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2023 BUDGET

We are 

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1 Introduction

The present UvA budget includes the University of Amsterdam's financial planning information for 2023-2027. The budget is based on the 2023 Framework Letter, which was adopted by the Executive Board on 12 July 2022. The Joint Meeting has approved the main features of the budget as outlined in the Framework Letter.

The information obtained in the discussions on the draft budget was incorporated into the budget. The draft budget adopted by the Executive Board (which preceded the present budget) was published on 12 October. The Executive Board then used this draft budget to discuss the choices to be made with regard to the 2023 budget with the deans and the directors of operational management. Furthermore, the draft budget was submitted to the academic community for consultation purposes, which allowed us to obtain more feedback. The draft budget was submitted to the Joint Meeting on 12 October, pursuant to its right of approval and right to be consulted with regard to the key points of the budget. The results of the aforementioned consultations were incorporated into the 2023 budget.

The Joint Meeting consented to the (revised) key points of the 2023 budget on 27-02-2023. The Supervisory Board approved the budget on 15 December 2022.
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Since both the university-wide budget and the organisational units' budgets were drawn up on the basis of the Framework Letter, the key points thereof are included in this budget. Chapter 2 describes the budget outline. The key points have been updated, particularly to reflect the latest insights regarding the impact of the additional funding under the coalition agreement. Section 2.3 includes a description of the updated figures, details and revisions made to the key points as included in the Framework Letter.

Reader's guide

Chapter 2 presents the updated results and explains them in greater detail. While these results pertain particularly to the year 2023, more information on the long-term forecast for the 2024-2027 period is provided as well. Chapter 2 also presents an overview of the expected trends in the balance sheet positions, cash flows and ratios for the 2023-2027 period. Chapter 3 presents the results obtained by the individual organisational units. Chapter 4 presents the budgets for the individual faculties, along with explanatory notes. Chapter 5 presents tables containing budgets, figures and prices. The appendices include the service unit budgets, the latest figures regarding the Accommodations Plan and the Long-term Implementation Plan (MJUP) ICT portfolio.

2 Key points

2.1 Introduction

The 2022 Administrative Agreement on higher education and science was signed in the summer of this year. This delivered on the undertaking in the coalition agreement to provide more financial resources for education. For the UvA, this leads to significantly more income to be received under the government grant. That is clearly visible in the 2023 budget and the estimates for the years 2024-2026. The additional income is available for sector plans, starter grants for beginning assistant professors and incentive grants for other academics. The allocation of these funds provides scope for stepping up the pursuit of the objectives in the Strategic Plan and the Faculty Strategic Plans and reducing workload.

Besides this positive development, there are also other developments that affect the UvA's expenses. The price developments also have an impact on the UvA. This budget details how the pressure of the energy prices and the other effects of inflation on the faculties and other units is limited to the greatest extent possible. By means of price increases in the allocation model and additional budgets at service units, a way has been found to largely shield the units in 2023 against excessive adverse effects. As regards subsequent years, the budget has been drawn up with the expectation that adverse impacts of inflation will be compensated in full by the Dutch central government and by clients. Where more specific assumptions have been applied, this is stated.

The UvA as a whole is expecting to break even in the long term. To achieve this, actions do need to be taken on a limited scale for the years after 2024. This will in any case be incorporated in the budgets for those years and, before that, in next year's Framework Letter. This extent of this point for attention is quantified in the tables in the line "expected improvement of result".

The UvA's income will increase by more than 13% in 2023 compared with the 2022 budget, mainly due to the impact of the Administrative Agreement in the government grant. Tuition fees, income from work carried out for third parties and other income will also increase. The personnel costs will increase sharply in 2023 owing to the additional funding and the wage increases. The effects of using the additional funding and of the inflation are also reflected in the accommodation expenses and the other expenses.

The additional funding gives the UvA a clearer view of the financial flows and enables it to reduce workload and increase quality in all organisational units of the UvA. The additional funds are not all received at the same time, and hence the scope they provide is greater in some parts of the UvA than in others. In the period ahead, we need to be alert to ensuring that all staff and students can benefit from the additional funding. This will also be a point for attention for the administrative evaluation of the allocation model that is due to start soon.

Driven by the additional funding, the UvA's ambitions are also growing. This is most clearly manifest in the development of the accommodation portfolio, where expansion is expected. At the same time, the use of office buildings in particular is still below pre-COVID-19 levels and changes in the floor space required should become clearer next year. The new accommodation planning standard also creates new possibilities for using less floor space. To ensure that we will be able to effectively cater to demand from teaching and research, the additional floor space has been taken into account, but its potential return has not yet been incorporated.

2.2 Long-term forecast

For 2023 and beyond, the UvA has budgeted a break-even result as shown in the table below. The figures for 2022 are taken from the UvA's budget for 2022 and the forecast for the second quarter of 2022.

UvA long-term forecast	2022		2023	2024	2025	2026	2027
	Budgeted	Forecast*					
INCOME							
Government grant (Ministry of Education, Culture and Science)	577.043	592.841	626.413	636.204	641.854	652.349	657.054
Tuition, course, lecture and exam fees	87.901	88.095	125.217	130.647	133.557	134.182	134.182
Income from work carried out for third parties	120.346	119.683	131.641	131.900	131.857	134.089	134.089
Other income	21.297	27.514	30.980	21.608	26.138	26.242	26.110
TOTAL INCOME	806.587	828.133	914.251	920.359	933.406	946.863	951.435
EXPENSES							
Staffing costs	565.665	567.953	642.923	649.006	655.970	667.010	667.372
Depreciation	44.092	44.092	50.289	51.842	55.690	55.405	55.405
Accommodation expenses	53.567	52.914	68.939	63.969	62.865	63.080	63.049
Other expenses	139.646	140.522	152.785	156.601	161.656	165.405	165.462
TOTAL EXPENSES	802.969	805.481	914.936	921.417	936.182	950.900	951.287
Net income/expense	3.617	22.651	-685	-1.058	-2.776	-4.038	148
Financial income and expenses	-2.017	-2.017	-215	-543	-4.326	-2.550	-2.550
Result	1.600	20.635	-900	-1.600	-7.102	-6.588	-2.402
Tax	-	-	-	-	-	-	-
Income from holdings in companies	-1.600	-1.200	900	1.600	1.800	2.000	2.000
Result after tax	0	19.435	0	0	-5.302	-4.588	-402
Share of third parties	-	-	-	-	-	-	-
Net result	0	19.435	0	0	-5.302	-4.588	-402
Expected improvement of result	-	-	-	-	5.302	4.588	402
RESULT	-	19.435	0	0	0	0	0

* Forecast Q2 2022

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

Compared with the Framework Letter, the long-term result is very similar, but the way in which this can be achieved has changed significantly. As the implementation of the coalition agreement is now clear and the increased income has been incorporated in the government grant, this provides much greater scope to reduce workload and achieve the objectives. The increase in the government grant from the funds for sector plans and starter and incentive grants is around €50 million. In addition, it has become clear how much wage compensation/cost-of-living adjustment the UvA receives in 2022 through the government grant. The assumption for the corresponding amount for 2023 has been set at 4%. This increase in income has been passed on to the units through an increase of budgets in the allocation model and budgets for the service units. It has been agreed with VU Amsterdam to assume an expected wage compensation/cost-of-living adjustment of 4% in the government grant for ACTA and AUC as well in 2023. This has been incorporated in the budgets for the 2023 budget. The assumption of a 4% wage compensation/cost-of-living adjustment for 2023 has not been applied to the budgets for sector plans and starter and incentive grants. Like the passed-on government grant budgets, these

budgets have been incorporated at the 2022 price level. The indexation received in practice in 2023 will be passed on to the faculties in the actual funding.

The UvA's forecast total income in 2023 will be €107.7 million higher than stated in the budget for 2022. The expected expenses will increase more sharply: by €112.0 million. The financial income and expenditure balance and the income from holdings in companies are expected to increase the UvA's result by €4.3 million compared with 2022.

Government grant

Most of the expected increase will originate from the government grant (€49.4 million). This reflects the new sector plan funding, funds for starter and incentive grants and the (expected) wage compensation/cost-of-living indexation. The budget includes an amount of €16.2 million for the portion of the sector plan funding and grants that is not expected to be utilised before year-end 2023 because of the lead time required to make full utilisation of these funds possible. The income in the budget has accordingly been reduced by that amount on the assumption (based on the most recent insights) that these unused funds are designated as non-normative government grant (meaning that they can be recognised in the balance sheet and be spent in a subsequent year). Should these funds nonetheless have to be accounted for as normative government grant, the income will be recognised in full in the year when they were granted, and the unused portion will be reserved as special-purpose reserve for the year in which the funds are utilised. The government grant includes €3.6 million in funding related to the National Education Programme (NPO). This is the portion of the grant received in 2021 and 2022 that is utilised in 2023.

This expected government grant for 2023 includes an expected 4% pay rise due to inflation adjustment. An indexation adjustment of 7.1% has been applied to the personnel costs compared with personnel costs in the first five months of 2022, representing an indexation of 5.5% compared with the 2022 budget. This is based on 4% in the 2022 Collective Labour Agreement and an estimate of 4% as from 1 April for the 2023 Collective Labour Agreement. The estimates of the wage compensation/cost-of-living adjustment and the increase under the Collective Labour Agreement in 2023 will result in a potential risk if our personnel costs do increase but universities do not receive full compensation for this in the amount of the government grant. However, it was agreed at the sector level that universities will pre-estimate late decision-making on the government's part with regard to compensation for pay rises due to inflation adjustment in their budget forecasts. This will enable the universities to avoid the temporary non-utilisation of the money needed for teaching and research and the later opening up of vacancies in a situation where the workload is high. The UvA is actively managing this risk by carefully monitoring decision-making and applying a number of risk management measures (see Section 2.5).

In line with the wage compensation/cost-of-living adjustment in the government grant, the prices in the allocation model have been increased by 3% and the charging-on of costs has been put on hold. Service units will receive the compensation in 2023 in the form of an additional budget, of a similar size. Therefore, no adjustments of internal charging-on of increased prices and wages are applied for 2023 in the budget compared with the 2023 Framework Letter, nor for the - significantly increased - energy prices. The intention is to process this in 2024 via the prices of the service provision, as a result of which this additional budget for the service units will become superfluous after 2023. Owing to the allocation of an additional budget to the service units for 2023, it is not necessary to pass on the additional pressure from the increase under the Collective Labour Agreement on the service units to the faculties. The total compensation for 2022/23 now amounts to around two-thirds of the expected wage increase for those years.

Tuition fees

Income from tuition fees will go up by €37.3 million in 2023 compared with the budget for 2022. The increase is primarily due to the temporary measures to halve the level of the statutory tuition fees and the discount on institutional tuition fees for the 2021-2022 academic year.

Income from work carried out for third parties and other income

The expected amount of income gained in 2023 from work carried out for third parties and other income, based on the budgets drawn up by the individual units, has increased in comparison with the 2022 budget (€21.0 million). This increase partly reflects non-recurring income from the termination of the activities of a group organisation (see section 3.5). Income from work carried out for third parties and other income are also expected to total around €160 million per year on a longer-term basis. The expectation and goal is for accelerated growth of this income in the longer term as a result of the efforts to achieve the objectives in the Strategic Plan.

Expenses

Based on estimates from the organisational units as well as a small number of adjustments made at the university level, the forecast expenses will increase by 13.9% in 2023 compared to the 2022 budget. This overall increase is largely due to the €77.3 million increase in personnel costs. This is partly due to the expected inflation adjustment, but it is largely due to the increase in the number of employees. Accommodation expenses are set to rise sharply, by €15.4 million, compared with 2022. This is attributable mainly to the increase in energy prices, a catch-up programme regarding major maintenance and inflation of accommodation-related prices. Depreciation costs will increase in the coming years as a result of the realisation of the Accommodations Plan. In 2023, LAB42 will for the first time fully impact the UvA's depreciation charges.

Expected outcome of consultations with units

In conformity with UvA policy, the budget balances for all years at zero. Achieving this requires choices to be made for the years after 2024. These are quantified in the line 'Expected improvement of result'.

Chapters 3 and 4 and the appendices present the organisational units' budgets and explanatory notes regarding these budgets.

2.3 Update in relation to the Framework Letter

This section describes and further explains how the result has evolved between the Framework Letter and the budget. See Section 2.3.3 for the new policy initiatives compared with those included in the Framework Letter.

The table below shows the development from the result in the Framework Letter (the result before consultation to arrive at the final budget) to the result forecast in the budget. The table and explanatory notes provide an insight into the changes to the key points of the UvA's financial framework. A distinction is made between available fund updates and fund commitment updates. The changes are explained after the table.

Opbouw mutaties meerjarenbeeld	2023	2024	2025	2026
Start: Netto Resultaat in Kaderbrief 2023	-1,7	-6,2	-11,6	-1,2
<i>Actualisatie baten</i>				
Rijksbijdrage	49,0	49,9	47,3	50,0
Nationaal programma onderwijs	-6,1	0,0	0,0	0,0
Verwachte mutaties rijksbijdrage	23,1	23,1	23,1	23,1
Collegegelden	10,8	15,4	17,5	19,1
Baten werk iov derden	22,0	8,0	11,3	14,1
<i>Subtotaal</i>	98,8	96,3	99,2	106,3
<i>Actualisatie lasten</i>				
Personele lasten	69,4	75,8	71,1	85,2
Afschrijvingen	1,1	-2,4	3,0	2,7
Huisvestingslasten	12,7	6,9	8,1	8,2
Overige lasten	14,3	16,2	12,1	17,2
<i>Subtotaal</i>	97,4	96,6	94,2	113,3
Financiële baten en lasten	-0,4	5,3	0,2	2,6
Resultaat deelnemingen	0,8	1,2	1,2	1,1
<i>Subtotaal</i>	0,3	6,5	1,3	3,7
Resultaat na nieuwe initiatieven en ontwikkelingen	0,0	0,0	-5,3	-4,6
Verwachte verbetering resultaat	0,0	0,0	5,3	4,6
Resultaat begroting 2023	0,0	0,0	0,0	0,0

Table 2: Development of the Framework Letter result – budget (x €1 million)

Table 19 in Chapter 3 summarises the changes compared with the Framework Letter, broken down by organisational unit.

2.3.1 Update of income

Government grant

The expected government grant has been updated on the basis of the 2022 Spring Memorandum, the Administrative Agreement concluded further to the coalition agreement. This is why the expected government grant amount as included in the budget is higher than the expected government grant amount forecast in the Framework Letter. The wage compensation/cost-of-living adjustment for 2022 and the forecast for 2023 have a net effect of €15.6 million. The new government funding for sector plans and starter and incentive grants has been adjusted, for the portion (€16.2 million) that the faculties expect to utilise after 2023, in the line 'Technical corrections in the government grant for teaching and research'. This item also includes the utilisation of €3.6 million in funds relating to the National Education Programme (NPO). This is the portion of the grant received in 2021 and 2022 that is utilised in 2023. In addition, this item also includes several smaller technical corrections relating to the government grant for AUC and ACTA.

The funding for the grants is included in the government grant, this has already been incorporated in the allocation of the government grant by the government. The funding for sector plans is included in the budget as expected changes in the government grant. See table 5.

Actualisatie baten	2023	2024	2025	2026
<u>Rijksbijdrage</u>	<u>49,0</u>	<u>49,9</u>	<u>47,3</u>	<u>50,0</u>
Loon-/prijsbijstelling 2023	23,7	23,7	23,7	23,7
Loon-/prijsbijstelling 2022	-8,1	-8,1	-8,1	-8,1
Rijksbijdrage OW en OZ	49,1	47,7	44,9	44,0
Technische correcties rijksbijdrage OW en OZ	-15,7	-13,5	-13,1	-9,6

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

National Education Programme (NPO)

Updated funding regarding the National Education Programme relates to the estimate for the year in which the funds will be utilised. These funds have been classified as non-normative, meaning that the funds are recognised in the year in which they are actually spent. Spending of these funds from the government grant of 2021 and 2022 will largely take place in 2022, 2023 and will run over into 2024. The 2022 budget had included, at the university level, an estimate of the utilisation of the funds in 2023. In the 2023 budget, this estimate is incorporated in the budget of the units and therefore the university-level adjustment referred to below on this income ceases to apply. Instead, €3.6 million in NPO income is now included in the aforementioned item 'Technical corrections in the government grant for teaching and research'.

Actualisatie baten	2023	2024	2025	2026
<u>Nationaal programma onderwijs</u>	<u>-6,1</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>
Bestuursakkoord onderwijs	-5,5	0,0	0,0	0,0
Bestuursakkoord onderzoek	-0,6	0,0	0,0	0,0

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

Expected changes in government grant

The expected changes in government grant relate to the Administrative Agreement. This relates to the funding for sector plans and Matching Horizon Europe. The sector plan funding is allocated to the faculties concerned. The Matching Horizon Europe funds will be allocated when clarification has been received on the conditions and guidelines for these funds.

Actualisatie baten	2023	2024	2025	2026
<u>Verwachte mutaties rijksbijdrage</u>	<u>23,1</u>	<u>23,1</u>	<u>23,1</u>	<u>23,1</u>
Sectorplanmiddelen	20,1	20,1	20,1	20,1
Matching Horizon Europe	3,0	3,0	3,0	3,0

Table 5: Updated income – expected changes in government grant (x €1 million)

Tuition fees

The income from tuition fees in 2023 and beyond has been updated based on the expected income from statutory tuition fees and institutional tuition fees. The expected income from statutory tuition fees in the 2022-2023 academic year is based on the provisional enrolment figures as of 1 September 2022 and the tuition fees charged for this academic year. The statutory tuition fees are virtually the same as in the Framework Letter 2023. The institutional tuition fees in 2023 will be €10.5 million higher compared with the Framework Letter. In the faculties' budgets, 85% of expected income comes under the heading of institutional tuition fees. The remaining 15% comes under university-wide income.

The Dutch universities have decided to reduce tuition fees for (new) students from Ukraine. In effect, this means that instead of the institutional tuition fees they will pay only the statutory

tuition fee for the 2022-2023 academic year. Section 2.3.3 describes how the measures regarding the institutional tuition fees in connection with Ukraine are reflected in the budget.

The method for the indexation of the statutory tuition fees will be changed with effect from the 2023/2024 academic year. On the basis of the current method (indexation based on the percentage change of the consumer price index for the month of April), the statutory tuition fees would increase by more than €200 from €2,209 in 2022/2023 to €2,420 in 2023/2024, given the current inflation.

The government has decided to set the indexation on the basis of the percentage change in the annual average of the consumer price index compared with the previous year. To that end the annual average is calculated on the basis of the average consumer price index during the period from May to the end of April before the level of the tuition fees is set. This change is expected to make the method for indexation less susceptible to incidental fluctuations in inflation. Following this change, the tuition fees in 2023/2024 will increase by €105 to €2,314. That is also the level that has been applied in the calculations in this budget.

This change of method will lead to lower revenue from tuition fees for the UvA in 2023/2024. In the longer term, indexation for full inflation is still applied to tuition fees, however. Next year, the increase of the statutory tuition fees using the new method is likely to be higher, in percentage terms, than under the method applied previously. The new method is less susceptible to (temporary) spikes and troughs in inflation.

Actualisatie baten	2023	2024	2025	2026
Collegegelden	10,8	15,4	17,5	19,1
Wettelijke collegegelden	0,3	2,5	3,0	4,7
Instellingscollegegelden	10,5	12,9	14,5	14,4

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

The Executive Board and the deans consult with each other on the desirable and expected development of the number of (international) students in the years ahead. While the UvA is not targeting growth, the wide-spread interest in studying at the UvA is undiminished. More information about this is expected to be available at the time of the 2024 Framework Letter.

Income from work carried out for third parties and other income

The income from work carried out for third parties is higher than in the Framework Letter. The most significant shifts are manifest in contract research and other income, for which the units estimate increases of €10.3 million and €9.6 million, respectively, compared with the 2023 Framework Letter.

Actualisatie baten	2023	2024	2025	2026
Baten werk iov derden	22,0	8,0	11,3	14,1
Contractonderwijs	0,7	0,1	-0,4	0,1
Contract onderzoek	10,3	6,1	5,5	7,2
Baten werk in opdracht van derden (excl. O&O)	1,4	1,3	1,1	1,1
Overige baten	9,6	0,5	5,1	5,8

Table 7: Updated income – Income from work carried out for third parties (x €1 million)

2.3.2 Update of expenses

Personnel costs

The personnel costs are significantly higher than in the Framework Letter: €69.4 million, which is budgeted virtually in full at the faculties. This is attributable to the sector plan funding, funds

for starter and incentive grants and the (expected) increase under the Collective Labour Agreement.

Actualisatie lasten	2023	2024	2025	2026
Personele lasten	69,4	75,8	71,1	85,2
Faculteiten	60,2	62,9	64,6	75,1
Diensten	8,6	5,2	5,3	6,2
Centraal	0,5	7,8	1,2	4,0

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

Depreciation

Depreciation will be higher in 2023 and in 2025 and 2026 than in the Framework Letter. This is primarily because of developments in accommodation.

Actualisatie lasten	2023	2024	2025	2026
<u>Afschrijvingen</u>	<u>1,1</u>	<u>-2,4</u>	<u>3,0</u>	<u>2,7</u>
Faculteiten	0,3	0,4	0,1	0,5
Diensten	-0,2	0,3	0,3	0,3
Centraal	0,9	-3,1	2,6	2,0

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

Accommodation expenses

The service units in particular are budgeting for more accommodation expenses for the years ahead than included in the Framework Letter. This is mainly due to the effect of price increases.

Actualisatie lasten	2023	2024	2025	2026
<u>Huisvestingslasten</u>	<u>12,7</u>	<u>6,9</u>	<u>8,1</u>	<u>8,2</u>
Faculteiten	-2,8	-3,5	-3,7	-3,6
Diensten	10,4	10,6	11,0	10,9
Centraal	5,1	-0,1	0,9	0,9

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

Other expenses

Other expenses are €14.3 million higher in 2023 than estimated in the Framework Letter. Higher expenses are likewise expected for the years after 2023. This relates mainly to the utilisation of additional funding in the government grant and partly to the general price increases.

Actualisatie lasten	2023	2024	2025	2026
<u>Overige lasten</u>	<u>14,3</u>	<u>16,2</u>	<u>12,1</u>	<u>17,2</u>
Faculteiten	11,0	10,9	9,9	13,5
Diensten	2,4	1,1	0,8	0,8
Centraal	0,8	4,2	1,3	2,8

Table 11: Updated expenses – Other expenses (x €1 million)

2.3.3 Other updates

Bottleneck budgets for energy and wage compensation/cost-of-living adjustment

A budget of €4 million has been made available in connection with the developments in energy prices to ensure this pressure is not ultimately borne by the units in 2023. An amount of €3.5 million has been allocated to the Energy Department, and €0.5 million has been included for the Faculty of Medicine.

In addition, to protect the units against bottlenecks created by the sharp price increases, bottleneck budgets have been awarded to Facility Services, ICT Services and the University Library.

These budgets are intended to shield the units from the pressure resulting from recent price developments. For 2024 and beyond, the service units are expected to factor these price developments into their budget / agreements with the internal customers and this budget would accordingly cease to apply after 2023. These developments will be incorporated in the 2024 Framework Letter.

Utilisation of new sector plan funding, funds for starter and incentive grants and UvA starter grants

The UvA-wide approach for the policy letter of the Ministry of Education, Culture and Science (OCW) and Administrative Agreement set out how the UvA intends to utilise the starter and incentive grants and sector plan funding. This approach is currently being discussed within the UvA and has also been submitted to the representative advisory bodies for advice. The latest insights from the internal consultation on the UvA approach have been incorporated in this budget. As part of this, scope has been reserved (€1.9 million) in the budget to provide UvA starter grants to faculties that use tenure tracks, to enable those faculties to achieve reductions in workload, competition and numbers of applications as well. Any changes in the approach will be incorporated in the budget allocations following decision-making in the quarterly report and/or 2024 Framework Letter.

Budget for bottlenecks in interfaculty teaching efforts

Stimulating closer cooperation between teaching disciplines is one of the key ambitions in the Strategic Plan 2021-2026. Cooperation between disciplines entails a number of bottlenecks that have already existed for some time. Work is under way on proposals to arrive at agreements aimed at easing the increasing pressure. A budget of €2 million per year for a period of five years has been budgeted (at university level) to financially support these proposals for interfaculty teaching efforts.

Data scientists - 2nd call

As from 2023, €0.6 million has been budgeted for a period of four years for the 2nd call for allocation for interdisciplinary PhDs from the Data Science Center. The call will be published in the latter part of 2022. The budget will then be allocated to the faculties concerned.

Pre-Master's students

Evaluation of the pre-Master's policy took place recently. This also included the compensation the faculties receive for the costs for internal service provision for pre-Master's students. It was decided to increase the amount per student to realign this with the developments in prices of internal service provision in recent years. Following that decision, the amount reserved annually was raised from €1 million to €1.25 million.

Additional funds for institutional tuition fees for Ukrainian students

From the start of the war in Ukraine, the Executive Board has undertaken efforts for current students from that region and sought to offer support. The Dutch universities have decided to lower the level of the institutional tuition fees for the 2022-2023 academic year to the statutory tuition fees for (new) students from Ukraine. This leads to a loss of income for the UvA, which would also impact the budgets of the faculties, as faculties receive 85% from the institutional tuition fees. A budget of €1.0 million has been allocated to the faculties in the budget to compensate them for the lower institutional tuition fees paid by Ukrainian students.

Matching sector plan SSH

On the basis of the latest consultations concerning the sector plan funding within the Universities of the Netherlands (UNL) and with the Ministry of Education, Culture and Science, a total of €1.0 million in matching has been included in the allocation of the sector plan funding SSH for the

faculties concerned. The matching applies for the duration of the implementation of the sector plan and expires should the plan be extended.

Research funding 70/30

The point of departure in the allocation model is that an organisational unit should be able to spend 30% of the resources on research. Various faculties have raised this issue in the past. With the new funds from the government grant for research, the research budget ratio is changed and an additional budget to attain the percentage of 30% is no longer required. Ways in which the allocated budget can be phased down in a responsible manner are being looked at for Amsterdam Law School. The unallocated budget that had been reserved for other bottlenecks has been released owing to the changes in the government grant.

Additional reserve for ICT theme-based funding

The objectives regarding ICT investments arising from the digital agenda adopted in 2022 exceed the financial scope available. To make sure we are not unable to act swiftly enough on our stated objectives, an additional amount of €1.5 million has been allocated in the 2023 budget to ICT theme-based funding for the digital agenda. Also, €0.5 million has been specifically additionally reserved for information security. Lastly, €0.68 million has been allocated to ICTS for utilising accrued reserves from the Information Security Improvement Programme.

Allocation of RPA budget Trust in the digital society

An amount of €300,000 per year for five years has been allocated to Amsterdam Law School for the RPA Trust in the digital society.

Financial instruments for the Strategic Plan

The Strategic Plan funds for ongoing support and start-up projects (I) have been allocated to the faculties in the budget. The funds for Advancement (II) and Matching (III) and valorisation are available, not yet allocated for 2023.

2.4 Investments

2.4.1 Policy investments

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

Beleidsinvesteringen	2022	2023	2024	2025	2026
<i>Ingezette middelen via allocatiemodel</i>					
Decentraal beleid onderwijs	20.299	20.908	20.908	20.908	20.908
Decentraal beleid onderzoek	25.603	26.371	26.371	26.371	26.371
Centraal beleid onderwijs*	12.246	13.789	11.990	10.908	10.898
Centraal beleid onderzoek*	16.465	67.291	67.317	68.298	66.518
RPA's	5.852	6.152	2.100	1.800	900
Doorgegeven rijksbijdrage ow en oz (excl. aan bestuur)	47.720	45.484	41.011	34.702	35.810
Overige beleidsinvesteringen	7.889	16.479	14.084	12.288	8.718
Beleidsbudgetten diensten (excl. SLA)	2.106	300	-	-	-
Subtotaal	138.179	196.774	183.780	175.275	170.123
<i>Gereserveerde middelen via allocatiemodel</i>					
RPA's	-	400	3.400	3.700	4.600
Aanvullende middelen schakeltrajecten	-	-	1.250	1.250	1.250
Interdisciplinair onderwijs	250	154	150	1.000	1.000
Beta/techniek	750	218	218	218	218
Reservering extra onderzoeksinzet	500	-	-	-	-
Ondersteuning uniprofs AI	-	-	40	160	160
SEO middelen overheveling naar 1e GS	-	-	4.596	4.596	4.596
Voorstellen extra inzet reserves	-	200	-	-	-
ICT themafinanciering: Gereserveerd	4.400	500	-	551	3.877
Reservering ondersteuning valorisatie en partnerschapp	-	1.250	1.250	1.250	1.250
Versterking TLC's	1.000	-	-	-	-
Ontwikkeling systemen financiën en inkoop	500	200	-	-	-
Financiële instrumenten en impuls IP	2.976	2.678	6.687	5.977	13.226
Interfacultaire onderwijsinzet	-	2.000	2.000	2.000	2.000
Data Science	950	979	1.098	841	616
Sectorplan Bèta en Techniek en Sectorplan SSH	-	-	-	8.038	8.038
Centraal gereserveerde starters en stimuleringsbeurzen	-	6.868	6.868	6.868	6.868
Matching Horizon Europe	-	3.000	3.000	3.000	3.000
Subtotaal	11.326	18.448	30.556	39.449	50.699
<i>Ingezette middelen via bestuur</i>					
Internationalisering	820	948	948	948	948
Personeel & Medezeggenschap	4.240	4.391	4.391	4.391	4.391
Beschikbaarheid informatie	245	300	300	300	300
Strategische communicatie	77	82	82	82	82
Universitaire faciliteiten	306	550	550	550	550
Strategische investeringen	2.640	3.783	3.097	2.296	2.040
Overige	1.254	1.450	1.450	1.450	1.450
Subtotaal	9.582	11.504	10.818	10.017	9.761
<i>Gereserveerde middelen via bestuur</i>					
Open Science	1.750	722	200	-	-
Kwaliteitsafspraken	4.000	4.500	5.100	5.500	5.800
Ruimte voor strategische investeringen	800	1.648	2.854	3.054	3.054
Onvoorzien	1.000	1.000	1.000	1.000	1.000
Subtotaal	7.550	7.870	9.154	9.554	9.854
TOTAAL	166.637	234.595	234.309	234.295	240.437

* inclusief het vaste beleidsbudget FdT

Table 12: Policy funds in the budget (x €1,000)

* Including the fixed policy budget of the Faculty of Dentistry

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

Strategic Plan budgets

Implementation of the Strategic Plan commenced in 2021. The financial scope for financial instruments for the Strategic Plan has been maintained at the same level in the 2023 budget as in the Framework Letter.

Furthermore, as regards the Strategic Plan, temporary support has been set up within the Executive Staff for the implementation of the Strategic Plan, which will monitor the progress of the Strategic Plan and can help drive the innovation process. An amount of €1.0 million has been allocated to this for the Executive Staff in the budget, as was the case in the Framework Letter, under the designation “Support for policy implementation and policy latitude”. This budget is shown in the table “Other policy budgets” in section 5.5.

With regard to the funding for the financial instruments for the Strategic Plan, as in 2022 the focus is on the theme-based approach of the research and on scaling up valorisation. In the longer term, funding will also be necessary to further stimulate interfaculty teaching. An amount of €4 million is reserved for this in 2026. Where possible, utilisation of the funds takes place via the faculties, to ensure it is clear at all times which dean is responsible for the financial management and reporting.

Funds made available under the Quality Agreements

In comparison with the provisional allocation of funds included in the 2023 Framework Letter, based on the weighted number of credits, the allocation has been updated on the basis of the final number of credits from the count in October and the forecast number of credits to be obtained in subsequent years. The Faculty of Dentistry and AUC share of the funds is passed on directly via the price per funding factor, in line with the funding system for ACTA and AUC. The remaining part, after deduction of the UvA-wide commitment for the Faculty of Economics and Business, the Faculty of Dentistry, the Faculty of Humanities, the Faculty of Science, the Faculty of Social and Behavioural Sciences and the Faculty of Medicine, will be allocated to these six faculties on the basis of weighted number of credits. This leads to the allocation shown below. The allocation for 2024 and beyond will be adjusted annually in the budget on the basis of the final number of credits.

Toekenning middelen t.b.v. kwaliteitsafspraken	2022	2023	2024	2025	2026
Faculteit der Geesteswetenschappen	2.449	2.855	3.188	3.437	3.601
Faculteit der Rechtsgeleerdheid	1.666	1.881	2.077	2.239	2.338
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	3.121	3.438	4.046	4.361	4.554
Faculteit Economie en Bedrijfskunde	2.122	2.281	2.344	2.527	2.745
Faculteit der Maatschappij- en Gedragwetenschappen	3.851	4.583	5.234	5.642	5.942
Faculteit der Geneeskunde	2.430	2.491	2.832	3.053	3.430
Faculteit der Tandheelkunde	791	932	998	958	958
Amsterdam University College	482	507	635	619	612
UvA-breed	4.000	4.500	5.100	5.500	5.800
Totaal	20.912	23.469	26.453	28.335	29.980

Table 13: Allocation of quality agreement funds (x €1,000)

The funds to be awarded under the Quality Agreements will be allocated to projects focusing on three themes: professionalisation of teaching, suitable teaching facilities and intensification of education. With regard to the professionalisation of teaching, we will invest in the development and provision of new UTQ+ modules and the upscaling of pre-UTQ courses. With regard to

suitable teaching facilities, we will invest in alterations to teaching facilities to better support more intensive teaching methods and enable more community building. With regard to the intensification of education, we will invest in the appointment of additional lecturers (or lecturer hours) and the appointment of student assistants. We will also focus on improving feedback methods and our skills-based teaching, and we will allocate additional funds to improving our students' preparation for non-academic careers.

Research Priority Areas

The budget available for Research Priority Areas (RPAs) is unchanged compared with the 2023 Framework Letter.

2.4.2 ICT investments

The Framework Letter sets out the framework for the ICT investments from the investment portfolio. Further details on these investments for 2023 and subsequent years are set out in the appendix 'Long-term Implementation Plan (Meerjaren Uitvoeringsplan, MJUP)/ICT Portfolio 2023'. This also incorporates the allocated theme-based funding per focus area of the digital agenda.

The UvA intends to step up its investments in IT in the coming years, as is evident from the objectives formulated in the 2022-2026 Strategic Plan. The digital agenda was created in 2022, as part of the implementation of the Strategic Plan. The Executive Board adopted the digital agenda on 10 May 2022. The digital agenda gives direction to the development of digitalisation at the UvA and is a starting point; a dynamic agenda that will be implemented in the years ahead in initiatives that are being or have already been launched. Based on this implementation, a schedule for the realisation is developed every year. Following prioritisation of the schedule, it is incorporated in the Long-term Implementation Plan (Meerjaren Uitvoeringsplan, MJUP)/ ICT Portfolio.

2.4.3 Real estate investments and the Accommodations Plan

The 2023 Accommodations Plan has been worked out and is included in the appendix to this document. The investment schedule has been updated following internal coordination. The implementation plan of the University Library has been adjusted and it is expected to be taken into use in the first quarter of 2024. The spatial analyses show that there are still shortages at the Roeterseiland Campus and the ASP (Faculty of Science), given the expected growth in student and staff numbers, but these have decreased compared with last year. The completion of REC V will remedy part of the shortage in the near term. In the longer term, the completion of a new building on the REC with 9,000 m² LFA has been taken into account. The new building is planned to be available in 2030. The Lab Q project proposal is aimed at the construction of new floor space for the Faculty of Science at the ASP. That will make it possible to accommodate the future growth of the faculty, as well as the objective pursued at Quantum.

Further steps have also been taken this year in better mapping and managing project risks. The projects in the city centre in particular pose risks owing to complexity. The construction logistics and heritage status present added challenges. For all projects, there are additional market pressures: shortages of materials, equipment and personnel are driving high inflation in construction. Additional funds are required to achieve these objectives. This calls for choices and optimisation. That process is fully under way, as the designs for BG5 and OMHP are set to be developed into a final design and readied for tendering for a main contractor. The choices and optimisations are pursued in improving the process (view on heritage status, choices in tendering strategy, improved risk management, etc.) and in the programme (building-oriented approach, use intensification, possibly relocating degree programme, etc.). The estimates for BG5 and OMHP

have been updated in the Accommodations Plan and it is expected that the projects will commence development/execution in 2024 and 2025, respectively.

Returning from a period of working fully digitally, staff seem to be opting to work partly from home. There is more vacant space in the office environment than before the coronavirus pandemic. At the campus, meeting, interaction and collaboration is becoming an important activity. That development is occurring across the entire spectrum, in the office environment, the learning environment as well as for valorisation and the collaboration with partners. The decision on the revised standard for office workplaces is aligned with these developments, stimulates better space utilisation, and thereby demonstrates that a total improvement of 20% in space utilisation is attainable. This makes it possible for units to offer a space to more staff, or to free up floor space for other uses. The new standard will be applicable in accommodation decisions and investment decisions.

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

2.5 Risks

In May 2022, the Executive Board adopted the Risk Management framework. The framework comprises the principles for risk management within the UvA and focuses on all aspects of operations. Work on an implementation plan is currently under way, which also includes risk reporting as part of the planning & control cycle.

This section of the budget describes the principal financial risks. The table below shows the inherent risks, i.e. the risks before risk management measures have been put in place. The table presents the assessment of the probability of their occurrence as low (1), significant (2) and high (3), and the assessment of the level of their impact as significant (1), high (2) and very high (3). The risks are ranked in terms of priority based on the outcome of those assessments (likelihood x impact). Following the table, the risks are described in more detail, together with the risk management measures that allow the potential negative impact to be mitigated to an acceptable level.

