of teaching. Another goal was to introduce UvA-wide pre-UTQ courses for beginning lecturers. Implementation of these UvA-wide activities is the responsibility of the UvA's central TLC. Since 2019, the central TLC has been steadily expanding its range of professionalisation modules.

In 2023, it managed to improve participant numbers in individual courses: more participants, 163 versus 148, with the courses offered fewer times, 24 versus 34. The number of UTQ participants has also increased, from 75 in 2022 to 96 in 2023. A new innovation this year are 'tracks': long-term programmes on assessment and designing teaching materials. In accordance with the original plans, the range of courses is evaluated each year and adjustments are made where necessary, both to specific modules and to the range of courses offered.

There was a big increase in activities in 2023, particularly in the area of Knowledge Sharing. The Special Interest Groups (SIGs) showed growth in all areas: in number of SIGs (from three to six), in number of participants (over 200) and in number of sessions organised. The range of knowledge-sharing sessions offered also increased. Existing sessions such as the blended learning community and the advanced UTQ/educational leadership community continued, with new topics being covered.

For 2024, the five previous focus areas will be continued; in addition, scholarly development has been added as a sixth spending objective for the central quality agreement funds:

- Standard UvA advanced courses (UTQ+ modules)
- Educational research fellows
- Development hours/grant system
- Expanding the range of courses and expertise in blended learning
- Scholarly development
- Faculty trainers

UvA-wide teaching facilities

Progress
When the Quality Agreements were launched, a budget was made available at the central level for the creation of suitable teaching facilities to support student-activating teaching methods. The desire was to align the Learning Resource Centre with the wide variety of teaching methods. Faculties could choose to spend this money on a 'standard package' (flexible furniture, whiteboard walls and power strips in tutorial rooms) or on facilities to support small-scale, intensive education in a different way (custom solutions).

In 2023, the planned catch-up on this theme was almost fully achieved. The advisory committee handled a large number of applications and approved nearly all of them. The Executive Board then allocated the funds to the respective faculties. In practice, in some cases these funds will not actually be fully spent until 2024. This explains any discrepancies in the overview below compared with Table 1.

Around €1 million is still available for the teaching facilities theme in 2024. The advisory committee will continue on its current path, so it is expected that the budget for this theme will be almost completely spent.

Table 5: Projects in the central 'teaching facilities' theme in 2023 (amounts x €1,000)

FACULTY	PROJECT	2023
Faculty of Humanities	Group study places in Bushuis/Oost-Indisch Huis	280
	Mobile electrical outlets in Oudemanhuispoort	11
Amsterdam Law School	Furniture for lecture room in REC P*	87
	Furniture for skills training in REC B/C	151
	Furniture in REC A2.12/13	59
Faculty of Social and Behavioural Sciences	Improved flooring in REC J/K*	150
	Study places in REC-L	65
	AV Lab	100
Faculty of Medicine	Internationalisation@home	406
Faculty of Economics and Business	Student booths in REC-M	25
Total		**1,334**

* Joint projects coordinated by Amsterdam Law School and the Faculty of Social and Behavioural Sciences. The allocated budget will be attributed equally to these two faculties plus the Faculty of Economics and Business.

Progress by faculty

The progress made by each faculty is described below for the themes of 'Intensification of education', 'Lecturer Professionalisation' and 'Teaching and Learning Centres'. The progress made by the AUC (Amsterdam University College) will be described in a report from VU Amsterdam. The AUC is a partnership between the UvA and VU Amsterdam.

Faculty of Dentistry (ACTA)

In 2023, the ACTA focused on the themes of 'intensification of education' and 'lecturer professionalisation'. Within the first theme, a 'Clinical Teaching Qualification' module was developed. This was done in collaboration with the VU Amsterdam research institute LEARN! and the Amsterdam UMC. A start was also made on introducing a professional development learning path, and work continued on strengthening student-activating blended learning in the Bachelor of Dentistry programme. In addition, the introduction of digital dentistry in both the Bachelor and Master of Dentistry programmes was begun. In the area of lecturer professionalisation, the faculty continued to work on the implementation of team-based learning in the Bachelor's curriculum. In 2024, incentive grants (€75,000) will again be made available for the development of student-activating blended teaching. The faculty TLC is also launching a pilot for a new teaching evaluation model: SETQ (Systematic Evaluation of Teaching Qualities).

Distribution of the quality agreement funds was coordinated with the Faculty Student Council in the 2019 – 2020 academic year. Progress is reviewed every two to three months in meetings between the Faculty Student Council, the Director of Education and the Controller.

Faculty of Medicine (Amsterdam UMC, AMC-UvA site)

The Faculty of Medicine has spent a large part of its funds for the theme of 'more intensive education' on medical educators. In 2023, the size of this group increased to at least 22.6 FTEs. For the Bachelor of Medicine, medical educators continued their work on making teaching more blended and small-scale. They particularly focused on the feasibility of the first year of the Bachelor's programme, implementation of the pre-Master's programme, improvement of programme-based assessment and the design of preparatory education in the Master's programme. The use of medical educators in the Medicine programme will continue in 2024. There is broad satisfaction with the value added by this new group of staff members. The Medical Informatics programme aims to employ 11 FTE junior lecturers in 2024. The remaining budget for the 'more intensive education' theme will be used in 2024 to implement any further educational innovations that are deemed necessary. In the case of Medicine, it is already clear that these funds will be required for programme-based assessment, which has proved to be very labour intensive.

In the area of lecturer professionalisation, the quality agreement funds were used to recruit 1.5 FTE of trainers for the UTQ programme as well as for lecturer development activities. The Faculty of Medicine TLC contributed to the further professionalisation of lecturers and medical educators in 2023. The UTQ was further professionalised, and cooperation was sought with the VUmc to jointly serve a shared lecturer population. A new activity is the 'brave doctors' debate series. In these debates, students, lecturers, researchers and external parties explore the challenges that will be faced by the doctors of the future. The faculty blended learning group has been working on an inventory of existing blended education. It has also identified courses that would be eligible for redevelopment in a more blended format.

30 MARCH

The European Research Council (ERC) awards Advanced Grants to Jeroen de Kloet and Jason Hessels. De Kloet will use his grant of 2.5 million euros to research popular music, contemporary art and queer cinema in mainland China and Hong Kong. Hessels will search for the origin of fast radio bursts. He receives 3.5 million euros.

The progress of the projects is regularly discussed in consultation meetings between the programmes, the Director of the Institute of Education and Training and the Faculty Student Council. The topic is also a standard agenda item for the regular consultation meetings between the Director of the Institute of Education and Training and the Education and Research Committee of the Works Council.

Faculty of Economics and Business

The 'Learning in Context/My Future First' project remains one of the biggest projects. Within this project, many activities are organised for students during the year. The aim is to guide them in their preparation for the labour market from the start of their studies until after graduation. In addition, demand from lecturers for administrative support from student assistants remains high. The student assistants are paid from the quality agreement funds. As well as the continuation of 'Learning in Context', new initiatives were launched in 2023. Financial contributions were made to the faculty projects 'Visible Learning Paths' and 'New courses or course innovation'. In 2024, the TLC and academic staff will continue working under this theme to improve the content of thesis feedback and to structure it in a more effective way.

There is a high amount of unspent funds for the 'lecturer professionalisation' theme, in contrast to the funds remaining for more intensive and small-scale education. This is due to the fact that a new TLC manager was unable to be appointed until mid-2023. The budget for lecturer professionalisation was used to support and train lecturers in 2023. A large number of workshops were organised on topics such as rethinking assessment, dealing with AI in education, FeedbackFruits, peer review, Active Learning and the impact of educational research. The Lecturer Development Plan was also adopted. This is a programme that takes junior lecturers from the basics of teaching to the UTQ programme. For all other D1 to D3 lecturer positions, 0.1 FTE has been made available for scholarly development.

As in previous years, at the start of 2023, the representative advisory bodies were consulted about the allocation of the budget. Initially, the Works Council expressed some concern about the fact that the money was mainly being spent on student assistants. Thanks to the extremely positive feedback from both lecturers and students, the Works Council is now convinced that using the quality agreement funds to invest in student assistants is effective. The Faculty Student Council responded very positively to the organised activities and called for the expansion of skills programmes and other activities. Although the programme committees remain critical, we strive to remain in constant dialogue with them.

In November 2023, an information and brainstorming session was organised by the College and Graduate School directors, with the representative advisory bodies being invited to discuss ongoing projects and suggest new initiatives. This made the allocation process for 2024 significantly easier.

Faculty of Humanities

On the theme of 'intensification of education', the Faculty of Humanities has three ongoing projects:

1) Strengthening the research-intensive character of education (particularly skills education)
2) Cross-fertilisation between the city and the surrounding area
3) Intensification of academic student counselling

Within the first project, further work was done to strengthen the final year of both the Bachelor's and Master's programmes. Additional lectures were held on the faculty's research themes, and additional modules were organised to improve students' writing and research skills.

Under the second project, some of the funds were once again used to strengthen/intensify the interaction between the degree programmes and the social environment. In furtherance of this goal, more intensive collaboration was encouraged with external partners (knowledge institutions, museums, internship providers). Students were also given more contact with the professional field, or there was greater supervision of students selecting or engaged in internships. In the third project, spending continued on expanding and improving academic student counselling within the College of Humanities and the Graduate School of Humanities. Student adviser capacity was further expanded in 2023.

In the area of lecturer professionalisation, the new faculty lecturer policy was implemented in 2023. This policy has resulted in increased demand for professionalisation opportunities for lecturers. Based on a pilot, the revamped 'new style' University Teaching Qualification (UTQ) was developed and offered. The range of UTQ+ courses was also expanded, which helped strengthen the faculty's professionalisation infrastructure.

The Humanities TLC provided 12 educational innovation grants to degree programmes in 2023. This enabled each programme director to assign one or more lecturers for a total of 80 hours to implement innovations or teaching ideas related to blended learning. Seven programmes have started a curriculum analysis as part of the 'Visible Learning Paths' project. The Humanities TLC is supporting this process by offering additional coaching sessions. These sessions focus on formulating course-level learning objectives, designing teaching and good assessment. In addition to the existing support in the areas of assessment and teaching in academic language acquisition, the TLC provided individual support to lecturers and departments. Users of the knowledge clip studio were also guided through recording their clip and embedding it in their teaching, with a particular focus on the impact on educational design.

In the spring of 2023, the board noted that additional funds were available to meet the previously selected spending goals. In consultation with the programme directors, a plan was drawn up to make additional investments within the previously formulated spending goals. This plan was discussed with the Works Council and Faculty Student Council in June 2023, and the board made a final decision in September 2023. The plan contains only additional activities that benefit students. The programme directors will submit their selected spending goals to the programme committee for prior approval.

Faculty of Science

In 2023, the faculty continued working on the implementation of its plan for the quality agreements, which it had updated in 2020. In the faculty plan, the UvA theme of 'Intensification of education' is broken down into three faculty themes:

- More time and attention for students
- Better career preparation
- Community building

In 2022, as part of the first theme, the recruitment of university lecturers and postdoctoral researchers with expanded teaching duties was completed. The faculty expects to make a very small number of further new appointments to these positions in 2024.
On the second theme, improvement was achieved by 2023 by once again focusing on skills training in the Master's programmes and 'community service learning' coursesin the student labs and Student Impact Centre. Due to the departure of the coordinator, work on this project has been on hold for some time. From January 2024, a new coordinator will continue this project. A career orientation course was also offered within the Professional Skills learning path, which enjoyed great popularity. There is close collaboration with the UvA Student Careers Centre within this course.

Under the third theme, Community Building, the Faculty of Science invested in social activities with a special focus on international Master's students. For the Mathematics programme, a support programme for international first-year students has been developed within this theme, which involves these students being assigned a buddy to show them around the faculty.

The TLC is now a permanent feature in the area of educational innovation, knowledge sharing and lecturer development. In the spring of 2023, the position of Head of TLC became vacant. This position has now been filled by two staff members who will jointly lead the TLC.

During the year, the Faculty Student Council and the Works Council were verbally informed of developments and progress. Both councils were also sent a copy of the 2022 annual report on the quality agreement funds.

Amsterdam Law School

Bachelor's and Master's programmes in law
The Bachelor's phase of the law programmes focuses on student-activating teaching and experience-driven learning to promote student engagement and satisfaction. This is being given shape with the introduction of the revamped Bachelor's programme, which will be introduced year by year, starting in the 2023 – 2024 academic year. In anticipation of this gradual introduction, some improvements have already been implemented, especially for the higher-year courses, and were continued in 2023. Part of this reform will be paid for with the quality agreement funds. When the quality agreements began, the objective adopted for the Master's programmes in law was to make the programmes more intensive. This is being achieved in a number of courses through student-activating teaching methods in a small-scale and intensive setting, and through continued development of experience-driven learning through the Amsterdam Law Practice. Each project plan contains a budget for implementing the planned actions. In 2023, the plans were largely achieved and the budget spent. For some degree programmes, some of the action points and thus part of the budget will be carried forward to 2024. The main reasons for the delay are staffing shortages and high workloads. In collaboration with the TLC, almost all Master's programmes went through the UvA's 'Visible Learning Paths' programme in 2023. This is proving to be an excellent tool for educational innovation.
Whereas 2022 was dominated by the development of internal lecturer professionalisation courses, 2023 saw the first university-wide rollout of these courses. Two Academic Tutorial Teaching Qualification (BKAW) courses for starting lecturers (including one for a group of skills lecturers) and two UTQ courses were also completed.

PPLE
For the Bachelor's in PPLE, the quality agreement funds have mainly been used for professionalising teaching and supporting students. For instance, the mentors of PPLE students now receive training in communication skills. In-house training for tutorial lecturers has also been expanded, and students are given more feedback on their academic writing skills in their first year.
In addition, a number of mandatory and optional components of the PPLE curriculum are now coordinated by a lecturer: the internship opportunities for senior students, the 'What you don't learn at school' programme (*bildung*), the Talent Development programme and, recently, community service and impact learning opportunities.

In January 2022, the spending plans for 2022 – 2024 were placed on the agenda for the consultative meetings with the Works Council and the Faculty Student Council. In mid-2022, the Teaching and Examination Regulations 2022 – 2023 for the Bachelor's programmes were adopted after receiving a favourable opinion from the representative advisory bodies. These regulations contain the curricula and exit qualifications for the new Bachelor's programmes. For the Master's programmes, the project plans for each Master's track were explained by the programme director or coordinator. This ensured that the programme committee was involved and its opinions taken into account in the

implementation of the plans. The 2022 spending report was submitted to the Works Council and Faculty Student Council in early 2023. Similarly, the 2023 spending report will be presented to the Works Council and Faculty Student Council in early 2024..

Faculty of Social and Behavioural Sciences

Over the past few years, the Faculty of Social and Behavioural Sciences has invested extra funds in student-focused and activating teaching methods and forms of assessment. To that end, four themes have been identified:

- differentiation and interconnectedness;
- balance between contact hours and independent study;
- learning in context;
- feedback and regulation.

The specific interventions required vary between programmes. Over the past few years, each programme has selected its own mix of intensive and extensive teaching methods. We have noticed the following common threads running through programmes' projects: the provision of additional material for deepening and remediation, extra attention for methodology teaching, a focus on inclusive education, more effective use of practical experience in teaching, intensification of education, improvement of learning paths, and extra tutorials and feedback. Examples of successful projects and activities include:

- Intensification of alternative education techniques through additional individual consultation hours for students during the data analysis phase of their thesis research (Social Sciences).
- Using alumni in short courses and other activities, for better connection with the professional field and professional practice (Communication Science).
- *Diversity Matters Matter* workshop for all first-year students, to make students aware of key issues related to the current diversity and inclusion debate and to start a conversation based on students' perspectives and identities (Pedagogical and Education Sciences).
- Intensification of feedback on the Extended Thesis Proposal (ETP): lecturers have been given more time to provide feedback to students on their ETPs (Communication Science).
- Peer feedback groups for Research Master's students during their research internship and thesis, to encourage co-active learning and combat loneliness and isolation during internships and thesis writing (Psychology).
- Within the Faculty of Social and Behavioural Sciences, the funds for lecturer professionalisation have been distributed among the faculty domains. It has been agreed that the Social and Behavioural Sciences TLC will manage the funds, given that organising lecturer professionalisation is one of the TLC's main objectives. In 2022 – 2023, the funds were spent on the following projects (not an exhaustive list):
  - Collaboration between more and less experienced lecturers through a buddy system for new staff.
  - Lecturers performed lesson observations on colleagues and discussed their experiences through peer feedback.
  - Training of lecturers in the *Problem-Based Learning* (PBL) teaching method.
  - Peer feedback sessions for lecturers supervising Bachelor's projects.
  - Increasing the number of places in the Advanced UTQ track.
  - Increasing the number of places in the 'Educational Leadership Course'.

The Faculty Student Council and the Works Council were given an opportunity to provide input to the dean concerning the evaluation of the quality agreements, which was completed in the 2021 – 2022 academic year. The suggested improvements were discussed and taken on board in the January 2022 meeting with the college and graduate school directors. The quarterly reports were constantly shared with both councils, to keep them up to date with financial and other progress on the quality agreements within the Faculty of Social and Behavioural Sciences.



11 APRIL

The Executive Board adopts the new HR Programme, which builds on the HR ambitions set out in the UvA's Strategic Plan for 2021-2026. This programme describes in 15 objectives how the UvA will continue to be an attractive employer in the future.

5. National Education Programme

The government launched the National Education Programme (NPO) in 2021. This programme contains a series of measures for all education sectors to alleviate the medium and long-term effects of the COVID-19 pandemic and improve future prospects. Funds under the programme were being distributed in two tranches. In the second tranche, the NPO funds were distributed on the basis of administrative agreements for education and research. For the second tranche, the UvA developed specific plans that achieve the objectives of the administrative agreements. In this COVID-19 section, the UvA reports on its spending of the second tranche of NPO funds. The NPO funds must be spent by 2024 at the latest.

Table 1: Budgeted figures and actual results for NPO funds, 2021 – 2024 (amounts x €1,000)

UvA TOTAL	RECEIVED 2021	RECEIVED 2022	SPENT 2021	SPENT 2022	SPENT 2023	TO BE SPENT 2024
FUNDING						
Teaching component funding: COVID-19 allowance (2nd tranche)	5,306	4,740	892	3,354	3,987	1,813
Research funding	3,201	3,201	2,070	3,377	939	16
Teaching component funding: extra student intake 2020 – 2021 academic year	17,008	0	17,008	0	0	0
Teaching component funding: compensation for tuition fee reduction	12,955	27,663	12,955	27,663	0	0
SUBSIDIES						
Extra help in the classroom scheme	1,396	0	1,396	0	0	0

Implementation of the Administrative Agreement: Research

The aim of the NPO funds for research was to enable researchers on temporary contracts whose research was delayed due to the pandemic to complete their research. This was in the interests of their academic career, continuity of research and the quality of higher education in the Netherlands.

At the UvA, the allocated NPO funds were almost entirely spent on extending researchers' temporary contracts to enable them to complete their research.

Table 2: Budgeted figures and actual results for NPO research funds in 2023, by faculty (excluding Medicine, amounts x €1,000)

FACULTY	REMAINING 2021	ALLOCATED IN 2022	AVAILABLE IN 2022	SPENT IN 2022	REMAINING 2022	SPENT IN 2023	REMAINING 2023
FEB	43	166	209	209	0	0	0
ACTA	0	11	11	11	0	0	0
FdR	0	130	130	130	0	0	0
FGw	444	444	887	887	0	0	0
FMG	644	1,240	1,885	929	955	939	16
FNWI	0	1,211	1,211	1,211	0	0	0
Total	**1,131**	**3,201**	**4,333**	**3,377**	**956**	**939**	**16**

Table 3: Budgeted figures and actual results for NPO research funds in 2023, UvA-wide (excluding Medicine, amounts x €1,000)

NPO RESEARCH EXCLUDING THE FACULTY OF MEDICINE	RESEARCHERS WHO RECEIVED ASSISTANCE IN 2022	TOTAL COST FOR 2022	BUDGET FOR 2022	RESEARCHERS WHO RECEIVED ASSISTANCE IN 2023	TOTAL COST FOR 2023	BUDGET FOR 2023
A. NPO researcher support programme	115	3,377	4,332	29	939	955
B. UVA funds	14	246		97	2,252	
Total	**129**	**3,623**	**4,332**	**126**	**3,191**	**955**

Implementation of the Administrative Agreement: Education

The Administrative Agreement on Education states that knowledge institutions must implement measures aimed at providing students with additional supervision and support. According to the agreement, the funds must be spent on the following themes:

- Student wellbeing and social connection to the degree programme
- Support and supervision for clerkships and clinical internships
- Study completion delays and dropouts from teacher training programmes
- Flexible intake and progression

Table 4: Budgeted figures and actual results for the second tranche of NPO funds for education 2021 – 2024 (amounts x €1,000)

TEACHING COMPONENT FUNDING: COVID-19 ALLOWANCE (2ND TRANCHE)	SPENT 2021	PLANNED 2022	SPENT 2022	PLANNED 2023	SPENT 2023	PLANNED 2024	TOTAL
Flexible intake and progression	554	2,942	1,718	2,873	2,116	1,521	5,909
Student wellbeing and social connection to degree programmes	91	544	363	926	826	89	1,369
Support and supervision for internships	29	109	122	97	97	0	248
Clerkships and teacher training	19	385	374	189	377	19	789
Teacher-training programmes	94	483	559	407	407	0	1,060
Other (language skills, participation in national secondary/higher education connection)	105	112	199	276	163	193	660
Not yet allocated	0	0	0	0		0	0
Total	**892**	**4,577**	**3,334**	**4,767**	**3,986**	**1,822**	**10,033**

Student wellbeing and social connection

The capacity of the student psychologists has been expanded, which – along with process improvements – has all but eliminated the waiting time for an initial contact. In 2023, the hiring of a student wellbeing project leader resulted in improved communication about services, including through the website, Canvas and social media. In the autumn, we saw a big increase in the number of students visiting student psychologists. Improved communication certainly played a role in this increase. The additional capacity created among student counsellors and careers advisers also reduced the pressure on services. This created space to make a number of improvements to processes, which also benefitted students, e.g. a simpler process for requesting special examination arrangements.





12 APRIL

King Willem-Alexander and French President Emmanual Macron visit the Faculty of Science on Amsterdam Science Park. Florian Schreck and Philippe Bouyer show them around the Quantum Gases & Quantum Information Lab and talk about the exciting possibilities of quantum technology.

The UvA-wide Student Wellbeing Network is working well, providing a platform for knowledge sharing on wellbeing and related topics such as social safety, studying with a disability and diversity & inclusion. On 20 June 2023, the UvA hosted a national meeting on the use of eHealth in education. A grant of €10,000 was received from the Netherlands Initiative for Education Research (NRO) for this meeting. Finally, it should be mentioned that in UvA student housing, residence assistants (RAs) and the RA coordinator play an important role in terms of early detection of problems among students. They function effectively as a connecting link between the students in their building and the UvA professionals who can offer help and support.

Table 5: Budgeted figures and actual results for student wellbeing, 2022 – 2024 (amounts x €1,000)

ACTIONS	BUDGET 2022	ACTUAL 2022	BUDGET 2023	ACTUAL 2023	BUDGET 2024
Strengthening central supervision structure	700	347	353	353	0
Continuing UvAcare	200	26	174	135	89
Total	**900**	**373**	**577**	**488**	**89**
UvA work on national project	389	51	338	338	0

Support and supervision for clerkships and clinical internships

Clerkships in medicine
Because of the COVID-19 pandemic, the waiting time for clerkships for Master of Medicine students has increased. The NPO funds have been used to expand the number of clerkship places and offer additional electives, to reduce the waiting time for Master's students. The Faculty of Medicine is spending the NPO funds as follows:

1. Providing additional clerkship places in Geriatrics in collaboration with Cordaan, a healthcare institution;
2. Procuring existing clerkship places via Radboud University (RUN)
3. Developing a selection tool for elective clerkships.

More details on (1): In collaboration with Cordaan, places were created for medical interns in the WijkKliniek community clinic, equivalent to four full-time clerkships per year. In addition to compensation for 0.8 FTE of supervision by a clinical specialist in geriatric medicine, Cordaan was compensated for hosting the medical interns. Clerkship places at the community clinic will be offered again in 2024. A business case for offering these places on a long-term basis is being drawn up.

More details on (2): In 2023, existing clerkship places for nine students were procured through the medical degree programme at Radboud University. These students will be doing clerkships in Nijmegen again in 2024.

More details on (3): The creation of a selection tool for elective clerkships did not quite get off the ground in 2023. The selection tool will be developed and implemented in 2024.

Table 6: Budgeted figures and actual results for support for clerkships at Amsterdam UMC, AMC site, 2022 – 2024 (amounts x €1,000)

	BUDGET 2023	ACTUAL 2023	BUDGET 2024
Support for clerkships	396	377	19

Table 6 shows that almost the entire available amount of €396,000 was spent in 2023. The remaining funds will be spent in 2024.



18 APRIL

Cognitive neuroscientist and experimental psychologist Renée Visser receives a For Women in Science (FWIS) Fellowship. The FWIS programme fosters women's academic careers and ultimately aims to contribute to an increase in the number of female professors.

Clinical internships at ACTA
The pandemic also had a huge impact on the clinical training of students in the Master of Dentistry programme. A large portion of this clinical training was scaled back. ACTA used the NPO funds to clear the backlog, specifically by:

1. expanding external internship places;
2. offering additional clinical training;
3. providing additional support for planning and timetabling.

More details on (1): New external internship places were created in 2023. There are now 220 internship sites in total for around 150 students who have completed an external internship. This is in line with the plans. It means a stable and sufficient number of external internship places has been created from the 2022 – 2023 academic year onwards. This positive development ensures that external internships in the third year of the Master's programme can become a compulsory part of the curriculum from the 2024 – 2025 academic year.

More details on (2): Additional clinical training was offered to reduce the backlog of Master's students (from the 2021 – 2022 and 2022 – 2023 academic years). Additional staff were appointed for this purpose, while other additional staff were brought in from three sections. As a result, this cohort of Master's students graduated without a study completion delay and students from the first year of the Master's programme have returned to the normal curriculum as of the 2022 – 2023 academic year. The 2023 – 2024 academic year is the final year in which additional training will be provided to clear COVID-related study completion delays.

