

# 2022 Annual Report



# 2022 Annual Report

University of Amsterdam

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**On the cover**

International Student Ambassador at the University Library  
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#### **EXECUTIVE BOARD**

From left to right: Prof. Peter-Paul Verbeek (rector magnificus), Prof. Geert ten Dam (president), Jan Lintsen, MBA (member and vice-President).

# A. Foreword by the Executive Board

The UvA is an international community, and events outside the Netherlands are increasingly having a significant impact on the University, and particularly on students and staff from the countries concerned. This has never been more clear than immediately after the Russian invasion of Ukraine on 24 February 2022. The UvA has students from Ukraine, as well as from Poland, where many fled in those first few weeks, and from Russia and Belarus. In labs, researchers from all countries work together. This led to emotional interactions and shows how important it is to treasure connections and good relationships within the walls of the UvA, while not being afraid to strongly condemn the war initiated by Putin.

Internationalisation also had an impact on the UvA in terms of the growth in the number of students. International student numbers grew by 18% in the 2021 – 2022 academic year, and by a further 5% in the 2022 – 2023 academic year. This illustrates the international recognition of the quality of our education and research, while at the same time placing enormous pressure on lecturers, available lecture rooms, student housing and the accessibility of our teaching. We are conducting discussions with all faculties about the value and limits of internationalisation and about controlling the size of the intake.

The 2019 – 2024 Higher Education Quality Agreements and the National Education Programme launched by the government in 2021 have resulted in increased funding for the UvA. In addition, the 2022 *Administrative Agreement on Higher Education and Science* was adopted by the House of Representatives in July 2022. It records 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. Information about how these funds were spent can be found in Chapters 3, 4 and 5.

A new Central Diversity Officer, Machiel Keestra, started last year. We welcomed new deans Hans van Goudoever (UvA Faculty of Medicine), Marieke de Goede (Faculty of Humanities) and Roel Beetsma (Faculty of Economics and Business). And, of course, Rector Magnificus Peter-Paul Verbeek took over from Karen Maex on 1 October. With his wealth of academic experience and wide range of interests, he will be very valuable to the UvA and will help stimulate interdisciplinary research and education.

With the help of these new colleagues and many others, we are working to implement our Strategic Plan ‘Inspiring Generations’ (2021 – 2026). This work is well underway. We would like to explain one aspect, namely the ambition in the Strategic Plan to be a ‘magnet for talent’. The UvA’s success is based on the knowledge, talents and motivation of our staff. Attracting and retaining talent will therefore be the top priority in the field of HR 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. The new lecturer policy is part of this. Through this policy, which was drafted in close collaboration with the University Local Consultative Committee (UCLO) and Central Works Council (COR), we acknowledge the work of lecturers, provide greater job security to young lecturers in particular and support them in their careers and development.

As a final point, 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. Due to the breadth of its research activities, the UvA is ideally equipped to study sustainability issues. In 2022, important initiatives were launched to facilitate and encourage interdisciplinary research in this area. In December, for example, the Sustainability Platform was launched: an interdisciplinary platform for sustainability knowledge. The first seed grants for interdisciplinary sustainability research were awarded in 2022.

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 ERC grants). Several of these are mentioned in the timeline for this annual report. Please refer to Section 6 'Research' to find out more about our research priority areas, open science, our research into reliable artificial intelligence (AI) and the opening of LAB42, the new international hub for digital innovation and AI.

## B. Key data

	2018	2019	2020	2021	2022
<b>Number of students enrolled at the UvA</b>					
<b>Total</b>	<b>34,067</b>	<b>35,387</b>	<b>38,940</b>	<b>41,065</b>	<b>42,143</b>

	2018	2019	2020	2021	2022
<b>Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)</b>					
Bachelor's intake	7,063	6,787	7,988	8,863	9,408
Pre-Master's intake	495	682	929	876	738
Master's intake	5,351	5,617	6,810	6,718	6,123

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
<b>Credits obtained by government-funded students</b>					
<b>Exams taken per academic year</b>					
Credits (ECTS) obtained by government-funded students	1,275,431	1,333,674	1,379,921	1,538,228	1,483,923
Bachelor's exams	4,300	4,604	4,853	5,556	5,433
Master's exams	5,827	6,100	6,063	6,753	7,061
Post-graduate Master's exams	323	425	444	481	504

	2018	2019	2020	2021	2022
<b>Doctoral theses per calendar year</b>					
Doctoral theses	535	527	541	568	568
<i>of which joint doctorates</i>	12	12	15	20	19
Design engineering certificates	13	8	15	17	13

	2018 <sup>1</sup>	2019	2020	2021	2022
<b>Publications per calendar year</b>					
Academic publications	9,203	9,294	9,144	10,591	9,927
Professional journals	1,287	1,216	944	831	722

	2018	2019	2020	2021	2022
<b>Key financial data (in €1 million)</b>					
Equity (for the group, as at 31 December)	283	305	304 <sup>3</sup>	331	350
Solvency II (for the group, definition applied by the Ministry of Education, Culture and Science: equity plus provisions/total assets)	41%	42%	40%	42%	39%
Transfer FdG <sup>2</sup>	168	170	174	184	207
Other operating expenses (excluding group companies)	590	603	645	670	723
Total operating expenses (UvA individually plus transfer FdG)	758	773	819	854	930
<b>Group result</b>	<b>4.5</b>	<b>22.2</b>	<b>-4.2</b>	<b>26.8</b>	<b>19.0</b>

<sup>1</sup> The numbers are consistent with the definitions in the University Research Indicators (KUOZ) published by Universities of the Netherlands (UNL). These definitions were changed in 2018 to include more types of publications than in previous years.

<sup>2</sup> 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 Data* overview.

<sup>3</sup> The equity of the T.M.C. Asser Instituut has been included in the group equity from 2020 onwards.

	2018	2019	2020	2021	2022
<b>Staff (FTEs as at December, excl. FdG)</b>					
Academic staff	2,857	2,915	3,023	3,239	3,408
<i>m/f ratio</i>	56/44%	56/44%	56/44%	55/45%	54/46%
Support and management staff	1,960	2,030	2,145	2,207	2,361
<i>m/f ratio</i>	41/59%	41/59%	42/58%	40/60%	40/60%
<b>Individual UvA total<sup>5</sup></b>	<b>4,817</b>	<b>4,945</b>	<b>5,168</b>	<b>5,446<sup>4</sup></b>	<b>5,713</b>
Consolidated affiliated institutions	325	274	348	348	350 <sup>6</sup>
<b>Consolidated UvA total</b>	<b>5,142</b>	<b>5,219</b>	<b>5,516</b>	<b>5,794</b>	<b>6,063</b>

	2018	2019	2020	2021	2022
<b>Absence due to illness (excl. FdG)</b>					
Academic staff	2.3%	2.5%	2.1%	2.4%	3.0%
Support and management staff	6.0%	5.6%	4.1%	5.0%	6.8%

	2018	2019	2020	2021	2022
<b>Energy consumption and CO<sub>2</sub> emissions</b>					
Gas (million m <sup>3</sup> )	3.1	2.5	2.0	2.1	1.7
Electricity (million m <sup>2</sup> kWh)	185	182	169	164	141
Drinking water consumption (x1000 m <sup>3</sup> )	96.8	91.7	90.0	90.0	90.0

	2018	2019	2020	2021	2022
<b>Waste removal</b>					
Ordinary waste (tonnes)	964	995	533	564	574
Chemical waste (tonnes)	46	46	46	46	46 <sup>6</sup>
<b>Total waste (tonnes)</b>	<b>1,010</b>	<b>1,041</b>	<b>579</b>	<b>610</b>	<b>620</b>

<sup>4</sup> In 2022, 147 of these were also enrolled as students. Many of them were student assistants.

<sup>5</sup> Non-consolidated UvA staff figures up to 2019 include staff seconded to the T.M.C. Asser Instituut and Kohnstamm Institute, as well as UvA staff members working at the ACTA. From 2020 onwards, staff seconded to the T.M.C. Asser Instituut are shown under the affiliated institutions.

<sup>6</sup> This is a provisional indication of the 2022 figure.

In this Key Data section, the Faculty of Medicine (FdG) has been included in the education, research and financial data, but not in the staffing and operational management data, which is covered in the AMC-UvA annual report.

The *Facts and figures* section on the UvA website features more detailed information on education, 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

### **New challenges**

Like previous years, 2022 brought particular challenges. After a long period in which COVID-19 defined our daily lives and the way we study and work at the University of Amsterdam, we were able to freely meet on campus once again. This was a great relief, but it quickly gave way to concerns about the Russian invasion of Ukraine. The impact and effects of the war were enormous, first and foremost for Ukrainians. Over time, everyone experienced the consequences of the geopolitical tensions to a greater or lesser degree, as well as the resulting rise in prices, particularly energy prices, and inflation. The UvA adapted to the shifting situation and, through teaching and research in its wide range of disciplines, tried to contribute constructive and innovative insights and solutions for the multitude of social issues.

During the year, new deans were appointed to three faculties, and the new Rector Magnificus took up his post on 1 October 2022. At the national level, the Administrative Agreement on Higher Education and Science was signed, giving universities access to more funds. This fulfilled a longstanding need for investment in education and research quality.

Recurring topics at both the UvA and the national level included the internationalisation of education and the continuing growth in student numbers. The organisation and the urban environment (student housing) are barely coping with this growth. Within the UvA, including with the representative advisory bodies and the deans, there have been discussions about the desirable size for the institution and the faculties' programme portfolios. Statutory tools are required to regulate the student intake; the UvA has been calling for such tools since 2018. The debate on this issue is ongoing.

The UvA chose not to wait for a new national collective labour agreement, adopting its own lecturer policy before the summer break. This allowed the University to more quickly and explicitly implement good employment practices and express appreciation for teaching. Under the new policy, lecturers have better career prospects. They also have more opportunities for professional development, as well as greater certainty due to long-term or permanent positions. The Supervisory Board endorses the importance of this policy and applauds the way in which it was developed, with close consultation between the Executive Board, the University Local Consultative Committee and the Central Works Council. However, the lecturer policy does not stand in isolation. It will be considered and discussed in conjunction with matters such as workloads, and recognition and rewards.

The Ministry of Education, Culture and Science has launched National Guidelines for Protecting Intellectual Property, which are designed to help knowledge institutions answer questions about research collaborations. The UvA has identified sensitive fields of knowledge and subject areas and will engage in regular monitoring and follow-ups. In addition, several years ago, the UvA set up an internal advisory committee to examine research collaborations with third parties.

There are also other aspects to collaborating with third parties. During the course of the year, there were calls for the UvA and other universities to cut all ties with the fossil fuel industry, regardless of the topic or design of the research. Some say that any research collaborations with these parties are a form of 'greenwashing', while others argue that the energy transition cannot actually be achieved without the involvement of the fossil fuel industry. A UvA-wide discussion is now underway on the question of how and with whom collaboration is desirable.

An internal audit revealed that not all professors were registering their ancillary activities correctly. Based on the recommendations, improvements were made to procedures, systems and support. Work is underway to increase awareness of the requirements and thus improve compliance. It is important for academics to be active beyond the university's walls and to remain connected with the community. Transparency is relevant in this regard, and accurate registration of ancillary activities avoids compromising independent research practice and the reputation of academia and the university. Incidentally, the sector rules on ancillary activities are in need of review, since they do not provide sufficient clarity on what qualifies as an ancillary activity.

### **Consultation with the representative advisory bodies**

The Central Works Council (COR) and the Central Student Council (CSR) represent staff and students respectively at the central level. They have a right to be consulted and a right of consent on various components of university policy. This enables them to influence policy 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 chairperson meets with the 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. Topics discussed included the UvA's new lecturer policy and its implementation, workloads, accommodation, the student intake and internationalisation.

In the statutory consultation meetings with the CSR, also in June and November, we discussed participation in the representative advisory bodies and the low turnout for student council elections, the growth of the UvA in the context of the student intake and internationalisation, and the accessibility of education.

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. Representatives of the COR and CSR have regular contact with the member of the Supervisory Board nominated by the council concerned. Where desirable, they also speak informally with the chairperson of the Supervisory Board. In December, the Supervisory Board invited the members of the COR and CSR to an informal gathering.

### **The Supervisory Board's role and tasks**

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 UvA, has administrative accountability for the institution's business and makes decisions on the day-to-day running of the University. The Supervisory Board is charged with approving the budget, the annual financial statements, the annual report and the strategic plan. We also monitor the Executive Board's compliance with legal obligations and application of the sector code, the lawfulness of procurement processes, the effective and legitimate allocation and use of funds and the shaping of the quality assurance system. The Supervisory Board is also the employer of the members of the Executive Board.

The provision of adequate information is essential for the Supervisory Board to exercise proper and independent supervision. In discussions between the Executive Board and the Supervisory Board, considerable attention is given to the transfer of information. There is also room for frank debates and exchanges of views. We ask critical questions and, where necessary, provide the Executive Board with advice, both solicited and unsolicited. In doing so, we preserve our independence and stay at arm's length from what is happening in the University, as our supervisory role requires. At the same time, we must understand and be aware of what is going on in the organisation. Our supervisory activities are informed by the need to ensure that the UvA is a place where everyone's growth and development matter and are valued and where people are given opportunities and encouraged to seize them.

### **Our role as an employer**

One of the core tasks of the Supervisory Board is to act as the employer of the members of the Executive Board.

Peter-Paul Verbeek took office as Rector Magnificus and member of the UvA Executive Board on 1 October 2022. In early 2022, the incumbent rector, Karen Maex, indicated her desire to step down in the summer for personal reasons. The Supervisory Board then began the process of recruiting her successor. A committee led by the chairperson 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. The candidate was then introduced to the Supervisory Board, the Executive Board, the deans, the COR and the CSR, and after favourable opinions from the two representative advisory bodies, the Supervisory Board appointed the new rector for a four-year term.

The Supervisory Board valued the cooperation of the various bodies and groups, particularly the COR and CSR, which enabled the recruitment and appointment process to run smoothly without compromising confidentiality.

The outgoing rector stepped down on 15 July 2022. At a well-attended farewell gathering, multiple speakers from within and outside of the University, including the chairperson of the Supervisory Board, warmly expressed their appreciation for the significant role she had played for the UvA and for higher education and scientific research in the Netherlands and Europe. The Supervisory Board greatly appreciates Karen's enormous dedication and commitment over the past decade as both dean and rector.

The president of the Executive Board served as acting rector from 16 July until the new rector took office on 1 October 2022. The Supervisory Board is extremely grateful to her for stepping into this role. The ceremonial transfer of authority to the new rector took place during the Dies Natalis celebration on 9 January 2023.

On 16 July 2022, the holder of the Finance and Operational Management portfolio was appointed vice-president of the Executive Board by the Supervisory Board.

Earlier in July, the chairperson of the Supervisory Board and one of our members conducted annual consultations (appraisal interviews) with the president of the Executive Board and the holder of the Finance and Operational Management portfolio. 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. An exit interview was held with the outgoing rector in October.

It is our policy to pay the members of the Executive Board the maximum salary they are legally allowed to receive, or slightly less. Since the reduction of the maximum salary in 2016, we have felt that this is appropriate for a university that is among the largest and most complex public entities in the country.

### **Composition and tasks of the Supervisory Board**

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 the schedule of departures, 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.

Mohcine Ouass was appointed as a member of the Supervisory Board by the Minister of Education, Culture and Science for a four-year term, starting on 26 August 2022. Ouass took over from Rob Becker, who stepped down on the same date in accordance with the schedule of departures. Since 2016, the year he joined the Supervisory Board, the UvA has benefited from his analytical qualities and keen mind. We would like to express our gratitude to Rob for his dedication and commitment.

In 2022, 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.

In March, an additional meeting was held online to discuss the budget overruns for the development of the new University Library.

In the April meeting, the external auditor reported on its findings with regard to the 2021 Annual Statement of Accounts and the 2021 Annual Report.

The Supervisory Board also considers it important to meet informally with the Executive Board on a regular basis to discuss topical subjects and long-running issues without an agenda. In 2022, time was once again set aside for such informal meetings.

The Supervisory Board convened twice without the Executive Board, for internal discussions on a range of subjects. A self-evaluation was started in 2021 under the guidance of an external specialist, encompassing matters such as our performance and our relationship with the Executive Board. This evaluation was completed in 2022 and was discussed in general terms with the Executive Board. The Supervisory Board's performance is satisfactory; the Board asks critical questions and allows space for different perspectives. It does not shy away from dialogue with the institution, and discussions are always constructive. The Executive Board values the expertise of Supervisory Board members and the way in which the Supervisory Board operates and contributes to decision-making as part of its role.

The president of the Executive Board and the chairperson 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 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 heads of department 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 frequency of committee meetings is established in advance and is set out below.

In 2022, the Audit Committee comprised Rob Becker (chairperson until 26 August), Pauline Meurs (chairperson from 26 August) and Mohcine Ouass (from 26 August). The committee met with the Executive Board member holding the Finance and Operational Management portfolio five times. These meetings were attended by the head of the Audit Department and the director of Finance, Planning & Control. The external auditor was also present at most meetings. Topics discussed at the meetings include the annual financial cycle, the Accommodations Plan and related progress reports, the coalition agreement and resulting administrative agreement, and the budgetary consequences, risk management and audits. In February, an additional meeting was held online to discuss the budget overruns for the University Library development mentioned earlier.

The Education and Research Committee met four times with the Rector Magnificus. These meetings were attended by the director of Academic Affairs. In 2022, the committee comprised Pauline Meurs (chairperson until 26 August) and Willy Spaan (chairperson from 26 August). Topics discussed included the quality agreements, research collaboration with third parties, recognition and rewards, valorisation, the implementation of the Strategic Plan and the evaluation of professors.

The Governance, Staffing and Organisation Committee, comprising Marise Voskens (chairperson) and Omar Ramadan, met twice with the President of the Executive Board, with the HRM director in attendance. Items on the agenda included the translation of the Strategic Plan into the HR programme, the new lecturer policy, recognition and rewards, workloads, social safety and diversity. The application of UNL's Code for Good Governance in Dutch Universities also falls within the remit of this committee.

Several times a year, the chairperson 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.

### **Effective and legitimate spending of funds**

Financial policy and management and the long-term capital position were recurring topics on the agenda, and the Supervisory Board and the Audit Committee devoted considerable time to discussing them. In June, we approved the 2021 Annual Report and Annual Statement of Accounts. In December, we signed off on the 2023 budget, subject to the consent of the Joint Meeting of the central representative advisory bodies. This consent was given in February 2023.

The UvA ended 2022 with a positive result. This was partly due to a VAT refund and higher government grants. In the autumn, additional funds became available under the Administrative Agreement on Higher Education and Science, which was signed in July 2022. Rather than waiting to find out the precise allocation of these funds among the universities, the UvA has already started recruiting academics and other staff. The Supervisory Board supported this approach. The 2022 budget included a contingency amount, in case the extra income was less than expected. Even so, it was not possible to spend all of the extra money in 2022. The UvA has been trying for some time to bring actual spending more into line with the budget, which has remained at zero (with neither profit nor loss) for a number of years. An audit into this issue was started in 2022, and the results are expected in April 2023.

The Supervisory Board and the Executive Board have discussed the risk management and continuity of the organisation, partly in the light of the rapid rise in inflation in 2022. That discussion specifically included the construction of the new University Library, due in part to the cost overrun mentioned earlier. The Executive Board has taken measures to minimise the likelihood of further cost overruns, but no guarantees can be given with regard to complex construction projects such as this one.

The services of the external auditor were evaluated in 2022. The UvA was satisfied with the service delivery and collaboration. The Supervisory Board approved an extension of the contract to September 2025. The Board also approved an additional engagement for the external auditor. This involves assessing the design and quality of a major change project relating to the financial and administrative system and is separate from their audit work.

It is clear from the Auditor's Report on the 2022 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 financial processes at the UvA are properly organised, and the UvA's spending of public funds is both legitimate and effective.

**In conclusion**

As the Supervisory Board, we can look back on the past year with satisfaction and with enormous appreciation for UvA staff and students.

In 2022, the UvA once again showed itself to be a learning, flexible and motivated organisation. The University was able to properly perform its core tasks, 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 2023

**The Supervisory Board**

Marise Voskens, chairperson

Pauline Meurs

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 2022, 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

### Supervisory Board

POSITION		APPOINTED FOR THE PERIOD
Chairperson	M.S.F. Voskens, LL.M.	26 August 2016 – 25 August 2024
Member	Prof. P.L. Meurs	26 August 2016 – 25 August 2023
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 2023
Member	M. Ouass, MBA, LL.M.	26 August 2022 – 25 August 2026

The ancillary positions held by the Executive Board members have been disclosed on [www.uva.nl](http://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	C. Euving, MBA

### Faculty deans

FACULTY	
Faculty of Humanities	Prof. M. de Goede
Amsterdam Law School	Prof. P.A. Nollkaemper, LL.M.
Faculty of Medicine	Prof. J.B. van Goudoever
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	
Administration Centre	C. Galjaard, LL.M.
ICT Services	L. Welman
Facility Services	E.F.H. Zwiep
University Library	Dr G.J.M. Nijsten
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

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**Chamber of Commerce registration number:**  
34370207

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724500CFDCA9PSUM7351

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003240782

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NL0032.40.782.B01

**EORI number (Economic Operators Registration & Identification):**  
NL003240782

## G. Glossary of abbreviations

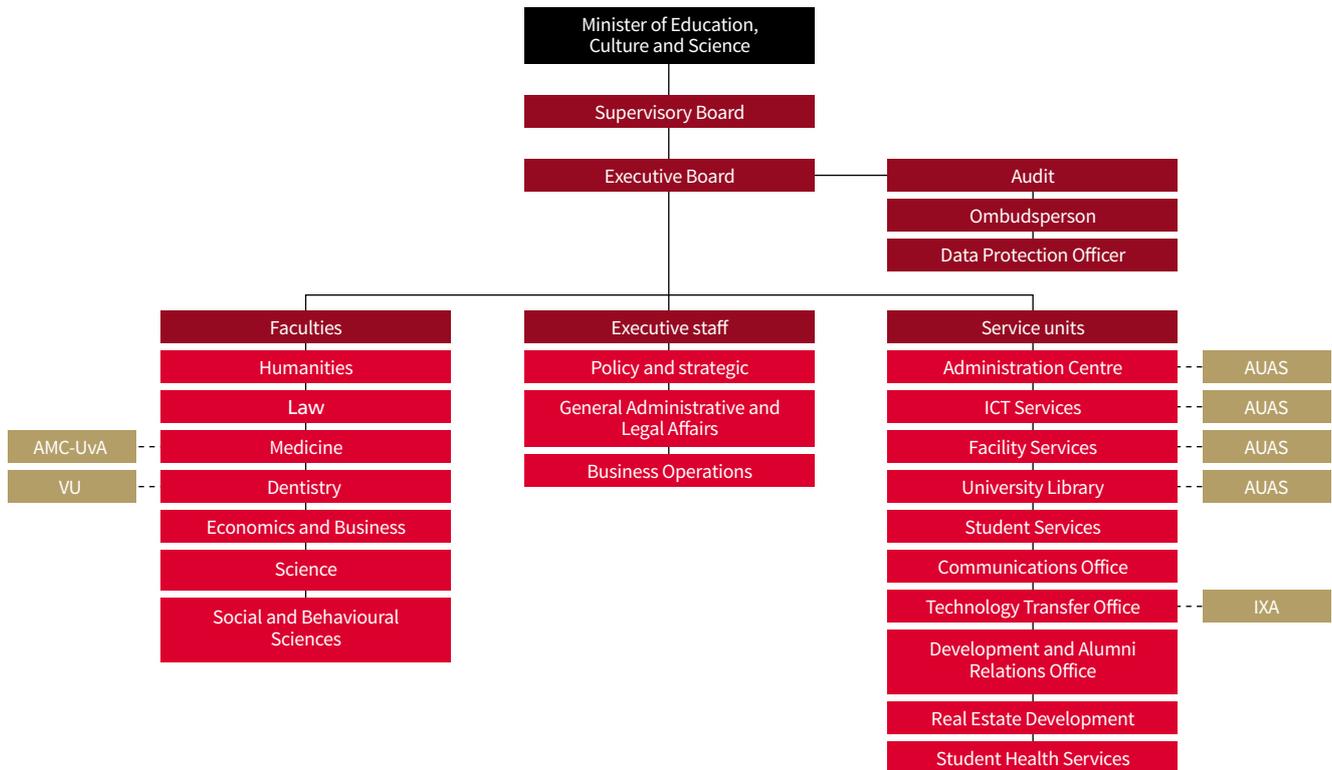
<b>ACTA</b>	Academic Centre for Dentistry in Amsterdam
<b>AI</b>	Artificial Intelligence
<b>AMC-UvA</b>	Academic Medical Center, the UvA's teaching hospital
<b>ASP</b>	Amsterdam Science Park
<b>AUAS</b>	Amsterdam University of Applied Sciences
<b>AUC</b>	Amsterdam University College
<b>BG</b>	Binnengasthuis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

<b>OBP</b>	Support and management staff
<b>OCW</b>	Ministry of Education, Culture and Science
<b>PBO</b>	Public Benefit Organisation
<b>POL</b>	Education Logistics Programme
<b>QS</b>	Quacquarelli Symonds
<b>REC</b>	Roeterseiland Campus
<b>RPA</b>	Research Priority Areas
<b>RvT</b>	Supervisory Board
<b>SEP</b>	Standard Evaluation Protocol
<b>SPP</b>	Strategic Personnel Planning
<b>TES</b>	Thermal Energy Storage
<b>TLC</b>	Teaching and Learning Centre
<b>UFO</b>	University job classification system
<b>UNL</b>	Universities of the Netherlands
<b>UOP</b>	University Opportunity Programme
<b>UQ</b>	University Quarter
<b>USC</b>	University Sports Centre
<b>UTQ</b>	University Teaching Qualification
<b>UvA</b>	University of Amsterdam
<b>VO</b>	Secondary education
<b>VU</b>	Vrije Universiteit Amsterdam (VU Amsterdam)
<b>WHW</b>	Dutch Higher Education and Research Act ( <i>Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek</i> )
<b>WI</b>	Academic integrity
<b>WOR</b>	Works Councils Act ( <i>Wet op de Ondernemingsraden</i> )

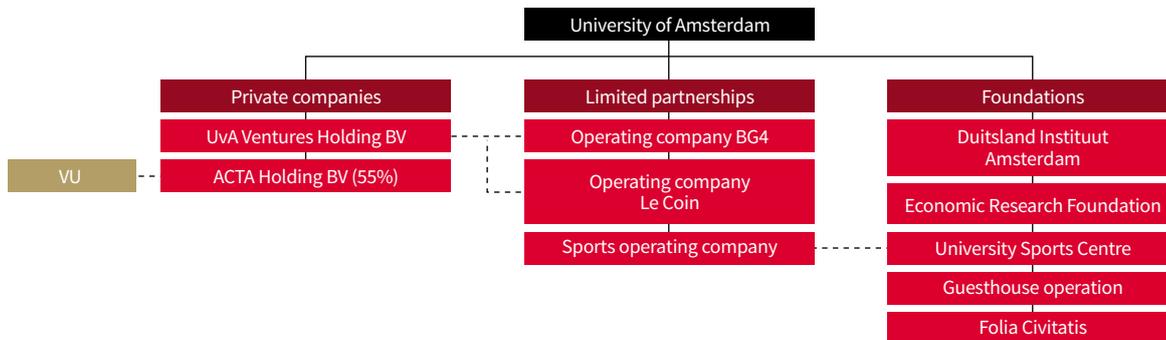
# H. Organisational chart

## UvA organisational chart

### Internal structure



### Group structure



## Central Works Council: the year in review

### **Russian invasion of Ukraine**

In early 2022, the UvA, like the rest of the world, was shocked by the Russian invasion of Ukraine. Since the invasion began, the COR has been discussing and monitoring the consequences for both students and staff of the UvA. Within the council, there was a strong sense of solidarity with every member of the UvA community who was affected by this tragedy in any way. On several occasions in 2022, the COR expressed its appreciation for the Executive Board's decisive crisis management: support was given to students and staff, including psychosocial and financial support where necessary. In addition, official institutional ties with institutions in Russia and Belarus were cut or frozen, while individual contacts were maintained.

### **COVID-19**

In the first quarter of 2022, as in 2020 and 2021, COVID-19 had a major impact on education, research, the service units and support services. Fortunately, the COVID-19 measures were gradually lifted in the first quarter, and the end of the pandemic came into sight. In the first few months of the 2022 – 2023 academic year, the Executive Board held discussions with the COR about the sector plan for a medium-term approach to COVID-19 for secondary vocational education and higher education. This sector plan was broadly adopted by the Executive Board. Along with the other advisory bodies, the COR was invited to help work out the details of how the sector plan will be implemented at the UvA.

### **Fairer lecturer policy**

As in 2021, the COR worked hard to achieve a fairer lecturer policy. This year, the Executive Board took a major step forward with the Outline Memorandum on Lecturer Policy. Of particular note was the fact that this memorandum was developed through collaboration and consultation between the Executive Board, the University Local Consultative Committee (UCLC) and the COR. The new lecturer policy makes it clear that a career as a lecturer is important and valued and is no longer considered an inferior alternative to a career as an assistant professor (university lecturer). For example, the policy provides that more lecturers will be hired on permanent contracts, lecturer positions will in principle be a minimum of 0.8 FTE and a fixed percentage of contracted hours can be spent on training. This will enable lecturers to invest in developing their teaching skills without the pressure of a finite contract.

With considerable effort from the various departments, expiring lecturer contracts and new contracts have been brought into line with the new lecturer policy. A Lecturer Policy Committee has also been set up. This committee will consider official objections only if discussions with the supervisor, study programme and dean have not resolved the issue. The COR appreciates the speed with which this new policy has been implemented throughout the UvA, but at the same time notes that the spirit and substance are not being applied uniformly across the University.

### **Start-up and incentive grants – giving effect to the Ministry's Administrative Agreement**

The start-up and incentive grants awarded by the Ministry of Education, Culture and Science were a welcome financial injection after years of belt-tightening. However, the way in which the grants were distributed between the faculties was the subject of much discussion. The Ministry's stipulation that beginning assistant professors must receive €300,000, and the fact that the funds provided were clearly insufficient to cover such an amount for all beginning assistant professors, made things very complicated. In addition, non-beginning assistant professors were naturally concerned about whether they too could benefit from this injection of capital. Furthermore, while attention was mainly focused on the start-up grants, most of the plans for incentive grants are still yet to be made. The rush to implement the distribution of the start-up grants and the Ministry's strict conditions have made it difficult for the COR and the faculty works councils to perform their formal role. Despite this, the COR and the faculty works councils regularly discuss the fairest way to spend this money.