	Inherente risico's	Kans	Impact	Kans x impact
1	Investeringen die niet passen binnen de kaders van het HvP	2	3	6
2	Onvoldoende compensatie inflatie en stijging lonen	2	3	6
3	Onvoldoende liquiditeit	2	2	4
4	Onzekerheid studentenaantallen	2	1	2
5	Onzekerheid contractbaten onderzoek	1	1	1
6	Omvang matchingsdruk	1	1	1

Uitkomst kans x impact:

	Direct actie ondernemen
	Actie is verplicht om risico te verminderen
	Actie is wenselijk om het risico te verminderen

Table 14: Financial inherent risks

- (1) Budget overruns in the implementation of accommodation projects due to deviations from the original project plan, heritage status and complexity, longer time-to-completion and time overruns; These risks will be managed by regular monitoring of the development of accommodation requirements via a rolling forecast approach in the Accommodations Plan, making it possible to identify problems promptly and make adjustments, where necessary.

This is accompanied by making new wishes explicit and weighing these up and submitting them for decision-making. Making risk management part of project implementation makes it possible to identify risks (likelihood and impact) promptly and make adjustments as necessary.

Any further increase in risks is accommodated by adjusting ambitions.

Market and price developments in the construction sector are leading to higher investments. Recent tendering processes have shown that prices are currently increasing sharply, mainly owing to shortages of materials and capacity. At the same time, price developments continue to be difficult to predict. Generally, the effects in terms of the development of costs are managed by investment planning considerations and quality differentiation in accordance with the policies outlined in the Accommodations Plan. A rescheduling of investments helps not only to spread the liquidity requirement but also to improve real estate operations, as well as the balance of the Accommodations Plan reserve in 2035, as it allows amortisation, depreciation and interest charges to be deferred. The building-oriented approach, active risk management and involvement of cost experts early on in the design stage are resulting in improved grip on projects. That makes it quite possible for the plans to be realised in an affordable way.

- (2) Evolution of wages, pension premiums and prices and the extent to which this will be compensated for in the government grant. The majority of the UvA's revenue comes from the central government. This is subject to annual indexation, which provides compensation for inflation and any increases in wage costs. In addition, interest on the loans that the UvA has taken out is fixed for the next few years, limiting any impact of rising inflation on the UvA's financial position in the short term under normal circumstances. However, this does not mean that the UvA is not exposed to any inflation risk. In the event of persistently high levels of inflation, it is conceivable that the central government will set a lower level of indexation, meaning that this will not provide full compensation. This may have a negative effect on the workload and quality. Over time, persistently high levels of inflation could also gradually have an impact in terms of interest rates for the loan portfolio. 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 the UNL), by monitoring developments for the purposes of long-term planning and by continuing to look for efficiency opportunities within the UvA. Inflation risks are described in more detail in section 2.5.1.
- (3) Insufficient liquidity. In terms of the University's liquidity, it was noted last year that the scope of the long-term investment plans cannot fully be financed from internal cash flow or liquid assets. We will monitor developments in the liquidity position and investigate what actions can be taken to bridge the deficit. Possible solutions include delaying investments, deferring regular repayments and optimising the working capital of the University as a whole.
- (4) Uncertainty about student intake numbers in the coming years. There is a risk that a higher or lower number of students will apply to study at the UvA. In the event of a higher number, this will cause additional pressure on the university due to pre-financing difficulties, the absence of an increase in the fixed rate of funding and insufficient compensation for research when numbers rise. In addition, more accommodation for lecture rooms is required. In the case of a lower number of students, this pressure actually decreases, but there is a risk that income in the medium term will be insufficient to cover the costs. This risk will be managed by focusing on medium-term planning and the long-term budget. Attention is likewise devoted to the quality of the budget information. The Accommodations Plan includes scenario analyses and more specific planning calculations for student numbers over a longer planning horizon.

- (5) Uncertainty regarding the amount of funding the UvA will receive through Dutch Research Council competition from the National Research Agenda and other contract income for research. There is no complete certainty regarding the level of the flows of funds. A number of faculties have also flagged a temporary dip in the number of calls. The risk is managed through the strategy of the Strategic Plan to be able to appeal to more different funds, including at group, faculty and institutional level. In addition, there is a greater focus on theme-based funding;
- (6) Extent of matching pressure. There is a risk that an increasing proportion of government funding will have to be used to enable matching of projects, leading to an increasing reduction of free research capacity. This risk is currently mainly managed within faculties and by means of the matching component in the allocation model. An additional matching component has been proposed in the context of the Strategic Plan. Furthermore, within the public debate and within the UNL, it is emphasised that additional or new forms of funding must be full cost, meaning that total costs are covered and that these new forms of funding do not increase matching pressure.

2.5.1 Inflation risks

Given the current high levels of inflation, we focus especially on the impact of inflation on the UvA's financial situation in this section.

When analysing inflation risks for the UvA, it is useful to distinguish between three different potential financial impacts:

- Impact on result
- Impact on cash flow
- Impact on balance sheet

2.5.1.1 *Impact on result*

On the income side, inflation will usually lead to higher future revenues. The government grant from the Ministry of Education, Culture and Science and the tuition fees account for more than 85% of the revenues of the UvA. These revenues are normally indexed, albeit with some delay. In line with UvA policy, such compensation is passed on to the faculties. This allows the internal budgets to be raised over time. That enables the faculties to absorb the cost increase (including extra costs of the service units), meaning a negative purchasing power impact for the university resulting in operational effects measured over an extended period of time will not necessarily have to occur, or only to a very limited extent.

If the indexation fails to provide full compensation because it is lower than the cost-push inflation, this will however have an impact for the UvA. In that case there will be a negative purchasing power impact for the university. This will not necessarily lead to a negative financial result: the UvA's set of management instruments is sufficiently robust to steer it towards avoiding this. In the UvA's budget, expenses are budgeted at the same level as the income and inflation is taken into account in doing so. If inflation during the financial year is higher than budgeted, this also does not necessarily have to impact the result. Budget management is carried out during the year and measures can be taken to remain within budget despite the possible occurrence of (unexpected) cost increases. The greater the differences, however, the more the risks for operations will increase.

Given the - largely - stable and usually largely indexed income flows of the UvA, the impact of inflation on both purchasing power and the UvA's result is considered to be limited, in principle. Those risks may however increase if inflation were found to substantially exceed, across several

successive years, the increase in the price levels of the sources of income (owing to lagging indexation). A number of specific cost items are discussed below, in order to analyse the inflation risks for them in more detail.

Personnel costs

These account for around 70% of total expenses. It is expected that wage inflation can be largely absorbed by indexed income from the government. However, the amounts concerned are relatively large. If the indexation were to lag behind the increase in wage costs by one percentage point every year for three successive years, the cumulative effect on operations after three years would amount to almost €20 million per year. If standard risk management measures are applied, this is absorbed by lower costs elsewhere. Materially, a difference between increases in wage costs and compensation for inflation therefore mainly entails quality risks (less funds for teaching and research).

It is readily conceivable that the shortages in the labour market may mean that more vacancies will remain open for a longer time in the period ahead. While this does also have an operational impact on the UvA, it may also temper the increases in the total personnel costs. Labour market policy is a management priority for the coming year and is emphatically focused on attracting and retaining talent as quickly as possible. The risk of a (substantial) widening imbalance between cost and income developments is considered to be limited in the next few years, despite this effort. In the medium term, persistently high inflation could have material negative impacts, but only if the indexation of the government grant and tuition fees lags behind the wage increases across a number of years, i.e. persistently as well.

Depreciation costs

The depreciation costs are determined primarily by the level of accommodation investments. The largest part by far of the depreciation charges in the coming years is fixed and relates to investments in the past that are not affected by higher inflation at present or in the future. The level of the investment programme in 2022 and subsequent years is high. Inflation will impact these new investments and the specific situation in the construction sector (overheated; high prices) will affect investment expenditure. This will only have a very limited impact on the UvA's result in the next few years. The cumulative effect may become more visible after several years. Based on a depreciation period of 25 years, the impact of a 5% price increase per year on an annual investment volume of €75 million during a period of five years is around €2.5 million on an annual basis after five years.

Again, under normal circumstances compensation can be expected to take place in the UvA revenues. This gives the faculties room to absorb the higher costs. The rule applied within the UvA is that the internal rental price is CPI-indexed annually. This creates additional scope within the UvA in the Accommodations Plan, whereas the faculties are faced with extra pressure if compensation for inflation within the UvA is lower. The net effect on the result depends on the differences in the developments and their pace. The level of the differences is such that they can be effectively managed (budget and Accommodations Plan).

Accommodation expenses

The accommodation expenses, particularly rental expenses, maintenance expenses and energy costs, account for around 6% of the UvA's total expenses. The possibility cannot be excluded that increases in rental expenses and maintenance expenses outpace the indexation of revenues. Energy costs are in any case expected to be significantly higher in the coming years than in preceding years. At the same time, much of the required electricity volumes and gas volumes have already been purchased in 2022 for 2023 and 2024, which provides a large degree of pricing certainty. The long-term prices are lower than the short-term prices, suggesting stabilisation over the years. Moreover, energy costs represent around 1% of the UvA's total costs, and therefore the risks for the UvA as a whole are actually limited. While, on balance, upwards pressure is expected

for the item Accommodation expenses that may exceed the indexation of revenues, the extent of the inflation risks is nonetheless considered to be limited for the aforementioned reasons.

Other expenses

This relates to various items, which account for about 17% of the UvA's total costs. Around 40% concerns the transfer of the government grant to the AUMC in connection with the R&E contribution. This part does not entail inflation risks for the UvA. The remaining part of the Other expenses, representing around 11% of the total UvA costs, does entail inflation risks. At present, however, there is neither any indication nor expectation that these costs will grow faster, on a lasting basis, than the indexation on the income side.

Financial expenses

Inflation can significantly increase drive up costs in connection with the interest expense of an organisation. Higher expected inflation leads to higher interest rates in the capital market and this can result in higher interest expense for organisations that have borrowed money. There are however a number of reasons why this risk is nonetheless limited to some extent for the UvA, in any case for the next few years. Firstly, the UvA has locked in a large part of the interest rates. Up to the end of 2025, more than 90% of the interest rates are fixed. Secondly, in the past few years, the UvA paid interest on cash positions. Owing to the increased inflation, the UvA will no longer have to pay interest on the existing cash positions, and as result the interest expense can decrease. Thirdly, viewed from a historical perspective, the current interest rates are still at historically low levels. In combination, these factors lead to the expectation that interest expense will be relatively stable in the next few years, with comparatively limited risk of increases. From 2024, this risk is set to increase as new borrowing may be necessary to carry out the planned accommodation investments.

2.5.1.2 Impact on cash flow

Partly because of the possibilities for adjustments, no significant impact on cash flow is expected to arise from the income statement if inflation proves to be higher than expected. The same does not apply to expenditure undertaken for investments. There is in fact also some scope for adjustments here, such as deferment of investment projects. But on the other hand, executing adjustments on investment projects that are already in progress is usually much more complex. This is because they do not always lead to substantial savings on expenditure, whereas the operational impact of adjustments can have major consequences. As the options for adjustment are more complex, high levels of inflation in the construction sector can necessitate higher levels of expenditure in connection with accommodation investments. Assuming an investment programme of around €400 million between 2023 and 2026, a 10% cost increase would already result in a potential €40 million increase in expenditure.

2.5.1.3 Impact on balance sheet

In principle, no major impacts on the UvA's balance sheet are expected to arise from the income statement in the case of higher inflation. Moreover, UvA's solvency is very sound. The balance sheet could comfortably absorb a significant setback. The potential impact of unforeseen increases in expenditure relating to accommodation investments is a more important area for attention. UvA's liquidity ratio is expected to be subject to pressure, which can be eased by new borrowing. However, further pressure on the liquidity ratio from unexpected cost overruns on construction projects is undesirable. Launching new construction projects therefore requires careful consideration and sufficient account must be taken in cost estimates of setbacks (including unexpectedly higher inflation). This also requires attention as regards the types of contract that are entered into with contractors.

2.6 Key financial data, cash flows and balance sheet development

Where the university's liquidity is concerned, the Framework Letter 2023 stated that the full extent of the investment plans for the period 2023-2026 cannot be financed entirely from internal cash flow or liquid funds. The most recent insights on this are that the liquid funds will be sufficient up to and including 2025. Although the exact extent and the timing may change, for example due to construction delays or operating results that differ from those forecast and budgeted or a different rate of spending the funds for the sector plans and starter and incentive grants, external financing is expected to be necessary as from 2026 to maintain UvA's liquidity ratio at or above 0.5. That is the alert threshold value that is applied by the UvA and by other universities (since 2021, the Ministry of Education, Culture and Science has applied an alert threshold value of 0.75).

Under the assumptions now applied in the estimates, the UvA would borrow an additional amount of €185 million between 2026 and 2028 to enable it to undertake the investments while at the same time maintaining the liquidity ratio. Without those additional loans the liquidity ratio would fall below 0.5. The specific approach for raising additional financing is under development. On the basis of current assumptions, additional financing will be required in 2026 at the earliest.

The table below shows the expected development of the key financial data for the 2022-2026 period. They are expected to be as follows at the end of the year concerned.

Ratio's	0 Beleid	2022	2023	2024	2025	2026
Solvabiliteit I		39%	39%	38%	38%	36%
Solvabiliteit II	38% - 44%	43%	42%	42%	42%	39%
Liquiditeit	≥ 0,50	0,7	0,6	0,6	0,5	0,5
DSCR	≥ 1,0	4,4	9,1	8,8	6,2	5,5
Rentabiliteit	≥ 0%	6%	0%	0%	0%	0%
Signaleringswaarde bovenmatige reserves	≤ 1,0	0,3	0,3	0,3	0,3	0,3
Weerstandsvermogen		41%	37%	37%	37%	36%

Table 15: Financial ratios

Solvency II between 38% and 44%

Internal UvA standard

Internal thresholds are used to better monitor the solvency situation and make it possible to reach some form of agreement on the progression of the figures. Internal thresholds have less to do with the continuity risk (which is already catered for in other ways) and more with the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The frame of reference for these thresholds is the internal treasury policy and the treasury plan. In view of the societal nature of the organisation, both a lower limit and an upper limit have been defined for the internal threshold. This creates a range within which solvency can fluctuate over the planning period. The UvA will strive to keep solvency II at a level between 38% and 44% in the years ahead. If solvency is too high, this could suggest that too much is being saved and, as such, that more funds could be made available for research and teaching. If solvency is too low, this could suggest the presence of a financial risk (in time). The application of internal thresholds that are subject to an upper limit makes it possible to monitor this point – which is important for societal debate too – more closely. Also, the upper limit should create a more balanced consideration. The estimate shows that until 2026, solvency would just about not fall below the internal threshold of 38%. Solvency does decrease, however, because extra new borrowing increases the balance sheet total and thus depresses solvency. The balance sheet total is also increased by the assumption that not all extra government grants for starter and incentive grants can immediately be spent in the year of receipt. A further decrease in the solvency ratio is

undesirable, however, and hence this ratio will need to be monitored in the coming years to prevent it from falling below the internal alert threshold value for an extended period of time.

Standard applied by the Inspectorate of Education

The Inspectorate of Education applies a lower limit as the threshold for solvency II; this is 30%. Falling below an alert threshold is considered by the Inspectorate as an indication that an institution is experiencing a financial or continuity risk. Based on the plans factored into this budget, solvency II will remain comfortably above this limit. In addition, the Inspectorate has introduced another, new ratio, which can flag up excessive funds.

Alert threshold for excessive reserves

Last year, the Inspectorate of Education expanded its alert thresholds to include a threshold for excessive reserves. Exceeding an alert threshold is treated by the Inspectorate as an indication that an institution may be creating unnecessary buffers. The UvA's normative public equity remains well below the new alert threshold.

Long-term financial zero result for the entire UvA

Internal UvA standard

The UvA strives to achieve, at a minimum, a zero result for the university as a whole. Funds may be temporarily committed for specific goals, such as in the case of earmarked reserves, but there must be at least a zero result in the long term. Based on the plans set out in the budget, the profitability will remain at 0% long term.

DSCR > 1.0

The UvA's agreement with BNG

The Debt Service Coverage Ratio (DSCR) is a measure of the amount of cash the UvA has at its disposal to pay interest and loan instalments. A sufficient cash flow must be available annually so that these amounts can be paid. In the long-term forecast, the UvA remains comfortably above the minimum level required. This has been contractually agreed with BNG, with which the UvA has taken out loans. The UvA comfortably complies with this requirement.

Kasstroombegroting (x M€)	2022*	2023	2024	2025	2026
Kasstroom uit operationele activiteiten					
Bedrijfsresultaat (excl. verkoop activa)	27,5	0,8-	1,2-	2,5	0,5
<i>Aanpassingen voor:</i>					
- afschrijvingen	43,8	50,3	51,8	55,7	55,4
<i>Veranderingen in werkkapitaal:</i>					
- mutatie kortlopende schulden	24,9	16,9	16,6	13,9	-
<i>Kasstroom uit bedrijfsoperaties</i>	<i>96,2</i>	<i>66,4</i>	<i>67,2</i>	<i>72,0</i>	<i>55,9</i>
Saldo rentebaten en lasten	7,6-	6,9-	6,7-	6,9-	7,6-
<i>Kasstroom uit operationele activiteiten</i>	<i>88,5</i>	<i>59,5</i>	<i>60,6</i>	<i>65,1</i>	<i>48,3</i>
Kasstroom uit investeringsactiviteiten					
(Des)investerings in immateriele vaste activa	0,1-	-	-	-	-
- Investerings mva	89,9-	99,6-	81,8-	86,8-	108,7-
- Desinvesterings mva	-	-	-	-	-
(Des)investerings in materiele vaste activa	89,9-	99,6-	81,8-	86,8-	108,7-
- Investerings fva	0,3-	0,3-	0,3-	0,3-	0,3-
- Desinvesterings fva	-	-	20,0	-	-
(Des)investerings in financiële vaste activa	0,3-	0,3-	19,7	0,3-	0,3-
<i>Kasstroom uit investeringsactiviteiten</i>	<i>90,3-</i>	<i>99,9-</i>	<i>62,1-</i>	<i>87,1-</i>	<i>109,0-</i>
Kasstroom uit financieringsactiviteiten					
Nieuw opgenomen leningen	-	-	-	-	70,0
Aflossingen langlopende leningen	7,0-	7,0-	7,0-	7,3-	7,6-
<i>Kasstroom uit financieringsactiviteiten</i>	<i>7,0-</i>	<i>7,0-</i>	<i>7,0-</i>	<i>7,3-</i>	<i>62,4</i>
Netto kasstroom	8,8-	47,4-	8,5-	29,3-	1,7
Toename/afname liquide middelen	8,8-	47,4-	8,5-	29,3-	1,7

* 2022 betreft de verwachte stand per 31/12/22.

Table 16: Cash flow statement (x €1 million)

Balansprognose (x M€)	2022*	2023	2024	2025	2026
Immateriele vaste activa	0,7	0,4	0,2	0,0-	0,0-
Materiele vaste activa	570,4	626,8	663,1	697,0	755,6
Financiële vaste activa	54,9	56,1	38,0	40,1	42,4
<i>Totaal vaste activa</i>	<i>626,0</i>	<i>683,3</i>	<i>701,3</i>	<i>737,1</i>	<i>798,0</i>
Voorraden	0,2	0,2	0,2	0,2	0,2
Vorderingen	67,2	67,2	67,2	67,2	67,2
Effecten	-	-	-	-	-
Liquide middelen	182,9	135,6	127,1	97,8	99,5
<i>Totaal vlottende activa</i>	<i>250,4</i>	<i>203,0</i>	<i>194,5</i>	<i>165,2</i>	<i>166,9</i>
Totaal activa	876,4	886,3	895,9	902,3	964,9
<i>Eigen vermogen</i>	<i>343,4</i>	<i>343,4</i>	<i>343,4</i>	<i>343,3</i>	<i>343,4</i>
Voorzieningen	31,2	31,2	31,2	31,2	31,2
Langlopende schulden	183,1	176,1	169,1	161,8	224,2
Kortlopende schulden	318,7	335,6	352,2	366,1	366,1
<i>Totaal vreemd vermogen</i>	<i>533,0</i>	<i>543,0</i>	<i>552,5</i>	<i>559,1</i>	<i>621,5</i>
Totaal passiva	876,4	886,3	895,9	902,5	964,9

* 2022 betreft de verwachte stand per 31/12/22.

Table 17: Balance sheet forecast (x €1 million)

3 Result by organisational unit

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

UvA meerjarenebeeld organisatorisch	2022		2023	2024	2025	2026
	Begroting	Prognose*				
Allocatie						
Allocatie onderwijs	11.666	21.748	29.237	27.707	26.947	23.315
Allocatie onderzoek	-23.328	-21.332	-25.157	-27.705	-29.991	-32.324
Subtotaal allocatie	-11.662	415	4.079	1	-3.044	-9.009
Organisatie						
Faculteiten	9.663	20.038	-13.271	-6.943	-2.994	53
Diensten	-1.867	-4.871	-2.197	351	764	1.117
Bestuurstaf en beleid	150	-263	121	145	146	145
Subtotaal organisatie	7.947	14.904	-15.347	-6.447	-2.084	1.316
Vastgoed & Treasury						
Vastgoed	4.332	4.332	8.437	1.253	-6.490	-4.670
Treasury	-616	-216	2.831	5.193	6.317	7.776
Subtotaal vastgoed & treasury	3.716	4.116	11.268	6.446	-173	3.106
TOTAAL	0	19.435	0	0	-5.302	-4.588
Verwachte verbetering resultaat			0	0	5.302	4.588
RESULTAAT	0	19.435	0	0	0	0

* Prognose Q2 2022

Table 18: Result by organisational unit (x € 1,000)

The table below shows the development from the result according to the Framework Letter to the result forecast in the budget, by organisational unit. The changes are explained after the table. Table 2 in section 2.3 shows the changes compared with the Framework Letter, broken down into income and expenses.

Opbouw mutaties meerjarenbeeld organisatorisch	2023	2024	2025	2026
Start: Netto Resultaat in Kaderbrief 2023	-1,7	-6,2	-11,6	-1,2
<i>Actualisatie resultaten</i>				
Allocatie	13,9	19,4	13,8	6,0
Onderwijs	6,7	11,8	7,7	7,5
Onderzoek	7,2	7,5	6,2	-1,4
Organisatie	-17,1	-13,8	-5,0	-6,1
Faculteiten	-17,5	-13,9	-5,4	-7,2
Diensten	0,3	0,1	0,3	1,1
Bestuursstaf en Beleid	0,1	0,1	0,1	0,1
Vastgoed & Treasury	4,9	0,6	-2,5	-3,3
Treasury	-0,1	1,4	1,7	4,6
Verwachte verbetering resultaat	0,0	0,0	5,3	4,6
Resultaat begroting 2023	0,0	0,0	0,0	0,0

Table 19: Development of the Framework Letter result – budget by organisational unit (x €1 million)

The improved result under ‘Allocation’ is the balance of the additional government grant for the UvA and the increased distributions to the faculties. The result of the faculties decreases relative to the Framework Letter. This is partly due to the utilisation of special-purpose reserves (€4.6 million). In addition, personnel costs at the faculties increase more steeply in the budget than income. In practice, increases in personnel costs are often lower in the actual figures than in the budget.

The UvA opts to fully utilise, and allocate to the faculties, the extra revenues for sector plans and starter and incentive grants. This is also most closely compliant with the agreements made with the Ministry of Education, Culture and Science. The additional funding makes it possible to reduce workload across the entire UvA and to increase quality again. The need to limit the damage by means of excessive distribution from the allocation model is thereby reduced. If there is any headroom available in the allocation model in the coming years, this will first be used to make up the shortfalls for the model as a whole and per sub-area (teaching and research). This means there is more scope for additional funding for teaching but no scope for additional funding for research. This will be developed in detail in the 2024 Framework Letter.

The next sections provide more information on the organisational units.

3.1 Allocation model

3.1.1 Result of allocation model for teaching

The table below shows the current situation in the allocation model for teaching.

Allocatiemodel onderwijs	2022	2023	2024	2025	2026
Inkomsten					
Rijksbijdrage onderwijs	347.357	344.178	353.583	358.835	366.145
Collegegeld onderwijs	55.235	82.987	86.958	88.439	89.167
- Erfgoed & Bewaar onderwijs	-9.639	-9.594	-9.738	-9.792	-9.669
Totaal inkomsten onderwijs	392.953	417.571	430.803	437.482	445.643
Allocatie					
Variabele allocatie onderwijs	-258.085	-257.710	-270.547	-276.868	-282.715
Doorgegeven Rijksbijdrage en collegegeld ow	-34.697	-31.571	-34.356	-35.930	-37.074
Capaciteitsbudget onderwijs	-8.689	-8.950	-8.950	-8.950	-8.950
Beleidsbudget onderwijs	-32.795	-36.851	-36.297	-36.066	-36.056
Additioneel budget onderwijs	-10.600	-14.066	-11.645	-11.678	-11.601
Overig beleidsbudget onderwijs	-10.753	-13.567	-14.394	-13.146	-17.541
Aandeel centrale kosten onderwijs	-25.908	-25.620	-26.908	-27.897	-28.392
Totaal allocatie onderwijs	-381.527	-388.334	-403.097	-410.535	-422.328
Resultaat Onderwijs	11.426	29.237	27.707	26.947	23.315

Table 20: Allocation model for teaching (x € 1,000)

Revenue

The revenue of the allocation model for teaching consists of the government grant for teaching received by the central organisation, the statutory tuition fees and 80% of the 15% institutional tuition fees paid by the faculties, reduced by the part of the heritage and preservation budget allocated to teaching.

The expected government grant for teaching for 2023 is slightly higher than that included for 2023 in the 2022 budget. This follows mainly from the (expected) wage compensation/cost-of-living adjustment.

The expected revenues from tuition fees for the allocation model for teaching are higher than in 2022, mainly because of the manifest impact in 2022 of the halving of tuition fees. Compared with the estimate for 2023 in the 2022 budget, the income from tuition fees is virtually unchanged. The institutional tuition fees increase by €10.5 million compared with 2022 owing to a higher number of students. The budgeted tuition fees are based on the number of students registered in the 2022-2023 academic year. This has been updated in comparison with the Framework Letter.

The budget for heritage and preservation is higher than in 2022 owing to the annual indexation, supplemented by the updating of current agreements and an indexation for wage compensation/cost-of-living adjustment. Because the increase of the government grant for research was greater than that of the government grant for teaching, the portion of this budget that is funded from the allocation model for teaching has decreased and the portion that is funded from the allocation model for research has increased.

A breakdown of the estimated government grant and tuition fees for 2023-2026 is provided in section 5.1.

Allocation

A breakdown of the allocation to the UvA units is provided in Chapter 5, showing the tables per unit.

3.1.2 Result of allocation model for research

The table below shows the current status in the research component of the allocation model.

Allocatiemodel onderzoek	2022	2023	2024	2025	2026
Inkomsten					
Rijksbijdrage onderzoek	231.455	297.762	295.734	295.996	295.889
Collegegeld onderzoek	1.051	1.368	1.438	1.486	1.482
Rendement Eigen Vermogen	10.400	10.400	10.400	10.400	10.400
- Erfgoed & Bewaar onderzoek	-5.369	-6.479	-6.335	-6.281	-6.089
Totaal inkomsten onderzoek	237.537	303.051	301.236	301.601	301.682
Allocatie					
Variabele allocatie onderzoek	-143.523	-145.241	-149.683	-152.271	-153.926
Doorgegeven Rijksbijdrage oz	-22.233	-21.862	-19.793	-20.300	-20.181
Capaciteitsbudget onderzoek	-20.612	-21.230	-21.230	-21.230	-21.230
Beleidsbudget onderzoek	-49.169	-107.301	-106.314	-107.415	-105.635
Additioneel budget onderzoek	-4.412	-6.204	-6.132	-6.104	-6.070
Overig beleidsbudget onderzoek	-6.182	-9.457	-9.663	-8.699	-11.399
Aandeel centrale kosten onderzoek	-14.255	-16.914	-16.128	-15.572	-15.565
Totaal allocatie onderzoek	-260.387	-328.208	-328.942	-331.592	-334.006
Resultaat Onderzoek	-22.850	-25.157	-27.705	-29.991	-32.324

Table 21: Allocation model for research (x €1,000)

Revenue

The revenue of the allocation model for research consists of the government grant for research received by the central organisation, 20% of the 15% institutional tuition fees paid by the faculties, the return on equity, reduced by the part of the heritage and preservation budget allocated to research.

The expected government grant for research for 2023 is higher than that included in the 2022 budget. This follows mainly from the Administrative Agreement, the (expected) wage compensation/cost-of-living adjustment and from the other adjustments incorporated in accordance with the budget of the Ministry of Education, Culture and Science. The return on equity is the same as in the 2022 budget. The budget for heritage and preservation is higher than in 2022 owing to the annual indexation, supplemented by the updating of current agreements and an indexation for wage compensation/cost-of-living adjustment. A breakdown of the estimated government grant and tuition fees for 2023-2026 is provided in section 5.1.

Allocation

A breakdown of the allocation to the UvA units is provided in Chapter 5, showing the tables per unit.

3.2 Faculties

Faculty budgets

The faculties have prepared the budgets on the basis of the technical budget instructions and the 2023 Framework Letter. The result of all faculties combined is -€13.3 million, after use of reserves of -€8.7 million.

The table below presents all the budgets of the various faculties and institutions.

Faculteiten en instituten	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	258.085	257.710	270.547	276.868	282.715
Doorgegeven rijksbijdrage en collegegelden onderwijs	30.117	26.577	28.825	30.047	31.274
Capaciteitsbudget onderwijs	8.689	8.950	8.950	8.950	8.950
Beleidsbudget onderwijs	31.995	36.051	35.497	35.266	35.256
Instellingscollegegeld ow	24.707	31.805	33.425	34.538	34.458
Contractonderwijs	18.667	19.870	19.826	19.826	20.326
Totale baten onderwijs	372.260	380.962	397.069	405.495	412.979
Variabele allocatie onderzoek	143.516	145.116	149.327	151.921	153.579
Doorgegeven rijksbijdrage onderzoek	22.229	21.858	19.793	20.300	20.181
Capaciteitsbudget onderzoek	20.612	21.230	21.230	21.230	21.230
Beleidsbudget onderzoek	49.140	107.301	106.314	107.415	105.635
Instellingscollegegeld oz	6.112	7.922	8.327	8.595	8.575
Contractonderzoek	88.897	97.423	97.848	97.975	99.708
Totale baten onderzoek	330.505	400.849	402.838	407.437	408.908
Beleidsbudget overig	5.692	6.525	10.064	8.734	15.429
Additioneel budget	-	490	-	-	-
Excedent huisvesting	4.530	4.621	4.621	4.621	4.621
Uitkering Valorisatie	100	100	-	-	-
Themabudget	150	1.178	680	-	-
Directe rijksbijdrage	1.235-	15.527-	13.113-	12.977-	9.685-
Overige baten werk lov derden	4.629	4.341	4.656	4.485	4.485
Overige baten extern	575	1.082-	1.205-	3.214	3.037
Totale overige baten	14.440	646	5.703	8.077	17.887
Interne baten variabele verrekeningen	10.376	11.078	10.716	10.720	10.635
Totale baten interne verrekeningen	10.376	11.078	10.716	10.720	10.635
TOTALE BATEN	727.581	793.534	816.327	831.728	850.409
LASTEN					
Personeel in dienst	445.480	507.542	520.067	527.906	538.304
Ingehuurd personeel	18.545	18.434	18.416	18.066	18.050
Interne verrekeningen personele lasten	5.324	5.850	5.496	5.500	5.211
Totale personele lasten	469.349	531.825	543.979	551.472	561.565
Overige beheerslasten	73.180	76.533	80.488	84.056	87.486
Huisvestingslasten	12.266	12.841	12.013	11.995	12.219
Afschrijvingen	4.659	5.010	5.043	4.824	5.213
Subsidies en Overdrachten	5.085	8.001	6.933	6.733	6.737
Totale overige lasten extern	95.190	102.385	104.477	107.608	111.655
Kosten Vastgoed	34.604	37.994	37.993	37.815	38.135
Kosten Energie	5.119	7.415	7.415	7.380	7.443
Kosten Facility Services	30.448	34.959	35.071	35.109	35.223
Kosten ICT Services	18.361	20.146	20.329	20.468	20.598
Kosten UB	21.591	21.988	22.381	22.698	22.868
Kosten Administratief Centrum	12.743	14.612	14.829	15.016	15.160
Kosten Communicatie	6.179	6.363	6.754	6.867	6.948
Kosten Studentent Services	11.227	13.399	13.696	13.941	14.116
Kosten ARBO	953	1.016	1.016	1.016	1.016
Variabele dienstverlening	12.114	14.703	15.329	15.329	15.628
Totale lasten interne dienstverlening	153.339	172.595	174.814	175.641	177.136
TOTALE LASTEN	717.877	806.805	823.270	834.722	850.356
RESULTAAT	9.703	13.271-	6.943-	2.994-	53
Mutatie (bestemde) reserve	1.528	4.557	3.709	3.145	1.284
Resultaat na mutatie reserve	11.231	8.714-	3.235-	152	1.337

Table 22: Result of faculties of the UvA (x €1,000)

The faculties are budgeting higher income for 2023 than in 2022. This mainly reflects higher income through the UvA's allocation model. The policy budget for research in particular will increase sharply as a result of the sector plan funding and the starter and incentive grants. Within the other income of the faculties, the portion of the sector plan funding and starter and incentive grants that is not expected to be utilised before year-end 2023 (-€15.5 million) is budgeted in the line “Direct government grant”.

The budgeted expenses of the faculties are also set to increase. The personnel costs in particular are set to rise sharply, but the other expenses will also increase.

The results of each faculty are shown separately below. The budgets of each of the faculties are shown in section 4.1.

Resultaat per faculteit en instituut	2022	2023	2024	2025	2026
Faculteit der Geesteswetenschappen	3.120	1.102	711	858	691
Faculteit der Rechtsgeleerdheid	500	1.000-	0	0	0
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	38	7.348-	248-	1.335	2.871
Faculteit Economie en Bedrijfskunde	6.370	3.608-	4.091-	3.349-	2.602-
Faculteit der Maatschappij- en Gedragwetenschappen	1.858	543	0	0	0
Faculteit der Geneeskunde	0	0	0	0	0
Faculteit der Tandheelkunde (55%)	1.602-	734-	180	-	-
Amsterdam University College (50%)	131-	503-	218-	70-	110
Institute for Advanced Studies	100-	2	2	2	2
Overig	350-	1.725-	3.278-	1.768-	1.018-
Totaal	9.704	-13.271	-6.943	-2.994	53

Table 23: Budgeted result per faculty and institute (x €1,000)

The result under ‘Other’ mainly reflects an estimate of the spending of reserved budgets (€10.5 million in 2023), a long-term reserve of €2.5 million for settling the costs of joint degrees with VU Amsterdam and an estimate of variable costs (€0.6 million) to be passed on to faculties by the service units (and for which it is not yet clear to which faculty the costs will be allocated).

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

Mutaties bestemde reserves	2022	2023	2024	2025	2026
Faculteit der Geesteswetenschappen	1.256	850	1.700	1.650	450
Faculteit der Rechtsgeleerdheid	-	1.000	-	-	-
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	-	1.463	2.009	1.495	834
Faculteit der Maatschappij- en Gedragwetenschappen	172	1.244	-	-	-
Institute for Advanced Studies	100	-	-	-	-
Totaal	1.528	4.557	3.709	3.145	1.284

Table 24: Movements in special-purpose reserves of the faculties (x €1,000)

Total allocation per faculty

The table below presents the expected development in the total allocated government-funded budget per faculty, based on the budgets and projected numbers included in this budget (see Chapter 5). Since the long-term budgets shown in this table are based on expected funded

performance numbers, no rights can be derived from these figures. The amounts exclude housing excesses, theme-based budgets and internal settlements between faculties.

Totale reguliere allocatie per faculteit en instituut	2022	2023	2024	2025	2026
Faculteit der Geesteswetenschappen	82.952	94.600	96.003	96.120	96.860
Faculteit der Rechtsgeleerdheid	49.586	55.390	57.043	57.478	57.077
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	141.704	150.776	152.569	147.583	147.529
Faculteit Economie en Bedrijfskunde	56.343	56.669	53.573	56.410	57.384
Faculteit der Maatschappij- en Gedragwetenschappen	112.222	126.320	130.216	131.861	133.078
Faculteit der Geneeskunde	84.561	89.276	89.759	92.309	95.814
Faculteit der Tandheelkunde	22.556	25.405	25.559	25.206	24.798
Amsterdam University College	11.987	12.456	12.974	13.270	13.630
Institute for Advanced Studies	871	1.260	1.265	931	920
Overig	1.600	12.640	21.522	30.830	31.730
Totaal	564.382	624.792	640.482	651.997	658.820

Table 25: Total allocation per faculty (x €1,000)

It has already been stated and explained in preceding paragraphs that the allocation to faculties has increased. The increase of the allocation per faculty in the 2023 budget compared with 2022 is 12.5% on average. The various increases at the faculties partly depend on developments in numbers and a few specific budget allocations.

The increase in 'Other' for 2023 is due mainly to the budgeted, (as yet) not allocated funds for (central) Starter grants (€5.3 million), central Incentive grants (€1.6 million), Horizon Europe matching (€3 million) and for interfaculty teaching efforts (€2 million).

3.3 Service units

Service unit budgets

The service units have prepared the budgets on the basis of the technical budget instructions and the 2023 Framework Letter. The result of all service units combined is -€2.2 million, after use of reserves of -€1.5 million.

The table below presents all the budgets of the various service units.