More details on (3): Additional support was brought in for planning and timetabling, including support for internships and for the ACTA Skillslab.

Table 7: Budgeted figures and actual results for ACTA clinical internships/education, 2022 – 2024 (amounts x €1,000)

	BUDGET 2022/2023	ACTUAL 2022	BUDGET 2023
Clinical internships/education	97	97	0

As Table 7 shows, the NPO funds to support ACTA's clerkships were fully spent.

Study completion delays and dropouts from teacher training programmes

Primary teacher-training programmes
In 2023, the funds for teacher-training programmes were spent through UPvA and the ILO. The funds were spent on projects related to primary and secondary schools.

Spending of the funds for primary teacher-training programmes
Four projects were set up to spend the funds allocated to primary teacher-training programmes (UPvA). In 2023, only €12,000 was spent on the project for additional academic counselling hours.

This project involves expanding academic counselling so that study advisers can offer more personalised support to students. As in the 2021 – 2022 and 2022 – 2023 academic years, the expansion of academic counselling continued in the first part of the 2023 – 2024 academic year. Study advisers also held extra progress interviews with second-year students.

Secondary teacher-training programmes
Six projects were set up to spend the funds allocated to secondary teacher-training programmes. These projects were started in 2021 and continued in 2022 and 2023.

Project 1: Strengthening students' pedagogical and general teaching skills (€94,000 spent).

For this project, an assistant professor was hired on 1 September 2021 with a workload of 1.0 FTE. For the first two years (until 31 August 2023), the position was paid for using NPO funds. The assistant professor is actively involved in education and supports the team of teachers in the Interfaculty Teacher Training Programmes (ILO). In addition, as in the past two years, extra hours were given to an educationalist for seminars in the Pedagogy and General Teaching Skills A and B courses.

Project 2: Strengthening students' diagnostic skills and improving the curriculum with the aim of compensating for the disadvantages faced by secondary school students (€60,000 spent).

For this project, in 2023, a lecturer team developed interventions for post-pandemic teaching. The themes investigated were differentiation (dealing with differences between pupils), content-based language instruction and monitoring of learning processes. In addition, educationalists actively contributed to a review of the curricula of ILO programmes, resulting in a greater focus on diagnostic skills as a bridge between the academic literature in the programme and classroom practice.

Project 3: Intensifying supervision of transfer students (€72,000 spent).

For this project, a special coordinator was appointed in September 2021 to give targeted attention to transfer students during the orientation programme and during the degree programme itself. In 2023, as in 2021, the special coordinator's contract was partially paid for using NPO funds.

Project 4: Improving internship supervision by host schools (€23,000 spent).

In this project, the ILO will improve the basic training given to internship supervisors and a range of in-depth training courses will be developed. In 2022 and 2023, several in-depth training sessions were organised for workplace supervisors, including some focusing on supervising students who had entered teacher training from another profession and other specific target groups. In addition, information meetings for all workplace supervisors have been held a couple of times a year since the start of 2022. They are encouraged to bring their questions and problems to these meetings. In 2023, the ILO invested in a 'Visibility Coordinator' to better position our expertise as a teacher educator in relation to schools and other partners in the field.

Project 5: Expanding the capacity of the internship office (€48,000 spent).

For this project, the ILO internship coordinator was given additional hours in 2023, as in the previous two years, to arrange internship places. As a result, nearly all students obtained an internship place on time.

Project 6: Additional mentor hours and lesson visits (€98,000 spent).

In 2023, NPO funds were once again used to extend contracts across the board. As a result, nearly all lesson visits were able to take place in person, and all students received a minimum of two visits at their host school from an ILO teacher. In addition, as well as a 'midpoint conversation', most students had a final conversation with their mentor before completing the degree programme.

The target FTE capacity was fully achieved in 2023.

Table 8: Budgeted figures and actual results for support for primary and secondary teacher-training projects, 2022 – 2024 (amounts x €1,000)

	BUDGET 2022	ACTUAL 2022	BUDGET 2023	ACTUAL 2022	BUDGET 2024
Primary and secondary teacher-training projects	530	559	407	407	0

Table 8 shows that all of the budgeted hours were used in 2023. The NPO funds for teacher-training programmes were thus fully spent.

Flexible intake and progression

Assessment and remediation of language skills
Research shows that the language skills of many UvA students leave much to be desired. To promote study success, it is important to give all Bachelor's students at the UvA the opportunity to sit a diagnostic language test at the start of their studies, and for those whose language skills are weak to be offered remedial training. NPO funds were again used to administer a free and voluntary diagnostic language test to all first-year Bachelor's students and to offer remedial courses in both Dutch and English language skills.

In 2023, the diagnostic language tests for first-year students were once again run by the Institute for Dutch Language Education (INTT). The Academic Literacy Test was used for students in English-language programmes and the Academic Language Skills Test for students in Dutch-language programmes. Students were also offered remedial courses and other support. The Writing Centre ran the extracurricular courses 'Beter Schrijven' (for Dutch) and 'Academic Writing Support' (for English) for students who failed the diagnostic tests. The Writing Centre also offered 'Writing Skills and University Writing' crash courses as well as a range of workshops in which students could participate voluntarily. Crash courses and workshops were offered at least once in every study period.

Table 9 provides an overview of the actual numbers of students who participated in tests and remedial courses in 2023. The number of participants in the tests more or less corresponds to the numbers in the original estimates. The same applies to the number of students who showed an interest in the remedial courses. Some students took both a workshop and a course, which means they are counted twice in the figures. The crash courses were also open to first-year students who had not taken the test.

Table 9: Actual numbers of students who participated in assessment and remediation of language skills in 2023

ACTUAL NUMBERS OF STUDENTS WHO PARTICIPATED IN 2023 (INTT)	DUTCH	ENGLISH
Total number of first-year Bachelor's students invited to take part (all first years apart from Law and Communication Science)	4,725	3,324
Number of students who sat the diagnostic test (excluding Law and Communication Science)	1,262	1,263
Number of students who passed	994	981
(as a %)	79%	78%
Number of students who failed	268	282
(as a %)	21%	22%
Participants in the Write Better and Academic Writing Support courses (13 and 12 groups respectively)	130	200
Participants in one or more workshops: (9 Dutch and 10 English workshops)	75	100
Participants in Writing Skills and University Writing crash courses (November – December 2022) 4 groups per language	75	80



20 APRIL

74-year-old mature student Herman Hermans receives his diploma as a teacher of classical languages. This makes him the oldest student to graduate from the UvA's Interfaculty Teacher Training Programme (ILO).

Amsterdam Law School and the Communication Science programme carried out their own language testing, as they did last year, and are therefore not included in Table 9. For Amsterdam Law School, a total of 664 students took part, and 143 of them were invited to take part in remedial courses. For the Communication Science programme, 621 students sat the language test, and 98 completed a remedial programme. A small amount of funds remain for 2024.

Table 10: Budgeted figures and actual results for language skills remedial courses run by the INTT, Communication Science and the Amsterdam Law School, 2022 – 2024 (amounts x €1,000)

	BUDGET 2023	ACTUAL 2023	BUDGET 2024
Language tests and remedial courses: INTT, Law and Communication Science	196	163	33

Connection with secondary education

To improve the connection between secondary and higher education, the UvA has initially joined a nationwide UNL project. The UvA received €78,000 per year for this project in 2021 and 2022. Within the UNL network, it was agreed that these NPO funds would be spent on one or more of the following themes: academic skills, study skills and knowledge sharing. However, following an inventory, it became apparent that a nationwide approach is not feasible. This led to a delay in spending, but it seems that a more regional approach could work.

The UvA plans to work with VU Amsterdam to develop a range of options under three themes for school students, school careers advisers and the universities' Bachelor's programmes. Those themes are academic skills, study skills and knowledge sharing. A recent study by ResearchNed highlighted the importance of Language skills as a separate fourth theme. The central focus is on restoring direct contact between secondary schools offering university preparatory education (VWO) and the University, through knowledge sharing and analysis. Connection issues related to COVID-19 will also be continually updated. These actions will be performed within Bètapartners, a UvA-VU Amsterdam regional school network; AlfaGammapartners, which was set up in 2022; and OPeRA, an umbrella network in which AUAS and Inholland also participate. The remaining funds will be spent within AlfaGammapartners on a major language connection project. A project officer will be appointed for this purpose. The language connection project is still ongoing, but its completion has been delayed. Discussions are ongoing with a possible project manager. The aim is to use the remaining 2023 budget in 2024.

Table 11: Budgeted figures and actual results for the nationwide secondary/higher education connection project, 2022 – 2024 (amounts x €1,000)

	BUDGET 2023	ACTUAL 2023	BUDGET 2024
Participation in national secondary/higher education connection project	159	0	159

Actions taken by each faculty

FGw

In 2023, funds were spent on all of the NPO themes. This spending took the form of extra capacity for academic counselling, online coaching through Siggie, a faculty helpdesk and resources for extracurricular activities organised by degree programmes. The spending will continue, with funds from 2023 remaining available in 2024. Although not all funds were spent, the College and Graduate School will be able to spend the full amount of the remaining funds in 2024.

FEB
In 2023, €292,000 of NPO funds was spent on implementing the Active Learning programme. The sum of €500,000 has been set aside to continue and intensify the Active Learning programme in 2024. The faculty is proposing to use the remainder of the €300,000 to pay for study advisers to promote student wellbeing and clear the remaining COVID-19 backlog. This proposal is currently with the Works Council and Faculty Student Council for advice.

FMG
In 2023, the available NPO funds were fully spent on the goals set in previous years. A slightly smaller version of the NPO-Connect programme was implemented, leading to underspending. The rest of the funds have now been fully spent. A review of how the remaining amount (€61,000) can be spent on other components of the original plan will take place in 2024.

FNWI
The NPO funds were used in a broad range of ways to support the flexible intake and progression of students. In 2023, money was spent on additional support for students whose graduation was delayed due to the pandemic. Additional student mentors were also funded and extra lessons were organised for individuals and groups of students. Social activities were organised. Study adviser capacity was expanded and modules on Mathematics, Statistics and related software were developed. Finally, a walk-in centre was set up where students can ask questions about the above study components.

AUC
The AUC used the NPO funds to reimburse the fees for Online Admission Tests for Mathematics (OMPT tests) for students who enrolled at the AUC but did not meet the Mathematics admission requirement. Funds were also spent on individual coaching of students in compulsory first-year methods courses (one-to-one tutoring by and for students), as well as on extra help sessions for the compulsory Logic course and several first-year methods courses. A small residual amount of €17,000 remains on the balance sheet for the completion of ongoing projects. This amount will be fully spent in 2024.

FdG
An additional study adviser was appointed in 2023 using NPO funds. Funds were also allocated to seven ‘wildcard’ projects. These are student-led initiatives aimed at developing personal skills. The use of the additional study adviser will be continued in 2024.

FdR
In 2023, the Amsterdam Law School broadly continued the actions it had originally formulated in 2021. In the College of Law, these actions included extra supervision through an expansion of study adviser capacity and additional guidance and support of new first-year students through a more extensive mentoring programme. Activities were also organised for all year groups at the start of the academic year. These activities were focused on helping students settle into their programmes, strengthening the study choice system and community building. In the Graduate School of Law, study adviser capacity was expanded, additional support was provided for thesis writing, and guidance and support activities for new incoming students were organised through the mentor groups. Because the cost of implementing the law programme plans worked out lower than budgeted, it was decided to continue the actions for longer and extend them into 2024.



23 MAY

During UvA Education Day 2023, lecturers, other education professionals and students focus on the importance of education. The focus areas this year are practising limitless thinking together, exploring the possibilities of imagination and stepping outside your comfort zone.

ACTA
The pandemic hampered the intake and progression of students in ACTA programmes. To support students, the faculty used online knowledge clips to promote independent study, along with more intensive personal coaching. The development of knowledge clips started in December 2021. Additional knowledge clips were also created in 2023. In 2023, academic student counselling was implemented for all Master's students on a systemic basis. In addition, study adviser capacity was expanded on a permanent basis. The academic student counselling process was also improved, providing students with more intensive personal support.

Table 12: Budgeted figures and actual results for flexible intake and progression for all faculties, 2022 – 2024 (amounts x €1,000)

MONEY SPENT BY EACH FACULTY	BUDGET 2023	ACTUAL 2023	BUDGET 2024
FGw	621	308	313
FEB	1,049	292	757
FMG	774	712	62
FNWI	483	483	0
FdG	313	63	250
FdR	313	183	130
AUC-UvA	84	74	10
ACTA-UvA	0	0	0
Unallocated	0	0	0
UvA total	**3,637**	**2,115**	**1,522**

Reporting on other matters

Sustainable Humanities
Each year, the UvA receives a grant from the Ministry of Education, Culture and Science under the Sustainable Humanities scheme (in 2023, it received €3.1 million). The additional funds are intended to overcome the main obstacles to a sustainable future for the Humanities, such as the scarcity of various types of funding, the significant increase in teaching load, pressure on research time and the disadvantages of a small scale.

In 2023, the Faculty of Humanities allocated 40% of these additional funds to the Bachelor's programmes and 60% to research. The Bachelor's programmes spent their share of the funds (€1.2 million) on pre-funding of fast-growing degree programmes and on maintaining quality in small degree programmes. Spending on research under the Sustainable Humanities scheme (€1.9 million) was devoted to funding research time for newly appointed assistant professors, strengthening young talent through new PhD places, improving research infrastructure, strengthening groundbreaking research and expanding research support.



23 MAY

Mayor Femke Halsema opens Matrix ONE on Amsterdam Science Park. Matrix ONE is an innovation hub that is home to various parties working on sustainable solutions, including SustainaLab.



Lise Vandergoten
VLE product owner, ICTS unit

It's only now that I'm consciously looking back at 2023 that I realise how much I've grown in my role as product owner of the virtual learning environment (VLE) at the UvA. I feel very grateful for the colleagues around me.

MAY

6. Administrative Agreement on Higher Education and Science

The 2022 *Administrative Agreement on Higher Education and Science* was adopted by the House of Representatives in July 2022. It records the agreements between universities and the Minister of Education, Culture and Science to strengthen the foundations of the system, create space for diverse talent and increase social impact. In 2023, the UvA took important steps towards achieving the aims of the Administrative Agreement and spending the funds.

Table 1: 2023 financial position

FINANCIAL POSITION		
Investments in RD&I (Rathenau def.)	x €1 million	109.7
Direct government funding	x €1 million	1.022.7
Indirect government funding	x €1 million	68.0
Contract research funding	x €1 million	153.0
Teaching-to-research ratio		56/44%

Strengthening the foundations

Start-up and incentive grants

BIn early 2023, the budget received for 2022 and 2023 was allocated. Reducing workloads was a key starting point. The necessary adjustments to the administrative structure for this purpose have been achieved. Table 2 shows the allocation of starter and incentive grants in 2023.

Table 2: Starter and incentive grants awarded in 2023

UNFETTERED RESEARCH (INCL. MEDICINE)	2023
Starter grants awarded	92
Incentive grants awarded	125
AMOUNTS OF INCENTIVE GRANTS AWARDED	
<= €50,000	45
€50,001 - €100,000	8
€100,001 - €150,000	53
€150,001 - €200,000	7
€200,001 - €250,000	6
€250,001 - €300,000	6
>= €300,000	

DISTRIBUTION OF GRANTS BY RESEARCHER CATEGORY	
Starter grants	
University lecturer	80
Stimuleringsbeurzen	
Professor	34
Assoc. prof.	46
University lecturer	45



30 MAY

Carla Hollak, professor of Metabolic Diseases, receives the Academy Medal from the Royal Netherlands Academy of Arts and Sciences. Hollak receives the prestigious award because she is a standard bearer in the field of socially engaged medicine and thus a source of inspiration for a new generation of medical practitioners.

DISTRIBUTION OF GRANTS BY DISCIPLINE AND GENDER	
Starter grants	*M/V*
Nature	3/0
Health care	5/7
Law	8/6
Behaviour & Society	13/29
Language & Culture	8/11
Various times	1/1
Total	**38/54**
Incentive grants	
Nature	3/4
Economy	28/9
Law	15/19
Behaviour & Society	21/20
Various times	3/3
Total	**70/55**

DISTRIBUTION OF GRANTS ACROSS CATEGORIES RESEARCH FACILITIES (ALL TEMPORARY APPOINTMENTS) *2)	
Starter grants	
PhD candidate	€184,000
Researcher (postdoc)	€20,000
Other academic staff	€20,000
Support staff	€39,000
Incentive grants	
Research facilities	€75,000
PhD candidate	€423,000
Researcher (postdoc)	€13,000
Support staff	€4,000

INCREASING GRANT HOLDER RESEARCH TIME (ALL PERMANENT APPOINTMENTS)	
Starter grants	
Assistant professor *1)	€71,000
Incentive grants	
University lecturer	€133,000
Other academic staff	€277,000

*1) This relates to the expenses of the individual grant holder.
*2) The government grant for the Faculty of Medicine will be transferred to Amsterdam UMC, which is responsible for the administration of this faculty. Data for this faculty is therefore presented separately.

Overheads

The UvA uses a comprehensive cost model that is applied to all of the University's activities. The main features of the model are:

- All costs must ultimately be justified in terms of the interests of the UvA's core tasks, namely research and education.
- All UvA tasks and organisational units are classified according to their relationship to these two core tasks.
- The main cost drivers of all activities are identified.
- Using these cost drivers, all of the UvA's costs are ultimately allocated to the educational or research activity, depending on the direct or indirect relationship with the value that these activities add to education and research.

The comprehensive cost model consists of the following components:

- Direct costs: The staffing and material costs directly incurred for the activity in question, which would not otherwise have been incurred
- Indirect costs: The costs that the UvA must incur to enable staff to do their jobs. Indirect costs consist of the following components:
  - Costs of non-productivity due to illness (% mark-up on direct staffing costs)
  - Redundancy pay costs (% mark-up on direct staffing costs)
  - Other staffing costs (% mark-up on direct staffing costs)
  - Central overheads (€ per hour)
  - Standard workplace overheads (€ per hour)
  - Departmental overheads (€ per hour)
  - Institute overheads (€ per hour)

The application of the comprehensive cost model for starter and incentive grants takes into account a maximum of 20% indirect costs over the entire duration of the grant. If part of the grant is used for staffing costs, indirect costs will be realised. If all or most of a grant is used for material costs, the indirect cost amount will be less than 20%. If the actual indirect costs exceed 20% of the full grant amount over the entire duration of the grant, the UvA will bear these higher indirect costs.

Research quality
The sector plans and the start-up and incentive grants have increased the scope for unfettered research. There is also scope to spend more time on research in proportion to other university tasks (teaching and valorisation). One of the aims of the UvA's Strategic Plan is to increase this scope by strengthening partnerships.

Table 3: The UvA's position in various rankings

RESEARCH QUALITY RANKINGS	2021 POSITION	2022 POSITION	2023 POSITION
– QS World University Rankings	61	58	53
– Times Higher Education World University Rankings	66	60	61
– CWTS Leiden Ranking	81	81	95
– Academic Ranking of World Universities	101-150	101-150	101-150

Sector plans
The sector plans reflect joint agreements made by the universities. They are a tool for the focused, cohesive strengthening of education and research. The plans outline the concrete approach and funds the sector as a whole will use to fulfil the shared commitment to seizing key opportunities and addressing the main constraints. The plans will be developed into more specific plans for each university.
In 2023, the UvA made €21.9 million of the Administrative Agreement funds available to the faculties to address teaching-related constraints. Of this amount, €12.8 million was spent in 2023; the remainder will be used for this purpose in 2024.

MAY

Table 4: Funds allocated and spent in 2023 under the Administrative Agreement

SECTOR PLAN	BALANCE 2022	ALLOCATED 2023	SPENT 2023	BALANCE 2023
Social Sciences and Humanities	2,021.9	11,542.1	8,251.9	5,312.1
Science	906.4	4,950.4	1,143.9	4,712.9
Subtotal	**2,928.3**	**16,492.5**	**9,395.8**	**10,025.0**
Medicine and Health	690.4	5,394.7	3,405.4	2,679.7
Total	**3,618.7**	**21,887.2**	**12,801.2**	**12,704.7**

Table 4A: Comparison of targets with actual figures

SECTOR PLAN	BUDGETED FTEs	ACTUAL FTEs
Social Sciences and Humanities	33.00	5.59
Science	116.68	82.70
Subtotal	**149.68**	**88.29**
Medicine and Health	45.80	35.60
Total	**195.48**	**123.89**

Quality of education

In recent years, improving educational quality has been a major focus for the UvA. The student loan system funds and the money from the National Education Programme have been used to improve the quality of education. The UvA has also made extra investments in the Teaching & Learning Centres, which support lecturers through training courses and coaching. In addition, work has been done on *constructive alignment* via a curriculum information system, in which exit qualifications are developed for Bachelor's programmes, among others, using learning paths. In the coming months, the UvA will continue developing its plans for spending the structural funds.

In 20 years, educational demand has more than doubled, from 21,000 students in 2002 to 44,000 students in the 2023 academic year. Up till now, the financial consequences of this growth have been absorbed under the government grant. The incidental funding we have received has always been spent on specific purposes rather than helping to alleviate the growing educational demand.

Table 5: Quality of education

QUALITY OF EDUCATION	2021	2022	2023
Student-to-staff ratio	12.7%	12.4%	11.9%
General student satisfaction (National Student Survey)	69.6	69.7	69.5
Involvement of representative advisory bodies (representative advisory bodies monitor)		Note has been taken of this	

Internationalisation

For many years, the UvA has been pursuing a conservative policy with regard to the recruitment of international students. The revised 'Code of Conduct for International Students' came into force at the start of 2024. This code of conduct contains agreements made by higher education institutions with respect to dealing with international students. The biggest change is the introduction of the 'Higher Education Code of Conduct language tests standard language table' and the associated process descriptions. The aim is to provide research universities and universities of applied sciences with a tool for self-regulation.



30 MAY

The UvA takes third place in SustainaBul, the national sustainability rankings for higher education institutions. The UvA owes this high ranking to the way it is integrating sustainability across the board. The annual SustainaBul rankings are organised by Studenten voor Morgen (Students for Tomorrow).

In anticipation of the Balanced Internationalisation Bill, Dutch universities are implementing their own immediate measures to control the intake of international students and increase Dutch language skills.

The number of international students grew by 10.2% in the 2022 – 2023 academic year. In the 2023 – 2024 academic year, this percentage fell to 7.6%. The rise in the total number of students in the 2023 – 2024 academic year was entirely caused by the increase in the number of international Bachelor's students.

Table 6: Developments in the area of internationalisation

INTERNATIONALISATION	ACADEMIC YEAR 2023/2024
Language of instruction in programmes and tracks, NL/EN	199/98
Absolute numbers and growth figures of EEA students	495 (5.4%)
Absolute numbers and growth figures of non-EEA students	569 (11.5%)
Dutch nationals in non-Dutch programmes and tracks	10,644
EEA nationals in non-Dutch programmes and tracks	6,266
Non-EEA nationals in non-Dutch programmes and tracks	3,874
Stay rate (students and academics)	23%/78%

Creating space for diverse talentt

Social safety

The UvA has a comprehensive code of conduct for social safety. Once a year, the Executive Board discusses the various reports relating to social safety in the institution. These include the reports of the complaints committee, the ombudsperson, confidential advisers and the employee and student monitors. The UvA runs a staff satisfaction survey every second year, and students are surveyed annually (through the National Student Survey). These surveys include questions about perceptions of social safety.

In 2023, the biennial Employee Monitor was conducted within the UvA, along with the social safety monitor for students. The results show that the amount of undesirable behaviour experienced has more or less returned to pre-COVID-19 levels, after declining during the pandemic. They also show that women and international students experience undesirable behaviour more frequently, Women also experience sexual harassment and assault more often than men.

Table 7: Percentage of students and staff who feel safe

SOCIAL SAFETY	
Percentage of students who feel safe at the institution	85.1%
Percentage of staff who feel safe at the institution	78.6%

Equal opportunities

Through education and training courses and a comprehensive package of terms of employment, the UvA aims to offer equal opportunities for all staff. The UvA has drawn up a Gender Equality Plan with activities and measures aimed at strengthening the position of female staff, while the talent mentoring programme is part of our efforts to retain staff from diverse backgrounds. We have also committed to a target for positions offered under the Participation Act.

The UvA has been working for years to improve accessibility and study success for students whose background makes studying at university a less likely course of action for them. The Chief Diversity Officer (CDO) has developed various projects to achieve these goals.
The UvA's internal research shows that differences in pay between male and female members of academic staff are extremely small. The differences have no clearly identifiable cause.

Table 8: Intake, progression and graduation of students, and new hires, promotions and departures of staff, by gender

DIVERSITY	MALE	FEMALE
STUDENTS		
New hires	40.4%	59.6%
Progression	38.1%	61.9%
Graduation	39.0%	61.0%
EMPLOYEES		
New hires	37.9%	62.1%
Promotions (% of gender)	9.2%	11.8%
Outflow (% of gender)	6.5%	9.5%

Student wellbeing
Student wellbeing is an ongoing focus for our university. UvAcare activities continued in 2023. UvAcare is a large-scale programme focusing on student wellbeing. Measures were also taken in the context of the National Education Programme. In 2023, the main focus was on prevention and healthy mental wellbeing through buddy and peer-to-peer activities.
To ensure the focus on student wellbeing is embedded in policy, a project was launched to develop a UvA-wide vision on student guidance and support. This vision could serve as a guide for the further development and monitoring of initiatives in the area of student wellbeing.

Workloads
The staff satisfaction survey included a series of questions about perceptions around workloads.

Table 9: Workload perceptions

WORKLOADS		
Workload perceived to be too high	(19%)	37.3%
Overtime identified as cause of excessive workload	(47%)	68.7%
Percentage of academic staff on permanent and long-term (>4 years) contracts		70%
Percentage of academic staff on fixed-term contracts		30%

Recognition and rewards
The aim of the 'Recognition and Rewards' programme is to make the UvA more attractive as an employer. The goal is to achieve balanced recognition and rewards for all contributions to the University's core tasks. There is a widely held belief that the current recognition and rewards system does not do justice to the full spectrum of academic tasks. A new 'Recognition and Rewards' Committee was set up in 2023. This committee will focus on the five priorities of the national 'Recognition and Rewards' programme, to which the UvA has committed. In 2023, based on a design process, the first drafts for 'differentiated career paths' were developed. They will be trialled in 2024.