**Tendering procedure for the UvA-AUAS Occupational Health and Safety Service**

In November 2021, the COR indicated an unwillingness to continue with the current AMC Occupational Health and Safety Service. The COR then consented to a one-year extension, to allow sufficient time to carry out a tendering procedure for a new service. This additional time was necessary due to the complexity of the tendering procedure. It was important to set down on paper a clear vision regarding the availability of the Occupational Health and Safety Service. In 2022, the focus was on preparations for the tendering procedure. This included developing a new central vision for the UvA on absences due to illness. The intention is for the procedure to be continued and completed in 2023.

**Social safety**

The COR was pleased with the appointment of a coordinating confidential adviser in 2022. In the autumn of 2022, the coordinating confidential adviser dropped by and spoke with the COR about the issues currently affecting confidential advisers. The ombudsperson also spoke with the COR on multiple occasions about the latest developments in the area of social safety.

**Interim elections**

Interim elections were held in a number of decentralised councils in 2022. We are concerned about the high turnover among the decentralised representative advisory bodies and note the difficulty in retaining council members. As well as the fact that council work, on top of a staff member's usual work, is too time-consuming, another reason for this difficulty is the fear that council membership could have negative career consequences, even though the official UvA policy emphasises the importance of the representative advisory bodies and the University tries to facilitate staff in their council work as much as it can. In addition, council work is not valued by many supervisors and is not seen for what it is: work experience from which participants gain valuable knowledge, skills and insights.



Meet psychology student **Aloes Bosch**, who has been climbing for over ten years: 'When I was a child, my uncle once taught me how to boulder on a rock during a vacation. I really enjoyed doing it, so when I came back from vacation I immediately went for a trial lesson.'

Aloes hasn't stopped climbing since: 'When I knew I was going to study at the UvA, I immediately looked up whether there was a climbing hall nearby. I soon found ASAC, the climbing association for students, and I decided to sign up. It's really fun, because ASAC offers climbing training every week. Apart from that, we have a lot of other fun activities. And whenever I go climbing in the evening, the hall is full of members, so I know almost everyone.'

Want to learn how to climb? Here's a great tip from Aloes for those starting out: 'You can always start with bouldering, it's very accessible. If you are a little bit more fanatical, you can join the ASAC. In a four weeks course, you will learn how to top rope.'

# 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 Annex 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.

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, the Executive Board and the Supervisory Board.

Subjects are taught, and research is conducted, in seven faculties. Each faculty is managed by a dean, who is appointed by the Executive Board after consulting the representative advisory bodies. Faculty activities are organised in colleges (for Bachelor's programmes), graduate schools (for Master's programmes) and research institutes. Academic and support staff are organised in departments and capacity groups, from which they are allocated to the colleges, schools and institutes.

Collaboration 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 their exercise of the powers attributed to them by statute.

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 CSR is composed of representatives of the faculty student councils, while the other half comprises members who were elected directly. In accordance with the Dutch Works Councils Act (WOR), the Central Works Council (COR) consists of representatives from the faculty works councils, the shared service units and the Academic Medical Center (AMC-UvA). 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.



### 10 JANUARY

The UvA celebrates its 390th *Dies Natalis*. Rector Magnificus Karen Maex opens the University's birthday celebrations with a speech about the disruptive effects of digitalisation and conspiracy theories and how the university can and should respond.

## Looking back at 2022 – Ombudsperson

In 2022, social safety and inappropriate behaviour attracted a lot of public attention. Abuses of power and undesirable behaviour are more likely to occur where there are unequal relationships, such as in universities<sup>1</sup>. Investing in prevention is important and should be a priority. To create a safe environment for work and study, the UvA actively works to improve social safety, an essential precondition for good education and research.

The ombudsperson plays an important role in the system of social safety. Staff and students can speak to the ombudsperson in confidence for a listening ear, independent advice, mediation or investigation, whenever the need arises in a particular work or study situation. This can include reports relating to various structural situations, such as collaboration issues, undesirable behaviour and integrity issues. The role of ombudsperson is independent and impartial. Every report is handled confidentially. The person making the report may choose to only have the report recorded by the ombudsperson (if multiple confidential reports are received, the ombudsperson can carry out an investigation).

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 and directors.

In 2022, the ombudsperson received around 100 reports from staff and students. Most reports related to the application of a regulation, procedure or policy in a way that was perceived as unfair, aggression/harassment, an employment dispute or inappropriate sexual behaviour. The procedure for dealing with reports is customised to the individual. Depending on the request for assistance and the content of the report, appropriate interventions may be implemented (such as a counselling session, consultative guidance, investigation or referral to a more appropriate authority or source of assistance). Five reports resulted in an investigation in 2022.

In 2022, the ombudsperson made the following recommendations based on the reports received:

1. Improve support for three vulnerable groups: PhD candidates, international students and students with disabilities.
2. Strengthen the network around social safety.
3. Develop an action plan for undesirable behaviour by students (including undesirable behaviour that takes place off campus but has an impact on campus).
4. Improve the provision of information to students (particularly international students) with regard to the applicable procedures and available legal options.
5. Arrange for further development and implementation of the Code of Conduct and communicate shared standards and values for appropriate behaviour (including what it means in practice).
6. Consider seeking references when appointing professors and consider amending the current professors policy accordingly.
7. Support supervisors and other relevant officials in the faculties and service units with the handling of formal and informal reports relating to social safety and with the development of skills relevant to the appropriate handling of such reports. Reporting a socially unsafe situation is a major event, both for the person(s) making the report and for the subject of the report.

<sup>1</sup> See the Royal Netherlands Academy of Arts and Sciences (KNAW) advisory report - Social Safety in Dutch Academia - 14 July 2022



11 JANUARY

The European Research Council (ERC) awards a Starting Grant worth 1.5 million euros to Maarten Marsman and Federico Savini of the Faculty of Social and Behavioural Sciences. Their projects concern, respectively, statistical analysis of psychological networks and the regulatory changes required for a circular degrowth economy.

8. A hazard identification and risk assessment for psychosocial occupational stress is a valuable tool for identifying risks in the area of social safety and implementing improvement measures. Some faculties and service units do not have an up-to-date hazard identification and risk assessment for psychosocial occupational stress or have not implemented an Action Plan. It is recommended to ensure this is implemented, after which the concrete progress and implementation of these plans in accordance with the Plan-Do-Check-Act cycle should be monitored.

Most of these recommendations have been implemented.

### **Board membership**

Karen Maex stepped down as a member of the Executive Board on 15 July 2022. On 1 October, Peter-Paul Verbeek – formerly a distinguished professor at the University of Twente – was appointed as a member of the Board. Rob Becker stepped down from the Supervisory Board on 26 August when his term ended. Mr Mohcine Ouass was appointed as a member of the Supervisory Board on 26 August 2022. Daan Rademaekers took up the role of student assessor of the Executive Board on 1 September 2022. Since 2020, the term of office of the student assessor has been aligned with the administrative year.

### **Affiliated institutions**

#### *AMC-UvA*

The AMC-UvA is the teaching hospital affiliated with the UvA. As a legal entity under public law pursuant to Section 1.13 of the WHW, the AMC-UvA publishes its own annual report. The Faculty of Medicine (FdG) is part of the AMC-UvA.

The Executive Council consisting of the Executive Boards of the UvA and the AMC-UvA is a joint policy-making body within the meaning of Section 9.20 of the WHW, bound by joint regulations (published in July 2013) laying down rules for the administration of teaching and research in the Faculty of Medicine.

The powers that the dean of the Faculty of Medicine can exercise on behalf of the Executive Board are laid down in a decision on the dean's powers. The dean is a member of the UvA's Central Executive Council (CBO).

Academic medical teaching and research activities are periodically coordinated in a joint policy document (a covenant) between the UvA and the AMC-UvA.

In 2018, the AMC-UvA was merged at an administrative level with the VUmc, the hospital connected 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. Such a merger would require 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 AMC-UvA is governed by its own regulations and councils, in which patient care activities play 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 activities at both faculties are fully integrated and directed 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.

### *AUC*

Amsterdam University College (AUC) provides 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, the 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 via 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*.

### 28 JANUARY

The AI, Media & Democracy Lab is awarded a grant of 2.1 million euros under the Dutch Research Council call 'Human-oriented AI for an inclusive society: Towards an ecosystem of trust'. The goal is to increase knowledge about the development and application of reliable, human-oriented AI.

## Looking back at 2022 – Chief Diversity Officer

After a number of years in which the functioning of our UvA community was largely determined by the pandemic, we were largely able to return to normal in 2022. However, for the team led by the Chief Diversity Officer (CDO), it was still an unusual year, due in part to a large number of personnel changes. For example, Dr Machiel Kestra started his term in February 2022, and around the same time, various team members stepped down from their roles, to retire or to take up new positions elsewhere. With the help of a number of temporary staff, the team managed to continue ongoing projects from the summer onwards, but capacity for new initiatives was limited. In addition, it seemed appropriate to reconsider a number of projects for substantive and/or practical reasons.

The following list of key projects adheres as closely as possible to the Diversity Policy Document adopted by the Executive Board in 2019. That document lists eight themes, which all received attention from the CDO team in 2022. Some projects contribute to multiple themes: for example, ‘social safety’ relates to both students and staff and can also have implications for education.

### *Accessibility and study success for students whose background makes studying at a university a less likely course of action for them*

- In 2022, as in previous years, the CDO offered a ‘mentoring pathway’ for students at various stages of their study journey: at, through, in and out of ‘the gate’. For example, following a period of preparation, the Amsterdam Law School launched the Homework Hub project, in which students work with school pupils via external collaboration partners. In addition, the Get Ready! summer programme was successfully run for multiple groups of prospective students, while Meet Your Mentor, the mentoring programme that provides guidance to graduating students as they enter the labour market, continued to be a success.
- The CDO regularly meets with student organisations, such as the Central Student Council, IDEAs (for students with disabilities or chronic conditions), study association Amsterdam United and the ASVA. The purpose of these meetings is to coordinate plans.
- As well as being part of the Student Well-being Network, the CDO participates in sessions organised by the Knowledge Hub for Inequality (a collaboration between VU Amsterdam, Inholland University of Applied Sciences and ECHO), which promotes the development of knowledge and best practices to improve equality in the Amsterdam Metropolitan Area.

### *Successful collaboration in diverse teams*

- The CDO ran various workshops for teams of staff members and/or researchers, or organised them via the contracts referred to under ‘social safety’ (Theme 6).
- The CDO was involved in the development of an Intercultural Communication course run by the Teaching and Learning Centre (TLC).
- The CDO provided partial financial support to the workshop series ‘CREATE – Co-creating Regenerative Empowerment’ run by two UvA lecturer-researchers, which led to a pilot in 2022. An investigation is ongoing of how the knowledge and experience acquired can be applied more broadly.

### *Recruitment, selection, appointment, promotion and retention of staff from diverse backgrounds*

- In collaboration with the HRM Department, the existing manual has been redeveloped and will be made available throughout the UvA this coming year to the various people who play a role in recruitment and selection procedures. The CDO also participated in an inventory of training courses relating to these procedures and in preparations for a new range of training courses.
- In 2022 – 2023, in consultation with HR, the CDO is working on the Gender Equality Plan (GEP) that the European Commission has set as a precondition for certain grants. Drafting the GEP has prompted us to take a critical look at existing policies and monitoring procedures and make improvements where possible.



- The CDO maintains contact with multiple ‘identity networks’, such as UvA Pride and Women in Faculty. These networks can both strengthen the ‘sense of belonging’ of certain groups and support policy-making affecting those groups.

*Identification and encouragement of best practices and the exchange of knowledge.*

- Students and staff can apply for a grant of up to €1,500 from the CDO’s Grassroots Fund. The conditions for these grants have been revised, so that applicants must now consider the impact of their initiative. In 2022, the successful applicants included UvA Pride, Amsterdam United and Baanbrekers.
- The CDO organised various events for both students and staff centred around the exchange of knowledge and examples of best practice, such as Week tegen Racisme (‘Stand up to racism’ week) in March, the Keti Koti Dialogue Table on 1 July and a discussion on ‘Controversy and Progress in Academia: Exploring Discourses on Feminism and Woke-ism’ on Diversity Day, 4 October.
- Within the UvA, the CDO takes part in regular peer consultation meetings relating to diversity and inclusion, including with the Faculty Diversity Officers, the Diversity Programme Team, the Accessible Work and Study Knowledge Platform, the Student Well-being Knowledge Platform and Social Safety consultation meetings.
- The CDO contributes to various national and international networks in which relevant knowledge and examples of best practices are shared. The CDO has actively participated in local, national and international symposia and conferences such as the National Network of Diversity Officers in Dutch Universities (LanDO) and the EDI group of the League of European Research Universities (LERU).
- After consulting multiple relevant experts and stakeholders, the CDO submitted a research proposal entitled ‘Exploring the Colonial and Slavery Past of the University of Amsterdam’ to the Executive Board. The first phase has been approved and will get underway in 2023.

**Complementary areas**

*Buildings and facilities*

- In consultation with partners such as the COR, CSR and ASVA, the CDO is investigating the current situation and procedures around lactation rooms, gender-neutral toilets and contemplation rooms in UvA buildings. This investigation will result in an advisory report for the UvA.

*Social safety*

- The CDO team has a number of long-term collaborations with organisations and experts that actively contribute to social safety at the UvA. For example, the Our Bodies Our Voice Foundation runs workshops on behalf of the CDO in all faculties, for both students and staff. In addition, three CARE psychologists facilitate support groups for students and staff who have had to deal with inappropriate sexual behaviour and/or racism and discrimination.
- The CDO is sometimes consulted in connection with individual cases. Since this does not fall under the CDO’s mandate, their response is mainly limited to the structural or procedural side of the issue presented.

*Vision on teaching and learning*

- The CDO acts as an external adviser for Utrecht University, where an online reflection tool is combined with a ‘Diversity Toolbox’. A joint pilot with a number of UvA courses has been proposed for 2023. The CDO is discussing this proposal with the TLC.

*International diversity*

- A recurring subject at the UvA is how we should deal with our multilingualism as a university. With regard to the activities organised by the CDO, we have made an extra effort to provide simultaneous translations for public events and organise programmes in languages other than Dutch.

In consultation with the Executive Board and the Secretary General of the UvA, we have started investigating how the role of the CDO could evolve. The aim is to ensure that, in the future, the CDO can continue to make an optimal contribution to the UvA’s ambition to create an inclusive learning and working environment where all students and staff feel at home and which boosts the quality of our teaching and research and increases our societal impact. The shape and composition of the CDO team will be finalised in 2023.



## Report of the Data Protection Officer

The position of DPO is legally established in the General Data Protection Regulation (GDPR). The DPO's primary role is to monitor the UvA's 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).

The DPO presents its findings each year in a separate report, which it discusses with the Executive Board, the Supervisory Board and various relevant stakeholders, including the directors of operational management and the heads of the support service units.

The UvA's DPO works closely with the DPO at AUAS in relation to the shared service units, with the DPO at the AMC-UvA in relation to medical education and with the DPO at VU Amsterdam in relation to ACTA. The DPO is also a member of the network of Data Protection Officers under the auspices of UNL.

The UvA has appointed the DPO (B. Gerretsen) as supervisor of the Office of the Data Protection Officer, a team of secondary privacy officers. In 2022, preparations were made for a decision to position the Office of the DPO under Safety and Security. The team of the Chief Information Security Officer (CISO) has also been brought under Safety and Security. The UvA hopes this will lead to closer collaboration and more coherence between the areas of information security and privacy.

To a large extent, 2022 was dominated by personnel changes within the Office of the DPO and the arrival of new staff. The team of privacy officers was expanded during the year as the use of external contractors was gradually phased out. As well as the Office of the DPO, the legal adviser for privacy in the Legal Affairs department also provides advice about privacy contracts and handling requests from data subjects. Having reached pensionable age, the DPO stepped down in July 2022 and was replaced by a new DPO.

In April 2022, the DPO produced an evaluation report entitled Investigation into Privacy Governance at the UvA. The report contained recommendations relating to the identification, assessment and control of compliance risks and included a report on the effectiveness of management measures. Based in part on this evaluation, the Office of the DPO established an annual plan and action points for 2022. Given the scale and impact of the action points and the personnel changes within the Office of the DPO, implementation of these points will continue in the 2023 calendar year.

A key focus in the second half of 2022 was the inventory and assessment of current processes and guidelines such as the data protection impact assessment (DPIA) process, the information security and privacy process, the data processing register, the data leak procedure and the tasks and responsibilities of the privacy contact officers. This inventory provided a basis for adjustments and improvements to the procedures and for the drafting of clear guidelines.

To increase privacy awareness within the UvA, the Office of the DPO sought to coordinate with the Information Security Awareness Team in 2022. A cohesive awareness programme will be implemented in 2023, in collaboration with our colleagues working on information security. The Office of the DPO has also secured a permanent place in the general introduction for new staff, and the DPO has started a monthly blog.

In 2022, 85 requests were received from data subjects, of which 84 were requests for deletion and 1 was a request for access. In 2022, 20 data leaks were logged, of which 7 were reported to the Data Protection Authority and 6 were reported to data subjects.

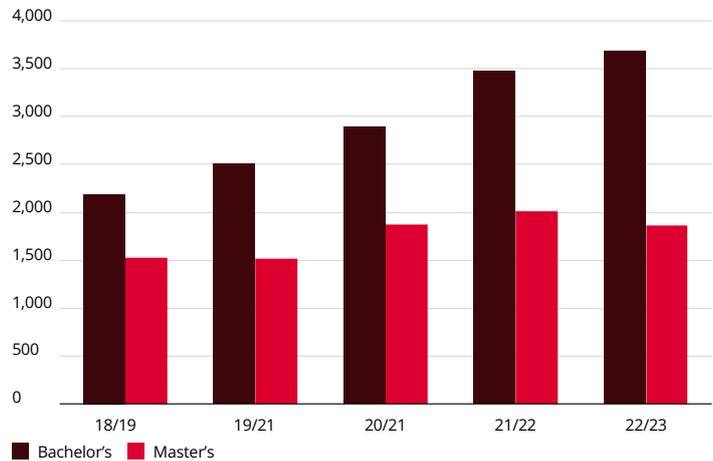
### 30 JANUARY

The student website was upgraded in 2022, making it faster and easier for UvA students to find the right study information in a single location. A diverse group of students tested the results every couple of weeks.

## Internationalisation in education

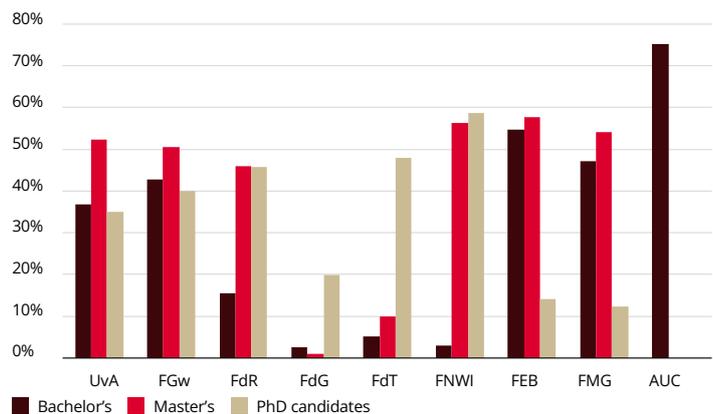
### International student intake

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.



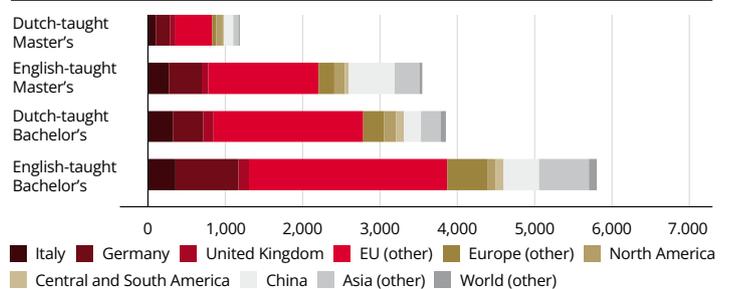
### Percentage of international intake

The 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.



## 2. Education

### EPICUR

The UvA is a founding member of EPICUR, a first-generation European Universities alliance. In July 2022, after completing a successful three-year pilot phase, EPICUR was selected by the European Commission for funding for a period of four years (November 2022 – November 2026) for the next phase of this ambitious programme. The grant from the European Commission amounts to €14.4 million for all partner universities in the alliance. As well as the UvA, eight other European universities are participating in EPICUR: 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).

The key outcomes from the pilot phase were the development of a digital campus, the EPICUR Inter-University Campus, and the development of a range of innovative forms of student mobility, the EPICUR Learning Pathways.

In October 2022, the Dutch Ministry of Education, Culture and Science announced that it would provide co-funding for all Dutch universities participating in an alliance, to the tune of €250,000 per year for four years (2022 – 2026).

### UvA Academy

Under the name 'UvA Academy,' the 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 and is part of the UvA's ambition to facilitate lifelong learning. The Executive Staff Department has set aside a two-year development budget to help the faculties expand the range of courses on offer and increase awareness of the UvA Academy.

In 2022, 17 new programmes were developed by the 5 participating faculties under the UvA Academy banner, including skills-focused courses such as 'Business Negotiation' and 'Scientific Programming,' and master classes on major social transitions such as 'Future of the City' and 'Polarisation in the public domain.' Through such courses, the UvA Academy helps increase long-term employability and strengthens contacts with the professional field. In addition, good collaboration with the Alumni Relations Office ensures the UvA Academy offers a clear proposition for UvA alumni wanting to brush up their skills and knowledge.

UvA staff can also obtain professional development through the UvA Academy. The HR Department has made a number of UvA Academy programmes available to staff, such as 'Diversity & Inclusion.' In November 2022, the UvA Academy started offering the option of using the government's new STAP budget, which is designed to help workers boost their position in the labour market, for some of the courses it offers. In 2023, most of the UvA Academy's courses will move from their various locations to the beautifully refurbished Building P on the Roeterseiland Campus, which will increase the visibility of the UvA Academy.



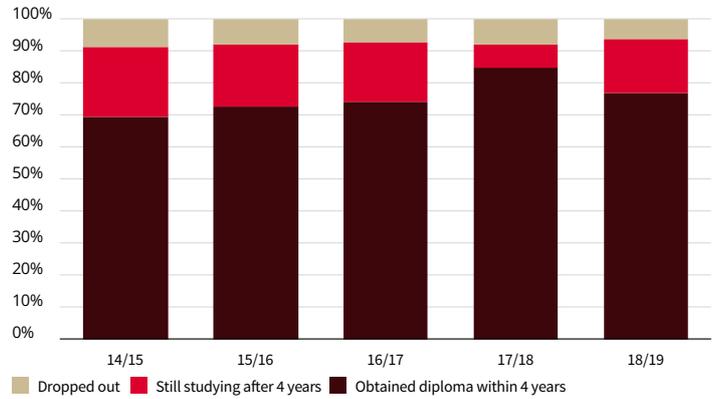
#### 1 FEBRUARY

Machiel Keestra takes up his post as the UvA's Central Diversity Officer. His task: contributing to the creation and implementation of policies on diversity, inclusion and equality. Keestra is a philosopher and works as an assistant professor in the Institute for Interdisciplinary Studies.

## Development of Bachelor's success rates

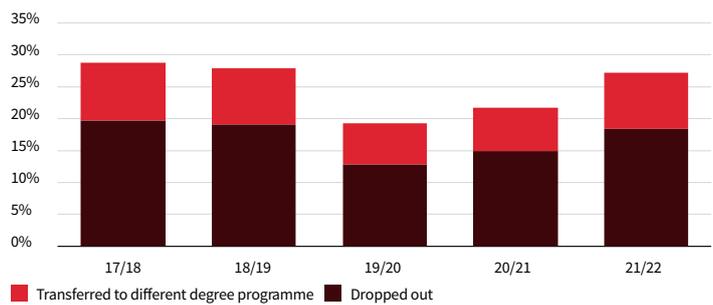
### Study success rates in Bachelor's programmes after 4 years (students who re-enrolled in the second year)

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.



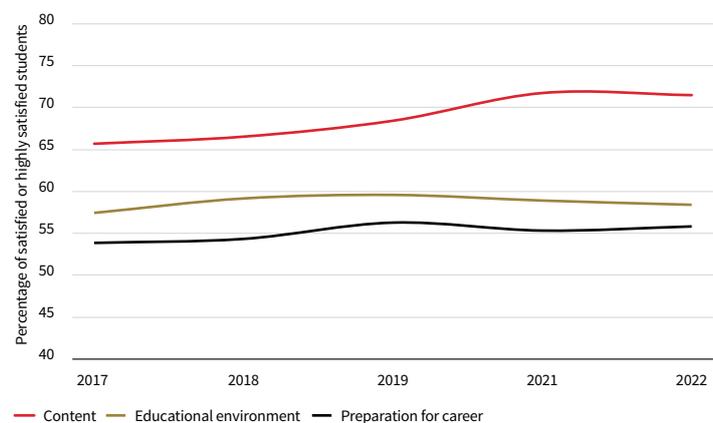
### Drop-outs and first-year Bachelor's students switching degrees, by matriculation year

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

The 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.



### Student well-being

During the pandemic, student well-being was a key focus area for the UvA, and the range of support services was expanded. The UvA also conducted a regular survey on student well-being, known as the 'Crisis Monitor'. After the last COVID-19 measures were lifted in March 2022, the number of registrations with student psychologists fell dramatically. They have now returned to pre-pandemic levels. In 2023, the UvA intends to carry out a survey of student mental well-being. The pandemic made us aware of the need to keep a finger on the pulse with regard to this issue.

The annual student social safety survey was carried out again in 2022. This survey asks students how much undesirable behaviour they have experienced at the University over the past year. The results show that the amount of undesirable behaviour experienced has returned to pre-pandemic levels.

### Temporary halting of binding study advice (BSA) system

In the 2019 – 2020 academic year, the binding aspect of the study advice was temporarily removed due to the severe impact the COVID-19 pandemic was having on study results. For the 2022 – 2023 academic year, the UvA decided to restore the binding study advice as it was before the pandemic. This followed an evaluation in 2022 that sought to understand the consequences of the temporary relaxation of the BSA. From now on, the UvA intends to evaluate the BSA system at regular intervals.

### Sustainable Humanities

Each year, the UvA receives a grant from the Ministry of Education, Culture and Science under the Sustainable Humanities scheme (in 2022, it received €2.93 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 2022, the Faculty of Humanities allocated 40% of these funds to the Bachelor's programmes and 60% to research. The Bachelor's programmes mainly spent their share of the funds (€1.17 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 (€1.76 million) was mainly devoted to funding research time for newly appointed university lecturers, strengthening young talent through new PhD places, improving research infrastructure, strengthening groundbreaking research and expanding research support.

### High-profile education projects

#### *2022 UvA Lecturer of the Year*

Jan Aten (Faculty of Medicine), a biologist, was voted the UvA's Lecturer of the Year in 2022.

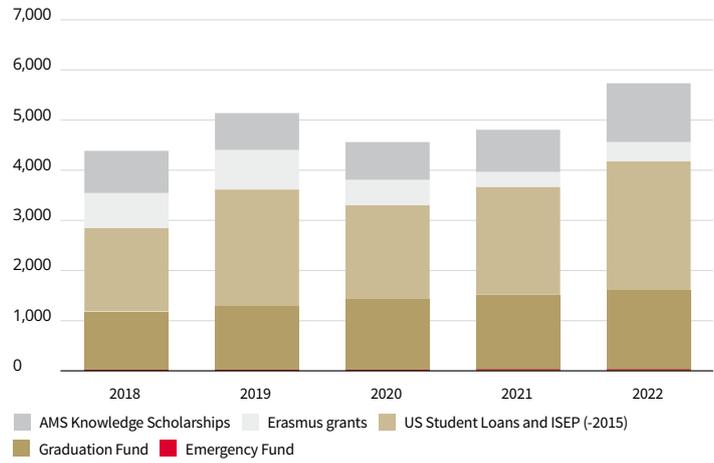
Students appreciate Aten's friendliness, support and ability to explain complex subjects clearly.

The other faculties' short-listed nominees were: Mohammad Nasiri (Faculty of Economics and Business), Erik Bekkers (Faculty of Science), Vassilis Dafnomillis (Amsterdam Law School), Colin Sterling (Faculty of Humanities), Milio van der Kamp (Faculty of Social and Behavioural Sciences) and Richard aan de Stegge (ACTA).

## Financial contributions to students

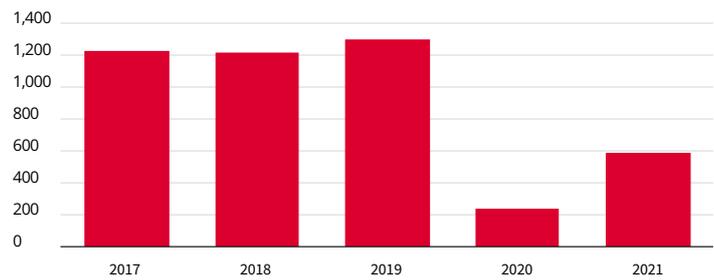
### Contributions to students (x €1,000)

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



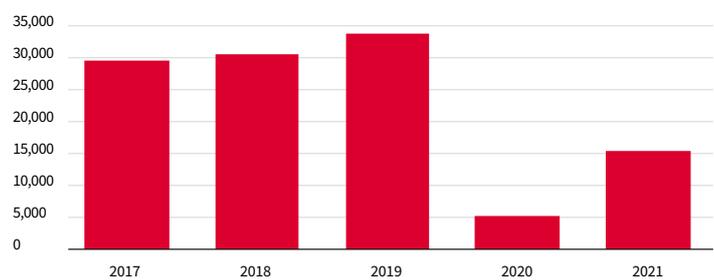
### Number of students with international experience

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



### Number of credits obtained abroad

The graph shows the number of credits obtained abroad.



### 3 FEBRUARY

Not one, but two UvA students receive a 2021 ECHO Award. The award is presented every year to excellent students from a non-Western background who demonstrate active social engagement. Rosie Zheng (Psychology and Artificial Intelligence) won the STEM Award, while Assamaul Saidi Rabah (Law and Political Science) won the Loyens & Loeff Law & Tax Award.

*'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 2022, Master's students Wytze Walstra and Sacha Brons won with their idea for a course entitled 'Food Forestry: Experiencing the Future of Nature and Agriculture.'

*Comenius grant recipients*

Comenius grants enable lecturers to shape their visions and plans for educational innovation in higher education. In 2022, UvA lecturer Rosanne van Wieringen received a Comenius Teaching Fellowship worth €50,000 for innovation in a course component (duration: 12 - 18 months).

**Student financial assistance**

In 2022, the UvA provided financial support to hundreds of students. A portion of this amount consisted of loans to 105 American and 16 Canadian students. These loans were covered by the United States and Canada and are referred to as 'US Student Loans'. In addition, 613 Erasmus+ grants for outgoing exchange students and 84 for STEM internships were funded by the European Commission. The UvA also awarded scholarships for online and in-person summer schools, with 13 students receiving a scholarship to participate in a U21 summer school and 25 receiving a scholarship for an INCiTE summer school. Finally, tuition fees for certain students affected by the war in Ukraine were reduced to the statutory tuition fee rate, which is lower than the institutional tuition fee rate.