Diensten	2022	2023	2024	2025	2026
BATEN					
Doorgegeven rijksbijdrage en collegegelden onderwijs	500	-	-	-	-
Beleidsbudget onderwijs	800	800	800	800	800
Totale baten onderwijs	1.300	800	800	800	800
Variabele allocatie onderzoek	8	125	356	350	346
Doorgegeven rijksbijdrage onderzoek	4	4	-	-	-
Beleidsbudget onderzoek	29	-	-	-	-
Totale baten onderzoek	41	129	356	350	346
Beleidsbudget overig	25.798	30.744	28.566	27.684	27.769
Additioneel budget	6.711	11.859	9.856	9.861	9.750
Excedent huisvesting	-	3.300	3.300	3.300	3.300
Uitkering Valorisatie	750	750	750	750	750
Themabudget	1.850	822	300	-	-
Administratieve opbrengsten collegegelden	515	986	350	350	350
Overige baten werk iov derden	8.153	10.008	9.570	9.570	9.570
Overige baten extern	16.439	16.155	16.593	16.593	16.760
Totale overige baten	60.215	74.624	69.284	68.108	68.248
Interne baten vaste pakketten	132.814	149.735	151.643	152.791	153.801
Interne baten variabele verrekeningen	20.403	24.977	25.472	25.372	25.230
Totale baten interne verrekeningen	153.218	174.712	177.114	178.162	179.031
TO TALE BATEN	214.774	250.266	247.554	247.420	248.425
LASTEN					
Personeel in dienst	70.763	83.811	81.411	80.939	81.547
Ingehuurd personeel	13.679	13.837	10.603	10.551	10.602
Interne verrekeningen personele lasten	567	680	660	660	565
Totale personele lasten	85.008	98.327	92.674	92.150	92.713
Overige beheerslasten	36.351	38.112	36.393	36.282	36.528
Huisvestingslasten	27.153	37.813	38.015	37.717	37.650
Afschrijvingen	5.417	5.169	5.667	5.667	5.668
Subsidies en Overdrachten	9.429	12.651	12.943	12.935	12.603
Totale overige lasten extern	78.350	93.745	93.017	92.600	92.448
Kosten Vastgoed	26.327	30.934	31.682	31.934	32.190
Kosten Energie	3.894	5.812	5.958	6.007	6.057
Kosten Facility Services	7.924	8.982	9.145	9.208	9.255
Kosten ICT Services	8.343	9.173	9.224	9.241	9.258
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	1.878	1.826	1.838	1.850	1.863
Kosten Communicatie	64	66	66	66	66
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	156	161	161	161	161
Variabele dienstverlening	5.151	3.437	3.438	3.438	3.296
Totale lasten interne dienstverlening	53.737	60.391	61.512	61.906	62.147
TO TALE LASTEN	217.095	252.463	247.204	246.657	247.308
RESULTAAT	2.321-	2.197-	351	763	1.117
Mutatie (bestemde) reserve	450	706	150	-	-
Resultaat na mutatie reserve	1.871-	1.491-	501	764	1.117

Table 26: Budgets of service units combined (x €1,000)

The revenue of the service units will increase from €215 million in 2022 to €258 million in 2023. The largest part of this increase occurs in the internal charging on of costs to other units of the UvA; primarily in the regular service provision. In the settlement of the regular service provision, the prices for the service units have been updated in the 2023 Framework Letter, following consultation between service units and faculties as part of the SLA cycle. To a significant extent, the adjustments of the rates for 2023 are due to the fixed indexation of the property rate and an increase in fees charged on per student. In addition, higher demands/quality of internal services, such as cyber security and the Teaching Logistics programme, play a role. The increase in the financial scale of the internal service provision is in line with the development of the government grant. Part of the increase is also attributable to the allocation of theme-based funding to the focus areas that have been defined within the digital agenda.

Besides the income from internal settlements, other income also increases, by €14 million compared with 2022. This increase largely arises from additional budget that has been allocated to the service units to compensate for the wage developments (€2.5 million). In 2024 and beyond, this budget will be eliminated when the service units incorporate those developments in the new SLA consultations. Another €3.5 million in additional budget has been included to be able to absorb the price increase at the Energy Department and shield the other units of the UvA from this pressure. Chapter 2.3 explains what budgets have been allocated to the service units.

Over the longer term, the price development is a point for attention and the service units will continue to work on the objectives in the Strategic Plan, and also do so jointly with AUAS for the shared services.

The results of each service units are shown separately below. The budget of each service unit is included in the appendices. By virtue of a decision in 2022, the Development and Alumni Relations Office is part of the Communications Office and is included in the budget of the Communications Office.

Resultaat per dienst	2022	2023	2024	2025	2026	2026
Bureau Kennistransfer	200-	100-	0	0	-	-
Administratief Centrum	0	17	303	724	1.024	1.024
ICT Services	2.129-	1.222-	-	-	-	-
Facility Services	1.162-	620-	-	-	-	-
Universiteitsbibliotheek	1.046-	700-	0	0	0	-
Studenten Services	143	10	49	41	95	95
Bureau Communicatie	72	0	0	0-	0	0
Studenten Gezondheidszorg	20-	22	1-	2-	2-	2-
Huisvestingsontwikkeling	0-	0	0	0	0	0
Energiebedrijf	21	396	0	0	0	0
Overig	2.000	-	-	-	1-	1-
Totaal	-2.320	-2.197	351	765	1.117	1.117

Table 27: Budgeted result per service unit (x €1,000)

Other includes €1.25 million per year in long-term budget that has not yet been allocated and expenses for support for valorisation and partnerships. Following approval by the Executive Board of the plan that will be drawn up for this purpose, the budget will be allocated to the Technology Transfer Office/IXA.

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

Mutaties bestemde reserves	2022	2023	2024	2025	2026
ICT Services	-	331	-	-	-
Universiteitsbibliotheek	450	375	150	-	-
Totaal	450	706	150	0	0

Table 28: Movements in special-purpose reserves per service unit (x €1,000)

Development in service provision by service units

The table below shows the expected development in the internal income per service unit (excluding IT portfolio). This is based on the services relating to fixed packages, variable services, policy- and theme-based budgets and additional budgets included in this budget. The allocation for Valorisation is also part of this. The amounts exclude the housing excess.

Totale interne baten diensten	2022	2023	2024	2025	2026
Bureau Kennistransfer	2.580	2.525	2.525	2.525	2.525
Administratief Centrum	15.824	17.782	17.996	18.218	18.382
ICT Services	30.736	32.914	32.538	32.693	32.840
Facility Services	46.337	60.183	60.456	60.554	60.715
Universiteitsbibliotheek	44.484	46.917	47.124	47.337	47.188
Studenten Services	14.044	15.953	16.250	16.495	16.670
Bureau Communicatie	7.859	8.019	8.411	8.524	8.605
Studenten Gezondheidszorg	237	229	206	206	64
Huisvestingsontwikkeling	2.700	3.534	3.434	3.334	3.334
Energiebedrijf	9.718	17.416	17.358	17.359	17.359
Overig	6.650	2.435	1.213	1.564	4.890
Totaal	183.279	210.068	209.671	210.969	214.734

Table 29: Total internal income per service unit (x €1,000)

The internal income of service units included in 'Other' in 2023 consists of the reserved ICT theme-based funding for the Information Security Improvement Plan (€0.5 million), the reserved theme-based budget for Open Science (€0.7 million) and the funds reserved for support for valorisation and partnerships (€1.25 million).

3.4 Central organisation

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

3.4.1 Policy and administration and executive staff

The budget of Policy and Administration and Executive Staff in total has a result of €121,000. Various wide-ranging tasks and initiatives are included in this budget. These include, for example, the implementation of national agreements (such as UNL), reinforcement of the social safety system, safeguarding attention for privacy, the focus on diversity and strengthening integral safety (including appointment of integral safety coordinator). The implementation of the Strategic Plan also requires extra attention.

The operating budget for Policy, administration and executive staff is shown in 3.4.1. The planned utilisation of the theme-based budgets within this budget is shown in 3.4.2.

B&B	2022	2023	2024	2025	2026
BATEN					
Doorgegeven rijksbijdrage en collegegelden onderwijs	4.080	4.994	5.531	5.883	5.800
Totale baten onderwijs	4.080	4.994	5.531	5.883	5.800
Beleidsbudget overig	40.617	44.362	44.536	44.969	45.457
Administratieve opbrengsten collegegelden	-	150	150	150	150
Overige baten extern	580	639	639	639	639
Totale overige baten	41.197	45.151	45.325	45.758	46.246
Interne baten vaste pakketten	1.143	1.215	1.215	1.215	1.215
Interne baten variabele verrekeningen	329	330	330	330	330
Totale baten interne verrekeningen	1.472	1.545	1.545	1.545	1.545
TOTALE BATEN	46.749	51.690	52.402	53.187	53.591
LASTEN					
Personeel in dienst	17.579	20.397	19.633	19.633	19.633
Ingehuurd personeel	1.095	1.175	1.145	1.145	1.145
Interne verrekeningen personele lasten	2.471	3.087	3.067	3.067	3.067
Totale personele lasten	21.145	24.659	23.845	23.845	23.845
Overige beheerslasten	14.900	16.852	19.425	21.218	21.619
Totale overige lasten extern	14.900	16.852	19.425	21.218	21.619
Kosten Vastgoed	2.335	2.272	2.233	2.209	2.209
Kosten Energie	345	443	436	431	431
Kosten Facility Services	768	776	771	768	768
Kosten ICT Services	556	574	571	570	570
Kosten UB	6	7	6	8	8
Kosten Administratief Centrum	339	354	357	361	364
Kosten Communicatie	1.284	1.285	1.285	1.285	1.285
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	34	38	38	38	38
Variabele dienstverlening	2.418	2.308	2.308	2.308	2.308
Doorbelaste rentekosten					
Toekenning themabudgetten intern	2.000	2.000	980	-	-
Totale lasten interne dienstverlening	10.085	10.058	8.986	7.978	7.981
TOTALE LASTEN	46.130	51.569	52.257	53.042	53.446
RESULTAAT	619	121	145	146	145

Table 30: Budget for Policy, administration and executive staff (x €1,000)

3.4.2 Policy

Themabudgetten	2022	2023	2024	2025	2026
(Beleids-)budget	13.691	14.650	14.696	14.847	15.017
Doorgegeven rijksbijdrage	4.080	4.994	5.531	5.883	5.800
Beschikbaar	17.771	19.644	20.227	20.730	20.817
Internationalisering	820	948	948	948	948
Personeel & Medezeggenschap	4.240	4.391	4.391	4.391	4.391
Beschikbaarheid informatie	245	300	300	300	300
Strategische communicatie	77	82	82	82	82
Universitaire faciliteiten	306	550	550	550	550
Strategische investeringen	10.190	11.653	12.251	11.850	11.894
Overige	1.254	1.450	1.450	1.450	1.450
TOTAAL verdeelde budgetten	17.132	19.374	19.972	19.571	19.615
Nog niet verdeeld themabudget	639	270	254	1.159	1.202

Table 31: Allocation of budgets for Policy (x €1,000)

3.4.3 ICT projects portfolio

The table below shows the budget for the ICT portfolio for the years 2023-2026. The table differentiates between the (theme-based) budgets allocated and the reserved theme-based funding for ICT. The reserved funds will be allocated after plans have been developed in more detail.

The ICT portfolio continues the themes previously initiated, such as IT facilities for researchers, reliable and predictable ICT facilities for lecturers and the renewal of existing facilities (for example for digital examinations and UvA Q), improved processes in the domain of teaching logistics and continuing the development of the delivered information provision for students, modernisation of the work environment and digitalisation in operational management. The importance of information security is undiminished. The plans initiated are being continued. In addition, there are a number of new thematic domains (Data and AI for the UvA, Sustainability, Responsible IT and Collaboration) in which initiatives are set to be launched in the year ahead.

ICT-investeringen (ICT-ontwikkeling)	2022	2023	2024	2025	2026
BUDGETTOEKENNINGEN					
ICT projecten: ICT & bedrijfsvoering	400	400	400	400	400
ICT projecten: ICTO programmaraad	600	600	600	600	600
ICT projecten: SURF bijdrage	448	496	496	496	496
ICT projecten: Uren ICTS	1.360	1.360	1.360	1.360	1.360
ICT projecten: Compensatie afschrijfsystematiek	125	125	-	-	-
<i>Subtotaal ICT projecten regulier</i>	2.933	2.981	2.856	2.856	2.856
ICT themafinanciering: Onderwijs	-	2.183	2.065	1.316	400
ICT themafinanciering: Leven Lang Ontwikkelen	-	150	400	500	500
ICT themafinanciering: Onderzoek*	325	1.119	1.200	1.400	300
ICT themafinanciering: Onderwijslogistiek	1.933	2.590	1.725	1.825	1.175
ICT themafinanciering: Bedrijfsvoering	-	1.630	1.504	900	450
ICT themafinanciering: Informatiebeveiliging (3)	-	100	150	-	-
ICT themafinanciering: Data en AI voor de UvA	-	150	340	160	-
ICT themafinanciering: Duurzaamheid	-	100	100	-	-
ICT themafinanciering: Responsible IT	-	154	250	300	450
ICT themafinanciering: Samenwerken	-	385	300	200	-
ICT themafinanciering: verbeterplan IB	454	328	-	-	-
ICT themafinanciering: Inzet reserves IB Verbeterprogramm	-	676	-	-	-
<i>Subtotaal themafinanciering toegekend</i>	2.712	9.565	8.034	6.601	3.275
ICT themafinanciering: Gereserveerd	4.400	-	-	551	3.877
ICT themafinanciering: Aanvullende reservering IB	-	500	-	-	-
TO TAAL	10.045	13.046	10.890	10.008	10.008

*In 2023-2025 inclusief 400k voor Lisa GPU cluster (via de begroting als beleidsbudget onderzoek toegekend aan de FNWI)

Table 32: ICT portfolio budget (x €1,000)

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

3.4.4 Amsterdam Science Park

The budget is that for the UvA on its own, i.e. without associates. One associate must however be mentioned in connection with the budget in order to provide for the authorisation of the expenditure. This is the collaboration with the municipality of Amsterdam to develop the Amsterdam Science Park that was confirmed in 2006 by an agreement. The interests in the 'joint venture' are as follows: 65% UvA, 35% municipality. The project is aimed at developing the land owned by the university and the municipality in Watergraafsmeer for science-related enterprise and is divided into two phases.

The revised land development costs (including process management costs) as determined in 2019 amount to €1 million (net present value, price level at 1 January 2020). For financial management purposes it has been agreed that the net land development costs remain at least zero and that the risks are managed within that boundary. In 2022, the land development costs were updated

and a number of decisions were taken by the joint landowners for further optimisation to ensure that the balance remains positive.

The development of Amsterdam Science Park is administered as a project in accordance with the municipality's procedures. In that case, it is desirable from an authorisation perspective that approval is obtained for expenses to be incurred through inclusion in the university budget. After all, the Science Park is not part of the Accommodations Plan or another approved plan.

Begroting 2023 Amsterdam Science Park	uitgaven in K€
1. procesmanagement gebiedsontwikkeling	587
2. voorinvesteringen grondexploitatie	735
3. Science & Business	350

Table 33: 2023 budget, in which 1. and 2. are included on the basis of the draft 2023 Work Plan 2023 (November 2022).

The three landowners of the entire Science Park area, the Dutch Research Council (NWO) (Science Park West), the municipality of Amsterdam and the UvA, have formed the Science & Business Foundation of Amsterdam Science Park in order to make the Science Park a unique business location for companies and institutions compatible with the profile of the knowledge institutions and institutes already based there. The three landowners have agreed to make a financial contribution for this during the start-up phase; the UvA's contribution is currently €350,000 per year.

3.5 Real estate & Treasury administration

Real estate administration

VG	2022	2023	2024	2025	2026
BATEN					
Excedent huisvesting	2.900	-	-	-	-
Overige baten extern	3.704	15.268	5.581	5.692	5.806
Totale overige baten	6.604	15.268	5.581	5.692	5.806
Interne doorgifte CvB budgetten	-	-	-	-	-
Interne baten vaste pakketten	77.948	83.977	85.354	85.895	86.471
Interne baten variabele verrekeningen	276	241	241	241	241
Totale baten interne verrekeningen	78.224	84.218	85.595	86.136	86.712
TOTALE BATEN	84.828	99.486	91.176	91.828	92.518
LASTEN					
Interne verrekeningen personele lasten	2.090	4.000	4.000	4.000	4.000
Correctie PL ivm activering	1.503-	2.271-	2.271-	2.271-	2.271-
Totale personele lasten	587	1.729	1.729	1.729	1.729
Overige beheerslasten	500	577	359	372	372
Huisvestingslasten	14.148	18.284	13.941	13.154	13.212
Afschrijvingen	34.016	40.110	41.132	45.200	44.524
Correctie FL ivm activering	6.049-	6.668-	6.111-	2.620-	5.042-
Totale overige lasten extern	42.615	52.303	49.320	56.105	53.065
Kosten Vastgoed	14.683	12.778	13.446	13.936	13.936
Kosten Energie	401	288	268	268	268
Kosten Facility Services	771	794	771	771	771
Kosten ICT Services	189	100	93	93	93
Kosten Administratief Centrum	386	373	378	382	387
Variabele dienstverlening	2.377	2.561	2.461	2.361	2.361
Doorbelaste rentekosten	18.488	20.124	21.457	22.673	24.578
Totaal lasten interne dienstverlening	37.294	37.018	38.873	40.484	42.394
TOTALE LASTEN	80.496	91.050	89.923	98.318	97.188
RESULTAAT	4.332	8.437	1.253	6.490-	4.670-

Table 34: Real estate administration budget (x €1,000)

The budgeted full-year result for 2023 is €8.4 million. That is €5.0 million more than had been anticipated in the Framework Letter. This is mainly attributable to non-recurring income and higher maintenance costs.

Income is €12.0 million higher in the 2023 budget than in the Framework Letter. Account has been taken in the budget of non-recurring income from the termination of the activities of a group organisation of UvA and UvA Ventures Holding (UVH). This is in conformity with the policy of

the UvA and UVH to phase down or terminate activities that do not primarily contribute to the objectives of the organisation.

Furthermore, the addition of the USC Universum to the UvA portfolio as from 1 January 2023 has been taken into account. Therefore, with effect from 2023, both the income and the expenses will be part of the real estate administration budget. The rental income for 2023 will amount to around €1.4 million. In addition, closer assessment and coordination of internal consumption has resulted in metering adjustments.

The expenses in the 2023 budget are €6.9 million higher compared with the Framework Letter. Depreciation increases by €0.9 million owing to the addition of the USC Universum (€0.7 million) and updating of the tangible fixed assets and investment planning changes. The accommodation expenses are €6.0 million higher, mainly reflecting intensification of daily and major maintenance, and accordingly the costs passed on by Facility Services also increase.

On account of the longer turnaround time of the realisation of the University Quarter, there will be vacant property that cannot be let for a longer period of time. Furthermore, the number of square metres of physical vacancy during this planning period will be higher than previously assumed. The delayed delivery of buildings means that floor space and buildings will not become available until later in the planning period (deferral of external revenue). The long-term budget does not anticipate on decision-making about the intended use of buildings. Buildings that become vacant and are no longer required for internal use will be available to third parties. The projected income from these leases is a conservative estimate.

The 2023 Framework Letter assumes a total profit of €6.3 million for the 2023-2026 period. In the budget, this is negative, at -€1.5 million. On the one hand, this is the result of the non-recurring income in 2023 and on the other this is attributable to the aforementioned intensification of maintenance and to planning shifts and their impact on interest expense, construction period interest able to be capitalised and depreciation. In view of the rising construction costs index the maintenance parameter has been increased by 10% and account has been taken the risk of further price increases in the years 2023 to 2026 of, respectively, 6%, 1%, 1%, 1% on top of the 1% increase assumed in the Accommodations Plan model.

Treasury administration

Treasury	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	10.400-	10.400-	10.400-	10.400-	10.400-
Additioneel budget	872	-	-	-	-
Uitkering Valorisatie	850-	850-	750-	750-	750-
Resultaat deelnemingen	1.600-	900	1.600	1.800	2.000
Totale overige baten	11.978-	10.350-	9.550-	9.350-	9.150-
Interne doorgifte CvB budgetten	-	-	-	-	-
Interne baten variabele verrekeningen	19.616	20.124	21.457	22.673	24.578
Totale baten interne verrekeningen	19.616	20.124	21.457	22.673	24.578
TOTALE BATEN	7.638	9.774	11.907	13.323	15.428
LASTEN					
Financiële lasten	8.066	6.883	6.654	6.946	7.592
Totale overige lasten extern	8.254	6.943	6.714	7.006	7.652
TOTALE LASTEN	8.254	6.943	6.714	7.006	7.652
RESULTAAT	616-	2.831	5.193	6.317	7.776

Table 35: Treasury administration budget (x €1,000)

The result of the treasury administration has been updated taking account of new expectations regarding results of associates, the long-term interest settlement with real estate administration, internal valorisation allocations and financial expenses. The interest settlement of Accommodation is linked to the development of the asset volume in the real estate administration. These revenues will continue to increase in the years ahead, due to an increase in the level of investments in real estate. This has a positive effect on the Treasury result. The result of associates increases compared with 2022, which is attributable to an internal administrative change regarding the exploitation subsidy to the USC. From 2023, this will no longer be funded from Treasury's result but will be incorporated in the SLA cycle and be recorded in the accounts of Student Services (StS). The discontinuation of the 'additional budget' is another consequence of the changed treatment of the USC. The expected external interest expenses in 2023 are around €7.6 million. It is assumed in this connection that, owing to recent developments in the money market, there will no longer be negative interest on bank balances (liquid assets). The loan portfolio will decrease in the next few years as a result of regular repayments. The expectation is that new borrowing will be required as from 2026 for the investment schedule. Accordingly, financial expenses are expected to be more or less stable for the time being, and to increase more steeply from 2026.

4 Faculty budgets

The faculty budgets included in this chapter are the budgets provided by the faculties, with limited adjustments in the figures in a number of cases.

Amounts in tables are in € x 1,000.

4.1 Faculties

4.1.1 Faculty of Humanities

FGw	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	36.396	37.746	39.508	40.138	40.516
Doorgegeven rijksbijdrage en collegegelden onderwijs	6.865	6.151	6.484	6.416	6.580
Capaciteitsbudget onderwijs	5.417	5.580	5.580	5.580	5.580
Beleidsbudget onderwijs	4.091	4.186	3.976	3.726	3.726
Instellingscollegegeld ow	4.320	6.720	7.200	7.200	7.200
Contractonderwijs	800	842	842	842	842
Totale baten onderwijs	57.890	61.226	63.590	63.903	64.445
Variabele allocatie onderzoek	18.492	19.189	19.431	19.575	19.772
Doorgegeven rijksbijdrage onderzoek	2.025	1.632	1.208	1.208	1.208
Capaciteitsbudget onderzoek	3.816	3.931	3.931	3.931	3.931
Beleidsbudget onderzoek	5.850	16.186	15.886	15.546	15.546
Instellingscollegegeld oz	1.080	1.680	1.800	1.800	1.800
Contractonderzoek	9.500	9.500	9.500	9.500	9.500
Totale baten onderzoek	40.763	52.117	51.755	51.559	51.757
Beleidsbudget overig	158	572	500	423	355
Excedent huisvesting	3.332	3.396	3.396	3.396	3.396
Themabudget	-	92	56	-	-
Directe rijksbijdrage	-	3.102	2.559	1.134	341
Overige baten werk iov derden	260	400	400	400	400
Overige baten extern	1.560	1.750	1.750	1.750	1.750
Totale overige baten	5.310	3.109	3.544	4.836	6.243
Interne doorgifte CvB budgetten	-	-	-	-	-
Interne baten vaste pakketten	-	-	-	-	-
Interne baten variabele verrekeningen	2.213	2.686	2.666	2.666	2.666
Totale baten interne verrekeningen	2.213	2.686	2.666	2.666	2.666
TOTALE BATEN	106.175	119.137	121.555	122.964	125.111
LASTEN					
Personeel in dienst	64.793	75.278	77.378	78.428	80.578
Ingehuurd personeel	2.000	2.300	2.300	2.300	2.300
Interne verrekeningen personele lasten	375	532	490	490	476
Totale personele lasten	67.168	78.110	80.168	81.218	83.354
Overige beheerslasten	2.956	3.834	4.167	4.167	4.167
Huisvestingslasten	1.324	1.241	1.187	1.187	1.187
Afschrijvingen	80	79	76	76	76
Subsidies en Overdrachten	1.140	596	570	570	570
Totale overige lasten extern	5.500	5.750	6.000	6.000	6.000
Kosten Vastgoed	5.388	6.142	6.141	6.141	6.141
Kosten Energie	797	1.199	1.199	1.199	1.199
Kosten Facility Services	6.406	7.187	7.219	7.233	7.245
Kosten ICT Services	3.536	3.802	3.866	3.895	3.920
Kosten UB	5.193	5.393	5.528	5.590	5.641
Kosten Administratief Centrum	2.222	2.576	2.646	2.682	2.713
Kosten Communicatie	1.147	1.202	1.299	1.321	1.339
Kosten Studenten Services	2.084	2.542	2.646	2.694	2.734
Kosten ARBO	176	181	181	181	181
Variabele dienstverlening	3.438	3.952	3.952	3.952	3.952
Totale lasten interne dienstverlening	30.387	34.175	34.677	34.888	35.066
TOTALE LASTEN	103.055	118.035	120.844	122.106	124.420
RESULTAAT	3.120	1.102	711	858	691
Mutatie (bestemde) reserve	1.256	850	1.700	1.650	450
RESULTAAT NA MUTATIE RESERVE	4.376	1.952	2.411	2.508	1.141

As the Faculty of Humanities has been growing in recent years, the cost-financed performances are increasing; the number of foreign students in particular is increasing, as a result of which the institutional tuition fees are also increasing. Compared with previous forecasts however, the number of funded credits obtained in the 2023 budget year is set to be lower than expected. This also has an impact on the long-term forecasts, but performances are expected to recover somewhat in coming academic years compared with the past academic year. Although the Covid-19 pandemic resulted in delays in much contract research, these can be absorbed effectively, partly by using funds under the National Education Programme (NPO) and the Netherlands Organisation for Scientific Research (NWO) compensation. Funds from the reserves are used for the remaining delays. The total Faculty of Humanities budget increases mainly owing to the allocation of funds for the Social Sciences & Humanities (SSH) sector plans and the starter and incentive grants.

In the years ahead, the focus will be on the investments we will undertake in connection with the SSH sector plans under the heading '*Samen vooruit*' ('Moving forward together'). As part of those plans, the Faculty of Humanities will create post-doc and assistant professor positions, carry out appointments as associate professor for existing assistant professors and seek to strengthen support and research infrastructure. This will reduce workload and create a lasting basis for the future. The impact on personnel costs and material expenses is reflected in the long-term budget.

With effect from 2023, the Faculty of Humanities will receive funds to be utilised for the starter grants and incentive grants. The amount for the academic staff that are eligible for this is included in the 2023-2026 budget. The Faculty of Humanities is currently finalising plans aimed at ensuring these funds are used as effectively as possible to stimulate unfettered research and reduce workload, competition and application pressures.

By the end of 2024, the spending of the funds for the quality agreements will have brought to the level of the government grant. This is also reflected in the 2023-2026 budget. The quality agreement funds are used to advance the continued implementation of the projects and policies launched earlier. In due course, the budget for quality agreements will be included in the lump sum of the government grant.

In the period ahead, the faculty will continue to work on the development and introduction of a number of projects that drive further interdisciplinary collaboration and strengthen the impact of the Humanities on societal challenges. This includes continuing to develop the Cultural Studies degree programme with the newly developed Global Arts, Culture and Politics track, commencing use of the Research building under the new name Humanities Labs, and launching the Humanities & Society organisation. These projects were formerly designated by the label Humanities in Context.

The budgeted result for 2023 is €1,102,000. Positive results are also budgeted for subsequent years (2024: €711,000; 2025: €858,000; 2026: €691,000).

4.1.2 Amsterdam Law School

FdR	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	26.054	26.231	27.088	27.357	27.357
Doorgegeven rijksbijdrage en collegegelden onderwijs	3.828	3.435	3.631	3.793	3.767
Capaciteitsbudget onderwijs	328	337	337	337	337
Beleidsbudget onderwijs	2.692	2.786	2.674	2.676	2.676
Instellingscollegegeld ow	1.748	1.778	1.840	1.840	1.840
Contractonderwijs	585	1.150	1.150	1.150	1.150
Totale baten onderwijs	35.235	35.718	36.720	37.153	37.128
Variabele allocatie onderzoek	8.666	9.066	9.300	9.325	9.414
Doorgegeven rijksbijdrage onderzoek	1.057	2.850	3.073	1.989	1.924
Beleidsbudget onderzoek	6.961	10.684	10.939	12.000	11.600
Instellingscollegegeld oz	437	445	460	460	460
Contractonderzoek	3.950	4.999	5.000	5.150	5.300
Totale baten onderzoek	21.071	28.043	28.773	28.925	28.699
Beleidsbudget overig	50	433	383	383	355
Excedent huisvesting	175	178	178	178	178
Themabudget	-	36	24	-	-
Directe rijksbijdrage	2.318-	1.885-	1.705-	1.315-	945-
Overige baten extern	1.200	468	468	468	468
Totale overige baten	893-	770-	652-	286-	56
Interne doorgifte CvB budgetten	-	-	-	-	-
Interne baten vaste pakketten	-	-	-	-	-
Interne baten variabele verrekeningen	602	808	808	808	808
Totale baten interne verrekeningen	602	808	808	808	808
TOTALE BATEN	56.015	63.800	65.649	66.599	66.690
LASTEN					
Personeel in dienst	35.269	40.505	41.362	42.328	42.432
Ingehuurd personeel	-	-	-	-	-
Interne verrekeningen personele lasten	869	1.163	1.023	1.023	1.037
Totale personele lasten	36.138	41.668	42.385	43.351	43.469
Overige beheerslasten	3.552	3.785	3.820	3.820	3.820
Huisvestingslasten	-	-	-	-	-
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	734	2.978	3.018	2.999	2.962
Totale overige lasten extern	4.286	6.763	6.838	6.819	6.782
Kosten Vastgoed	3.282	3.323	3.224	3.224	3.224
Kosten Energie	486	648	629	629	629
Kosten Facility Services	2.841	3.169	3.174	3.174	3.181
Kosten ICT Services	2.016	2.142	2.157	2.157	2.157
Kosten UB	2.174	2.173	2.219	2.219	2.219
Kosten Administratief Centrum	1.361	1.547	1.572	1.576	1.579
Kosten Communicatie	746	733	780	780	780
Kosten Studenten Services	1.374	1.565	1.601	1.601	1.601
Kosten ARBO	92	95	95	95	95
Variabele dienstverlening	718	974	974	974	974
Totale lasten interne dienstverlening	15.091	16.369	16.426	16.429	16.440
TOTALE LASTEN	55.515	64.799	65.649	66.599	66.690
RESULTAAT	500	1.000-	0	0	0
Mutatie (bestemde) reserve	-	1.000	-	-	-
RESULTAAT NA MUTATIE RESERVE	500	0	0	0	0

Following a number of years in which tuition income from government funding increased substantially, there will be a moderate decrease in 2023. The reason is that the number of credits per student was significantly lower in the 2021-2022 academic year than in prior years. The impact of this decrease on revenues is greater than the combined effect of the increased number of students, the higher number of degree certificates and the increased allocation per credit and degree certificate. It will become clear in the coming years whether the number of credits per student can recover to pre-pandemic levels. For the purposes of the long-term budget, a limited recovery has been assumed in the coming years.

Direct government funding for research will increase from €14.9 million in 2022 to €18.5 million in 2023. This significant increase mainly reflects the allocation of the additional funding under the Administrative agreement and the budget for the Gravitation Project ALGOSOC and new budgets for participation in Research Priority Areas (RPAs) and Sector plan SSH. An amount of €1.5 million is included in the budget for the starter and incentive grants. The amount that will actually be spent in 2023 will depend on the final choices made by faculties at the end of 2022.

The research within the framework of the Sector Plan for Law will be continued in full in 2023. The available budget is expected to have been virtually fully utilised by the end of 2024. In 2023, an amount of €100,000 will also be used for this from unused prior-year funds. These funds were previously included in the special-purpose reserve.

Indirect government funding and contract research funding is expected to grow in line with the objectives of the Faculty Strategic Plan (FSP) for 2021-2025. Revenues of €4.5 million were already achieved in 2021. The budget provides for further increases to €5.0 million in 2023 and to €5.3 million in 2026.

The personnel costs increase significantly by €5.8 million. This is largely because of the full inclusion in the personnel costs of the budget of the Gravitation Project, the recorded expenditures from the additional government funding under the Administrative agreement and the annual increase of the wage costs under Collective Labour Agreement.

In addition, account has been taken in the personnel costs of the extra costs in educational innovation due to the introduction of the intensive skills training in the new Bachelor's programme that will start as from September 2023. Owing to the concurrence of these additional costs with the educational innovation activities still ongoing in 2023 and 2024 in Bachelor's and Master's programmes, unused quality agreement funds from prior years will be used (€900,000 in 2023). These funds were previously included in the special-purpose reserve.

The costs for the services provided by the UvA service units increase by 8.5% from €15.1 million in 2022 to €16.4 million in 2023.

Overall, a negative operating result of €1.0 million has been budgeted in 2023. This is related to the aforementioned additional costs for educational innovation and catch-up spending for the sector plan.

4.1.3 Faculty of Science

FNWI	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	47.524	45.466	51.017	51.671	52.318
Doorgegeven rijksbijdrage en collegegelden onderwijs	4.217	3.841	4.448	4.764	4.957
Capaciteitsbudget onderwijs	1.854	1.909	1.909	1.909	1.909
Beleidsbudget onderwijs	5.179	5.443	5.260	5.260	5.260
Instellingscollegegeld ow	1.484	1.913	1.913	1.913	1.913
Contractonderwijs	250	250	250	250	250
Totale baten onderwijs	60.508	58.822	64.798	65.767	66.607
Variabele allocatie onderzoek	39.278	39.293	41.331	41.822	42.363
Doorgegeven rijksbijdrage onderzoek	15.342	14.676	10.595	4.149	4.094
Capaciteitsbudget onderzoek	15.160	15.614	15.614	15.614	15.614
Beleidsbudget onderzoek	13.151	24.534	22.394	22.394	21.014
Instellingscollegegeld oz	371	478	478	478	478
Contractonderzoek	45.459	49.819	52.063	52.547	54.074
Totale baten onderzoek	128.760	144.414	142.475	137.004	137.638
Beleidsbudget overig	307	564	454	325	166
Themabudget	150	438	192	-	-
Directe rijksbijdrage	-	2.056-	1.056-	445	1.445
Overige baten werk iov derden	576	592	687	517	517
Overige baten extern	4.555	3.665	3.624	8.494	8.535
Totale overige baten	5.588	3.203	3.902	9.780	10.663
Interne doorgifte CvB budgetten	1.162-	1.186-	-	-	-
Interne baten variabele verrekeningen	2.307	1.985	1.813	1.817	1.837
Totale baten interne verrekeningen	1.145	800	1.813	1.817	1.837
TOTALE BATEN	196.000	207.239	212.988	214.369	216.744
LASTEN					
Personeel in dienst	125.048	133.807	133.690	133.610	133.713
Ingehuurd personeel	3.491	3.991	3.937	3.925	3.925
Interne verrekeningen personele lasten	1.815	1.987	1.957	1.957	1.957
Totale personele lasten	130.353	139.784	139.583	139.491	139.594
Overige beheerslasten	16.934	17.797	17.903	18.428	18.326
Huisvestingslasten	856	1.453	756	576	555
Afschrijvingen	3.261	3.703	3.622	3.186	3.375
Subsidies en Overdrachten	1.248	2.030	1.458	1.277	1.317
Totale overige lasten extern	22.298	24.983	23.739	23.467	23.573
Kosten Vastgoed	14.438	16.408	16.408	16.408	16.728
Kosten Energie	2.136	3.202	3.202	3.202	3.265
Kosten Facility Services	7.968	9.327	9.330	9.341	9.415
Kosten ICT Services	4.592	5.084	5.090	5.112	5.155
Kosten UB	3.926	4.069	4.080	4.126	4.172
Kosten Administratief Centrum	3.264	3.625	3.641	3.674	3.707
Kosten Communicatie	1.138	1.175	1.223	1.239	1.256
Kosten Studenten Services	1.962	2.339	2.348	2.383	2.418
Kosten ARBO	309	334	334	334	334
Variabele dienstverlening	3.577	4.258	4.258	4.258	4.258
Totale lasten interne dienstverlening	43.311	49.820	49.915	50.076	50.707
TOTALE LASTEN	195.962	214.587	213.236	213.034	213.873
RESULTAAT	38	7.348-	248-	1.335	2.871
Mutatie (bestemde) reserve	-	1.463	2.009	1.495	834
RESULTAAT NA MUTATIE RESERVE	38	5.886-	1.760	2.830	3.705

The growth achieved by the Faculty of Science in recent years is continuing and was driven by the efforts of our committed staff. The Faculty of Science is successful in obtaining research funding in a competitive field; however, the opportunities for the Faculty's institutions to acquire additional funds are not evenly distributed. The increase in the amount of the research budget is mainly attributable to the increase in direct targeted funding, the variable research funding based on performances has remained unchanged between 2022 and 2023, at €39.3 million. The limited increase of the variable research budget is partly a consequence of the use of a matching cap, as a result of which 90% of the matching was allocated to the faculty in 2023, down from 93.5% in 2022. As a consequence, the available research budget is not sufficient to absorb the significantly higher wage costs, more expensive services and higher accommodation expenses at the research institutes. This is also connected with the experimental institutes that depend on expensive research infrastructure (for both laboratories and IT facilities).

The revenue from indirect government funding and contract research funding increased in 2021 to €44.9 million; the forecast for 2022 is €49.0 million and this will rise to €54.1 million for 2023. Growth of revenue from indirect government funding and contract research funding is necessary to be able to continue to fund the objectives and the current and desired level of activities on a permanent basis. In addition, investments are necessary to keep the research infrastructure of the faculty up to date. We expect that further growth in revenue can be achieved, given the number of extra FTEs of research time that have already been appointed. Further strengthening of research is feasible owing to the new sector plans (€4.7 million p.a.), starter grants (€2.5 million p.a.) and incentive grants (€2.8 million p.a.). The Faculty of Science will also invest in staffing to support the scaling up in valorisation. In the past few years, income and expenses of the teaching were neutral at a macro-level. This already involved an imbalance in the extent to which the institutes of education of the Faculty of Science are able to achieve a neutral operating result. The model was that the continually rising costs could be absorbed due to the increase of the number of credits and degree certificates obtained owing to the growth of the number of students. It is a point for attention that the revenues from growth have to be used to pay fixed expenses, which leaves no room for substantive investments.