Increasing social impact

Macro-efficiency
In 2023, knowledge utilisation was incorporated into the further development and implementation of the Strategic Valorisation Framework to extend the social impact of research and education at the UvA and achieve a dramatic increase in valorisation.

In 2024, the UvA will expand impact support. A working group has also started exploring ways of getting students more involved in valorisation activities.

Cyber security

The UNL's cybersecurity action plan was adopted by the UNL in the spring of 2022 and discussed with the Minister of Education, Culture and Science. In 2023, the Minister made funds available for this action plan. In 2023, the UvA worked on the following items:

Raising awareness
Staff and students need to be aware of privacy and information security risks. To this end, the Office of the Chief Information Security Officer (the CISO Office) is conducting an awareness-raising programme in collaboration with the Office of the Data Protection Officer (DPO). In 2023, the programme involved updating the UvA web pages on the subject. In addition, an e-learning pilot was conducted, meetings to increase awareness were held throughout the institution and other awareness-raising activities were initiated. In March 2023, the UvA took part in the large-scale national cyber crisis exercise OZON. The CISO Office organised a smaller cyber crisis exercise on the theme of education logistics.

VIBE improvement programme launched
The UNL has set a target for all educational institutions to achieve Maturity Level 3 in the SURFaudit Assessment Framework, the standards framework for information security in higher education. Last year, the CISO launched a long-term improvement programme to reach Maturity Level 3 by 2026.

Basic measures
In 2023, work was done to improve maintenance management. The ICT network is divided into zones, to limit damage in the event of a security incident. As a final basic measure, ICT Services has implemented multi-factor authentication (MFA) on essential systems. MFA enables accounts to be protected with an additional authentication step.

Improvements to Security Operations Centre
Since 2019, the UvA and AUAS have had a Security Operations Centre (SOC). The SOC monitors the institutions' computer and network activities for suspicious activity with the aim of rapidly detecting incidents and mitigating their potential impact. In 2023, the universities' SOC was linked to the SOC of the SURF cooperative, with the aim of improving the visibility of threats.

Meetings of CISOs from higher professional education institutions and research universities (HBO and U CISOs)
In 2023, the HBO and U CISOs met to continue working on professionalising the CISO role, security governance, setting up an Information Security Management System and jointly tackling risk management.



7 JUNE

The Dutch Research Council awards the Spinoza Prize, the highest honour in Dutch academia, to Joyeeta Gupta, professor of Environment and Development in the Global South. Gupta receives the award, also known as the 'Dutch Nobel Prize', for her outstanding, pioneering and inspiring academic work focusing on a fair and sustainable world.

SURF security baseline
In collaboration with SURF, Utrecht University, the AUAS and the UvA compared security baselines based on the CIS controls and created a new sector-wide security baseline. SURF manages and maintains the baseline in collaboration with a working group consisting of CISOs and Information Security Officers (ISOs) from participating research universities and universities of applied sciences.

Internal audits
In 2023, as in 2022, a number of faculties were assessed against the SURF standards framework. The results led to faculty improvement plans. At the end of 2023, the faculty improvement plans were incorporated into an organisation-wide long-term improvement plan.

External audit
The Ministry of Education, Culture and Science has stipulated that universities must undergo annual external security audits. Last year, the audit focused on the processes and systems that affect the UvA's information security. The audit was completed in February 2024.

Open access

From 1 January 2021, UvA researchers will be expected to register their academic publications immediately after publication. They must upload the corresponding publisher's version (or at least the accepted manuscript) to the University's Current Research Information System (CRIS/Pure) for long-term archiving. In addition, researchers are expected to publish their work with open access. The UvA sees it as its duty to achieve its 100% open access ambition in a way that is secure and affordable for its community. To this end, it has developed a multi-track policy.

A major step in the implementation of the open access policy was taken at the end of 2023, when the Executive Board decided to make short academic works by all UvA researchers freely accessible from 2024.

Table 10: Open access

OPEN ACCESS	
Percentage of academic knowledge that is open access	81%

7. Research

Research policy

The UvA is a leading player in the academic world. We are unique in that we are ranked among the top universities internationally for virtually the entire spectrum of arts and humanities, social sciences, natural sciences and medical sciences. Driven by their boundless curiosity, our scientists conduct innovative and fundamental research in collaboration with the best in the world.

In recent years, the UvA has been successful in attracting personal grants (such as the Innovational Research Incentive scheme and ERC grants). The UvA performs relatively well with regard to programmes for personal grants for junior and mid-level researchers in particular.

Virtually all of the UvA's areas of research rank highly on the international stage. However, in a rapidly changing world, what is good today may not be good enough tomorrow. We will therefore continue to invest in fundamental research in our disciplines. Based on that foundation, we will stimulate innovation in research and education, including interdisciplinary collaboration. For almost all disciplines, digitalisation, and the possibilities offered by artificial intelligence, have been high on the agenda for many years.

If we are to innovate on an ongoing basis, we must encourage not only internal but also external collaboration. We realise that knowledge (including fundamental knowledge) is generated in interaction with others. We will expand and strengthen our external partnerships at the local, national and international level.

We already have a wide range of locations and networks in society. We collaborate with leading international universities, including through the League of European Research Universities (LERU), and we participate in collaborations with public and private parties. Academics launch spin-offs (commercial applications) and sit on boards and committees. We want to make it easy for researchers and other staff to engage in external collaborations and, where possible, expand or make better use of our networks in society.

UvA Strategic Research Framework
In 2023, to maintain the high quality of its research and to maintain our leading international position, the UvA focused once again on strategic positioning of its research: what unique contribution can research groups make based on the UvA's intellectual footprint?

Key aspects of the strategic positioning of our research include innovation in research, interdisciplinary collaboration, team science and collaboration with external parties.

A significant portion of UvA research is already inspired by the issues facing society. Nevertheless, the UvA is keen to increase its involvement with civil society organisations and societal issues. Because of its large number of subject areas, the UvA is uniquely placed to respond rapidly to the changing, interdisciplinary challenges facing society. The starting point is that academic research can benefit societal issues and vice versa. This was given shape in 2023 with the further development of 'Thematic Collaboration', a key priority in the current Strategic Plan.

The UvA also devotes attention to collaboration with third parties in research, preventing the misuse of research results by third parties (safeguarding intellectual property), academic integrity and state-of-the-art research facilities.

Amsterdam AI, Technology for People
The UvA is a founding member of 'Amsterdam AI, technology for people', a unique partnership between Amsterdam knowledge institutions, research and medical centres, the City of Amsterdam and the Amsterdam Economic Board. Since 2020, this Amsterdam-based coalition has been focusing on the development and application of responsible artificial intelligence (AI). The integration of 'Smart Health Amsterdam' into Amsterdam AI was completed over the past year. This milestone was celebrated on 31 May at the official residence of the Mayor of Amsterdam. Then, in the autumn, the new governance structure was agreed and the partnership agreement was officially signed by all Amsterdam AI partners. To strengthen the team, a communications strategist was recruited and a business director was hired. Along with scientific director Cees Snoek, the management team is now complete. Together with ambassador Anita Nijboer and the partners, they will create an even stronger positioning of the coalition in the area of the development and application of responsible AI.

Amsterdam AI gave presentations at several major events in 2023, including World Summit AI, which was held in Amsterdam in October. Several working visits and talks were also organised. In addition, conversations were held and visits took place with members of the House of Representatives, to put Amsterdam on the map as an ecosystem for research into and the application of artificial intelligence. The focus was on close collaboration between education, research and entrepreneurs and how to collaborate in the Amsterdam ecosystem to jointly develop and apply innovations.

ROBUST
In 2023, a number of project proposals in the area of AI were approved. The AI programme ROBUST, for instance, received a €25 million boost from the Dutch Research Council. This brings the total budget to over €87 million for 17 new labs and 170 new PhD candidates over 10 years. ROBUST will strengthen the Dutch AI ecosystem by boosting fundamental AI research. ROBUST is an initiative from the Innovation Centre for Artificial Intelligence (ICAI), led by the UvA in collaboration with 51 partners from the business community, government and the knowledge sector. The programme has a particular focus on developing reliable and explainable AI technology for socially relevant issues in health care, logistics, media, food and energy. Several research labs have also been set up. Maarten de Rijke, University Professor of Artificial Intelligence and Information Retrieval at the UvA, is the programme leader of ROBUST and initiator of this programme.

AI for Health Equity Lab
The UvA and the Netherlands Forensic Institute opened the forensic research lab AI4forensics. The lab will focus on the use of AI in forensic evidence, making it the first of its kind in the Netherlands. The AI for Health Equity Lab, a collaboration between the UvA, Amsterdam University of Applied Sciences, Amsterdam UMC and VU Amsterdam along with various private and public partners, was launched. The underrepresentation of certain groups is a well-known problem in the development of AI applications. In health care in particular, this problem is becoming increasingly urgent. The use of AI in health care is growing rapidly. The AI for Health Equity Lab will focus on research into the equitable application of AI technology in health care. This research will be led by two UvA professors. In early 2024, the Netherlands AI Coalition (NL AIC) awarded ELSA (Ethical, Legal and Societal Aspects) status to the AI for Health Equity Lab. This label is a formal recognition of the quality of an activity, in line with the ambitions and strategic goals of the NL AIC.



16 JUNE

On Medallion Day, four special people are awarded UvA Honorary Medallions: staff members Michiel van Kempen, Jessica Piotrowski and Hanneke Lips and alumnus Jan Laan. They receive their medallions for their outstanding commitment and valuable contributions to the university.

Professors policy
The UvA Professors Policy creates a framework for the recruitment, selection, appointment and career development of professors at the UvA. Over the past few years, various developments, including changes in related policy areas, have had an impact on the Professors Policy. The UvA Professors Policy was updated in late 2021, and the new policy came into effect in 2022. In 2023, further work was done on embedding and clarifying the existing policy for special chairs, an issue that also received national attention. In addition, based on the recently completed 'Registration of professors' ancillary activities' audit, various actions were initiated to increase transparency. For example, the ancillary activities of professors and any funders of professorships are now reported annually on the website.

PhD Policy
Every year, around 600 doctoral degrees (PhDs) are conferred at the UvA. Two-thirds of doctorates are conferred in the fields of natural sciences and medicine, while the remaining third are in social and behavioural sciences, humanities, economics and law. In total, there are around 2,000 PhD candidates carrying out doctoral research.
The UvA PhD Policy provides a framework for the wellbeing and position of all types of PhD candidates at the UvA. In 2023, the UvA continued to work on improving the social safety and mental health of PhD candidates, the development of academic and non-academic skills, the training of supervisors and co-supervisors and the position and wellbeing of PhD candidates who are not employed by the UvA, particularly those from abroad. This work will continue over the next few years through the Central PhD Council (CPC), in consultation with all UvA PhD candidates.

Thematic collaboration

The Strategic Plan, 'Inspiring Generations' (2021–2026), states that, in addition to more focused research programming choices, collaboration between disciplines on four social themes should be boosted. The themes are 'Responsible Digital Transformations', 'Healthy Future', 'Resilient and Just Society' and 'Sustainable Prosperity'.

Each theme has its own steering group. Each steering group comprises seven researchers, one from each faculty, and two deans as coordinators. One serves as chairperson, while the other serves as vice-chairperson. The researchers make sure the theme connects to their faculty and the research institutes. The steering groups are supported by a theme manager.

Funds are set aside each year for each theme. These funds are allocated via three different tools, in addition to ongoing support funding. Each theme is allocated a different proportion of funds, depending on what is needed within that theme to promote interfaculty collaboration with external parties.

In 2023, a call was launched for two research tools: seed grants and mid-size projects. Seed grants are inter-faculty research projects with a budget of up to €50,000. The Executive Board has allocated a total of around €2 million for mid-size projects.

Here is an overview of the mid-size projects by theme:

Responsible Digital Transformations
- A Beach of Signing on the Sea of Language'
- 'Data sharing through a data intermediary. Exploring legal and technical mechanisms enabling low-risk business-to-government data sharing while complying with stakeholder rights and interests'
- 'The Digitalisation of Illicit Urban Economies'



27 JUNE

Faculty of Science alumnus Milo Cornelissen wins the 2023 UvA Thesis Prize with his Master's thesis Incorporation of *Directional and Quinone-Functionalized Macrocycles in Covalently Synthesized Rotaxanes*. The jury was very impressed with Cornelissen's pioneering work and praised his fundamental research with a potential impact on the energy supply/green hydrogen.

Healthy Future
- Breaking the transgenerational cycle of mental health problems through parental ACE-sensitive parenting interventions'
- 'Re-authoring meat consumption narratives: combining historical, cultural and public health perspectives'

Resilient and Just Society
- 'Identifying and Safeguarding the Normative Foundations of Democracy'
- 'Measuring what Matters: Addressing Urban Marginality in Amsterdam through a Wellbeing Economy Lens'
- 'Crossing Boundaries in Migration Research'

Sustainable Prosperity
- 'Algae for the circular economy: enhancing yield with solar spectral shaping'
- 'Science in and with Society: reducing emissions of Textile Microplastics in the Netherlands' (SISTEM-NL)
- 'CICEN – Cities' Central role in staying within the Planetary Boundaries'

Research developments on the themes in the Strategic Plan should also start to be translated into teaching. An earlier study showed that it is often difficult for inter-faculty degree programmes to make long-term working arrangements, which creates uncertainty within these programmes. In 2023, new working arrangements were brought in for inter-faculty programmes. These working arrangements will give inter-faculty programmes more scope to make good collaboration agreements and thus ensure a firmer foundation.

Research Priority Areas

Since 2018, interdisciplinary collaboration for methodological and general innovation has been the central focus in the funding of the Research Priority Areas (RPAs). After a selection process in 2022, the RPA 'Trust in the Digital Society' was launched. In 2023, the new RPAs 'Decolonial Futures' and 'Emergent Phenomena in Society' were selected to start in January 2024. The UvA is aiming to develop fields of research that are at the cutting edge of various disciplines.

In 2023, the UvA had the following Research Priority Areas:

- Artificial Intelligence for Health Decision-Making;
- Brain & Cognition;
- Decolonial Futures (starting in January 2024)
- Emergent Phenomena in Society (starting in January 2024)
- The Energy Transition through the Lens of the SDGs;
- European Studies;
- Global Digital Cultures;
- Global Health;
- Human(e) AI;
- Information, Communication & the Data Society;
- Organisational Ethics
- Personal Microbiome Health;
- Trust in the Digital Society
- Urban Mental Health;

UvA Data Science Centre

The UvA Data Science Centre (DSC) has grown since its launch in 2021 and now boasts over 50 members from all faculties, including Amsterdam UMC and ACTA. Working out of the University Library, the centre aims to strengthen and innovate data-driven research at the UvA. To achieve this aim, three programmes have been set up:

- *The Accelerate programme*, which connects data scientists and engineers to the seven faculties through stimulus funding and faculty matching. In 2023, this involved 29 staff members (individuals, not FTEs).
- *The Affiliate programme*, which enables UvA staff members (not appointed through the Accelerate programme) to become members of the DSC network. In 2023, there were 39 affiliate members of the DSC.
- *Two interdisciplinary PhD programmes*, resulting in 14 PhD candidates affiliated with all faculties conducting data-driven research.

The DSC organises ongoing training courses and seminars for researchers and support staff. In 2023, the DSC organised a hackathon for affiliates and the annual Data Science Day. During Data Science Day, DSC members come together to collaborate, take courses, and help and inspire each other.

Open Science

UNESCO describes open science as an 'inclusive construct [...] to make scientific knowledge openly available, accessible, and reusable for everyone [...] to societal actors beyond the traditional scientific community' (UNESCO, 2021). The UvA endorses the goals of open science, provided they actually add value to science and scholarship and do not harm the interests of the University and its researchers.
In 2019, the UvA included an open science programme in the Strategic Research Framework. The main focus of this programme is on:

- Digital sovereignty
- FAIR data and research data management (RDM)
- Open access and scholarly communication

These three central focus areas should be viewed as a whole, since policies and activities relating to FAIR data and scholarly communication ought to improve or safeguard digital sovereignty.

In 2023, the UvA also made progress in two other aspects of open science: citizen science and community engagement. For citizen science, a small-scale report was completed in 2023, setting out the definition and scope for the UvA, as well as an inventory of existing initiatives within the UvA and a set of recommendations for promoting citizen science within the UvA.

The UvA's Open Science Community has been part of the Open Science Community Amsterdam, a partnership between UvA, VU Amsterdam and AUAS, since 2022. In 2023, the Dutch Research Council made funding available for the further development of Open Science Communities in the Netherlands. The funding will be used to appoint a community manager at the UvA and two student assistants to organise events.

Digital sovereignty
The UvA is closely involved in initiatives to promote digital sovereignty. In 2023, the Institute for Information Law (Amsterdam Law School) presented a comprehensive and fundamental study entitled 'Information Law and the Digital Transformation of the University'. The report contained a number of recommendations for universities to ensure digital sovereignty in the procurement of services, among other things, as well as to share knowledge, act collectively as a sector and use services that are consistent with academic values.

In addition, the UvA's Open Science Coordinator led a working group of LERU's Open Science Ambassadors, with the aim of exploring the usefulness and feasibility of public infrastructure for the publication and dissemination of all types of research output (text, data, software, protocols, teaching materials, etc.). The working group conducted a survey of LERU members to collect examples of best practice and obtain an idea of the kind of infrastructure that is already in use in the countries of LERU members. The results were summarised in a comprehensive report and in a memorandum entitled 'On the need to establish public infrastructure to preserve digital sovereignty'.

Through the rector, the UvA is involved in the UNL Public Values Working Group, among others. Through the Open Science Coordinator (as co-author), the UvA is involved in the 'Ambition Document 2030' of the National Open Science Programme (NPOS). The fundamental principle behind this programme is to ensure academic and digital sovereignty.

The UvA is working on digital sovereignty within the following international organisations:

- As a member of the League of European Research Universities (LERU);
- As the chair of the LERU Public Infrastructure Taskforce;
- As a member of the European Open Science Cloud Association (EOSC-A). EOSC-A is a federated ICT research infrastructure that is developing a network of FAIR data and services for science and scholarship.

Scholarly communication
In the past, UvA policies on scholarly communication were strongly focused on increasing the number of open access publications. Since 2019, policy support measures have been put in place to allow researchers to publish with open access. These measures include national agreements with publishers, setting up the Diamond Open Access Fund and support for green open access in the university repository UvA-DARE. As a result of these efforts, the percentage of articles published with open access has increased from 63% (2019) to 81% (2022; the figures for 2023 will not be published until the summer of 2024).

In 2023, steps were taken to use the Taverne amendment (section 25a of the Dutch Copyright Act) to systematically make short academic works publicly accessible via the repository. This was already possible on an opt-in basis; this will be replaced by an opt-out system in 2024, with the University Library making works publicly accessible by default unless a researcher indicates they do not want this to happen (i.e. they opt out). It is expected that this policy will see the percentage of Open Access articles rise to around 90% in 2024.

The UvA is also advocating at the national and international level for public infrastructure, or research into the feasibility of such infrastructure, including a national publication platform based on university repositories and an independent open knowledge database. The publication platform must also allow space for research outcomes other than academic articles, such as data, metadata, software and protocols (tools and interventions).



27 JUNE

The UvA is ranked 53rd in the QS World University Rankings That is five places higher than in 2022, when the UvA was ranked 58th. QS ranks 1,499 institutions, including 13 Dutch universities. The UvA is one of the highest-ranked institutions, being among the top 4%.

Broad range of UvA subject areas

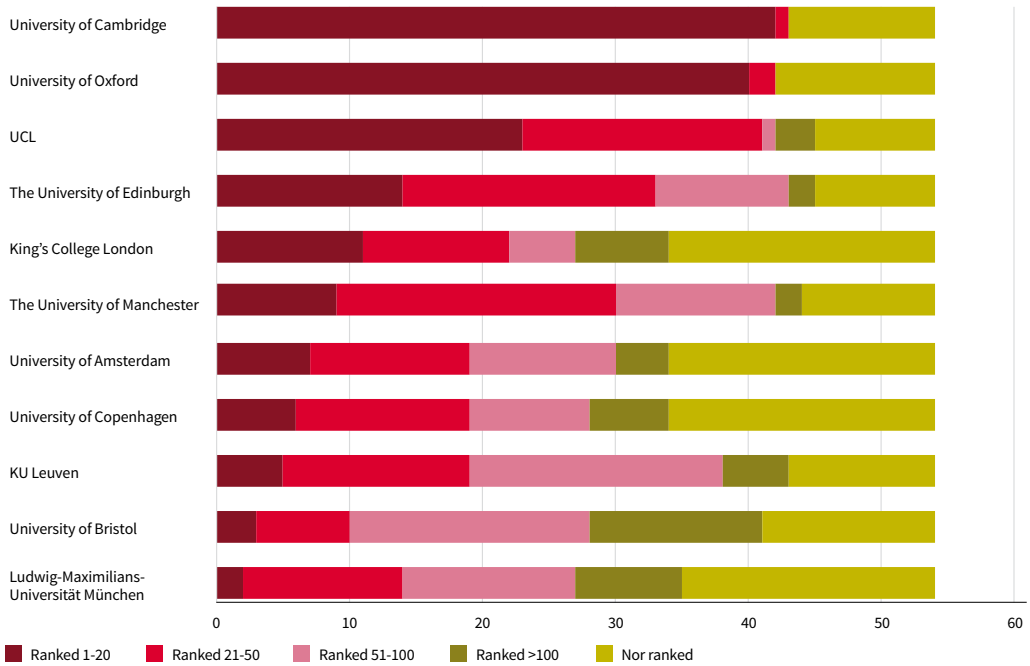
Quacquarelli Symonds (QS) publishes rankings for each of 54 academic disciplines. In the 30 disciplines listed in this table, the UvA was in the top 100 worldwide.

PLACES 1-20	PLACES 21-50	PLACES 51-100
• Anthropology	• Development Studies	• Archaeology
• Communication & Media	• Computer Science	• Mathematics
• Data Science	• English	• Biology
• Dentistry	• History	• Accounting and Finance
• Geography	• Law	• Modern Languages
• Psychology	• Library & Information Management	• Business and Management
• Sociology	• Linguistics	• Economics and Econometrics
	• Medicine	• Education
	• Philosophy	• Hospitality & Leisure Management
	• Physics and Astronomy	• Theology and Religion Studies
	• Politics and International Studies	• Statistics
	• Social Policy and Administration	

Europese top 10 QS ranking van aantal vermeldingen in domeinen top 100's[1]

QS enables a peer analysis of universities that are similar to the UvA in terms of their profile – known as 'general universities'. These universities conduct research and offer education covering the majority of the academic spectrum. This graph shows, for a number of European universities, in how many of the 54 subject areas they appeared in the top 100 of the QS ranking and how the subject areas are distributed across the 3 placement categories. It also shows the disciplines in which universities are 'not active'.

[1] 1QS does not provide a ranking by discipline for certain Parisian universities.





29 JUNE

Placemaking, a course taught at the UvA's Institute for Interdisciplinary Studies (IIS), wins first place in the Dutch Education Awards, the highest award in higher education. The prize worth 1.2 million euros is presented by Minister of Education, Culture and Science Robbert Dijkgraaf. In the Placemaking course, students tackle local problems alongside local residents, users and stakeholders.

FAIR data and research data management
The research data management (RDM) policy calls for better archiving and more publication of research data, so that data is FAIR (findable, accessible, interoperable and reusable). Archiving must be closed (fair for the institution) while publication must be open (fair for the world), though it must be regulated by a technical and legal layer of terms of use. The UvA is working with SURF to develop an online environment for the exchange of research data (Research Data Exchange).

Implementation of an RDM policy for FAIR data is heavily dependent on the availability of ICT infrastructure for research (services, software, hardware and support) and of data stewards and data scientists. The policy was acknowledged in 2022, with a significant number of additional hours being allocated for data stewards and data scientists in the faculties in the period 2021 – 2024, partly through matching from central funds.

One of the central RDM services is the research management services (RMS) system, which aims to reduce the administrative workload of data management for researchers. The RMS portal is not yet being used in all faculties; to achieve widespread use, it will be expanded over the next few years, with new functionality being added. Work began on a new product vision for RMS in 2023.

In 2023, funding was received from the Dutch Research Council for a *FAIR Data Hub*, an integration platform that allows researchers to deposit data from existing infrastructure into a terminus for automated archiving and publication: this automation ensures more consistent and thus more secure archiving, and facilitates publishing. An action plan has been drawn up to develop the FAIR Data Hub in 2024.

The other ICT infrastructure, particularly a storage system for research data that is suitable for a range of data types at various phases of the research cycle, will be developed over the next few years. To ensure that the central facilities of the University Library and ICTS are aligned as closely as possible with decentralised facilities and with the needs and desires of the research institutes, a start was made on an inventory of all available infrastructure and services at the UvA. An initial report was completed in September 2023. The full report will be available in 2024.

Research evaluations

The UvA is a broad-based, research-intensive university. The research conducted at the UvA is of high quality, as evidenced by the regular research evaluations conducted in accordance with the Standard Evaluation Protocol (SEP). The SEP is at the heart of the quality assurance system for academic research. The evaluations focus on the quality and social relevance of the research and the viability of the research unit. They also consider open science, PhD policy, HR policies, diversity and academic culture.

Every UvA research unit (faculty, research institute, department and/or research group) is evaluated against the SEP once every six years at a local or national level by an assessment panel composed of external experts. During the evaluation, the panel reads the self-evaluation report written by the research unit and speaks with the research unit's executive staff, researchers, lecturers and PhD candidates. The following research units were evaluated in 2023, with positive results: the Swammerdam Institute for Life Sciences (Faculty of Science), Amsterdam Neuroscience (Amsterdam UMC) and the Amsterdam Research Institute for Legal Studies (Amsterdam Law School).