The UvA also supported students with a range of other scholarships and loans, including South American scholarships, Amsterdam University Fund scholarships and scholarships from the Ministry of Defence. These scholarships enabled around 20 students to study at the UvA.

In addition, around €1,000,000 was earmarked for knowledge grants known as Amsterdam Merit Scholarships. These scholarships were awarded to incoming students from outside the European Economic Area (EEA).

*Profiling Fund*

In 2022, the UvA allocated more than €1.6 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 850 students because they were members of student councils, programme committees, or student or study association executive boards.

In addition, 110 students received an allowance because they had fallen behind in their studies due to special circumstances, such as illness, disability or pregnancy. Three students received an allowance allowing them to participate in top-level sport, while 28 students received an allowance enabling them to take a dual Master's degree with a workload greater than 60 ECTS.

*Emergency Fund*

In 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 2022, around €11,000 from the Emergency Fund was granted to 12 students who needed assistance.

### Financial support for students

DESCRIPTION	NUMBER OF STUDENTS	TOTAL ALLOCATED AMOUNT (X €1,000)	AVERAGE ALLOCATED AMOUNT IN EUROS	AVERAGE DURATION OF ALLOCATIONS
<i>Students in situations of force majeure:</i> Illness, disability, family circumstances, informal care responsibilities or infeasible study programme	110	188	1,700	5 months
Executive board members of student and study associations and representative advisory bodies	850	1,391	1,636	5 months
<i>Other categories</i> <sup>1</sup> Sporting or cultural performance, support for non-EEA students, outbound scholarships and dual Master's degrees	31	35	1,129	
Emergency Fund	12	11	707	N/A

<sup>1</sup> Including 3 for elite athletes and 28 for students completing a dual Master's degree.

#### 28 FEBRUARY

Five UvA researchers receive Vici grants from the Dutch Research Council, enabling them to spend the next five years developing an innovative line of research and setting up their own research group.

## Reflections of the Joint Meeting

The representative advisory bodies appreciate the fact that the UvA has established a well-thought-out process for applying for and spending the quality agreement funds, with a specific role for the representative advisory bodies. The representative advisory bodies note that many good projects are being funded with this money.

For this reflection on the quality agreements for 2022, the representative advisory bodies were tasked with ascertaining whether the UvA had sufficiently achieved its plans for the period up to and including 2022, 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.

In the Central Budget for 2022, the UvA stated that the quality agreement funds would be spent on:

- improving and intensifying contact between students and lecturers;
- funding professional development opportunities for lecturers;
- setting up Teaching & Learning Centres (TLCs).

### *Teaching facilities*

As part of the quality agreements, funds were set aside at the central level for the creation of suitable teaching facilities to support intensive teaching methods and enable community building.

Based on careful consideration, the Joint Meeting is satisfied with the progress made. In spite of the challenge of too few proposals, the UvA has made significant efforts to achieve its objectives. Following the changes to the requirements for budget requests and active encouragement of the faculties to submit plans and proposals, many excellent proposals have been developed. The availability of central funds will significantly contribute to the creation of suitable teaching facilities to support intensive teaching methods and enable community building.

The Joint Meeting is satisfied with the extent of its involvement with the implementation of the plan. It feels that its input has been taken into consideration and that the process has been transparent. Moreover, it appreciates the fact that the process was fast-tracked, allowing projects to be implemented more efficiently.

### *Teaching and Learning Centres*

The UvA has set up TLCs both at the central level and in each faculty. The quality agreement funds have been used only to support the creation of the faculty TLCs. For the purposes of the quality agreement funds, only the appointment and deployment of additional staff for the faculty TLCs must be accounted for. The Central Student Council (CSR) believes that the UvA has sufficiently realised its plans to set up a TLC at the central level. Consultation of and collaboration with the CSR have been satisfactory. At faculty level, it appears that most TLCs are functioning well. There is room for improvement in the website, and thus the facilities, provided by the TLC of the Faculty of Dentistry (ACTA).

### *Professionalisation of lecturers*

The quality agreement funds are primarily being used to expand the range of training courses on offer.

Specifically, over the next six years, the UvA will invest in:

1. extending the range of University Teaching Qualification+ (UTQ+) courses and workshops;
2. the UvA-wide introduction of pre-UTQ programmes; and
3. peer coaching, training and feedback.

The COR notes that the UvA has done a great deal of work in this area. The initiatives also fit in nicely with the developments proposed under the Outline Memorandum on Lecturer Policy, which gives lecturers guaranteed time for their Lecturer Development Programmes. The COR endorses these investments but would like to have more of a say on the precise details.

TLCs have been set up at both central and faculty level, to support the development of high-quality teaching and learning practice. The TLCs appear to be working well in general, although there are certain differences between the faculties. So far, the representative advisory bodies have had little input into the TLCs' projects and activities. In consultation with the Executive Board and TLCs, thought will be given to how this situation could be improved.

*Has the UvA sufficiently achieved its plans for the period up to and including 2022, taking into account the amount of effort invested and the need to deal with unforeseen circumstances?*

On the whole, the UvA has made considerable progress towards achieving its plans for the period up to and including 2022. However, the planned teaching facilities have not been created, which has caused delays in achieving the objectives. The UvA has taken steps to address this issue by actively seeking proposals and improving the process, and the Joint Meeting feels that it has been adequately involved.

Unlike in the early years of the quality agreement funds, when many short-term projects were funded, more long-term projects are now being approved, with less explicit involvement from the Joint Meeting, the decentralised works councils and faculty student councils, and the programme committees. The projects are clearly explained in the budget and quarterly reports, but for the faculty student councils in particular, whose members serve terms of only one year and are not so aware of the history of the spending of the quality agreement funds, a more detailed explanation and discussion would be appropriate. Furthermore, where quality agreement funds are spent on long-term projects, these projects do not tend to stay on the radar of certain programme committees. In future, the faculty representatives could let their faculties know whether sufficient discussions have been facilitated within the faculty. If not, such discussions could be incorporated into meetings between the faculty boards and the financial portfolio holders in the representative advisory bodies.

The very different ways in which the faculties have spent the funds is a good thing, because it reflects the faculties' diverse needs. However, as a consequence, the level of involvement of the representative advisory bodies has also varied widely. There is no doubt that the representative advisory bodies have been actively involved, but at a local level, not all of the bodies (works councils, faculty student councils and programme committees) have been involved to the same extent.

The Faculty Student Council of the Faculty of Medicine was initially unhappy with the way in which the evaluation process unfolded within the faculty. There is a long-running debate within the Faculty of Medicine about the faculty budget, and comments have been made about how the evaluation of the quality agreement funds was carried out. However, at the moment, the evaluation is proceeding appropriately.

The Joint Meeting notes that the funds for 2022 have been properly spent but that a decision still needs to be made on the allocation of the money remaining unspent from the pandemic years. The Joint Meeting is satisfied that the UvA recognises the urgency of this problem and is looking for solutions.

*Has the participation of the Joint Meeting in the implementation of the plan been satisfactory?*

The Joint Meeting feels that involvement at the central level has been good. However, there has been a lack of involvement at the faculty level. The faculty boards have not sufficiently involved the faculty student councils in decision-making or given them enough information about the implementation of ongoing projects, even though the councils are responsible for monitoring the quality agreements.



**What was your first impression of Amsterdam?**

**Sam Jones** (Communication Science student): 'I'm from Abcoude. On a map, you'll find my village right below the IWO exam halls, for those of you who know what I'm talking about. I went to high school in Amsterdam and noticed pretty quickly that the city is way busier, faster and more hectic than anything I was used to. But after moving here, I started to feel at home very quickly. Probably because nobody stands out as being 'different' in Amsterdam. Even more so, people encourage you to be yourself. That's why I feel super comfortable in this city and I never want to leave again.'

My advice to new students would be to experience lots of new things. Go to social gatherings, parties, events! At first it might be a little scary, but it's good to realise that everyone who's new has that same feeling. Everyone is starting from scratch. Maybe you'll meet people and immediately be convinced that they'll become your new friends and it turns out differently. But don't worry: Keep visiting new places and you will find your people too!'

BRITARY

### 3. 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. An agreement was reached in mid-2019. 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 of Education, Culture and Science concerning the allocation of the funds.

The UvA has selected the following themes:

- 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. These centres have an important role to play in lecturer professionalisation, knowledge sharing and educational innovation. A more detailed version of this report on the quality agreements can be found on the UvA website.

#### General overview

2019 was the first year of implementation of the quality agreements. Any funds that were not spent in 2019 were earmarked in the balance sheet and remained available for spending in 2020. It was expected that progress would continue in 2020, but the COVID-19 crisis severely hampered the implementation of the quality agreements. 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 University continued to contend with the COVID-19 crisis in 2021. In 2022, spending proceeded well, and the budget was largely spent. However, the UvA was still unable to fully clear the spending backlog from previous years. Last year, in preparation for the interim assessment of the quality agreements, an internal evaluation of the process and spending was performed. In late October, the NVAO said that the situation described in the evaluation met the criteria in the accountability reporting protocol. This means that the NVAO has advised the Minister of Education, Culture and Science to release the remainder of the quality agreement funds to the UvA as planned.

The tables show that, within the 'Lecturer professionalisation' theme, the spending backlog from previous years grew in 2022. In addition, spending on TLCs has still not reached the desired level. Spending on the central theme of 'suitable and high-quality teaching facilities' (referred to as 'teaching facilities' for the sake of simplicity) was still lower than budgeted in 2022; major catch-up efforts are planned for 2023. For the theme of 'intensification of education', virtually the entire available budget for 2022 was spent last year. There is still money left over from previous years; no progress was made on clearing the backlog.

<sup>1</sup> The UvA has decided to call this theme: "intensification of education".

## Bestedingen middelen kwaliteitsafspraken per thema

**Table 1: Budgeted figures and actual results by theme, 2022 plus remainder of 2019 – 2021 funds (amounts x €1 million)**

SPENDING OF FUNDS BY THEME: AVAILABLE 2022 FUNDS + REMAINDER OF 2021 FUNDS	REMAINDER 2019 + 2021	BUDGETED 2022	AVAILABLE 2022	ACTUAL 2022	REMAINDER 2022
Intensification of education	4.4	16.1	20.5	14.2	6.3
Further lecturer professionalisation	0.8	3.5	4.3	2.9	1.4
Suitable and high-quality teaching facilities	0.7	1.0	1.7	0.5	1.2
Teaching and Learning Centres (TLCs)	0.3	0.3	0.6	0.3	0.3
Other	0.1	0.0	0.1	0.0	0.1
<b>Total</b>	<b>6.3</b>	<b>20.9</b>	<b>27.2</b>	<b>17.9</b>	<b>9.3</b>

\* 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, 2022 plus remainder of 2019 – 2021 funds (amounts x €1 million)**

SPENDING OF QUALITY AGREEMENT FUNDS BY FACULTY	REMAINDER 2019 + 2021	BUDGETED 2022	AVAILABLE 2022	ACTUAL 2022	REMAINDER 2022
Faculty of Humanities	1.9	2.9	4.8	2.8	2.0
Amsterdam Law School	0.8	2.0	2.8	1.7	1.1
Faculty of Science	1.1	3.5	4.6	2.8	1.8
Faculty of Economics and Business	-0.6	2.4	1.8	2.0	-0.2
Faculty of Social and Behavioural Sciences	1.4	4.4	5.8	4.0	1.8
Faculty of Medicine	0.8	2.7	3.5	1.6	1.9
Faculty of Dentistry	0.1	0.8	0.9	0.9	0.0
Amsterdam University College	0.1	0.3	0.4	0.4	0.0
UvA-wide	0.7	1.9	2.6	1.7	0.9
<b>Total</b>	<b>6.3</b>	<b>20.9</b>	<b>27.2</b>	<b>17.9</b>	<b>9.3</b>

**Table 3: Forecast use of funds by theme, 2023 – 2024 (amounts x €1 million)**

FORECAST SPENDING OF FUNDS BY THEME	REMAINDER 2019 + 2022	BUDGETED 2023	AVAILABLE 2023	ACTUAL 2023	REMAINDER 2023	BUDGETED 2024	AVAILABLE 2024	ACTUAL 2024	REMAINDER 2024
Intensification of education	6.3	18.0	24.3	18.0	6.3	20.2	26.5	21.1	5.4
Further lecturer professionalisation	1.5	4.5	6.0	5.1	0.9	5.1	6.0	5.7	0.3
Suitable and high-quality teaching facilities	1.1	0.7	1.8	1.3	0.5	0.8	1.3	1.3	0.0
Teaching and Learning Centres (TLC's)	0.3	0.3	0.6	0.5	0.1	0.3	0.4	0.4	0.0
Other	0.1	0.0	0.1	0.0	0.1	0.0	0.1	0.0	0.1
<b>Total</b>	<b>9.3</b>	<b>23.5</b>	<b>32.8</b>	<b>24.9</b>	<b>7.9</b>	<b>26.4</b>	<b>34.3</b>	<b>28.5</b>	<b>5.8</b>

### 2 MARCH

Following the Russian invasion of Ukraine, the UvA provides help to staff and students in Russia or Ukraine and to students and staff from the region who are studying in the Netherlands. A crowd funding campaign raises more than 126,000 euros to provide emergency financial assistance to students.

## Reflections of the Supervisory Board

The Supervisory Board has taken note of the section in the UvA Annual Report in which the Executive Board reports on the progress made in implementing the quality agreements. The Supervisory Board has also taken note of the more extensive report that has been published on the UvA website as an addendum to the Annual Report. The Supervisory Board observes that both reports correspond to the information provided to it by the Executive Board over the years.

In recent years, the UvA has invested a great deal of effort in the effective implementation of the 2019 – 2024 quality agreements. Following consultation with the university community, it was decided that this effort would be directed towards the themes of ‘Further lecturer professionalisation’, ‘Suitable and high-quality teaching facilities’ and ‘More intensive and small-scale education’ and towards setting up ‘Teaching & Learning Centres’ (TLCs). The Supervisory Board believes these themes were well chosen and remain relevant. Supporting lecturers through the TLCs was a good decision, at a time when circumstances related to COVID-19 caused an acceleration in the use and development of hybrid teaching.

After the launch in 2019, implementation was hampered by the COVID-19 pandemic in 2020 and 2021. Spending was below the targets. Fortunately, it was possible to roll the remaining funds over to the following year. The UvA had already managed to give a boost to the implementation of the agreements in 2021, and in 2022, it managed to spend the vast majority of the amount budgeted for that year. The remainder of the 2022 funds will be added to the funds left over from previous years, increasing the total backlog. Based on the forecast in the Executive Board’s reports, the backlog will be reduced in 2023 and 2024. Extra efforts will be required over the next few years to fully spend the available funds on the agreed objectives. Measures to encourage and support faculties, some of which were implemented in response to the internal evaluation, will contribute to these efforts. Following its interim assessment, the NVAO issued a favourable opinion to the Minister, recommending that the remainder of the quality agreement funds be released to the UvA and observing that the UvA met the criteria from the accountability reporting protocol.

The implementation of the plans and spending of the funds vary between themes and between faculties. The Executive Board’s report provides a detailed overview. The Supervisory Board observes that the representative advisory bodies have been involved in implementing the quality agreements. However, in its reflections, the Joint Meeting called attention to the extent to which the representative advisory bodies have been informed of the progress made on projects and have been given an opportunity to actively contribute to their content. In particular, the provision of information to the faculty councils could be better. The Supervisory Board expects the Executive Board and the representative advisory bodies to discuss this matter.

The Supervisory Board commends all involved on the results achieved so far and is confident about the further implementation of the quality agreements over the next few years.



### 16 MARCH

Construction of the new University Library enters a new phase. Anyone visiting the construction site can appreciate how impressive it is to do this kind of structural engineering in historic Amsterdam. According to the new schedule (revised due to hurdles causing delays and rising costs), the library will be ready for use in early 2024.



All organisational units have drawn up a plan to spend the remaining funds in the next few years. The remaining amounts will be added to the 2023 budget. In addition to the available budget for the upcoming years and the spending already planned, in the remainder of the quality agreement term, the UvA will make every effort to spend the surpluses from previous years.

In 2022, each faculty's representative advisory bodies were involved in the process of deciding how the quality agreement funds should be used. The faculty student council, works council and programme committees were given opportunities to provide solicited and unsolicited advice in various ways: in writing, in regular meetings or during special meetings arranged to discuss the use of the funds. The representative advisory bodies also receive the faculty quarterly reports as standard. These documents contain comprehensive updates on matters relating to the quality agreements.

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

FORECAST SPENDING OF FUNDS BY FACULTY	REMAINDER 2019 + 2022	BUDGETED 2023	AVAILABLE 2023	ACTUAL 2023	REMAINDER 2023	BUDGETED 2024	AVAILABLE 2024	ACTUAL 2024	REMAINDER 2024
Faculty of Humanities	2.0	3.3	5.3	3.7	1.6	3.7	5.3	3.7	1.6
Amsterdam Law School	1.2	2.1	3.3	2.8	0.5	2.3	2.8	2.7	0.1
Faculty of Science	1.8	3.8	5.6	4.0	1.6	4.4	6.0	4.1	1.9
Faculty of Economics and Business	-0.2	2.5	2.3	2.3	0.0	2.6	2.6	2.6	0.0
Faculty of Social and Behavioural Sciences	1.8	5.1	6.9	4.9	2.0	5.8	7.8	7.8	0.0
Faculty of Medicine	1.9	2.8	4.7	3.0	1.7	3.2	4.9	3.1	1.8
Faculty of Dentistry	0.0	0.9	0.9	0.9	0.0	1.1	1.1	1.2	-0.1
Amsterdam University College	0.1	0.4	0.5	0.5	0.0	0.4	0.4	0.5	-0.1
UvA-wide	0.9	2.4	3.3	2.7	0.6	3.0	3.6	3.0	0.6
<b>Total</b>	<b>9.5</b>	<b>23.3</b>	<b>32.8</b>	<b>24.8</b>	<b>8.0</b>	<b>26.5</b>	<b>34.5</b>	<b>28.7</b>	<b>5.8</b>

### 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. One of the central goals was to expand the range of 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 Teaching & Learning Centre (TLC). Since 2019, the central TLC has been steadily expanding its range of professionalisation modules.

In 2022, 19 different courses were offered. The number of participants in advanced courses was lower in 2022 than in 2021 (148 compared with 202). This is partly due to changes in the workforce: there were, temporarily, fewer hours available to coordinate courses. It is also due to stricter enforcement by the central TLC of the minimum number of participants needed for a course to go ahead. For this reason, the number of times the courses were offered decreased (from 39 to 34). The total number of participants in courses run by the central TLC was also lower in 2022 than in 2021 (176 compared with 202). By contrast, the number of participants in the UTQ course increased to 75 (from 15 in 2021). In 2022, responsibility for running pre-UTQ courses was largely transferred to the faculty TLCs. They have been given money from the central funds to appoint their own trainers.

The focus areas from 2022 remain the starting point for 2023, and the expert team has been expanded with a number of educational research fellows. For 2023, the spending goals for the central quality agreement funds are:

- Rstandard advanced courses (UTQ+ modules);
- expanding the range of courses and expertise in blended learning;
- development hours/grant system;
- educational research fellows;
- 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 teaching facilities to support a diverse range of student-activating 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 2022, implementation of the projects that had already been approved largely proceeded as planned. The Amsterdam Law School had two requests for custom solutions approved, one of which has already been implemented. The other will be implemented in 2023. The Faculty of Social and Behavioural Sciences had one request for a custom solution approved, relating to the new Bachelor's programme in Computational Social Science; this will also be fully implemented in 2023. The Faculty of Science also had a request approved, to make a tutorial room suitable for hybrid and student-activating teaching.

In response to the internal mid-term review of the quality agreements that took place in 2021, the advisory committee for requests for custom solutions decided to meet more often, starting from the 2021 – 2022 academic year. Their meetings were initially annual but will now be held once every three months.

The advisory committee has also started providing faculties with more active support at the planning stage. For several years, the number of requests from faculties had been lower than projected for this theme. The additional support has helped: an inventory carried out in late 2022 generated a substantial number of new requests. The advisory committee will consider these requests in early 2023.

### **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 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 2022, the ACTA once again focused on the themes of 'Intensification of education' and 'Further lecturer professionalisation.' Progress was made on the first theme with the development and implementation of an improved portfolio in the third year of the programme and the development of an improved portfolio for the first year of the Bachelor's degree. Work was also done to expand the number of Dentistry lecturers.

In the area of lecturer professionalisation, the faculty continued with its chosen approach. Among other achievements, two new modules for training dentistry lecturers (particularly external lecturers) in the art of teaching were developed in collaboration with LEARN and Amsterdam UMC. The faculty TLC sought further collaboration with the lecturer professionalisation team. In addition, several incentive grants (€75,000) were made available for student-activating teaching.

Distribution of the quality agreement funds was coordinated with the Faculty Student Council in the 2019 – 2020 academic year. Progress is reviewed every two months in meetings between the Faculty Student Council, the director of education and the controller.

### Faculty of Medicine (AMC-UvA)

Under the theme of ‘intensification of education’, the Faculty of Medicine is engaged in activities on three faculty sub-themes: ‘intensification of education’, ‘strengthening learning in context’ and ‘better feedback for lecturers on their teaching’. In 2022, for example, the number of active medical educators was expanded to 22 FTEs. For the Bachelor of Medicine, medical educators continued their work on making teaching more blended and small-scale. They also ran tutorials and assumed responsibility for mentoring in the Basic Medical Education learning path. Additionally, the deployment of medical educators for skills training work (on developing and delivering courses) has been expanded.

Another project relating to the intensification of education was the eHealth Living Lab (see also the UvA 2021 Annual Report). Delivery of this lab was delayed due to COVID-19 and is now scheduled for 2023.

The faculty has been working on an app that lecturers in all degree programmes can use to obtain feedback on their teaching performance. In 2022, there were too many technological barriers for a pilot to be launched for the app. The faculty opted for an alternative approach, using an existing evaluation tool (EvaSys).

In the area of lecturer professionalisation, the quality agreement funds have been used for the professionalisation of newly hired junior lecturers and medical educators. In addition, the Faculty of Medicine TLC platform has been made more professional. To make the range of courses offered by the TLC more aligned with staff needs, a needs assessment was carried out in 2022 among lecturers in the Faculty of Medicine. This led to a report setting out possible starting points for future approaches to lecturer professionalisation by the TLC.

The progress of the activities and 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

Because of the good results of the ‘Student Engagement’ and ‘Learning in Context/My Future First’ projects, the Faculty of Economics and Business decided to allocate the majority of the quality agreement funds to these projects in the past few years, and 2022 was no exception. These projects help students feel more connected to the University and provide them with guidance and support to help them develop from the start of their studies until they graduate. The projects come under the ‘Intensification of education’ theme.

The faculty also decided to continue providing extra support to lecturers and to increase the budget allocated to the sections, due to the high demand for student assistants. This increase in the budget for student assistants had the support of the representative advisory bodies.

### 17 MARCH

The European Research Council awards Consolidator Grants worth 2 million euros to three UvA researchers. These prestigious grants are personal, designed for researchers who obtained their PhD 7 to 2 years ago. Two more UvA researchers received Consolidator Grants in November 2022.

Various activities were organised to provide more support to lecturers in developing their teaching. Money was also set aside in the budget for the Faculty of Economics and Business Case Centre, to introduce students to external organisations during their studies.

No new projects were set up in 2022.

As in previous years, at the start of 2022, the representative advisory bodies were consulted about the allocation of the quality agreement funds. The Faculty Student Council and the Works Council both issued positive opinions. The programme committees also issued a favourable opinion, while at the same time providing input on the content of the projects.

### Faculty of Humanities

Under the theme of 'Intensification of education', the Faculty of Humanities has formulated three faculty themes: strengthening the research-intensive character of education (particularly skills education), cross-fertilisation between the city and the surrounding area, and intensification of academic student counselling. For the first faculty theme, annual spending continued in 2022 on strengthening the final year of both the Bachelor's and Master's programmes. As part of this work, additional lecturer hours were allocated and additional thesis tutorials and symposia were organised. For the second theme, as in 2021, funds were spent on strengthening and intensifying the interaction between Master's programmes and their immediate environment. For example, more intensive collaboration was encouraged with external partners (such as knowledge institutions and museums), students were given more contact with the professional field and there was an investment in the supervision of students selecting or engaged in work placements.

For the third theme, spending continued on expanding and improving academic student counselling within the College of Humanities and the Graduate School of Humanities.

In the context of the 'Lecturer professionalisation' theme, a list was compiled of the skills that lecturers can develop, and the range of courses on offer was reviewed. Work also began on improving access to these courses. In 2022, two education experts were appointed to the Humanities TLC to support lecturers in dealing with diversity, teaching groups of international students, giving feedback, creating a safe learning environment and applying more efficient forms of student guidance and support.

Since no new plans were formulated in 2022 and no changes were made to the spending goals, there was no dialogue with the representative advisory bodies regarding the quality agreement funds. However, the representative advisory bodies (Works Council and Faculty Student Council) were kept informed through quarterly reports.

### Faculty of Science

In 2022, the Faculty of Science 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 and community building. In 2022, as part of the first faculty theme, the recruitment of university lecturers and postdoctoral researchers with expanded teaching duties was completed. These lecturers make a significant contribution to teaching in our faculty.

In the context of the second theme, money was spent on skills training in the Master's programmes and 'community service learning' courses in the student labs and Student Impact Centre. A career orientation course was also offered within the Professional Skills learning path, which enjoyed great popularity.

#### 1 APRIL

Els van der Plas becomes the new director of the Allard Pierson Museum. She was previously managing director of the Bonnefanten Museum in Maastricht. Van der Plas succeeds Wim Hupperetz, who has accepted the role of Chief Science Officer at the Cultural Heritage Agency of the Netherlands.

Within the 'community building' theme, the Faculty of Science invested in social activities with a special focus on international Master's students. The 'Bèta Break' social platform also received support. Finally, the faculty funded SPaCie, a joint committee of all of the study associations formed with the objective of organising activities for all students in the faculty.

Progress was also made in the area of lecturer professionalisation. For example, basic teaching skills training for teaching assistants is now established practice. The Visible learning paths project has improved the substantive cohesion of the Bachelor's programmes, increased lecturers' levels of knowledge and strengthened collaboration within lecturer teams.

During the year, the Faculty Student Council and the Works Council were verbally informed of developments and the progress of the faculty plan. Both councils were also sent a copy of the 2021 annual report on the quality agreement funds.

### **Amsterdam Law School**

#### *Bachelor's and Master's programmes in law*

For the Bachelor's phase of the law programmes, the focus is on student-activating teaching and experience-driven learning to promote student engagement and satisfaction. This will be shaped by the reform of the Bachelor's programme, which will be introduced year by year, starting in the 2023 – 2024 academic year. 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 through student-activating teaching methods in a small-scale setting in a number of courses and through continued development of experience-driven learning through the Amsterdam Law Practice. The quality agreement funds are now being spent on improving and intensifying teaching in all Master's programmes. Each degree programme has submitted a budget for implementing the actions, which will run until 2024 at the latest. The plans for each Master's programme or Master's track have been discussed with the relevant programme committee, enabling them to have input into and give advice on the content and implementation.

In the area of lecturer professionalisation, money was spent during the year on an internal UTQ course for all lecturers, a course for beginning lecturers to obtain the Academic Tutorial Teaching Qualification (BKAW), innovation in teaching by course coordinators and a greater focus on visible learning paths.

#### *Politics, Psychology, Law and Economics (PPLE)*

In the PPLE programme, further work was done on the 'Intensification of education' theme. Staffing levels for the Politics and Law majors have been increased, and will be increased further (up to one extra group per major), to ensure the groups do not become too large and to remove the need to recruit new staff when enrolment numbers for the majors concerned are a little higher than usual. In addition, more opportunities have been created to give individual feedback to students.

In the context of strengthening students' academic and professional skills, the collaboration with the School of Life was continued in 2022. Work was also done on a learning path for legal skills for the Law major, and a learning path for research skills was mapped out.

Under the 'Further lecturer professionalisation' theme, money was spent on better supervision of lecturers during the development of assessments, with the aim of increasing the diversity of assessment formats.

A UTQ course for nine tutors started in 2022 as well; the cost of this course was paid out of the quality agreement funds. In addition, the Advanced UTQ track for the Head of Study Politics and the Programme Manager, who are both also lecturers, was paid for using the quality agreement funds.

The faculty TLC provides support to the programmes as they implement the actions. In January 2022, the spending plans for 2022 – 2024 were discussed in the consultative meetings with the Works Council and the Faculty Student Council.

### 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 faculty themes have been identified: ‘differentiation and interconnectedness’, ‘balance between contact hours and independent study’, ‘learning in context’ and ‘feedback and regulation.’

The specific interventions required vary between programmes. Each year, at the programme level, new plans are drawn up and existing plans are amended if necessary. All programmes give special attention to: providing material for deepening and remediation, methodology, inclusive education, effective use of practical experience in education, intensification of education, improvement of learning paths, and extra tutorials and feedback. Examples of successful projects and activities include:

- a support programme for first-generation students and students coming from higher professional education, to promote a better connection with the University (Social Sciences);
- making tutorial teaching more intensive by making tutorial groups smaller (Social Sciences);
- a ‘pressure cooker’ to help students become familiar with the labour market and with professional skills (Social Sciences);
- introducing remedial statistics education (Pedagogical and Education Sciences);
- intensification of supervision during the thesis phase through better feedback and more meetings (Communication Science);
- more individual feedback on assignments, giving students a better idea of how to apply their knowledge in practice (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 2021 – 2022, the funds were spent on the following projects (not an exhaustive list):

- collaboration between more experienced and less experienced lecturers in lecturer teams;
- development of a crash course for new lecturers on alternative education techniques;
- courses and training programmes on diversity and inclusion;
- increasing the number of places in the Advanced UTQ track;
- research into the design and implementation of transdisciplinary education;
- development of lecturer training on problem-based learning.

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. Quarterly reports were also 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.

### 6 APRIL

For the fifth year running, the UvA is the best in the world in Communication & Media Studies, according to the 2022 QS World University Rankings by Subject. A total of 8 UvA subject areas are ranked in the top 20.



When starting university you will meet a lot of new people during lectures and seminars. But how do you actually make new friends? To help you find out, we asked some of our students how they built some of their friendships during their first year as a student.

Here are three of their tips:

1. Go to the drinks of your study association. Although it might be scary at first, it's a great way to get to know some of your fellow students better.
2. Say yes to things, even if you are quite shy. And in case no one else does, throw a party!
3. Although it might be tempting to study at home, the campus is the place to interact. So go to the campus and enjoy it, it's the perfect place to meet new people.