In the last academic year, 2021/2022, the parameters were significantly below the forecast for the first time. The number of degree certificates is 15% lower and the number of credits obtained 9% lower. This results in a shortfall of €6.2 million, consisting of the following elements: €4.9 million relating to degree certificates and credits and €1.3 million relating to the teaching-related research component.

For the budget, the faculty is provisionally assuming 90% postponement (€5.58 million) and 10% cancellation (€0.62 million). The faculty will use funds from the reserves for the 10% portion that will no longer be realised; the same applies for the 90% portion although this is more like an advance on revenues to be achieved later.

The faculty is working actively on the accommodation portfolio and responsible investment in order to accommodate the faculty's growth. LAB42 (artificial intelligence & digital innovation) will be put into use and the development of LabQ (quantum) will be advanced in 2023. Existing accommodation (ASP904) will be used as efficiently as possible.

The funding for 2023 has increased, the budget for direct government funding in 2023 is €151.8 million, an increase of €9.1 million compared with 2022. The revenues of the faculty will amount to €207.2 million in 2023. The personnel costs in 2023 amount to €139.8 million (2022: €129.0 million) and the other expenses amount to €74.8 million (2022: €66.7 million), within which the fixed packages charged on account for €49.8 million (2022: €43.4 million). The Equity of the Faculty of Sciences has increased to €65 million, well above the UvA minimum requirement of 10%. The budgeted result for 2023 from regular business operations is €7.35 negative and €5.89 million negative after movements in the special-purpose reserve (€1.46 million).

4.1.4 Faculty of Economics and Business

FEB	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	34.203	32.822	30.872	32.745	33.424
Doorgegeven rijksbijdrage en collegegelden onderwijs	3.793	2.473	2.536	2.719	2.937
Beleidsbudget onderwijs	3.046	3.708	3.000	3.000	3.000
Instellingscollegegeld ow	9.149	11.403	11.803	11.803	11.803
Contractonderwijs	14.500	13.838	14.000	14.000	14.500
Totale baten onderwijs	64.691	64.244	62.211	64.266	65.665
Variabele allocatie onderzoek	10.888	10.762	10.357	11.137	11.213
Doorgegeven rijksbijdrage onderzoek	258	95	-	-	-
Capaciteitsbudget onderzoek	1.636	1.685	1.685	1.685	1.685
Beleidsbudget onderzoek	2.518	5.124	5.124	5.124	5.124
Instellingscollegegeld oz	2.287	2.851	2.951	2.951	2.951
Contractonderzoek	3.493	2.995	3.466	2.905	2.905
Totale baten onderzoek	21.081	23.512	23.582	23.802	23.878
Beleidsbudget overig	60	123	103	83	55
Excedent huisvesting	138	144	144	144	144
Themabudget	-	36	24	-	-
Directe rijksbijdrage	0	2.021-	155	372-	372-
Overige baten extern	736	906	1.091	788	751
Totale overige baten	934	812-	1.517	643	579
Interne baten variabele verrekeningen	630	1.048	1.048	1.048	1.038
Totale baten interne verrekeningen	630	1.048	1.048	1.048	1.038
TOTALE BATEN	87.336	87.992	88.358	89.759	91.159
LASTEN					
Personeel in dienst	43.439	51.813	52.313	52.813	53.313
Ingehuurd personeel	8.699	8.104	7.867	7.867	7.867
Interne verrekeningen personele lasten	86	170	170	170	170
Totale personele lasten	52.224	60.087	60.350	60.850	61.350
Overige beheerslasten	5.053	6.062	6.062	6.062	6.062
Huisvestingslasten	761	379	379	379	379
Afschrijvingen	53	53	53	53	53
Subsidies en Overdrachten	1.171	1.185	1.185	1.185	1.185
Totale overige lasten extern	7.038	7.679	7.679	7.679	7.679
Kosten Vastgoed	2.993	3.117	3.215	3.215	3.215
Kosten Energie	443	608	628	628	628
Kosten Facility Services	5.581	6.260	6.313	6.324	6.326
Kosten ICT Services	2.619	2.856	2.919	2.941	2.964
Kosten UB	3.252	3.279	3.397	3.443	3.490
Kosten Administratief Centrum	1.967	2.252	2.313	2.341	2.369
Kosten Communicatie	1.023	1.018	1.101	1.118	1.135
Kosten Studenten Services	1.910	2.199	2.290	2.325	2.362
Kosten ARBO	93	102	102	102	102
Variabele dienstverlening	1.823	2.143	2.143	2.143	2.143
Totale lasten interne dienstverlening	21.704	23.834	24.421	24.580	24.733
TOTALE LASTEN	80.966	91.600	92.450	93.109	93.761
RESULTAAT	6.370	3.608-	4.091-	3.349-	2.602-
Mutatie (bestemde) reserve	-	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	6.370	3.608-	4.091-	3.349-	2.602-

The trend for the results of the Faculty of Economics and Business (EB) differs from prior years. While the results in the long-term budget were positive across multiple years in the past, the long-term budget for 2023-2026 shows declining results.

EB has experienced substantial growth in recent years in the number of international and other students to around 7,000; in addition, the staffing level rose to more than 500 FTEs. In line with this, total income in the past three years increased by more than €9.0 million to around €88.0 million. In comparison with the 2022 budget, the increase is limited however (€0.6 million). The effect of the higher student numbers and higher numbers of FTEs is also reflected in the salary and price increases. In combination with the sharp increase in costs for accommodation and shared service units, the available funds are used in full.

In teaching, the revenues from direct government funding for teaching decrease by around €3.0 million. The variable education budget decreases by €2.4 million, mainly due to lower numbers of diplomas and funded credits obtained; in addition, EB no longer receives funds under the National Education Programme (NPO) (€0.6 million). The faculty expects that from 2025, cost-financed performances will increase slightly each year in line with the student numbers. The intake at contract teaching is decreasing but is developing less unfavourably than previously expected during this year. We expect that the programmes will remain fairly stable. Despite the risks that may affect student intake (for instance, developments in the labour market), we are budgeting a slight increase of income in contract teaching.

The government-funded research budget increases by around €4.0 million, primarily owing to budget allocated for Rolling

Grants (RG). These budgets are earmarked and are therefore not available for use across the entire range of the faculty. Owing to the uncertainty about the use of the funds for starter and incentive grants and sector plan funding, the (conservative) starting point is that the faculty will not be able to use these funds in the year ahead and to some extent also thereafter. The full budget (€4.5 million) has accordingly been deducted from the research budget in 2023. Without the RG budget, the share of the government-funded research budget is well below 30% of the total government funding. The concern about the ratio of funds for research and teaching from government funding at EB has therefore not been eliminated. In recent years, the contract research has remained between €2.5 million to €3.5 million. In accordance with the objective of the Faculty Strategic Plan, this is expected to increase to €4.0 million.

The total personnel costs for 2023 increase by €8.4 million compared with the 2022 budget. The faculty has grown significantly in the past few years in teaching and research. The faculty has recruited many new employees to steer the growth in the right direction. Further, the wage indexation has been incorporated in the budget and so have investments in active learning, health economics with AUMC, new programmes and outside-in initiatives. The faculty expects that the investments will generate additional revenues in the future; at present these are still too uncertain to be taken into account for the years ahead.

The total costs of the shared UvA service units increase by around 10% in 2023. This is partly attributable to the growth in numbers of students and academic staff and partly to changes in rates at the UvA service units.

Equity has grown to €38.0 million over the past few years. The faculty therefore easily meets the UvA's reference amount, i.e., 10% of annual turnover. EB has found that the financial position arising from its regular operations will come under some pressure. As the National Education Programme funds, sector plan funding and RG budget are earmarked and are not available across the entire faculty, the rising costs of personnel and UvA services cannot be covered by these funds. The budgeted result is therefore negative for several years. The faculty

may accordingly, taking account of the UvA policy on reserves, start using the available reserves in the coming years.

4.1.5 Faculty of Social and Behavioural Sciences

FMG	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	58.189	60.845	65.777	67.296	68.253
Doorgegeven rijksbijdrage en collegegelden onderwijs	6.381	5.345	5.996	6.404	6.704
Capaciteitsbudget onderwijs	1.090	1.123	1.123	1.123	1.123
Beleidsbudget onderwijs	6.523	6.873	6.282	5.782	5.782
Instellingscollegegeld ow	7.024	9.096	9.744	10.816	10.736
Contractonderwijs	1.878	3.074	2.869	2.869	2.869
Totale baten onderwijs	81.086	86.357	91.790	94.289	95.467
Variabele allocatie onderzoek	30.893	31.642	33.033	33.252	33.212
Doorgegeven rijksbijdrage onderzoek	2.317	1.113	-	-	-
Beleidsbudget onderzoek	6.828	19.378	18.005	18.005	18.005
Instellingscollegegeld oz	1.756	2.274	2.436	2.704	2.684
Contractonderzoek	25.626	29.449	27.101	27.101	27.101
Totale baten onderzoek	67.421	83.856	80.576	81.062	81.002
Beleidsbudget overig	136	560	481	402	355
Excedent huisvesting	884	902	902	902	902
Uitkering Valorisatie	100	100	-	-	-
Themabudget	-	252	168	-	-
Directe rijksbijdrage	215	5.073-	7.098-	9.413-	9.413-
Overige baten werk iov derden	1.149	809	809	809	809
Overige baten extern	331	247	162	162	162
Totale overige baten	2.815	2.203-	4.575-	7.137-	7.184-
Interne doorgifte CvB budgetten	550	559	-	-	-
Interne baten variabele verrekeningen	3.717	3.822	3.652	3.652	3.557
Totale baten interne verrekeningen	4.267	4.381	3.652	3.652	3.557
TOTALE BATEN	155.587	172.392	171.443	171.867	172.842
LASTEN					
Personeel in dienst	100.538	116.352	116.422	116.060	116.254
Ingehuurd personeel	2.240	1.459	1.714	1.714	1.714
Interne verrekeningen personele lasten	790	905	757	751	452
Totale personele lasten	103.567	118.716	118.894	118.525	118.420
Overige beheerslasten	13.318	10.619	10.106	10.606	11.106
Huisvestingslasten	68	96	71	71	71
Afschrijvingen	557	556	656	656	656
Subsidies en Overdrachten	617	1.212	702	702	702
Totale overige lasten extern	14.560	12.483	11.535	12.035	12.535
Kosten Vastgoed	7.068	7.529	7.529	7.351	7.351
Kosten Energie	1.046	1.469	1.469	1.435	1.435
Kosten Facility Services	7.051	8.385	8.406	8.408	8.427
Kosten ICT Services	4.581	5.159	5.200	5.266	5.305
Kosten UB	5.384	5.739	5.826	5.990	6.072
Kosten Administratief Centrum	3.243	3.795	3.845	3.932	3.980
Kosten Communicatie	1.613	1.717	1.816	1.875	1.904
Kosten Student Services	2.915	3.605	3.672	3.799	3.862
Kosten ARBO	268	285	285	285	285
Variabele dienstverlening	2.434	2.966	2.966	2.966	3.265
Totale lasten interne dienstverlening	35.602	40.650	41.015	41.307	41.887
TOTALE LASTEN	153.729	171.849	171.443	171.867	172.842
RESULTAAT	1.858	543	0	0	0
Mutatie (bestemde) reserve	172	1.244	-	-	-
RESULTAAT NA MUTATIE RESERVE	2.030	1.787	0	0	0

The Faculty of Social and Behavioural Sciences is still in a growth phase, which is manifest especially in regular teaching. The intake is gradually stabilising, however. The new Bachelor in Computational Social Science started in September 2022, and the new Educational Master for the Primary Education Teaching also started in September.

The spring of 2022 was the time of the formation period for the new government and thus also the time when additional funding for higher education was made available. Work was undertaken in the past spring to formulate a challenging sector plan SSH under which a substantial additional amount will become available for the Faculty of Social and Behavioural Sciences. These additional funds will be used for investments in the research infrastructure, additional assistant professors and postdocs for three substantive research topics and a research programme that overarches the sectors. The additional income is included in the 2023 budget, up to the level at which costs have been budgeted. Since not all income has been used yet in the budget, the unused portion has been deducted from the government grant, in accordance with the budget instructions, in order to reserve that portion for future years. The rate at which these additional funds can be used is adversely impacted by the tight labour market; therefore it is expected that it may not be possible to use all additional funding within the calendar year. All efforts nonetheless continue to be directed towards this, because timely utilisation of these funds is very much in our interest as a faculty.

Besides the additional funding from the sector plan, the faculty will receive a total amount of more than €7 million for starter grants and incentive grants. However, at this stage of preparing the budget, it is not yet clear how those funds will be internally allocated within the faculty. Therefore this amount has provisionally been separately reserved in the 2023 budget for future years by deducting the unused portion from the government grant.

The regular direct government funding will also increase in the 2023 budget. Owing to the growth in the number of students and the relatively high academic success rates, the cost-financed performances will also increase. On the basis of the long-term estimates of the Ministry of Education, Culture and Science (OCW) too, the growth in the number of students within the Behaviour and Society domain is expected to continue in the coming years. This growth is expected to weaken, however. We are also actively monitoring national developments regarding a potential slowdown of the international intake.

The total budget that the Faculty of Social and Behavioural Sciences receives via the UvA allocation model is well over €14 million higher than in 2022. That includes the sector plan and the contributions for rolling grants. Student numbers will remain high, especially in the Bachelor's programmes. This scale of student numbers will result in further increases in budgets in the coming years, but also in rising (student-number-related) costs.

At the aggregate level, personnel costs increase by around 14% compared with 2022. This is partly due to wage indexation, and also to the growth in the deployment of staff (+5.5%). The Executive Board has factored the wage indexation into the prices of the allocation model (these have been increased by 3% compared with 2021).

The total costs of shared UvA service units increase by around 14% in 2022. This relates both to an increase resulting from the growth in the numbers of students and academic staff (volume effect), and to increases in rates resulting from changes in the service provision and inflation. The current inflation is especially visible in the increased energy prices. The real estate costs are developing in line with the long-term Accommodations Plan and the financial agreements connected with it. The housing excess will continue to apply the faculty in 2023. At the REC campus, all three faculties expect continued growth for the years ahead. As a result of this growth, we will soon reach the limits of the present campus. Fortunately, at the start of the academic year it was possible to use the new temporary property that was built on Plot V in the spring of this year. The swift development of this new property in times of inflation and shortages of people and equipment is an outstanding achievement.

Within the faculty, the objective is that the budgets of the operations of the various units of the faculty (i.e. the four domains and the staff office) remain within the applicable financial UvA parameters.

The budgeted operating profit for 2023 is €542,000, virtually in line with the framework specified in the Framework Letter, and zero for the years 2024 to 2026.

For 2023, a request has been made to effect a withdrawal from the reserves, to start the investments of the new Computational Social Science degree programme. Budgets received previously for this new degree programme are reserved in the reserves.

The budgets and costs for intensification of education under the quality agreements are included within the domain budgets. The available funds have been allocated to the domains in proportion to the credits obtained.

The principal challenges for the 2023 budget are to swiftly start up the expenditure for the sector plan, to effectively absorb the additional costs in connection with the revised Lecturer Policy within the budgetary parameters, to further slow the growth in first year students and to formulate and implement new policy with regard to the starter grants and incentive grants. In addition, there are multiple uncertainties, such as inflation, interest rate levels and wage developments, that will certainly affect the actual figures for 2023. We will therefore have to continue monitoring this closely.

4.1.6 Faculty of Medicine

FdG	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	35.618	33.236	34.649	36.267	39.062
Doorgegeven rijksbijdrage en collegegelden onderwijs	4.214	4.104	4.445	4.666	5.044
Capaciteitsbudget onderwijs	-	-	-	-	-
Beleidsbudget onderwijs	3.531	3.634	3.635	3.635	3.635
Instellingscollegegeld ow	102	102	102	102	102
Contractonderwijs	-	-	-	-	-
Totale baten onderwijs	43.465	41.075	42.831	44.670	47.842
Variabele allocatie onderzoek	32.479	32.339	32.706	33.458	34.240
Doorgegeven rijksbijdrage onderzoek	1.133	1.171	-	-	-
Capaciteitsbudget onderzoek	-	-	-	-	-
Beleidsbudget onderzoek	7.586	14.793	14.324	14.284	13.834
Instellingscollegegeld oz	26	26	26	26	26
Contractonderzoek	-	-	-	-	-
Totale baten onderzoek	41.223	48.328	47.055	47.767	48.099
Beleidsbudget overig	56	376	338	300	300
Additioneel budget	-	490	-	-	-
Themabudget	-	300	200	-	-
Totale overige baten	56	1.166	538	300	300
Interne doorgifte CvB budgetten	612	626	-	-	-
Interne baten variabele verrekeningen	875	579	579	579	579
Totale baten interne verrekeningen	1.487	1.205	579	579	579
TOTALE BATEN	86.231	91.774	91.003	93.315	96.820
LASTEN					
Personeel in dienst	55.314	59.063	58.566	60.104	62.434
Ingehuurd personeel	-	-	-	-	-
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	55.314	59.063	58.566	60.104	62.434
Overige beheerslasten	22.042	23.536	23.338	23.951	24.880
Huisvestingslasten	5.823	6.217	6.165	6.327	6.572
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	27.865	29.754	29.503	30.278	31.452
Kosten Vastgoed	-	-	-	-	-
Kosten Energie	-	-	-	-	-
Kosten Facility Services	28	28	28	28	28
Kosten ICT Services	530	593	586	586	586
Kosten UB	1.080	742	735	735	735
Kosten Administratief Centrum	385	468	461	461	461
Kosten Communicatie	330	336	345	345	345
Kosten Studenten Services	640	757	746	746	746
Kosten ARBO	-	-	-	-	-
Variabele dienstverlening	59	34	34	34	34
Totale lasten interne dienstverlening	3.052	2.957	2.934	2.934	2.934
TOTALE LASTEN	86.231	91.774	91.003	93.315	96.820
RESULTAAT	0	0	0	0	0
Mutatie (bestemde) reserve	-	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	0	0	0	0	0

Education

In 2023 and subsequent years, the Faculty of Medicine will continue its efforts to provide high-quality, innovative education by implementing curriculum innovations for all its degree programmes. Intensive, activating and collaborative learning are important pillars for this.

A great deal of attention is given to academic and professional skills, options for internationalisation and adequate assessment and feedback. Social responsibility, including sustainability, is an important focus area in our degree programmes. We are also combining the forces of our Medicine and Medical Informatics programmes: the (healthcare/healthcareICT) professionals that are taught in our Faculty are frontrunners in the field of information technology such as big data, artificial intelligence and eHealth in healthcare.

We also offer the teaching professionals opportunities to professionalise in the field of teaching, and we provide a structure and culture in which appreciation for and careers in teaching are completely normal. We achieve educational leadership at all levels in our teaching organisation. At the same time, the Faculty of Medicine has a strong commitment to streamlining the teaching processes and teaching technology, and in the coming years we will work on an upgrade of the Learning Resource Centre for the long term.

Research

Besides the investments from the Ministry of Education, Culture and Science (OCW) in starter grants and particularly in the Sector Plans, the funding of research will also become more difficult in the coming years, owing both to the continually increasing competition for subsidies and to the current sharp increases in prices and wages.

The aim is to at least consolidate, but preferably increase, the number of personal grants and distinctions awarded by research councils¹. In addition, we are targeting an increase in the number of participants/beneficiaries in large consortiums². We have had an effective and proven method for this for more than 12 twelve years, using internal support groups that coach the applicants. What is also indispensable in preparing EU consortium grant applications is the seed funding that we pay from the SEO funds, which are awarded as part of the government grant for Teaching and Research of the Universities and are passed on to the faculties.

In connection with the increasing funding for inter- and transdisciplinary research, both within the UvA and also, for example, within the Netherlands Organisation for Scientific Research (NWO) and the Netherlands Organisation for Health Research and Development (ZonMW), there will be an increased focus on adequate support for initiatives for innovative research, including specific attention for data management and making research data FAIR, for which national collaboration within Health-RI is also important.

In 2023 and 2024, the research at Amsterdam UMC will be evaluated as part of the SEP; in 2023, the Research Institutes will carry out their self-evaluations and external assessment and in 2024 this will be followed, in part on the basis of the outcomes of the research institutes, by an evaluation of the administrative collaboration in Amsterdam UMC.

From 2023, Amsterdam UMC will more vigorously seek to retain mid-career talent. To that end, a 'postdoc service desk' will also be established to serve as central information and point of contact for postdocs.

¹ NWO Veni, Vidi, and Vici, European Research Council (ERC) Starting, Consolidator and Advanced Grants, Spinoza, EU Marie Skłodowska-Curie Action Fellowships, EU Horizon consortium coordinatorships, incl. MSCA ITN, IMI etc.

² in, among others, EU Horizon, incl. MSCA ITN, IMI

4.1.7 Faculty of Dentistry (ACTA) (100%)

FdT	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	9.663	11.043	10.845	10.299	10.355
Doorgegeven rijksbijdrage en collegegelden onderwijs	269	661	661	661	661
Beleidsbudget onderwijs	6.346	6.547	6.547	6.547	6.547
Instellingscollegegeld ow	428	288	288	288	288
Contractonderwijs	1.189	1.300	1.300	1.300	1.300
Totale baten onderwijs	17.895	19.839	19.641	19.095	19.151
Variabele allocatie onderzoek	2.066	2.158	2.510	2.703	2.690
Doorgegeven rijksbijdrage onderzoek	87	275	275	275	275
Beleidsbudget onderzoek	4.125	4.720	4.720	4.720	4.270
Instellingscollegegeld oz	-	-	-	-	-
Contractonderzoek	1.579	1.200	1.304	1.404	1.504
Totale baten onderzoek	7.857	8.354	8.810	9.102	8.739
Beleidsbudget overig	-	40	20	-	-
Themabudget	-	24	16	-	-
Directe rijksbijdrage	19.503	21.188	22.253	21.394	21.920
Overige baten werk iov derden	4.807	4.617	5.017	5.017	5.017
Overige baten extern	1.236	1.149	1.289	1.289	1.289
Totale overige baten	25.546	27.018	28.595	27.700	28.226
Interne doorgifte CvB budgetten	-	-	-	-	-
Interne baten variabele verrekeningen	-	68	68	68	68
Totale baten interne verrekeningen	-	68	68	68	68
TOTALE BATEN	51.298	55.279	57.114	55.966	56.184
LASTEN					
Personeel in dienst	30.221	32.584	32.584	31.584	31.584
Ingehuurd personeel	1.112	1.500	1.500	1.500	1.500
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	31.333	34.084	34.084	33.084	33.084
Overige beheerslasten	14.785	14.377	14.496	14.281	14.192
Huisvestingslasten	6.155	6.282	6.282	6.282	6.282
Afschrijvingen	1.243	1.127	1.159	1.553	1.917
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	22.183	21.786	21.937	22.116	22.391
Kosten Vastgoed	-	-	-	-	-
Kosten Energie	-	-	-	-	-
Kosten Facility Services	6	6	6	6	6
Kosten ICT Services	97	106	109	109	109
Kosten UB	270	277	284	284	226
Kosten Administratief Centrum	92	107	110	110	110
Kosten Communicatie	76	74	80	80	80
Kosten Studenten Services	147	167	173	173	173
Kosten ARBO	-	-	-	-	-
Variabele dienstverlening	8	5	5	5	5
Totale lasten interne dienstverlening	695	743	766	766	709
TOTALE LASTEN	54.211	56.613	56.787	55.966	56.184
RESULTAAT	2.913-	1.334-	327	-	-
Mutatie (bestemde) reserve	-	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	2.913-	1.334-	327	-	-

Changes in government grant

In 2022, the government grant was lower owing to late graduations (after 1 October 2020). The government grant will increase in 2023 by €4.0 million compared with 2022. Within this increase, €1.4 million comes from the estimated increase of the wage compensation/cost-of-living adjustment. In addition, €0.8 million has been included for starter and incentive grants. Consultations with the VU Amsterdam and UvA are ongoing on how this amount is to be used.

Operations

The forecast at 1 September 2022 is that the shortfall will continue to increase for the year 2022. A shortfall of

€2.9 million had been budgeted. At the aforementioned date, a shortfall of €4.0 million was expected. More temporary staff than budgeted had been externally hired to provide for replacements during illness, vacancies that were difficult to fill and bottlenecks in teaching. In addition, income from patients and revenue relating to indirect government funding and contract research were also lower than budgeted. The impact of COVID-19 was also still visible in this connection. Additional expenditure in the spring of 2022 for security and COVID-19 measures amounted to €0.2 million.

The 2023 budget includes targets for vacancies and (external) temporary staff. These targets will be developed in further detail in the period ahead in the sub-budgets, with the goal of internal decision-making by November 2022 at the latest. The budget monitoring will be strengthened in the remainder of 2022. Budget reports from VU Amsterdam only became available in the course of 2022, these still require adjustments in the autumn of 2022 for internal management purposes.

Points of attention:

- As agreed, 'free dental care' amounting to €0.4 million will be continued until September 2023. Free dental care is also a point for attention in the desired permanent funding of dental training programmes in the Netherlands.
- No change in funding has been taken into account in this budget. A change could mean that ACTA becomes less dependent on the healthcare funding. Talks with the Ministry of Education, Culture and Science (OCW)/Ministry of Health, Welfare and Sport (VWS) on long-term funding from ACTA, RUG and Radboud will be continued in 2023.
- With effect from the 2023/2024 academic year, we are assuming that students will be paying for their packages of consumables, within the rules applying to and the acceptable range permitted for this. This results in an annual saving of €0.2 million.
- The intake of bachelor 1 students for the 2023/2024 academic year has been set at 128 (level of NF). The intake of transfer students from Oral Hygiene will be continued.
- This budget has not taken into account an expected sharp increase in energy costs as part of the accommodation expenses. This is the subject of discussions within VU Amsterdam-wide operations.

FTEs

The increase in FTEs from 322 at year-end 2020 to 360 at 1 August 2022 is attributable to an increase both in the number of lecturers and in the number of direct support staff within the sections and the central service units of ACTA. A further increase is expected in 2023, by 9 FTEs to a total of 369 FTEs. This increase is made possible mainly by the additional funding for incentive and starter grants. The plans for the utilisation of those grants will be developed in greater detail in the next few months. We aim to use these funds in full in 2023 for various positions. Finalising their intended use requires careful coordination with VU Amsterdam and UvA, partly due to the conditions and accountability requirements set by the Ministry of Education, Culture and Science (OCW).

In part, the increase is of a temporary nature to provide effective catch-up training and to support the required improvements in teaching and changes in the curriculum. The budget assumes that,

by 2025, a number of tasks will have been phased down and efficiency gains will have been achieved. The number of FTEs will then decline again by an estimated 10 FTEs. Any increases in staff numbers are closely monitored and subject to a somewhat more restrictive policy. The priority remains: recruiting dentistry lecturers.

In 2023, absence due to illness is intended to decrease from around 7% to 6%. This objective requires fully maintaining the focus on absence due to illness and attention for staff in the talks with their managers. The HR service unit will provide support for managers, more frequently request the help of the adviser on absence due to illness of the VU Amsterdam, follow-up on frequent absences due to illness and the Social-Medical Consultations (Sociaal Medische Overleggen, SMO) will be intensified.

Investments

An investment of €0.8 million is budgeted in 2023 for renovation of the S&LM space and new equipment. This will enable us to take an important step in improving the sterilisation process and to meet all quality requirements again. The renovation will be carried out in the summer of 2023 in order to minimise any disruption of the primary process. The main investment in subsequent years relates to replacing the dental chairs in 2025 (€3.0 million). This investment and effort will be coordinated with the VU Amsterdam, partly also in view of the major maintenance on the building. An amount of €0.5 million has been set aside for potential renovations while retaining the carousel set-up.

4.1.8 Amsterdam University College (AUC) (100%)

AUC	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderwijs	10.437	10.320	10.791	11.095	11.430
Doorgegeven rijksbijdrage en collegegeden onderwijs	450	567	624	624	624
Beleidsbudget onderwijs	336	380	380	380	380
Instellingscollegegeld ow	1.246	1.352	1.412	1.412	1.412
Totale baten onderwijs	12.469	12.619	13.207	13.511	13.846
Variabele allocatie onderzoek	753	667	658	650	676
Doorgegeven rijksbijdrage onderzoek	11	46	46	46	46
Beleidsbudget onderzoek	-	476	476	476	476
Instellingscollegegeld oz	312	338	353	353	353
Totale baten onderzoek	1.075	1.527	1.532	1.524	1.550
Overige baten extern	46	37	37	37	37
Totale overige baten	46	37	37	37	37
Interne baten variabele verrekeningen	33	82	82	82	82
Totale baten interne verrekeningen	33	82	82	82	82
TOTALE BATEN	13.624	14.265	14.858	15.154	15.515
LASTEN					
Personeel in dienst	5.812	7.393	7.393	7.393	7.393
Ingehuurd personeel	3.006	2.549	2.578	2.568	2.558
Interne verrekeningen personele lasten	869	793	799	809	819
Totale personele lasten	9.687	10.735	10.770	10.770	10.770
Overige beheerslasten	462	1.074	1.074	1.074	1.074
Huisvestingslasten	100	-	-	-	-
Afschrijvingen	50	-	-	-	-
Subsidies en Overdrachten	350	-	-	-	-
Totale overige lasten extern	962	1.074	1.074	1.074	1.074
Kosten Vastgoed	1.267	1.303	1.303	1.303	1.303
Kosten Energie	187	254	254	254	254
Kosten Facility Services	531	560	559	559	559
Kosten ICT Services	369	384	382	382	382
Kosten UB	312	317	312	312	312
Kosten Administratief Centrum	199	230	229	229	229
Kosten Communicatie	106	107	110	110	110
Kosten Studenten Services	195	225	222	222	222
Kosten ARBO	14	18	18	18	18
Variabele dienstverlening	56	62	62	62	62
Totale lasten interne dienstverlening	3.237	3.461	3.449	3.450	3.450
TOTALE LASTEN	13.885	15.270	15.294	15.294	15.295
RESULTAAT	262-	1.006-	436-	140-	220
Mutatie (bestemde) reserve	-	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	262-	1.006-	436-	140-	220

A deficit of €1,006,000 has been budgeted for 2023, a difference of €745,000 compared with the 2022 budget. The difference versus 2022 is mainly attributable to the increase in costs of the fixed packages of the UvA, and the increase in personnel costs, in part owing to the implications of the new UvA lecturer policy. Including the allocation of the starter and incentive grants, the budget has increased by €600,000 compared with the 2022 budget.

The main features of the budget are set out below in more detail:

- The **revenues** of AUC are based on 1) tuition fees of VU-first and UvA-first students (both at the statutory level and above the statutory level), 2) government funding (primarily budget on the basis of degree certificates and registrations); and 3) (a limited) other budget.

The total budgeted revenues for 2023 amount to €14.2 million. The government funding is based on the counts of one year earlier: the student numbers of 21-22 and the degree certificates of 20-21. The reduced intake and higher drop-outs will only start to be manifest in the budgets for 2024 and subsequent years.

- A new factor in 2023 is the allocation of funding of the '**starter and incentive grants**' (€475,000). The budget is intended for research activities in the professor positions. We have included €475,000 under both income and expenses and are preparing proposals for their utilisation. We are still waiting for confirmation of receipt of such funding from the VU Amsterdam. The external analysis of the organisation of the support staff that was completed in 2021 has led to additional structural investments in the support staff team. In combination with additional costs for replacement in the event of long-term absence due to illness, this has led to higher personnel costs (+€160,000 compared with the 2022 budget).
- The financial consequences of the **Outline Memorandum on Lecturer Policy (Contourennota Docentenbeleid)**, particularly the expansion of lecturer's contracts as a result of professional development time, have been incorporated in the budget where possible. We will be able to cover part of the additional costs from our existing budgets for personal development and research, but we expect a structural annual additional cost increase of at least €150,000; depending on the implementation details still to be received, this annual increase may rise to €217,000. In addition, we expect that the costs of the lecturers, both AUC and partner faculty, will rise by €300,000 compared with the 2022 budget. The 2022 forecast shows that the level at which the costs of lecturers were budgeted in that year was too low.
- The activities to be supported under the **quality agreements (QAF)**, as already agreed with the representative advisory bodies and described in our long-term quality plan, have been incorporated in the budget for 2023 and the plans for 2024 and beyond. The budgeted QAF costs are slightly lower than the expected QAF budget, which offers some scope for new initiatives.
- The costs of the **fixed service packages** of the UvA, including the costs of the AUC building, increase by €280,000 compared with the final version of the 2022 budget. This is mainly attributable to the increased rates of the following UvA service units: real estate, energy, cleaning, security, ICTS, Student Services, Central Student Administration, but also to a higher number of UvA-first students than last year (the decrease in the number of enrolments relates to the number of VU-first enrolments). Because AUC does not use all service units, and the costs must also be apportioned to VU-first students, an annual compensation is calculated that is allocated to the AUC via the Other budget. This increases by €45,000 compared with last year.

4.1.9 Institute for Advanced Study (IAS)

IAS	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget onderwijs	-	340	344	11	-
Totale baten onderwijs	-	340	344	11	-
Beleidsbudget onderzoek	871	920	920	920	920
Totale baten onderzoek	871	920	920	920	920
TOTALE BATEN	871	1.260	1.265	931	920
LASTEN					
Personeel in dienst	287	274	274	274	274
Ingehuurd personeel	-	480	484	151	140
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	287	754	758	425	414
Overige beheerslasten	425	230	230	230	230
Huisvestingslasten	-	-	-	-	-
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	425	230	230	230	230
Kosten Vastgoed	167	172	172	172	172
Kosten Energie	25	33	33	33	33
Kosten Facility Services	35	36	36	36	36
Kosten ICT Services	20	20	20	20	20
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	11	12	12	12	12
Kosten Communicatie	0	0	0	0	0
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	1	1	1	1	1
Variabele dienstverlening	0	0	0	0	0
Totale lasten interne dienstverlening	259	275	275	275	275
TOTALE LASTEN	971	1.259	1.263	930	919
RESULTAAT	100-	2	2	2	2
Mutatie (bestemde) reserve	100	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	0	2	2	2	2

The UvA Institute for Advanced Study (IAS) was set up as a catalyst for interdisciplinary innovation in research. It focuses on: complex scientific issues and societal challenges that require an integrated approach and cross-faculty collaboration. The IAS functions as a breeding ground between the faculties and plays a pioneering and synergy-promoting role. To enable it to deliver in this role, it is important to ensure that the IAS can continue to operate comparatively freely and flexibly, within the defined financial parameters.

The budget for 2023 has been drawn up in line with the budget for 2022, which was based on the Executive Board's decision to establish the Institute for Advanced Study (IAS). The costs relate to the support staff and the shared services. A substantial part of the budget has now been detailed, including €140,000 for personnel costs relating to Principal Investigators. The assumptions applied in preparing the budget for 2023 are based - as in prior years - on the aforementioned decision of the Executive Board. A number of expected cost categories had been specified in that decision. On the basis of prior years and the plans for 2023, only the assumptions concerning the division between the expected cost categories have been adjusted to a limited extent.

The IAS has a break-even budget for 2023 and subsequent years, with turnover of €920,000.