Preparations were also made in 2023 for the evaluation of the research and research strategy of the following UvA research units: the Psychology Research Institute (Faculty of Social and Behavioural Sciences), the Van 't Hoff Institute for Molecular Sciences, the Institute for Biodiversity and Ecosystem Dynamics and the Institute of Physics (all part of the Faculty of Science). A large number of Amsterdam UMC institutes also made preparations: Cancer Center Amsterdam, Amsterdam

Cardiovascular Sciences, Amsterdam Gastroenterology Endocrinology Metabolism, Amsterdam Institute for Infection and Immunity, Amsterdam Movement Sciences, Amsterdam Public Health and Amsterdam Reproduction & Development.

Ethical aspects of collaboration with third parties

Researchers are collaborating with third parties more and more often, particularly to gain access to research data or funding, new research questions or valorisation opportunities. For certain forms of research, the results may be used for purposes that are ethically problematic. For example, they may be used by parties that have shown a blatant disregard for human rights, have terrorist or military motives, or cause harm to people, animals or the environment. Moreover, national and transnational authorities are requiring more attention to be given to export controls, the dual use of research results, and collaboration with parties and countries that violate human rights.

At the University of Amsterdam, we are committed to subjecting to careful consideration any decision to collaborate with third parties, as well as to taking whatever measures we can to prevent third parties from making unethical use of research conducted by UvA researchers. On the other hand, we also want to prevent measures against unethical use from inhibiting freedom and scientific progress. Accordingly, in early 2022, the 'Collaboration with third parties in research' policy framework was adopted, after a development process that took several years and involved extensive consultation with internal and external stakeholders. This policy framework aims to assist UvA staff and departments, and research directors in particular, as they weigh the decision of whether to engage in a new collaboration. It is mindful of the differences in research practice at the UvA and of the fact that the question of whether a collaboration has ethically problematic aspects often depends on the combination of the research question and the proposed third party. The policy framework was further implemented in 2023. As well as increasing awareness and providing researchers with clearer guidance on how they should act, the policy is intended to proactively develop normative frameworks for the organisation, prompted in part by developments in society.

Part of the policy concerned the establishment of an advisory committee on the ethical aspects of collaboration with third parties. The committee met several times in 2023 to discuss various cases. The committee also received a number of requests for advice, in two categories in particular: potential PhD projects with proposed funding from the Chinese Scholarship Council and planned research projects involving the participation of a party from the fossil energy sector (see below for more details). The advisory committee will publish an annual report on the UvA website on the number and types of advice requests it receives, as well as on the advice it ultimately provides.

Discussion sessions on collaboration with the fossil energy sector
Last year, the Executive Board initiated wide-ranging discussions at the UvA in response to public concerns about the role of companies in the fossil energy sector in Dutch research. Central to the discussions was whether and how such collaborations could continue. The discussion sessions were open to all UvA students and staff. Across multiple sessions, as many insights as possible were gathered from all corners of the UvA in order to make a decision on this issue that has broad support within the UvA community.

During the discussion sessions, a wide range of views were expressed: everything from 'collaboration is necessary to help companies change' to 'break all ties immediately'. However, there was consensus on key points: we are facing a climate crisis that can be regarded as a global emergency requiring urgent action, the energy transition must be accelerated and achieving the climate targets is key.

This consensus guided the Executive Board's proposal to stop collaborating with the fossil energy sector in principle, unless a number of criteria are met. This proposal was submitted to the University Committee on Research, University Committee on Education, University Committee on Valorisation, the University of Amsterdam Ethics Committee, the Senate, the representative advisory bodies (COR and CSR) and the faculty deans. Following this consultation, the proposal was amended and the decision was approved.

More precisely, the decision means that the UvA will no longer collaborate on projects involving the fossil fuel industry unless three strict criteria are met:

- The explicit objective of the project is to contribute to the achievement of the targets under the Paris Agreement.
- The project – and, as a result, the positive targets that contribute to the Paris targets – cannot be implemented in another way or with other, non-fossil-fuel partners, for example because expertise, data or measurement tools would not otherwise be available.
- A broad-based, multidisciplinary advisory committee will advise as to whether the intended contribution to the climate objectives justifies this collaboration.

These stricter rules governing collaboration with third parties will be laid down in an updated Policy Framework on Collaboration with Third Parties. Any proposed collaboration with the fossil fuel industry will be submitted by the dean of the faculty concerned for assessment against this framework by the Advisory Committee on Collaboration with Third Parties.

Doctorate conferrals and joint doctorates

In 2023, 590 doctoral theses were defended: 340 women (58%) and 250 men (42%) were awarded doctorates. The 'cum laude' designation was awarded in a total of 17 cases (3%). Of the total number of PhD graduates, approximately 390 (66%) were of Dutch origin, while 200 (34%) were from foreign countries. Of the 590 doctorate conferrals, 17 were for joint doctorates.

For a number of doctorate conferrals, the status of principal supervisor or co-supervisor had been granted to an associate professor (senior university lecturer), made possible by the expansion of ius promovendi.

High-profile research projects

In 2023, ten UvA researchers received ERC Starting Grants worth around €1.5 million: Harsha Devalla, Marten Hoeksema, Jeffrey Kroon, Rachel Thijssen, Ruth Carlitz, Else Vogel, Lorenz Eberhardt, Jorik van de Groep, Mazi Jalaal and Fernando P. Santos.

In addition, six researchers received Consolidator Grants worth around €2.0 million: Wouter van den Bos for his project *Computational Mechanisms of Social Media Use in Youth*, Willem Boterman for *Protein Landscapes: The Political Geography of the Production and Consumption of Animal Proteins*, Suzanne Dikker for *It Takes a Village: An Interdisciplinary Community Neuroscience Approach to Characterise Multigenerational Interactions*, Christina Eckes for *Strategic Climate Litigation's Direct and Indirect Consequences for Democracies*, Leonie Schmidt for *Eco-Islam in Indonesia: Media, Institutions, Publics* and Sanjukta Sunderason for *ENTANGLED FREEDOMS: Decolonial Modernisms as Transnational Relations of Resistance, 1940s–1980s*.

Two researchers received Advanced Grants (worth around €2,5 million): Jeroen de Kloet for his research entitled Resilient Cultures – Music, Art and Cinema in Mainland China and Hong Kong and Jason Hessels for *AstroFlash: probing the extremes of the Universe at high time and spatial resolution*.

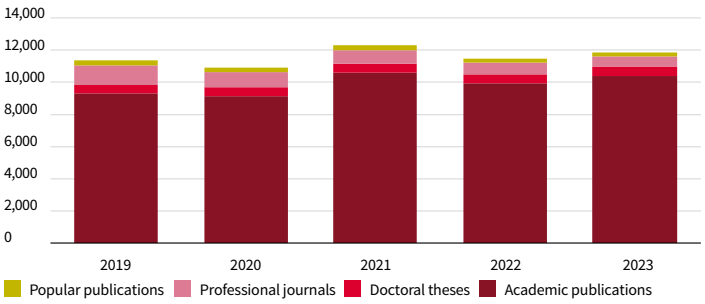
29 JUNE

Thirteen researchers from the UvA and Amsterdam UMC receive Vidi grants from the Dutch Research Council. These come with funding of up to 800,000 euros per project, enabling the recipients to spend the next five years developing an innovative line of research and expand their own research group. This round saw grants awarded in the ENW, TTW, SGW and ZonMw fields of research.

Development of research output

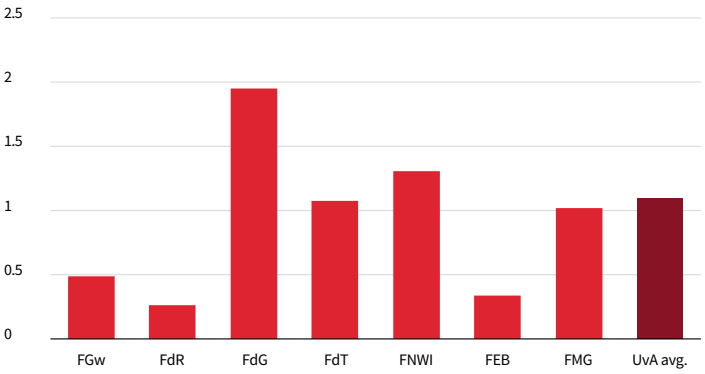
Number of publications

This graph shows the number of publications by the UvA, including the Faculty of Medicine, based on the UNL's university research indicators (KUOZ).



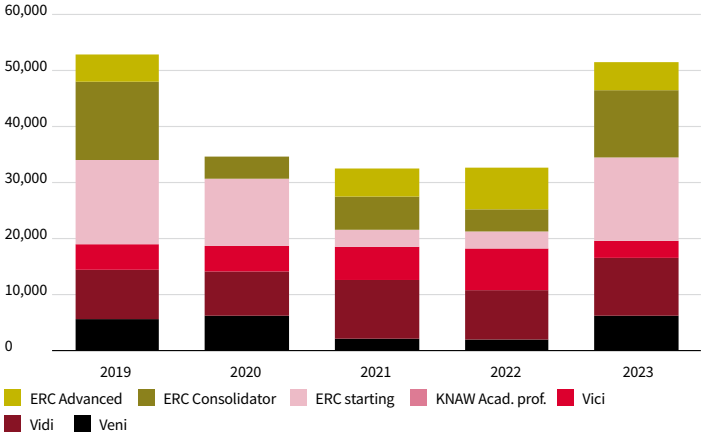
Number of doctoral theses supervised per full professor in 2023

The UvA conferred 590 doctorates in 2023. Each full professor supervised an average of one doctorate, with considerable differences between the faculties.



Individual grants and awards (year of allocation, x €1,000)

This graph shows the Dutch Research Council, Royal Netherlands Academy of Arts and Sciences and ERC grants awarded to individual researchers, expressed in euros.





4 JULY

Medical student Maarten Krugers Dagneaux is appointed by the Executive Board as student assessor for the 2023-2024 academic year. During his time as student assessor, he wants to represent the student perspective on key issues such as internationalisation and the binding study advice (BSA). Krugers Dagneaux will start on 1 September.

The Spinoza Prize, worth €1.5 million, was awarded by the Dutch Research Council to Joyeeta Gupta in 2023 for her work at the intersection between climate science, decolonisation and public policy.

Eight researchers were awarded Marie Skłodowska-Curie grants by the European Commission, worth between €175,000 and €280,000 each, to gain research experience abroad. Two UvA researchers received Vici grants from the Dutch Research Council in 2023, worth up to €1.5 million each: social psychologist Disa Sauter for *Understanding nonverbal vocalisations: A computational ethology approach* and engineer Ruth Mugge for *Slowing down premature obsolescence: Keeping the value of consumer electronics high by design*.

The Dutch Research Council awarded Veni grants to 25 UvA and AMC researchers in 2023, as well as Vidi grants to 13 researchers. Veni grants of up to €250,000 are awarded to recent doctoral graduates, who can use the money to develop their own research ideas over a three-year period. Vidi grants are worth up to €800,000, which recipients may use to set up their own research group or develop a new line of research.

The KNAW appointed UvA professors Rens Bod, Jeroen de Kloet, Julia Noordegraaf and Frank Lobbezoo as new members in 2023.

UvA Institute for Advanced Study

The UvA Institute for Advanced Study (IAS) was set up as a catalyst for interdisciplinary innovation in research. Researchers from all subject areas come together in the IAS to focus on complex scientific and social challenges requiring an integrated approach. The IAS functions as a breeding ground and plays a pioneering and synergy-promoting role between faculties. The development of interdisciplinary theories and methodologies forms the substantive heart of the institute.

Physically bringing researchers together remains a central activity of the IAS, and the increase in activities and broadening of content continued during 2023. 2023 was a full, rich year, characterised by innovation and growth.
Existing initiatives (such as the *Polder or the Future of Energy* lecture series) were strengthened, and the IAS developed new initiatives aimed at better reaching and supporting prospective interdisciplinary academics (such as Science Sisters or the Complexity Winter School). In addition, various new working groups related to the strategic plan met at the IAS last year to kick off and intensify their collaboration.

Another core activity of the IAS is the Research Fellowship. Last year, the IAS hosted 18 fellows from the Netherlands and abroad. Collaboration with the UvA Data Science Centre on a joint fellowship project on the theme Beneficial Disruptions continued in 2023. Under the new research theme Governance of Complexity, the IAS has now created a new type of fellowship with the aim of enabling policymakers to collaborate with researchers at the IAS: the Policy Fellowship. The first two Policy Fellows started in 2023.

Finally, the IAS Artist Residency also continued. In this context, a new collaboration has been launched with the Allard Pierson Museum for a joint Future Heritage Research Residency. We expect this collaboration to enrich the vibrant intellectual climate and the power of imagination at IAS.

Academic integrity

More than once in the past year, academics found themselves facing critical questions from society about the outcomes of academic research. In debates on urgent social issues they can count on attention from organised, vocal citizens, who are often protecting specific interests. Journalists also show considerable interest in the outcomes of academic research. For example, in 2023 there was a great deal of attention on the ancillary activities of professors from Dutch universities.

Transparency around the origin of the financial resources used for academic research is fundamental to ensuring trust in scholarship among citizens and government bodies. To strengthen this trust, the universities have collectively taken it upon themselves to create a public register where they can record all ancillary activities performed by their professors.

The UvA is committed to preventing violations of academic integrity. To this end, the Executive Board has appointed a professor in each faculty to act as a confidential adviser. Confidential advisers provide information and try to mediate in emerging conflicts. In the most serious cases, the Academic Integrity Committee investigates suspected violations of academic integrity and issues recommendations to the Executive Board.

Five complaints were submitted to the Academic Integrity Committee in 2023. The Executive Board issued four initial decisions. Two complaints were declared inadmissible, one complaint was declared unfounded and one complaint was declared partly inadmissible and partly unfounded. The Executive Board issued two final decisions. One complaint was declared inadmissible and the other was declared unfounded.

The Academic Integrity Complaints Regulations are expected to be reviewed in the first half of 2024.



13 JULY

The UvA tightens the rules for cooperation with third parties, following extensive dialogue across all parts of the university. There will be no more cooperation with fossil fuel companies unless several strict conditions are met. These stricter rules governing cooperation with third parties will be laid down in a new Policy Framework for Collaboration with Third Parties.

2023 Annual Report of the Confidential Advisers for Academic Integrity

The UvA endorses the Netherlands Code of Conduct for Academic Integrity. In accordance with the National Model Regulations for Complaints Regarding Academic Integrity, the University drew up its own complaints procedure in 2013 and appointed a confidential adviser for academic integrity.
In 2018, a confidential adviser for academic integrity was appointed for each of the five campuses. This ensured that each of the various fields of research at the UvA (Arts & Humanities, Science, Social Sciences and Medicine) were represented and the confidential advisers were relatively accessible. The confidential advisers have expertise in one of these fields, but they work institution-wide; staff, students and other interested parties can consult a confidential adviser from a different discipline/campus if they wish.
The confidential advisers act as contact persons for queries and complaints regarding academic integrity, provide advice on integrity-related matters, seek to mediate or arrive at some other amicable solution and/or inform the complainant of the procedure for submitting a complaint to the Academic Integrity Committee.

In 2023, the confidential advisers were:
- Prof. Luiza Bialasiewicz (University Quarter);
- Prof. Jeroen van Dongen (Amsterdam Science Park);
- Prof. Joos Droogleever Fortuijn (Roeterseiland Campus);
- Prof. Janneke Horn (Faculty of Medicine);
- Dr Jan Harm Koolstra (Faculty of Dentistry).

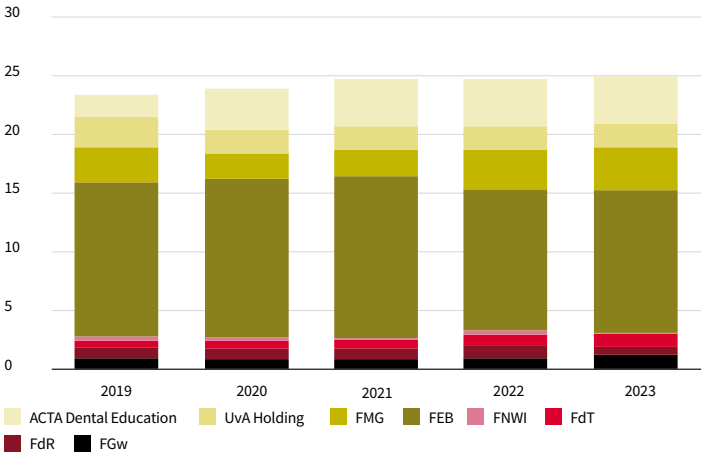
The confidential advisers handled the following cases in 2023. These cases concerned:
i. suspected appropriation of intellectual property (x8);
ii. a question about intellectual property (x2);
iii. suspected plagiarism (x6);
iv. a report/suspicion of data fraud (x4);
v. a request for advice from a member of an examinations board regarding fraud in a Master's thesis (x1);
vi. a request for advice about the procedure followed in an academic freedom case (x1);
vii. a dispute about the order of the authors' names at the top of a publication with multiple authors (x2);
viii. a co-author blocking publication (x1);
ix. a co-author not approving the version of a paper to be submitted after the feedback round (x1);
x. other issues relating to authorship (x10);
xi. a professorial appointment procedure and the course of events (x1);
xii. a complaint of violation of academic integrity from a person outside the UvA (x1);
xiii. doubts about effort and progress of doctoral supervision (x5);
xiv. a complaint about fraud in teaching (x1);
xv. a report of frequent uncollegial behaviour, which others were pulled into, creating a socially unsafe working environment; academic integrity was tangentially compromised (x9);
xvi. a report of inappropriate/intimidating behaviour (x2);
xvii. an issue about alleged undue influence on research by research funders (x1);
xviii. a data administrator not responding to requests to use data for further research (x1);
xix. support with submitting a formal complaint to the Academic Integrity Committee (x1);
xx. complaints about non-compliance with grant providers' obligations (x2).

With regard to these cases, the confidential advisers either issued advice or attempted to mediate.

Valorisation indicators – People

Contract teaching at the UvA (x €1 million)

This graph shows revenues from contract teaching (non-government-funded education) for each faculty. The Amsterdam Business School and ACTA Dental Education generate the greatest revenues in this segment. The revenues generated by the Sports Centre are not included in the graph.





31 JULY

UvA Pride once again participates in University Pride as part of Pride Amsterdam, joining forces with VU Amsterdam, the AUAS, Inholland and the Amsterdam Regional Training Centre to offer all students and staff in Amsterdam a week of lectures and other activities combining knowledge and fun.

8. Innovation, impact and valorisation

Strategic Valorisation Framework

In 2023, work continued on implementing the strategy established in 2022 to extend the social impact of research and education at the UvA and achieve a dramatic increase in valorisation. The UvA defines valorisation as creating value for society and the economy through collaboration and productive interactions within research or by applying research outcomes. This value is in the form of a product, service, process or activity.

The valorisation strategy is set out in the UvA's Strategic Valorisation Framework. The aim is to increase the impact of UvA research on the market and in the public sector, as well as to increase reciprocity between education and research and strengthen the social position of the UvA at the regional, national and international level. The strategy comprises actions in the areas of culture and HR policy, governance, researcher support, facilities, and partnerships between educational institutions and society.

University Valorisation Committee (UVC)

In 2023, the University Valorisation Committee (UVC) met approximately once every two months. Established in 2022, this advisory committee advises the Executive Board on strategic and practical matters relating to valorisation. The committee forms a bridge between the faculties and the University's central administration. It is also the body responsible for external representation, coordination and lobbying in relation to valorisation. The UVC furthermore promotes UvA-wide knowledge sharing. Each member of the UVC represents a faculty, or a central or decentralised organisational unit. They create connections between central and decentralised valorisation activities and are also actively engaged in valorisation themselves.

Innovation Exchange Amsterdam (IXA)

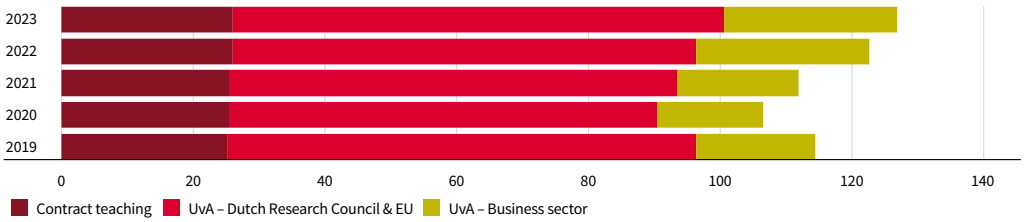
One of the ambitions of the Strategic Valorisation Framework is to strengthen collaboration between the Amsterdam knowledge institutions (VU Amsterdam, Amsterdam UMC, AUAS and the UvA). This happens within the framework of Innovation Exchange Amsterdam (IXA), in which the Knowledge Transfer Organisations (KTOs) of the knowledge institutions have joined forces and where there is also consultation at Executive Board level on the joint Amsterdam valorisation strategy (Impact & Entrepreneurship). Together, the institutions are working on a recognisable and accessible system of facilities – from incubation programmes to start-up funding – for knowledge-intensive start-ups. In addition, Amsterdam valorisation programmes have been collectively developed on the themes of 'AI', 'Life Sciences & Health' and 'Sustainability' ('Climate-Neutral Cities').

The UvA team within IXA provides researchers with expertise and support from business developers, grant advisers and legal experts. A separate team was formed last year for impact development. Impact developers help researchers initiate and sustain large-scale collaborations with private and public parties. Furthermore, IXA also manages the UvA Valorisation Fund. With proof-of-concept funding from this fund, UvA researchers can continue development on new ideas with high valorisation potential. IXA also runs information meetings and courses on various forms of valorisation. The organisation of events has opened the door to the outside world.

Valorisatie-indicatoren ‘samenwerking’

Development of external income, x €1 million, UvA group (excluding the Faculty of Medicine)

This graph shows external revenue from teaching and research, excluding the Faculty of Medicine but including group companies (UvA Holding, ACTA Holding, SEO).



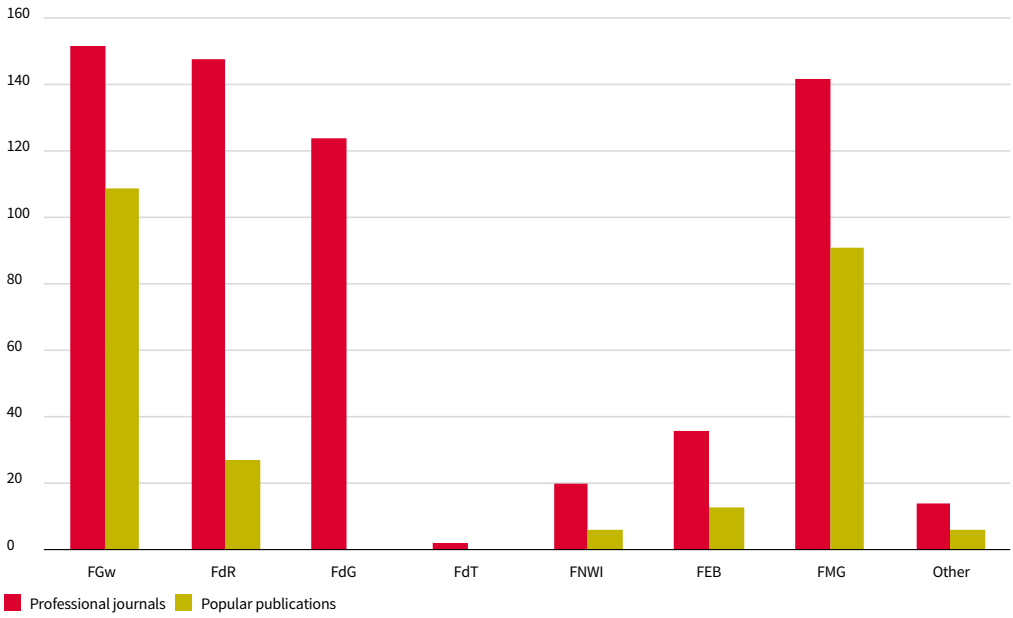
Academic collaborations

This table shows the percentage of all academic UvA publications in the CWTS database written in collaboration with non-UvA authors (source: CWTS Leiden).

ACADEMIC COLLABORATIONS	2019	2020	2021	2022	2023
% co-publications with other institutions	86.9%	87.7%	88.8%	89.4%	90.0%
of which international	59.8%	61.5%	63.2%	64.3%	64.7%
of which business sector	6.3%	6.4%	6.9%	7.3%	7.3%

Publications for a wider audience, 2023

This graph shows the number of professional and popular publications per faculty (classified in accordance with the UNL definition). These are publications intended for a professional and general audience.



3 AUGUST

The Dutch Research Council awards Veni grants to 25 promising researchers from the UvA and Amsterdam UMC. These come with funding of up to 280,000 euros per project, enabling the researchers to develop their own research ideas over the next three years.

Innovation and incubator hubs

In recent years, Amsterdam's knowledge institutions have established a network of innovation and incubator hubs. These include the UvA Humanities Lab, the Law Hub, REC Impact, the Demonstrator Lab and the Startup Village. They are inviting, physical hotspots where researchers, students and collaboration partners come together to develop innovative ideas. Each hub has its own signature and focuses on certain themes.

UvA Ventures

UvA Ventures Holding B.V. is a 100% subsidiary of the UvA. It supports knowledge-intensive start-ups emerging from the university in the first phase of their existence. UvA Ventures offers guidance and can provide access to start-up financing. To this end, it has created several funds for early-stage financing, often in collaboration with others. These include the Amsterdam Academic Angel Fund and the North Holland Innovation Fund. UvA Ventures has a portfolio of 15 UvA spin-offs.

ASIF

Alongside the Valorisation Fund, the Amsterdam Student Investment Fund (ASIF) was set up several years ago. The ASIF is a small investment fund run for and by students. It is a partnership between the UvA and VU Amsterdam. The ASIF has now built up a portfolio of 18 start-ups that it has financed.

Impact in education

The UvA wants to continue expanding opportunities for students to contribute to innovation, impact and valorisation in the years ahead. In addition to the long-established entrepreneurship education, more and more degree programmes are incorporating real-life cases into their teaching (*challenge-based learning*). For example, all learning activities in the Bachelor of Computational Social Science are organised around projects that have a realistic context or that come from a real company or social institution.