## 4. 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 are being distributed in two tranches. The first tranche consisted of a lump sum based on an adjusted baseline estimate, while the second tranche of NPO funds is being distributed on the basis of administrative agreements for education and research. The NPO funds must be spent by 2024 at the latest. For the second tranche, the UvA has 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.

**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	TO BE SPENT 2023, 2024
<b>FUNDING</b>					
Teaching component funding: COVID-19 allowance (2nd tranche)	5,306	4,740	892	3,354	5,800
Research funding	3,201	3,201	2,070	3,377	955
Teaching component funding: extra student intake 2020 – 2021 academic year	17,008	0	17,008	0	0
Teaching component funding: compensation for tuition fee reduction	12,955	27,663	12,955	27,663	0
<b>SUBSIDIES</b>					
Extra help in the classroom scheme	1,396	0	1,396	0	0

### Implementation of the Administrative Agreement: Research

The aim of the NPO funds for research is to enable researchers on temporary contracts whose research was delayed due to the pandemic to complete their research. This is 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 will be fully 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 2022, by faculty (excluding Medicine, amounts x €1,000)**

FACULTY	REMINDER 2021	ALLOCATED IN 2022	AVAILABLE IN 2022	SPENT IN 2022	REMAINDER IN 2022
Faculty of Economics and Business	43	166	209	209	0
Faculty of Dentistry	0	11	11	11	0
Amsterdam Law School	0	130	130	130	0
Faculty of Humanities	444	444	887	887	0
Faculty of Social and Behavioural Sciences	644	1,240	1,885	929	955
Faculty of Science	0	1,211	1,211	1,211	0
<b>Total</b>	<b>1,131</b>	<b>3,201</b>	<b>4,332</b>	<b>3,377</b>	<b>955</b>

**Table 3: Budgeted figures and actual results for NPO research funds in 2022, UvA-wide (excluding Medicine, amounts x €1,000)**

NPO RESEARCH EXCLUDING THE FACULTY OF MEDICINE	RESEARCHERS WHO RECEIVED ASSISTANCE	TOTAL COSTS	BUDGET
A. NPO researcher support programme	115	3,377	4,332
B. UvA funds	14	246	
<b>Total</b>	<b>129</b>	<b>3,623</b>	<b>4,332</b>

### Implementation of the Administrative Agreement: Education

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

- student well-being and social connection;
- 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	PLANNED 2024	TOTAL
Flexible intake and progression	554	2,942	1,718	2,873	764	5,910
Student well-being and social connection to degree programmes	91	544	363	926	0	1,380
Support and supervision for internships	28	109	122	97	0	247
Clerkships and teacher training	19	385	394	189	189	790
Teacher-training programmes	94	483	559	407	0	1,060
Other (language skills, participation in national secondary/higher education connection)	105	112	199	276	80	660
Not yet allocated	0	0	0	0	0	0
<b>Total</b>	<b>892</b>	<b>4,577</b>	<b>3,354</b>	<b>4,767</b>	<b>1,033</b>	<b>10,046</b>

### Student well-being and social connection

After the original proposal for the use of the NPO student well-being funds had been approved by the representative advisory bodies, additional funds were allocated for 2021 and 2022 (€200,000). The UvAcare project leader started in April 2022, and the student well-being project leader started in May. The student well-being project leader was tasked with promoting knowledge sharing and strengthening communication; the student well-being project leader is responsible for communication at the national level.

Not all of the available NPO funds were spent in 2022. The remaining money will be carried over to 2023 and will primarily be used to strengthen the student guidance and support structure. In addition, there is a plan to hold a national eHealth conference in the second or third quarter of 2023. Work will also be done in 2023 on better guidance and support for international students in UvA student housing through a Residence Assistants coordinator.

### 21 APRIL

The Library's Online Study Space is named the best and most innovative project during the pandemic by the Art Libraries Society of the Netherlands. The Online Study Space is a study environment that provides structure and a place where students can share knowledge and motivate each other.

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

ACTIONS	BUDGET 2022	ACTUAL 2022	BUDGET 2023
Strengthening central supervision structure	700	347	353
Continuing UvAcare	200	26	174
<b>Total</b>	<b>769</b>		
UvA work on national project	389	51	338

### 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. 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. expanding the Radiology clerkship;
3. procuring existing clerkship places via Radboud University;
4. 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 2022, a total of 68 students each completed a 3-week clerkship. The NPO funds were used to fund 0.8 FTE of supervision by a clinical specialist in geriatric medicine. Cordaan was also compensated for hosting the medical interns. The same number of hours' worth of places at the WijkKliniek will be offered again in 2023; the programme is aiming to offer these places on an ongoing basis.

More details on (2): the Radiology clerkship was expanded from the equivalent of four to the equivalent of six full-time clerkships per year, and the length of the clerkship was extended from four to six weeks. A software licence was purchased so that more clerkship places could be offered.

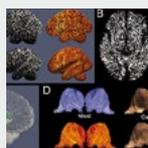
More details on (3): in 2022, existing clerkship places for nine students were procured through the medical degree programme at Radboud University. This project will continue in 2023.

More details on (4): a special tool has been developed to make it easier for students to select an elective clerkship. The development and implementation of this tool will continue in 2023.

Approximately half of the €790,000 budget was spent in 2022 (see Table 6). The remaining funds will be spent in 2023 and 2024.

**Table 6: Budgeted figures and actual results for support for AMC-UvA clerkships, 2022 – 2024 (amounts x €1,000)**

	BUDGET 2022/2023	ACTUAL 2022	BUDGET 2023
Support for clerkships	771	394	377



#### 28 APRIL

UvA scientists succeed in creating an extremely detailed 3D reconstruction of the human brain, combining MRI and microscopy to generate images of the brain. In line with the principles of open science, the team makes all data freely available.

*Clinical internships at ACTA*

The COVID-19 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 2022. There are now 220 internship sites in total, and around 150 students have completed an external internship. This means a stable and sufficient number of external internship places has been created for 2022 – 2023. The temporary expansion will continue in 2023 – 2024.

More details on (2): to reduce the backlog of Master's students (from the 2021 – 2022 and 2022 – 2023 academic years), additional clinical training was offered, and extra staff were hired to make this possible. This ensured third-year Master's students could graduate without a study completion delay and allowed the first year of the Master's programme in 2022 – 2023 to return to the normal schedule.

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

**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	219	122	97

### Study completion delays and dropouts from teacher training programmes

#### *Primary teacher training programmes*

Four goals were defined for the NPO funds allocated to primary teacher training programmes:

1. additional mentoring for new first-year students;
2. additional academic counselling hours;
3. additional internship and thesis supervision;
4. additional attention in the curriculum on teaching students suffering from educational disadvantages and inequalities of opportunity.

More details on (1): five mentor groups were set up to create additional mentoring hours for first-year students. In 2022, 16 two-hour meetings were held. Embedding and coordination with other modules also took place. The additional deployment of lecturers came to a total of 474 hours.

More details on (2): the additional hours meant that the study advisers were able to provide more personal coaching to students, as they did in 2021 (with an additional 0.2 FTE divided between two study advisers). The study advisers also held extra progress interviews with second-year students. In total, study advisers worked an additional 372 hours.

More details on (3): in 2022 – 2023, 13 additional thesis supervisors were arranged to provide better supervision of students studying for longer than the nominal period, and coordination was expanded. Supervised thesis writing sessions were also offered to all thesis students. The total additional capacity was 380 hours.

Additional classroom management lessons were taught. These took various forms. For fourth-year students, there were seven additional peer feedback meetings, three workshops and additional individual coaching. Third-year students attended five preparatory meetings for the internship and eight coaching meetings led by academic teacher trainers. The total additional capacity was 200 hours.

More details on (4): for 2022, 80 hours were once again set aside for project coordination to ensure the curriculum gives greater attention to students suffering from educational disadvantages and inequalities of opportunity. Development hours were also made available to strengthen the education science path. A total of 110 hours were set aside for these purposes in 2022

#### *Secondary teacher training programmes*

Six projects were defined for the NPO funds allocated to secondary teacher training programmes. These projects were started in 2021 and continued in 2022.

1. strengthening students' pedagogical and general teaching skills;
2. strengthening students' diagnostic skills and improving the curriculum with the aim of compensating for the disadvantages faced by secondary school students;
3. intensifying supervision of transfer students;
4. improving internship supervision by host schools;
5. expanding the capacity of the internship office;
6. additional mentor hours and lesson visits.

More details on (1): a university lecturer was hired on 1 September 2021 on a two-year contract, with a workload of 0.1 FTE. She is actively involved in the students' education and supports the team of teachers in the Interfaculty Teacher Training Programmes (ILO). In addition, extra hours were once again given to an educationalist for seminars in the Pedagogy and General Teaching Skills A and B courses.

More details on (2): in 2022, a lecturer development 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, in the Pedagogy and General Teaching Skills B courses, educationalists experimented with double seminars. During these seminars, the students were given extra time to deepen their understanding of pupil diagnostics, using 10 authentic pupil case studies and relevant literature.

More details on (3): 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 2022, as in 2021, her contract was partially paid for using NPO funds.

More details on (4): the ILO has worked to improve the basic training given to internship supervisors and has also developed a range of in-depth training courses. A pilot was run in the autumn of 2021, trialling a new form of training for workplace supervisors. In 2022, various in-depth training sessions were organised for workplace supervisors, including on supervising transfer students. In addition, information meetings have been held for all workplace supervisors since the start of 2022. They are encouraged to bring their questions and problems to these meetings.

More details on (5): in 2022, as in 2021, the ILO internship coordinator was given additional hours to arrange internship places. As a result, nearly all students obtained an internship place on time.

More details on (6): as in 2021, NPO funds were used to extend contracts across the board. As a result, 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 2022. The remaining NPO budget for secondary teacher training programmes has been set aside to be spent 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 2022/2023	ACTUAL 2022	BUDGET 2023
Primary and secondary teacher training projects	966	559	407

The table shows that almost all of the budgeted hours were used in 2022. The underspending from 2021 has not yet been fully made up. It has now been decided that the NPO funds can also be used in 2023.

### Flexible intake and progression

#### *Assessment and remediation of language skills*

The language skills of many UvA students leave much to be desired. To promote study success, it is important that all Bachelor's students sit a diagnostic language test at the start of their studies and that those whose language skills are weak are offered remedial training. As in 2021, NPO funds were 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 2022, the diagnostic language tests were once again run by the Institute for Dutch Language Education (INTT): the Academic Literacy Test for students in English-language programmes and the Academic Language Skills Test for students in Dutch-language programmes. 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 organised a range of workshops in which students could participate voluntarily. These workshops were offered at least once in every study period.

Table 9 shows that the number of participants in the diagnostic tests more or less corresponds to the numbers in the original estimates. The number of students who showed an interest in the remedial courses was higher than initially expected. 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 2022**

ACTUAL NUMBERS OF STUDENTS WHO PARTICIPATED IN 2022 (INTT)	DUTCH	ENGLISH
Total number of first-year Bachelor's students invited to take part (all first years apart from Law and Communication Science)	3,842	2,059
Number of students enrolled for the diagnostic test	1,570	1,694
Number of students who sat the diagnostic test (excluding Law and Communication Science)	1,402	1,504
Number of students who failed	585	337
(as a %)	42%	22%
Participants in the Write Better and Academic Writing Support courses (13 and 12 groups respectively)	260	240
Participants in one or more workshops: (6 Dutch and 13 English workshops)	120	260
Participants in Writing Skills and University Writing crash courses (November – December 2022), 4 groups per language	70	60

### 10 MAY

The Executive Board adopts the first digital agenda for the UvA. The UvA sees digitalisation as a key driver for achieving the University's ambitions.

The Amsterdam Law School and the Communication Science programme in the Faculty of Social and Behavioural Sciences carried out their own language testing, as they did last year, and are therefore not included in Table 9. For the Amsterdam Law School, a total of 693 students took part in the language testing, and 191 of them were invited to take part in remedial courses. For the Communication Science programme, 665 students sat the language test, and 106 completed a remedial programme.

**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 2022/2023	ACTUAL 2022	BUDGET 2023
Language tests and remedial courses: INTT, Law and Communication Science	395	199	196

#### *Connection with secondary education*

To improve the connection between secondary and higher education, the UvA joined a nationwide UNL project. Within this project, it was agreed that NPO funds would be used on one or more of the following themes: academic skills, study skills, knowledge sharing and language skills.

The UvA received €78,000 per year for participating in the project in 2021 and 2022.

However, following an inventory, it appears that a nationwide approach is not feasible. This has led to a delay in spending, but it seems that a more regional approach could work.

The central focus is on repairing and maintaining direct contact between secondary schools offering pre-university education (VWO) and the university. The actions will be performed within Bètapartners, a regional school network; AlfaGammartners, which was set up in 2022; and OPeRA, an umbrella network in which AUAS and Inholland also participate. In 2023 and 2024, the remaining funds will be spent within AlfaGammartners on a major language connection project.

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

	BUDGET 2022/2023	ACTUAL 2022	BUDGET 2023
Participation in national secondary/higher education connection project	159	0	159

#### *Actions taken by each faculty*

##### *Faculty of Humanities*

In 2022, the Faculty of Humanities continued spending money on all of its previously established goals for flexible intake and progression. Measures included expanded hours for study advisers, online coaching through Siggie, expansion of the faculty help desk and sponsoring of extracurricular activities organised by individual programmes. Underspending of the NPO funds remains a problem, but the colleges and graduate schools will be able to spend the full amount available in 2023. The current spending allocations will continue after 2022.



12 MAY

A team of astronomers, including UvA astronomers, unveils the first image of the supermassive black hole at the centre of our galaxy, the Milky Way. This result provides compelling evidence that Sagittarius A\*, as it is named, is indeed a black hole.

*Faculty of Economics and Business*

The Faculty of Economics and Business made plans for spending the second tranche of NPO funds. However, the submitted proposals were ultimately funded with money from other sources. The unspent portion of the NPO funds was set aside and will be used over the next few years to create student-activating teaching methods to improve progression figures. The Works Council and the Faculty Student Council have issued favourable opinions regarding this reallocation.

*Faculty of Social and Behavioural Sciences*

The Faculty of Social and Behavioural Sciences spent NPO funds on additional thesis supervision and intensification of academic student counselling. Some of the NPO funds were also used to expand the range of extracurricular activities, social activities and introductory events organised by the faculty. Furthermore, study adviser hours were expanded, additional lecturers were hired and an extra policy adviser was appointed. The faculty aims to use the remaining funds in a similar manner and expects the funds to be fully spent by the end of 2023.

*Faculty of Science*

The NPO funds were used in a broad range of ways. The faculty provided extra guidance and support to students who were facing study completion delays due to COVID-19 and deployed additional mentors. Extra lessons were offered on an individual basis or in groups, and modules and teaching materials were developed to help students catch up. The faculty also used the NPO funds to support the organisation of social activities for students.

*AUC*

AUC used the NPO funds to provide extra lessons for first-year courses in calculus, research methods and statistics, and logic. Diagnostic maths tests were also offered to new students.

Not all of the available NPO funds were allocated in 2022. The remaining funds will be spent in 2023. Plans for spending these funds have already been made or are being developed.

*Faculty of Medicine*

In 2022, the Faculty of Medicine used the NPO funds to organise a student festival in Wijk aan Zee, where students were able to take part in various workshops on mental and physical well-being. In addition, a festive, open-air graduation ceremony was organised for Bachelor's students. From 2023, the NPO funds will be used to hire an additional study adviser.

*Amsterdam Law School*

In 2022, the Amsterdam Law School broadly continued the actions formulated in 2021. In the College of Law, these actions included extra supervision by study advisers 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, 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 2023.

For the PPLE programme, all budgeted funds were spent in accordance with the plans, on social activities to help new students settle into the programme, better guidance for the selection of a major in the programme and additional, improved student guidance and support through the mentoring programme.

In total, spending in 2022 was approximately in line with expectations from March 2022, but because a portion of the 2021 funds had not been spent, there are still funds available for 2023. For the remaining period after 2022, the current plans will be extended, so that the next cohort can also benefit from the NPO actions.

#### ACTA

The pandemic hampered the intake and progression of students in ACTA programmes. To support students, online knowledge clips on independent study were developed in 2021 and 2022. An additional study adviser was also appointed, creating greater scope for personal coaching of students.

**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 2022/2023	ACTUAL 2022	BUDGET 2023
Faculty of Humanities	977	356	621
Faculty of Economics and Business	1,053	4	1,049
Faculty of Social and Behavioural Sciences	1,386	612	774
Faculty of Science	804	321	483
Faculty of Medicine	348	35	313
Amsterdam Law School	630	317	313
AUC-UvA	91	6	84
ACTA-UvA	67	67	0
Unallocated	0	0	0
<b>UvA total</b>	<b>5,356</b>	<b>1,719</b>	<b>3,637</b>

#### 30 MAY

Stefania Milan, professor of Critical Data Studies, receives a fellowship grant from the Netherlands Institute for Advanced Study in the Humanities and Social Sciences for research into how citizens are resisting the implementation of facial recognition technology in society.



What's your favourite spot on campus?

Celina: The café at the Brug

MAY

## 5. 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 2022, the UvA took important steps towards achieving the aims of the Administrative Agreement and spending the funds.

**Table 1: 2022 financial position.**

FINANCIAL POSITION		
Investments in RD&I (Rathenau def.)	x €1 million	118.6
Direct government funding	x €1 million	953.3
Indirect government funding	x €1 million	66.9
Contract research funding	x €1 million	140.8
Teaching-to-research ratio		61/39%

### Strengthening the foundations

#### *Start-up and incentive grants*

In 2022, the UvA carried out preparations to make the best possible use of the start-up and incentive grants. Reducing workloads was a key starting point. The budget allocated in 2022 will be received in early 2023, along with the allocation for 2023.

The university has begun to make certain necessary adjustments to the administrative structure for this purpose. The UvA used 2022 to translate the grant conditions into a UvA-wide framework and to flesh out the details for each faculty (to achieve greater customisation). The University has chosen to award additional start-up grants from its own funds to university lecturers on tenure tracks. This has expanded the total amount of funds available for start-up grants.

#### *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 2: The UvA's position in various rankings**

RESEARCH QUALITY RANKING	2020 POSITION	2021 POSITION	2022 POSITION
- QS World University Rankings	64	61	55
- Times Higher Education World University Ranking	62	66	60
- CWTS Leiden Ranking	82	81	81
- Academic Ranking of World Universities	101-150	101-150	101-150



#### 31 MAY

Amsterdam Humanities Hub: the City of Amsterdam, the Royal Netherlands Academy of Arts and Sciences and the UvA sign a partnership agreement to create a bridge between humanities knowledge and social partners. Over the next three years, the parties will invest a million euros in the initiative.

### *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 the key opportunities and addressing the main constraints in the sector. The plans will be developed into more specific plans for each university.

In 2022, the UvA made €5.5 million of the Administrative Agreement funds available to the faculties to address teaching-related constraints. Of this amount, €1.8 million was spent in 2022; the remainder will be applied for this purpose in 2023.

**Table 3: Funds allocated and spent in 2022 under the Administrative Agreement (amounts x €1,000)**

SECTOR PLAN	ALLOCATED	SPENT	BALANCE
Social Sciences and Humanities	2,929.0	907.1	2,021.9
Science	1,029.9	123.4	906.4
<b>Subtotal</b>	<b>3,958.9</b>	<b>1,030.6</b>	<b>2,928.3</b>
Medicine and Health	1,534.4	720.0	814.4
<b>Total</b>	<b>5,493.3</b>	<b>1,750.6</b>	<b>3,742.7</b>

### *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 almost doubled, from 21,000 students in 2002 to 41,000 students in the 2022 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 4: Quality of education**

QUALITY OF EDUCATION	2020	2021	2021
Student-to-staff ratio	12.9%	12.7%	12.5%
General student satisfaction (National Student Survey)		69,6	69,7
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 University asks international students to reconsider their enrolment if they have not yet found a place to live. The aim is to prevent international students becoming 'homeless' and to keep workloads manageable for teaching staff.

Based on a concrete policy framework, discussions are being conducted with all faculties about the faculty internationalisation policy and about controlling the size of the intake. The number of international students grew by 18% in the 2021 – 2022 academic year. In the 2022 – 2023 academic year, this percentage fell to 5%. The rise in the total number of students was entirely caused by the increase in the number of international Bachelor's students.

**Table 5: Developments in the area of internationalisation**

INTERNATIONALISATION	2022 – 2023 ACADEMIC YEAR
Language of instruction in programmes and tracks, NL/EN	199/98
Absolute numbers and growth figures of EEA students	817 (9.8%)
Absolute numbers and growth figures of non-EEA students	498 (11.3%)
Dutch nationals in non-Dutch programmes and tracks	10,644
EEA nationals in non-Dutch programmes and tracks	5,947
Non-EEA nationals in non-Dutch programmes and tracks	3,295
Stay rate (students and academics)	23%/78%

### Creating space for diverse talent

#### *Social safety*

The UvA has a comprehensive code of conduct for social safety. The UvA will use 2023 to start preparations for converting to more specific codes of conduct focusing on different target groups. 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.

The Employee Monitor was not run in 2022, but the social safety monitor was run 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, and students from outside the EEA experience significantly more discrimination. Within the group of non-EEA students, there are major differences according to region, with students from Asia in particular experiencing comparatively more discrimination. Women also experience sexual harassment and assault more often than men.

**Table 6: Percentage of students and staff who feel safe**

SOCIAL SAFETY	
Percentage of students who feel safe at the institution	84.8%
Percentage of staff who feel safe at the institution	73.7%

#### *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 a 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 7: Intake, progression and graduation of students, and new hires, promotions and departures of staff, by gender.**

DIVERSITY	MALE	FEMALE
<b>STUDENTS</b>		
Intake	38.5%	61.5%
Progression	39.5%	60.5%
Graduation	39.7%	60.3%
<b>EMPLOYEES</b>		
New hires	47.0%	53.0%
Promotions (% of gender)	7.4%	8.5%
Outflow (% of gender)	6.6%	8.2%

#### *Student well-being*

Student well-being is an ongoing focus for our university. UvAcare activities continued in 2022. UvAcare is a large-scale programme focusing on student well-being. Measures were also taken in the context of the National Education Programme, including the appointment of additional student psychologists. In addition, an improvement programme was developed around communication with and information provision to students.

To ensure the focus on student well-being 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 well-being.

#### *Workloads*

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

**Table 8: Workload perceptions**

WORKLOAD	2019	2021
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*

In 2021 and 2022, UvA-wide discussions were held on the theme of recognition and rewards. We are now embarking on the next steps, which include developing job profiles for academic staff that have been differentiated in more detail. As part of a nationwide programme, the consultancy firm Berenschot has been asked to conduct a survey of staff. The survey will be run twice, starting in 2023.

#### **7 JUNE**

The UvA has a new lecturer policy, based on the principles of job security, career prospects and employment contracts with sufficient scope and content. It was developed following extensive consultation with the local unions, the Works Council and faculties.

A proposal for uniform registration and monitoring of postdoctoral researchers has been formulated, with the aim of obtaining greater insight into the development of these researchers. At a minimum, the size (in FTEs) of positions, the ratio between teaching and research, the gender split and the failure rates will be examined.

### **Increasing social impact**

#### *Macro-efficiency*

The National Alumni Survey examines macro-efficiency. This survey is run every other year.

In 2022, knowledge utilisation was incorporated into the further development and implementation of the Strategic Valorisation Framework. For example, a model was developed to strengthen support for valorisation. In addition, all faculties were asked to develop faculty plans to manage valorisation and indicate ways in which valorisation support requires strengthening.

In 2023, the UvA will expand impact support. A working group has also started exploring ways of getting students more involved in valorisation activities.



#### **8 JUNE**

With a ranking of 58th in the 2023 World University Rankings, the UvA is once again the highest-ranked university in the Netherlands. In the 2022 - 2023 rankings, the UvA was one of the highest-rated institutions, being listed in the top 4%.





When starting university you will meet a lot of new people during lectures and seminars. But how do you actually make new friends? To help you find out, we asked some of our students how they built some of their friendships during their first year as a student.

Here are three of their tips:

1. Go to the drinks of your study association. Although it might be scary at first, it's a great way to get to know some of your fellow students better.
2. Say yes to things, even if you are quite shy. And in case no one else does, throw a party!
3. Although it might be tempting to study at home, the campus is the place to interact. So go to the campus and enjoy it, it's the perfect place to meet new people.

# LINE

## 6. 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. We are also prioritising digitalisation.

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.

Because of its large number of subject areas, the UvA is uniquely placed to respond rapidly to the changing, interdisciplinary challenges facing society.

#### *UvA Strategic Research Framework*

In 2022, to maintain the high quality of its research and to continue to occupy a leading position internationally, 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, 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. The starting point is that academic research can benefit societal issues and vice versa.

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 part of the Amsterdam AI, Technology for People coalition, 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). Last year, the collaboration intensified, and preparations were made for a new governance structure as well as stronger positioning of the coalition in the area of the development and application of responsible AI. Cees Snoek, professor of Intelligent Sensory Information Systems at the UvA, has taken up the role of academic director and will shape the coalition's future development in conjunction with Ambassador Anita Nijboer and all of the partners.

In 2022, a number of project proposals in the area of AI were approved. A Gravitation grant worth €21.3 million was awarded to the research project 'The algorithmic society', which is led by UvA University Professors Natali Helberger and Claes de Vreese. Among other things, this project focuses on the implications of the increasing use of automated decision-making and AI. Over the next 10 years, research will be conducted into reliable AI. Various labs have also opened, including the AI, Media & Democracy Lab, a collaboration between the UvA, AUAS, social partners and the City of Amsterdam, and LAB42, the new international hub for digital innovation and AI. LAB42 was officially opened at an event that included speeches from Amsterdam Alderman Reinier van Dantzig, Jos de Groot, digital economy director at the Ministry of Economic Affairs and Climate Policy, and Prince Constantijn, ambassador for TechLeap.nl.

In 2022, Amsterdam AI, Technology for People gave presentations at several major events, including World Summit AI, which was held in Amsterdam in October. During the ECP's 2021 Annual Festival, Natali Helberger spoke about the challenges and opportunities presented by the AI Act, and the coalition organised two panels to discuss the AI ecosystem in Amsterdam and Responsible AI. The ECP is an independent and neutral platform where government, academia, the business sector, education and civil society organisations collaborate on and exchange knowledge about how to responsibly shape our increasingly digital society.

In 2022, working visits were organised for the chair of the employers' organisation VNO-NCW and the Minister of Education, Culture and Science, among others. Conversations were also held 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.

### *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 2022, further work was done on embedding and clarifying the existing policy for special chairs. In addition, based on the recently completed 'Registration of professors' ancillary activities' audit, various actions were initiated to increase transparency.

### *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.

### 16 JUNE

The UvA Supervisory Board appoints Peter-Paul Verbeek as Rector Magnificus and member of the UvA Executive Board after receiving a favourable opinion from the representative advisory bodies. The appointment is for a period of four years, starting from 1 October 2022.

The UvA PhD Policy provides a framework for the well-being and position of all types of PhD candidates at the UvA. In 2022, the UvA devoted particular attention to 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 well-being 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. During 2022, this intention was given further substance with the development of the 'Thematic collaboration' programme. The aim of intensifying collaboration is to better respond to the needs of external parties in our research in order to achieve greater impact.

A steering group has been set up for each social theme. These steering groups are responsible for shaping collaboration between researchers from various UvA faculties within the theme. They also make proposals for the spending of the available funds.

Each steering group comprises seven researchers, one from each faculty, and two deans, one as chairperson and the other 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.

In 2022, the substance of each social theme was developed in greater detail by the steering groups. A work plan was also developed for each theme, describing how interfaculty research collaboration should be stimulated within that theme and how, in the long term, this collaboration should be translated into the range of courses offered.

Funds are set aside each year for each theme. These funds are allocated via three different instruments, 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 2022, a call was issued for two types of instruments: seed grants and mid-size projects.

### 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. The UvA is aiming to develop fields of research that are at the cutting edge of various disciplines.

The UvA has the following Research Priority Areas:

- European Studies;
- Brain & Cognition;
- Global Digital Cultures;
- Global Health;
- Human(e) AI;
- Information, Communication & the Data Society;
- Urban Mental Health;
- Artificial Intelligence for Health Decision-Making;
- Personal Microbiome Health;
- The Energy Transition through the Lens of the SDGs;
- Organisational Ethics;
- Trust in the Digital Society (from January 2023).



#### 17 JUNE

During the annual Medallion Day, Guido de Wilde, Peter Sloot, Annelies Dijkstra, Hotze Mulder and Peter Vonk receive UvA Honorary Medallions for their outstanding commitment and achievements for the University.

### 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. Three programmes have been set up to achieve these goals: the Accelerate programme, to which 18 FTE data scientists and engineers are now attached, thanks to stimulus funding, the Affiliate programme, which has 26 participants, and the Interdisciplinary PhD research programme, which has 7 PhD candidates funded by the DSC.

Seventeen events were organised in 2022, including training sessions and seminars, a hackathon and the annual Data Science Day. During Data Science Day, DSC members come together to collaborate, take courses and help and inspire each other.

The DSC's interdisciplinary projects have already resulted in 15 publications, 4 new manuscripts and 3 research proposals.

### 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 the programme is on:

- FAIR data and research data management (RDM);
- open access and scholarly communication;
- digital sovereignty.

In 2022, the UvA also made progress in two other aspects of open science. For citizen science, a project was set up to determine the definition and scope for the UvA. Part of this project involves making an inventory of existing citizen science initiatives within the UvA. The results of this study are expected in 2023.

The Dutch Research Council has made funding available for the further development of Open Science Communities in the Netherlands. In 2022, the UvA's Open Science Community was merged with the communities of VU Amsterdam and AUAS and the Student Initiative for Open Science (SIOS).

The 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.

The UvA is closely involved in initiatives to promote digital sovereignty. Within the University, the Institute for Information Law (part of the Amsterdam Law School) is conducting a study entitled *'Information Law and the Digital Transformation of the University: Navigating Digital Sovereignty, Data Governance and Access to Research Data.'* The report from this study is expected in 2023 and will contain policy recommendations.

Through the rector and the open science coordinator, the UvA is involved in the Dutch Taskforce on Responsible Management of Research Information and Data and with the National Plan Open Science, including in the steering group and as co-author of the *'Ambition Document 2030'*.