5 Tables

5.1 Government grants and tuition fees

Inkomsten rijksbijdrage onderwijs	2022	2023	2024	2025	2026
Gewogen bekostigingseenheden onderwijs UvA	42.360	44.478			
Prijs per gewogen eenheid onderwijs wo	4.211	4.285			
Studentgebonden financiering UvA (x 1.000)	178.365	190.590			
Marktaandeel UvA in studentgebonden financiering	10,73%	10,80%	10,80%	10,80%	10,80%
Totaal studentgebonden financiering wo (x 1.000)	1.661.870	1.765.489	1.826.770	1.876.046	1.946.141
Studentgebonden financiering UvA (x 1.000)	178.365	190.590	197.206	202.525	210.092
% onderwijsopslag UvA	11,00%	11,02%	11,02%	11,02%	11,02%
Totaal onderwijsopslag WO (x 1.000)	982.575	1.017.761	1.017.761	1.017.761	1.017.761
Onderwijsopslag in % UvA (x 1.000)	108.042	112.144	112.144	112.144	112.144
Kwetsbare opleidingen (x1.000)	2.926	3.020	3.020	3.020	3.020
Bijzondere voorzieningen (x1.000)	1.701	1.072	1.009	646	137
Nationaal programma onderwijs (x1.000)	32.400	-	-	-	-
Onderwijsopslag in bedragen UvA (x1.000)	37.027	4.092	4.029	3.666	3.157
Marktaandeel UvA (<i>studentgebonden financiering</i>)	10,73%	10,80%	10,80%	10,80%	10,80%
Totaal kwaliteitsbekostiging (x 1.000)	191.511	209.037	235.936	235.936	235.936
Kwaliteitsbekostiging UvA (x1.000)	20.555	22.566	25.470	25.470	25.470
Verwachte loon- en prijsindexatie 2022	5.160	-	-	-	-
Verwachte loon- en prijsindexatie 2023		13.176	13.176	13.176	13.176
Effect Van Rijn	-	600	600	600	600
Verwachte mutaties rijksbijdrage onderwijs (x 1.000)	5.160	13.776	13.776	13.776	13.776
Aflossing bamacompensatie	853-	-	-	-	-
Duurzame Geesteswetenschappen van RB OW naar RB OZ	1.171-	1.208-	1.208-	1.208-	1.208-
Rijksbijdrage VU voor AUC	2.468	2.219	2.167	2.462	2.715
Balansmutaties NPO 2e tranche ow	2.236-	-	-	-	-
Technische correcties rijksbijdrage onderwijs (x 1.000)	1.793-	1.011	959	1.254	1.507
Totale rijksbijdrage onderwijs (x 1.000)	347.357	344.178	353.583	358.835	366.145

Inkomsten rijksbijdrage onderzoek	2022	2023	2024	2025	2026
Gewogen bekostigingseenheden onderzoek UvA	17.760	18.501			
Prijs per gewogen eenheid onderzoek wo	2.069	1.993			
Graden UvA (x 1.000)	36.737	36.880			
Marktaandeel UvA in graden	11,59%	11,45%	11,45%	11,45%	11,45%
Totaal graden wo (x 1.000)	317.035	322.056	322.059	321.460	321.460
Graden UvA (x 1.000)	36.737	36.880	36.880	36.812	36.811
Promoties UvA (3 jr gem.)	532	542			
Ontwerpcertificaten UvA (3 jr gem.)	15	14			
Prijs per promotie wo	83.272	83.892			
Prijs per ontwerpcertificaat wo	69.393	69.910			
Promoties en ontw.cert. UvA (x 1.000)	45.355	46.476			
Marktaandeel UvA in promoties en ontw.cert.	10,81%	10,90%	10,90%	10,90%	10,90%
Totaal promoties en ontwerpcertificaten wo (x 1.000)	419.686	426.331	426.336	425.543	425.542
Promoties en ontw.cert. UvA (x 1.000)	45.356	46.476	46.477	46.390	46.390
% onderzoekopslag UvA	9,49%	9,49%	9,49%	9,49%	9,49%
Totaal onderzoekopslag wo (x 1.000)	1.302.610	1.360.190	1.360.660	1.444.417	1.444.408
Onderzoekopslag in % UvA (x 1.000)	123.674	129.141	129.186	137.138	137.137
Sectorplan Bèta en Techniek	3.692	3.815	3.815	-	-
Sectorplan Bèta en Techniek - overheveling 2e GS	3.337	3.448	3.448	-	-
Sectorplan SSH	749	774	774	-	-
Zwaartekracht	4.261	6.373	4.304	4.811	4.692
SEO middelen	4.447	4.595	4.595	4.595	4.595
Nationaal programma onderwijs	3.201	-	-	-	-
Startersbeurzen ("rolling grants")	-	14.609	14.609	14.609	14.609
Stimuleringsbeurzen ("rolling grants")	-	16.491	16.491	16.491	16.491
Onderzoekopslag in bedragen (x1.000)	19.686	50.105	48.036	40.506	40.387
Verwachte loon- en prijsindexatie 2022	3.382	-	-	-	-
Verwachte loon- en prijsindexatie 2023	-	10.504	10.504	10.504	10.504
Sectorplannmiddelen	-	20.100	20.100	20.100	20.100
Matching Horizon Europe	-	3.000	3.000	3.000	3.000
Verwachte mutaties rijksbijdrage onderzoek (x 1.000)	3.915	33.604	33.604	33.604	33.604
Duurzame Geesteswetenschappen van RB OW naar RB OZ	1.171	1.208	1.208	1.208	1.208
Rijksbijdrage VU voor AUC	382	347	342	338	351
Balansmutaties NPO 2e tranche oz	533	-	-	-	-
Technische correcties rijksbijdrage onderzoek (x 1.000)	2.087	1.555	1.550	1.546	1.559
Totale rijksbijdrage onderzoek (x 1.000)	231.455	297.762	295.734	295.996	295.889

Centrale inkomsten collegegeld	2022	2023	2024	2025	2026
<i>Collegejaar</i>	21/22	22/23	23/24	24/25	25/26
Reguliere eerstejaar studenten met korting (per oktober)	4.961	5.161	5.276	5.370	5.437
Collegegeld zonder korting regulier	542	1.105	1.157	1.157	1.157
Collegegeld eerstejaars studenten regulier tarief (x 1.000)	2.689	5.700	6.104	6.213	6.291
Reguliere studenten zonder korting (per oktober)	28.786	28.923	29.565	30.094	30.472
Collegegeld zonder korting regulier	1.084	2.209	2.314	2.314	2.314
Collegegeld oudejaars studenten regulier tarief (x 1.000)	31.204	63.891	68.413	69.637	70.511
Collegegeld studenten kleinschalig intensief (PPLE en AUC) (x 1.	3.764	3.740	3.740	3.740	3.740
Collegegeld studenten deeltijd (x 1.000)	856	1.734	1.734	1.734	1.734
Collegegeld schakelstudenten (x 1.000)	584	1.159	1.159	1.159	1.159
Collegegeld flexstudenten (x 1.000)	70	188	188	188	188
Collegegeld overig (x 1.000)	159	2.069	2.069	2.069	2.069
Collegegeld studenten niet regulier tarief (x 1.000)	5.433	8.891	8.891	8.891	8.891
Restitutiepercentage	5,73%	5,73%	5,73%	5,73%	5,73%
Restitutie collegegeld	2.252-	4.494-	4.776-	4.852-	4.906-
Percentage instroom na oktober	2,15%	1,84%	1,84%	1,84%	1,84%
Collegegeld van instromers na oktober	847	1.444	1.535	1.559	1.577
Correcties ivm AUC, PPLE, deeltijd, flex en schakel					
Collegegeld per collegejaar	37.921	75.433	80.167	81.448	82.364
Omzetting collegejaar naar kalenderjaar	50.425	77.011	80.594	81.753	82.364
Bijdrage VU voor AUC	606	503	611	743	876
15% afdracht faculteiten ICG onderwijs	4.205	5.473	5.753	5.942	5.928
15% afdracht faculteiten ICG onderzoek	1.051	1.368	1.438	1.486	1.482
Totale centrale collegegelden (x 1.000)	56.287	84.355	88.396	89.924	90.649
Totale inkomsten allocatiemodel onderwijs (x 1.000)	55.235	82.987	86.958	88.439	89.167
Totale inkomsten allocatiemodel onderzoek (x 1.000)	1.051	1.368	1.438	1.486	1.482

5.2 Funding to deliver degree programmes

Performance

Bekostigde prestaties onderwijs	2022	2023	2024	2025	2026
FEB					
Studiepunten laag	237.979	218.117	211.257	222.575	226.687
Diploma's laag	2.152	2.103	1.805	1.957	2.012
FdR					
Studiepunten laag	186.785	179.910	187.189	189.581	189.581
Diploma's laag	1.483	1.522	1.532	1.532	1.532
FGW					
Studiepunten laag	270.868	268.809	283.237	287.855	290.493
Studiepunten hoog	2.865	3.264	3.147	3.125	3.118
Diploma's laag	1.637	1.747	1.787	1.816	1.837
Diploma's hoog	35	31	31	31	31
FNWI					
Studiepunten hoog	269.170	252.946	280.489	284.020	287.602
Diploma's hoog	1.807	1.591	1.880	1.906	1.929
FMG					
Studiepunten laag	418.216	426.110	460.000	470.000	475.000
Studiepunten hoog	10.500	9.373	9.000	9.000	9.000
Diploma's laag	2.766	2.836	3.100	3.200	3.300
Diploma's hoog	96	74	100	100	100
FdG					
Studiepunten hoog	8.817	8.001	8.500	9.000	9.000
Studiepunten top	115.000	102.603	110.000	115.000	124.000
Diploma's hoog	44	48	45	45	55
Diploma's top	652	629	570	600	650
TOTAAL					
Studiepunten laag	1.113.848	1.092.946	1.141.683	1.170.011	1.181.761
Studiepunten hoog	291.352	273.584	301.136	305.145	308.720
Studiepunten top	115.000	102.603	110.000	115.000	124.000
Diploma's laag	8.038	8.208	8.224	8.505	8.681
Diploma's hoog	1.982	1.744	2.056	2.082	2.115
Diploma's top	652	629	570	600	650

Bekostigde prestaties onderwijs	2022	2023	2024	2025	2026
AUC					
Inschrijvingen hoog UvA	500	535	578	560	555
Bachelordiploma hoog UvA	127	106	122	123	120
Inschrijvingen hoog VU	166	148	118	150	180
Bachelordiploma hoog VU	127	106	122	123	120
Aantal NIET EER studenten	153	134	140	140	140
Aantal eerstejaars EER studenten	225	237	275	275	275
Aantal oudejaars EER studenten	481	459	435	460	485
FdT					
Inschrijvingen top	446	441	400	400	400
Bachelordiploma top	5	82	100	64	64
Masterdiploma top	64	66	64	64	64
Proefschriften	14	16	22	17	17
Aantal NIET EER studenten	13	18	18	18	18
Aantal eerstejaars EER studenten	59	59	71	71	71
Aantal oudejaars EER studenten	466	452	474	474	474

Funding factors and rates

Bekostigingsfactor	2022	2023	2024	2025	2026
Laag	1,00	1,00	1,00	1,00	1,00
Hoog	1,31	1,31	1,31	1,31	1,31
Top	2,27	2,27	2,27	2,27	2,27

Tarieven onderwijsparameters	2022	2023	2024	2025	2026
Studiepunten	109,00	112,30	112,30	112,30	112,30
Diploma's	3.840	3.960	3.960	3.960	3.960

Tarieven onderwijsparameters	2022	2023	2024	2025	2026
Inschrijving top (FdT)	16.677	16.943	17.139	17.273	17.378
Bachelor top (FdT)	16.677	16.943	17.139	17.273	17.378
Master top (FdT)	16.677	16.943	17.139	17.273	17.378
Inschrijving hoog (AUC)	8.111	8.238	8.336	8.403	8.456
Bachelor hoog (AUC)	8.111	8.238	8.336	8.403	8.456
Inschrijving hoog VU (AUC)	8.111	8.238	8.336	8.403	8.456
Bachelor hoog VU (AUC)	8.111	8.238	8.336	8.403	8.456
Collegegeld FdT	2.168	2.209	2.314	2.314	2.314
Collegegeld AUC	4.560	4.610	4.610	4.610	4.610

Earmarked government grant/tuition fees for teaching

Doorgegeven Rijksbijdrage onderwijs	Voor	2022	2023	2024	2025	2026
(Voorlopige) middelen kwaliteitsafspraken	Beleid	4.000	4.500	5.100	5.500	5.800
(Voorlopige) middelen kwaliteitsafspraken	FdG	2.430	2.491	2.832	3.053	3.430
(Voorlopige) middelen kwaliteitsafspraken	FGW	2.449	2.855	3.188	3.437	3.601
(Voorlopige) middelen kwaliteitsafspraken	FdR	1.666	1.881	2.077	2.239	2.338
(Voorlopige) middelen kwaliteitsafspraken	FNWI	3.121	3.438	4.046	4.361	4.554
(Voorlopige) middelen kwaliteitsafspraken	FEB	2.122	2.281	2.344	2.527	2.745
(Voorlopige) middelen kwaliteitsafspraken	FMG	3.851	4.583	5.234	5.642	5.942
Archiefschool	FGW	242	250	250	250	250
Duurzame geesteswetenschappen	FGW	1.756	1.812	1.812	1.812	1.812
FGW Neerlandistiek KNAW-advies	FGW	307	316	316	-	-
Gezondheidszorgopleidingen	FdG	1.566	1.613	1.613	1.613	1.613
Huisvesting Restauratorenopleiding	FGW	686	707	707	707	707
Nog door te geven verwachte rijksbijdrage	FdT	224	661	661	661	661
Nog door te geven verwachte rijksbijdrage	AUC	112	305	305	305	305
NPO 2e tranche OW - fac.	FEB	585	-	-	-	-
NPO 2e tranche OW - fac.	FdR	393	-	-	-	-
NPO 2e tranche OW - fac.	FGW	592	-	-	-	-
NPO 2e tranche OW - fac.	FMG	815	-	-	-	-
NPO 2e tranche OW - fac.	FNWI	589	-	-	-	-
NPO 2e tranche OW - fac.	FdG	204	-	-	-	-
NPO 2e tranche OW - fac.	FdT	45	-	-	-	-
NPO 2e tranche OW - fac.	AUC	56	-	-	-	-
NPO 2e tranche OW - lerarenopleidingen	FMG	530	-	-	-	-
NPO 2e tranche OW - st.welzijn	Niet verdeeld	100	-	-	-	-
NPO 2e tranche OW - st.welzijn landelijk pr	StS	160	-	-	-	-
NPO 2e tranche OW - st.welzijn uitbr best beg	StS	150	-	-	-	-
NPO 2e tranche OW - st.welzijn UvA care	StS	190	-	-	-	-
NPO 2e tranche OW - taalvaardigheid	FGW	250	-	-	-	-
NPO 2e tranche OW - vo-ho	Beleid	80	-	-	-	-
Sectorplan natuur en scheikunde	FNWI	295	304	304	304	304
Toekenning Nederlandse Hogeronderwijspremie 2022	FdR		125	125	125	-
Versterken regionale samenwerkingsverbanden	Beleid		340	277	256	-
Versterking medezeggenschap	Beleid		154	154	128	-
Totaal		29.567	28.616	31.345	32.919	34.063

Doorgegeven collegegelden onderwijs	Voor	2022	2023	2024	2025	2026
Compensatie gehalveerd collegegeld	AUC	282	262	318	318	318
Compensatie ICG NPO korting	FEB	773	-	-	-	-
Compensatie ICG NPO korting	FdR	149	-	-	-	-
Compensatie ICG NPO korting	FGW	322	-	-	-	-
Compensatie ICG NPO korting	FMG	447	-	-	-	-
Compensatie ICG NPO korting	FNWI	116	-	-	-	-
Compensatie ICG NPO korting	FdG	5	-	-	-	-
Institutional Fees PPLE	FdR	1.516	1.321	1.321	1.321	1.321
Schakelstudenten	FdG	9	-	-	-	-
Schakelstudenten	FGW	261	211	211	211	211
Schakelstudenten	FdR	104	108	108	108	108
Schakelstudenten	FNWI	96	99	99	99	99
Schakelstudenten	FEB	313	192	192	192	192
Schakelstudenten	FMG	738	762	762	762	762
Totaal		5.130	2.955	3.011	3.011	3.011

Capacity budget for education

Capaciteitsbudget onderwijs	Voor	2022	2023	2024	2025	2026
Beta/medisch-profiel gammafac.	FMG	1.090	1.123	1.123	1.123	1.123
Infrastructuur	FNWI	1.854	1.909	1.909	1.909	1.909
Kleine letteren	FGW	3.244	3.342	3.342	3.342	3.342
Kleinschalig onderwijs PPLE	FdR	328	337	337	337	337
Restauratorenopleiding	FGW	2.173	2.238	2.238	2.238	2.238
Totaal		8.689	8.950	8.950	8.950	8.950

Policy budget for education

Decentraal beleidsbudget onderwijs	Voor	2022	2023	2024	2025	2026
Beleidsruimte onderwijs	FdG	3.529	3.635	3.635	3.635	3.635
Beleidsruimte onderwijs	FGW	3.395	3.497	3.497	3.497	3.497
Beleidsruimte onderwijs	FdR	1.893	1.950	1.950	1.950	1.950
Beleidsruimte onderwijs	FNWI	4.008	4.128	4.128	4.128	4.128
Beleidsruimte onderwijs	FEB	2.767	2.850	2.850	2.850	2.850
Beleidsruimte onderwijs	FMG	4.707	4.849	4.849	4.849	4.849
Totaal		20.299	20.908	20.908	20.908	20.908

Centraal beleidsbudget onderwijs	Voor	2022	2023	2024	2025	2026
Aanvullende middelen ICG Oekraïne	FEB	-	525	-	-	-
Aanvullende middelen ICG Oekraïne	FdR	-	77	-	-	-
Aanvullende middelen ICG Oekraïne	FGW	-	106	-	-	-
Aanvullende middelen ICG Oekraïne	FMG	-	224	-	-	-
Aanvullende middelen ICG Oekraïne	FNWI	-	92	-	-	-
Aanvullende middelen schakeltrajecten	Niet verdeeld	-	-	1.250	1.250	1.250
Aanvullende middelen schakeltrajecten	FdG	-	1-	-	-	-
Aanvullende middelen schakeltrajecten	FGw	197	149	-	-	-
Aanvullende middelen schakeltrajecten	FdR	87	46	-	-	-
Aanvullende middelen schakeltrajecten	FNWI	89	91	-	-	-
Aanvullende middelen schakeltrajecten	FEB	115	183	-	-	-
Aanvullende middelen schakeltrajecten	FMG	434	367	-	-	-
Afwikkeling organisatieveranderingen FGw	FGw	100	100	100	100	100
AMS-beurzen	StS	800	800	800	800	800
AUC tariefscompensatie	AUC	336	380	380	380	380
Beleidsbudget onderwijs FdT	FdT	6.346	6.547	6.547	6.547	6.547
Extra impuls tweejarige educatieve masters	FGW	35	15	31	31	31
Huisvestingslasten REC A	FdR	450	450	450	450	450
Humanities in Context	FGw	250	250	250	-	-
IIS	FNWI	1.099	1.132	1.132	1.132	1.132
ILO	FMG	906	933	933	933	933
Implementatie coördinator POL	FdG	64	-	-	-	-
Implementatie coördinator POL	FGW	64	-	-	-	-
Implementatie coördinator POL	FdR	64	-	-	-	-
Implementatie coördinator POL	FNWI	64	-	-	-	-
Implementatie coördinator POL	FEB	64	-	-	-	-
Implementatie coördinator POL	FMG	64	-	-	-	-
Interdisciplinair onderwijs - HST	FMG	500	500	500	-	-
Interdisciplinair onderwijs - Overig	Niet verdeeld	250	154	150	1.000	1.000
Interfacultaire onderwijsinzet	Niet verdeeld	-	2.000	2.000	2.000	2.000
Interne variabele bekostiging tweejarige educatieve masters	FGW	115	69	99	99	99
Korting tbv financiering implementatie coördinator POL	FdG	61-	-	-	-	-
Korting tbv financiering implementatie coördinator POL	FGW	65-	-	-	-	-
Korting tbv financiering implementatie coördinator POL	FdR	38-	-	-	-	-
Korting tbv financiering implementatie coördinator POL	FNWI	81-	-	-	-	-
Korting tbv financiering implementatie coördinator POL	FEB	50-	-	-	-	-
Korting tbv financiering implementatie coördinator POL	FMG	88-	-	-	-	-
POLDER	IAS	-	340	344	11	-
PPE ingroei decentraal beleidsbudget	FdR	237	263	274	276	277
Reservering overgangsregeling bestuur	FEB	150	150	150	150	150
Totaal		12.496	15.943	15.389	15.158	15.148

Total education budget

2023	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld	TOTAAL
Onderwijs												
Variabel budget	32.822	26.231	37.746	45.466	60.845	33.236	11.043	10.320	-	-	-	257.710
- Studiepunten	24.495	20.204	30.667	37.212	49.231	27.333			-	-	-	189.141
- Diploma's	8.328	6.027	7.079	8.254	11.614	5.903			-	-	-	47.206
Doorgegeven rijksbijdrage/collegegeld	2.473	3.435	6.151	3.841	5.345	4.104	661	567	-	-	-	31.571
Capaciteitsbudget	-	337	5.580	1.909	1.123	-			-	-	-	8.950
Beleidsbudget	3.708	2.786	4.186	5.443	6.873	3.634	6.547	380	-	340	2.154	36.851
- Decentraal beleid	2.850	1.950	3.497	4.128	4.849	3.635	-	-	-	-	-	20.908
- Centraal beleid	858	837	690	1.315	2.024	-1	6.547	380	-	340	2.154	15.943
Allocatie Onderwijs	39.003	32.790	53.664	56.659	74.186	40.973	18.251	11.267	-	340	2.154	335.081

5.3 Research budgets

Performance

Bekostigde prestaties onderzoek	2022	2023	2024	2025	2026
FEB					
Promoties 3-jarig gemiddelde (aantal)	16,8	16,3	17,7	21,7	20,7
Omzet 2e GS HOT (€ 1.000)	-	-	-	-	-
Omzet 2e GS NWO (€ 1.000)	1.058	1.676	1.676	1.676	1.676
Omzet 3e GS EU (€ 1.000)	683	745	745	745	745
Omzet 3e GS (€ 1.000)	916	413	413	413	413
FdR					
Promoties 3-jarig gemiddelde (aantal)	13,0	12,3	13,0	12,3	13,3
Omzet 2e GS HOT (€ 1.000)	51	-	-	-	-
Omzet 2e GS NWO (€ 1.000)	463	1.028	1.100	1.150	1.150
Omzet 3e GS EU (€ 1.000)	1.933	2.157	2.000	2.000	2.000
Omzet 3e GS (€ 1.000)	1.271	1.814	1.900	2.000	2.150
FGW					
Promoties 3-jarig gemiddelde (aantal)	64,7	67,7	68,0	68,7	70,3
Omzet 2e GS HOT (€ 1.000)	51	-	-	-	-
Omzet 2e GS NWO (€ 1.000)	4.630	5.078	4.919	4.919	4.919
Omzet 3e GS EU (€ 1.000)	4.140	4.073	3.945	3.945	3.945
Omzet 3e GS (€ 1.000)	614	657	636	636	636
FNWI					
Promoties 3-jarig gemiddelde (aantal)	126,3	127,0	131,0	133,0	137,0
Omzet 2e GS HOT (€ 1.000)	51	-	-	-	-
Omzet 2e GS NWO (€ 1.000)	20.377	21.905	22.500	23.000	23.000
Omzet 3e GS EU (€ 1.000)	12.734	12.870	13.500	14.000	14.500
Omzet 3e GS (€ 1.000)	9.595	10.756	12.500	13.000	13.500
FMG					
Promoties 3-jarig gemiddelde (aantal)	80,7	84,3	89,3	88,3	85,0
Omzet 2e GS HOT (€ 1.000)	104	53	-	-	-
Omzet 2e GS NWO (€ 1.000)	11.451	11.584	11.150	11.300	11.450
Omzet 3e GS EU (€ 1.000)	8.563	8.209	9.000	9.000	9.000
Omzet 3e GS (€ 1.000)	3.110	4.083	3.800	3.850	3.900
FdG					
Promoties 3-jarig gemiddelde (aantal)	232,3	234,7	234,8	239,0	240,0
Omzet 2e GS HOT (€ 1.000)	130	133	-	-	-
Omzet 2e GS NWO (€ 1.000)	15.700	23.000	23.000	23.000	23.000
Omzet 3e GS EU (€ 1.000)	12.000	7.000	7.000	7.000	7.000
Omzet 3e GS (€ 1.000)	62.300	66.000	66.000	66.000	66.000
UB					
Promoties 3-jarig gemiddelde (aantal)	-	-	-	-	-
Omzet 2e GS HOT (€ 1.000)	-	-	-	-	-
Omzet 2e GS NWO (€ 1.000)	-	5	200	200	200
Omzet 3e GS EU (€ 1.000)	-	-	-	-	-
Omzet 3e GS (€ 1.000)	56	909	1.900	1.900	1.900
TOTAAL					
Promoties 3-jarig gemiddelde (aantal)	533,8	542,3	553,8	563,0	566,3
Omzet 2e GS HOT (€ 1.000)	388	186	-	-	-
Omzet 2e GS NWO (€ 1.000)	53.680	64.275	64.545	65.245	65.395
Omzet 3e GS EU (€ 1.000)	40.053	35.055	36.190	36.690	37.190
Omzet 3e GS (€ 1.000)	77.862	84.631	87.149	87.799	88.499

Bekostigde prestaties onderzoek	2022	2023	2024	2025	2026
AUC					
Bachelordiploma hoog 3 jarig gemiddelde	242,7	240,0	236,7	233,7	243,0
FdT					
Bachelordiploma top 3 jarig gemiddelde	48,3	55,7	62,3	82,0	76,0
Masterdiploma top 3 jarig gemiddelde	57,3	61,3	64,7	64,7	64,0
Proefschriften 3 jarig gemiddelde	12,7	14,0	17,3	18,3	18,7

Rates, mark-ups and percentages

Bekostigingsfactor	2022	2023	2024	2025	2026
Laag	1,00	1,00	1,00	1,00	1,00
Hoog	1,31	1,31	1,31	1,31	1,31
Top	2,27	2,27	2,27	2,27	2,27

Opslagfactor onderzoek	2022	2023	2024	2025	2026
Opslagfactor onderzoek (%)	25,00%	25,00%	25,00%	25,00%	25,00%

Matchingspercentages	2022	2023	2024	2025	2026
Omzet 2e GS HOT	15,00%	15,00%	15,00%	15,00%	15,00%
Omzet 2e GS NWO	60,00%	60,00%	60,00%	60,00%	60,00%
Omzet 3e GS EU	35,00%	35,00%	35,00%	35,00%	35,00%
Omzet 3e GS	15,00%	15,00%	15,00%	15,00%	15,00%

Tarief onderzoeksparameter	2022	2023	2024	2025	2026
Promoties	82.700	83.268	83.268	83.268	83.268

Tarieven onderzoeksparameters	2022	2023	2024	2025	2026
Bachelor hoog (AUC)	3.103	2.780	2.780	2.780	2.780
Master hoog (AUC)	6.206	5.560	5.560	5.560	5.560
Bachelor top (FdT)	6.206	5.560	5.560	5.560	5.560
Master top (FdT)	12.411	11.121	11.121	11.121	11.121
Proefschriften (FdT)	83.263	83.341	83.341	83.341	83.341

Passed-on government grant for research

Doorgegeven Rijksbijdrage onderzoek	Voor	2022	2023	2024	2025	2026
Duurzame Geesteswetenschappen	FGW	1.171	1.208	1.208	1.208	1.208
Nog door te geven verwachte rijksbijdrage	FdT	76	275	275	275	275
Nog door te geven verwachte rijksbijdrage	AUC	11	46	46	46	46
NPO 2e tranche OZ	FEB	166	-	-	-	-
NPO 2e tranche OZ	FdR	130	-	-	-	-
NPO 2e tranche OZ	FGW	444	-	-	-	-
NPO 2e tranche OZ	FMG	1.240	-	-	-	-
NPO 2e tranche OZ	FNWI	1.211	-	-	-	-
NPO 2e tranche OZ	FdT	11	-	-	-	-
Sectorplan Bèta en Techniek	FNWI	3.692	3.815	3.815	-	-
Sectorplan Bèta en Techniek - overheveling 2e GS	FNWI	3.337	3.448	3.448	-	-
Sectorplan Bèta en Techniek (totaal)	Niet verdeeld	-	-	-	7.264	7.264
Sectorplan natuur en scheikunde	FNWI	1.288	1.327	1.327	1.327	1.327
Sectorplan SSH	Niet verdeeld	-	-	-	774	774
Sectorplan SSH	FdR	749	774	774	-	-
SEO middelen overheveling naar 1e GS	Niet verdeeld	-	-	4.596	4.596	4.596
SEO middelen overheveling naar 1e GS	FdG	1.133	1.171	-	-	-
SEO middelen overheveling naar 1e GS	FGW	410	424	-	-	-
SEO middelen overheveling naar 1e GS	FdR	178	184	-	-	-
SEO middelen overheveling naar 1e GS	FNWI	1.553	1.605	-	-	-
SEO middelen overheveling naar 1e GS	FEB	92	95	-	-	-
SEO middelen overheveling naar 1e GS	FMG	1.077	1.113	-	-	-
SEO middelen overheveling naar 1e GS	UB	4	4	-	-	-
Zwaartekracht ALGOSOC	FdR	-	1.892	2.299	1.989	1.924
Zwaartekracht Networks	FNWI	2.338	2.774	-	-	-
Zwaartekracht Second Genome of Plants	FNWI	1.923	1.707	2.004	2.822	2.767
Totaal		22.233	21.862	19.793	20.300	20.181

Research capacity budget

Capaciteitsbudget onderzoek	Voor	2022	2023	2024	2025	2026
Brede Geesteswetenschappen	FGW	3.816	3.931	3.931	3.931	3.931
Infrastructuur	FNWI	15.160	15.614	15.614	15.614	15.614
Onderzoeksprofiel fac.	FEB	1.636	1.685	1.685	1.685	1.685
Totaal		20.612	21.230	21.230	21.230	21.230

Policy budget for research

Decentraal beleidsbudget onderzoek	Voor	2022	2023	2024	2025	2026
Beleidsruimte onderzoek	FdG	6.198	6.384	6.384	6.384	6.384
Beleidsruimte onderzoek	FGW	3.418	3.521	3.521	3.521	3.521
Beleidsruimte onderzoek	FdR	1.552	1.598	1.598	1.598	1.598
Beleidsruimte onderzoek	FNWI	7.122	7.335	7.335	7.335	7.335
Beleidsruimte onderzoek	FEB	1.920	1.978	1.978	1.978	1.978
Beleidsruimte onderzoek	FMG	5.393	5.555	5.555	5.555	5.555
Totaal		25.603	26.371	26.371	26.371	26.371

Research priority area budgets and Research Priority Areas (RPAs)

Research Priority Areas	Voor	2022	2023	2024	2025	2026
Amsterdam Centre for European Studies	FMG	300	300	-	-	-
Beschikbaar RPA bèta/medisch/gamma	Niet verdeeld	-	-	2.000	2.000	2.000
Beschikbare RPA middelen	Niet verdeeld	-	400	1.400	1.700	2.600
Brain & Cognition	FMG	772	772	-	-	-
Global Health	FdG	379	379	-	-	-
Human(e) AI	FGw	300	300	-	-	-
Personalized Communication	FMG	301	301	-	-	-
RPA AI for Health Decision Making	FdG	450	450	450	450	-
RPA Digital Cultures	FGW	300	300	300	-	-
RPA ENLENS	FNWI	300	300	300	300	300
RPA Organizational Ethics	FdR	300	300	300	300	300
RPA Personal Microbiome Health	FdT	450	450	450	450	-
RPA Trust in the digital society	FdR	-	300	300	300	300
RPA Urban Mental Health	FNWI	2.000	2.000	-	-	-
Totaal		5.852	6.552	5.500	5.500	5.500

Central policy budget for research

Centraal beleidsbudget onderzoek	Voor	2022	2023	2024	2025	2026
30% onderzoeksbudget	FdR	2.000	1.250	1.350	2.450	2.450
Additionele bijdrage Networks	FNWI	100	100	-	-	-
Beleidsbudget ASSER	FdR	2.211	2.277	2.277	2.277	2.277
Beleidsbudget CEDLA	FGW	1.282	1.320	1.320	1.320	1.320
Beleidsbudget onderzoek FdT	FdT	3.018	3.122	3.122	3.122	3.122
Beta/techniek	Niet verdeeld	750	218	218	218	218
Beta/techniek	FNWI	-	532	532	532	532
Bijdrage Ellis	FNWI	980	980	980	980	-
Bijdrage sectorplan Rechtsgeleerdheid	FdR	400	400	400	400	-
Communication-by-Action and Market Design	FEB	301	301	301	301	301
Compensatie budget ASSER	FdR	6	-	-	-	-
Compensatie m2 CEDLA	FGW	31	31	31	31	31
Complex human systems lab	FEB	297	297	297	297	297
CREATE	FGW	429	429	429	429	429
ELSA Lab	FdR	-	-	150	150	150
Exploitatiebijdrage ICAI	FNWI	100	100	100	100	100
FMG - Rente Spinoza	FMG	22	22	22	22	22
GRAPPA	FNWI	328	328	328	328	328
Lisa GPU cluster	FNWI	-	400	400	400	-
Matching Horizon Europe	Niet verdeeld	-	3.000	3.000	3.000	3.000
Medical Integromics	FdG	429	429	429	429	429
Nagekomen matching	UB	29	-	-	-	-
Ondersteuning uniprofs AI	FdG	40	40	40	-	-
Ondersteuning uniprofs AI	FGW	40	40	40	-	-
Ondersteuning uniprofs AI	FdR	40	40	40	-	-
Ondersteuning uniprofs AI	FNWI	40	40	-	-	-
Ondersteuning uniprofs AI	FMG	40	40	40	40	40
Ondersteuning uniprofs AI	Niet verdeeld	-	-	40	160	160
Oral Infections and Inflammation	FdT	328	328	328	328	328
Oral Regenerative Medicine (Bioengineering)	FdT	329	329	329	329	329
PPLE ingroei decentraal beleidsbudget	FdR	118	132	137	138	138
QuSofit	FNWI	297	297	297	297	297
Reservering extra onderzoeksinzet	Niet verdeeld	500	-	-	-	-
SARA	FNWI	1.121	1.220	1.220	1.220	1.220
Sectorplan coalitieakkoord Beta	FNWI	-	4.700	4.700	4.700	4.700
Sectorplan coalitieakkoord Medisch	FdG	-	5.100	5.100	5.100	5.100
Sectorplan coalitieakkoord SSH inclusief matching	FMG	-	5.156	5.156	5.156	5.156
Sectorplan coalitieakkoord SSH inclusief matching	FGW	-	5.436	5.436	5.436	5.436
Sectorplan coalitieakkoord SSH inclusief matching	FdR	-	337	337	337	337
Sectorplan coalitieakkoord SSH inclusief matching	FEB	-	372	372	372	372
Startersbeurzen	FdR	-	1.745	1.745	1.745	1.745
Startersbeurzen nog te verdelen	Niet verdeeld	-	1.928	1.928	1.928	1.928
Startersbeurzen	AUC	-	223	223	223	223
Startersbeurzen	FMG	-	3.397	3.397	3.397	3.397
Startersbeurzen	FGW	-	2.259	2.259	2.259	2.259
Startersbeurzen	FNWI	-	2.508	2.508	2.508	2.508
Startersbeurzen	FdG	-	902	902	902	902
Startersbeurzen	FdT	-	231	231	231	231
Startersbeurzen	Niet verdeeld	-	1.415	1.415	1.415	1.415
UvA Startersbeurzen	Niet verdeeld	-	1.928	1.928	1.928	1.928
Stimuleringsbeurzen	FdR	-	1.970	1.970	1.970	1.970
Stimuleringsbeurzen	FEB	-	2.176	2.176	2.176	2.176
Stimuleringsbeurzen	AUC	-	252	252	252	252
Stimuleringsbeurzen	FMG	-	3.835	3.835	3.835	3.835
Stimuleringsbeurzen	FGW	-	2.550	2.550	2.550	2.550
Stimuleringsbeurzen	FNWI	-	2.831	2.831	2.831	2.831
Stimuleringsbeurzen	FdG	-	1.018	1.018	1.018	1.018
Stimuleringsbeurzen	FdT	-	261	261	261	261
Stimuleringsbeurzen	Niet verdeeld	-	1.598	1.598	1.598	1.598
Sustainable Chemistry	FNWI	429	429	429	429	429
Systems Biology	FNWI	334	334	334	334	334
The International Rule of Law én Private and Public Europea	FdR	334	334	334	334	334
UvA IAS	IAS	871	920	920	920	920
Valorisatiebijdrage Quantum	FNWI	-	100	100	100	100
Voorstellen extra inzet reserves	FdG	90	90	-	-	-
Voorstellen extra inzet reserves	FGW	50	-	-	-	-
Totaal		15.607	74.378	74.443	75.544	73.765

Total research budget

2023	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld	TOTAAL
Onderzoek												
Variabel budget	10.762	9.066	19.189	39.293	31.642	32.339	2.158	667	125	-	-	145.241
- <i>Onderzoeksopslag</i>	8.206	6.558	9.437	11.366	15.211	8.309			-	-	-	59.087
- <i>Promoties</i>	1.360	1.027	5.634	10.575	7.022	19.540			-	-	-	45.159
- <i>Matching 2e en 3e geldstroom</i>	1.196	1.481	4.118	17.351	9.408	4.490			125	-	-	38.170
Doorgegeven rijksbijdrage	95	2.850	1.632	14.676	1.113	1.171	275	46	4	-	-	21.862
Capaciteitsbudget	1.685	-	3.931	15.614	-	-	-	-	-	-	-	21.230
Beleidsbudget	5.124	10.684	16.186	24.534	19.378	14.793	4.720	476	-	920	10.486	107.301
- <i>Decentraal beleid</i>	1.978	1.598	3.521	7.335	5.555	6.384	-	-	-	-	-	26.371
- <i>Research Priority Areas</i>	-	600	600	2.300	1.373	829	450	-	-	-	400	6.552
- <i>Centraal beleid</i>	3.146	8.486	12.065	14.898	12.451	7.580	4.270	476	-	920	10.086	74.378
Allocatie Onderzoek	17.666	22.600	40.937	94.117	52.133	48.303	7.154	1.189	129	920	10.486	295.634

5.4 Housing excess

Excedenten huisvesting	Voor	2022	2023	2024	2025	2026
Correctie ivm fietsstalling	FS	-	3.300	3.300	3.300	3.300
Correctie ivm fietsstalling	VG	2.900	-	-	-	-
FdR	FdR	175	178	178	178	178
FGW	FGW	2.951	3.015	3.015	3.015	3.015
FGW - BH / OIH	FGW	381	381	381	381	381
hoge opslagfactor	FEB	138	144	144	144	144
hoge opslagfactor	FMG	884	902	902	902	902
Totaal		7.430	7.921	7.921	7.921	7.921

5.5 Additional and policy budgets of service units

Additional budgets for service units

Additionele budgetten diensten onderwijs	Voor	2022	2023	2024	2025	2026
Afschrijvingslasten AP	UB	150	150	150	150	150
Compensatie huisvesting USC	Treasury	872	-	-	-	-
CREA (opnemen in SLA cyclus)	StS	1.463	1.463	1.463	1.463	1.463
Initiatieven, knelpunten, plannen - aanloopkosten REC locatie	SGZ	73	23	-	-	-
Knelpunt AC	AC	257	-	-	-	-
Knelpunt loon-/prijsstijgingen	FS	-	300	-	-	-
Knelpunt loon-/prijsstijgingen	UB	-	400	-	-	-
Knelpunt loon-/prijsstijgingen	ICTS	-	600	-	-	-
Knelpunt prijsstijging energie	EB	-	3.510	3.334	3.236	3.125
Knelpunt prijsstijging energie	FdG	-	490	-	-	-
Ontwikkeling systemen financiën en inkoop	Niet verdeeld	500	200	-	-	-
Ontwikkeling systemen financiën en inkoop	FS	-	300	-	-	-
Optimalisering ruimtegebruik boekendepot IWO	UB	300	-	-	-	-
Oriëntatiejaar UvA HvA (opnemen in SLA cyclus)	StS	40	40	40	40	40
Regulier budget BAU (opnemen in SLA cyclus)	BAU	2.106	2.106	2.106	2.106	2.106
Terugverdienen investering uit reserve - AC	AC	15-	15-	15-	-	-
Terugverdienen investering uit reserve - EB	EB	172-	172-	172-	84-	84-
Voorstellen extra inzet reserves	AC	4	4	-	-	-
Voorstellen extra inzet reserves	UB	305	-	-	-	-
Totaal		5.883	9.399	6.906	6.911	6.800