National Growth Fund

The National Growth Fund (NGF) was established in 2020 with the goal of strengthening the sustainable earning capacity of the Netherlands. Through the fund, between 2021 and 2025, the government is investing in projects of knowledge institutions, the business sector and public organisations that will generate long-term economic growth for the Netherlands. The UvA is directly involved in several of these projects, including: Quantum Delta NL, AINed, the National Lifelong Learning Catalyst (*Nationale LLO Katalysator*), the Dutch Education Digitalisation Drive (*Digitaliseringsimpuls onderwijs NL*), CropXR, Biotech Booster and Einstein Telescope. Individual UvA researchers can also participate in other projects through the grant programmes they offer. In the 2023 application round, the Dutch universities, UMCs and universities of applied sciences jointly submitted the 'Valorisation Delta Plan' aimed at strengthening the academic start-up ecosystem in the Netherlands. In addition, the UvA has taken a leading role in forming a consortium for the 'Holomicrobiome' application. The ambition is to create infrastructure for research into the microbiome in the food chain, from the land and water to consumers and patients.

Responsible data sharing

In 2023, the UvA continued to update the ways in which data can be shared with partner organisations. The intention is to expand the opportunities for exchanging information without losing sight of the risks.

Last year, as a partner in the Amsterdam Economic Board, the UvA contributed to the creation of the *Data Commons Collective (DCC)*. Through the DCC, work was done to set up a number of field labs in the application areas of agrifood and energy. Attention was also given to developing a theoretical framework that can be used in the development of these and future field labs. In 2024, the DCC will work to raise the visibility of this initiative, apply for grants and continue developing the framework and field labs.

As a member of UNL, the UvA took the initiative to set up a pre-pilot project with Utrecht University, VU Amsterdam and the Amsterdam Data Exchange (AMdEX) on the sharing of personnel data between universities according to the AMdEX principles. In 2024, UNL will decide whether to carry out a UNL-wide pilot with real data.



Joël Desabandu and Yelyzaveta (Liza) Danilkovych
studying for a Bachelor's degree in Media & Culture

Liza Danilkovych: It was quite a big step for me to move to Amsterdam and start at the UvA in 2023. I immediately signed up to several study associations to get to know other students. I now work with those students quite often on projects for our degree programme. I feel really happy right now with the people around me and the friendships I've made since starting at the UvA.

Joël: I like the fact that I've met new people since starting my degree programme. I've formed lots of new friendships with other students, like Liza. We've got a lot in common, and we also share the same interests.

9. Sustainability

Broad outline of vision, policies and developments

The UvA aims to be at the forefront of developments in sustainability. To help achieve this ambition, the 'Sustainability White Paper – Five goals for a sustainable UvA' was adopted in 2020. During the current strategic plan period, the UvA is working on sustainability issues in research, education, valorisation and operational management based on the white paper.

Since the white paper was adopted in 2023, the importance of sustainability has continued to grow. The UvA has expressed its intention to intensify its sustainability efforts and is exploring the best steps to take to achieve this end. This process will lead to intensification measures in 2024.

In 2023, the UvA took third place in SustainaBul, the national ranking for sustainability in higher education.

Sustainability in education

The UvA has two primary goals with regard to sustainability in education: including sustainability in all curricula in an appropriate way and offering all students an opportunity to specialise in sustainability by choosing sustainability courses or tracks.

To achieve these goals, various initiatives have been introduced by different faculties and degree programmes. In 2023, the range of sustainability courses offered was expanded all across the UvA. At the Faculty of Humanities, for instance, two new sustainability courses were launched, and the faculty began offering the new *Reimagining Sustainability* major within the Cultural Studies degree programme.

A programme was developed by the TLC in 2023 to support degree programmes with integrating sustainability into the curriculum. This programme will start in pilot form in the next academic year.

Sustainability in research

Given the breadth of its research activities, the UvA is ideally equipped to study sustainability issues. In 2023, the Executive Board appointed André Nollkaemper as University Professor of International Law and Sustainability. The aim of this appointment is to strengthen cohesion and focus in this research area. It is one of the steps the UvA is taking to intensify and accelerate interdisciplinary research and teaching on climate change and sustainability. In addition, in 2023, the decision was made to no longer collaborate with fossil fuel companies unless a number of strict conditions are met.

Valorisation and community

The UvA has an impact on increasing sustainability, including through the subsidiaries of UvA Ventures Holding, the Amsterdam Green Campus and the activities of the UvA Green Office.

In 2023, the SustainaLab was launched at the Amsterdam Science Park. This initiative aims to promote the valorisation of sustainability research at the UvA. To this end, an extensive programme of lectures and events is being organised.



9 AUGUST

Minister Robbert Dijkgraaf appoints Zofia Lukszo as a member of the UvA's Supervisory Board. The appointment takes effect on 26 August and is for a four-year term. Lukszo takes over from Pauline Meurs, who retires from the Supervisory Board in accordance with the retirement schedule.

The UvA Green Office is focused on increasing sustainability on campus and in education at the UvA. Its responsibilities also include creating a community around sustainability and encouraging behavioural change. Last year, the Green Office was strengthened by freeing up additional capacity in the team of students leading the Office.

Sustainability in operational management

The UvA is aiming to reduce its environmental footprint by 25% within five years. To achieve this aim, objectives have been set for nine sub-areas of operational management. We report on each of these objectives below.

Paris Proof
The UvA is aiming for all of its buildings to be 'Paris proof' by 2040. This means that total energy use, *i.e.* gas and electricity, including the use of all equipment, must be less than 70kWh per m² per year. At 132 kWh per m², consumption in 2023 was more than 6% lower than in 2022. This decrease was partly due to the lowering of indoor temperatures in buildings.

In 2021, during an evaluation of the 'Energy Transition Road Map', it was established that an extra focus on and more knowledge about real estate projects are required to achieve the Paris proof goals. The 'Sustainable Campus Transition Council' was set up in 2023. This is a team of experts that monitors and provides advice on the achievement of the sustainability goals in major construction and renovation projects. Among other achievements, the Transition Council made adjustments to the assessment framework for project-specific requirements. The framework now includes the a mandatory assessment by and advice from the Transition Council.

Fossil-free campuses
The UvA is phasing out the use of natural gas, based on the following timetable: Amsterdam Science Park (ASP) will be natural gas-free by 2025. The Roeterseiland Campus will be natural gas-free in 2030 and the University Quarter in 2040. Total gas consumption decreased by 13% in 2023 compared to 2022. As a result, UvA is broadly on track to achieve its target. The use of natural gas for steam humidification and in laboratories is excluded from the goal for now, since natural gas is currently the most sustainable option for these applications. However, this gas use will be reduced as much as possible.

In 2022, gas consumption on the Roeterseiland Campus was nearly 60% lower than in 2021 due to newly installed high-temperature heat pumps. In 2023, gas consumption was reduced by another 4% from the 2022 level. The target for 2024 is to put the heat pumps in REC E into operation. However, this is dependent on changes in grid congestion. The Roeterseiland Campus is expected to operate virtually gas-free (<50k m3 gas/year) as early as 2025 with the help of the above measures. This would represent a 99% reduction over 15 years. This measure has caused an increase in electricity consumption, but on balance, a permanent and significant reduction in CO_2 emissions has been achieved.

Digital twins predict the future of nature
The Dutch research consortium LTER-LIFE, in which IBED researcher W. Daniel Kissling and IvI researcher Zhiming Zhao are involved, received a €20 million grant from the Dutch Research Council's National Roadmap programme and the Ministry of Education, Culture and Science. The project will create digital twins of ecosystems to predict the impact of changes such as climate change on biodiversity and ecosystems. The researchers will set up a virtual research environment with researchers from four other Dutch scientific institutions. This environment will contain various types of comprehensive ecological and environmental data and will provide advanced modelling tools and powerful computing techniques. By using this virtual infrastructure to link long-term data on plants, animals and the environment, ecologists

will be able to study things such as the effect of climate change. They will be able to share methods of data harmonisation, modelling and simulation and build digital equivalents of entire ecosystems. The LTER-LIFE project[2] will provide scientists with a virtual facility that forms a single, central access point for studying long-term ecological and environmental data, combined with process-based and big-data-driven models and workflows for scaling up and running scenarios. The research environment that is being built will be an internationally unique virtual facility that will significantly improve ecologists' toolbox for understanding and predicting biodiversity and ecosystem functioning. The primary applicant for the grant is the Netherlands Institute of Ecology (NIOO-KNAW).

Gas consumption at the Science Park was almost 40% lower than in 2022. This was achieved by using insulation fabric in the greenhouses and by ending the use of steam boilers in the fourth quarter of 2023, among other measures. Major gains were also made in Building F, where a number of different measures were taken in 2022 to reduce gas consumption.
A goal for 2024 is to make the tap water in the various buildings at Amsterdam Science Park sustainable. This means that the circulation pipes in these buildings will be taken out of service and local electric heating will be used. This could reduce gas consumption by up to 100,000 m^3.

The majority of the natural gas we still use is consumed in the University Quarter. The area-specific thermal energy storage system in the University Quarter (TES-UQ) is on schedule. The project is currently working through the municipal procedure that is required before pipes can be laid. Challenges to the project have arisen due to shifting construction schedules and grid congestion.

Sustainable electricity generation
The UvA is aiming to make optimal use of the opportunities for electricity generation on its campuses. In 2023, 1,120 MWh of electricity was generated on campus, which is more than double the amount generated in 2022. The increase is partly due to the recent inclusion of the Science Park USC and LAB42 solar panels in the portfolio. Of the 1,129 MWh of self-generated electricity in 2023, 372 MWh came from the solar panels at the Science Park USC and 260 MWh from LAB42. This private sustainable energy production amounts to 3.3% of the UvA's total electricity consumption. The target set by the UvA of 10% sustainably generated electricity by 2026 is not achievable. This is because fewer suitable, long-term vacant sites are available at the Science Park than initially assumed.

The city council's policy on solar panels changed in 2023. Based on the new policy, solar panels have been included in the design for BG5. Solar panels have also been installed as part of the Gasthuiskerk project. All of these are small steps, but they help increase our private electricity generation in the University Quarter.

One problem that manifested itself in 2023 is grid congestion. This means that there is very limited capacity available in the power grid to supply new or modified power. The exact implications for the UvA are not yet clear, but it increases the need to become more sustainable.

[2] LTER stands for Long-Term Ecosystem Research. It is an international network of facilities that includes the Netherlands' Hoge Veluwe and Wadden Sea nature reserves. LIFE stands for LifeWatch, a European consortium that provides e-Science research facilities for scientists researching biodiversity and ecosystem functions.

UvA spin-off Plantics essential to highly sustainable 'no-waste' kitchen
Dutch company NoWa Kitchen has presented its latest kitchen, which uses only bio-based materials and a sustainable cradle-to-cradle design. A key factor in the kitchen are plant-based materials and polymers that were introduced to the market by Plantics, a UvA spin-off company, following a discovery by chemists in the Van 't Hoff Institute for Molecular Sciences. The development of the kitchen was supported by the EU Sustainable Wood Panels project. The first commercial NoWa (no waste) kitchen was recently installed on location in Arnhem, completing the process of design, production and marketing. The kitchen is made from bio-based materials that can be reused or recycled. To make this possible, the spin-off company has developed a strong, 100% plant-based, recyclable and safe alternative resin based on a discovery made in the laboratory of Prof. Gadi Rothenberg of the UvA's Van 't Hoff Institute for Molecular Sciences. By combining the resin with natural fibres such as hemp, wood and flax, Plantics has developed a range of sturdy and chic bio-based materials for a variety of applications. As part of the EU-supported Sustainable Wood Panels project, the company is working with various industrial partners to achieve and accelerate the market introduction of wood panels with bio-resins as binders. Traditional kitchen building materials contain formaldehyde-based resins to make them stable and durable. The construction and timber industries use large quantities of these resins – more than five million tonnes in Europe alone. They impose a burden on people and the environment, as they can be toxic, cannot be recycled and have a large carbon footprint.

Circular, nature-inclusive and climate-resilient campuses
In accordance with the 'Building Blocks and Planting Plan', in 2023, greenery, trees, grass, seating elements and walkways were added to the public spaces around the Matrix and LAB42 buildings at the Science Park. The idea of a food forest is being explored in terms of feasibility and a potential location.

Reducing the environmental footprint of ICT
The UvA is aiming to reduce the environmental footprint of ICT by 25% by 2026, compared with 2018 levels. The UvA is a major user of laptops, smartphones and software services. Their production and use has an impact on the environment. In 2019, emissions from ICT use were estimated at around 7% of the UvA's total emissions. Meanwhile, much of our ICT has been moved to 'the cloud' hosted by the major ICT companies as a cost-saving measure. For the moment, we still have insufficient understanding of or influence over the ecological footprint of the cloud. This topic is high on the agenda for the years ahead.

A personal OneDrive *Eco Dashboard* is under development. Its purpose is to give end users insight into the number of files (particularly unused files) on their personal OneDrive. This makes UvA staff aware of the amount of storage they are using. The basic principle is: less data means less ecological impact.

The focus in 2021 and 2022 was on reducing our footprint by extending the useful life of ICT equipment. This was one of the most certain and cost-effective ways to reduce impact. In 2023, the focus has shifted to sustainable procurement of ICT equipment. The focus on sustainability objectives in procurement processes has also resulted in contractual sustainability agreements with suppliers. It was also decided to reduce the number of printers by 50%.



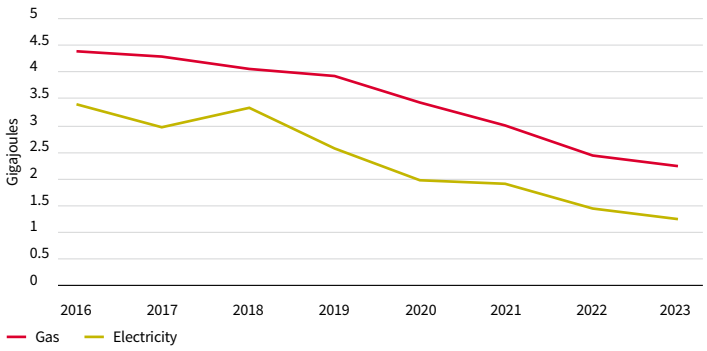
1 SEPTEMBER

In September, the UvA and VU Amsterdam launch the AI in Education Task Force to anticipate the increasingly rapid developments in artificial intelligence. Both universities provide four experts to advise the Executive Boards on harnessing the potential of AI and developing future-proof education.

Data on the environmental impact

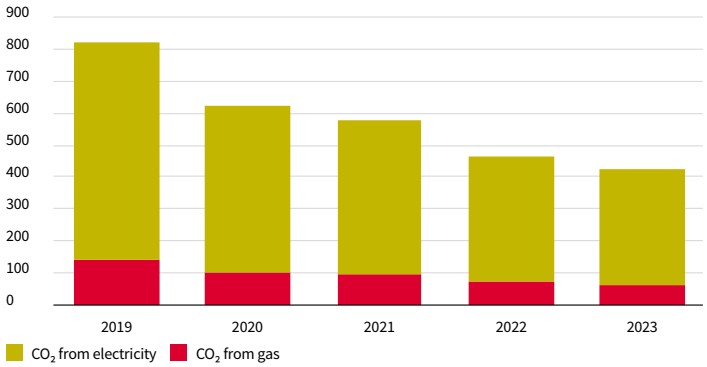
Energy consumption per student in GJ

This graph shows the actual consumption of gas and electricity in gigajoules per student. To avoid double counting, gas consumption used for electricity generation has not been taken into account.



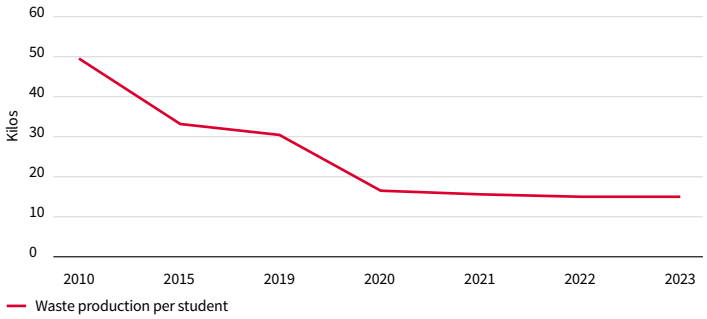
CO_2-equivalent in kg/student

This graph shows the CO_2 equivalents of gas and electricity consumption, not corrected to account for the purchase of green energy.



Waste production per student

On balance, waste production has decreased in recent years, although this partly depends on relocation operations, which generally cause a spike in paper and furniture waste.



This table provides an overview of recent developments with regard to our '*Paris proof*' objective.

	2010	2021	2023	2040
Energy consumption (kWh)	271	141	132	70
Gas [m³]	9,400,000	1,734,677	1,509,169	0



4 SEPTEMBER

Students and staff are given a festive welcome to the campuses to celebrate the start of a new academic year. During the opening of the academic year in the Aula, Executive Board president Geert ten Dam and Mayor Femke Halsema make a plea for tolerance, both at the university and elsewhere.

Food aligned with our understanding of our planet's limits
By 2026, the UvA is aiming to cut CO_2 emissions from catering by 50% and CO_2 emissions from food prepared in the cafeteria by 25%, compared with 2018 levels. Data on CO_2 emissions from catering in 2023 are not available. However, figures are available on the amounts of vegetarian and vegan products.
In restaurants and cafés, more than 22% of food sold is vegan and nearly 44% is vegetarian. Catering is vegetarian by default, although this is not mandatory. In this category, over 56% of food sold is vegetarian and almost 22% is vegan.
Reducing consumption of animal proteins is an effective way to significantly reduce the environmental footprint of food, but the extent to which the range can be influenced and thus the extent to which the goal can be achieved are limited by an existing contract with a caterer.

Responsibly produced food
The UvA would like all the food in its cafeterias to be produced in a responsible way, with claims backed up by quality labels or similar. The *Foodgovernance 2.0* initiative was launched in 2023, with the aim of working towards this objective with research and student projects at the UvA and AUAS.

Raw material use
The UvA is aiming to reduce raw material use by 25% by 2026, to be measured based on the waste collected for incineration and recycling. Compared with the starting point in 2019, the total waste disposed of decreased by more than 5% in 2023. The proportion of recycled waste increased by almost 80% in 2023 compared with 2019.

From September 2023, cups are no longer provided in vending machines or at food service outlets. This has already saved around a million cups in the last four months of 2023. From 1 March 2024, cups will also no longer be provided at meetings and events. This will increase the savings still further. Solutions for other disposables are still being sought. Preparations were made in 2023 for a new collection system for separated waste. The system will be implemented in January 2024.

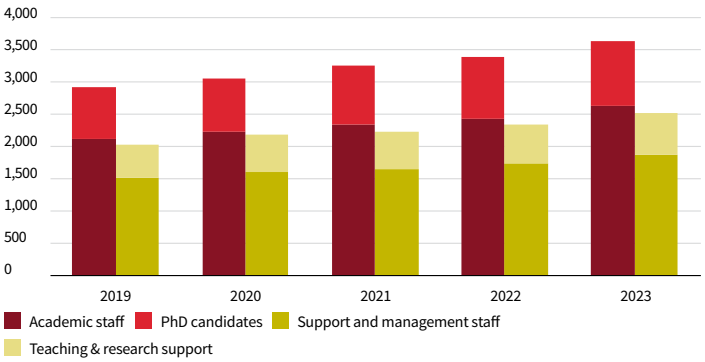
Reducing the environmental footprint of all travel
The UvA is aiming to reduce CO_2 emissions from staff travel by 25% by 2026, compared with 2018 levels. Train travel is therefore the default for destinations that can be reached by train within eight hours. For destinations that can be reached within six hours, the train is mandatory. The figures for 2023 show that the number of short flights has remained the same. This figure is yet to fall, despite the introduction of the train travel policy.

Cycling is the most sustainable form of transport. In 2022, the UvA opened a 'bike kitchen' in the underground bicycle shelter on the Roeterseiland Campus. In this workshop, staff and students can repair their own bicycles. In 2023, this space was refurbished, and the UvA, thanks in part to the bike kitchen, won the '*Zo Werkt Het Award 2023*'. This is an award for the best cycling employer in the North Holland region.

Ratios of academic staff to support and management staff (excluding the Faculty of Medicine)

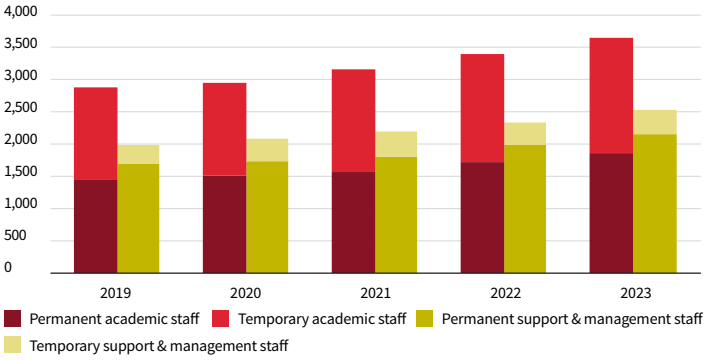
Ratio of academic staff to support and management staff

This graph shows the ratio of academic staff to support and management staff, with the numbers of PhD candidates and teaching and research support staff shown separately.



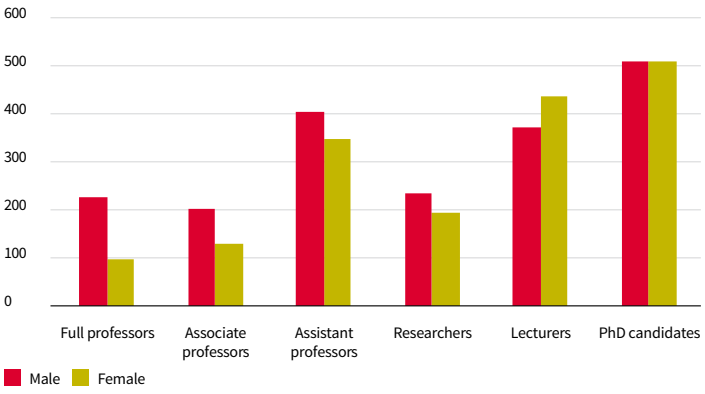
Ratio of permanent to temporary staff

This graph shows the ratio of permanent staff to temporary staff among academic and support and management staff.



Ratio of permanent to temporary staff

This graph shows the M/F split among academic staff.





4 SEPTEMBER

The UvA says goodbye to disposable cups and switches to 'Bring Your Own'. To meet the needs of students, free reusable cups are given away at various locations in the first week of the academic year.

10. Staff

Introduction

At the end of 2023, the UvA employed 6,146 FTEs' worth of employees. This is an increase of 377 FTEs compared with 2022.

The total numbers of both academic staff and support and management staff have increased. The ratio of academic staff to support and management staff in 2023 was 59:41. With the exception of the Faculty of Dentistry, the number of staff members increased in all faculties.

HR programme

In its Strategic Plan, the UvA spoke of its ambition to be a 'magnet for talent'. This is to emphasise that the UvA's success depends on the knowledge, talents and motivation of its staff. Attracting and retaining talent will therefore be the top priority in the HR area in the years ahead. This will require an attractive working and learning environment and staff who are proud of their work and of the UvA as an employer. To give substance to these themes, the Human Resources Management (HRM) unit has incorporated the Strategic Plan ambitions into the HR Manifesto. This manifesto describes how the UvA wants to present itself as an employer in the years ahead, in relation to individual staff members, groups of staff members and the organisation as a whole. Based on this manifesto, an HR programme was developed, with 15 objectives divided into 3 clusters:

Cluster 1: Recruitment and development
Cluster 2: Working environment and well-being
Cluster 3: Strategy and organisation

The HR programme was approved by the Executive Board in April 2023. For each cluster, various activities are being carried out that will contribute to achieving our ambitions and objectives in the area of people and organisation.

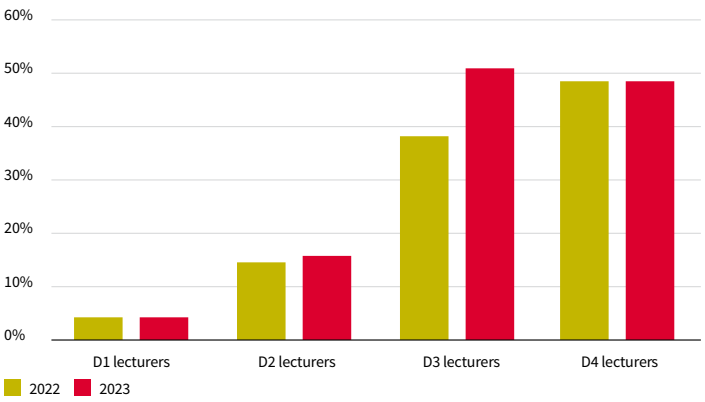
Recruitment and development

The labour market has been tight for some time, and competition for talent is increasing. We have also noticed that the meaning of work has changed for many people. Things like a sense of purpose, happiness at work and autonomy have become more important. More so than in the past, employees are looking for an employer that is aligned with their personal desires and ambitions. The Executive Board therefore identified 'recruitment and retention' as one of its administrative priorities in 2023. The foundation was laid by setting up an internal recruitment system. Thanks to this system, we are increasingly successful in finding more and better-quality, candidates. The dual focus in this area is on providing support for individual vacancies and developing an overarching recruitment strategy. As a result, as an organisation, we are increasingly collaborating and are becoming more professional in our recruitment and selection activities. There is also an explicit focus on the 7,000 talented staff already employed by the university. With the 'UvA career' campaign and an internal job vacancy newsletter, we are making better use of the internal labour market and increasing the internal career opportunities for our staff.