**Broad range of UvA subject areas**

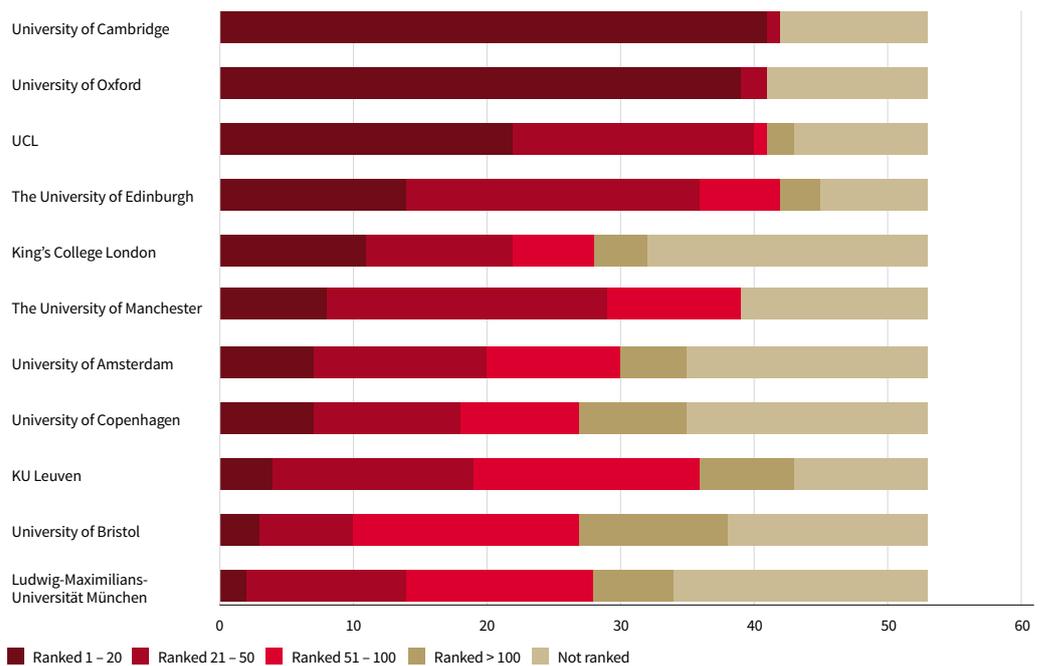
Quacquarelli Symonds (QS) publishes rankings for each of 53 academic disciplines. In the 30 disciplines listed in this table (March 2023 edition), the UvA was in the top 100 worldwide.

PLACES 1-20	PLACES 21-50	PLACES 51-100
<ul style="list-style-type: none"> <li>• Anthropology;</li> <li>• Communication &amp; Media;</li> <li>• Data Science;</li> <li>• Dentistry;</li> <li>• Geography;</li> <li>• Psychology;</li> <li>• Sociology.</li> </ul>	<ul style="list-style-type: none"> <li>• Development Studies;</li> <li>• Computer Science;</li> <li>• Education;</li> <li>• English;</li> <li>• History;</li> <li>• Law;</li> <li>• Library &amp; Information Management;</li> <li>• Linguistics;</li> <li>• Medicine;</li> <li>• Philosophy;</li> <li>• Physics and Astronomy;</li> <li>• Politics and International Studies;</li> <li>• Social Policy and Administration.</li> </ul>	<ul style="list-style-type: none"> <li>• Archaeology;</li> <li>• Mathematics;</li> <li>• Biology;</li> <li>• Accounting and Finance;</li> <li>• Modern Languages;</li> <li>• Business and Management;</li> <li>• Economics and Econometrics;</li> <li>• Hospitality &amp; Leisure Management;</li> <li>• Theology and Religion Studies;</li> <li>• Statistics.</li> </ul>

**European Top 10 QS ranking of number of fields listed in Top 100**

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 53 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<sup>1</sup> are ‘not active’.

<sup>1</sup> QS does not provide a ranking by discipline for certain Parisian universities.



Internationally, the UvA is working on digital sovereignty in the following roles:

- as a member of the League of European Research Universities (LERU);
- as the chair of the LERU Public Infrastructure Taskforce; publication of a paper is expected in 2023;
- 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;
- as a member of GAIA-X, a project with a European dimension that, based on concerns about European dependence on digital technologies such as cloud computing, is aiming to develop data infrastructure that includes digital sovereignty among its core values.

In the past, UvA policies on scholarly communication were strongly focused on open access to publications in journals. 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 UvA-DARE.

The UvA is also advocating 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, protocols (tools, interventions), etc. The UvA initiative for the above-mentioned LERU Public Infrastructure Taskforce is an example of such a platform.

The research data management (RDM) policy calls for better archiving and more publication of research data. 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.

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 latter need was acknowledged in 2022, with additional hours being allocated for data stewards and data scientists in the faculties and research institutes.

An inventory of the available central ICT infrastructure has been carried out by the University Library and the ICTS Unit. One of the central services is the research management services (RMS) system, which was implemented in 2022 and aims to reduce the administrative workload of data management for researchers. The still-rudimentary RMS system will be expanded over the next few years, with new functionality being added.

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 has been made on an inventory, based on questionnaires and interviews conducted in the faculties and institutes. An initial report is expected in early 2023.



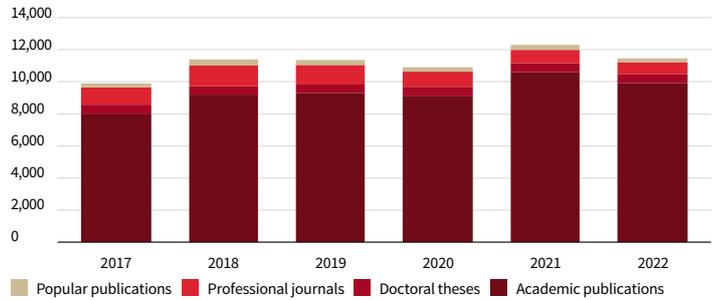
#### 20 JUNE

At the invitation of the network of Teaching & Learning Centres, 14 UvA lecturers come together in a 24-hour teaching retreat to work on innovation in their teaching. This year, two students who have received a Grassroots scholarship also take part.

## Development of research output

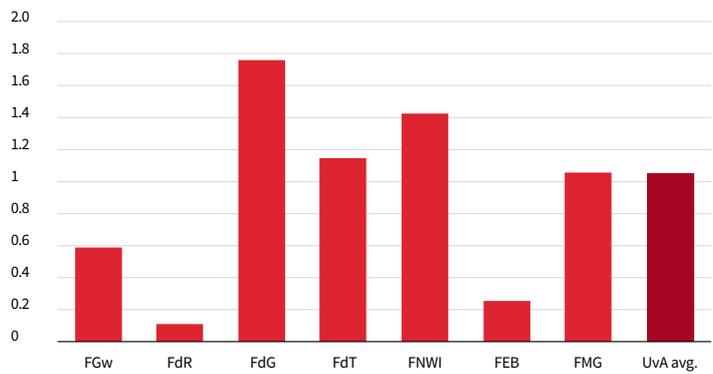
### Number of publications

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



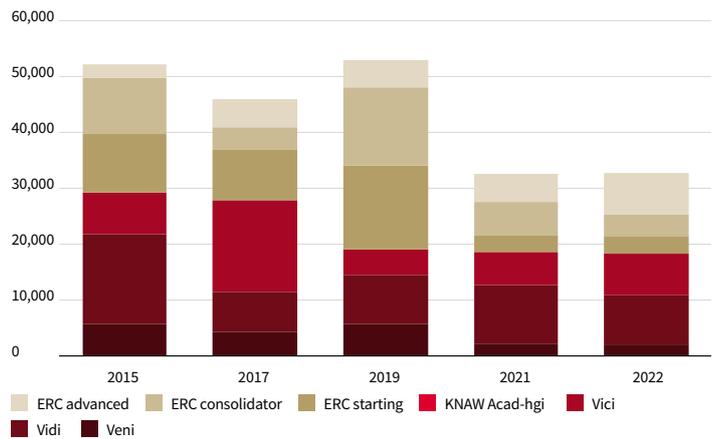
### Number of doctoral theses supervised per full professor in 2022

The UvA conferred 568 doctorates in 2022. 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)

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



#### 13 JULY

Robbert Dijkgraaf, Minister of Education, Culture and Science, is introduced to Amsterdam as a 'living lab'. The UvA and VU Amsterdam organise a programme for the new Minister. Geert ten Dam takes him through the Amsterdam ecosystem and explains how the higher education institutions collaborate on the major themes of AI, Sustainability and Health.

### 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 research quality assurance system. 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 2022, with positive results: Law, Astronomy and Amsterdam Neuroscience.

In 2022, preparations were made for the evaluation of the research and research strategy of the following UvA research units: Physics, Psychology, Chemistry, Biology, Cancer Center Amsterdam, Amsterdam Movement Science, Amsterdam Cardiovascular Sciences, Amsterdam Public Health, Amsterdam Gastroenterology & Metabolism, Amsterdam Infection & Immunity 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 want to prevent such measures 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. The 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. In formulating this policy, the UvA is not only aiming to increase awareness and provide researchers with clearer guidance on how they should act; as an organisation, it is also aiming to proactively develop normative frameworks, prompted in part by developments in society.

The policy called for the creation of an advisory committee on the ethical aspects of collaboration with third parties. This committee was set up in 2022 and has met several times to discuss its mandate and working procedures. It has received a number of requests for general advice. The advisory committee will produce an annual report on the number and types of advice requests it receives, as well as on the advice it ultimately provides.

### Doctorate conferrals and joint doctorates

In 2022, 568 doctoral theses were defended: 323 women (57%) and 245 men (43%) were awarded doctorates. The 'cum laude' designation was awarded in a total of 22 cases (4%). Of the total number of PhD graduates, approximately 369 (65%) were of Dutch origin, while 199 (35%) were from foreign countries. Of the 568 doctorate conferrals, 19 were 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 2022, two UvA researchers received an ERC Starting Grant worth around €1.5 million: Maarten Marsman and Federico Savini.

Two researchers received a Consolidator Grant (worth around €2 million): Simon van Gaal for his research project entitled *Towards a better understanding of human consciousness and Tom van de Meer for Healthy or Harmful Distrust? On the Democratic Relevance of Political Scepticism over Blind (Dis)Trust*.

In addition, three researchers received an Advanced Grant worth around €2.5 million: Rivke Jaffe for her project *Political Animals: A More-than-Human Approach to Urban Inequalities*, Han van der Maas for *Beyond the Tipping Point: Cascading Transitions in the Behavioural and Social Sciences* and Amande M'charek for *Vital Elements and Postcolonial Moves: Forensics as the Art of Paying Attention in a Mediterranean Harbour Town*.

Eleven researchers were awarded Marie Skłodowska-Curie grants by the European Commission, worth between €175,000 and €280,000 each, to gain research experience abroad. Five UvA researchers received 2021 Vici grants from the Dutch Research Council, worth up to €1.5 million each: statistician Daniel Mügge for *EU regulation of artificial intelligence in the shadow of global interdependence*, computer scientist Ivan Titov for *Teaching neural networks to think with language*, biologist Merijn Kant for *Anticipating pest formation using intelligent resistance genes*, oncologist Louis Vermeulen for *Cancer: prevention is better than cure* and immunologist Klaas van Gisbergen for *Immunological memory in tissue*.

The Dutch Research Council awarded Veni grants to 8 UvA and AMC-UvA researchers in 2022, as well as Vidi grants to 11 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 Daniel Bonn, Marieke de Goede, Amade M'charek and Sonja Smets as new members in 2022.

### 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 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 methodology forms the substantive heart of the institute.



14 JULY

Daan Rademaekers, Future Planet Studies student, is appointed by the Executive Board as the University of Amsterdam student assessor for the 2022 – 2023 academic year. Focus areas for Rademaekers include internationalisation, mental health and the effects of COVID-19 on education.

Physically bringing researchers together is usually a central activity of the IAS. After the pandemic, during which interactions largely took place online, researchers were able to make full use of the physical location once again in 2022. This led to a massive increase in activities, as well as a broadening of content due to new leadership (director and institute manager). 2022 was a full, rich year, characterised by renewal, innovation and growth.

Existing initiatives (such as POLDER) were strengthened, activities that had been halted (such as the Future of Energy lecture series) started up again and two new interdisciplinary research groups were set up and now collaborate regularly at the IAS (the NWA project Microbiome Health and the AI, Media & Democracy Lab). In addition, various new working groups related to the strategic plan met at the IAS last year to kick off and intensify their collaboration. Two new research themes were also added: Digital Infrastructures and Societies and Governance of Complexity.

The fellowships of international guest researchers that had been postponed are now underway, and the lively intellectual ecosystem and interactions with the UvA/IAS community have come back to life. In 2022, a new type of fellowship was created: the Policy Fellowship, and the IAS began a new partnership with the DSC in the form of a joint fellowship.

### Academic integrity

More than once in the past year, academics found themselves facing critical questions from society about the outcomes of academic research. They can count on attention from vocal citizens – who sometimes form groups to protect certain interests – in debates on urgent social issues. Journalists have also shown considerable interest in the outcomes of academic research. For example, last year, there was a great deal of attention on the ancillary activities of professors from Dutch universities. For the UvA, this mainly concerned professors of Tax Law.

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.

In 2022, the Executive Board did not have to make any substantive or other decisions with regard to complaints received by the committee. Only one new complaint was received during the reporting year. It is still under consideration. An extensive investigation into a complaint submitted in 2021 is still ongoing and is expected to be completed in mid-2023.

The Academic Integrity Complaints Regulations were revised in 2022. The Executive Board is expected to adopt the revised regulations in the first half of 2023.

## 2022 Annual Report of the Confidential Advisers for Academic Integrity

The UvA endorses the Netherlands Code of Conduct for Academic Integrity, which was drawn up in 2018 and replaces earlier versions. 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. 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 2022, the confidential advisers were:

- Prof. Ed van Bavel (AMC); Prof. Janneke Horn took over at the end of 2022;
- Prof. Jeroen van Dongen (Amsterdam Science Park);
- Prof. Luiza Bialasiewicz (City Centre Campus);
- Prof. Annette de Groot (Roeterseiland Campus);
- Dr Jan Harm Koolstra (ACTA).

### 1. Cases handled

Bij de vertrouwenspersonen zijn gedurende 2022 de volgende zaken aangekaart. De behandelde zaken betroffen (veronderstellingen ten aanzien van):

- i. suspected appropriation of intellectual property (x2);
- ii. a question about intellectual property (x4);
- iii. suspected plagiarism (x3);
- vi. a dispute about the order of the authors' names at the top of a publication with multiple authors (x1);
- vii. other issues relating to authorship (x7);
- ix. a report of an intention to do research in breach of academic integrity (x4);
- xii. doubts about effort and progress of doctoral supervision (x7);
- xiii. a complaint about fraud in teaching (x1);
- xvi. a report of frequent uncollegial behaviour, which others were pulled into, creating a socially unsafe working environment; academic integrity was tangentially compromised (x8).

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



15 JULY

Rector Magnificus Karen Maex steps down. Having worked at the UvA for almost 10 years, first as Dean of the Faculty of Science and then as Rector, she returns to Leuven.



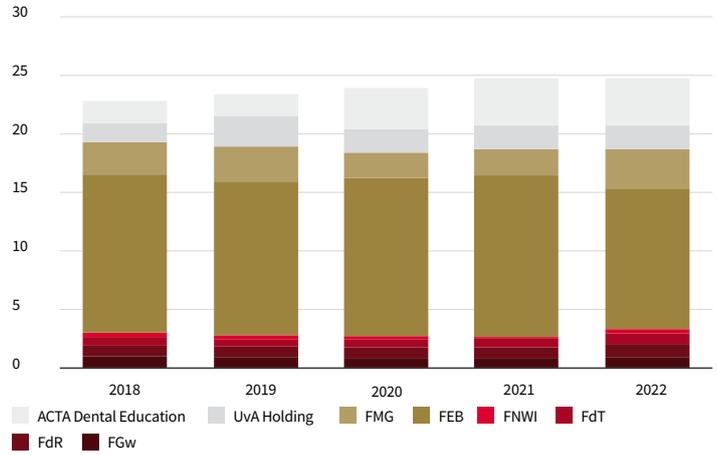
**What is your favourite place to escape the hustle and bustle of the city?**

**Amber** (Artificial Intelligence student): 'I love the parks in Amsterdam! Many of you have probably already heard of the Vondelpark, which is nice but too crowded for my taste. I like to go to the Oosterpark (since I live in Oost ) and the Flevopark. The Flevopark is in a more natural setting, and I especially recommend it when you want a quieter place to hang out. If you're looking to cool off, you can take a nice dip in the Amstel, too. Set a route for Park Somerlust. It's a little further down along the river, but it's a great place to sit and relax.'

**Valorisation indicators – People**

**Contract teaching at the UvA (x €1 million)**

The 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.



**1 AUGUST**

In 2022, the UvA continued its commitment to educational innovation under the '2019 – 2024 Higher Education Quality Agreements'. The UvA is investing in the intensification of student-lecturer contact, further lecturer professionalisation and Teaching and Learning Centres.



# 7. Innovation, impact and valorisation

## Strategic Framework for Valorisation

In 2022, a strategy was established 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. The 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 2022, the University Valorisation Committee (UVC) was created: an advisory committee to advise 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 and is the body responsible for external representation, coordination and lobbying in relation to valorisation.

The UVC promotes UvA-wide knowledge sharing, as well as coordination, strategic planning and collaboration within regional, national and international valorisation initiatives.

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)

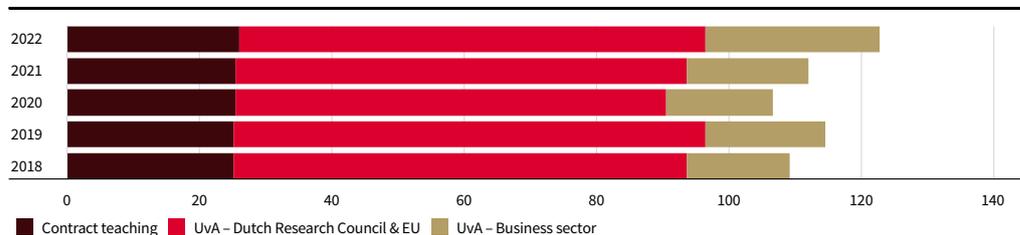
One of the ambitions of the Strategic Valorisation Framework is to strengthen collaboration between the Amsterdam knowledge institutions (VU Amsterdam, AUMC, AUAS and UvA). This happens within Innovation Exchange Amsterdam (IXA), a group formed when the Technology Knowledge Transfer Offices of the knowledge institutions joined forces. Together, the institutions work to strengthen supervision and facilities for knowledge-intensive start-ups. In addition, Amsterdam valorisation programmes have been collectively developed on the themes of 'AI', 'Health' and 'Climate-Neutral Cities'.

The UvA team within IXA provides researchers with expertise and support from business developers, grant advisers and legal experts. 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. In addition, through IXA, theme-based webinars about valorisation have been run for researchers and information material has been developed, while the organisation of meetings and events has opened the door to the outside world.

## Valorisation indicators – Collaboration

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

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



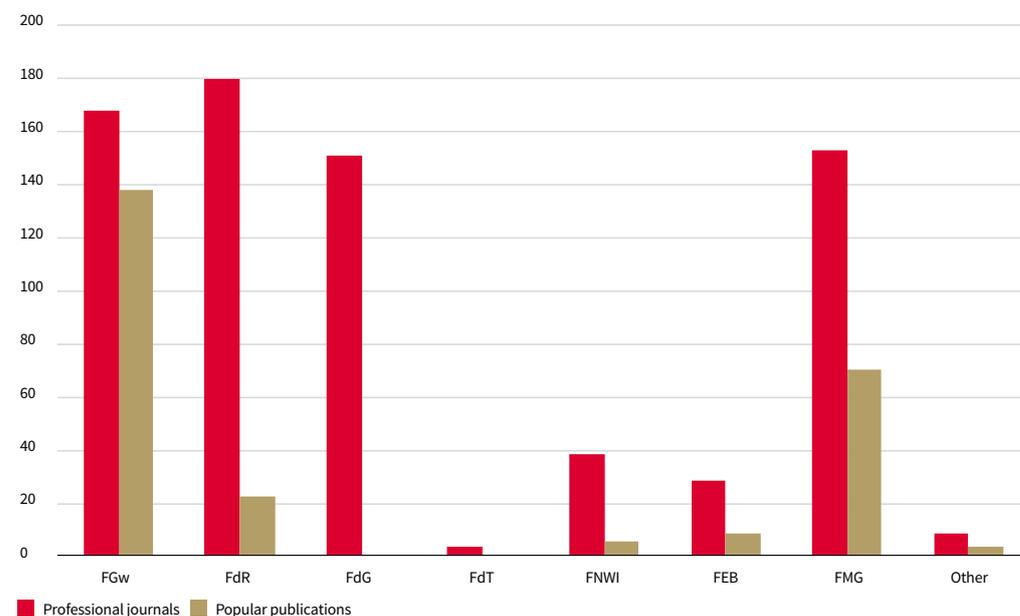
### Scientific collaborations

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

SCIENTIFIC COLLABORATIONS	2018	2019	2020	2021	2022
% co-publications with other institutions	86.2%	86.9%	87.7%	88.8%	89.4%
of which international	57.7%	59.8%	61.5%	63.2%	64.3%
of which business sector	6.3%	6.3%	6.4%	6.9%	7.3%

### Publications for a wider audience, 2022

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



#### 5 AUGUST

After COVID-19 restrictions spoiled the fun several years in a row, UvA Pride was able to participate fully in Pride Amsterdam again in 2022. Together with VU Amsterdam, AUAS and Inholland, we were at every event – from the Pride Walk to Pride University and the Canal Parade.

### *IXAnext: Talent for innovation*

With the assistance of the IXAnext programme ‘Talent for innovation,’ a network of incubator hubs was set up in Amsterdam. These hubs, in which the Humanities Lab and the Law Hub are involved (among others), provide researchers and students with a physical location to develop innovative ideas. The IXAnext programme ended in April 2022 with a final meeting in the Startup Village, a community of start-ups and network partners in Amsterdam.

As well as the incubator hubs, considerable work was done on innovation in physics and entrepreneurship education in all of the knowledge institutions involved. Through these activities, the IXAnext programme gave a boost to academic entrepreneurship, innovation and valorisation in the Amsterdam Metropolitan Area.

### **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 11 start-ups that it has financed. The UvA wants to continue expanding opportunities for students to contribute to innovation, impact and valorisation in the years ahead.

### **National Growth Fund**

Through the National Growth Fund, between 2021 and 2025, the government is investing €20 billion in projects in knowledge institutions and the business sector that will generate long-term economic growth for the Netherlands. The fund is an initiative of the Ministry of Economic Affairs and Climate Policy and the Ministry of Finance. In 2022, during the second round of the National Growth Fund, the government distributed €5 billion among 28 projects. The UvA is involved in several of these projects: the National Lifelong Learning Catalyst, Dutch Education Digitalisation Drive, CropXR, Biotech Booster and Einstein Telescope.

In the past, both the National Growth Fund (€276 million) and the Dutch Research Council (€25 million) have allocated funding to multidisciplinary consortia of knowledge institutions and companies led by the UvA, which are conducting long-term research in the area of artificial intelligence (AI).

### **ROBUST**

Over the next decade, the Dutch Research Council will be investing €25 million in the ROBUST programme. This long-term programme will give a significant boost to research into reliable AI in the Netherlands and support doctoral research by 170 PhD candidates. ROBUST will bring together 17 knowledge institutions, 19 co-funding industrial partners and 15 civil society organisations from all over the Netherlands. Maarten de Rijke, university professor of Artificial Intelligence and Information Retrieval at the UvA, is the programme director.

The 10-year research programme will look at how AI can provide sustainable solutions to issues facing society in areas such as health care, logistics, the media, food and energy. In all of these areas, improving the reliability of AI is important. The extra investment was partly secured on the initiative of the Netherlands AI Coalition.

### Responsible data sharing

In 2022, the UvA updated the ways in which data can be shared with partner organisations. The intention was 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 played an active role in setting up data commons, in which various parties collaborate to share and manage data. The key characteristic of data commons is that the exchange of data serves a public or shared goal. The data are managed in accordance with principles that are acceptable to all parties involved. In 2023, the Board will work to make this initiative more visible, by creating a broader partnership and making a start on a number of use cases.

As a member of the UNL, the UvA has taken the initiative to explore whether it might be possible to share personnel data between universities using the infrastructure of the Amsterdam Data Exchange (AMdEX). A demo has been developed in collaboration with AMdEX and UNL. Over the coming year, the UvA is aiming to work towards a pilot project in consultation with the other universities.

### 30 AUGUST

President of the Executive Board Geert ten Dam sounds the alarm about the number of international students coming to the UvA and Amsterdam and the consequent impact on education, accommodation and the city. The UvA intends to ask the Ministry for permission to apply a quota to international students in political science and psychology, as an experiment.



“It’s cool to have the opportunity to do something creative that is not related to your studies.” —

**Miriam Wilson**, ceramics class

T

## 8. Sustainability

### Vision and policy

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.

### 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. For example, the Amsterdam Law School has developed a new project-based course on sustainability in which Bachelor's students learn about the role of the law in sustainability issues.

In 2022, the first measurements were performed of the extent to which sustainability is being addressed in education. Of the students who participated in a UvA panel survey, 31% stated that their degree programme looked at how the subject area could contribute to solving sustainability issues. Fifty-seven percent of participating lecturers indicated that they spent time on this theme in their courses. It is unclear whether the amount of attention given to sustainability issues is considered appropriate and sufficient. This will be investigated in 2023.

The second objective is for students to have the opportunity to specialise by choosing courses, tracks or entire degree programmes relating to sustainability. The range of options was expanded in 2022, with new courses such as the 'Rethinking Sustainable Societies' minor. The panel survey revealed that students are divided on the question of whether the current range of sustainability courses offered is adequate: 44% thought the range was adequate, 25% thought it was inadequate and 31% were neutral.

### Sustainability in research

Due to the breadth of its research activities, the UvA is ideally equipped to study sustainability issues. In 2022, two important initiatives were launched to facilitate and encourage interdisciplinary research in this area. In December, the Sustainability Platform was launched: an interdisciplinary platform for sustainability knowledge. The platform facilitates networking and collaboration opportunities in a variety of ways, including through events, co-working sessions and grants. The first seed grants for interdisciplinary sustainability research were awarded in 2022.

On 13 December, a Research Priority Area (RPA) entitled 'The Energy Transition through the Lens of the SDGs' was launched. This RPA brings together researchers working on economic, environmental, technological, social, legal, political and business aspects of the energy transition in relation to all of the Sustainable Development Goals, not just the goals relating to energy and the climate.



#### 31 AUGUST

The UvA believes it is important that our employees continue to develop. On the revamped 'Education and training' page on the staff website, you can now find the full range of central courses on offer in one place, and you can easily filter by teaching method or topic.

### Valorisation and community

In addition to its impact through research and education, the UvA has an impact on increasing sustainability, for example through the subsidiaries of UvA Ventures Holding, the Amsterdam Green Campus and the activities of the UvA Green Office.

UvA Holding invests in a number of companies focusing on sustainable innovation, such as Photanol, a producer of CO<sub>2</sub>-based chemicals, and Plantics, a producer of biodegradable plastic.

Amsterdam Green Campus (AGC) carries out studies into real-life sustainability issues. In 2022, AGC concentrated on connecting real-life sustainability issues with education and research. This resulted in a patent for upgrading vegetable waste through fermentation, among other achievements.

The UvA Green Office is concerned with increasing sustainability on campus and in education at the UvA, as well as with creating a community around sustainability and encouraging behavioural change. In 2022, the Green Office moved to a prominent location on the Roeterseiland Campus and organised a successful careers event, among other achievements.

### Sustainability in operational management

The UvA is aiming to reduce its environmental footprint by 25% within five years. To achieve this aim, nine objectives have been set for 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 m<sup>2</sup> per year. At 141kWh per m<sup>2</sup>, consumption in 2022 was a staggering 14% lower than in 2021, in spite of more intensive use of the campus. This drop was mainly due to reduced gas consumption.

Examples of developments in 2022 include the following:

- Because of the energy crisis, the heating setting was reduced from 21 to 19 degrees.
- LAB42, the UvA's first energy-neutral building, was completed in 2022.
- The greenhouses at the Amsterdam Science Park were connected to a TES system (a heat pump with seasonal storage).

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. In response, the Sustainable Campus Transition Council was set up in 2022. This is a team of experts that monitors and provides advice on the achievement of the sustainability goals in major construction and renovation projects.

#### **Learning to predict and improve sustainable food production with soil life**

If soil life is healthy, fields and pastures can provide much more than just food, including clean air and clean drinking water. They also provide a buffer against climate change by storing greenhouse gases, and they suppress pests and diseases. This multitude of functions is under pressure because they are difficult to combine with food production. With the SoilProS (Soil Biodiversity Analysis for Sustainable Production Systems) research project under the TTW Perspective programme, this will hopefully change. A broad coalition of researchers and businesses will look at how agricultural land can recover its multifunctionality and what crops, breeds, soil organisms and substrates could play a role in that process. From the UvA, Elly Morriën of the Institute for Biodiversity and Ecosystem Dynamics (IBED) is involved as principal researcher. Researchers from the UvA, the Netherlands Institute of Ecology (NIOO-KNAW) and other knowledge institutions will map the soil life in agricultural land in the Netherlands, in collaboration with 17 companies, NGOs and public authorities. It is an enormous task, since a handful of soil contains around five thousand species and ten billion individual organisms.

### *Fossil-free campuses*

The UvA is phasing out the use of natural gas, based on the following timetable: Amsterdam Science Park will be natural gas free by 2025, the Roeterseiland Campus by 2030 and the University Quarter by 2040. Total gas use fell by 17% in 2022 from 2021 levels, and the UvA is broadly on course to achieve its goal. 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.

Gas consumption on the Roeterseiland Campus was 60% lower than in 2021 due to newly installed high-temperature heat pumps. The Roeterseiland Campus is now expected to be able to operate virtually gas-free by 2025 (<50k m<sup>3</sup> gas/year). This would represent a 99% reduction over 15 years. This measure has caused electricity consumption to increase, but there has also been a net increase in avoided CO<sub>2</sub> emissions.

Gas consumption at the Science Park was 19% lower than in 2021. This was achieved in part by connecting Building F to the central TES system. Gas was also saved in Building F by improving the sustainability of the tap water system and turning on the central air humidification system later, saving tens of thousands of cubic metres of gas. There will be an investigation into whether user requirements can be made more specific, so that only labs where air humidification is essential will be humidified. Air humidification currently uses around 170,000 m<sup>3</sup> of gas per year, the equivalent of 138 households and around half of all gas consumption at the Science Park. The aim is to bring this figure under 50,000 m<sup>3</sup> by 2025, through smarter, partially electric humidification.

The majority of our natural gas is used in the older buildings in the University Quarter. No savings were achieved in these buildings last year. We are working on a master plan for supplying sustainable heat to this campus. Great strides are expected to be made through the construction of the new University Library and the renovation of the Oudemanhuispoort complex and BG5 building. In the meantime, however, continuing to extend the use of the PC Hoofthuis and Maagdenhuis buildings and the old University Library is delaying any reduction in gas consumption in the city centre. These three energy-inefficient buildings represent nearly 500,000 m<sup>3</sup> of gas consumption every year.