Additionele budgetten diensten onderzoek	Voor	2022	2023	2024	2025	2026
Regulier budget BKT (opnemen in SLA cyclus)	BKT	1.700	1.700	1.700	1.700	1.700
Reservering ondersteuning valorisatie en partnerschappen	Niet verdeeld	-	1.250	1.250	1.250	1.250
Totaal		1.700	2.950	2.950	2.950	2.950

Valorisation benefits

Uitkeringen Valorisatie	Voor	2022	2023	2024	2025	2026
Oefenweb	FMG	100	100	-	-	-
Valorisatiefonds UvA	BKT	750	750	750	750	750
Totaal		850	850	750	750	750

Other operating budgets

Overige beleidsbudgetten	Voor	2022	2023	2024	2025	2026
Beleidsagenda ICTS	ICTS	468	-	-	-	-
Besteding werkdrukmiddelen bestemde reserve	Beleid	-	200	-	-	-
Budget diensten GPL ontwikkeling	AC	-	400	400	400	400
Budget diensten GPL ontwikkeling	ICTS	-	644	644	644	644
Budget diensten GPL ontwikkeling	FS	-	346	346	346	346
Budget diensten GPL ontwikkeling	UB	-	497	497	497	497
Budget diensten GPL ontwikkeling	SS	-	237	237	237	237
Budget diensten GPL ontwikkeling	BC	-	148	148	148	148
Budget diensten GPL ontwikkeling	SGZ	-	64	64	64	64
Budget diensten GPL ontwikkeling	HO	-	34	34	34	34
Budget diensten GPL ontwikkeling	BAU	-	55	55	55	55
Budget diensten GPL ontwikkeling	BKT	-	75	75	75	75
Data Science: Coördinatie	UB	180	180	180	180	-
Data Science: Data engineers/scientist	FGW	158	189	117	40	-
Data Science: Data engineers/scientist	FMG	136	177	98	19	-
Data Science: Data engineers/scientist	FNWI	307	315	205	76	-
Data Science: Data engineers/scientist	FdR	50	50	-	-	-
Data Science: Data engineers/scientist	FEB	60	40	20	-	-
Data Science: Data engineers/scientist	FdT	-	40	20	-	-
Data Science: Data engineers/scientist	FdG	56	76	38	-	-
Data Science: Data engineers/scientist	UB	100	100	100	100	-
Data Science: Data engineers/scientist	Niet verdeeld	334	363	482	225	-
Data Science: Data scientists 2e call	Niet verdeeld	-	616	616	616	616
Data Science: Innovatie fonds	Niet verdeeld	616	-	-	-	-
Data Science: Innovatie fonds	UB	-	35	35	35	-
Data Science: Innovatie fonds	FMG	-	83	83	83	55
Data Science: Innovatie fonds	FdR	-	83	83	83	55
Data Science: Innovatie fonds	FNWI	-	249	249	249	166
Data Science: Innovatie fonds	FEB	-	83	83	83	55
Data Science: Innovatie fonds	FGW	-	83	83	83	55
Financiële instrumenten IP	Niet verdeeld	1.976	1.378	4.387	3.677	10.926
Financiële instrumenten IP - valorisatie deel UvA	Niet verdeeld	-	-	1.000	1.000	1.000
Financiële instrumenten IP - Continue ondersteuning	FdR	-	150	150	150	150
Financiële instrumenten IP - Continue ondersteuning	FdG	-	150	150	150	150
Financiële instrumenten IP - Continue ondersteuning	FGW	-	150	150	150	150
Financiële instrumenten IP - Continue ondersteuning	FMG	-	150	150	150	150
Financiële instrumenten IP - Continue ondersteuning	Niet verdeeld	-	150	150	150	150
Financiële instrumenten IP - Opstart IP	FdR	-	150	150	150	150
Financiële instrumenten IP - Opstart IP	FdG	-	150	150	150	150
Financiële instrumenten IP - Opstart IP	FGW	-	150	150	150	150
Financiële instrumenten IP - Opstart IP	FMG	-	150	150	150	150
Financiële instrumenten IP - Opstart IP	Niet verdeeld	-	150	150	150	150
ICT informatiebeveiliging	ICTS	730	350	-	-	-
ICT projecten: Compensatie afschrijfsystematiek	ICTS	125	125	-	-	-
ICT projecten: ICT & bedrijfsvoering	ICTS	400	400	400	400	400
ICT projecten: ICTO programmaraad	ICTS	600	600	600	600	600
ICT projecten: SURF bijdrage	ICTS	448	496	496	496	496
ICT projecten: Uren ICTS	ICTS	1.360	1.360	1.360	1.360	1.360
ICT themafinanciering: Gereserveerd	Niet verdeeld	4.400	-	-	551	3.877
ICT themafinanciering: Onderwijs	ICTS	-	2.183	2.065	1.316	400
ICT themafinanciering: Leven Lang Ontwikkelen	ICTS	-	150	400	500	500
ICT themafinanciering: Onderzoek	ICTS	325	719	800	1.000	300
ICT themafinanciering: Onderwijslogistiek	ICTS	1.933	2.590	1.725	1.825	1.175
ICT themafinanciering: Bedrijfsvoering	ICTS	-	1.630	1.504	900	450
ICT themafinanciering: Informatiebeveiliging (3)	ICTS	-	100	150	-	-
ICT themafinanciering: Data en AI voor de UvA	ICTS	-	150	340	160	-
ICT themafinanciering: Duurzaamheid	ICTS	-	100	100	-	-
ICT themafinanciering: Responsible IT	ICTS	-	154	250	300	450
ICT themafinanciering: Samenwerken	ICTS	-	385	300	200	-
ICT themafinanciering: verbeterplan IB	Bestuursstaf	454	328	-	-	-
ICT themafinanciering: Inzet reserves IB Verbeterprogran	ICTS	-	676	-	-	-
ICT themafinanciering: Aanvullende reservering IB	Niet verdeeld	-	500	-	-	-
Impuls IP	Niet verdeeld	1.000	1.000	1.000	1.000	1.000
Ondersteuning beleidsimplementatie en beleidsruimte	Bestuursstaf	1.000	1.000	1.000	1.000	1.000
Regulier budget Beleid	Beleid	13.691	14.450	14.696	14.847	15.017
Regulier budget Bewaar	UB	5.727	5.921	5.921	5.921	5.921
Regulier budget Erfgoed (tot.)	UB	9.002	9.340	9.340	9.340	9.340
Regulier budget Staf	Bestuursstaf	25.472	26.884	27.341	27.622	27.939
Versterking TLC's	Niet verdeeld	1.000	-	-	-	-
Versterking TLC's	Bestuursstaf	-	1.500	1.500	1.500	1.500
Voorstellen extra inzet reserves	Niet verdeeld	-	200	-	-	-
Totaal		72.107	81.631	83.166	81.387	88.655

5.6 Thematic budgets and operational expenditure

Themabudgetten	Voor	2022	2023	2024	2025	2026
(Beleids-)budget	Beleid	13.691	14.650	14.696	14.847	15.017
Doorgegeven rijksbijdrage		4.080	4.994	5.531	5.883	5.800
Beschikbaar		17.771	19.644	20.227	20.730	20.817
Internationalisering						
Bijdrage overige instituten buitenland		105	135	135	135	135
Duitslandinstituut		270	300	300	300	300
Instituut Athene		260	313	313	313	313
Instituut St Petersburg		120	135	135	135	135
International summerschools		65	65	65	65	65
Totaal internationalisering		820	948	948	948	948
Personeel & Medezeggenschap						
Arbeidsvoorwaardengelden UvA		1.290	3.616	3.616	3.616	3.616
Arbeidsvoorwaardengelden UvA nieuw akkoord		1.400	-	-	-	-
Bijdrage ProActief		300	300	300	300	300
Bijdrage Sociaal Fonds (Sofokles)		80	80	80	80	80
Extra uitkering arbeidsvoorwaardengelden		775	-	-	-	-
Faciliteiten werknemersorganisaties		110	110	110	110	110
Medezeggenschap COR		215	215	215	215	215
UCLO		70	70	70	70	70
Werkdruk verlaging structureel		-	-	-	-	-
Totaal personeel & medezeggenschap		4.240	4.391	4.391	4.391	4.391
Beschikbaarheid informatie						
Stichting repressrecht		245	300	300	300	300
Totaal beschikbaarheid informatie		245	300	300	300	300

Strategische communicatie					
Int. Inf.centr. & Archief Vrouwenbeweging	39	39	39	39	39
Stichting UAF	8	8	8	8	8
Sweelinckorkest	30	35	35	35	35
Totaal strategische communicatie	77	82	82	82	82
Universitaire faciliteiten					
Folia Civitatis	306	550	550	550	550
Totaal universitaire faciliteiten	306	550	550	550	550
Strategische investeringen					
Diversity officer	200	600	600	600	600
Duurzaamheid	200	200	200	200	200
IDA	750	-	-	-	-
KA - Docentprofessionalisering	3.000	-	-	-	-
KA - Middelen kwaliteitsafspraken	-	4.500	5.100	5.500	5.800
KA - Onderwijsfaciliteiten	700	-	-	-	-
KA - TLC's	300	-	-	-	-
Onvoorzien	1.000	1.000	1.000	1.000	1.000
Open Science - Gereserveerd	Niet verdeeld	1.750	722	200	-
Opschaling capaciteit data stewards	FNWI	-	288	192	-
Opschaling capaciteit data stewards	FMG	-	252	168	-
Opschaling capaciteit data stewards	FEB	-	36	24	-
Opschaling capaciteit data stewards	FdG	-	300	200	-
Open Science - Open Access: diamant en Taverne	UB	100	100	100	-
Totaal strategische investeringen	10.190	11.653	12.251	11.850	11.894
Overige					
Bijdrage UNL	404	500	500	500	500
Campusontwikkeling	600	600	600	600	600
Vervoersdiensten	100	100	100	100	100
Verzekeringen (niet vastgoed)	150	250	250	250	250
Totaal overige	1.254	1.450	1.450	1.450	1.450
TOTAAL verdeelde budgetten	17.132	19.374	19.972	19.571	19.615
Nog niet verdeeld the mabudget	639	270	254	1.159	1.202

5.7 Rates and prices

5.7.1 Institutional tuition fee rates

The institutional tuition fee rates are stated in the institution decision published on the UvA website: <http://www.uva.nl/over-de-uva/uva-profiel/regelingen-en-reglementen/onderwijs/onderwijs.html>.

5.7.2 Rates for Services

Tarieven diensten		2022	2023	2024	2025	2026
Basisdienst AC / k€ Baten	AC	2,89	2,95	3,01	3,07	3,13
Bedrijfsgezondheid / IAR PID	Bestuursstaf	182,00	182,00	182,00	182,00	182,00
BOL taarpuntzalen	FS	11.803,04	12.827,70	12.827,70	12.827,70	12.827,70
BOL uren grote zalen	FS	26,83	29,06	29,06	29,06	29,06
Communicatie / student	BC	140,50	140,50	146,50	146,50	146,50
Connectiviteit / m2	ICTS	18,51	18,51	18,51	18,51	18,51
Corporate communicatie (totaal)	BC	1,00	1,00	1,00	1,00	1,00
CSA / student	AC	164,06	195,67	195,61	195,61	195,61
Digitaal toetsen / student	FS	11,89	11,89	11,89	11,89	11,89
Energie / m2	EB	39,32	53,33	53,33	53,33	53,33
Faciliteiten / IAR GAST	FS	52,52	52,52	52,52	52,52	52,52
Faciliteiten / IAR PID	FS	200,95	200,95	200,95	200,95	200,95
Faciliteiten / IAR PNID	FS	118,47	118,47	118,47	118,47	118,47
Faciliteiten / m2	FS	32,69	32,98	32,98	32,98	32,98
Faciliteiten / student	FS	84,22	84,22	84,22	84,22	84,22
Financiële administratie / factuur	AC	27,09	27,09	27,09	27,09	27,09
IC concern informatie systemen (CIS) (totaal)	ICTS	1,00	1,00	1,00	1,00	1,00
IC multimediasdiensten (totaal)	ICTS	1,00	1,00	1,00	1,00	1,00
IC programmaleiding (totaal)	ICTS	1,00	1,00	1,00	1,00	1,00
ICT basisdienst / IAR	ICTS	520,85	542,36	542,36	542,36	542,36
Inkoop / k€ Overige kosten + inhuur PNID	FS	10,37	10,54	10,54	10,54	10,54
Onderwijs- en onderzoekdiensten / student	ICTS	179,68	195,27	195,27	195,27	195,27
Openingsstijden beveiliging	FS	45,43	49,14	49,14	49,14	49,14
Pers. & sal. adm. / IAR GAST	AC	58,54	58,54	58,54	58,54	58,54
Pers. & sal. adm. / IAR PID	AC	360,73	365,09	365,09	365,09	365,09
Pers. & sal. adm. / IAR PNID	AC	175,68	175,68	175,68	175,68	175,68
Personeelsadvertenties / IAR PID	BC	74,50	74,50	74,50	74,50	74,50
Proj. Adm. / WBS regels	AC	61,07	61,07	61,07	61,07	61,07
Research IT Services (RIS)	ICTS	-	32,97	32,97	32,97	32,97
Schoonmaak / m2 gewogen	FS	24,29	26,02	26,02	26,02	26,02
Studvoorz / student	StS	272,47	316,58	316,58	316,58	316,58
UB / Facultaire collecties	UB	1,25	1,25	1,25	1,25	1,25
UB / fte WP PID	UB	355,43	355,43	355,43	355,43	355,43
UB / Wetenschappelijke Publicaties	UB	76,83	76,83	76,83	76,83	76,83
UB / WP fte PID + student	UB	97,79	105,11	105,11	105,11	105,11
UvAwerkplek (Speciaal) desktop	ICTS	1.141,56	1.141,56	1.141,56	1.141,56	1.141,56
UvAwerkplek (Speciaal) laptop	ICTS	1.268,37	1.268,37	1.268,37	1.268,37	1.268,37
UvAwerkplek (Standaard) desktop	ICTS	831,92	831,92	831,92	831,92	831,92
UvAwerkplek (Standaard) laptop	ICTS	958,73	958,73	958,73	958,73	958,73
UvAwerkplek (Zelfsupport)	ICTS	96,33	96,33	96,33	96,33	96,33
Vastgoed / m2	VG	265,82	273,26	273,26	273,26	273,26

5.8 Numbers

5.8.1 Numbers of Fixed Packages of Faculties

Aantallen vaste pakketten faculteiten	2022	2023	2024	2025	2026
Basisdienst AC / k€ Baten	544.158	594.284	594.284	594.284	594.284
Bedrijfsgezondheid / IAR PID	5.235	5.584	5.584	5.584	5.584
BOL taartpuntzalen	780	927	927	927	927
BOL uren grote zalen	283.633	283.633	283.633	283.633	283.633
Communicatie / student	41.206	42.324	43.263	44.037	44.590
Connectiviteit / m2	130.177	139.038	139.037	138.386	139.557
CSA / student	41.206	42.324	43.263	44.037	44.590
Digitaal toetsen / student	41.206	42.324	43.263	44.037	44.590
Energie / m2	130.177	139.038	139.037	138.386	139.557
Faciliteiten / IAR GAST	2.322	2.601	2.601	2.601	2.601
Faciliteiten / IAR PID	5.235	5.584	5.584	5.584	5.584
Faciliteiten / IAR PNID	995	1.069	1.069	1.069	1.069
Faciliteiten / m2	130.177	139.038	139.037	138.386	139.557
Faciliteiten / student	38.320	39.405	40.363	41.137	41.690
Financiële administratie / factuur	53.716	53.716	53.716	53.716	53.716
IC multimediasdiensten (totaal)	108.000	108.000	108.000	108.000	108.000
ICT basisdienst / IAR	8.552	9.254	9.254	9.254	9.254
Inkoop / k€ Overige kosten + inhuur PNID	47.419	49.029	49.029	49.029	49.029
Onderwijs- en onderzoekdiensten / student	41.206	42.324	43.263	44.037	44.590
Openings tijden beveiliging	24.555	27.160	27.160	27.160	27.160
Pers. & sal. adm. / IAR GAST	2.322	2.601	2.601	2.601	2.601
Pers. & sal. adm. / IAR PID	5.235	5.584	5.584	5.584	5.584
Pers. & sal. adm. / IAR PNID	995	1.069	1.069	1.069	1.069
Personeelsadvertenties / IAR PID	5.235	5.584	5.584	5.584	5.584
Proj. Adm. / WBS regels	12.372	12.179	12.179	12.179	12.179
Schoonmaak / m2 gewogen	113.643	122.477	123.253	122.701	123.559
Studiecentra / student	-	-	-	-	-
Studievoorz / student	41.206	42.324	43.263	44.037	44.590
UB / Facultaire collecties	2.406.685	2.406.685	2.406.685	2.406.685	2.406.685
UB / fte WP PID	3.638	3.772	3.772	3.772	3.772
UB / Wetenschappelijke Publicaties	9.101	4.824	4.824	4.824	4.824
UB / WP fte PID + student	43.670	44.901	45.857	46.631	46.639
UvA werkplek (Speciaal) desktop	99	79	79	79	79
UvA werkplek (Speciaal) laptop	231	245	245	245	245
UvA werkplek (Standaard) desktop	1.047	825	825	825	825
UvA werkplek (Standaard) laptop	2.414	2.653	2.653	2.653	2.653
UvA werkplek (Zelfsupport)	4.085	4.418	4.418	4.418	4.418
Vastgoed / m2	130.177	139.038	139.037	138.386	139.557

5.8.2 Numbers of Fixed Packages of Services

Aantallen vaste pakketten diensten	2022	2023	2024	2025	2026
Basisdienst AC / k€ Baten	267.252	283.384	283.384	283.384	283.384
Bedrijfsgezondheid / IAR PID	856	886	886	886	886
Connectiviteit / m2	109.230	114.382	116.739	117.662	118.599
Energie / m2	109.230	114.382	116.739	117.662	118.599
Faciliteiten / IAR GAST	124	166	166	166	166
Faciliteiten / IAR PID	856	886	886	886	886
Faciliteiten / IAR PNID	499	558	558	558	558
Faciliteiten / m2	109.230	114.382	116.739	117.662	118.599
Financiële administratie / factuur	23.116	23.116	23.116	23.116	23.116
IC concern informatie systemen (CIS) (totaal)	3.833.683	4.532.671	4.532.671	4.532.671	4.532.671
ICT basisdienst / IAR	1.479	1.610	1.610	1.610	1.610
Inkoop / k€ Overige kosten + inhuur PNID	51.270	55.890	55.890	55.890	55.890
Openingstijden beveiliging	32.610	37.231	37.231	37.231	37.231
Pers. & sal. adm. / IAR GAST	124	166	166	166	166
Pers. & sal. adm. / IAR PID	856	886	886	886	886
Pers. & sal. adm. / IAR PNID	499	558	558	558	558
Personeelsadvertenties / IAR PID	856	886	886	886	886
Proj. Adm. / WBS regels	7.560	5.003	5.003	5.003	5.003
Schoonmaak / m2 gewogen	118.305	128.060	130.458	131.727	132.350
UvAwerkplek (Speciaal) desktop	39	22	22	22	22
UvAwerkplek (Speciaal) laptop	149	145	145	145	145
UvAwerkplek (Standaard) desktop	1.058	872	872	872	872
UvAwerkplek (Standaard) laptop	792	813	813	813	813
UvAwerkplek (Zelfsupport)	336	373	373	373	373
Vastgoed / m2	154.277	159.964	165.146	167.863	168.800

5.8.3 Numbers of Fixed Packages of Central

Aantallen vaste pakketten concern	2022	2023	2024	2025	2026
Basisdienst AC / k€ Baten	45.276	54.028	54.028	54.028	54.028
Bedrijfsgezondheid / IAR PID	189	208	208	208	208
Connectiviteit / m2	8.784	8.315	8.171	8.085	8.085
Corporate communicatie (totaal)	1.270.000	1.270.000	1.270.000	1.270.000	1.270.000
Energie / m2	8.784	8.315	8.171	8.085	8.085
Faciliteiten / IAR GAST	46	46	46	46	46
Faciliteiten / IAR PID	189	208	208	208	208
Faciliteiten / IAR PNID	47	68	68	68	68
Faciliteiten / m2	8.784	8.315	8.171	8.085	8.085
Financiële administratie / factuur	3.509	3.509	3.509	3.509	3.509
ICT basisdienst / IAR	282	322	322	322	322
Inkoop / k€ Overige kosten + inhuur PNID	8.529	8.874	8.874	8.874	8.874
Openingstijden beveiliging	3.114	3.060	3.060	3.060	3.060
Pers. & sal. adm. / IAR GAST	46	46	46	46	46
Pers. & sal. adm. / IAR PID	189	208	208	208	208
Pers. & sal. adm. / IAR PNID	47	68	68	68	68
Personeelsadvertenties / IAR PID	189	208	208	208	208
Proj. Adm. / WBS regels	549	150	150	150	150
Schoonmaak / m2 gewogen	8.427	7.910	7.902	7.867	7.867
UB / fte WP PID	12	13	12	16	16
UB / Wetenschappelijke Publicaties	-	8	8	8	8
UB / WP fte PID + student	12	13	12	16	16
UvAwerkplek (Speciaal) laptop	3	6	6	6	6
UvAwerkplek (Standaard) desktop	44	21	21	21	21
UvAwerkplek (Standaard) laptop	210	224	224	224	224
UvAwerkplek (Zelfsupport)	46	54	54	54	54
Vastgoed / m2	8.784	8.315	8.171	8.085	8.085

Appendices

Glossary

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

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

Budgets of service units

The unit budgets included in this chapter are the budgets provided by the service unit, with limited adjustments in the figures in a number of cases.
Amounts in tables are in € x 1,000.

Technology Transfer Office

BKT	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	75	75	75	75
Additioneel budget	1.700	1.700	1.700	1.700	1.700
Uitkering Valorisatie	750	750	750	750	750
Overige baten werk iov derden	150	425	-	-	-
Overige baten extern	450	274	737	737	737
Totale overige baten	3.050	3.224	3.262	3.262	3.262
Interne baten variabele verrekeningen	130	-	-	-	-
Totale baten interne verrekeningen	130	-	-	-	-
TOTALE BATEN	3.180	3.224	3.262	3.262	3.262
LASTEN					
Personeel in dienst	2.074	1.906	1.843	1.843	1.938
Ingehuurd personeel	170	215	215	215	215
Interne verrekeningen personele lasten	92	95	95	95	-
Totale personele lasten	2.336	2.216	2.153	2.153	2.153
Overige beheerslasten	183	200	200	200	200
Huisvestingslasten	-	24	24	24	24
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	600	600	600	600	600
Totale overige lasten extern	783	824	824	824	824
Kosten Vastgoed	107	116	116	116	116
Kosten Energie	16	23	23	23	23
Kosten Facility Services	32	36	36	36	36
Kosten ICT Services	42	47	47	47	47
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	58	54	54	54	54
Kosten Communicatie	2	2	2	2	2
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	4	4	4	4	4
Variabele dienstverlening	0	3	3	3	3
Totale lasten interne dienstverlening	260	284	284	285	285
TOTALE LASTEN	3.380	3.324	3.262	3.262	3.262
RESULTAAT	200-	100-	0	0	0-
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	200-	100-	0	0	-

Role and activities of IXA UvA

IXA UvA (Technology Transfer Office) (Bureau Kennistransfer, BKT)) performs the following core tasks within the UvA: valorisation support (business development and funds management), grant advice, legal support regarding valorisation and research collaboration, organisation of events and supporting communication activities. Partly owing to the support provided by IXA UvA, the UvA obtains extensive income from indirect government funding and contract research funding each year. Demand for the basic support provided by IXA UvA has grown continually in recent years and continues to grow. This reflects the UvA's objectives in the area of valorisation (upscaling) and research collaboration (more consortiums) and the focus on this in, for example, the new Strategic Plan, the Research Strategy and the Valorisation Strategy.

IXA UvA budget

The IXA UvA's budget comprises the income and expenses of the service and for the UvA's Valorisation Fund. The 2023 budget also includes additional income and expenses for the anticipated upscaling of valorisation, on a budget-neutral basis. The amount concerned is €1,250,000. A plan is being developed jointly by the faculties and IXA for the utilisation of these funds.

The Valorisation Fund totals €825,000 and is included in the budget on a budget-neutral basis. As in preceding years, the budget from the UvA for the service has been estimated at €1,700,000. As regards the external income, €548,000 is budgeted for the TTT AI project and for a number of specific services, as well as other purposes. The TTT AI project is a nationwide thematic technology transfer programme, with the UvA as the lead organisation, in the field of AI. The costs budgeted for IXA UvA largely consist of personnel costs (€2,200,000) and the cost allocations for accommodation, IT, etc. (€304,000). Lastly, there are cost allocations to and from the AUAS, as IXA is a shared service of both institutions.

Administration Centre

AC	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	400	400	400	400
Additioneel budget	246	11-	15-	-	-
Administratieve opbrengsten collegegelden	384	350	350	350	350
Overige baten extern	1.901	1.775	1.775	1.775	1.775
Totale overige baten	2.531	2.639	2.635	2.650	2.650
Interne baten vaste pakketten	15.345	17.165	17.403	17.610	17.774
Interne baten variabele verrekeningen	233	228	208	208	208
Totale baten interne verrekeningen	15.578	17.393	17.611	17.818	17.982
TOTALE BATEN	18.109	20.032	20.246	20.468	20.632
LASTEN					
Personeel in dienst	10.080	11.746	11.672	11.472	11.335
Ingehuurd personeel	1.714	1.680	1.680	1.680	1.680
Interne verrekeningen personeel lasten	67	51	51	51	51
Totale personeel lasten	11.861	13.477	13.403	13.203	13.066
Overige beheerslasten	2.658	2.015	2.015	2.015	2.015
Huisvestingslasten	-	-	-	-	-
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	2.658	2.015	2.015	2.015	2.015
Kosten Vastgoed	363	373	373	373	373
Kosten Energie	54	73	73	73	73
Kosten Facility Services	143	152	152	152	152
Kosten ICT Services	2.532	3.666	3.666	3.666	3.666
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	141	140	141	142	143
Kosten Communicatie	10	10	10	10	10
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	24	24	24	24	24
Variabele dienstverlening	325	85	85	85	85
Totale lasten interne dienstverlening	3.590	4.523	4.524	4.525	4.527
TOTALE LASTEN	18.109	20.016	19.942	19.744	19.607
RESULTAAT	0	17	303	724	1.024
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	0	17	303	724	1.024

The Administration Centre (AC) has submitted a balanced budget for 2023 and beyond. The 2023 budget is based on the 2022 budget. Changes, adjustments, etc. have been applied to this, arising from:

- The changes agreed and discussed during the 2023 SLA cycle
- The revised insights and special wishes based on the mission and vision as laid down and explained in the Long-term Plan for the Administration Centre
- Addition of POL (the Education Logistics Programme) to the Administration Centre.

The year 2022 continues to be governed by getting the foundation in order, but clearly also by the transition to SAP4HANA. The latter will also be manifest in 2023. In addition, we expect to be able to take the next step in some areas to start the automation and digitalisation of processes. First-time-right principle and inputting at the source.

The Long-term Plan for the AC entails optimising, standardising and professionalising the processes, both within and outside the AC. The development will be to move from Registering to Coordination. In other words, from manual inputting to continuous monitoring, implementing dashboards with alert functions, etc. A shift from looking back to looking forward and demonstrably being in control. The AC aims to be progressive and be in the driving seat to a greater extent. Only then can quality be and continue to be assured. Making choices is important in this connection. The AC can only achieve this objective if the entire organisation is committed to this. This change will place major demands on both the organisation and staff.

No further growth in FTEs is expected now that the integration into the line of activities such those in the POL project will be effected in 2023 and the Operational Management Office has been put in place. The integration of POL into the line does however entail an increase in the rate for the students from €164.06 to €195.67. As a result, the revenues of the AC will increase by more than €1.7 million compared with the 2022 budget. POL does however also entail additional ICTS costs for the AC (e.g. licences, servers and application managers); as a result, the costs charged on from ICTS to the AC increase by €1 million.

From 2024, staff numbers of some departments are expected to decrease by 5% a year owing to robotisation and efficiency. This has been incorporated in the budget.

The rates of the AC are stable. The changes that have been made are connected with shifts of services to the AC or new services.

ICT Services

ICTS	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	6.389	12.812	11.134	9.701	6.775
Additioneel budget	-	600	-	-	-
Overige baten werk iov derden	624	676	676	676	676
Overige baten extern	2.500	2.881	2.881	2.881	2.881
Totale overige baten	9.513	16.970	14.692	13.259	10.333
Interne baten vaste pakketten	27.448	29.993	30.217	30.372	30.519
Interne baten variabele verrekeningen	3.288	2.321	2.321	2.321	2.321
Totale baten interne verrekeningen	30.736	32.314	32.538	32.693	32.840
TO TALE BATEN	40.249	49.283	47.229	45.951	43.172
LASTEN					
Personeel in dienst	17.704	24.822	23.605	22.642	20.631
Ingehuurd personeel	7.227	5.882	4.432	4.535	4.626
Interne verrekeningen personele lasten	-	20	-	-	-
Totale personele lasten	24.931	30.724	28.037	27.178	25.258
Overige beheerslasten	11.594	13.590	13.068	12.656	11.794
Huisvestingslasten	-	-	-	-	-
Afschrijvingen	2.133	2.380	2.377	2.377	2.377
Subsidies en Overdrachten	448	910	862	862	862
Totale overige lasten extern	14.175	16.880	16.307	15.895	15.033
Kosten Vastgoed	1.178	1.142	1.128	1.122	1.122
Kosten Energie	174	223	220	219	219
Kosten Facility Services	514	544	542	542	542
Kosten ICT Services	848	535	534	534	534
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	455	348	350	353	356
Kosten Communicatie	14	14	14	14	14
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	34	35	35	35	35
Variabele dienstverlening	54	60	60	60	60
Totale lasten interne dienstverlening	3.271	2.902	2.885	2.879	2.882
TO TALE LASTEN	42.378	50.505	47.229	45.951	43.172
RESULTAAT	2.129-	1.222-	0	0	0
Mutatie (bestemde) reserve		331			
RESULTAAT NA MUTATIE RESERVE	2.129-	891-	-	-	-

ICTS has formulated 8 objectives on the basis of the UvA's 2021-2026 Strategic Plan. The principal spearheads for the year 2023 have been defined within those objectives. The (long-term) objectives formulated, including spearheads for 2023, are as follows:

ICTS contributes to the successful achievement of the UvA's digital agenda.
We are closely involved in the execution of innovation projects in the IV portfolio, from the initiation phase to eventually taking a new ICT service into production.

- *ICTS ensures best-in-class IT-for-IT service provision*
This domain encompasses all generic IT basic facilities and supporting/business processes within ICTS that are required for good, reliable delivery of end user services from the other domains. Important spearheads include:
 - Transition to the hybrid Cloud
 - Migration of our integration platform
- *ICTS increases cyber resilience, data security and personal data protection and improves (digital) business continuity*
In the past few years, in response to the cyber attack in February 2021 and the growing threat of such attacks, we have stepped up our efforts to improve our own cyber resilience. To this end, an extensive supplementary package of improvements has been adopted, and those activities will continue with the same intensity in 2023.
- *ICTS is able to attract and retain talent*
We are faced with a labour market that is under pressure, and in which the shortages of people with ICT-related areas of competence will increase further in the years ahead. Therefore, the following spearheads have been formulated for 2023:
 - Completion of Strategic Staff Development (SPO) programme
 - Recruiting new employees: ICTS has drawn up a recruitment plan aimed at improving its recruitment efforts even further.
- *ICTS reduces ICT's environmental footprint*
Long-term goals include reducing ICT's environmental footprint by 25% and collecting and responsibly disposing of 100% of the e-waste. We will continue our efforts aimed at this objective in full in 2023.
- *ICTS takes account of a critical approach to BigTech in its ICT offering*
We aim to maintain its digital sovereignty. ICTS will continue to pursue this in 2023 as well, for example in its purchasing and tendering policy, and taking exit strategies into account. Wherever possible, we act jointly with our fellow universities in the SURF context in this connection.
- *ICTS contributes to increasing diversity and inclusion*
We attach great importance to knowledge and awareness of the value of diversity and inclusion. We actively promote this and aim to continue stimulating this as much as possible by means of exemplary behaviour on our part, our hiring policy, our method for recruiting both internal and external staff and by making digital accessibility part of the architectural principles.
- *ICTS opts for 'together' and delivers its services in collaboration with the other service units, the faculties and students, across the borders of organisational units.*
ICTS has achieved a transition in the past few years that enables it to further improve its implementation of this collaboration. We are now working with more than 20 agile product teams, in which, besides ICTS staff, colleagues from other Shared Services also often participate.

A substantial negative result has been budgeted for ICTS-UvA for 2023. This is due, on the one hand, to temporarily necessary theme-based budgets to improve our information security and to migrate our integration platform (see the objectives above). On the other hand, a substantial part of the deficit is of a recurring nature, as seen in the results of the past few years. An analysis is

currently under way of the reasons for this deficit, in terms of longer-term developments on both the costs side and on the income side. Based on this analysis, measures will need to be taken jointly to eliminate the recurring nature of the deficit as soon as possible. The main features of developments in income and expenses are discussed below, in outline.

Income

The increase in other income relates mainly to allocations for the IV portfolio activities. The increase of the internal income of service units and faculties is attributable, on the one hand, to the commissioning of systems under the POL projects and, on the other, to higher numbers of students and staff.

Expenses

The increase in personnel costs is largely attributable to increases under Collective Labour Agreements and planned PID increases and the utilisation of ICT portfolio budgets. This utilisation is partly reflected in other expenses.

The increase of the Grants and transfers is caused by the increased SURF rates.

Facility Services

FS	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	346	346	346	346
Additioneel budget	-	600	-	-	-
Excedent huisvesting	-	3.300	3.300	3.300	3.300
Overige baten werk iov derden	1.945	2.122	2.122	2.122	2.122
Overige baten extern	4.174	5.558	5.558	5.558	5.558
Totale overige baten	6.119	11.926	11.326	11.326	11.326
Interne baten vaste pakketten	39.911	45.511	45.758	45.856	46.017
Interne baten variabele verrekeningen	6.426	10.426	11.052	11.052	11.052
Totale baten interne verrekeningen	46.337	55.937	56.810	56.908	57.069
TOTALE BATEN	52.457	67.863	68.136	68.234	68.396
LASTEN					
Personeel in dienst	9.506	12.057	12.057	12.057	12.057
Ingehuurd personeel	3.023	3.734	2.989	2.824	2.769
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	12.529	15.791	15.046	14.881	14.826
Overige beheerslasten	3.922	5.109	4.766	4.684	4.646
Huisvestingslasten	15.105	18.803	17.918	17.720	17.653
Afschrijvingen	1.742	1.856	1.856	1.856	1.856
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	20.768	25.767	24.540	24.260	24.154
Kosten Vastgoed	11.478	15.791	16.875	17.247	17.469
Kosten Energie	1.698	2.857	3.068	3.141	3.184
Kosten Facility Services	3.451	4.224	4.476	4.547	4.585
Kosten ICT Services	1.593	1.820	1.893	1.918	1.933
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	418	445	448	451	454
Kosten Communicatie	9	10	10	10	10
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	21	23	23	23	23
Variabele dienstverlening	1.654	1.756	1.757	1.757	1.757
Totale lasten interne dienstverlening	20.321	26.924	28.550	29.093	29.415
TOTALE LASTEN	53.619	68.483	68.136	68.234	68.395
RESULTAAT	1.162-	620-	0	0-	0
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	1.162-	620-	-	-	-

The result of FS for 2023 is a loss of €620,000. The main cause of that loss is the accumulated wage increase that has been impossible to absorb in the FS budget during the past three years. For 2023, a wage compensation/cost-of-living adjustment of €346,000 has been received from the central organisation. However, the remaining amount that does continue to bear down on the FS budget amounts to €575,000. The inability to absorb wage inflation by means of efficiency gains leads to a structural problem in the FS budget. We therefore aim to include this topic in the next SLA round in order to jointly reach a solution together with our customers.

Various new buildings are set to be completed in the years ahead and more square metres will be put in place in accordance with the Accommodations Plan. This also means an increase in the number of square metres for FS and these are included in the long-term budget. This increase in square metres comprises both lecture rooms and general spaces such as catering and bicycle parking facilities. Bicycle parking facilities still need to be discussed with the organisation. The revenues relating to lecture rooms will start flowing in when faculties actually move into these additional spaces.

Facility Management

At the start of 2022, FS appointed a project group to organise overdue maintenance for UvA buildings. In the Operational Management Consultations of September 2022, the new demarcation for the Maintenance item was approved. As a result, FS will manage the entire maintenance by lessees that will be carried out in accordance with the Long-term Maintenance Plan (MJOP). An additional budget of €2 million has been obtained for this for 2023, and the amount that has been made available to carry out the maintenance on campuses therefore now totals €3.5 million.

The inflation adjustments for cleaning and security are allocated in the SLA process. This year, however, we are also seeing sharp increases for other products and services. At the time when the budget was drawn up, we took account of the price increases that were known at that time and compensation of €300,000 was provided for them by the central organisation. But after the budget had been drawn up, further price increases were announced by suppliers, including Profi-sec, our supplier of security services. Based on an initial estimate, this alone could already lead to an additional increase of €300,000 for Profi-sec. We therefore established a project group to map all price increases of our suppliers and to report on this at the end of the year.

Teaching Logistics Office

In the spring of 2022, the proposal to charge on the m2 price increases to faculties was approved by the Operational Management Consultations. As a result, the Room Management and Timetable Coordination services are now cost-neutral. For the next SLA round, jointly with the Operational Management Consultations, we will work on a future-proof funding system for the Testing unit; this will also include a revision of the rates to ensure that this service also becomes cost-neutral.

Accommodation

In consultation with Real Estate, an expansion of the workforce by 13.6 FTEs has been incorporated in the budget. This is in line with the significant increase of the Long-term Maintenance Plan (MJOP) in the past few years. We aim to make significant progress in terms of both the energy transition and the regular owner's maintenance in the years ahead.