Trends in teaching positions

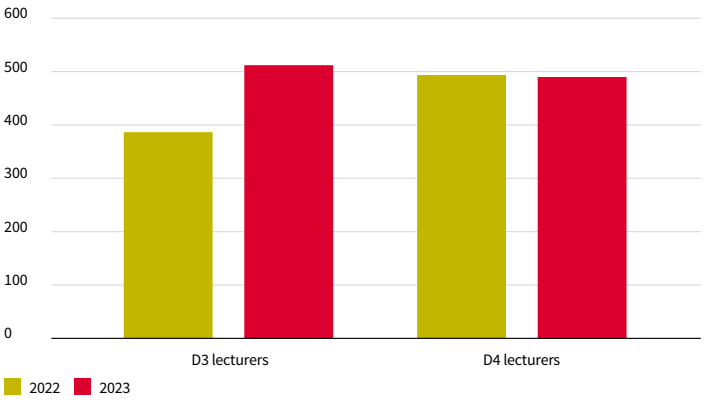
Lecturer policy headcount

This graph shows the percentage of D1 to D4 lecturers out of the total number of lecturers.



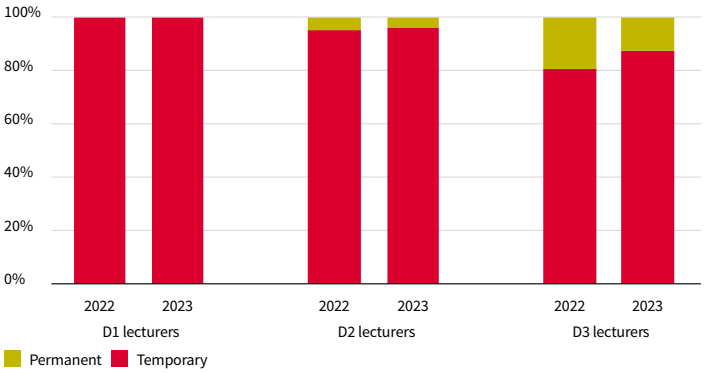
Ratio of D3 to D4 lecturers

This graph shows the ratio between D3 and D4 lecturers.



Ratio of permanent to temporary D1, D2 and D3 lecturers

This overview shows the ratios between D1, D2 and D3 lecturers on permanent and temporary contracts.



Career development policy

The UvA invests in the professional and personal development of its staff by empowering them to take control of their own performance and careers. Work is being done to professionalise the Learning & Development organisation and expand the range of education and training courses on offer at the central level on themes such as leadership, career and talent development, health & vitality, diversity & inclusion, social safety and collaboration. More than 1,000 UvA staff members participated in learning and development training courses in 2023. These included the UvA-wide leadership programmes, training courses on supervising PhD candidates, social safety workshops, inclusive recruitment and selection workshops, the 'UvA Opportunity Programme' (UOP) for talented staff in senior support positions and the UvA mentoring programme in which 62 matches were made this year. The aim of the programme is to contribute to a more inclusive working environment.

The Course Finder tool is widely accessible and makes it easy to find information on training courses and coaching. In 2023, more than 10 thousand clicks were made on Dutch-language courses in this tool. The English-language courses received 5,500 clicks. A call for tenders for a 'Learning Management System' will be issued in 2024. This will make access to the range of training courses more professional.

Talent programmes

The aim of the 'Recognition and Rewards' programme is to make the UvA more attractive as an employer. The goal is to achieve balanced recognition and rewards for all contributions to the University's core tasks. There is a widely held belief that the current recognition and rewards system does not do justice to the full spectrum of academic tasks. A new 'Recognition and Rewards' Committee was set up in 2023. This committee will focus on the five priorities of the national 'Recognition and Rewards' programme, to which the UvA has committed. These include: differentiated career paths for academic staff, open science, leadership, a focus on quality and a balance between the individual and the collective. In 2023, based on a design process, the first drafts for 'differentiated career paths' were developed. They will be trialled in 2024.

Lecturer policy

The 'Outline Memorandum on Lecturer Policy' made a visible improvement to the position of lecturers in 2022. In 2023, implementation of this policy continued, resulting in ongoing growth in the number of lecturers on permanent contracts, an increase in the average contract size and an expansion of the range of development training courses on offer for this target group.

Hybrid working

In our efforts to attract and retain talented and driven professionals, it is important to be mindful of personal circumstances and ambitions. We also need to take into account the wishes and needs of our employees as much as possible. For example, hybrid working has become a permanent part of working at the university. Once the COVID-19 measures were lifted, the UvA drew up guidelines for hybrid working. Based on these guidelines, all UvA units have gained experience with hybrid working.

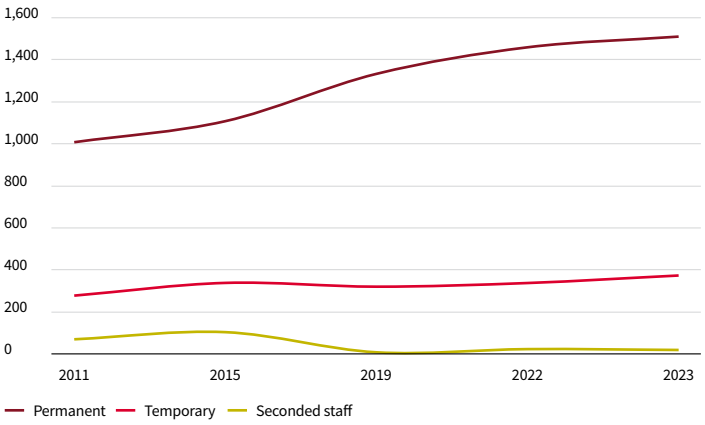
5 SEPTEMBER

Eight researchers from the UvA and Amsterdam UMC receive Starting Grants of around 1.5 million euros each from the ERC. They are Ruth Carlitz, Harsha Devalla, Lorenz Eberhardt, Jorik van de Groep, Mazi Jalaal, Fernando P. Santos, Rachel Thijssen and Else Vogel. The grants provide five years of support for their research.

Temporary appointments in teaching positions

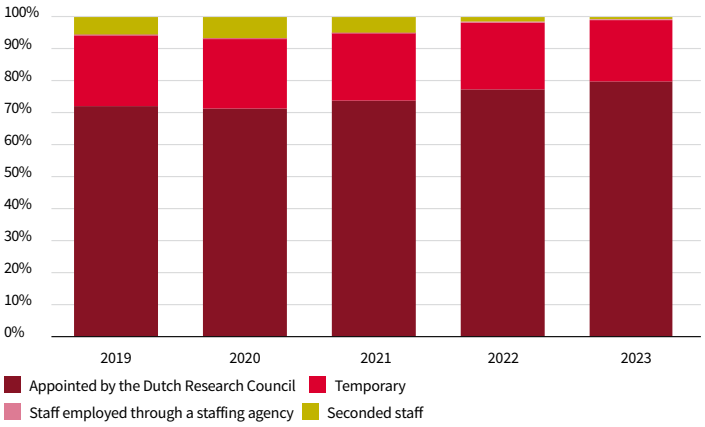
Teaching staff at the UvA by type of employment contract, excluding the Faculty of Medicine

This graph shows the number of FTEs in the ranks of professors, lecturers, assistant professors and associate professors for the various contract types.



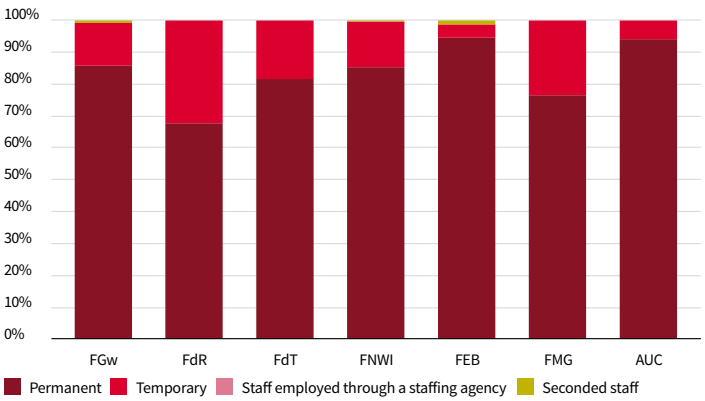
Teaching staff at the UvA by type of employment contract, excluding the Faculty of Medicine

This graph shows the distribution of the number of FTEs in the ranks of professors, lecturers, assistant professors and associate professors for the various contract types.



Composition of teaching workforce by contract type, excluding the Faculty of Medicine

This graph shows the distribution of the number of FTEs in the ranks of professors, lecturers, assistant professors and associate professors for the various contract types, by faculty (reference date: end of 2023).





12 SEPTEMBER

The Executive Board appoints Leon van de Zande as Secretary General of the UvA. He takes over from Calluna Euving, who will leave the UvA on 1 October. As Secretary General, Van de Zande is the Executive Board's primary adviser and responsible for coordinating policy and strategy development.

Work has been undertaken across the university to reorganise ICT facilities, redesign workspaces and other spaces, and support supervisors and staff with the effective and responsible implementation of hybrid working. In 2023, a programme group evaluated the guidelines and their application and produced a final report with recommendations. This resulted in the Guidelines 2.0, which are expected to be approved by the Executive Board in early 2024, once agreement has been obtained from the Local Consultative Committee.

Work was also done in 2023 on a new travel expenses scheme, under which employees will receive a higher travel-to-work expenses reimbursement with effect from 1 January 2024. The new scheme was developed in close cooperation with the Local Consultative Committee.

Working environment and well-being

A safe working environment in which employees can develop their talents, learn from each other and have the courage to make mistakes is an important prerequisite for collaboration. We also believe it is important for our employees to be motivated and to be able to enjoy their work. Several initiatives were launched in 2023 aimed at strengthening a healthy, safe and inclusive working environment.

The UvA aims to create a positive environment for work and study. Social safety is therefore an ongoing focus. The Coordinating Confidential Adviser has made the network of confidential advisers more professional. Through various workshops, in-depth core sessions and other interventions, attention has been drawn to the importance of social safety. This has strengthened expertise in the organisation. The 'Social Safety' Council has been launched, ensuring systematic monitoring of and attention to social safety across organisational units. In the autumn of 2023, the 'Social Safety' e-learning module for staff and students went live. In the final phase of development, a social safety handbook for supervisors was developed.

Absences due to illness

In 2023, both the rate of absences due to illness and the reporting frequency were lower than in the previous year (falling from 4.5% to 4.4% and from 0.7 to 0.7 respectively). The percentage of staff members who did not report sick at all increased from 68% in 2022 to 69% in 2023. Among academic staff, the rate of absences due to illness fell from 3.0% to 2.8%. For support staff, the rate decreased from 6.8% to 5.6%. The rate of long-term absences rose from 1.3% to 1.4%. On average, staff members reported sick just as often but stayed away for slightly longer than in 2022.

In 2023, a new occupational health and safety service provider was contracted after an extensive European tendering procedure: 'Zorg van de Zaak'. A key condition in the selection process was the desire to effectively implement the new vision on prevention of absences and illness. The new health and safety service provider started on 1 January 2024.

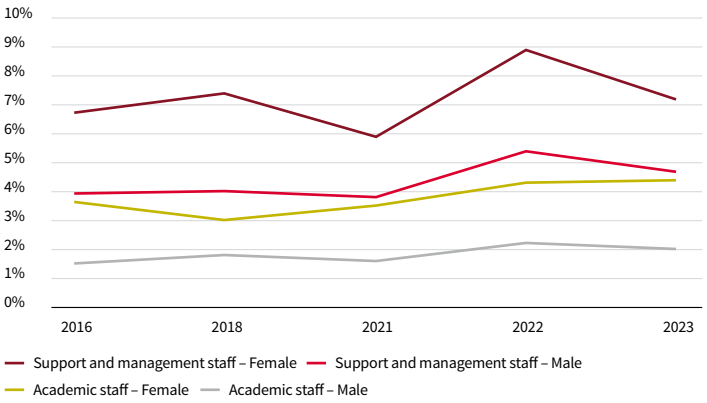
Diversity

In 2023, we continued to invest in, and work towards, a more diverse and inclusive working environment. Diversity is still an important part of the professionalisation courses offered to staff and is reflected in the various leadership and teaching skills training programmes. 2023 saw the launch of the Diversity, Equity & Inclusion Council, in which HRM, Academic Affairs and the Central Diversity Officer collaborate to promote a diverse and inclusive working and learning environment. The 2019 Diversity Policy Document was reviewed externally. The review identified a

Key social policy figures

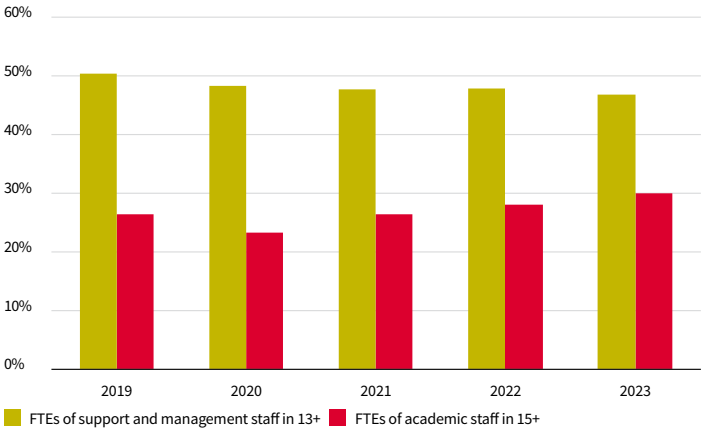
Absences due to illness – Academic staff and support and management staff

The rate of absences due to illness among academic staff was 3.0%, while the figure for support and management staff was 5.6%. This graph shows the development in the rate of absences due to illness in recent years.



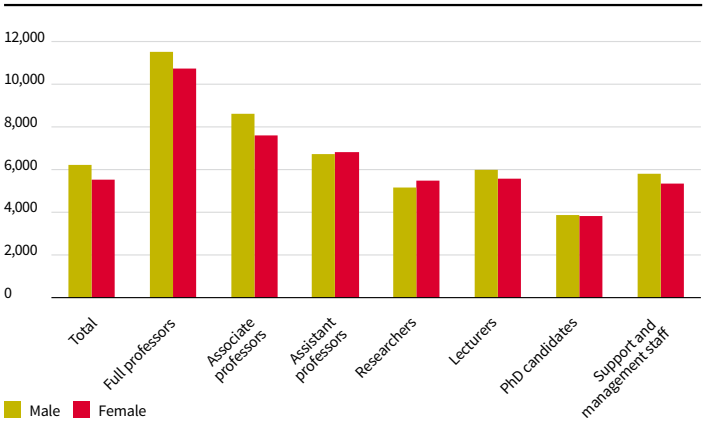
Women high on the salary scale

This graph shows the development in the percentage of women in the top 10% of the highest-ranking positions. For academic staff, this equates to around 331 positions at Step 15 or higher on the salary scale (nearly all of which are professorships). For support and management staff, there are around 171 managerial and senior positions at Step 13 or higher.



Average gross salary per month per FTE, in euros, excluding the Faculty of Medicine

This graph shows the remuneration ratio between men and women by type of position for the UvA as a whole in 2023. There is hardly any difference (less than 8%) for most positions. In instances where there is a difference, this is generally due to differences in age. The fact that the difference for the UvA as a whole is 12% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



widely shared perception that attention to DEI has increased. The report recommended focusing on increasing the sustainability of existing initiatives and networks, taking into account social and cultural developments in society. The Executive Board has also commissioned an update to the Diversity Policy Document. This is expected to be completed by mid-2024. Priorities for 2023–2024 include supporting staff and students with disabilities, monitoring DEI and facilitating grassroots networks.

Participation

The UvA has committed to a target for positions offered under the Participation Act. A Participation Act Coordinator joined the HRM department in late 2023. The Coordinator is working to build infrastructure and a network to create more positions for people with disabilities at the UvA and AUAS. This builds on our ambitions for greater diversity and inclusion within the University.

New collective labour agreement

In 2023, a deal was struck for a new Collective Labour Agreement for Dutch Universities (CAO NU) for the period from 1 April 2023 to 30 June 2024. In this policy-driven collective agreement, salaries were increased by 9% from 1 August and a one-off payment was granted, differentiated by salary scale. The number of development days was increased from two to three, employees will be entitled to two weeks' gender transition leave from 1 August and Good Friday will become a public holiday that may be exchanged for a day off of the employee's choice. It was also agreed that, within three years, the universities will reduce the nationwide percentage of academic staff in teaching positions on temporary contracts to a maximum of 13.5%.

HR policy

The university's flexibility and impact depend on our staff and on how we structure the organisation and organise our work. In that context, a UvA-wide working group has established a set of design principles for administrative HR processes. Work has also started on redesigning initial processes. For instance, the hiring process has been redesigned, resulting in a halving of the number of actions in the process. This will increase efficiency, reduce the workload around this process, improve the service delivery and contribute to a warm welcome for new employees.

In addition, a study on strengthening the HR function was conducted to determine what is needed to achieve the ambitions in the HR programme. It will involve full cooperation between roles and responsibilities in HR, including the Board, supervisors, the HR team and UvA staff members themselves. The study led to commissioning and control over strategic HR themes explicitly being invested in UvA executive staff. By making clear agreements on the scope for decentralised deviations from HRM working methods and processes, we are working towards an unambiguous HR policy for the UvA. This will reduce perceived workloads among line managers and HR staff. We will invest in cooperation between HR professionals, and in their expertise, by setting up horizontal expertise teams.



23 SEPTEMBER

On University Day, Maja Bradaric wins the alumnus award from the University of Amsterdam Alumni Association with her research on how to prevent migratory birds from flying into wind turbines. Diversity Talks, which aims to promote equal opportunities in education, wins the public choice award.

2023 Employee Monitor

In 2023, the biennial employee satisfaction survey (UvA Employee Monitor) took place. In this survey, we map the job satisfaction of UvA staff members and see how they perceive the quality of internal services. In 2023, UvA employees rated their employer and the experience of working at the UvA about the same as in the previous survey in 2021. There was a higher response rate, an impressive 10% more than in 2021 (from 34% in 2021 to 44% in 2023). Overall, the results of the 2023 Employee Monitor were about the same as for the previous monitor. The relatively high workloads and the social safety of students and staff continue to hold the organisation's full attention.



13 OCTOBER

Folia, the UvA's independent news medium, celebrates its 75th birthday. A special one-off anniversary edition of the illustrious weekly magazine is published in paper format to mark the occasion.



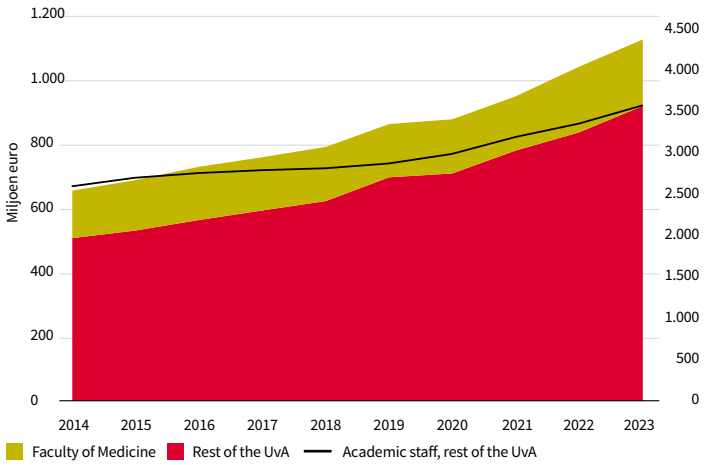
Stefan Salomon
assistant professor of European Law in the Department of European Studies

In recent years, students have suffered a lot from the consequences of the COVID-19 pandemic. The start of the 2023-2024 academic year felt like a real turning point. Students are much more positive and they're coming to the UvA in person more often. In lectures, they're also super motivated to engage with the course content. In my opinion, this benefits both the students and the degree programme. I look back on 2023 with a smile, and I hope we can hold onto this positive feeling in 2024.

Long-term financial trend outlook

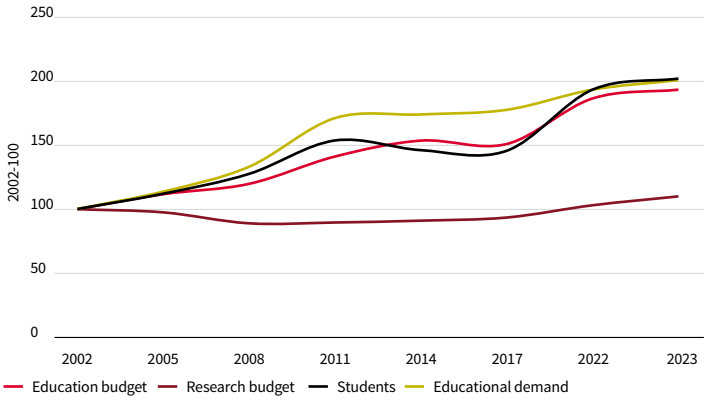
Increase in UvA revenues with and without Medicine

This graph shows the nominal increase in the UvA's non-consolidated revenues, with and without the transfer of the R&E contribution and the government grant for an academic workplace for Medicine. It also shows the increase in academic staff, not including the Faculty of Medicine. Due to wage cost rises, our staff complement did not keep pace with revenue.



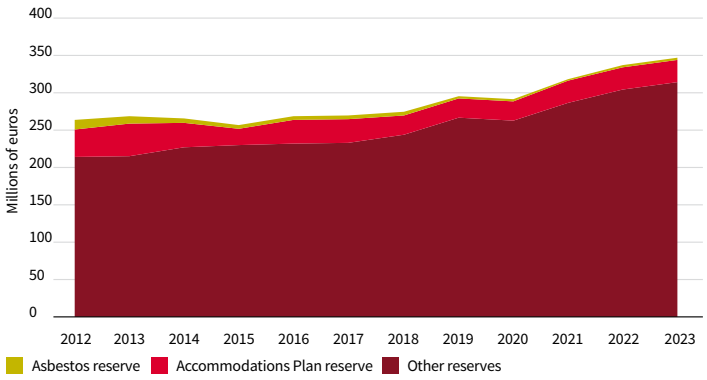
Development of government funding and educational demand since 2002 (corrected for inflation)

This graph shows the increase in student numbers, educational demand (number of ECTS obtained) and the government-funded education and research budget. The education budget has remained approximately 15% below actual educational demand since 2002, while the research budget lags behind the education budget by approx. 40%.



Increase in equity (UvA, non-consolidated)

The UvA's total assets grew, due to an increase in 'Other reserves'.





13 OCTOBER

Ahead of the launch of the Data Science Centre's Human Aligned Video-AI Lab (HAVA-Lab), Tobias Blanke and Marie Rosenkrantz Lindegaard talk about the importance and ambitions of the new lab during Data Science Day. The research lab aims to integrate cognitive, ethical and legal perspectives into the development of video AI algorithms and implement responsible AI in practice.

11. Financial report

2023 financial result

The group result achieved for the 2023 financial year was a positive result of €11.2 million. The non-consolidated budget for 2023 forecast a result of €0 million. The actual figures in a number of areas were higher than the figures included in the budget. Two examples are the higher wage compensation/cost-of-living adjustment in the government grant and tuition fees. These were offset by deviations with a negative impact on the operating balance. Page 124 presents a summary of the normalisation of the result, setting out the key causes of deviations from the budget. The UvA strives to achieve the budgeted result. Deviations are monitored for efficiency and control risks. These did not occur at the UvA level during the year.

The positive result was added to the reserves. As a result, the non-consolidated Solvency II ratio increased from 38.4% to 39.3%, meeting the external and internal alert thresholds. The UvA uses internal alert thresholds to monitor the state of affairs around solvency and enable agreements on numerical trends. The use of alert thresholds was introduced by the Inspectorate of Education. For the internal alert values for the Solvency II ratio (equity plus provisions/total assets), the UvA applies 38% as the lower limit and 44% as the upper limit. The Inspectorate applies a minimum threshold of 30%. The UvA's normative public equity remains well below the Inspectorate's alert threshold.

Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution may be experiencing a financial or continuity risk or, in the case of excessive reserves, creating unnecessary buffers. Internal thresholds have less to do with the continuity risk (which is already catered for in other ways) and more to do with the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The internal treasury policy and treasury plan are the frame of reference for these thresholds.

Internal policy on reserves

At the end of 2023, €205.6 million of the equity was earmarked as a general reserve. The faculties, service units and other organisational units collectively have a public special-purpose reserve with a total value of €91.6 million. An overview of the special-purpose reserves is included in the annex to the 2023 Annual Statement of Accounts.

The general faculty reserves are well above the standard of 10% of revenue established in the internal financial management regulations. The positive balances from previous years were spent by the faculties and the holding company on the formation of special-purpose reserves or to strengthen the general reserve position. The special-purpose reserve for real estate administration is the equalisation reserve for the implementation of the Accommodations Plan.

2023 financial result

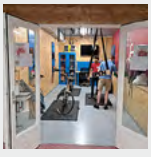
2023 consolidated statement of income and expenses

INCOME	2023	BUTGETED 2023	2022
Government grants	626.2	626.4	599.8
Other government grants	-	-	-
Tuition fees and similar	130.6	125.2	92.1
Income from work performed for third parties	289.3	131.6	263.4
Other income	39.0	31.0	38.1
Total income	**1085.1**	**914.2**	**993.4**

EXPENSES	2023	BUTGETED 2023	2022
Staffing costs	761.6	642.9	679.7
Depreciation	51.1	50.3	45.6
Accommodation expenses	82.1	68.9	65.6
Other expenses	183.2	152.8	179.4
Total expenses	**1078.0**	**914.9**	**970.3**
Financial income and expenses	3.3	-0.2	5.3
Share in results of associates	0.6	0.9	-1.2
Minority interest	0.1	-	0.0
Overall result	**11.1**	**-**	**19.0**

Figures for contract research by the Faculty of Medicine (€106 million) are excluded from the budgeted figures but included in the actual figures.

RESULT – AMOUNTS X €1 MILLION	ACTUAL 2023	BUDGETED FOR 2023	DIFFERENCE
Faculties and institutes	-9.3	-13.3	4.0
Service units	0.5	-2.2	2.7
Executive staff and policy	-4.4	0.1	-4.5
Central result	18.5	4.1	14.4
Total Teaching and Research	**5.3**	**-11.3**	**16.6**
Real estate and treasury administration	5.2	11.3	-6.0
Non-consolidated result	*10.5*	*-0.0*	*10.6*
Result from other consolidated affiliates	*0.6*	-	-
Consolidated result	*11.1*	*-0.0*	*10.6*



19 OCTOBER

The Bike Kitchen officially opens its doors in the basement of the ABC building on Roeterseiland Campus. The Bike Kitchen is a place where students and local residents can repair their bicycles with guidance from experts, but more importantly it is a place that revolves around mobility and sustainability, where bicycles regain their value and where a community of local residents and students can meet.