### **Chemicals could undermine the global plastics treaty**

From 28 November to 2 December, the United Nations' negotiating committee met in Uruguay to develop an international legally binding instrument on plastic pollution. Scientists from the UvA and elsewhere were concerned that the diversity and complexity of the chemicals in plastics would be overlooked in the negotiations. This would severely undermine the effectiveness of the treaty, according to a new peer-reviewed article published in *Environmental Science & Technology Letters*. A recent study identified more than ten thousand chemical substances that may be used in plastic production. A general lack of coordination between manufacturers has resulted in plastics often having different chemical compositions for the same applications. Scientists and civil society organisations are increasingly concerned about the negative effects of chemicals in plastics on the health of both humans and the ecosystem. The fact that the diverse range of chemicals in plastics presents numerous challenges for current and emerging technological solutions for plastic pollution is often overlooked. This diverse range of chemicals makes waste flows incompatible and can significantly reduce the quality of recycled products, resulting in 'downcycling' and toxic waste requiring additional safe treatment procedures.

*Sustainable electricity generation*

The UvA is aiming to make optimal use of the opportunities for electricity generation on its campuses and is targeting on-campus generation of 10% of the electricity it uses. In 2022, 465.3 MWh of electricity was generated on campus, which is 22% more than in 2021. The increase is partly due to the installation of solar panels on the new LAB42 building. This private sustainable energy production amounts to 1.4% of the UvA's total electricity consumption, meaning we are still far from reaching our 10% goal. In 2021, we investigated whether the undeveloped land at the Amsterdam Science Park could offer a solution, but unfortunately, the availability of this land is too limited to achieve the goal. To make optimal use of the roof potential, preparations were started in 2022 for the purchase of solar panels for roof surfaces on the REC buildings and on ASP904.

*Circular, nature-inclusive and climate-resilient campuses*

In the context of circularity, the UvA is committed to re-using materials and using materials with a low environmental impact. For example, in 2022, the hot tap water system in Building F at the Science Park was electrified with re-used boilers from the Roeterseiland Campus. During the sustainability refit of REC JK, components worth €90,000 from other buildings were re-used. The LAB42 building, completed in 2022, is largely demountable and thus largely reusable in a circular system following any future dismantling operation. In addition, an ambitious environmental goal was set in 2022 for the construction of LabQ in the form of an Environmental Performance of Buildings requirement of 0.6. This number imposes high requirements for more environmentally friendly and circular construction.

*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. One way in which the UvA hopes to achieve this goal is by extending the service life of equipment. In 2021, it was decided to stretch out the useful life of laptops to five years and smartphones to four years. This decision was implemented in 2022.

Consultation was started with two large cloud providers to better determine and reduce energy use in the cloud. From the conversations, it emerged that these are relatively new questions for the providers. This means that taking action will require time and effort, but it also means that the UvA is clearly a pioneer in this area.

*Food aligned with our understanding of our planet's limits*

The UvA aimed to cut CO<sub>2</sub> emissions from catering by 50% in 2022 and is aiming to reduce CO<sub>2</sub> emissions from food prepared in the cafeteria by 25% by 2026, compared with 2018 levels. In restaurants and cafés, 21% of food sold is vegan and 50% is vegetarian. Catering (all the lunches, drinks and so forth provided at UvA events) is vegetarian by default, although this is not mandatory. In this category, 83% of food sold is vegetarian and 6% 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. Moreover, based on questions put to the UvA panel in 2022, it appears there is still little support among staff and students for drastic measures such as removing meat from the menu altogether or offering meat substitutes.

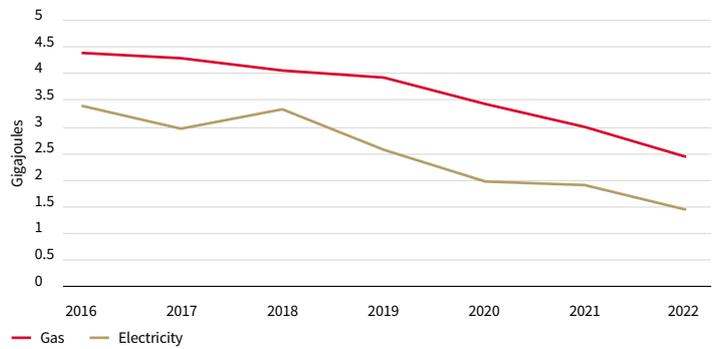
**5 SEPTEMBER**

Executive Board President Geert ten Dam opens the 2022 – 2023 academic year by asking how the University can contribute to a resilient democratic society. University Professor of Artificial Intelligence and Society Claes de Vreese also speaks about a university's role in a democracy.

## Data on environmental impact

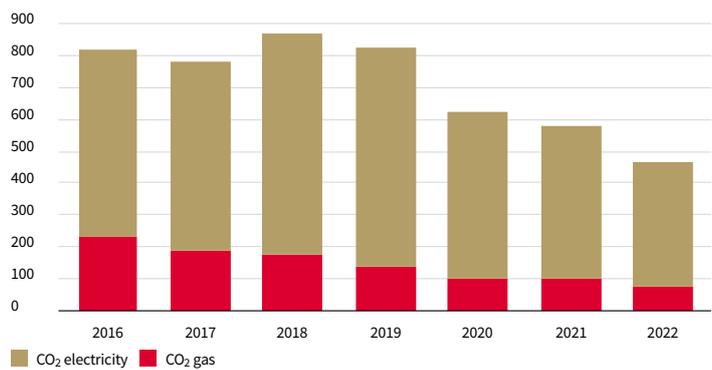
### Energy consumption per student in GJ

The 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.



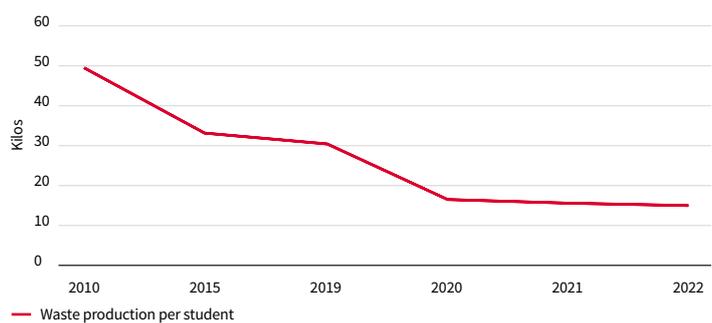
### CO<sub>2</sub> equivalent in kg/student

The graph shows the CO<sub>2</sub> 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	2020	2021	2040
Energy consumption (kWh)	271	164	141	70
Gas [m <sup>3</sup> ]	9,400,000	2,097,946	1,734,677	0



*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. In 2022, a four-year investigation was launched into creating shorter supply chains in business catering. The UvA campuses will be used as a case study. Among other things, the investigation will consider the emissions caused by transport and local products. In 2022, no initiatives were launched to improve the sustainability of the existing range of food.

*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. So far, there has been a slight drop of 4% compared with the reference year. In July 2022, a new system for the separate collection of waste was launched throughout the UvA. Proposed reductions in the use of disposables and paper have been comfortably achieved.

*Reducing the environmental footprint of all travel*

The UvA is aiming to reduce CO<sub>2</sub> emissions from staff travel by 25% by 2026, compared with 2018 levels. For this reason, staff must travel by train to destinations that can be reached by train within six hours, and train travel is the express preference for destinations that can be reached within eight hours. In 2021, this train travel policy was incorporated into the booking portal for official travel, and no changes were made in 2022.

Cycling is the most sustainable form of transport. To encourage the sustainable use of bicycles, a 'bike kitchen' was started in 2022 in the bicycle shelter on the Roeterseiland Campus. This is a workshop, in a pop-up form for now, where staff and students can repair their own bicycles, with advice.

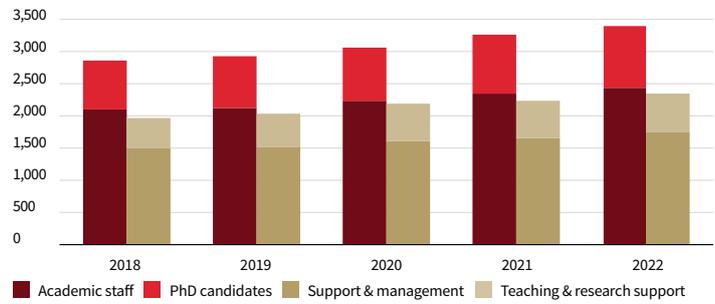
**21 SEPTEMBER**

The Bachelor's programme in Computational Social Science is the first of its kind and is launched at the UvA at the start of the academic year. Not only are new subjects being discussed, but the form in which knowledge is conveyed also differs from the standard (flipped classroom).

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

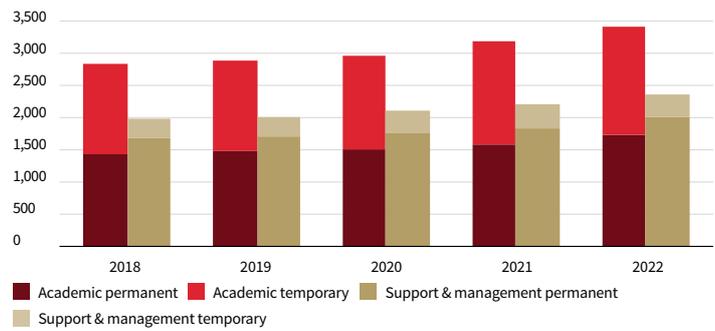
### Ratio of academic staff to support and management staff

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.



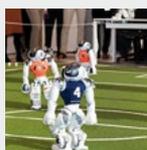
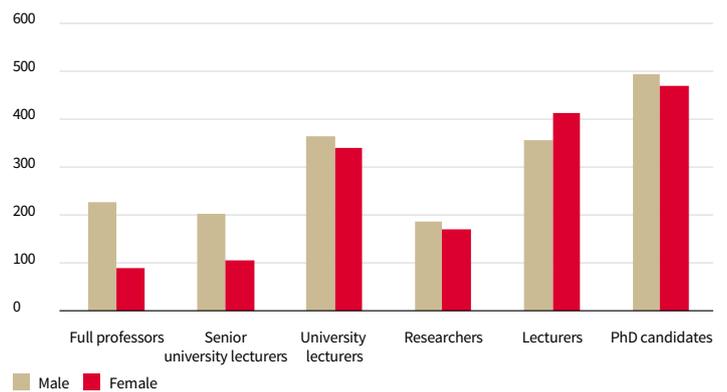
### Ratio of permanent to temporary staff

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



### M/F split among academic staff

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



#### 22 SEPTEMBER

The UvA's LAB42 is officially opened: a place for teaching, research and enterprise in digital innovation and AI. Those present are invited to collectively answer 'the questions of tomorrow', the essence of LAB42.

## 9. Human resources policy

### Introduction

The UvA is a public employer, as defined in the Higher Education and Research Act (WHW). At the end of 2022, there were 5,769 employees working at the UvA. This is an increase of 276 FTEs compared with 2021.

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 2022 was 60:40. With the exception of the Faculty of Dentistry, the number of staff members increased in all faculties.

Employees of the UvA are subject to Dutch labour law and the Collective Labour Agreement for Dutch Universities (CAO NU). The UvA participates in the General Pension Fund for Public Employees (ABP). Remuneration policy is determined by the CAO NU and the University Job Classification System (UFO).

In its Strategic Plan, 'Inspiring Generations' (2021 – 2026), 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.

### 2022 – 2026 HR programme and HR Manifesto

The Strategic Plan devotes considerable attention to themes such as talent development, leadership, collaboration and a safe and healthy working environment. To give substance to these themes, the Human Resource Management (HRM) department has launched a programme entitled 'The future of working at the UvA'. The Strategic Plan ambitions have been carried across to the HR Manifesto and developed in greater detail, following a design approach. 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. The ambitions in the manifesto have been translated into an HR programme, in which specific objectives and the associated actions are formulated for the HR area. The Executive Board is expected to adopt the final version of the HR programme in the first quarter of 2023.

### Recruitment and selection

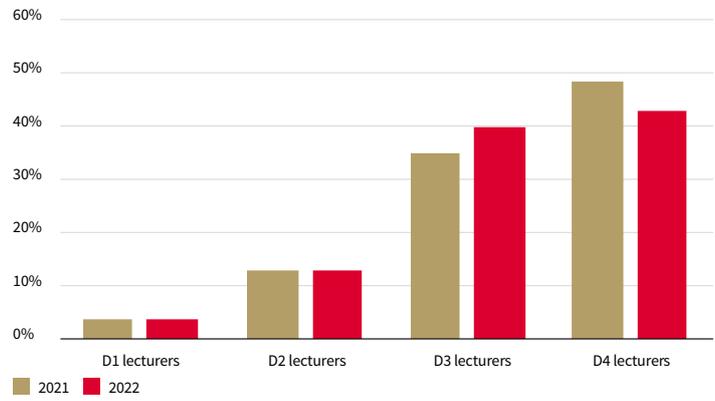
The current labour market shortages and the structural recruitment needs call for a professional approach to recruitment and labour market communication. In 2022, following consultation with the faculties and service units, the HR department adopted an approach based on four pillars: setting up a long-term recruitment system, obtaining support for hard-to-fill vacancies, raising awareness of the new approach and making better use of the internal labour market.

In early 2023, three external recruiters were brought in to help with the acute recruitment needs for specific positions. They will also lay the groundwork for a more permanent recruitment system to be set up. With more than 5,000 staff members, the UvA has a great deal of talent at its disposal. Over the next few years, we will try to make better use of the internal labour market to fill vacancies. Moreover, by increasing internal career opportunities and strengthening the position of internal candidates, we will contribute to a more attractive working environment for our staff.

## Lecturer policy

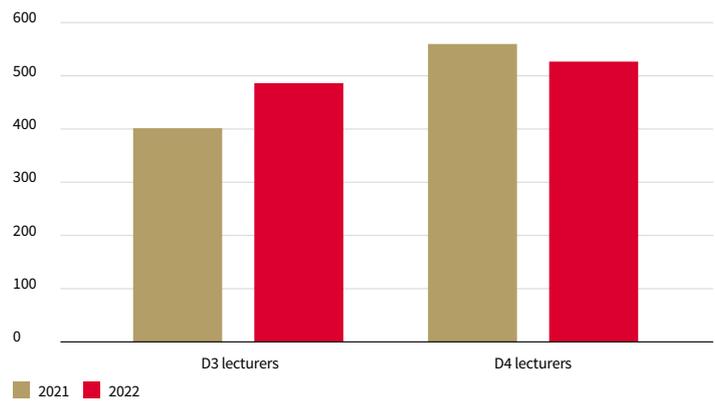
### Lecturer policy percentages

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



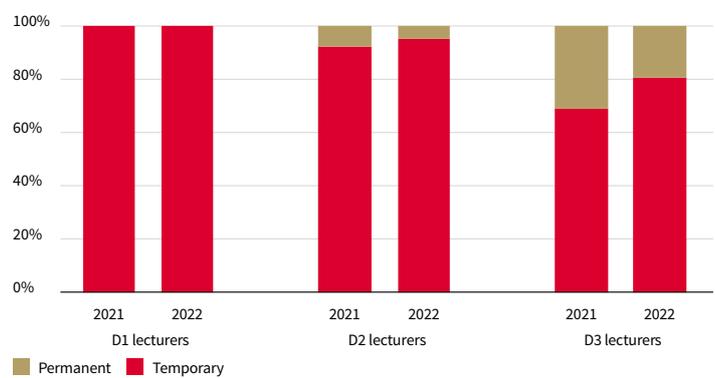
### Ratio of D3 to D4 lecturers

The 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

A key principle behind the career development policy is that staff must be able to take control of their own careers. To best facilitate them to do so, the UvA invests in the professional and personal development of its staff. In this regard, it is essential that the range of coaching and courses offered is easy to find and readily accessible. To this end, the 'UvA Course Finder' tool has been developed and placed on the Intranet.

In 2022, to cater for the diverse range of development needs, we began expanding the UvA-wide selection of courses in the areas of leadership, career and talent development, health and vitality, diversity and inclusion, social safety and collaboration.

### Lecturer policy

Lecturers perform a substantial portion of the teaching duties and are therefore an important and inextricable part of the university. In 2022, a UvA-wide policy framework was drawn up to provide lecturers with better prospects and more certainty. The policy, which is set out in an outline policy memorandum, is based on five basic principles:

- recognition that 'lecturer' is a position in its own right within the university;
- increasing job security;
- adequate scope and content of the employment contract;
- career prospects for lecturers in permanent positions;
- transparency around matters such as the job description and career prospects.

Among other things, this means that lecturers in an entry-level D4 position will, in principle, always be offered a fixed-term contract for four years, while for other lecturer positions, the default will be a one-year contract with the prospect of a permanent contract. In addition, the UvA will offer contracts of at least 0.8 FTE where possible, and every lecturer will be given professional development time appropriate to their job level.

The introduction of this memorandum has brought about a substantial change in the composition of the lecturer workforce. In spite of the increase in the student population and thus in educational demand in 2022, both the number of D4 lecturers and the number of lecturers on temporary employment contracts decreased.

### Talent programmes

In October 2022, the UvA Opportunity Programme (UOP) for support staff was run for the fourth time. The programme gives talented staff an opportunity to accelerate their development and grow towards the next step in their careers. At the same time, we have started to set up a UOP community for UOP alumni with various activities, ongoing peer feedback and an annual event for all participants. The community is developing into a valuable network for both participants and the organisation.

In collaboration with AUAS, we have started a two-year pilot involving four HRM trainees. The four trainees work in one of the faculties or service units at the UvA or AUAS for eight months. The initial experiences have been so promising that, in 2023, we will look at whether the programme could be expanded to include trainees in other disciplines.



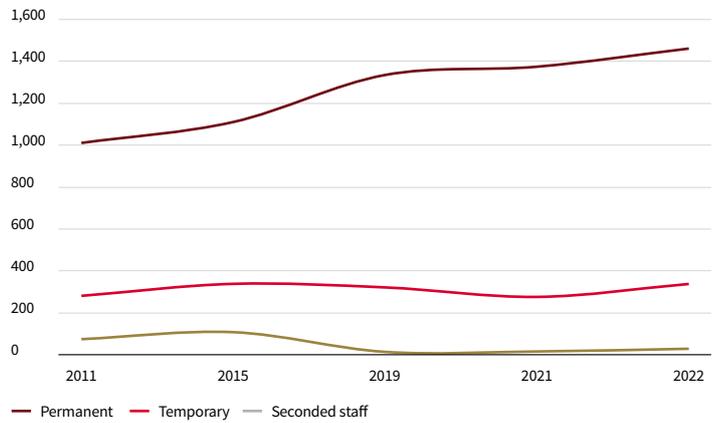
#### 23 SEPTEMBER

Funds for 'Thematic collaboration' start-up projects are allocated to a number of interdisciplinary projects, thus fulfilling the UvA's ambition in the Strategic Plan to achieve innovation in teaching and research through collaboration between disciplines.

## Trends in teaching positions

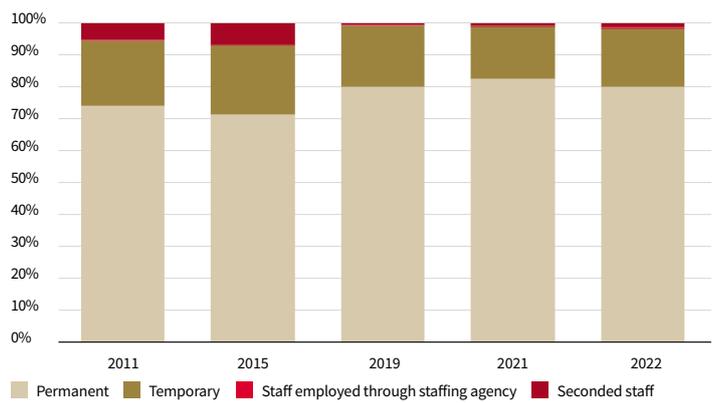
### Teaching staff at the UvA by type of employment contract, excluding Medicine

The graph shows the number of FTEs in the ranks of professors, lecturers, university lecturers and senior university lecturers for the various contract types.



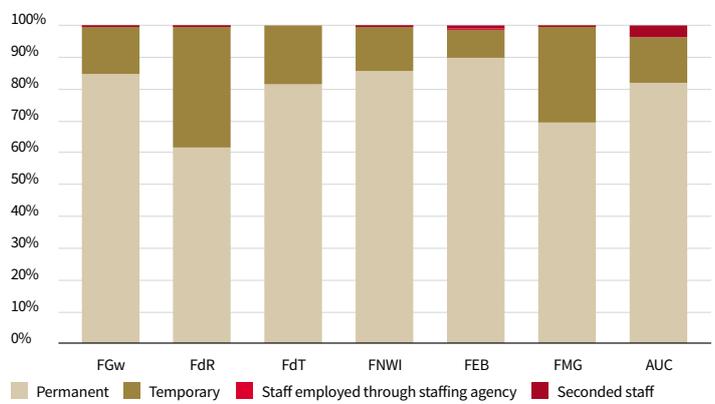
### Teaching staff at the UvA by type of employment contract, excluding Medicine

The graph shows the distribution of the number of FTEs in the ranks of professors, lecturers, university lecturers and senior university lecturers for the various contract types.



### Composition of teaching workforce by contract type, excluding Medicine

The graph shows the distribution of the number of FTEs in the ranks of professors, lecturers, university lecturers and senior university lecturers for the various contract types, by faculty (reference date: end of 2022).



### Leadership development

Leadership development of academic and support staff is high on the UvA's agenda. Accordingly, academic leadership programmes aimed at relatively new supervisors were organised once again in 2022, along with strategic leadership programmes aimed at more experienced supervisors. In 2023, the HRM department will develop and offer a modular range of leadership skills courses alongside existing leadership programmes. In the first instance, these courses will focus on practical skills for both beginning and experienced supervisors (such as dialogue techniques, supervising a team and promoting a socially safe working environment).

The development of supervisors of PhD candidates is another key focus area. In 2022, 92 supervisors took part in the Superb Supervision course. In light of the huge interest and good feedback on the programme, the course will be offered again in 2023 and will be scaled up.

### Hybrid working

Hybrid working has become a permanent part of working at the University. The UvA would like to maximise the opportunities offered by hybrid working for both the organisation and individual staff members. Once the COVID-19 measures were lifted, the UvA drew up guidelines for hybrid working. These guidelines provide tools for making agreements with individual employees and teams. In 2022, a programme group was set up to share knowledge and experience, identify and address obstacles and monitor the implementation of hybrid working. In 2023, a final report with recommendations will be drafted.

### Social safety

The UvA aims to create a positive environment for work and study. Social safety is therefore an ongoing focus. The University applies an integrated approach with three pillars: prevention and awareness, help and support, and reports and complaints.

To unite the various initiatives and actors, the HRM department was given responsibility for this theme in 2022.

In the context of 'prevention and awareness', the awareness-raising campaign 'Looking out for each other' continued in 2022, and the Time Out play 'Safe Space' was performed for students. An e-learning module on social safety for students and staff is in development, and the UvA is working on expanding the range of training courses for supervisors relating to social safety.

In the context of 'help and support', a coordinating confidential adviser has been appointed, with the aim of further professionalising the system of confidential advisers through in-depth knowledge sessions and the use of escalation ladders, among other activities. In the context of 'reports and complaints', work was done to better coordinate the various annual and other reports issued in the social safety area.

### Diversity

We have developed a UvA-wide range of programmes and training courses, ranging from anti-bias training and recruitment and selection courses to workshops on intercultural competencies. Diversity is a key component of the range of professionalisation courses and forms part of the strategic leadership, University Teaching Qualification (UTQ) and Advanced UTQ courses. In 2023, work will be done to expand this range.

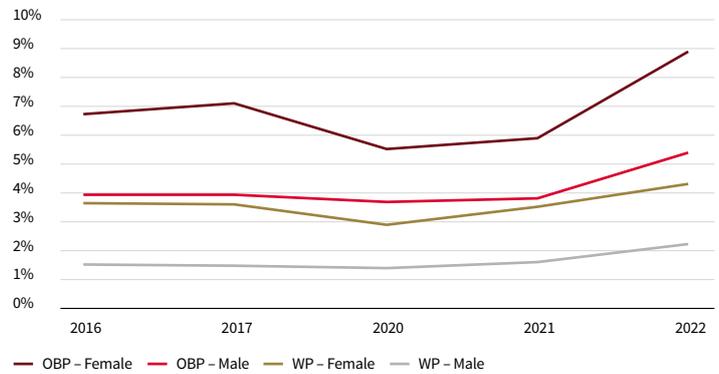
#### 29 SEPTEMBER

UvA scientists launch a teaching package for primary schools entitled 'Who is a scientist?' The teaching package is available free of charge to all primary schools in the Netherlands and will allow children to learn about science through play.

**Key social policy figures**

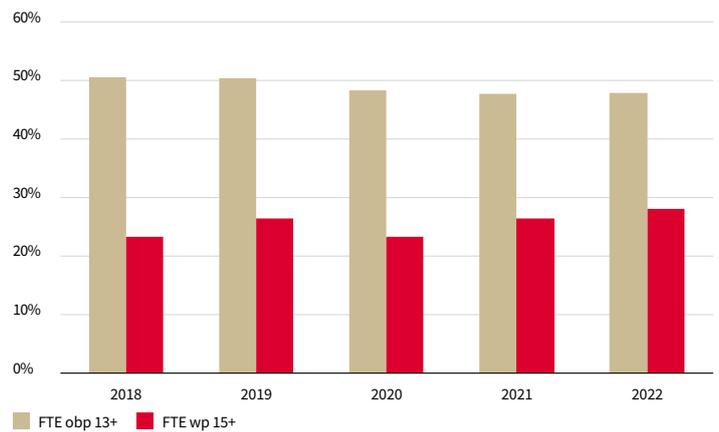
**Absences due to illness – Academic staff (WP) and support and management staff (OBP)**

The rate of absences due to illness among academic staff was 3.0%, while the figure for support and management staff was 6.8%. The graph shows the development in the rate of absences due to illness in recent years.



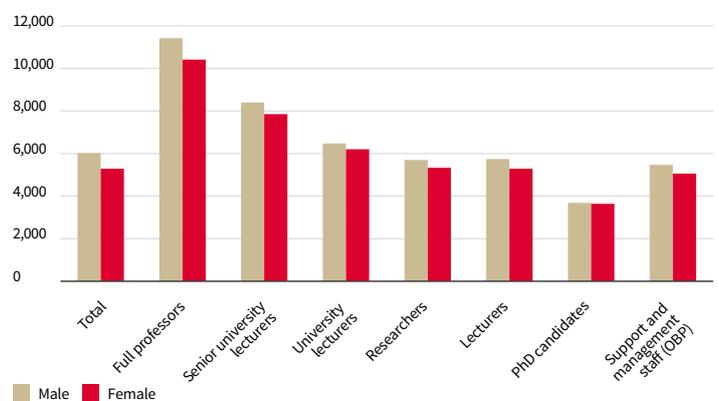
**Women high on the salary scale**

The 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 327 positions at scale 15 or higher on the salary scale (nearly all of which are professorships). For support and management staff, there are around 159 managerial and senior positions at scale 13 or higher.



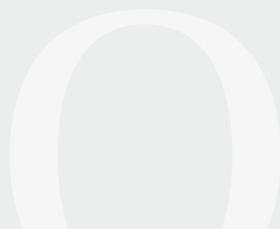
**Average gross salary per month per FTE, in euros, excluding Medicine**

The graph shows the remuneration ratio between men and women by type of position for the UvA as a whole in 2022. There is hardly any difference (less than 10%) 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 18% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



**1 OCTOBER**

For UvA staff, October is dominated by information security and security in general. On the staff website, there is a focus on cyber crime and how you can better protect yourself from it.



Diversity has also been given a prominent place in the new recruitment and selection procedure. One component of this procedure is the appointment of a 'diversity advocate' to all selection committees.

Over the next few years, the UvA will continue its efforts to ensure better representation of female academics, in accordance with the UvA Gender Equality Plan and the Horizon Europe criteria. Among other targets, the UvA is aiming to increase the percentage of female professors to at least 30% by the end of 2030. In 2022, it was 27%.

The Mentoring Programme for Talent ran for the third time in 2022, with 66 mentees and the same number of mentors. The aim of the programme is to contribute to a more inclusive working environment. As well as UvA staff, staff from the Amsterdam UMC took part in the programme again this year.

### **Participation jobs**

The UvA has committed to a target for positions offered under the Participation Act. The majority of these positions are filled by Facility Services (FS), in collaboration with the social employment agency Pantar.

As in 2021, growth in the number of positions for people with disabilities was inhibited by the tight job market. Over the next few years, the UvA will try to create more such positions through the procurement of services, internship places for students from secondary vocational education (MBO) in the target group and hiring graduates from research universities and universities of applied sciences with an occupational impairment. In 2022, a Participation Act coordinator was appointed to work towards this goal.

### **Workloads**

In 2022, the 'Managing your workload' programme came to an end with a list of inspiring examples within faculties and service units. At the central level, the theme of 'workloads' has now been fully assigned to the HRM department. A focus on and tools for lowering workloads are included in various ambitions and actions in the HR Manifesto and the associated HR programme.

In 2022, the HRM department offered various training courses and coaching programmes on dealing with high workloads and stress. These included the 'Time management' training course, in which over 250 staff members participated, and the 'Mindful2Work' course, which was run 6 times for more than 50 staff members in total. In 2023, the training course on running effective meetings will be updated to cover hybrid meetings as well.

### **Absences due to illness**

In 2022, both the rate of absences due to illness and the reporting frequency increased from the previous year's levels (from 3.5% to 4.5% and from 0.4 to 0.7 respectively). The percentage of staff members who did not report sick at all fell from 77% in 2021 to 68% in 2022.

Among academic staff, the rate of absences due to illness rose by 0.6% to 3.0%. For support staff, the rate increased from 5.0% to 6.8%. The rate of long-term absences rose from 0.8% to 1.3%. On average, staff members reported sick less often but stayed away for slightly longer than in 2021.

### Occupational Health and Safety Service

In late 2021, a decision was made not to extend the contract with the Amsterdam UMC Occupational Health and Safety Service and to issue a call for tenders for the provision of occupational health services. In preparation for the tendering procedure, an absences and illness prevention vision was developed in close cooperation with the faculties, service units and the Central Works Council. In 2022, the UvA contracted Equivalence to provide case management services in relation to claims under the Work and Income (Capacity for Work) Act (WIA) and the administration of sickness benefits.

### New collective labour agreement

In 2022, a deal was struck for a new Collective Labour Agreement for Dutch Universities (CAO NU) for the period from 1 March 2022 to 31 March 2023. The deal included a 4% salary increase, as well as a one-off payment of €400 allocated on the basis of a full-time position. The *Parental Leave on Partial Pay* scheme was also adjusted in light of new legislation. The collective agreement contains a commitment to improve the career prospects and contractual position of lecturers in a future agreement. In addition, the parties to the collective agreement decided to include the theme of 'Recognition and Rewards' in the preamble to the agreement.