Purchasing

Owing to the deferral of the SAP project, the implementation of 'Order to payment' ('Bestellen tot betalen') has been shifted to the 2023 budget. An amount of €325,000 has been reserved for this, of which €300,000 is funded by the central organisation. This has been incorporated in the current budget.

Operational**Management****Office**

Additional funds have been included in the budget for KMS owing to the new invitation to tender. Additional funds have also been included for the contract with Canon, which has become more expensive owing to shortages of labour and materials and price increases for raw materials. We have included this cost increase for 2023 and agreed with the supplier that evaluation will take place in mid-2023.

University Library

UB	2022	2023	2024	2025	2026
BATEN					
Variabele allocatie onderzoek	8	125	356	350	346
Doorgegeven rijksbijdrage onderzoek	4	4	-	-	-
Beleidsbudget onderzoek	29	-	-	-	-
Totale baten onderzoek	41	129	356	350	346
Beleidsbudget overig	15.009	16.073	16.073	16.073	15.758
Additioneel budget	755	550	150	150	150
Themabudget	100	100	100	-	-
Overige baten werk iov derden	1.060	2.000	2.000	2.000	2.000
Overige baten extern	2.096	615	615	615	615
Totale overige baten	19.020	19.338	18.938	18.838	18.523
Interne baten vaste pakketten	21.597	21.995	22.387	22.706	22.876
Interne baten variabele verrekeningen	6.982	8.069	8.058	8.058	8.058
Totale baten interne verrekeningen	28.579	30.064	30.445	30.764	30.934
TOTALE BATEN	47.640	49.532	49.739	49.952	49.803
LASTEN					
Personeel in dienst	13.657	14.312	14.299	14.299	14.299
Ingehuurd personeel	848	1.234	925	925	925
Interne verrekeningen personele lasten	40	108	108	108	108
Totale personele lasten	14.545	15.654	15.332	15.332	15.332
Overige beheerslasten	12.570	12.836	12.267	12.635	12.764
Huisvestingslasten	200	160	160	160	160
Afschrijvingen	540	-	550	550	550
Subsidies en Overdrachten	107	100	440	432	100
Totale overige lasten extern	13.417	13.096	13.417	13.777	13.574
Kosten Vastgoed	12.141	12.417	12.094	11.981	12.015
Kosten Energie	1.796	2.423	2.360	2.338	2.345
Kosten Facility Services	3.425	3.659	3.573	3.566	3.575
Kosten ICT Services	1.565	1.571	1.549	1.541	1.544
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	321	340	343	346	348
Kosten Communicatie	15	15	15	15	15
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	35	37	37	37	37
Variabele dienstverlening	1.425	1.018	1.018	1.018	1.018
Totale lasten interne dienstverlening	20.723	21.481	20.990	20.843	20.897
TOTALE LASTEN	48.685	50.232	49.739	49.952	49.803
RESULTAAT	1.046-	700-	0	0	0
Mutatie (bestemde) reserve	450	375	150	-	-
RESULTAAT NA MUTATIE RESERVE	596-	325-	150	0	0

The UvA has been growing significantly in recent years; both the number of students and the number of academic staff are increasing substantially. As both are important funding parameters for the Library, this development has a positive effect on income. At the same time, it also leads to increased pressure on the Library's budget. As a result, the primary target group of the Library is continually growing in terms of numbers as well as diversity, owing to the increase in the number of international students. In combination with the cost increase of the central service units, this is leading to pressure on the Library's budget.

The Library is currently drawing up the 2023-2026 policy plan, an ambitious plan centred on the added value of the Library for the UvA and AUAS. Obviously, successfully achieving the goals defined in this plan will to a large extent also depend on the financial scope available. The Library sees finding this scope as a major priority for the coming years.

One of the measures designed to create the necessary scope for investment was the launch of the project Space Utilisation in depots (rationalisation of collections and limitation of m² utilisation). This project has been very successful. At year-end 2022, this will result in a 1800m² reduction of space at the IWO, i.e. a saving of around €650,000. At the same time, from 2023 the Library will take up more m² to be able to meet the growing demand for study places. As a consequence, the targeted saving of €650,000 on the project will only be achieved to a small extent.

The goals proposed in the policy plan also require investment in staff, in terms of both staff numbers and expertise. A plan for strategic personnel management has been drawn up for this. The focus is mainly on the development on existing staff, in addition to recruiting new specialised staff. In view of the fact that the staffing capacity of the Library is limited, retirements and natural staff turnover will be used where possible in order to recruit the expertise that is necessary for achieving the goals proposed in the policy plan.

The construction of the new library is another major issue that affects the budget. A number of investments were undertaken in 2022 for the furniture, and investments are also expected for 2023. These are estimated at around €500,000.

In addition, the plan for carrying out the study into the origins of the AP's collection, which was agreed this year with the Executive Board, will start in 2023. Completing this will take around 4-6 years. The Library has reserved €100,000 per year for this purpose. Further preparatory work will also be performed in 2023 for the project for the commercial operation of the museum café in the AP.

The budgeted result in 2023 is a loss of €700,000. The longer-term aim is to achieve at least a break-even result.

Student Services

StS	2022	2023	2024	2025	2026
BATEN					
Doorgegeven rijksbijdrage en collegegelden onderwijs	500	-	-	-	-
Beleidsbudget onderwijs	800	800	800	800	800
Totale baten onderwijs	1.300	800	800	800	800
Additioneel budget	1.503	1.503	1.503	1.503	1.503
Administratieve opbrengsten collegegelden	131	636	-	-	-
Overige baten werk iov derden	2.424	2.522	2.522	2.522	2.522
Overige baten extern	4.118	3.858	3.858	3.858	3.858
Totale overige baten	8.176	8.755	8.120	8.120	8.120
Interne baten vaste pakketten	11.227	13.399	13.696	13.941	14.116
Interne baten variabele verrekeningen	14	14	14	14	14
Totale baten interne verrekeningen	11.241	13.413	13.710	13.955	14.130
TOTALE BATEN	20.717	22.968	22.630	22.875	23.050
LASTEN					
Personeel in dienst	6.261	7.018	6.639	6.891	7.153
Ingehuurd personeel	50	12	12	12	12
Interne verrekeningen personele lasten	22	-	-	-	-
Totale personele lasten	6.333	7.030	6.651	6.903	7.165
Overige beheerslasten	1.698	1.557	1.557	1.557	1.557
Huisvestingslasten	1.544	1.775	1.775	1.775	1.775
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	8.269	11.036	11.036	11.036	11.036
Totale overige lasten extern	11.512	14.367	14.367	14.367	14.367
Kosten Vastgoed	394	403	403	403	403
Kosten Energie	58	79	79	79	79
Kosten Facility Services	135	124	124	124	124
Kosten ICT Services	323	244	244	244	244
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	258	266	267	268	269
Kosten Communicatie	7	8	8	8	8
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	18	19	19	19	19
Variabele dienstverlening	1.536	419	419	419	277
Totale lasten interne dienstverlening	2.730	1.562	1.563	1.564	1.423
TOTALE LASTEN	20.575	22.959	22.581	22.834	22.955
RESULTAAT	143	10	49	41	95
Mutatie (bestemde) reserve	-	-	-	-	-
RESULTAAT NA MUTATIE RESERVE	143	10	49	41	95

The Student Services department (StS) provides advice, information and guidance to students, staff, PhD students and graduates of the University of Amsterdam (UvA). For students, it offers information and services of student counsellors, student psychologists, the Office of International Student Affairs, the Student Careers Centre and the Central Student Service Desk. In addition, StS provides services in the areas of student accommodation and immigration to international students and helps to arrange accommodation for foreign staff and PhD students, in collaboration with faculties. It also seeks to ensure a good start to academic careers by organising orientation programmes and soft landing activities for new students at the UvA.

The service is stable in its operations and is working vigorously on building service quality and on further professionalisation of the organisation. Given the context of rising student numbers, increasing complexity in the needs of students and diversity of the population, this represents a challenge the StS is eager to take on. The focus in working on this ambition is on strengthening cooperation with faculties and degree programmes, thereby increasing the added value of the services for students and creating complementarity in the supply chains.

The year 2022 was a stable year for StS, in which the main challenge was the increase in the number of international and other students. The financial basis is now in order and StS accordingly has a balanced budget. The long-term budget is also stable. Challenges are posed by the increase in the costs of the internal service provision and the regular increase in personnel costs. In view of the long-term forecast for student numbers, no problems are expected to arise for StS in that regard, however. The development of the dashboards created in 2021, which provide management information on service provision, will be continued, to allow financial data to be included in them as well, and this can serve as a basis for the rate structure and agreements with faculties (the service level agreements).

StS is anticipating several strategic issues in 2023. The continuing growth of the number of international students is a huge challenge, this group is over-represented in our service provision. In addition, it creates acute problems such as shortages of student accommodation. External developments are necessitating flexibility on the part of StS and concerns for students' well-being and mental health are growing. The need for improvements in effectiveness and efficiency is therefore undiminished, to enable StS to continually respond to a ceaselessly changing environment. Seeking to reduce costs / maintain sound service provision goes hand in hand in this connection with investing in innovation and development. While it was necessary in recent years to devote a great deal of time and energy to professionalising the organisation, the results of those efforts will create greater scope at StS to focus on developing and expanding the contents of its service offering. All staff members of StS are guided in their work by the goal of responding optimally to students' requirements in facilitating, supporting and optimising their academic career.

Communications & Alumni Relations

BC	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	203	203	203	203
Additioneel budget	2.106	2.106	2.106	2.106	2.106
Overige baten werk iov derden	50	113	100	100	100
Overige baten extern	330	218	193	193	218
Totale overige baten	2.486	2.640	2.602	2.602	2.627
Interne baten vaste pakketten	7.527	7.714	8.106	8.219	8.300
Interne baten variabele verrekeningen	335	157	157	157	157
Totale baten interne verrekeningen	7.862	7.871	8.263	8.376	8.457
TOTALE BATEN	10.348	10.511	10.864	10.977	11.083
LASTEN					
Personeel in dienst	5.534	6.385	6.587	6.780	6.851
Ingehuurd personeel	375	280	350	360	375
Interne verrekeningen personele lasten	76	76	76	76	76
Totale personele lasten	5.985	6.741	7.013	7.216	7.301
Overige beheerslasten	2.099	1.771	1.852	1.762	1.782
Huisvestingslasten	45	4	4	4	4
Afschrijvingen	2	2	2	2	2
Totale overige lasten extern	2.146	1.777	1.858	1.768	1.788
Kosten Vastgoed	342	360	360	360	360
Kosten Energie	51	70	70	70	70
Kosten Facility Services	140	155	155	155	155
Kosten ICT Services	1.356	1.205	1.205	1.205	1.205
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	114	115	115	116	117
Kosten Communicatie	5	5	5	5	5
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	13	12	12	12	12
Variabele dienstverlening	123	70	70	70	70
Totale lasten interne dienstverlening	2.145	1.992	1.993	1.994	1.994
TOTALE LASTEN	10.277	10.511	10.864	10.978	11.083
RESULTAAT	72	0	0	0	0

As from August 2022, the two service units Communications Office and Development and Alumni Relations Office, have been united in a single service unit, provisionally named 'Communications & Alumni Relations', C&A. As a result of this change, the two budgets have also been combined. The year 2023 will be transitional year in which the organisational, administrative and financial set-up will be further integrated and streamlined. Naturally, this also requires attention in terms of staffing.

The combined service unit will contribute to the goals in the Strategic Plan (IP) by providing professional support to the Executive Board, the faculties and the central units on policy and implementation. C&A focuses on both the internal and the external target groups. C&A focuses mainly on university-wide topics, for future and existing students, staff, alumni and other UvA relations. Naturally, it does so in consultation with experts of faculties, service units and Executive Staff.

In 2023, the provision of information to staff and students will be developed further and thereby improved. The innovations under the Education Logistics Programme are coming to the line, with governance as an important focus area.

Providing information for prospective students is an important task for Communications. Partly owing to the coronavirus years, the online provision of information has been further professionalised. By way of example: online chatting and the option offered to ask questions 1-on-1 is working very well. The digital campus tours are also used frequently. To give prospective students a live taste of the atmosphere, a campus day was hosted in 2022, designed to provide an opportunity to get to know the UvA. This campus day will again be organised in 2023, thus ensuring a good mix of online and offline provision of information in 2023.

The revised direction for communication, based on co-creation with the communications staff of the faculties and service units, is expected to be completed and submitted for decision-making in mid-2023. The Strategic Plan is the basis for this. This may lead to changes in procedures and priorities.

Labour market communication requires continual attention. Partly owing to closer collaboration with HR and an intensified use of media (campaign), the number of focused target group campaigns will be continually stepped up.

Urgency, relevance and mutual benefits are central in the UvA alumni approach. The integration of the Communications Office and the Development and Alumni Relations Office makes it possible to consider alumni as a key target group; this is based on structural connection with the faculties and the connections they seek to build with alumni. The younger generation of alumni is an important target group in this connection: the large student numbers also mean much larger numbers of young alumni.

Improving the offering for all alumni and expanding it jointly with the UvA Academy and the University of Amsterdam Alumni Association (AUV) are central to the alumni strategy. That is also in line with the second goal: stronger positioning, within and outside the UvA community, of the University Fund and its added value for students, academic staff and support staff.

Student Health Services

SGZ	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	64	64	64	64
Additioneel budget	73	23	-	-	-
Overige baten werk iov derden	1.900	2.025	2.025	2.025	2.025
Overige baten extern	70	85	85	85	227
Totale overige baten	2.043	2.197	2.174	2.174	2.316
Interne baten variabele verrekeningen	164	142	142	142	-
Totale baten interne verrekeningen	164	142	142	142	-
TOTALE BATEN	2.207	2.339	2.316	2.316	2.316
LASTEN					
Personeel in dienst	1.752	1.829	1.829	1.829	1.829
Ingehuurd personeel	-	-	-	-	-
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	1.752	1.829	1.829	1.829	1.829
Overige beheerslasten	4	4	4	4	4
Huisvestingslasten	-	-	-	-	-
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	4	4	4	4	4
Kosten Vastgoed	273	279	279	279	279
Kosten Energie	40	55	55	55	55
Kosten Facility Services	60	61	61	61	61
Kosten ICT Services	40	42	42	42	42
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	19	19	19	19	19
Kosten Communicatie	2	2	2	2	2
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	5	5	5	5	5
Variabele dienstverlening	33	22	22	22	22
Totale lasten interne dienstverlening	472	485	485	485	485
TOTALE LASTEN	2.227	2.317	2.317	2.318	2.318
RESULTAAT	20-	22	1-	2-	2-
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	20-	22	1-	2-	2-

The year ahead will pose some challenges, due to several concurrent developments. Two experienced GPs will be leaving the practice, and there is a new director. It is proving to be extremely difficult to fill vacancies for GPs and medical assistants. This is an issue across the entire healthcare sector, and one with which we are also having to contend. In addition, demand for healthcare is rising, the phones never stop ringing, mental health care is backed up, increasing numbers of international students are arriving with sometimes complicated healthcare needs and the impact of COVID-19 has not yet subsided. The government is also imposing more requirements on general practitioner care, such as mandating that it must be possible for patients to access their file electronically.

As regards the latter requirement, the practice has joined 'uw zorg on-line' ('your healthcare online') as a result of which a healthcare portal is available. In the coming year, we will be experimenting with options for informing patients in this portal by means of structured questionnaires and for routing them to the best-suited healthcare for them. After all, sometimes it is not necessary for a GP to actually see a patient; information can also be included in the patient file on an automated basis in this manner, which may to some extent reduce the need for face-to-face consultations.

For a progressive practice, eHealth is an absolute must. Our practice offers a range of eHealth modules for mental support, we have created several interactive websites ourselves. See, for example, www.beterconcentreren.nl or www.mindermigraine.nl. These sites are also available in English. Students can use the health test at www.studentengezondheidstest.nl.

It has been known for a long time that students feel less healthy than their peers of the same age that have commenced employment. This has been exacerbated by the COVID-19 pandemic. It is therefore important to provide preventive healthcare, in addition to the individual care for patients. Following up on UvA-Care, the UvA is joining Caring Universities, a platform with customised eHealth modules for students. It remains highly important to alert all students and PhD candidates at least twice a year, via an email message, to this platform and to invite them to complete a "screener". The UvA needs to ensure that students can be contacted by email; we will then handle the implementation. Funding is available for this programme for 2022 and 2023 within the National Education Programme funds, after which the funding needs to be included in the budget on a long-term basis.

In 2023, we will co-organise a national symposium on eHealth for students. The UvA will do so jointly with Eindhoven University of Technology as part of the focus on students' well-being within the National Education Programme.

The main practice will remain at Oude Turfmarkt. The Health Centre at the REC was opened in 2021. As anticipated, it has not yet been possible to break even, and that will also be the case in 2023, partly due to understaffing. The UvA expects to break even in 2024 or 2025.

In 2021, a new SLA was entered into with AUAS; the contribution from AUAS is indexed annually. The contribution from the UvA has not been indexed in the past few years. Given that the rising costs attributable to various factors are expected to make withdrawals from the reserves necessary if contributions remain unchanged, consultations are taking place on the long-term development of the contributions.

Real Estate Development

HO	2022	2023	2024	2025	2026
BATEN					
Beleidsbudget overig	-	34	34	34	34
Totale overige baten	-	34	34	34	34
Interne baten vaste pakketten	-	-	-	-	-
Interne baten variabele verrekeningen	2.700	3.500	3.400	3.300	3.300
Totale baten interne verrekeningen	2.700	3.500	3.400	3.300	3.300
TOTALE BATEN	2.700	3.534	3.434	3.334	3.334
LASTEN					
Personeel in dienst	939	1.865	1.865	1.865	1.865
Ingehuurd personeel	271	800	-	-	-
Interne verrekeningen personele lasten	-	-	-	-	-
Totale personele lasten	1.210	2.665	1.865	1.865	1.865
Overige beheerslasten	49	49	49	49	49
Huisvestingslasten	1.286	657	1.357	1.257	1.257
Afschrijvingen	-	-	-	-	-
Subsidies en Overdrachten	5	5	5	5	5
Totale overige lasten extern	1.340	711	1.411	1.311	1.311
Kosten Vastgoed	51	52	52	52	52
Kosten Energie	8	10	10	10	10
Kosten Facility Services	23	24	24	24	24
Kosten ICT Services	42	44	44	44	44
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	23	23	23	23	23
Kosten Communicatie	1	1	1	1	1
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	2	2	2	2	2
Variabele dienstverlening	2	3	3	3	3
Totale lasten interne dienstverlening	150	159	159	159	159
TOTALE LASTEN	2.701	3.534	3.434	3.334	3.334
RESULTAAT	0-	0	0	0	0
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	0-	0	0	0	0

Area and real estate development is a joint task undertaken by four parties: the user, the owner, the manager and the developer. Real Estate Development (HO) acts in the role of developer in this four-party context. The objective in this role is to provide students, researchers and UvA partners with a physical environment that inspires and that stimulates innovation, synergy and social impact. Real Estate Development does this with input and in consultation with both the internal and the external network of the four campuses.

Real Estate Development initiates projects and programmes for this, and on behalf of the Executive Board provides for studies into, designs for and the execution of area development, renovation and new-build construction. Real Estate Development also utilises knowledge and experience for permanently creating more affordable student accommodation, advises on facilities to support new forms of education (Future Learning) and actively pursues sustainability measures in the real estate development projects.

Real Estate Development has five spearheads for the coming years:

1. Integral (project) approach for improving liveability and sustainability at the campuses.
2. Explore, plan and develop innovative, flexible accommodation and service concepts.
3. Future-proof designing of spaces for teaching, research and consultation
4. Area development
5. Experiment with networking work procedures, improve assessment framework and project tools

The budgeted result of Real Estate Development is zero. The funding of the department takes place by deploying staff and resources on the real estate projects and programme budget. The income in 'Internal income from variable settlements' arises, on the one hand, from deployment on projects and also from deployment on programme budget for long-term development of the campuses.

The main long-term developments that are reflected in the figures:

- In the 2022 budget, the actual higher deployment of permanent staff had not been made visible; this was however incorporated in the 2022 forecast. With effect from the 2023 budget, the deployment has been made visible on a longer-term basis. As a consequence, the 2023 budget is higher than in 2022 in relation to the items 'Internal income from variable settlements', 'Personnel employed by the UvA' and 'Accommodation expenses'.
- For accommodation expenses, additional funding is required in 2022 and 2023 for preliminary studies, area development and campus development UK. In 2024 and subsequent years, several projects will be executed. If there were no new developments, this would mean that a decrease would be manifest in this budget from 2024.
- However, the growing number of students and staff gives rise to new needs for campus development and associated area development in the years ahead.
- New plans must be prepared for this, which cannot be reliably quantified at present. Additional deployment of people and funds for this may be required as from 2024.

Energy accounting

EB	2022	2023	2024	2025	2026
BATEN					
Additioneel budget	172-	3.338	3.162	3.152	3.041
Overige baten extern	799	891	891	891	891
Totale overige baten	627	4.229	4.053	4.043	3.932
Interne baten vaste pakketten	9.759	13.958	14.076	14.086	14.199
Interne baten variabele verrekeningen	131	120	120	120	120
Totale baten interne verrekeningen	9.890	14.078	14.196	14.206	14.319
TOTALE BATEN	10.517	18.307	18.249	18.250	18.250
LASTEN					
Personeel in dienst	-	-	-	-	-
Ingehuurd personeel	-	-	-	-	-
Interne verrekeningen personele lasten	270	330	330	330	330
Totale personele lasten	270	330	330	330	330
Overige beheerslasten	180	180	180	180	180
Huisvestingslasten	8.972	16.391	16.778	16.778	16.778
Afschrijvingen	1.000	931	882	882	882
Subsidies en Overdrachten	-	-	-	-	-
Totale overige lasten extern	10.152	17.502	17.840	17.840	17.840
Kosten Vastgoed	-	-	-	-	-
Kosten Energie	-	-	-	-	-
Kosten Facility Services	2	1	1	1	1
Kosten ICT Services	-	-	-	-	-
Kosten UB	-	-	-	-	-
Kosten Administratief Centrum	71	77	78	79	79
Kosten Communicatie	-	-	-	-	-
Kosten Studenten Services	-	-	-	-	-
Kosten ARBO	-	-	-	-	-
Variabele dienstverlening	-	-	-	-	-
Totale lasten interne dienstverlening	74	79	79	80	80
TOTALE LASTEN	10.496	17.911	18.249	18.250	18.250
RESULTAAT	21	396	0	0	0
Mutatie (bestemde) reserve					
RESULTAAT NA MUTATIE RESERVE	21	396	0	0	0

The Energy Department budget largely consists of direct energy costs. In 2022, these are subject to the highly volatile energy market. The war in Ukraine has led to an energy crisis, with sharply rising gas and electricity prices. For now, there will be no decrease in long-term rates compared with regular rates, as persistent shortages are expected. Large energy suppliers throughout Europe are experiencing difficulties. The current supplier, DVEP, has withdrawn from the Dutch market and, partly as a consequence of this, the UvA will switch to a new gas supplier with effect from 1 January 2023. A new framework contract up to the end of 2025 has been entered into. A longer term is not possible in the current market. Gas volumes are purchased in accordance with a strategy defined in advance. The gas purchasing for 2023 leads to much higher unit prices and a large increase in expenses in the energy budget. The 2023 budget contains an increase of electricity costs from €4.2 million to €7.8 million and of gas costs from €1.6 million to €5.2 million.

As a result of the current energy crisis, the UvA's sustainability objectives have been given greater priority. In 2020, the Energy Transition Road Map was adopted by the Executive Board and initiated within all organisational units. Owing to the transition, the dependency on gas has already been significantly reduced in the past few years. Accordingly, the impact of the rising prices is relatively limited, compared with other universities. We will take additional action in 2022 and 2023 to further reduce energy consumption and specifically gas consumption. The UvA has joined the nationwide campaign “Zet de knop om” (“Flip the switch”) and all indoor climate settings for offices and education are dialled back. In the winter, this means heating to 19 degrees only, and in the summer, it means no cooling except above 24 degrees. The settings are also being dialled back at campuses that use seasonal geothermal heat pumps.

Through the Energy Department, we are investing extensively in solar panels, lighting and control optimisations that contribute directly to reduced energy consumption. Investments are made by the real estate owner through major maintenance and a supplementary sustainability programme to reduce energy consumption and to switch to sustainable energy sources. In 2023, we will execute the following major projects: creation of a second source of thermal energy storage (TES) under REC and connection of REC L, E, H, G to the central energy supply (CEF). Installation of LED lighting in REC JK, TES monosources UK, replacement of circulation pipes at SP with electric boilers and connection of greenhouses at ASP to the CEF. Additionally, it is also important to look, together with users, at flexibility in timetabling to enable energy savings in periods of limited occupancy.

The increase in energy prices had already been announced in the SLA and incorporated in the Framework Letter for 2023. The internal rate had been increased to €53.33/m² as a result. Given the extreme increase in gas prices after the adoption of the Framework Letter, this nonetheless led to a substantial deficit in the energy budget, of €3.1 million. This amount will be absorbed on a one-off basis by UvA Centraal. The next SLA will include a proposal to fully factor the purchased energy rates for 2024 into the internal rate. Gas rates are expected to be lower for 2024/25 than in 2023, but by contrast, electricity prices will rise sharply. A sharp increase of the internal energy rates is unavoidable.



UNIVERSITEIT VAN AMSTERDAM

Updated Accommodations Plan 2023

University of Amsterdam

Video and infographic:

<https://www.uva.nl/over-de-uva/beleid-en-regelingen/financien/huisvestingsplan/huisvestingsplan.html>

**Part of the 2023 Budget
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Finance, Planning & Control**

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1 Introduction and conclusion

1.1 Purpose of the UvA Accommodations Plan

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

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

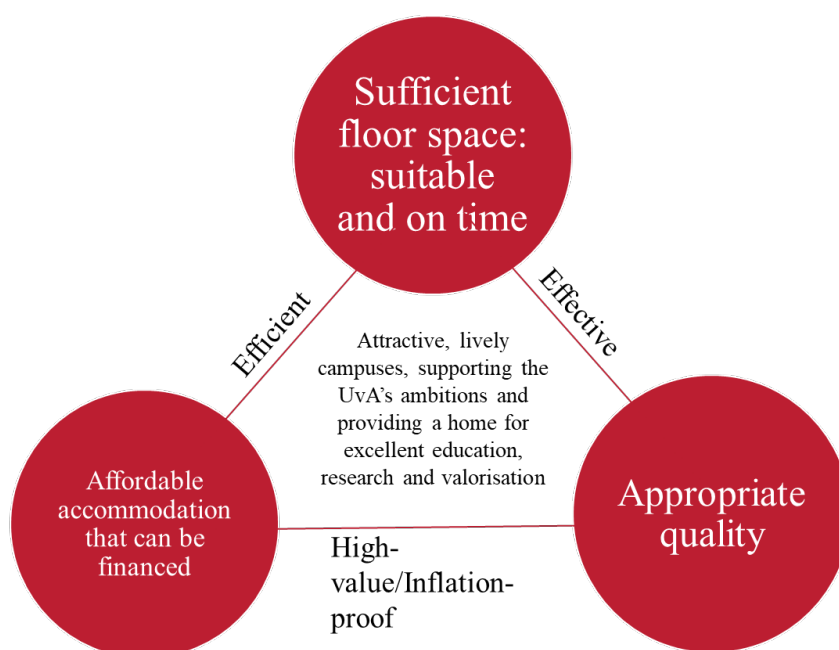


Figure 1. Illustration of the strategic framework of the Accommodations Plan: 1) Quantitatively, there must be sufficient space for the right function at the right time; 2) qualitatively, the space must be able to be used intensively, and must be future-proof, sustainable, etc.; and 3) it must be affordable and financially viable.

The Accommodations Plan provides a reliable forecast for the investments to be undertaken in the period to 2035 and for sound long-term real estate operations. The basic principles and preconditions are as follows:

- The ability of the UvA to obtain financing: whether it has sufficient liquidity to implement its plans;
- The financial standards: changes in the solvency and debt service coverage (DSCR) ratios within the standards of the UvA, as set out in the budget;
- Reasonable cost of accommodation (the share of “owners’ accommodation costs” for all units is within the range of 10–12% of the total turnover);
- Accommodation and investment decisions are assessed against existing policies, such as the current space standard;
- Investments are based on cost-covering rent. Investments with a cost-covering rent above the internal rental rate are loss-making in the Accommodations Plan.

1.2 Conclusion

This year, with the delivery of Lab42, the additional teaching building REC V and the decision to invest in UB Singel for temporary teaching use during renovation of the Oudemanhuispoort building (OMHP), the pressure on available space has been eased for the short term. Whether the portfolio will be adequate in the long term depends on the extent to which units are able to manage space efficiently, as well as on the consequences in terms of space requirements of the ambitions in the Strategic Plan.

The ability of units to manage their space is greater than last year, due to the review of the space standard for offices. Application of this new space standard in accommodation decisions will enable more intensive use of office space, which in the years ahead will lead to a decrease in the amount of space used by faculties. Discussions around the new standard have shown its potential, but it is clear that there are still steps that must be taken before the new standard can be universally applied.

The effects of hybrid working are becoming increasingly clear on all campuses. Spaces for teaching and study are again being used well, but the use of offices in particular is still below pre-pandemic levels. In the coming months, the effect of hybrid working on the needs of faculties, service units and staff in terms of floor space will become clear.

Due to a combination of additional floor space becoming available, the more limited use of offices and the potential to use less space, an expansion of floor space (through leasing) in the short and medium term is probably no longer necessary. The ability of the organisation to adapt, and thus the rate at which it is able to take steps to change its use of space, will be crucial. On the teaching side, the trend that has seen the growth in international student numbers curbed has helped. However, there is still no certainty around achieving zero growth.

In the next few months, another working session will be held with the REC units to determine the extent of the space issue and explore measures that could be taken.

From the perspective of the Accommodations Plan, over the coming year it will be important to gain a more concrete understanding of the rate and effects of these trends, especially as it should be noted, based on market research conducted this year, that it is not really possible at the moment to satisfy the additional demand for space in the REC and the University Quarter via leasing in a way that is acceptable.

In the next few years, with the renovation of BG 5 and the OMHP, the UvA will be taking another big step forward in the development of the University Quarter. For the Amsterdam Science Park (ASP), the construction of LabQ will expand the amount of floor space. This construction was made possible in part by a contribution from the growth fund. In the long term, the UvA has budgeted additional funds for expanding the REC. This will allow the UvA to implement new initiatives and achieve growth. In addition, the UvA is exploring how, with the help of partners, it can create more floor space for innovation and collaboration on its campuses. This is important for the ambitions of the campuses, but has no impact on the Accommodations Plan.

The financial picture shows the costs of the Accommodations Plan continuing to rise, due to the new requirements referred to but also as a result of developments in inflation. The trend for the Accommodations Plan reserve up to 2035 is now strongly negative. According to the existing system, over the next few years the changes in inflation will be incorporated into the Accommodations Plan price, ensuring that the reserve returns to the proper level. To protect the faculties and service units from excessive cost increases, from 2024 the aim will be to pass on the

inflation costs at no more than the level of the wage compensation/cost-of-living adjustment, gradually increasing the amount passed on until the required CPI level is once again reached. Because some of the costs of the Accommodations Plan (such as depreciation) are not sensitive to inflation, inflation adjustment of the Accommodations Plan price will create sufficient room to cover the total additional costs of the Plan.

1.3 Structure of the plan

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

2 Main features of the 2023 Accommodations Plan

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

The UvA's buildings, both owned and rented, cover approximately 337,000 m² LFA in total, spread across four campuses: the University Quarter, Roeterseiland Campus, Amsterdam Science Park and Amsterdam Medical Business Park. The UvA also uses space in the AMC-UvA (Faculty of Medicine) and the VU Campus (Faculty of Dentistry in ACTA, the Academic Centre for Dentistry in Amsterdam). The agreements made between institutions with regard to this space are not part of the Accommodations Plan.

2.1 Accommodations Plan developments

This section outlines various internal and external developments that will influence space requirements in the short and long term and the financial result from real estate operations, such as general and policy developments.

Only current and new developments are included in this section. Annex 2 provides more detailed information on a number of themes and an overview of the UvA's current accommodation policy.

2.1.1 General developments

Once again, 2022 was characterised by major global developments. The world was confronted with the effects of climate change, and the war between Russia and Ukraine caused rising inflation, particularly due to the increase in energy prices. In addition, Covid-19 continued to play a role.

Meanwhile, the intake of students at the UvA continued to grow. The international intake is growing at a particularly rapid rate, as a result of the growing range of English-language degree programmes and the UvA's appeal. At the same time, the market share of Dutch students is decreasing.

Now that Covid is more or less under control, it is expected that there will once again be strong demand for students to come and study on campus. Now that the restrictive measures have been lifted, the effects of the accelerated hybridisation of education during the pandemic will become increasingly apparent.

The government is making more funds available for scientific research. This will translate into an increase in staff numbers right across the university. In the Accommodations Plan, this is reflected in increased space requirements. At the same time, employees are choosing to continue working from home part of the time. As a result, there is more vacant space in the office environment than in pre-Covid times.

Elements of digital working and learning will continue, and will develop further over the next few years. On campus, meetings, interactions and collaboration are key activities. This development can be seen across the board: in the office environment, in the learning environment, and in relation to valorisation and collaboration with partners.

The ambitions in the UvA's Strategic Plan continue to take shape. Valorisation activities are expected to increase, as are the numbers of partnerships and collaborations. This, too, will require more space, as well as agreements about how the UvA's space can be opened up for shared use by third parties.

All of these developments will have an impact on the use of space in coming years, and are relevant for accommodation planning. Developments in a number of faculties, combined with the perceived pressure on the use of space, mean that it is necessary to get started on this planning in the near future, make internal agreements, and set up a process for the gradual implementation of changes.

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

In 2021, the City of Amsterdam adopted the ‘Amsterdam Strategy on Spatial Planning and the Environment 2050’, which outlined the key crucial themes for the development of Amsterdam over the next three decades. The importance to the city of knowledge institutions and the further development of the campuses and other innovation districts was highlighted by the UvA and other parties and included in the Strategy. Following the release of the Strategy, the city council began developing policies for innovation districts, of which the UvA’s campuses form part. The UvA is involved in this work, and is using the opportunity to draw attention to topics such as the further development of our campuses, the importance of more affordable housing for students and staff (young staff in particular), and good transport connections between the campuses and the Amsterdam Metropolitan Area. In terms of substantive discussions, there are also opportunities to intensify the links between the UvA, the other knowledge institutions and the city. Various themes in the social domain are well suited to further collaboration.

Increasing costs and risks in projects

The project developments in the city centre are complex. Construction logistics and heritage status present additional challenges. Nearly all renovations involve destructive testing as part of the project preparations, but surprises usually still crop up during construction. A different complexity is at play in new-build projects, namely the inclusion of energy neutrality, circularity, programme efficiency and high-end performance. For all projects, the pressure of the market plays a role: shortages of equipment, materials and staff result in high construction inflation. The manageability of projects, through in-depth professionalisation of the process, is increasingly important.

2.1.2 Policy developments

Improved forecasts

In the Accommodations Plan, the faculties’ growth forecasts from the budget are translated into spatial planning terms. The growth in student numbers in recent years only became apparent at a late stage, leading to issues at the REC and a need to quickly scale up the real estate portfolio (REC V).

This led to improvements being made to the 2022 forecasts of staff and student numbers, both by using a longer horizon than the budget period, and by improving the quality of the forecasts. In addition to the expected trend (which aligned with the UvA budget) a range of forecasts were elaborated, with a minimum and a maximum scenario. The aim was to assess whether the UvA would be able to meet additional demand for space and/or what the effect of declining demand would be. A better understanding of any growth or reduction in the required amount of floor space will also lead to greater understanding of the financial consequences of that growth or reduction.

Review of the space standard for offices

As a mathematical unit for determining the demand for floor space for planning purposes and investment decisions, the UvA currently uses a space standard dating back to 2007. This space standard covers the use of space for offices, lecture rooms and study places. The standard is applied at a faculty level to the overall office plan. It is unrelated to the workplace concept and does not dictate decisions. The current space standard is embedded in the Accommodations Plan as a matter of policy.

A new standard for the use of office space that better reflects current times is set to be adopted. The standard is simpler in terms of the system involved, but is also stricter than the current standard. It represents the first step towards more efficient use of the available floor space and a better mix of facilities. This reflects the goal of careful management of available resources. The new standard will be applied in all new accommodation and investment decisions. Over time, it will be possible to reduce the use of office space by 20%, removing the need for units to reduce their own floor space use by a corresponding amount. Eventually, this will create leeway in the Accommodations Plan, both on the demand side (which will decrease) and on the investment side (which will require little or no expansion).

Staff-related space:		
Integrated workplace	10 m ² per FTE UvA-employed personnel + personnel not employed by the UvA, excl. guests	6m ² for work requiring concentration
		3m ² for communication
		1m ² for support services
Storage for part-time staff and guests	20% (for faculties and museums)	
Use factor	0.9	

Table showing the calculation system for the new standard.

The standard does not pre-empt decisions about hybrid working. However, any switch to hybrid working will be implemented at the same time as a switch to a new work concept. The standard includes a number of decisions to be made by the faculty. The new standard is set out in Annex B2.3.1.