Clarity

The *Clarity on the Higher Education Funding System* memorandum issued by the Ministry of Education, Culture and Science requires certain themes to be reported on in the Annual Report. This section explains the UvA's activities in relation to these themes. Theme 2 from the Clarity memorandum has been replaced from the 2023 Annual Report onwards by accounting according to the *Policy rule on investing public funds in private activities*.

- *Outsourcing components of government-funded education to a non-government-funded (private) organisation*
  The UvA did not outsource any components of government-funded education to private organisations in 2023.
- *Funding for international students*
  At the UvA, international students are enrolled as students only if they fully comply with the rules of procedure set out in the Enrolment Provisions. Enrolled students are eligible for government funding only if they fully comply with the relevant laws and regulations.
- *Funding of tailor-made programmes*
  The UvA does not offer or develop any tailor-made programmes funded by third parties.

Policy rule on investing public funds in private activities

From the 2023 reporting year onwards, the UvA reports on the investment of public funds in private activities according to the policy rule that has been in effect since 2021. This reporting replaces the annual reporting on Theme 2 in the Clarity on the Higher Education Funding System memorandum from the Ministry of Education, Culture and Science. The reporting focuses on UvA activities where there is a private interest in the use of the government funding, in addition to the performance of the funded statutory task.
The reporting table lists the private activities for which the UvA used public funds in 2023, indicating the investments in 2023 and the total investments from 2023 onwards. For 2023, this amount is equal to the amount spent in 2023, but starting from the 2024 reporting year, this will be the cumulative balance over multiple years.

Investment of public funds in private activities

	TYPE OF ACTIVITY	TOTAL INCOME 2023	INVESTMENTS OF PUBLIC FUNDS IN 2023	CUMULATIVE PUBLIC FUNDS INVESTED AT THE END OF 2023
1	Contract teaching: existing programmes	12.1	1.0	1.0
	Contract teaching: development of new programmes	0.2	0.5	0.5
2	Valorisation	0.8	0.4	0.4
3	Student services and staff housing:			
	Student housing	1.0	0.3	0.3
	Staff housing	0.2	0.2	0.2
	GP practice	2.4	0.1	0.1
4	Sports facility	7.0	3.3	3.3
5	Services to affiliates	5.8	1.0	1.0
6	Catering rental fee	0.3	0.3	0.3
		29.7	**7.2**	**7.2**

General explanation

The activities in the reporting table are carried out within the university, with the exception of the sports facility. For the sports facility, the UvA has a partnership with its group company Stichting Universitair Sport Centrum. It is the UvA's policy to offer private activities on a cost-recovery basis, using a full-cost model. Part of the decision-making process within the UvA when starting activities is understanding the extent to which the activities will cover costs and identifying the risks. The extent to which the activities will contribute to education and research is also discussed in the decision-making process. Only activities that have a strong connection to the university's public-interest task and that genuinely add value are developed and implemented. The UvA thus makes a conscious decision about which activities are a good fit for the UvA and which are not and bundles the latter under UvA Ventures Holding bv. Relations between the UvA and UvA Ventures Holding are commercial in nature and form. UvA Ventures Holding is a company with a Supervisory Board overseeing its management. UvA holds 100% of the shares in UvA Ventures Holding and exercises the related control at arm's length.

Contract teaching

Contract teaching makes a positive contribution to education at the UvA, in both substantive and financial terms. Participants in non-government-funded study programmes taught by UvA faculties are charged fees at the full rate. In 2023, one faculty experienced a decline in the number of participants. This resulted in a loss of €1.0 million across that faculty's entire contract teaching portfolio. The faculty saw a resurgence of interest in the final quarter of 2023. It is also looking at what adjustments are needed in the range of courses it offers to ensure that the financial added value is maintained.

The pre-investments made in 2023 to develop new programmes were paid for using government funding. These programmes will also be offered at full rates, and the pre-investment is expected to be recouped within a very few years.

Valorisation

In 2023, work continued on the creation of REC Impact. It will be a place where researchers, students and collaboration partners come together to develop innovative ideas. The costs incurred were paid from public funds (€0.2 million).

Another innovator/incubator, the Law Hub, offers a course in 'Justice Entrepreneurship,' while PhD candidates and other researchers receive support in the area of impact creation, innovative projects are set up with civil society organisations and support is provided to the legal advice centres. The faculty contributes about €0.2 million annually in direct support for teaching and research and for part of the floor space. Tenants of the Law Hub pay the full cost of use.

Student services and staff housing

The UvA has agreements with several housing providers to set aside a small number of housing units for new students. Students seeking accommodation through the UvA pay a fee, partly to cover the vacancy costs that would otherwise be borne by the UvA. The income from this fee is currently not sufficient to cover the full staffing costs for the staff members working in this area. In 2023, the UvA contributed €0.3 million from public funds to provide housing for as many students as possible. The same applies to housing for young staff members. As with students, it is of great importance to the UvA that young staff have access to suitable housing at the start of their

employment. UvA Staff Housing helps PhD candidates, postdoctoral researchers and other academic staff find their way in the increasingly competitive Amsterdam housing market. The UvA offers short-term and long-term accommodation for the duration of a research project or visit. A fee is charged for this accommodation, with the staffing costs paid from public funds amounting to €0.2 million.

The UvA has a partnership with a GP practice, which all Dutch and international students in Amsterdam can visit, as can ordinary residents. The practice is located on campus and provides health care, including mental health care, to students. The GP practice is fully funded from healthcare revenue, with the exception of the annual contribution from the University (€0.1 million). These funds are used for research and internship supervision by our internal academic staff, as well as activities to promote student well-being at the UvA, which include informing students about well-being, collaborating with the student psychologists and educating international students about the Dutch healthcare system. The director of the Student Health Services Office reports regularly to the Executive Board on the use of these funds.

Sports facility

Stichting Universitair Sport Centrum (USC) has a strategic partnership with the UvA, aimed at jointly ensuring that sport adds value to the UvA's primary process by supporting the well-being of students and staff. The collaboration stems from the UvA's commitment to providing accessible sports activities for students on or near its campuses. The UvA also allows staff members to use the student sports facilities in an accessible way and at a discounted rate. The UvA considers that its financial contribution (€3.3 million) is in proportion to the added value the USC provides for sports-playing UvA students and staff. Services to other educational institutions such as AUAS are provided at arm's length. The sports facility is also accessible to other users, who pay an external, fully cost-covering fee. The grant relationship is managed by Student Services and updated annually.

Services to affiliates

The UvA has a number of affiliated organisations that use UvA buildings. The UvA charges all-inclusive fees for this use. Due in part to the COVID-19 pandemic, one of the affiliates is in arrears with its rent payments. Outstanding receivables are anticipated, the cost of which will be covered from the government funding (€1.0 million). Given the importance of this organisation to students, the UvA is looking at ways to restore it to financial health.

Catering rental fee

The UvA provides floor space to the caterer for the purpose of providing food for students and staff on the campuses. The caterer pays a fee per square metre, but this fee is lower than the internal settlement rate. This is a deliberate choice, made with the aim of investing in high-quality and affordable food services for students and staff (€0.3 million).



31 OKTOBER

André Nollkaemper is appointed University Professor of International Law and Sustainability. His appointment is one of the steps the university is taking to intensify and accelerate interdisciplinary research and teaching on climate change and sustainability at the UvA.

Private activities without investment in 2023

The UvA also carried out private activities in 2023 for which no investments were made from public funds, such as contract research for companies, land development as part of the ASP area development project and secondments. Under the policy rule, these activities do not need to be included in the reporting table or explained in more detail in this section of the annual report.



15 NOVEMBER

The My UvA app is revamped. With the new version of the app, students do not need to log in as often and receive push notifications about timetable changes and when their marks are available.



Tinne Buelens
assistant professor of Clinical Psychology

I taught a course called Identity & Freedom at the UvA in 2023. The topics of identity and identity development resonated powerfully with the students. For me personally, teaching this course was a lot of fun. The interaction between teaching and research also worked well. My research informed my teaching, and my teaching in turn gave me a lot of inspiration for my research.

Balance sheet and reserves 2023

Consolidated balance sheet as at 31 December 2023

ASSETS	31 DECEMBER 2023	31 DECEMBER 2022
Fixed assets		
Intangible fixed assets	3.1	1.2
Tangible fixed assets	603.6	586.3
Financial fixed assets	6.6	5.2
	613.3	**592.8**
Current assets		
Stocks	0.1	0.1
Receivables	87.7	98.1
Marketable securities	-	-
Cash and cash equivalents	286.1	298.1
	373.9	**396.3**
Total assets	**987.2**	**989.1**

LIABILITIES	31 DECEMBER 2023	31 DECEMBER 2022
Equity	360.7	349.7
Provisions	35.9	31.9
Non-current liabilities	176.0	183.1
Current liabilities	414.6	424.4
Total liabilities	**987.2**	**989.1**

NORMALISED RESULT		2023
Consolidated result		11.1
Incidental factors impacting the result		
– Pro rata refund to museum	-0.6	
– Adjustment to compensation for halving of tuition fees	-1.2	
– Write-down of work in progress	1.9	
– Liquidation balance from dissolution of CV USC	-1.2	
– Provision for unrecoverable debts	1.2	
Total from incidental factors impacting the result	**0.1**	
Normalised operating result 2023		11.2
Deviations from the 2023 budget		
– Higher government grant cost-of-living adjustment	11.5	
– New allocations of Administrative Agreement funds	2.5	
– Net effect of lower spending of Administrative Agreement funds	-11.3	
– Higher revenue from tuition fees	6.1	
– Pro rata refund for previous years	2.1	
– Unrealised gains	-3.9	
– Higher accommodation costs	-9.0	
– Underspending of Other Expenses budgets	6.5	
– Lower capitalisation of interest expenses	-2.4	
– Higher balance of interest income and expenses	5.7	
– Balance of other movements (individually small in size)	2.8	
– Difference between consolidated and non-consolidated results	0.6	
Elimination of the other deviations	11.2	-11.2
Budgeted operating result 2023 (non-consolidated)		0.0



23 NOVEMBER

The UvA is named the best cycling employer in the Netherlands. The award is bestowed by Zo Werkt Het, a cooperation between 12 regions and the Ministry of Infrastructure and Water Management. The jury is particularly enthusiastic about the Bike Kitchen, the fully equipped do-it-yourself bicycle workshop on Roeterseiland Campus.

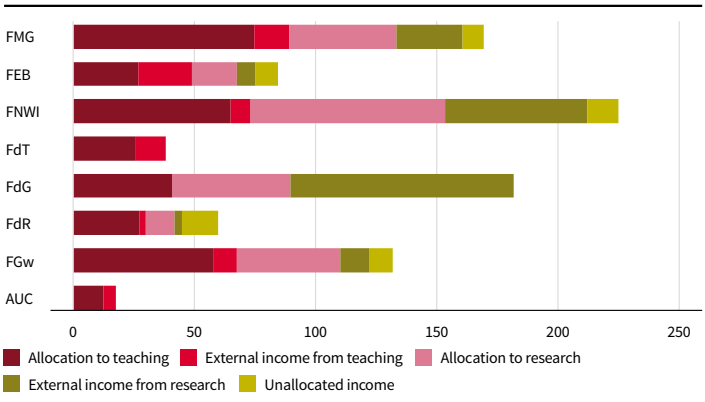
OVERVIEW OF FACULTY RESERVES (AMOUNTS X €1 MILLION)	YE 2023	YE 2022	MOVEMENT 2023
Total special-purpose reserves	52.5	46.7	5.8
Total other reserves	168.2	183.3	-15.1
Total reserves	**220.7**	**229.9**	**-9.2**

PUBLIC SPECIAL-PURPOSE RESERVES (AMOUNTS X €1 MILLION)	YE 2023	YE 2022	MOVEMENT 2023
Faculties			
Faculty of Humanities	8.3	8.3	0.1
Amsterdam Law School	3.1	3.5	-0.5
Faculty of Science	18.3	16.0	2.3
Faculty of Economics and Business	9.1	3.3	5.8
Faculty of Social and Behavioural Sciences	13.4	15.3	-1.9
Faculty of Dentistry	-0.1	0.1	-0.2
Amsterdam University College	0.2	0.2	-0.1
Institute for Advanced Study	0.2	-	0.2
Faculties subtotal	*52.5*	*46.7*	*5.8*
Service units and other organisational units			
Accommodations Plan reserve	25.7	30.5	-4.8
Asbestos reserve	2.4	2.6	-0.2
Reducing workloads	2.4	2.4	-
Central quality agreements reserve	0.1	0.8	-0.7
Educational innovation-HiC	3.0	3.0	-
Service units	4.1	3.1	1.0
Executive staff	1.3	-	1.3
UvA starter grants	-	0.6	-0.6
Other	0.1	-	0.1
Total service units and other organisational units	**39.1**	**42.9**	**-3.8**
Total public special-purpose reserves	**91.6**	**89.6**	**2.0**

Breakdown of the faculty budgets

Faculty income (amounts x €1 million)

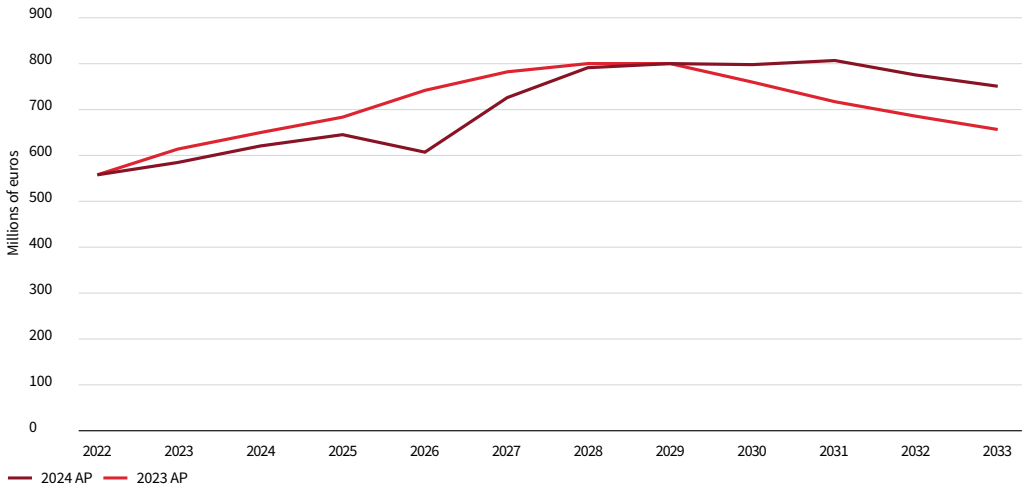
This graph shows the allocation of income by faculty to teaching and research or to central budgets (at faculty level).



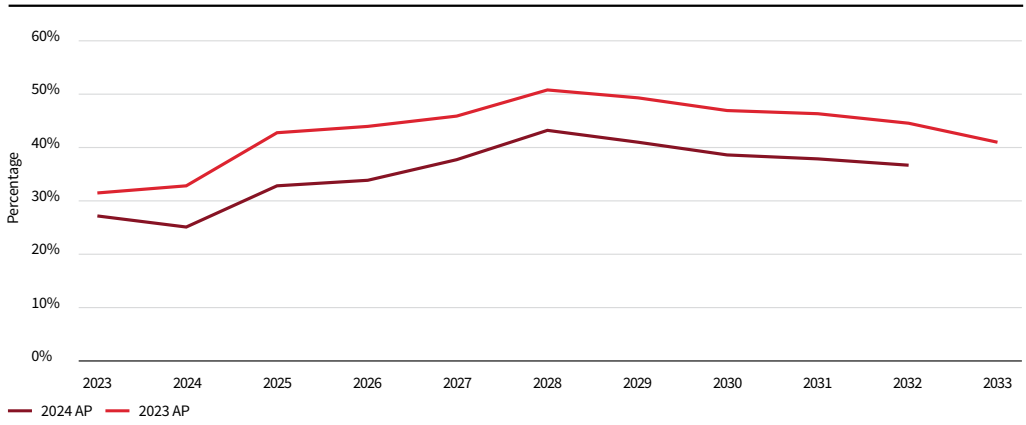
These figures and the allocation have not been audited.

Investment policy

Forecast tangible fixed assets in buildings



Forecast loans as a % of book value in successive budget years



Investment policy

The top graph illustrates the expected development of the book value of property based on the current investment programme. In line with the Koopmans Committee report, on average, more than half of the book value is financed with equity.

23 NOVEMBER

The ERC awards Consolidator Grants to six UvA researchers: Wouter van den Bos, Willem Boterman, Suzanne Dikker, Christina Eckes, Leonie Schmidt and Sanjukta Sunderason. These grants of around 2 million euros per project will allow them to establish themselves as independent research leaders.

12. Accommodations Plan

In 2023, activities under the Accommodations Plan were focused on projects in the University Quarter (UQ), the Roeterseiland Campus (REC) and the Amsterdam Science Park (ASP).

Developments affecting multiple campuses

Social developments
In 2023, the projects in the Accommodations Plan were once again affected by higher costs and building material shortages. Meanwhile, construction cost inflation is gradually declining to an expected approximate 1%.
No agreement has yet been reached with the city council on the UvA's property development in the city centre. It is a complicated process. As a result, project schedules have shifted and some projects have become more expensive. This means that other construction projects will have to be reassessed.

Amsterdam Innovation Districts Strategy
The 'Amsterdam Innovation Districts Strategy' and the associated action plan were adopted by the Amsterdam City Council in late 2023. The strategy envisages the development of eight 'knowledge quarters' into 'innovation districts' and describes the role knowledge institutions will play in these districts. The strategy was developed with input from the knowledge institutions, including the UvA. Together with the other knowledge institutions and the city council, initial agreements have been made on the implementation of the strategy. The Amsterdam Innovation Districts Strategy builds on the 'Environmental Vision: Amsterdam 2050'.

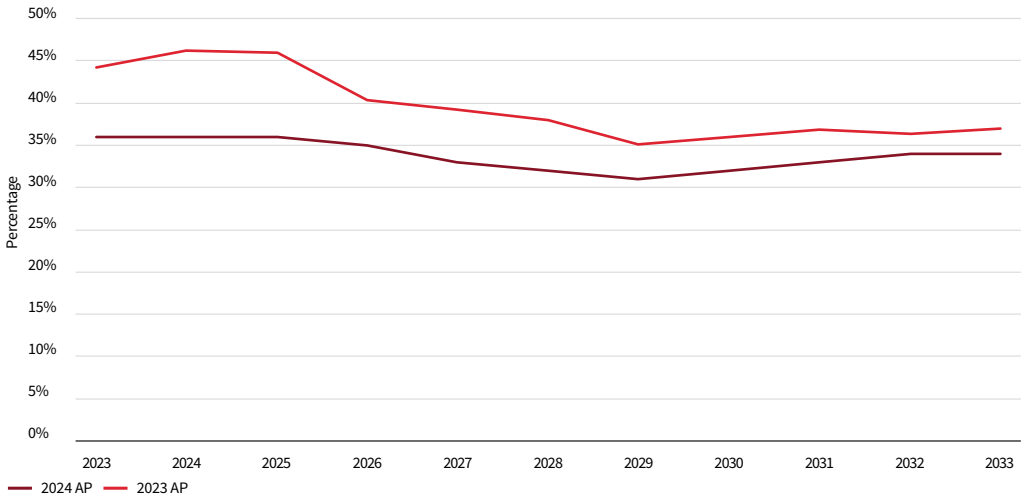
Making the campuses more sustainable
In the third quarter of 2023, congestion on Tennet's electricity network became an issue. Tennet and Liander have adjusted their policies regarding applications for contract capacity for new connections and expansion of contract capacity for existing connections. This new stance may have implications for future UvA projects. This means we need to start making plans for the measures that must be taken in the very near future. For the ongoing REC P and University Library projects, arrangements have been made for the required expansion of capacity.

International Student Housing
In 2023, 88 studio apartments, located at Hoogte Kadijk in Amsterdam, were added to the UvA's student housing quota. Discussions were also held with the regional municipalities of Zaanstad, Purmerend and Almere about possible sites for student housing. Purmerend in particular seems promising; opportunities are also emerging in Zaandam. In cooperation with Windesheim University of Applied Sciences, discussions have been held with the Municipality of Almere to develop a student campus in the centre of Almere for 1,200 to 1,500 student housing units.

The start of the new academic year has gone well in terms of international student housing. The waiting lists have been cleared and the placement process went as planned. Better and clearer communication contributed to this result. The UvA organised an emergency solution in collaboration with VU Amsterdam and the ASVA Student Union. A hostel in Zaandam with 180 beds has been arranged as temporary accommodation. Students did not use this emergency accommodation in large numbers.

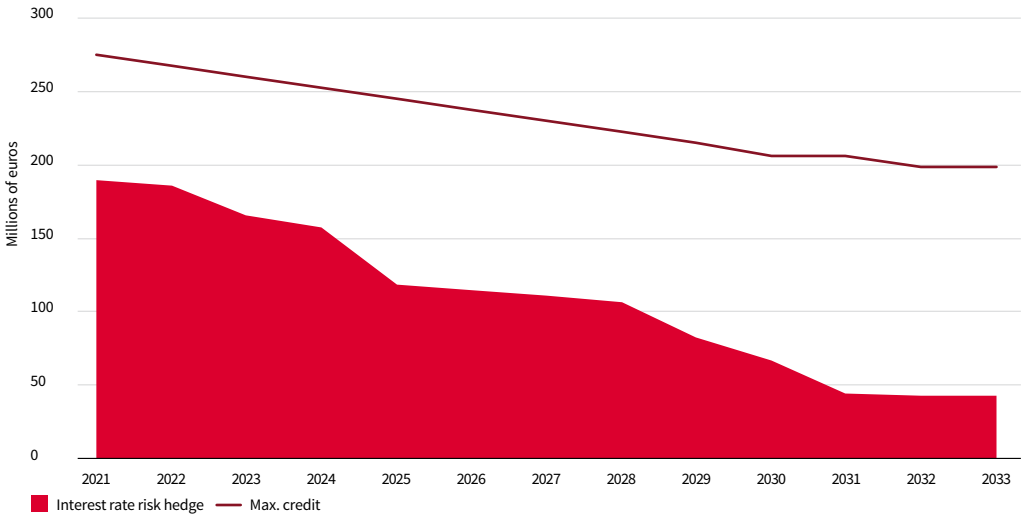
Financial policy

Forecast solvency in successive budget years



This graph shows the development of the Solvency I ratio. The equity is expressed as a percentage of the balance sheet total.

Forecast bank loans in successive budget years



University Quarter (UQ)

Changes to the schedules for the University Library and the BG5 and OMHP buildings, among others, have made the dependencies between the various projects in the University Quarter more visible. Examples of these dependencies include the joint use of a construction crane or supply road, facilities for the TES system, which are included in the implementation of another project, and the need for temporary teaching facilities because a building will be available later than planned. These effects have been identified. The effects will also impact the REC, where the demand for lecture rooms will remain high in the coming years. With the insights from the survey, users will be better informed about their housing situation and housing prospects.

University Library
Unfortunately, the main contractor for the new University Library has not complied with the scheduling agreements, which means construction will take longer. It is now expected that the new University Library will open in the third quarter of 2025. This is still a forecast, as something unexpected can always happen in a complex construction project. When construction takes longer, costs inevitably rise. Agreements have been made with the contractor on this issue. Much of the increase in costs will be borne by the main contractor. The UvA is contributing to the extra costs because of the steep rise in construction costs.

Unfortunately, the delay also has consequences for local residents, students and staff. The construction site will remain in place for longer, which may cause inconvenience to nearby residents for a longer period. Until the new library is ready, students can continue to use the library facilities and study places at the University Library on Singel.

Oudemanhuispoort (OMHP) and BG5
The UvA considers the Binnengasthuis 5 (BG5) and OMHP buildings to be the two most important teaching buildings for the Faculty of Humanities. The 'University Quarter Strategic Master Plan' (SMP) is the framework for the renovation of BG5 and the OMHP. The Amsterdam City Council approved this plan in 2021.

The BG5 project has been delayed. The University Quarter Steering Committee gave a positive opinion on the final design for BG5 in September, but the city council has yet to issue a permit for either the foundation repairs or the building design. The Spatial Quality Committee, an important independent advisory body to the city council, indicated in October that it did not yet agree with the UvA's proposal on a number of points. This means that additional studies have to be carried out into the foundations and adjustments must be made to the BG5 design. We will then resubmit the application to the Spatial Quality Committee.

In late 2023, in consultation with the city council, the UvA decided to carry out the work on the Oudemanhuispoort complex in phases. The renovation and restoration of the quadrangle (A) and the buildings on Slijkstraat (C and D) have been pushed back to 2035. However, these buildings will be refurbished in the short term. This will enable them to be used for teaching and research in the meantime.

Gasthuiskerk
The Gasthuiskerk is one of the oldest buildings in the University Quarter. The UvA commissioned repairs to the foundations of building section C. This work was completed in 2023, and the superstructure was made fit for use again with the existing layout being retained. The building was ready for occupation early in the new year.



26 NOVEMBER

All remaining museum pieces from the exhibition *Crimea – Gold and Secrets of the Black Sea* are transferred by the Allard Pierson Museum to the state of Ukraine and taken to the National Museum of the History of Ukraine in Kiev.

Restoration of the Grimburgwal quay wall
The UvA has signed a partnership agreement with the Amsterdam City Council to restore the Grimburgwal quay wall. This will allow the UvA to draw on the council's expertise and experience in this area.

University Quarter outdoor space transition
In 2023, an urban planning consultancy firm started work on an initial strategy for the design of the outdoor space in the University Quarter. This strategy is the 'Outdoor Space Transition Plan', which aims to ensure that the University Quarter retains properly functioning, attractive and green outdoor spaces, even while the numerous renovation projects are taking place. This plan forms the basis for cooperation with the municipality on this component.