### Local Consultative Committee

In the Local Consultative Committee, the Executive Board speaks with representatives from employee organisations about the general state of affairs at the University and expectations regarding employment opportunities, the collective labour agreements and the social policies of the UvA.

In 2022, five regular meetings were held, along with a number of technical meetings. These meetings were used to prepare the new lecturer policy and the changes to the recruitment and selection procedure. The policy around organisational change was also updated, in consultation with the unions. Long-term employability was the starting point for all of these policy changes. The new Social Charter took effect on 1 January 2023. Agreements were also made regarding the introduction of a scheme to reimburse actual travel expenses and the tendering procedure for a mobility service provider.

### Recognition and rewards

Both nationally and internationally, there is a need to rethink the system for recognising and rewarding scholarship and academics. 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 different recognition and rewards system would require a change in culture: a shift away from the one-sided focus on quantitative indicators, towards a system that takes into account the entire spectrum of academic tasks and results. This has implications for all parts of the organisation and is not something that will be achieved in the short term.

The commitment to recognition and rewards is described in the national position paper 'Room for everyone's talent'. The paper sets out the following goals:

- diversifying career paths and making them more dynamic;
- achieving a balance between the individual and the collective;
- focusing on quality;
- promoting open science;
- promoting academic leadership.

In response to this position paper, every Dutch university has set up a committee to drive discussion about recognition and rewards within their own institution and thus stimulate and support the process of change.

The UvA committee was set up in 2021. Chaired by Professor Rens Vliegthart, it comprised academics drawn from every faculty. In 2022, following an extensive consultation process, the committee issued a paper with recommendations on three themes: 'differentiated career paths', 'team science' and 'leadership'. The goal is to become a university where staff feel appreciated and where there is room for their talents to flourish without them having to excel at everything.

With the presentation of the paper to the Executive Board, the committee completed its mandate. The UvA will now move into a new phase. Based on the recommendations in the paper and the national road map for recognition and rewards, a working group will design differentiated career paths for the UvA in the first half of 2023, which will be tested and evaluated in the second half of 2023.



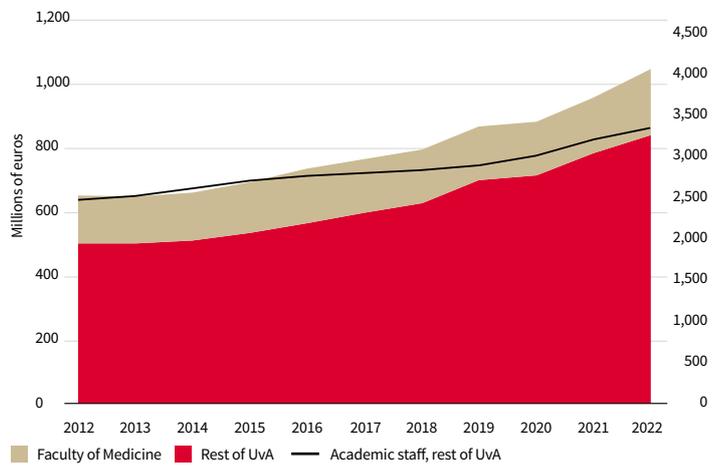
### 3 OCTOBER

The first day of work for new Rector Magnificus Peter-Paul Verbeek. He has this to say about the UvA: 'As a philosopher of technology, I always aim for a combination of theoretically groundbreaking work and social impact, and I can see that really strongly in the DNA of the UvA.' Verbeek was previously distinguished professor of Philosophy of Technology at the University of Twente.

## Long-term financial trend outlook

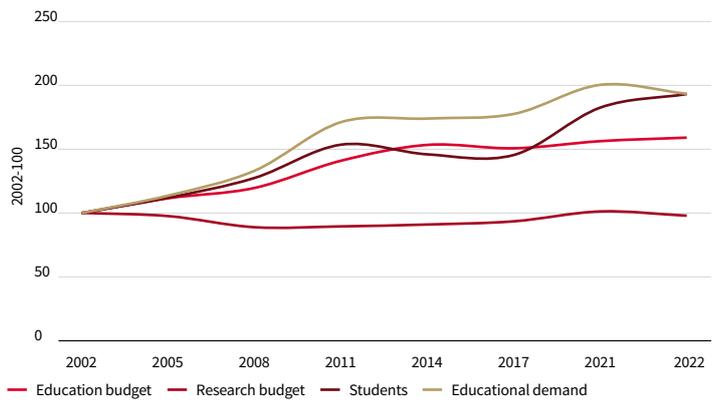
### Increase in UvA revenues with and without Medicine

The 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.



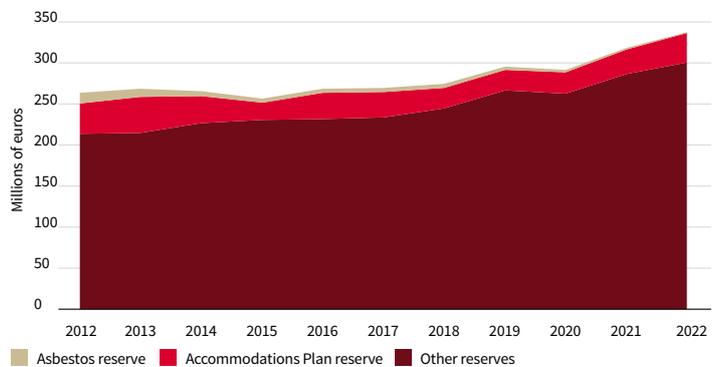
### Development of government funding and educational demand since 2002 (corrected for inflation)

The graph shows the increase in terms of 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'.



5 OCTOBER

CREA, the cultural student centre of the UvA and AUAS, celebrates its 50th birthday. Every year, thousands of students meet at CREA through courses and cultural activities and at the CREA café. CREA also hosts 56 student organisations in its building.

# 10. Financial report

## 2022 financial result

The group result achieved for the 2022 financial year was a positive result of €19.0 million. The non-consolidated budget for 2022 forecast a result of €0. Page 123 presents a summary of the normalisation of the result, setting out the key causes of deviations from the budget. The funds allocated to the UvA under the 2022 *Administrative Agreement on Higher Education and Science* made only a limited contribution to the financial result in 2022. This is because the new funds for start-up and incentive grants (€10.3 million) will be spent from 2023 onwards. Of the new sector plan funds, €1.8 million was spent in 2022, leaving the remaining amount of €3.7 million available for future years. For a detailed report on how these funds were spent, refer to Chapter 5.

The UvA uses internal alert thresholds to monitor the state of affairs around solvency and enable agreements on the numerical trends. The use of alert thresholds was introduced by the Inspectorate of Education. In 2020, the set of alert thresholds was expanded to include a threshold for excessive reserves.

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.

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 (based on the current valuation principles, UvA non-consolidated). The Inspectorate applies a minimum threshold of 30%. The non-consolidated Solvency II ratio has decreased from 41.9% to 38.4%, due to an increase in short-term loan capital as at year-end 2022.

The UvA's normative public equity remains well below the alert threshold.

## Internal policy on reserves

The annual result was added to the general and special-purpose reserves within the equity. At the end of 2022, €190 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 €89.6 million.

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.

## 2022 financial result

### 2022 Consolidated statement of income and expenses

INCOME	BUDGETED <sup>1</sup>			EXPENSES	BUTGETED		
	2022	2022	2021		2022	2022	2021
Government grants	599.8	577.0	556.3	Staffing costs	679.7	565.7	643.0
Other government grants	-	-	0	Depreciation	45.6	44.1	42.7
Tuition fees and similar	92.1	87.9	94.1	Accommodation expenses	65.6	53.6	58.3
Income from work performed for third parties	263.4	120.3	254.2	Other expenses	179.4	139.6	154.0
Other income	38.1	21.3	26.0				
<b>Total income</b>	<b>993.4</b>	<b>806.6</b>	<b>852.7</b>	<b>Totaal lasten</b>	<b>970.3</b>	<b>803.0</b>	<b>897.9</b>
				<b>Financial income and expenses</b>	<b>5.3</b>	<b>2.0</b>	<b>7.2</b>
				<b>Share in results of associates</b>	<b>1.2</b>	<b>1.6</b>	<b>1.2</b>
				<b>Minority interest</b>	<b>0.0</b>	<b>-</b>	<b>0.1</b>
				<b>Overall result</b>	<b>16.5</b>	<b>0.0</b>	<b>26.8</b>

<sup>1</sup> Figures for FdG contract research (€106 million) are excluded from the budgeted figures but included in the actual figures.

RESULT - AMOUNTS X €1 MILLION	ACTUAL 2022	BUDGETED FOR 2022	DIFFERENCE
Faculties and institutes	16.1	10.1	6.1
Service units	-9.6	-3.9	-5.8
Executive staff and policy	-3.6	0.2	-3.7
Central	14.6	-10.1	24.6
<b>Total Teaching and Research</b>	<b>17.5</b>	<b>-3.7</b>	<b>21.2</b>
Real estate and treasury administration	0.9	3.7	-2.8
<i>Non-consolidated result</i>	<i>18.4</i>	<i>0.0</i>	<i>18.4</i>
<i>Result from other consolidated affiliates</i>	<i>0.6</i>	<i>-</i>	<i>0.6</i>
<i>Consolidated result</i>	<i>19.0</i>	<i>0.0</i>	<i>19.0</i>

## 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. The UvA has drawn up an action plan that describes the steps to be taken to enable the University to report against the new policy rule, *Investing public funds in private activities*, from the 2023 annual report onwards.

- *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 2022.
- *Investing public funds in private activities*  
In 2022, the UvA did not use any government grant funds for investments in private activities that are not in line with its statutory tasks of education, research and knowledge transfer.
- *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, and is not developing, any tailor-made programmes funded by third parties.



### 6 OCTOBER

Jan Aten of the Faculty of Medicine is voted 2022 UvA Lecturer of the Year. Robin Blom (member of the Central Student Council) and Paula Eikelboom (ASVA Student Union), two students who sat on the jury, make the announcement during the UvA Education Day in the Singelkerk.

## Balance sheet and reserves 2022

### Consolidated balance sheet as at 31 December 2022

ASSETS	31 DECEMBER 2022	31 DECEMBER 2021	LIABILITIES	31 DECEMBER 2022	31 DECEMBER 2021
<b>Fixed assets</b>					
Intangible fixed assets	1.2	1.9	Equity	349.7	330.5
Tangible fixed assets	586.3	549.1	Provisions	31.9	31.4
Financial fixed assets	5.2	5.9	Non-current liabilities	183.1	190.1
	<b>592.8</b>	<b>556.9</b>	Current liabilities	424.4	311.4
<b>Current assets</b>					
Stocks	0.1	0.2			
Receivables	98.1	77.6			
Marketable securities	-	0			
Cash and cash equivalents	298.1	228.7			
	<b>396.3</b>	<b>306.5</b>			
<b>Total assets</b>	<b>989.1</b>	<b>863.4</b>	<b>Total liabilities</b>	<b>989.1</b>	<b>863.4</b>

NORMALISED RESULT		2022
Result according to the consolidated Annual Statement of Accounts		19.0
Incidental factors impacting the result		
- Pro rata refund for previous years	-6.9	
- Retroactive offset of SEO funds	-1.4	
- Reallocation of compensation for halving of tuition fees	-1.7	
- Day-to-day maintenance	1.4	
- Incidental staff payment	1.1	
<b>Total from incidental factors impacting the result</b>	<b>-7.5</b>	
Normalised operating result 2022		11.5
Other deviations from the 2022 budget		
- Government grant cost-of-living adjustment	9.5	
- Spending of funds under the Administrative Agreement	1.8	
- Other government grant allocations during the year	3.0	
- Higher revenue from tuition fees	4.3	
- Pro rata refund for 2022	1.7	
- Income from contract research	1.2	
- Hiring of staff	-8.0	
- Increasing the reserve for unused leave	-2.2	
- Underspending of Other Expenses budgets	3.3	
- Lower capitalisation of interest expenses	-2.6	
- Other movements	-0.5	
Elimination of the other deviations	11.5	-11.5
Budgeted operating result 2022 (non-consolidated)		0.0

OVERVIEW OF FACULTY RESERVES (AMOUNTS X €1 MILLION)	YE 2022	YE 2021	MOVEMENT 2022
Total special-purpose reserves	46.7	42.0	4.7
Total other reserves	183.3	171.8	11.5
<b>Total reserves</b>	<b>229.9</b>	<b>213.8</b>	<b>16.1</b>

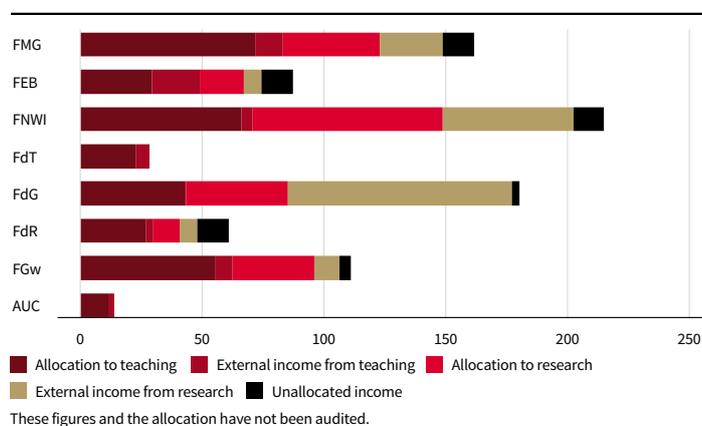
  

PUBLIC SPECIAL-PURPOSE RESERVES (AMOUNTS X €1 MILLION)	YE 2022	YE 2021	MOVEMENT 2022
<b>Faculties</b>			
Faculty of Humanities	8.3	7.1	1.2
Amsterdam Law School	3.5	2.7	0.8
Faculty of Science	16.0	15.5	0.5
Faculty of Economics and Business	3.3	2.4	0.9
Faculty of Social and Behavioural Sciences	15.3	13.9	1.4
Faculty of Dentistry	0.1	0.1	-0.0
Amsterdam University College	0.2	0.3	-0.1
<i>Faculties subtotal</i>	<i>46.7</i>	<i>42.0</i>	<i>4.7</i>
<i>of which quality agreements reserve</i>	<i>5.6</i>	<i>5.1</i>	
<b>Service units and other organisational units</b>			
Accommodations Plan reserve	30.5	29.4	1.1
Asbestos reserve	2.6	3.2	-0.6
Reducing workloads	2.4	2.4	-
Central quality agreements reserve	0.8	0.7	0.1
Educational innovation-HiC	3.0	3.0	-
Service units	3.1	4.0	-0.9
UvA start-up grants	0.6	-	0.6
Other	-	-	-
<b>Total service units and other organisational units</b>	<b>42.9</b>	<b>42.7</b>	<b>0.3</b>
<b>Total public special-purpose reserves</b>	<b>89.6</b>	<b>84.7</b>	<b>5.0</b>

## Breakdown of the faculty budgets

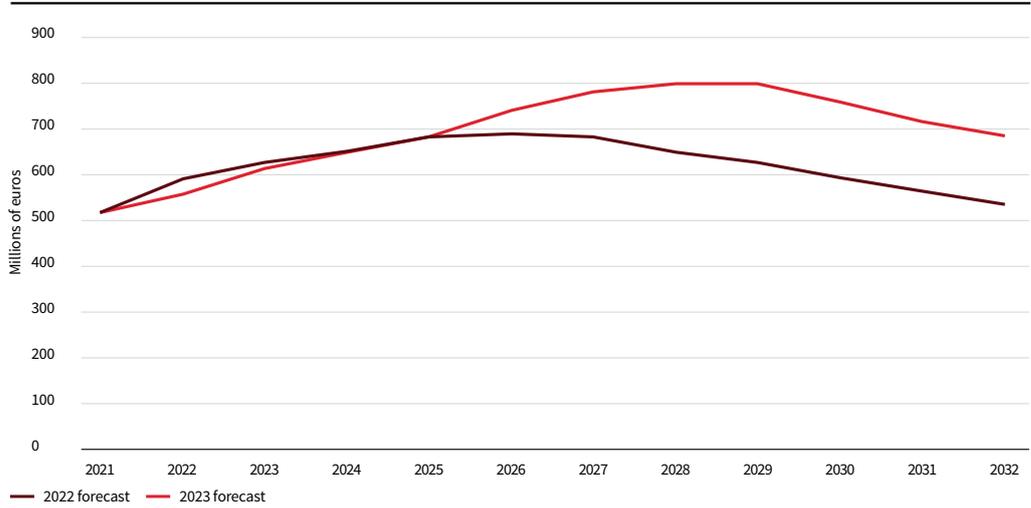
### Faculty income (amounts x €1 million)

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

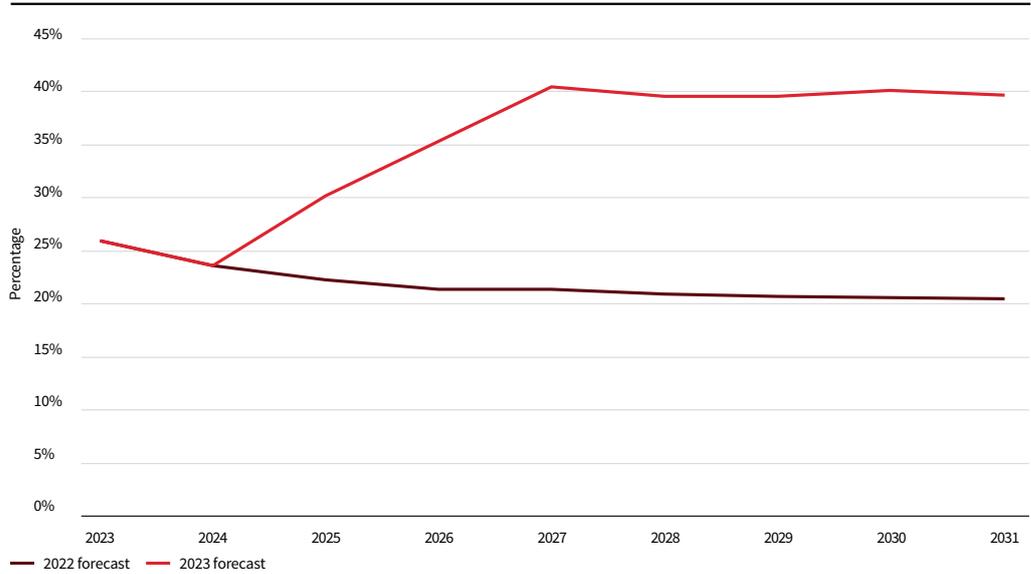


## Investment policy

### 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.

### 12 OCTOBER

This year, the UvA takes 60th place in the Times Higher Education (THE) 2022–2023 World University Rankings. This is an improvement of five places from last year, when the UvA was ranked 65th. The UvA is the second-highest Dutch university in this ranking.

# 11. Accommodations Plan

In 2022, activities under the Accommodations Plan were focused on projects in the University Quarter, the Roeterseiland Campus and the Amsterdam Science Park.

## Developments affecting multiple campuses

The projects in the Accommodations Plan are facing significantly higher costs. During the COVID-19 pandemic, there was a shortage of both building materials and capacity, which translated into higher contract bids. The war in Ukraine and the energy crisis have had a major impact on inflation. It is expected that projects will continue to be impacted by high inflation and the resulting increase in construction costs, certainly for the remainder of this year and possibly into next year.

### *Amsterdam's Innovation Districts Strategy*

The City of Amsterdam has developed an Innovation Districts Strategy, an elaboration of the City of Amsterdam's Environmental Strategy 2050. This strategy sets out a vision for the knowledge economy in Amsterdam. Specifically, it envisages the development of eight 'knowledge quarters' into 'innovation districts' and describes the role knowledge institutions will play in these districts. The draft strategy was developed with input from the knowledge institutions, including the UvA. The Municipal Executive released the draft strategy for public consultation in late 2022.

## University Quarter

### *University Library*

The façade restoration work is almost finished, while construction of the atrium roof is about to begin. In the Tweede Chirurgische Kliniek, a mock-up has been built for the mezzanines in the study rooms.

Progress in the construction of the University Library has been steady, but not entirely smooth. The project has proven to be more technically complex than was estimated during the permitting procedure in late 2020. Turning a listed building into a sustainable structure with a pleasant living and working environment is complicated and expensive, due to the multitude of requirements imposed by the city council. The state of these old monuments was also worse than expected. Furthermore, the construction market has never been tighter, and material costs have increased. As a consequence, the construction project was amended in early 2022: the construction work was postponed to December 2023 (nine months later), and the construction costs were increased.

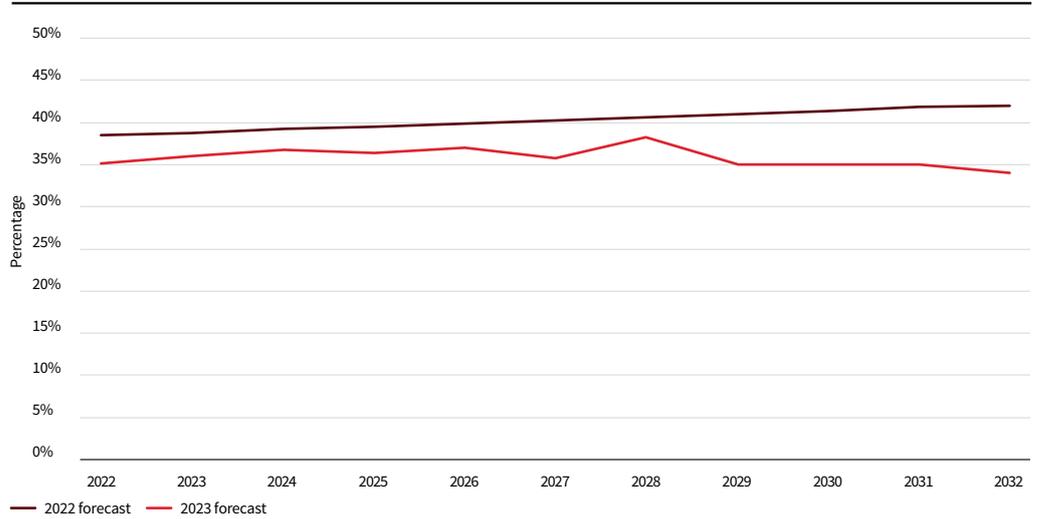
Important lessons have been learned from this major setback, including the need for a greater focus on reducing complexity in projects and on building-oriented design. These lessons will be applied to the other projects in the University Quarter.

It appears that the contractor is having difficulty achieving the requested rate of progress for certain elements. It will not be possible to make a reliable prediction of the actual date of completion of the Tweede Chirurgische Kliniek, which will be the final section of the library to be finished, until sometime in 2023. This means we will have to wait until then to find out the date when the building can be occupied.



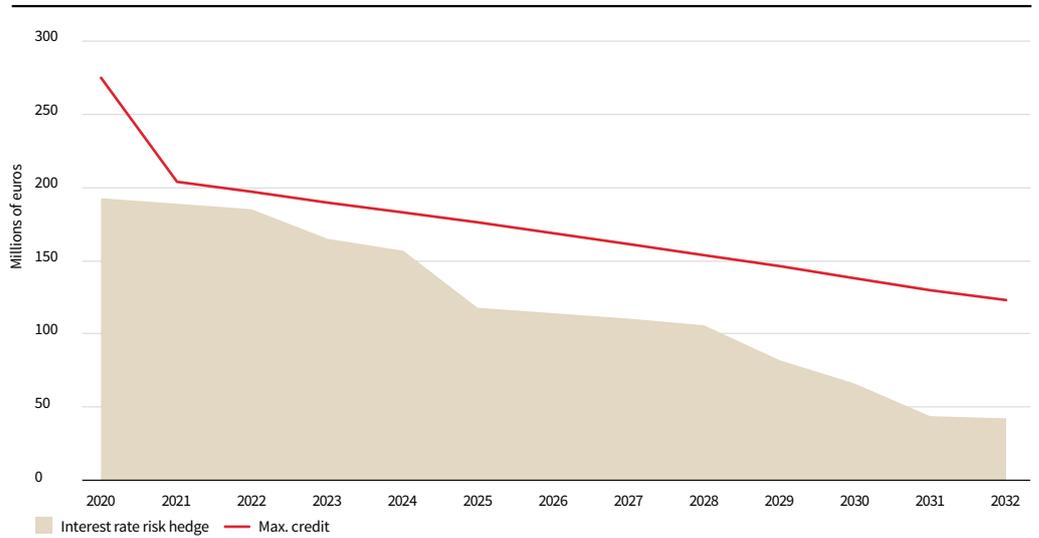
## Financieringsbeleid

### 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



*Oudemanshuispoort (OMHP) and BG5*

The UvA sees the BG5 and OMHP buildings as the two most important teaching buildings for the Faculty of Humanities. In 2022, the design process for the transformation of BG5 entered the next phase. After careful consideration, the UvA has decided to set aside more money for BG5 (including for foundation repairs) and get the final design phase underway, while at the same time continuing to look for realistic ways to make savings. A decision on implementation will be made in 2023, based on the final design and the insights into costs and risks as they stand at that time.

The UvA is aiming to create a plan for the OMHP within programme-related, financial and quality frameworks (improving internal transit routes and accessibility while achieving sustainability ambitions). The intention is to make a decision on the design brief in 2023.

*Research building and BG3*

The modifications to the Bushuis and BG3 buildings have been completed. The Faculty of Humanities has moved into the buildings and is pleased with the changes. The Humanities Faculty Board, Faculty Office and VOX-POP are housed in BG3, while the Humanities research facilities are clustered in the Humanities Labs in the Bushuis building. These buildings have been made suitable for a period of 8 to 10 years. Given this timeframe, it was agreed with the city council and neighbouring residents that the design competition for the transformation of BG3 will not start for several years.

*A TES network for the University Quarter*

A project plan has been drawn up for an area-specific TES system for the UvA buildings in the University Quarter. In 2022, preparations for the technical design got underway and we prepared to apply for the permits.

In the permit application for the TES sources, the UvA plans to ask whether it is possible for the UvA buildings to be connected to the loop pipeline one at a time.

The initial results of the investigation into the practicality of using aquathermal energy (energy from canal water) in the University Quarter show that the amount of energy that could be extracted from canal water is minimal compared with the heating capacity required for the TES area development project in the University Quarter. A business case has been commissioned.

**Roeterseiland Campus (REC)***Further development of REC*

In 2022, an action plan for further development of REC was drawn up and adopted. The goal is to carry out physical adjustments to make the campus an even more attractive place for education, research and entrepreneurship (with partners). Actions were formulated in the action plan, which will be implemented in collaboration with REC Impact. An initial exploratory study was performed into the opportunities and possibilities for physical development of REC. Based on the action plan and the exploratory study, an in-depth investigation has been launched into the possibility of creating more floor space (in new buildings or extensions).

The investigation is looking at the spatial development of REC and the surrounding area, as well as at the strategic development of the area (see Strategic Innovation Districts). The developments will raise the profile of the campus and lead to adjustments to public spaces and additional construction projects in the area. It is therefore important to work with the city council and partners in the surrounding area and the wider neighbourhood.

**17 NOVEMBER**

The UvA adopts an action plan to improve the mandatory registration of the ancillary activities of professors. The measures apply to all professors as well as the members of the Executive and Supervisory Boards.

### *REC P*

The interdisciplinary Bachelor's programme PPLE, the executive programmes (contract teaching by the Faculties of Economics and Business and Social and Behavioural Sciences and the Amsterdam Law School) and UvA-wide teaching activities under the auspices of the UvA Academy will be housed in Building P on the Roeterseiland Campus (REC P). This building, located on Plantage Muidergracht, requires extensive renovations and a customised layout for these programmes in order to comply with the modern requirements that the UvA sets for its buildings: future proof, sustainable, circular and energy efficient.

The actual renovation of the building began in the spring of 2022. According to the schedule, the building is expected to be ready for use by the 2023 – 2024 academic year.

### *REC JK*

In 2022, a contract was awarded for major maintenance of REC JK, the distinctive building with the brick chimney, and work is already underway. Combined with a general upgrade of the building, this maintenance will enable optimal use of the building for the next 15 years. The building will remain open during the renovation work, which will be done in stages. Stage 1 will be carried out in the 2022 – 2023 academic year, while Stage 2 will take place in the 2023 – 2024 academic year.

### *Additional teaching space in REC V*

In 2022, the decision was made to construct an additional teaching building on the Roeterseiland Campus to address the shortage of teaching space for the faculties on that campus. Under considerable time pressure, we succeeded in getting the new teaching building, REC V, ready for occupation before the start of the 2022 – 2023 academic year.

### *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 UvA signed a settlement agreement with the contractor in June 2022. Preparatory work was then carried out for a test phase, and an application was submitted for a permit for this sub-process of façade restoration.

## **Amsterdam Science Park**

### *LAB42*

LAB42, a new circular and sustainable building, was completed and officially opened in September 2022. LAB42 is the new hub for talent development in the field of informatics. The building will accommodate teaching and research activities as well as collaborations with the business community. The layout of the building will encourage co-creation, casual meetings, knowledge sharing and cross-pollination between scientists, students, business and society. It is the UvA's first energy-neutral and circular building.

### *Matrix ONE*

The Matrix ONE building was completed by the Matrix Innovation Center in 2022. It will be home to the SustainaLab, in which the UvA will collaborate with businesses on sustainability and valorisation.

### *LABQ*

The LABQ innovation hub will be built at the Amsterdam Science Park for the development and application of quantum technology. It was made possible, in part, through funding from the National Growth Fund (NGF). The project plan for LABQ has been adopted. In conjunction with users, work is underway on a spatial and functional design brief for a building with facilities for teaching, research and collaboration with partners and businesses. The design brief will include the preconditions set by the area development project.

The University has also invested in research facilities on its other campuses, thanks in part to the National Growth Fund. Nationwide coordination has taken place to ensure the facilities match the needs of academics.

#### *Development vision*

The development vision adopted for the Amsterdam Science Park in 2019 by the landowners (the UvA, the City of Amsterdam and the Dutch Research Council) included an ambition to supplement the facilities for teaching, research and enterprise with features that would stimulate greater interaction in the local area, such as housing.

The UvA has asked the City of Amsterdam to explore the possibility of using the joint area development project to increase the housing opportunities for young staff.

According to the zoning plan, the UvA has the option of developing a conference centre at the Amsterdam Science Park. An extended stay facility would be the best fit for the Science Park. This intended use will be investigated further as part of the joint area development project with the city council.

In conjunction with other local landowners, the University has been exploring how the Kruislaan area could be made greener and more attractive. In the future, we would like to see cars banned from the Kruislaan road to create more space for cyclists and pedestrians. This proposal will be developed further.

#### *Increasing the sustainability of the portfolio*

The *Energy Transition Road Map* was adopted in 2020. Since then, the sustainability of the portfolio has been increased gradually as natural opportunities arise, such as when renovations or major maintenance work are being done, or at the time of reinvestment. A long-term maintenance plan has been drawn up that includes a focus on maintenance management. A draft policy on climate adaptation and inclusion of nature (meaning that space for biodiversity is deliberately created on or in the building or in the surrounding area, with the aim of encouraging more diverse plant and animal species) has been written, and the final policy is expected to be adopted in 2023. Because improving sustainability is a change process requiring extra effort, a Sustainable Campus Transition Council has been set up to oversee and facilitate the transition process.

### **International Student Housing**

Every year, the International Student Housing Unit places around 3,000 international students (from the UvA and AUAS) in homes owned by accommodation providers in Amsterdam and the surrounding region, including DUWO and De Key as well as commercial providers. To ensure the availability of student housing, the UvA has signed partnership agreements with housing corporations and other accommodation partners.

The accommodation partners set aside a certain number of homes for UvA and AUAS students at the start of each academic year. International Student Housing provides students with a place to stay for up to a year, because it is hard for international students with no network in the capital to find a place to live on their own.

In 2021, the UvA signed the Almere Central Campus Agreement with the Municipality of Almere, VU Amsterdam and the Windesheim and Aeres educational institutions. Student housing will be built on this new campus, with 375 homes set aside for UvA students. Planning began in 2022, and the plans will be implemented in collaboration with the DUWO housing association. The UvA and its partners are looking for new opportunities to initiate and create affordable housing for students in Amsterdam and the region.



### *Accommodation Projects Improvement Agenda*

Most of the recommendations in the *Accommodation Improvement Agenda* were implemented in 2022. The agenda focuses on improving risk management in accommodation projects, streamlining work processes and intensifying collaboration in the accommodation chain.

### **Financing**

In 2022, the UvA took out loans to finance its accommodation plans. The loans were used for the new Faculty of Science building and the renovation of 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. At the end of 2022, the loans totalled €190 million.

The UvA's operating cash flow was again extremely positive in 2022. The operating cash flow is expected to be positive every year, because part of the revenue is earmarked for covering depreciation on investments. This depreciation is a cost, but not an expense, so it does not affect the operating cash flow. The operating cash flow was particularly high in 2022, due to a number of contributing factors. The government grant was higher, although this will result in more obligations over the next few years. In addition, in the last quarter, there were a number of temporary movements in working capital.

Revenue was relatively high, but it comes with certain obligations. Many of these have already been met in the first quarter of 2023.

The investment cash flow was lower than expected. This is mainly due to construction delays. The biggest project that is currently underway is the University Library project. The complexity of this project in the city centre has led to delays, which in turn have caused a delay in investment expenditure.

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 rose on the money and capital markets in 2022. At the start of 2022, the rates were still negative, which meant the UvA had to pay interest on its position in cash and cash equivalents. This changed over the course of 2022, so that the UvA no longer has to pay interest on this position.

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 2022, the loans on which the UvA was exposed to such an interest rate risk represented less than 10% of the loan portfolio; more than 90% of the loans are subject to long-term fixed interest rates. 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.

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. Because of the UvA's growth plans, such loans will have to be considered eventually. However, in the short term, the UvA's liquidity position is robust enough that investments can be paid for out of its own funds. The UvA will monitor its financing needs and ensure it continues to meet the solvency and liquidity criteria.



#### **22 NOVEMBER**

The interactive play SAFE SPACE is performed in CREA. A production about social safety in student life, SAFE SPACE tackles issues and facilitates conversations between the people involved.

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.

## 12. Continuity

The *2022 Administrative Agreement on Higher Education and Science* was adopted in the summer of 2022. For the UvA, the Administrative Agreement led to an increase in the government grant. This was reflected in the 2023 budget and the 2024 – 2027 long-term forecast. The additional income was available to be spent on sector plans, start-up grants for beginning university lecturers and incentive grants for other academic staff. The funds also made it possible to spend more on the ambitions in the Strategic Plan, ‘Inspiring Generations,’ and the faculty strategic plans.

Alongside this positive development came other developments that had an impact on the UvA's expenses. Inflation and higher energy prices also affected the UvA. The budget provides details on how the pressure of these developments on the faculties and other organisational units will be minimised. By increasing the prices in the allocation model and allocating additional funding to service units, the University found a way to largely protect the organisational units from excessive adverse effects in 2023. For later years, the budget was drafted with an expectation that the negative impact of inflation will be compensated for by the government and other clients. Where more specific assumptions apply, these are stated.

### 2023 budget and 2024 – 2027 long-term budget

This continuity section is based on the 2023 budget, adopted by the Executive Board and approved by the Supervisory Board in late 2022, and the 2024 – 2027 long-term budget. The 2023 budget is based on a forecast for 2022 drawn up in the autumn of 2022. 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 2023 – 2027 long-term budget.

For the purpose of this continuity section, the figures were updated with the annual figures for 2022. The tables provide a summary of the 2022 Annual Statement of Accounts, the 2023 budget and the 2024 – 2027 long-term budget in millions of euros (UvA non-consolidated), including the relevant financial ratios.

### *Financial health*

The 2023 budget reflects the UvA's financial health. For the UvA as a whole, it anticipates a long-term zero result. For the years after 2024, there are still some minor actions that must be taken to achieve this result. This will be explained in greater detail in the 2024 framework letter.

In 2023, the UvA's income will increase by more than 13% in comparison with the budget for 2022. This is largely due to the *2022 Administrative Agreement on Higher Education and Science*. Income from tuition fees, income from work performed for third parties and other income will also increase.

Staffing costs will grow significantly in 2023, due to additional funding and wage developments. The impact of the additional funds and inflation is also noticeable in the accommodation costs and other expenses. The UvA will face cost increases, and rising inflation could impact on the University's future results. Nevertheless, the UvA expects the impact of inflation in the next few years to be relatively limited: the UvA's income from the government grant will be index-adjusted to a substantial degree based on the rise in prices, and its loan portfolio is almost entirely based on fixed interest rates.

## 2023 – 2027 long-term budget and actual 2022 figures

FORECAST FIGURES	2022	2023	2024	2025	2026	2027
- academic staff (FTE)	3,423	3,795	3,829	3,844	3,909	3,896
- support staff (FTE)	2,238	2,481	2,504	2,513	2,556	2,548
- Executive Board and management (FTE)	52	58	58	58	59	59
Total staff (FTE)	5,713	6,334	6,390	6,416	6,525	6,504
Students	42,324	43,263	44,037	44,590	44,590	44,590
<b>OPERATING INCOME (AMOUNTS X €1 MILLION)</b>						
Government grants (Ministry of Education, Culture and Science)	599.0	628.6	637.9	643.2	653.3	658.1
Other government grants and subsidies	-	-	-	-	-	-
Tuition, course, lecture and exam fees	92.1	125.3	130.7	133.6	134.2	134.3
Income from work performed for third parties	121.3	131.6	131.9	131.9	134.1	134.1
Other income	29.0	31.0	21.6	26.1	26.2	26.1
<b>Total income</b>	<b>841.4</b>	<b>916.5</b>	<b>922.2</b>	<b>934.8</b>	<b>947.8</b>	<b>952.6</b>
Staffing costs	581.9	645.2	650.9	653.5	664.6	662.5
Depreciation	42.8	50.3	51.8	55.7	55.4	64.3
Accommodation expenses	62.7	69.2	65.1	64.2	64.5	64.4
Other expenses	129.9	152.7	155.5	159.0	162.8	161.9
<b>Total expenses</b>	<b>817.3</b>	<b>917.3</b>	<b>923.3</b>	<b>932.3</b>	<b>947.3</b>	<b>953.1</b>
<b>Net income and expenses</b>	<b>24.1</b>	<b>-0.8</b>	<b>-1.2</b>	<b>2.5</b>	<b>0.5</b>	<b>-0.5</b>
Financial income and expenses	-5.0	-0.1	-0.4	-4.3	-2.5	-1.4
Non-recurring income and expenses	0.0	0.0	0.0	0.0	0.0	0.0
<b>Result</b>	<b>19.1</b>	<b>-0.9</b>	<b>-1.6</b>	<b>-1.8</b>	<b>-2.0</b>	<b>-2.0</b>
Tax	0.0	0.0	0.0	0.0	0.0	0.0
Share in results of associates	-0.7	0.9	1.6	1.8	2.0	2.0
<b>Result after tax</b>	<b>18.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



### 25 NOVEMBER

Master's students Wytze Walstra and Sacha Brons win the Create a Course Challenge with their idea for a course entitled 'Food Forestry: Experiencing the Future of Nature and Agriculture'. They will work with the IIS to develop the course, which centres around food forests.

The additional funds have given the UvA greater clarity around financial flows, enabling workload reductions and quality improvements in all parts of the UvA. Payment of the additional funds is uneven, meaning some parts of the UvA will have more financial flexibility than others. In the coming year, we must be careful to ensure that all staff and students can benefit from the additional funds.

The allocation of additional funds means the UvA's ambitions have also increased. This is most noticeable in the real estate portfolio, in which we are considering expansions for teaching and research in particular. Nevertheless, office use is still below pre-pandemic levels. The coming year should provide greater clarity around the demand for office space. In addition, due to the standard in the new Accommodations Plan, it is possible that less space may be required.

#### *Key financial figures and financing*

The 2023 framework letter noted that the scope of the investment plans for the period from 2023 to 2026 cannot be fully financed from internal cash flow or liquid assets. The liquid assets are expected to be sufficient up to the end of 2025. The exact amount of the additional funds and when they will be needed may still change. This may be due to a range of factors, such as construction delays, differences between operating results and forecast results and a different rate of spending of the sector plan funds and the start-up and incentive grants.

From 2026, external financing is expected to be required to keep the UvA's liquidity ratio at or above 0.5 (this is the alert threshold applied by universities; since 2021, the Ministry of Education, Culture and Science has applied an alert threshold of 0.75).

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 2025. After 2025, 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*

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 €346 million for the period 2023 - 2026 and €203 million for the subsequent years (up to the end of 2035).

#### *ICT investments*

The ICT programme funds amount to €44 million for the period 2023 - 2026. Implementation of the digital innovation agenda began in 2022. The digital agenda provides direction for the development of digitalisation at the UvA and is part of the implementation of the Strategic Plan.



#### 30 NOVEMBER

The UvA announces the recipients of honorary doctorates at the Dies Natalis celebration on 9 January 2023: Vikram Patel, Indian psychiatrist and scientist in the area of mental well-being, and Christopher Manning, Australian computer scientist and expert in the field of artificial intelligence.



**2023 – 2027 long-term forecast for the non-consolidated balance sheet and actual figures for 2022**

<b>BALANCE SHEET (AMOUNTS X €1 MILLION)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Intangible fixed assets	0.7	0.4	0.2	0.0	0.0	0.0
Tangible fixed assets	557.9	614.4	650.7	684.7	743.1	783.7
Financial fixed assets	57.3	58.5	40.4	42.5	44.8	47.1
<b>Total fixed assets</b>	<b>615.9</b>	<b>673.3</b>	<b>691.2</b>	<b>727.1</b>	<b>787.8</b>	<b>830.7</b>
Stocks	0.1	0.1	0.1	0.1	0.1	0.1
Receivables	83.4	83.4	83.4	83.4	83.4	83.4
Marketable securities	-	-	-	-	-	-
Cash and cash equivalents	260.2	168.8	160.3	131.0	132.8	126.4
<b>Total current assets</b>	<b>343.7</b>	<b>252.3</b>	<b>243.8</b>	<b>214.5</b>	<b>216.3</b>	<b>209.9</b>
<b>Total assets</b>	<b>959.6</b>	<b>925.6</b>	<b>935.1</b>	<b>941.7</b>	<b>1,004.1</b>	<b>1,040.5</b>
General reserves	190.3	195.6	199.5	202.6	203.9	203.9
Special-purpose reserves	143.3	138.0	134.1	131.0	129.7	129.7
Other reserves and funds	3.5	3.5	3.5	3.5	3.5	3.5
<b>Total equity</b>	<b>337.1</b>	<b>337.1</b>	<b>337.1</b>	<b>337.1</b>	<b>337.1</b>	<b>337.1</b>
Provisions	31.7	31.7	31.7	31.7	31.7	31.7
Non-current liabilities	183.1	176.1	169.1	161.8	224.2	276.6
Current liabilities	407.7	380.6	397.2	411.1	411.1	395.1
<b>Total debt capital</b>	<b>622.5</b>	<b>588.5</b>	<b>598.0</b>	<b>604.6</b>	<b>667.0</b>	<b>703.4</b>
<b>Total liabilities</b>	<b>959.6</b>	<b>925.6</b>	<b>935.1</b>	<b>941.7</b>	<b>1,004.1</b>	<b>1,040.5</b>
<b>FINANCIAL RATIOS</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Solvency II	38%	40%	39%	39%	37%	35%
Liquidity	0.8	0.7	0.6	0.5	0.5	0.5
Profitability	5%	0%	0%	0%	0%	0%
DSCR	13.5	3.1	8.8	6.2	5.5	5.2
Accommodations Plan ratio, Ministry of Education, Culture and Science	11%	12%	11%	12%	12%	12%
Buffer capital	40%	37%	37%	36%	36%	35%
Alert threshold for excessive reserves	0.3	0.3	0.3	0.3	0.3	0.3

## 13. Risks

In 2021, the UvA formulated the Better Risk Management policy initiative. In 2022, we started acting on the identified opportunities for improvement and implementing the updated risk management system. There is a particular focus on risk management during UvA-wide 'risk sessions' – collegial discussions that have produced new insights. For example, it is now possible to add a weighting to risks, and we now distinguish between inherent risks and other risks. Implementation of the updated system will be completed in 2023.

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.

### *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.

### *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.

### *Executive consultation (PBOs, CBO and POs)*

During periodic executive consultations (PBOs), the Executive Board and the management of the individual units (faculties and service units) 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 (or the relevant portfolio holder) and the management of the individual units (faculties and service units) discuss the direction, needs, plans and risks associated with education, research and operational management.



*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.

*Three Lines of Defence*

To manage risks, the UvA employs the Three Lines of Defence model, in which management (deans and directors of operational management in the faculties and service units) is responsible for the first line of defence. The policy advisers and the central FP&C Department provide support as the second line of defence, as does the Internal Accountancy and Control Department, which, in close coordination with the external auditor, monitors compliance with laws and regulations, particularly in the financial domain. The UvA's third line of defence is its independent auditor.

**Key risks and management measures**

The table below provides an overview of the UvA's key risks and management measures. 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 middle of the table, the management measures taken by the UvA are shown in a separate column; these management measures are necessary to minimise the risk and its negative impact on the UvA. The right-hand side of the table 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	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>1 Inflation and liquidity</b>								
<b>Insufficient wage/cost-of-living adjustment</b>	<b>Financial</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>2</b>	<b>3</b>	<b>6</b>
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.					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), by monitoring developments for the purposes of long-term planning and by continuing to look for efficiency opportunities within the UvA.			

**5 DECEMBER**

As of 5 December, all faculties offer improved course registration via GLASS. One major advantage is that students can all register in the same way and at the same times. An algorithm ensures that students are automatically assigned an optimal and feasible timetable.

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>Macroeconomic developments and monetary policy: rise in interest rates</b>	<b>Financial</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>2</b>	<b>2</b>	<b>4</b>
Higher-than-expected interest expenses in relation to existing and future loans.					The majority of the interest expenses are fixed for lengthy terms. The interest rate risk is being actively managed. However, there will always be some residual interest rate risk, particularly when new loans are taken out.			
<b>Insufficient liquidity</b>	<b>Financial</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>1</b>	<b>2</b>	<b>2</b>
Insufficient liquidity can have a negative impact on the availability of funds for operational management and the investment programmes.					No liquidity constraints are expected in the next few years. The UvA's solvency is robust, meaning that any financing needs in the next few years can be met through external financing. Other management measures could include delaying investments, deferring regular repayments and optimising the working capital of the University as a whole.			
<b>2 Funding, including government funding</b>								
<b>Adverse changes to and/or distribution and redistribution of research funding</b>	<b>Financial</b>	<b>3</b>	<b>3</b>	<b>9</b>		<b>2</b>	<b>2</b>	<b>4</b>
The additional government funding for sector plans, and the start-up and incentive grants that began to be paid out in 2022, have given a temporary boost to quality. According to an analysis by PwC Strategy, additional research funding is needed to reduce workloads and achieve the desired ratio between education and research income – particularly if student numbers continue to climb, as they are expected to do. The coalition agreement contains a commitment to review and increase the fixed rate used in the funding of universities. In view of factors such as strong lobbying by the universities of applied science and newer universities and the unique activities carried out by the UvA (particularly museum activities), there is a risk that the review could have a negative impact on the UvA. .					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), by monitoring developments for the purposes of long-term planning and by continuing to look for efficiency opportunities within the UvA. The UvA remains dependent on the central government. As soon as shortages emerge, new priorities must be set.			
<b>Increase in level of matching pressure</b>	<b>Financial</b>	<b>3</b>	<b>2</b>	<b>6</b>		<b>3</b>	<b>1</b>	<b>3</b>
The increase in matching pressure is eroding the capacity for unfettered research capacity. At present, this risk is mainly managed within faculties and through the matching component in the allocation model.					An additional matching component has been proposed in the context of the Strategic Plan. In addition, in the public debate and within the UNL network, the University will emphasise that additional or new forms of funding must cover all costs. This will ensure that new forms of funding do not increase the matching pressure. The start-up and incentive grants are increasing the capacity for unfettered research but are also increasing the matching pressure, since they do not fully cover costs.			

#### 14 DECEMBER

From February 2023, classes in Yiddish will once again be taught at the University of Amsterdam. The UvA is the only Dutch university where lectures are given in this language, which is an important key to the history of everyday Jewish life.

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>Uncertainties around the government grant for teaching and student numbers</b>	<b>Financial</b>	<b>2</b>	<b>2</b>	<b>4</b>		<b>2</b>	<b>1</b>	<b>2</b>
The proposal to increase the fixed amount of the government grant and reduce the variable government grant will exacerbate underfunding as student numbers rise (the fixed rate does not change to reflect the number of students). Furthermore, a higher student intake places additional pressure on the University due to pre-financing difficulties and insufficient compensation for research. In addition, more teaching space is needed to accommodate the higher student numbers. If the student intake falls, such pressure will decrease, but there will be a risk that revenue will be insufficient to cover investment costs in the medium term. There is a risk that the central government could cut the current or future funding of universities (e.g. the quality funds) to finance the cost of the basic student grant, which will be introduced in the 2023 – 2024 academic year.					Drawing up a long-term budget that is well substantiated in terms of both quality and quantity. The Accommodations Plan includes scenario analyses and specific planning calculations for student numbers over a long planning horizon. In 2022, improvements were made to the way long-term forecasts of staff and student numbers are calculated. Exchanges, alignment and the use of mathematical models to arrive at carefully considered and substantiated long-term forecasts will be continued. Any measures will be implemented based on the outcomes of those forecasts. Such measures may include actively recommending to international students that they come to the UvA only if they have already found somewhere to live and emphasising the importance of learning Dutch if they are coming to study here. Faculties will also make decisions based on the forecasts, particularly in relation to marketing and communication. In some cases, they may decide to introduce an enrolment quota.			
<b>3 Investments in accommodation</b>								
<b>Current and future investments may not fit within Accommodations Plan frameworks</b>	<b>Financial</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>1</b>	<b>3</b>	<b>3</b>
Due in part to the war in Ukraine, the supply of raw materials has been disrupted and production of some materials has partly or fully ground to a halt. This has caused delays to construction projects, which may mean that accommodation ambitions cannot be achieved according to the specified timetable and/or within the set financial framework.					Actively monitoring market developments, ensuring flexible building design, investigating alternatives, adjusting the timetable/ phases for projects/programmes and implementing financial or other optimisations to mitigate any consequences.			
<b>Accommodations Plan budget overruns in the implementation of accommodation projects</b>	<b>Financial</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>1</b>	<b>3</b>	<b>3</b>
The UvA faces major challenges with the University Quarter, involving specific risks. Due to the location, the construction logistics (transport for the supply and removal of building materials to and from the construction sites) are complex and cost intensive. The situation has been complicated by regulatory amendments made by municipal authorities, as well as by those authorities' changing interpretation of the regulations.					The risks are managed through regular monitoring of accommodation requirements via the rolling forecast approach in the Accommodations Plan. In addition, a University Quarter construction logistics coordinator has been appointed to align timetables and construction flows and to maintain early and frequent contact with the city council. The way the risk management system for project implementation is designed makes it possible to obtain timely insights into risks (likelihood and impact).			
<b>4 Sustainability</b>								
<b>The UvA may unintentionally contribute to unsustainable organisations, practices and developments</b>	<b>Strategic</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>2</b>	<b>2</b>	<b>4</b>
There is a risk that activities are already occurring or may be developed within the UvA that counteract the desired increase in sustainability instead of accelerating it and that perceptions on this issue (whether justified or not) may lead to protests.					The rules on collaborating with third parties will be discussed with the academic community and tightened if necessary.			

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>Failure to achieve sustainability ambitions in a timely manner</b>	<b>Compliance</b>	<b>3</b>	<b>1</b>	<b>3</b>				
Project delays may lead to a failure to achieve sustainability ambitions.					Various initiatives have been launched to accelerate the increase in real estate sustainability and keep it on track, including monitoring by the Real Estate Sustainability Transition Council.			
<b>5 Compliance</b>								
<b>Non-compliance, incorrect handling of litigation or contracts or insufficient insight into data processing activities</b>	<b>Compliance</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>2</b>	<b>2</b>	<b>4</b>
Risk of lengthy court proceedings, legal uncertainty, missed deadlines, notices of default, damages claims, internal or external complaint procedures, claims relating to personal data or dubious handling of personal data (data leaks, profiling). A possible consequence is that the rights of data subjects could be breached.					Drafting uniform internal guidelines for processes and procedures. Assessment of compliance with internal and external guidelines, including by external parties (audit of budget and Annual Statement of Accounts, SURF audit). Specialists in the area of laws and regulations provide advice and ensure coordination; they have a place in the various processes. Management measures are also being taken, particularly in relation to the GDPR: <ul style="list-style-type: none"> <li>- audit using the SURF Privacy Assessment Framework;</li> <li>- translating the outcomes of the audit into improvement programmes;</li> <li>- establishing, re-establishing, adjusting and communicating policies, procedures, processes and work instructions;</li> <li>- updating and improving data processing activities in the register of data processing activities;</li> <li>- investing in training of front-line privacy contact officers;</li> <li>- reviewing the organisation of the front line and second line.</li> </ul>			
<b>6 Safeguarding intellectual property, data and information security</b>								
<b>Intellectual property breach</b>	<b>Strategic</b>	<b>3</b>	<b>3</b>	<b>9</b>		<b>2</b>	<b>3</b>	<b>6</b>
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.					Setting up a programme for safeguarding intellectual property with a focus on mitigating risks and preserving academic freedom.			
<b>Breach of privacy-sensitive data and information security</b>	<b>Continuity</b>	<b>3</b>	<b>3</b>	<b>9</b>		<b>2</b>	<b>2</b>	<b>4</b>
The UvA remains vigilant at all times to ensure that measures implemented by individual units are designed in accordance with the information security standards. 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.					Conducting regular audits using the SURF assessment framework for information security; implementing and following up on audit and improvement plans; increasing staff awareness through an awareness-raising programme; critically examining the privacy and security measures for all innovation programmes; taking 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; forming a Computer Emergency Response Team (CERT) to reduce the impact of a break-in.			

## 21 DECEMBER

The UvA's University Valorisation Committee celebrates the end of its first year. The committee provides the Executive Board with solicited and unsolicited advice about strategic and practical valorisation-related matters.

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>Insufficient insight into information security risks</b>	<b>Compliance</b>	<b>3</b>	<b>2</b>	<b>6</b>		<b>2</b>	<b>1</b>	<b>2</b>
To safeguard information security, it is important to detect breaches in a timely manner, accurately gauge existing risks and focus on the right priorities when making improvements. The organisation must be sufficiently resilient against cyber attacks and have sufficient insight into the state of information security.					Conducting regular audits using the SURF assessment framework for information security; implementing and following up on audit and improvement plans; maintaining a management system (ISMS) with information security procedures and periodic checks at a tactical and operational level for faculties and service units; monitoring for threats to infrastructure in conjunction with the Security Operations Centre (SOC).			
<b>Misuse of knowledge and controversial collaborations</b>	<b>Strategic</b>	<b>2</b>	<b>2</b>	<b>4</b>		<b>1</b>	<b>2</b>	<b>2</b>
When academic research is set up, it may involve subject matter and/or a collaboration with a party, at the national or international level, that is considered controversial. New insights and developments in society require the policy to be updated regularly.					The UvA is committed to subjecting any decision to collaborate with third parties to careful consideration and taking whatever measures we can to prevent unethical use of knowledge and research outcomes. A set of committees provide University-wide support to prevent controversial collaborations.			
<b>7 Digital sovereignty</b>								
<b>Insufficient digital sovereignty</b>	<b>Strategic</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>1</b>	<b>1</b>	<b>1</b>
The UvA's core and other processes are vulnerable to developments in information technology. There are risks inherent in the increasing dependence on external companies (big tech) in relation to standard ICT services, the provision of education, access to data, tools for data analysis and data storage, data processing and the publication of results. Because of the strong market position of tech companies, there are risks relating to financial lock-ins, which could result in unreasonable contractual requirements and price increases. It can also be difficult for the UvA to find time for important and necessary innovations in digitalisation for education and research.					In 2022, to gain a better understanding of the risks and how to mitigate them, the University actively worked to raise awareness of the issue both within and outside of the UvA. These risks were also addressed in the UvA-wide digital agenda for 2022 – 2026.			
<b>8 Attracting and retaining staff and reducing workloads</b>								
<b>Unrealistic task loads</b>	<b>Continuity</b>	<b>3</b>	<b>3</b>	<b>9</b>		<b>2</b>	<b>2</b>	<b>4</b>
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 <i>Managing your workload</i> 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 project 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.			

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
<b>Being unable to attract and retain staff, and insufficient workload reduction</b>	<b>Strategic</b>	<b>3</b>	<b>3</b>	<b>9</b>		<b>2</b>	<b>3</b>	<b>6</b>
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 and expanding the range of education and training courses on offer. We are also trying to position the UvA better in the market. Part of this is the development of a new mobility scheme.			
<b>Inadequate support from supervisors for sick or absent staff members</b>	<b>Continuity</b>	<b>2</b>	<b>3</b>	<b>6</b>		<b>1</b>	<b>1</b>	<b>1</b>
A lack of capacity and knowledge in relation to support for sick staff can lead to the disruption of work processes and lengthy absences.					The UvA makes every effort to ensure proper supervision of sick staff with the aim of helping them return to work as quickly as possible. The tendering procedure for occupational health services is the first step in a process aimed at the further professionalisation of these services and at providing support for supervisors (skills and expertise).			
<b>9 Social safety and diversity</b>								
<b>Lack of social safety for students and staff and lack of diversity</b>	<b>Safety</b>	<b>3</b>	<b>1</b>	<b>3</b>		<b>2</b>	<b>1</b>	<b>1</b>
Part of creating a safe environment for work and study means intervening in a timely and adequate manner when inappropriate behaviour occurs. Doing nothing, or intervening too late, can lead to a socially unsafe situation. When problems arise in the areas of social safety and diversity, there is also a significant risk of reputational damage. The increase in the number of incidents places enormous pressure on the staff responsible for safety. When demand exceeds capacity, the UvA's ability to provide a safe environment for work and study is jeopardised.					Since 2021, the Executive Board has been giving a great deal of attention to the structures around social safety. The Code of Conduct, the regulations concerning confidential advisers and the regulations for employee and student complaints have been reviewed, and an ombudsperson and coordinating confidential adviser have been appointed. An awareness-raising campaign has been launched as well, with a focus on recognising and identifying inappropriate behaviour, and several performances have been organised of the stage show and discussion programme The Learning Curve. Social safety has also been included in professional development programmes, such as centrally run leadership courses. Over the coming year, the range of L&D courses on offer for supervisors and staff members in the area of social safety will be expanded. At faculty level, protocols are being drawn up for supervisors on how to deal with socially unsafe situations.			
					The UvA firmly believes that greater diversity among its staff will raise the quality of research, education and operational management and reduce the risk that certain views or behaviour may dominate. We are aware that this will not happen by itself, and we therefore pay particular attention to diversity when we recruit new staff. At the same time, various initiatives aimed at offering opportunities to specific target groups are underway.			

DESCRIPTION OF RISK	TYPE	LIKELIHOOD	IMPACT	LXI	MANAGEMENT MEASURES	KANS	IMPACT	KXI
					We are committed to achieving our target for positions offered under the Participation Act, we are running the Mentoring Programme for Talent for the third time and, in 2023, we will update the UvA Gender Equality Plan. Continuing to monitor social developments and trends makes it possible to proactively establish and anticipate policies. Meanwhile, a swift and appropriate response to incidents remains necessary.			
<b>10 Student numbers</b>								
<b>Fluctuations in numbers</b>	<b>Continuity</b>	<b>2</b>	<b>1</b>	<b>2</b>		<b>1</b>	<b>1</b>	<b>1</b>
As a result of international and social developments, there is a risk that the student intake will fluctuate so much in the short term that capacity shortages or surpluses could arise. Higher student numbers place additional pressure on educational quality. A high intake could also lead to reduced research opportunities for university lecturers, higher workloads and increased demand for teaching spaces. If the student intake falls, such pressure will decrease, but there will be a risk that revenue will be insufficient to cover facility costs in the medium term.					This risk will be managed by focusing on medium-term planning and the long-term budget. Student forecasts provide input for lecturer deployment and student housing plans. During recruitment, the versatility of lecturers is an important topic of discussion. More broadly employable lecturers can make it easier to deal with higher or lower student intake. Faculties will also make decisions based on the forecasts, particularly in relation to marketing and communication. In some cases, they may decide to introduce an enrolment quota. If necessary, they may also decide to reject students who enrol after 1 May.			
<b>11 Strategic Plan</b>								
<b>Goals may lack clarity or focus or be threatened by external developments</b>	<b>Strategic</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>1</b>	<b>1</b>
The risks for the implementation of the Strategic Plan have been identified and are being monitored. The key risk is a lack of clarity around the goals, which may result in a failure to fully achieve them. External developments may make the goals less relevant or achievable. There is also a risk that the line organisation may not want to work towards some or all of the goals or may be unable to do so.					The key message has been formulated and communicated, and the goals have been made as specific as possible. Each year, a number of management priorities will be identified, described in detail and monitored. The Strategic Plan goals and progress on the associated activities will be placed on the agenda in Board meetings and other discussions. The faculty strategic plans have been aligned with the Strategic Plan. Funds have been set aside in the budget for Strategic Plan goals that do not have a direct owner or that require an additional boost.			



#### 23 DECEMBER

Arghavan Safavi-Naini receives a Quantum Delta NL grant for her project 'Trapped ions make excellent quantum bits'. The project obtains one of 16 grants awarded under the National Growth Fund's Quantum Technology programme.