A TES network for the University Quarter
The energy transition of the University Quarter is one of the ambitions in the SMP. The 'Area-specific TES' project for the University Quarter has taken another step forward in the permitting process. A final permit application was submitted in late 2023 to expand the two existing sources, near the University Library, with an additional five sources. The impact of grid congestion on the area-specific TES-UQ should become clear in 2024.

Roeterseiland Campus (REC)

Further development of REC
In 2023, work was done on the current and future story and opportunities of the REC. These were translated into four core ambitions for campus development, which are set out in the 'Roeterseiland Campus Position Paper'. A spatial analysis and environmental analysis were also completed. The next step is to draw up a development vision. This will identify the intended developments in the physical environment over the short and medium term. We will involve internal and external stakeholders in the preparation of this vision in early 2024.

The anticipated introduction of the Balanced Internationalisation Act (WIB) could have a significant effect on future student numbers in the REC faculties. The 2024 Accommodations Plan therefore presented a scenario in which the additional space needed for the REC in the long term is more limited than in previous accommodations plans. The focus of the continued development of the REC will shift from quantity (more floor space on the campus) to quality (improving/optimising the existing campus buildings).

A USC sports facility is going to be built at the REC. This facility, together with University Library study places, will be housed in the basement of the REC JK building. An assignment letter for this scenario has been prepared and approved.

REC P
The REC P building was extensively renovated in 2023. The renovations were delayed. In consultation with users, the reopening of the building was moved to early 2024. It was ready for occupation in February 2024.

REC JK
The upgrade of the REC JK building is on schedule. Users are able to continue working in the building during the renovations. The lower section of REC JK, with 12 teaching rooms and a lecture room, was reopened in September 2023. Work on the upper section of REC JK will continue until September 2024.

REC BCD façade
The UvA and the contractor worked together to restore the façade of the REC BCD building, in accordance with a court decision issued in 2021. The test phase of the restoration of the REC BCD façade started in the third quarter. This test phase should be completed in early 2024. Once this phase has been evaluated, restoration of the rest of the façade will take place. Work on the overall project is expected to continue until the end of 2025.

Amsterdam Science Park

LABQ
LABQ is intended to be an innovation hub for the development and application of quantum technology. A lot of work was done towards LABQ in 2023, ranging from providing input on the spatial and functional design brief and the technical ambition document to making a start on branding and reaching an agreement with the city council on the building envelope. The design brief was approved and the design phase started in the third quarter. At the same time, a number of comparative studies are being carried out concerning the amount of the investment in relation to possible market rents.

Area development
The vision for development of the Amsterdam Science Park area includes an ambition to allow other functions in the area, alongside facilities for education, research and business, to generate greater vibrancy. The UvA wants to increase housing opportunities for young staff members and has asked the city council to investigate this issue as part of the joint area development project. In 2023, the council started feasibility studies on housing and extended stay facilities. These studies will continue in 2024. In addition, together with the Dutch Research Council, a study was carried out to improve the spatial layout of the Kruislaan road, with the aim of creating a better and more attractive connection between the two parts of the area.

In 2023, the UvA and the city council evaluated the area development partnership. The pace of development of new sites is lagging behind the ambitions of both parties. It was agreed that various scenarios would be worked out and that a decision would be made in 2024 regarding development in the years ahead.

Financing

In 2002, the UvA took out loans to finance its accommodation plans. The loans were used for the new Faculty of Science building and the renovations and new construction at the Roeterseiland Campus, among other projects. The loans had lengthy terms, which was appropriate for the long-term nature of the accommodation investments in question. Annual repayments are made on the loans. The loans are being repaid at around €7 million each year. At the end of 2023, the loans totalled €183 million.

The UvA's operating cash flow was again extremely positive in 2023. The operating cash flow is expected to be positive every year, because part of the revenue is earmarked for covering investments and depreciation on investments. This depreciation is a cost, but not an expense, so it does not affect the operating cash flow. Furthermore, since 2022, contributions have been received for starter and incentive grants, most of which will be spent in future years. The government grant is therefore higher, although this will result in more obligations over the next few years. This will continue to be the case in the years ahead until an equilibrium or even a tipping point is reached.

The investment cash flow was lower than expected but still at a substantial level. This is mainly due to construction developments in the University Library project.

Given the strong operating cash flow combined with a lower-than-expected investment cash flow, the balance of cash and cash equivalents has increased. This balance will decrease over the next few years due to planned investments.

Interest rates on the money and capital markets continued to rise in 2023. In 2023, short-term interest rates rose as high as 4%, after being negative until the first half of 2022. As a result, the UvA generated substantial interest income on its cash and cash equivalents position in 2023, which benefitted the operating result.

In terms of the loan portfolio, the Treasury Statute stipulates that the UvA must ensure that it has sufficient short and long-term cash facilities at its disposal to implement its plans. This also explains the commitment to ensuring a reasonable degree of assurance regarding the long-term interest expenses arising from the accommodation plans. The UvA ensures that only a small part of the financing obtained is subject to the variable money market interest rate. At the end of 2023, the loans on which the UvA was exposed to such an interest rate risk represented around 12% of the loan portfolio. Nearly 90% of the loans are subject to long-term fixed interest rates for various maturity periods. Rising interest rates on the money and capital markets can therefore only have a limited effect on the UvA's interest expenses over the next few years and may even have a positive effect due to the interest income from cash and cash equivalents. Conversely, falling interest rates would be unfavourable for the UvA in the short term but offer more favourable opportunities in the long term for the loan portfolio when the current interest rates expire.

A number of years ago, the financing plans envisaged that the UvA would have to raise new, additional loans to finance the planned investments in accommodation. Depending on the UvA's investment plans, such loans may have to be considered eventually. However, the cash and cash equivalents position has grown substantially in recent years, allowing the UvA to finance investments out of its own funds for now. For the moment, raising new loans is not on the agenda. The UvA will monitor its financing needs and ensure it continues to meet the solvency and liquidity criteria.

The UvA's financing portfolio is in compliance with the Treasury Statute. In November 2016, the Treasury Statute was brought into line with the recently re-issued Regulations for Borrowing, Investing and Derivatives from the Ministry of Education, Culture and Science. The consolidated Annual Statement of Accounts includes explanatory notes on the loans, credit facilities and the remaining interest rate swap, under non-current liabilities. The last interest rate swap expired in January 2023, which means the UvA no longer holds any derivatives.



28 NOVEMBER

Mireille van Eechoud, professor of Information Law and director of the Amsterdam Graduate School of Law, is appointed by the Executive Board as dean of Amsterdam Law School for a term of one year. The appointment will take effect on 1 January 2024.



Morten Strømme
Science, Technology & Innovation programme development officer

In 2023, there was a lot of movement around the creation of the new Bachelor's programme in Science, Technology and Innovation, in which the UvA Makerspace plays an important role. We passed the accreditation in 2023 in one go, which is something we're naturally very proud and happy about. Students can start the new Bachelor's programme in Science, Technology and Innovation in 2024. In 2023, we launched a minor programme in this subject area to start building a community around the UvA Makerspace ahead of the launch of the Bachelor's programme.

13. Continuity

Once again, the budgeted income of the UvA has increased strongly for 2024 compared with the previous year. 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 as well as to offset price increases in other expenses. Inflation is not expected to be as high in the upcoming period as it has been in recent years. The higher expenses will not jeopardise the additional funding for the Strategic Plan. However, at deeper levels of the UvA's organisational structure, decisions must be made in an increasing number of areas about which developments should happen first and which can be put off till later. A number of faculty units are considering where cuts could be made.

The long-term budget is based on current financial policies and the associated government funding. In terms of size, the UvA will remain roughly the same in the years ahead as it is in 2024. There will however be new developments that will have a dampening effect on income. If it becomes law, the bill to regulate the international intake will result in a lower intake of international 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 largely be mitigated with indirect government funding, contract research funding and institutional tuition fees. After 2024, the long period of growth may come to an end.

2024 budget and 2025–2028 long-term budget

This continuity section is based on the 2024 budget, as adopted by the Executive Board and approved by the Supervisory Board, and the 2025–2028 long-term budget. The 2024 budget is based on a forecast for 2023 drawn up in the autumn of 2023.
The long-term figures are based on forecasts drawn up by the faculties and service units for student numbers, educational performance, staffing levels (excluding Faculty of Medicine staff assigned to Amsterdam UMC) and services to be procured. The projected student numbers are in line with the numbers included in the 2024–2028 long-term budget.

For the purpose of this continuity section, the figures were updated with the annual figures for 2023. The tables provide a summary of the 2023 Annual Statement of Accounts, the 2024 budget and the 2025–2028 long-term budget in millions of euros (UvA non-consolidated), including the relevant financial ratios.

Financial health
For 2024 and beyond, the UvA is budgeting a nil result. Both the total amount of the budgets and the total expenses of the faculties will increase in 2024, due to indexation and a rise in the numbers for the funded performance measures. They will also increase more quickly than the revenue under the allocation model. In view of the increasing risks, the long-term budget aims to achieve a nil operating result from 2026 onwards for all parts of the UvA. 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. Where possible, we want to alleviate the pressure on education and research as much as we can. In the years ahead, we will work with the service units, faculties and staff departments to improve the quality of the support services and control the associated costs.

2023–2028 long-term budget and actual 2023 figures

FORECAST FIGURES	2023	2024	2025	2026	2027	2028
- academic staff (FTE)	3,622	3,971	3,977	4,003	4,015	4,024
- support staff (FTE)	2,486	2,726	2,730	2,748	2,756	2,762
- Executive Board and management (FTE)	42	46	46	47	47	47
Total staff (FTE)	6,151	6,743	6,753	6,797	6,818	6,833
Students	42,324	43,039	43,504	43,654	43,654	43,654

OPERATING INCOME (AMOUNTS X €1 MILLION)	2023	2024	2025	2026	2027	2028
Government grants (Ministry of Education, Culture and Science)	625.3	665.0	677.6	686.3	688.5	687.2
Other government grants and subsidies	-	-	-	-	-	-
Tuition, course, lecture and exam fees	130.6	139.3	148.3	149.6	150.3	151.8
Income from work performed for third parties	133.2	141.0	136.6	138.3	139.7	139.7
Other income	27.0	34.3	25.7	24.0	23.9	23.9
Total income	**916.1**	**979.6**	**988.3**	**998.2**	**1002.3**	**1002.5**
Staffing costs	642.0	698.8	705.4	711.7	711.8	708.2
Depreciation	48.9	47.4	44.7	49.5	51.1	55.0
Accommodation expenses	78.1	71.0	69.8	68.1	68.0	68.0
Other expenses	142.5	170.1	173.9	173.6	172.3	170.8
Total expenses	**911.5**	**987.4**	**993.8**	**1002.9**	**1003.2**	**1001.9**
Net income and expenses	**4.6**	**-7.8**	**-5.5**	**-4.7**	**-0.9**	**0.6**
Financial income and expenses	3.1	6.0	3.6	2.7	1.1-	2.6-
Non-recurring income and expenses	0.0	0.0	0.0	0.0	0.0	0.0
Result	**7.7**	**-1.8**	**-1.9**	**-2.0**	**-2.0**	**-2.0**
Tax	0.0	0.0	0.0	0.0	0.0	0.0
Share in results of associates	2.8	1.8	1.9	2.0	2.0	2.0
Result after tax	**10.5**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**



28 NOVEMBER

Political Science student Annika Iselhorst wins the Create a Course challenge. Her course 'Decoding our Future: Opportunities and Threats of the Digital Revolution' stands out for its interdisciplinary nature and for involving tech companies. The course will be offered as an elective from the 2024-2025 academic year onwards.

Key financial figures and financing
The key financial figures for the UvA will remain within the agreed ranges in 2024. Methodically raising additional external financing from 2026 for the accommodation investment plan will ensure that, in the longer term, the liquidity ratio remains 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 starter and incentive grants, sector plans 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.

Given the current rise in interest expenses, it is desirable to borrow only as much money as is strictly necessary, which requires cash requirements to be estimated as realistically as possible. In the long-term forecast, assumptions were applied that mean that, between 2026 and 2028, the UvA will need to borrow an additional €185 million in order to make investments and maintain the liquidity ratio at an appropriate level. Without these additional loans, the liquidity ratio would fall below 0.5. A concrete strategy to obtain additional financing is being developed.

The Solvency II ratio remains at a virtually unchanged level and will move around within the mandated range up to the end of 2026. After that, the Solvency II ratio will fall below the internal alert threshold for several years, due to additional loans that have already been factored in. This ratio is well above the 30% limit set by the Inspectorate of Education. The debt service coverage ratio is well above the minimum threshold of 1.0 agreed with the banks.

Accommodation
Based on the Accommodations Plan, various projects will be completed from 2024 onwards or construction work will be finished. In addition, construction work will be prepared or will start for a number of projects. These projects will gradually resolve the constraints around the demand for floor space and the quality of that floor space. However, a potentially smaller university will have less demand for floor space. The continuing development of hybrid working will also result in reduced demand for 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.

Depreciation of accommodation will increase in the next few years due to the completion of a number of large construction and renovation projects. An investment schedule for the Accommodations Plan is included in the long-term budget, amounting to €291 million for the period 2024–2027 and €139 million for the subsequent years (up to the end of 2035).

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

2023–2028 long-term forecast for the non-consolidated balance sheet and actual figures for 2023

BALANCE SHEET (AMOUNTS X €1 MILLION)	2023	2024	2025	2026	2027	2028
Intangible fixed assets	2.6	2.4	2.2	2.2	2.2	2.2
Tangible fixed assets	585.9	621.2	645.1	697.1	763.6	792.3
Financial fixed assets	50.3	52.4	54.6	56.9	59.2	61.5
Total fixed assets	**638.8**	**676.0**	**701.9**	**756.2**	**825.0**	**855.9**
Stocks	0.1	0.1	0.1	0.1	0.1	0.1
Receivables	70.4	70.4	70.4	70.4	70.4	70.4
Marketable securities	-	-	-	-	-	-
Cash and cash equivalents	266.5	220.9	190.0	171.0	145.1	150.6
Total current assets	**337.0**	**291.4**	**260.5**	**241.5**	**215.6**	**221.1**
Total assets	**975.8**	**967.3**	**962.4**	**997.7**	**1.040.6**	**1.077.0**
General reserves	205.6	215.5	220.9	226.3	229.7	229.7
Special-purpose reserves	139.2	129.3	123.9	118.5	115.1	115.1
Other reserves and funds	2.8	2.8	2.8	2.8	2.8	2.8
Total equity	**347.6**	**347.6**	**347.6**	**347.6**	**347.6**	**347.6**
Provisions	35.7	35.7	35.7	35.7	35.7	35.7
Non-current liabilities	176.0	169.0	161.7	199.1	246.5	298.9
Current liabilities	416.5	415.0	417.4	415.3	410.8	394.8
Total debt capital	**628.2**	**619.7**	**614.8**	**650.1**	**693.0**	**729.4**
Total liabilities	**975.8**	**967.3**	**962.4**	**997.7**	**1.040.6**	**1.077.0**

FINANCIAL RATIOS	2023	2024	2025	2026	2027	2028
Solvency II	39.3%	39.6%	39.8%	38.4%	36.8%	35.6%
Liquidity	0.81	0.70	0.62	0.58	0.52	0.56
DSCR	3.7	2.8	2.8	3.2	3.2	3.1
Alert threshold for excessive reserves	0.4	0.4	0.4	0.4	0.4	0.4



6 DECEMBER

The Executive Board appoints Yvo Roos, professor of Acute Neurology, as dean of the Faculty of Medicine. Roos is also appointed by the Supervisory Board of Amsterdam UMC as a member of the Executive Board of Amsterdam UMC. Both appointments are for terms of five years.

14. Risk section

Risk management at the UvA is based on the Risk Management Framework adopted in 2022. The Framework is an important guide to a common language and picture within the UvA and the starting point for the implementation of the updated risk management system. Risk management receives explicit attention throughout the year during UvA-wide risk sessions, collegial discussions and the implementation of the planning and control cycle. The main standard elements of the UvA's internal risk management system are:

Governance structure
The way in which the UvA is governed is described in the Governance Model, the Management and Administration Regulations and the Faculty Regulations. These documents also describe the delegation of the powers of each administrative unit.

Three Lines of Defence
To manage risks, the UvA employs the Three Lines of Defence model, in which management (the Executive Board, deans and managers in the faculties and service units) is responsible for the first line of defence to ensure that the UvA's ambitions are fulfilled. Professional support, usually concentrated in staff departments filled with professionals, forms the second line. The UvA's third line of defence is its independent auditor.

Administrative consultation (PBOs, CBO and POs)
During periodic executive consultations (PBOs), the Executive Board and faculty management discuss the progress of plans and projects. The focus of these meetings is on the faculty strategic plans, operational management and education logistics, as well as on the financial impact of internal and external developments.
In the Central Executive Council (CBO), where consultations between the Executive Board and the deans take place, cooperation between the Executive Board and the deans has the highest priority. All major strategic and policy questions are discussed in the Executive Council prior to the Executive Board's decisions on such matters. During periodic consultations (POs), the Executive Board and the management of the individual service units discuss the strategic direction, needs, plans and risks in the context of supporting education, research and operational management.

2021–2026 Strategic Plan
The faculties translate the objectives set out in the Strategic Plan into their faculty plans, while the service units incorporate the ambitions into their own strategic plans. In addition, each year, a number of management priorities are identified, described in detail and monitored. The goals and progress towards achieving them are placed on the agenda for executive consultations.

Planning and control cycle
The UvA uses a monthly closing system for its financial accounts and works with a cycle in which all units produce quarterly reports about progress in relation to the budget. The units report on all relevant aspects of operational management, following a set format. At the end of the year, the actual figures are included in the Annual Report and the Annual Statement of Accounts. The long-term investment agenda, with financial and other frameworks for accommodation, ICT and other investments, is part of the planning and control cycle.

Project management
It goes without saying that quality assurance is an important part of project management. Risks are regularly reported on and evaluated. Progress is assessed on the basis of financial and other frameworks.

Fraud risks
Fraud risks are identified at a detailed level, and the necessary management measures are implemented at the same level. These measures are set out in the process descriptions and included in the risk analyses performed for the various focus areas. Examples of fraud risks include breaches of issued authorisations and segregation of duties in the focus areas of information security and administrative processes. These risks are part of the UvA-wide risk management.

UvA-wide risk overview
This report contains an overview of the key risks and management measures in the areas of operational management and the continuity of the institution as a whole. The annex provides an overview of all institution-wide risks and management measures listed in the central risk database. The UvA-wide risk overview is discussed internally by the Executive Board and shared with the Supervisory Board.

Key risks and management measures

The table below provides an overview of the UvA's key risks and management measures. The basis of this overview is the risks included in the UvA-wide risk overview, supplemented by the risks relevant to the overall picture of UvA stakeholders.

On the left-hand side of the table is a description of the inherent risk, along with an estimate of the likelihood and the impact on the institution.
This estimate comprises the likelihood (L) that the risk will materialise (1 = significant, 2 = high and 3 = very high) and the impact (I) that the risk could have on the institution (1 = significant, 2 = high and 3 = very high). The likelihood is multiplied by the impact (L x I), expressed as a number and then given a colour as follows:

Green (1 or 2): no action required;
Yellow (3 or 4)): action is desirable to reduce the risk;
Red (6) or Dark red (9): immediate action required.

In the overview, management measures are shown in a separate column; these management measures are necessary to minimise the occurrence of the risk and its negative impact on the UvA. The overview also shows the residual risk, where the likelihood and impact displayed relate to the estimated possible negative consequences for the UvA following implementation of the relevant management measures.

	DESCRIPTION OF RISK	TYPE OF RISK	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	LIKELIHOOD	IMPACT	LXI
1	**Inflation and liquidity**								
	Insufficient wage compensation/ cost-of-living adjustment	**Financial**	**2**	**3**	**6**		**2**	**3**	**6**
	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, the chance that the central government could set a lower level of indexation cannot be ruled out. This would not provide full compensation and would reduce the amount of the available funds, which could have a negative effect on workloads and quality. University income is also received through multi-year contracts for indirect government funding and contract research. The value of such contracts may likewise not grow sufficiently with inflation over the term.					This risk will be managed by drawing public attention to the financial position of universities (including the attention of the central government and social partners, through UNL) and by monitoring developments for the purposes of long-term planning. The risk will also be managed by continuing to look for efficiency opportunities within the UvA through the work of the Treasury team and through Treasury reporting. Through the planning and control cycle and budget discussions, real inflation will be taken into account in the budget based on developments and analysis. Care will also be taken not to spend more than the available funds. The net risk after control remains highly dependent on external factors.			
2	**Safeguarding intellectual property, data and information security**								
	Intellectual property breach	**Strategic**	**3**	**3**	**9**		**2**	**3**	**6**
	Knowledge security is an important issue that could have a major impact on our university as a knowledge institution. The consequences of a breach include the undesirable transfer of sensitive knowledge and technology and covert influencing of education and research. The inappropriate and undesirable use of knowledge ('dual use') is also a risk.					The UvA is continuing to implement the knowledge security programme.			
	Imposition by the government of knowledge security laws and regulations	**Strategic**	**3**	**3**	**9**		**2**	**3**	**6**
	The government is currently developing additional laws and regulations on knowledge security. These include the Screening Bill and the identification of sensitive technologies for which additional measures should be taken to limit the unwanted transmission of knowledge and covert interference. If these developments come to pass, they will affect our operational management.					The UvA provides input in government consultation rounds at the national level, and, including through its networks, at the European level.			
	Breach of sensitive data and information security	**Continuity**	**3**	**3**	**9**		**2**	**3**	**6**
	The UvA remains vigilant at all times to ensure that measures implemented by individual units are designed in accordance with the information security standards. Sensitive data might otherwise be disclosed, which could potentially cause a continuity disruption. Nevertheless, the risk of a breach remains. If the risk materialises, it is important that it is appropriately handled, that the right staff members are involved and that both the incident and the handling of it are subsequently evaluated.					Regular audits are conducted using the SURF assessment framework for information security; audit and improvement plans are implemented and followed up. We increase staff awareness through an awareness-raising programme; we critically examine the privacy and security measures for all innovation programmes; and we take measures to destroy information in a timely manner when the law requires us to do so or if the need-to-have deadline has passed. We have a Computer Emergency Response Team (CERT) to reduce the impact of an intrusion.			



14 DECEMBER

The Dutch UNESCO Commission includes the Bibliotheca Rosenthaliana in UNESCO's Dutch Memory of the World Register, a collection of documentary heritage with specific importance to the Netherlands. The Bibliotheca Rosenthaliana is the second collection at the Allard Pierson Museum to receive this recognition.

	DESCRIPTION OF RISK	TYPE OF RISK	LIKELIHOOD	IMPACT	LXI	BEHEERSMAATREGELEN	LIKELIHOOD	IMPACT	LXI
3	**Attracting and retaining staff and reducing workloads**								
	Unrealistic task loads	**Continuity**	**3**	**3**	**9**		**2**	**2**	**4**
	The government grant is increasingly an instrument of government control, which means the policy freedom of universities is shrinking and the administrative costs and burden of accountability are growing. As a result, the spending of additional funds may not lead to a reduction in workloads in all parts of the UvA. When staff members do not have a realistic task load, this can lead to dissatisfaction, lack of motivation and absenteeism.					The 'Managing your workload' programme brought greater attention to workloads and stress within the UvA. We are working on better monitoring and putting in place a range of measures in the area of leadership. We also expect that the start-up and incentive grants will have the effect of reducing workloads for academic staff. Over time, the 'Recognition & Rewards' programme may contribute to reducing workloads that are perceived as too high. In addition, the UvA will actively seek to join other universities in tackling the causes of excessive workloads and advocating for adequate structural funding.			
	Being unable to attract staff	**Strategic**	**3**	**3**	**9**		**2**	**3**	**6**
	As a result of labour market shortages and domestic and international competition for talent, it is difficult to recruit staff for certain positions. This can mean that specific vacancies remain open for a long time, cannot be filled or attract candidates of lesser quality. As a consequence, there is insufficient capacity to meet educational demand or provide other services.					Attracting and retaining staff are among the priorities of the new HR programme. We are working to build up expertise and capacity in recruitment, staff education and training. Among other things, this means attracting recruiters to help fill hard-to-fill vacancies for support and management staff. The internal vacancies website has been improved, and a weekly job vacancy newsletter has been developed. We are working on strengthening the internal labour market and expanding the range of education and training courses on offer. We are also trying to position the UvA better in the labour market. Part of this includes improving working conditions, for example through a travel-to-work expenses reimbursement scheme.			
	Being unable to retain staff	**Strategic**	**3**	**3**	**9**		**2**	**2**	**4**
	Being unable to retain staff with specific qualities that are difficult to find in the labour market					Staff retention is one of the top priorities of the new HR programme. We are working to build up expertise and capacity in staff education and training. We are also focusing on strengthening the internal labour market to encourage advancement for employees. At the same time, as part of the 'Recognition and Rewards' programme, we are endeavouring to create a working environment in which everyone's talent and expertise are given room to shine.			

	DESCRIPTION OF RISK	TYPE OF RISK	LIKELIHOOD	IMPACT	LXI	BEHEERSMAATREGELEN	LIKELIHOOD	IMPACT	LXI
3	**Internationalisation**								
	Laws and regulations may be imposed on the university under the proposed legislation around internationalisation in higher education, which may require several degree programmes to be converted to Dutch.	**Strategic Compliance**	**3**	**3**	**9**		**2**	**3**	**6**
	The Balanced Internationalisation Bill sets out additional regulations concerning the language in which Bachelor's degree programmes are taught at the University. The bill could have a major impact on the international student intake and on international staff numbers, which could both fall. Consequently, the bill could also have a substantive impact on research and education, which may be weakened as a result. Internationally, it could become less attractive to come and work at the UvA. It is possible that the UvA could lose international staff, which in turn could affect the quality of our teaching and research. Internal policies might have to be adapted in response, which may have implications for the organisation as a whole, especially in organisational units where many programmes are taught in English.					The UvA has set up a working group to come up with an impact analysis and alternative scenarios so that we can respond to developments with internal policies. In doing so, we aim to minimise the potential negative impacts. This is a complex issue. The bill has not yet been finalised. The UvA is providing feedback on the bill, along with other universities.			