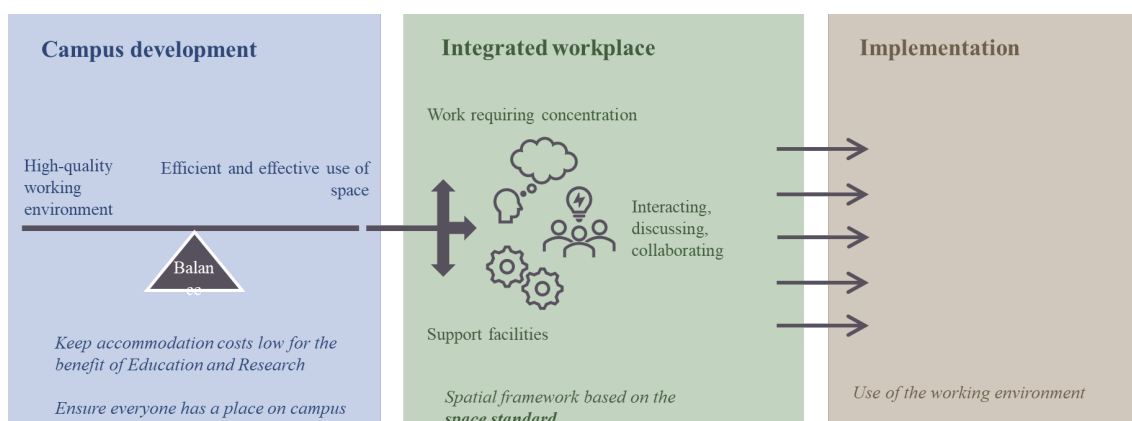


Figure illustrating the importance of the standard: the space standard (middle box) and its relationship to campus development and implementation by the faculty

The new office space standard has been incorporated into the campus portfolio analyses in this updated Accommodations Plan, to enable an assessment of the effect on changing demand over time (by 2030–2035). This is necessary to establish whether sufficient floor space will be available in the portfolio long term. In practice, units have the freedom to determine the rate at which they move towards this end state. The impact on faculties will vary, which means that their need for support with regard to implementation will also vary. This need for support will be identified over the next few months, so that the 2024 Framework Letter will contain more insight into the overall impact (including the financial impact) for the Accommodations Plan. The 2023 budget includes €300,000 to support units that want to get started quickly on developing concrete proposals.

Measurement translates to knowledge

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

There is a different dynamic at work in practice, which sometimes changes quickly. There are also differences between units in terms of space requirements and actual use of space. Innovations in teaching methods are introduced, group sizes change, the campus becomes more intensive or, due to restrictive measures, is barely used. Experience with hybrid working has made working from home more feasible and more common.

Factual information about the use of space helps paint a clear picture of current space requirements. This information can help the UvA make intelligent choices about the use of the real estate portfolio.

Pilot projects can help, such as the one run by the University Library, in which 3,000 sensors are measuring the use of study places to show their availability in real time. Measuring the use of lecture rooms and offices also provides greater insight and better information to inform decisions that will improve the use of space.

Suitable teaching facilities

Since 2020, the digitalisation of education has been accelerating. As a result, the UvA is now seeking the optimal combination of in-person and online teaching. The digitalisation of education is not just about online teaching, it's also about using IT and AV equipment in a way that increases the quality of teaching. To complement online teaching, there must be more meaningful in-person classes, focusing on collaboration, interaction and face-to-face meetings. This development has been translated into the Blended Teaching Vision. This vision developed out of the educational objectives in the UvA's Vision on Teaching and Learning (*Onderwijsvisie*) and the 2021–2026 Strategic Plan, and has a specific focus on blended teaching.

The faculties are working on the vision, and what it means for accommodation is expected to become clear within the next few months: supply and demand of Active Learning Rooms, for example, changing functional requirements for accommodation and AV/IT, and spaces for collaboration and meetings. In terms of the Accommodations Plan, it's important that the level of accommodation demand is determined in good time, to enable an assessment of how and when the demand can be met.

The next step therefore is to translate the Blended Teaching Vision into specific space requirements over time. In addition, the growth in student numbers and the effect on the demand for teaching space will be closely monitored. The improved forecasts will provide a better picture of future issues and enable the organisation to take timely action.

Strategic Valorisation Framework

The ambitions for the substantive development of the campuses are big: in both education and research, collaboration and in-person meetings must be encouraged. Collaboration and in-person meetings should also be sought for the purposes of strengthening and growing partnerships, both social and economic. On campus, that is reflected in increasing demand, which can be met through intensification of the existing use of space. This will allow campuses to accommodate more ambitions.

The dramatic increase in partnerships has also led to a greater use of partners in developing innovation centres. In recent months, representatives from the UvA, UvA-VH and Matrix IC explored the possibilities for strengthening their relationship in this area. This led to an ambition to develop two specific projects for the creation of Innovation Centres at the ASP and REC.

As a result, further development of shared and visible research facilities, spaces for co-creation, co-working spaces and research labs is occurring on all campuses, such as Lab42 at the ASP, the Research building in the University Quarter and the REC impact space in REC JK. UvA Ventures Holding BV is playing a more prominent role in funding valorisation initiatives and activities.

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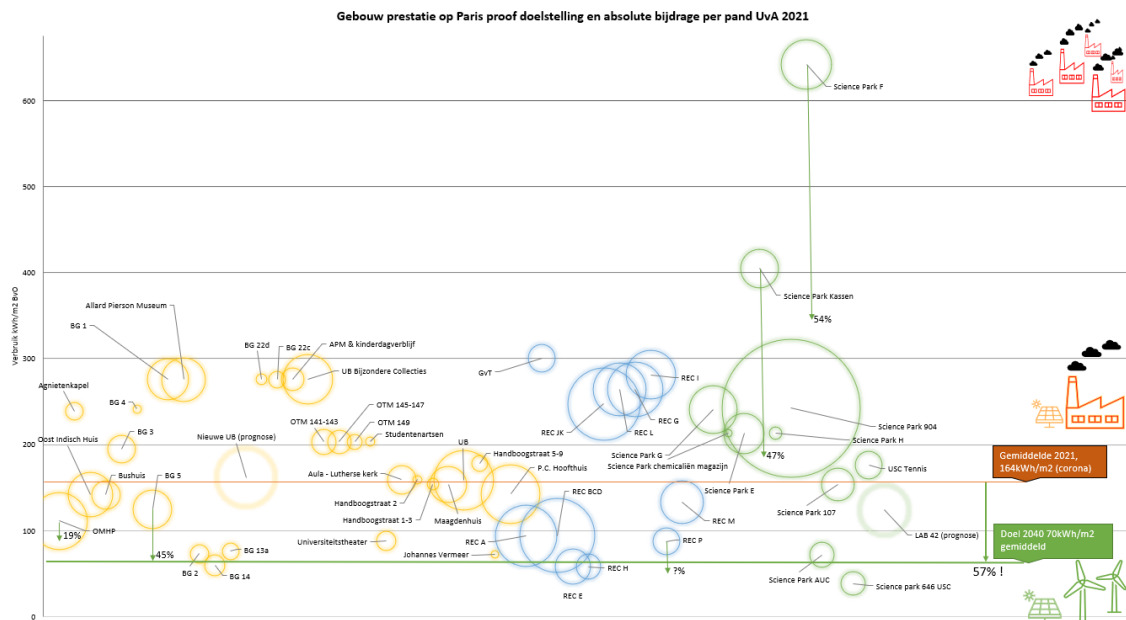
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Sustainability

Good progress has been made towards improving the sustainability of the real estate portfolio, but it is still not happening fast enough. To accelerate the rate of sustainability improvements, next year the UvA Energy Transition Road Map will be updated. Greater attention will be given to objectives at the project level, so that for each project the nuances and desired focus are made explicit.

The process of improving sustainability consists of Accommodations Plan projects and major maintenance. Because improving sustainability is a change process requiring extra effort from the four pillars of property, a Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) has been given the task of facilitating the transition process and playing an assessing and advisory role. The Transition Council will challenge, support, teach and engage its members, the Executive Board, project managers and the UvA community. The Transition Council will monitor progress and decisions relating to sustainability by assessing and making recommendations in phase documents. This means that the Transition Council writes a paragraph to be added to these documents, containing its opinion and sometimes a recommendation about how sustainability is being included in the project. Including the opinion and recommendation in the phase document means the assessment can take place without creating an additional step in the decision-making process.

Ensuring sustainability throughout each project and making clear agreements will create greater certainty about achieving the ‘Paris proof all electric’ goal by 2040. The graph below illustrates the scale of the challenge. The goal is indicated by a green horizontal line, while the red line shows the current average. This year, the task of dealing with the worst-performing buildings, Building F and the greenhouses at the ASP, will be expedited.



Energy transition graph. Measurement data from 2021. Y axis = Gas and electricity consumption in kWh/m² GFA. Green line = The goal set for the energy transition. Red line = 2021 average. The various clusters are shown separately along the x axis. The size of the circle is determined by the total consumption. A building that uses a lot of energy therefore has a larger circle and contributes more to the average.

Energy market developments require attention, primarily to reach good contractual agreements to secure supplies for the next few years. These developments will be monitored closely in the years ahead. The UvA’s sustainability ambitions have been given extra impetus by these developments. Work is being done to identify whether it is possible to more rapidly decrease the consumption of energy in general and gas in the first instance, and if so, what measures will be required.

Good progress has also been made in the portfolio with regard to circularity. Circularity was incorporated in the design and execution of REC P and Lab42. Experiences with regard to sustainable choices in projects will be incorporated into the Facility Services Schedule of Requirements, among other documents.

The UvA is pursuing the following basic objectives:

1. Protect supplies of materials:
 - ✓ require high-quality reuse of raw materials.
 - ✓ design components to be detachable and remountable.
2. Protect the environment:
 - ✓ design using sustainable materials.
3. Protect existing value:
 - ✓ design for adaptability in function and layout.

An attractive campus is also a growing, thriving campus. Nature and water are necessary in the city, to cool the city down and to ensure the soil absorbs water. With regard to the strengthening of biodiversity and climate adaptation, policies are being developed that will result in projects and campus management to give more effect to these themes, for example by having fewer paved surfaces, creating more green spaces and developing intelligent solutions for rainwater collection and use. The policy plan, including an analysis of the promising and high-impact effects of the plan, will be completed in early 2023, so that the financial consequences can be included in the 2024 Framework Letter.

Indoor greenery makes a positive contribution to the working environment. Accordingly, we are aiming to create a number of ‘green lungs’ and make agreements for their ongoing servicing.

Asbestos policy

In the past twenty years, the UvA has removed a large quantity of asbestos from its buildings during major renovations, smaller refurbishments and maintenance. Over this period, we have gained a great deal of experience with regard to the preparations for and approach to asbestos removal, the recording of asbestos-related building information and management agreements. In 2021, as a follow-up to the Owner HIRA, we started drafting an ‘asbestos policy’ to clearly set out the frameworks and preconditions, roles and responsibilities. The aim is for this policy to be adopted in 2022.

Process and quality of Accommodations Plan projects

A number of important improvements have been initiated in the work processes within the four pillars of property (owner, developer, manager, user):

- Improvements in forecasting models;
- Building-oriented approach in projects;
- Establishing a clear scope, frameworks and principles in advance in a schedule of requirements;
- Establishing a project plan as a starting point for further project development;
- Improvements in tendering strategy;
- A greater focus on managing costs in project management;
- Improving risk management;
- Collaboration and embedding sustainability when weighing decisions;
- Evaluating projects and processes;
- Actively applying the lessons learned from projects.

There is a greater focus on the integrality (cohesion) of different requirements, particularly in the area of sustainability. Additional capacity has been added, to make it easier to consider factors such as heritage status. Having our own vision for the listed buildings in our portfolio will help us make decisions about our programme and improving sustainability. Properly assessing heritage value in advance will provide better insight into the opportunities or complexity presented by each building. A more manageable process can then be worked out in close consultation with the Monuments and Archaeology Department of the City of Amsterdam.

Assessment framework explained

Since 2014, an assessment framework has been used when developing plans to make it clear that the facilities to be provided are affordable, meet the desires of the end user and can be operated for an extended period of time. The financial checks in particular test the affordability within the assumptions of the Accommodations Plan. In conjunction with the qualitative test, insight is gained into any new risks for the Accommodations Plan.

It has been noted that the assessment framework requires clarification with regard to the topic of sustainability. It is important for the objectives and ambitions to be fleshed out at an early stage in a standard that must be a driving focus of the project. Relevant frameworks are shaped by the UvA policy in the UvA Energy Transition Road Map, along with policies (still being developed) relating to circularity and climate adaptation. In the step-by-step project development process, the phase documents are assessed for concrete results arising from the design and technical development. The sustainability requirements against which the phase documents are assessed are:

- Paris proof all electric: The design is gas-free and the total energy consumption is $\leq xx \text{ kWh/m}^2$
- It is clear from the design that the energy requirement is as low as possible (priority review and integrality test).
- The design meets the circular performance requirements in accordance with the schedule of requirements in terms of value preservation, the environment and accessibility. In areas

where the schedule of requirements does not contain specific requirements, the ambition is set in line with the sustainability ambitions in the White Paper.

- The sustainability performance is weighed against investment and operation costs using a Total Cost of Ownership (TCO) approach.

2.2 Portfolio analysis

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

The Accommodations Plan combines all of these developments into a multi-year supply and demand analysis, with the aim of ensuring that the UvA has sufficient high-quality floor space available for its needs. Optional developments are also highlighted and quantified, wherever possible. In addition, for each campus a margin of approximately 5% of the primary process space requirement is built in, with growth of 25% per year.

Alongside the long-term accommodation outlook, there is also an increasing number of accommodation and space issues requiring a solution in the short term, due to new needs and desires arising from growth or new ambitions. In addition, the temporary decommissioning of buildings for renovations gives rise to new issues.

2.2.1 Space requirement analysis

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

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

Over the next few years, two trends will impact on the demand for space. First, demand for space will increase in the next few years due to the growth of faculties and the ambitions in the Strategic Plan. Second, the new space standard for offices will be introduced, which will produce significant savings in office floor space by 2030–2035. In addition, further opportunities for savings will arise if hybrid working becomes a permanent phenomenon. The amount of office floor space in use by the Faculty of Humanities exceeds the space standard, but once the buildings in the University Quarter are ready to be occupied, the faculty will be able to take major steps towards using its space more efficiently. The pace and extent to which these trends manifest in the years ahead will be significant factors in determining space requirements.

In 2023, total UvA demand will be significantly higher than in 2022. This is partly because the university has taken over the Universum Sports Centre and thus absorbed the space requirements of the USC. In addition, the opening of Lab42 has added new spaces to be used, including co-creation spaces, teaching spaces and offices. In addition, the growth of the UvA is having an impact on rising demand.

Totaal UvA vraag	2022	2023	2024	2025	2026	2027	2028	2029	2030
Primair	171.356	179.697	182.166	179.243	183.288	183.497	181.855	180.785	181.780
Partners	7.756	9.345	10.050	10.050	12.833	12.833	12.833	12.833	12.833
Studenten	4.390	11.312	11.312	12.067	12.067	12.067	12.067	12.067	12.067
Support	23.152	22.274	22.502	20.932	21.189	21.189	21.189	21.189	19.596
Commercieel	3.757	1.648	1.648	1.648	1.948	1.948	1.948	1.293	1.948
Basis vraag	210.410	224.276	227.677	223.941	231.325	231.534	229.892	228.167	228.224
Primair	0	0	0	0	0	0	0	0	0
Partners	0	0	0	1.500	5.384	5.884	6.384	6.884	11.384
Studenten	755	0	0	0	0	0	0	0	0
Support	0	0	0	0	0	0	0	0	0
Commercieel	0	0	0	0	0	0	0	0	0
Optionele vraag	755	0	0	1.500	5.384	5.884	6.384	6.884	11.384
Gewenste frictiemogelijkheden	1.834	1.959	3.979	5.831	8.014	8.024	7.942	7.888	7.938
Totale vraag	212.999	226.234	231.656	231.272	244.723	245.442	244.218	242.940	247.547
nieuwe ruimtenorm kantoren		-8.772	-7.542	-6.825	-6.645	-6.460	-4.626	-4.626	-4.626
totaal bovengenormeed kantoorgebruik	1.546	-160	-2.893	-4.765	-6.750	-7.254	-8.122	-8.122	-8.579
basis vraag nieuwe norm		215.344	217.242	212.351	217.931	217.820	217.144	215.420	215.019
totale vraag nieuwe norm		217.303	221.221	219.682	231.329	231.728	231.470	230.192	234.342

Table: Forecast space requirements in m² Usable Floor Area (UFA) in the short and long term, with a distinction made in terms of purpose of use (primary, partners, etc.) A margin has been added to cope with new and temporary accommodation requirements. The bottom table shows the effect of the new space standard and the use of space that is above the limits set in the standard.

The new space standard for offices will lead to lower demand for office space. Apart from the Faculty of Humanities, the faculties at the REC and ASP are already below the current space standard, either due to an ambition to use space efficiently or due to the desire to absorb growth in close proximity to existing spaces, where there is no possibility of expansion (all floor space is being used). In 2023, the overall balance of office use above the standard limits is already negative; this will increase in subsequent years.

2.2.2 Available space analysis

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

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

Totaal UvA aanbod	2022	2023	2024	2025	2026	2027	2028	2029	2030
Goed	119.825	138.971	141.709	149.702	163.360	163.360	163.360	174.414	185.632
Voldoende	41.287	41.296	44.776	45.085	44.665	44.665	44.665	24.270	24.270
Matig	13.505	13.852	11.613	7.095	1.710	1.710	1.710	260	260
Aanhuur	32.345	30.342	29.580	29.288	28.888	28.888	28.888	28.888	28.888
Basis aanbod	206.961	224.460	227.678	231.169	238.623	238.623	238.623	227.832	239.050
Goed	0	410	672	1.172	4.056	4.056	4.056	4.056	3.794
Voldoende	0	0	0	980	980	980	980	0	0
Matig	25	14.067	12.658	18.658	13.012	13.012	13.012	2.644	2.644
Aanhuur	0	400	1.162	1.162	1.162	1.162	1.162	1.162	1.162
Optioneel aanbod	25	14.877	14.491	21.971	19.210	19.210	19.210	7.862	7.600
Totaal aanbod	206.986	239.338	242.169	253.141	257.832	257.832	257.832	235.695	246.650
Renovatie	10.881	11.284	8.943	2.884	11.031	11.031	11.031	6.882	0
Nader te bepalen	0	0	0	0	0	0	0	24.445	24.445
Totaal m² NO	217.868	250.622	251.112	256.025	268.863	268.863	268.863	267.022	271.096

Table: Total supply in UvA portfolio in m² UFA

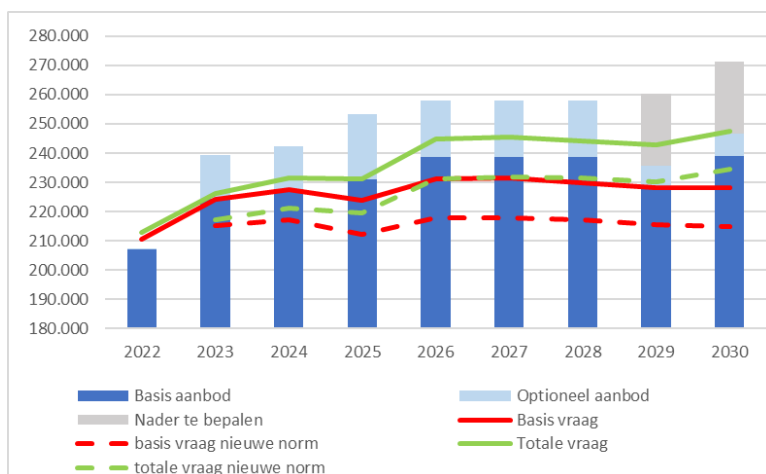
Implementation of the projects in the Accommodations Plan will be accompanied by a significant increase in the quality of the available supply of floor space in the coming years. Once the University Quarter area development has been broadly completed, which is expected to be in 2030, virtually all the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

2.2.3 Match between space requirements and supply

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

portefeuilleanalyse Totaal	2022	2023	2024	2025	2026	2027	2028	2029	2.030
Match basis vraag en aanbod	-3.449	185	1	7.229	7.298	7.089	8.731	-335	10.826
Optionele vraag	-755	0	0	-1.500	-5.384	-5.884	-6.384	-6.884	-11.384
Gewenste frictiemogelijkheden	-1.834	-1.959	-3.979	-5.831	-8.014	-8.024	-7.942	-7.888	-7.938
Match ruimtebehoefte en basis aanbod	-6.038	-1.774	-3.978	-102	-6.100	-6.820	-5.596	-15.108	-8.497
Optioneel aanbod	25	14.877	14.491	21.971	19.210	19.210	19.210	7.862	7.600
Match ruimtebehoefte en totaal aanbod	-6.013	13.103	10.513	21.869	13.109	12.390	13.614	-7.246	-897
renovatie	10.881	11.284	8.943	2.884	11.031	11.031	11.031	6.882	0
Nader te bepalen	0	0	0	0	0	0	0	24.445	24.445

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



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

Because both demand and supply trends in the next few years are in flux, there is wide variation in terms of matches between the supply and demand expressed in m². Overall, the UvA's basic space requirements can almost entirely be met by the available basic supply. However, there are differences between the campuses in terms of availability of space, growth in staff and student numbers, accommodation developments and maturity of valorisation ambitions.

From 2025, there will be more space in the portfolio, due to the completion of the REC P and REC JK renovations. The next fluctuations will be caused by developments in the University Quarter and the expansion of floor space at the ASP with LabQ. In the longer term, new construction at the REC will lead to additional volume in the Accommodations Plan.

Developments in space requirements depend on a number of hard-to-predict factors, such as the effect of caps on growth, the effect and extent of hybrid working and teaching, the adaptability of the organisation in terms of applying the new standard for the use of office space and, last but not least, the UvA's ambitions in the areas of lifelong learning, research and valorisation. It is particularly important to be agile in terms of supply and demand. There are various measures that may be taken in this regard, such as further intensification of the use of space or temporary or permanent expansion of the real estate portfolio, depending on the nature and extent of the increased space requirements.

Over the next few years, implementation of the new standard for the use of office space will change the way space is used on the campuses. The graphs provide insight into the long-term impact of the new space standard. The purpose of this model calculation is to assess whether, in the long term (by 2030–2035), there will be sufficient floor space to accommodate all current known ambitions. The units will determine for themselves how quickly the new space standard will be implemented.

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

With regard to teaching, in recent years staff have acquired knowledge and experience in online teaching. Since the start of the 22/23 academic year, all teaching is once again being timetabled to take place in person and on campus. Experiences with online and hybrid teaching do not yet appear to have been converted into structural implementation of blended learning. However, there is still an ambition to apply more innovation to teaching, and the faculties expect to deliver fewer large-scale lectures in the long term. The extent and pace of these developments will be important in determining future requirements for teaching space.

The current schedule for developments in the real estate portfolio has created short-term issues relating to the availability of teaching rooms. By gaining a better understanding of the evolving demand, we can obtain timely insights into the nature and scale of these issues and take measures to cater for the demand in the optimal way.

The risks in the real estate portfolio mainly arise in qualitative terms: will the available types of floor space meet the functional demand? As well as matching supply and demand in terms of the overall amount of floor space, it is also important to match supply and demand in terms of the type of space. These developments are monitored in the portfolio analyses, which show that there are differences in the nature and extent of the space-related issues faced by each faculty. When making concrete accommodation decisions, it is therefore important in each instance to look at how these risks have developed.

Summarised details of the portfolio analysis for each campus are given below. More detailed information on the portfolio analysis for each campus can be found in [Annex 1: Space requirement analysis](#) for 2023.

2.2.4 Amsterdam Science Park (ASP)

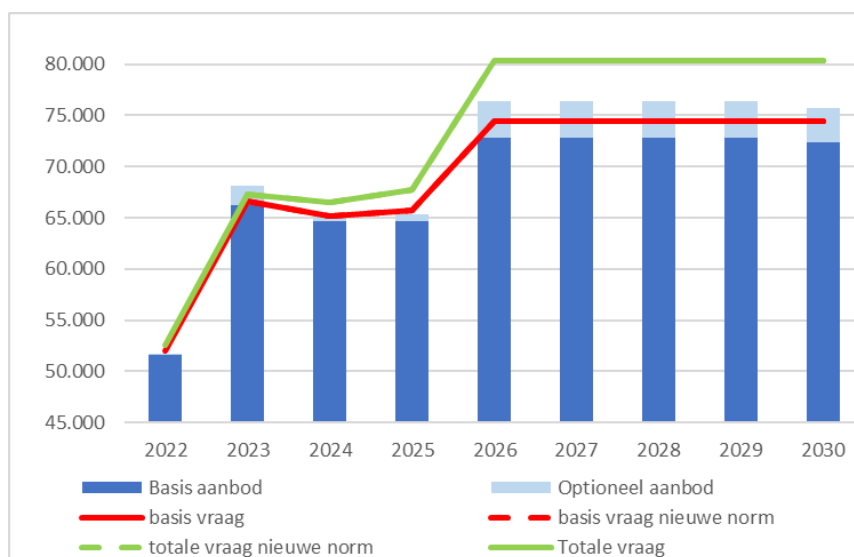
Additional space became available at the ASP in 2022 with the delivery of Lab42 and the SustainaLab in Matrix One. It was desperately needed due to the growth of the Faculty of Science in recent years. The faculty continues to have an ambition to make efficient use of its office space. Accordingly, staff accommodation in the Faculty of Science already complies with the new space standard.

The faculty is working on a plan to cater for future developments in office space requirements in ASP 904 and to adapt the office concept to do so. This means supply will be adequate at the ASP for the next few years. Future growth will be absorbed by the newly proposed LabQ, which, according to the schedule, should be completed by 2026.

Following building modifications and internal relocations, ASP 107 is expected to be fully vacated sometime in 2023. Its future use is yet to be determined, but the decision will take into account new developments and growth at the ASP and the further implementation of the LabQ programme. ASP 107 is of poor quality and will require investment if it is to be used again in the future. The first opportunity to do that will be in 2024, but the actual timing will be determined in coordination with the Faculty of Science. After around 18 months of renovations, ASP 107 is ready for use again (included in the portfolio analysis as ‘optional supply’). Its use is yet to be determined, but the decision will take into account new developments and growth at the ASP and the further implementation of the LabQ programme.

For the ongoing development of the campus, it is important that we regularly allow new initiatives to emerge. For example, work is being done on an initiative for a Deep Tech Innovation Centre to further support the valorisation ambition. So far, this development has had no impact on the Accommodations Plan.

The match between supply and demand for space at the ASP is being monitored closely, as there is no margin in the portfolio. However, there is a possibility of leasing extra space in the park. This requires good coordination and monitoring of ambitions and new space requirements. There is still sufficient space at the ASP to construct new buildings, should that be necessary in the future.



Graph: Basic and optional supply, including trends in demand at the ASP

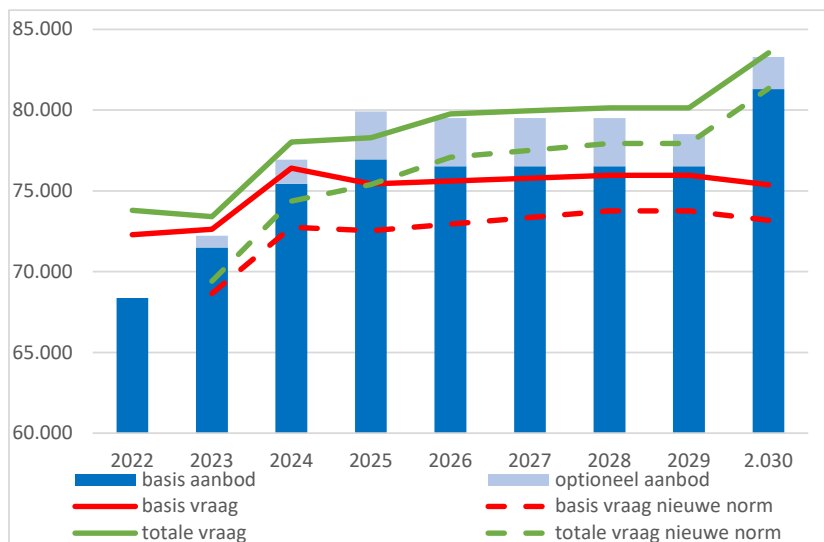
2.2.5 Roeterseiland Campus (REC)

The numbers of students and staff on the Roeterseiland Campus have risen sharply in recent years. Without restrictive measures, the faculties expect the growth in both staff and student numbers to continue.

Developments in supply show that the amount of available floor space at the REC is increasing, due to the completion in 2023 of the new REC V building and the completion in 2024 of the REC P renovations and the first phase of REC JK. By 2025, the remainder of the JK renovations will be completed and all buildings on the campus will once again be in use.

Until that happens, strong growth combined with changes in the real estate portfolio have created a shortage of space. This is currently being dealt with through efficient use of office space by the faculties, under the current space standard. There is also a shortage of study places, which will partly be remedied by temporarily scaling up the repurposing of teaching rooms during peak periods. Additional teaching space is being created in REC V, but the question is how long this will be enough to cater for the growing number of students.

From 2026, the availability of lecture theatres will be reduced due to the renovation of the OMHP. Some of these lecture theatres are currently being used by the REC faculties. The impact of the loss of these theatres will be assessed over the next few months, so that suitable measures can be put in place in a timely manner. The final programme for the University Quarter did not take account of lecture theatres for the REC. Changing demand for lecture theatres in the years ahead will determine whether a new programme request will have to be made for the REC.



Graph: Basic and optional supply, including trends in demand at the REC

It is clear from the graphs that the new space standard will result in lower space requirements. The faculties have committed to this new standard, but have indicated that implementation will require time and space. The pace at which faculties are able to comply with the new space standard will be a significant factor in determining the amount of floor space that can be used to meet the demand for study places, teaching space and new ambitions/collaborations.

In 2022, market research was carried out into the temporary leasing of an external location close to the REC. Several locations were investigated, but there are no potential locations in the vicinity that could be made suitable for educational purposes. This means that for the next few years, all space issues will have to be resolved on the campus itself. As we did in 2021, we will work with the faculties to look at what measures can be taken to create more space for the primary process

on campus. One of the possibilities is to temporarily or permanently reduce or relocate the space used by support staff and service units.

With the implementation of the new space standard, the increasing demand for floor space for the primary process has been tempered slightly. Accordingly, it appears that the portfolio will be adequate to meet the basic demand in the long term. Because the faculties have signalled that trends in staff numbers will probably be at the upper end of the forecast (the maximum forecast scenario) and the future demand for teaching space has not yet been determined, it is likely that demand for space will rise. Space requirements are also expected to grow due to increasing valorisation ambitions.

Accordingly, an investment of approximately 9,000 m² LFA of new construction has been included in the Accommodations Plan. The new construction is scheduled to be completed by 2030. This development aligns with the ambition of the UvA, UvA-VH and Matrix IC to create an Impact Innovation Centre at the REC. When the details are worked out, it will be important to see whether this will require a greater expansion of floor space.

Adding a large amount of new floor space requires densification of the campus. The details of the densification plans will be worked out as part of the ‘further development of the REC’ project, in combination with raising the profile of the campus and the campus organisation.

2.2.6 University Quarter

The University Quarter is developing rapidly. Renovating and making sustainability improvements to listed buildings in the Amsterdam city centre is a complex task requiring considerable coordination, both internally and externally. The schedule has been amended in light of the latest developments. The construction schedule for the University Quarter is a significant factor in determining the amount of floor space that the UvA has in its portfolio on this campus. Buildings such as PCH and UB Singel will be withdrawn from use following the relocation of the Faculty of Humanities.

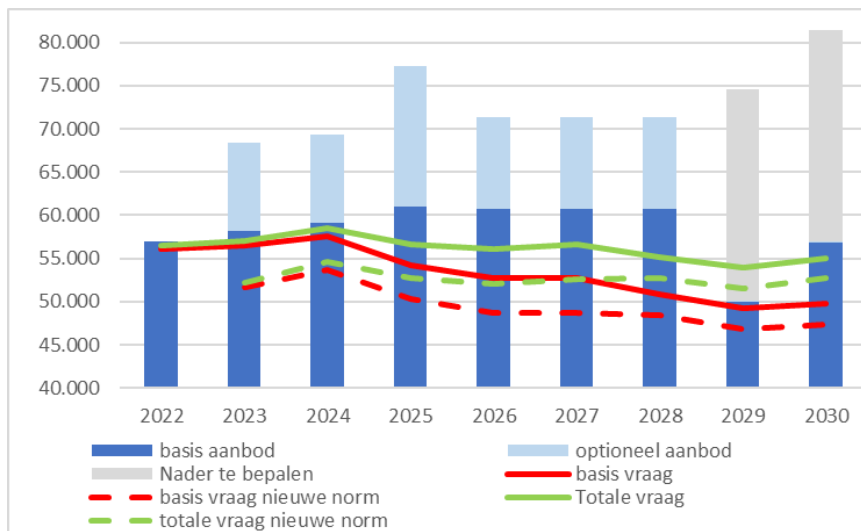
The pace of work on the OMHP and BG 5 is also a factor in the changing use of space by the Faculty of Humanities. The faculty’s accommodation is still well above the current space standard. In theory, following the relocation the faculty should be accommodated in line with the standard. This task will become harder as the faculty works towards compliance with the new standard.

The numbers of students and staff in the Faculty of Humanities have increased in recent years, and this trend is expected to continue. Because the required reduction in floor space is greater than the growth, the growth is not immediately apparent from the demand. In the long term, sufficient space will be available for the faculty’s increasing ambitions in the area of valorisation.

Projects in the city centre involve considerable complexity. Due to the limited space and the access restrictions (quays and bridges), construction logistics are complicated and expensive. Heritage status means that implementing the programme in accordance with today’s requirements, including sustainability improvements, involves huge challenges. All in all, this means that projects in the city centre are expensive. The completion of the University Library, which will quickly be followed by BG5 and the OMHP, will create a solid and sizeable cluster of high-quality floor space. Subsequent projects such as BG3, OTM, GHK and the BOS cluster will have to be completed within the financial frameworks of the Accommodations Plan. Exceeding these frameworks is possible only if space can be found in another project in the University Quarter. With all the knowledge we have acquired, we are in a position to draw up better contracts, with an ambition matched by our budget. For example, we can bring in a specialist in listed buildings and apply a building-oriented approach.

While work is being done on BG5, and in particular on the OMHP, there will temporarily be less teaching space available in the University Quarter. Tutorial rooms can be provided by extending the use of UB Singel. While the OMHP is being renovated, the availability of lecture theatres is limited. Attempts have been made to lease external rooms wherever possible, but the availability of these spaces in the long term is uncertain. Additional measures may be needed to enable teaching to be delivered in an appropriate way.

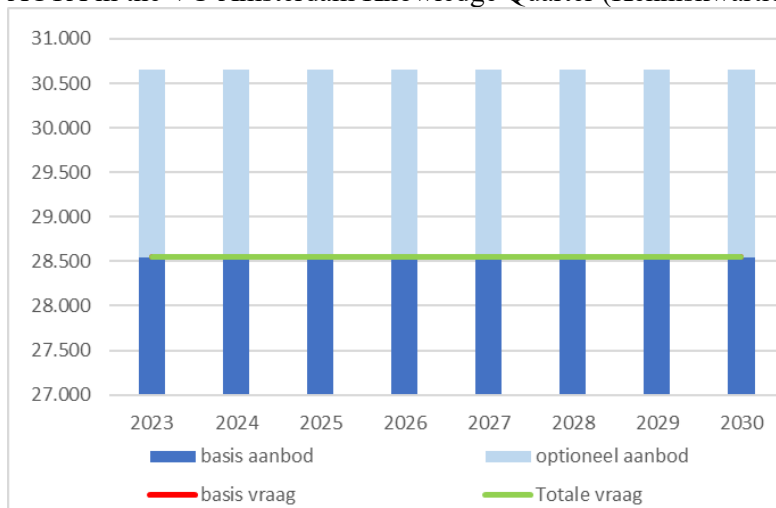
BG3 was refurbished in 2022 and is now occupied by the Faculty Board of the Faculty of Humanities. This has freed up space in the Bushuis, allowing nearly all Humanities labs to be brought together in one building, the Research Building. The ambition of the Research Building to stimulate collaboration and cross-fertilisation will be supported by the Humanities & Society Organisation, which was founded this year.



Graph: Basic and optional supply, including trends in demand in the University Quarter in m² UFA

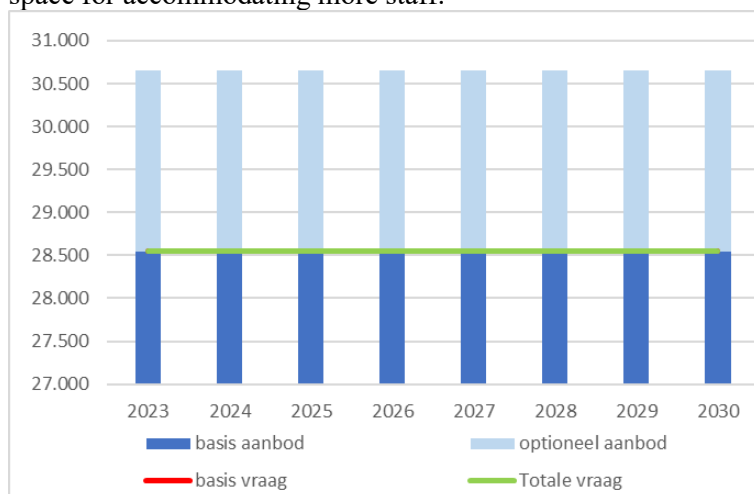
2.2.7 Other locations

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



There is generally a good match between supply and demand at these other locations because in many cases the leases relate to the specific space requirement, making the differences relatively easy to manage. For that reason, no additional margin is included. The University Library's success in downsizing the storage of collections will free up vacant space in the IWO in 2023. As a result, the UvA still has space available for housing collections.

The service units are housed on Hogehilweg. In terms of layout, a flexible workplace concept was selected, which means that the service units' accommodation is well within both the existing space standard and the new one. Over the next few years, the impact of hybrid working will become apparent. Combined with good working arrangements, the workplace concept provides possible space for accommodating more staff.



Graph: In detail – basic and optional supply, including trends in demand in the other locations, in m² UFA

The service units are housed on Hogehilweg. In terms of layout, a flexible workplace concept was selected, which means that the service units' accommodation is well within both the existing space standard and the new one. Over the next few years, the impact of hybrid working will become apparent. Combined with good working arrangements, the workplace concept provides possible space for accommodating more staff.

2.3 Affordability of the Accommodations Plan

A number of reference points are important in ensuring the affordability of the Accommodations Plan and the ability of the university to obtaining financing for projects under the plan. The first reference point is that the Accommodations Plan reserve may not be negative in 2035. Nonetheless, there will be monitoring throughout the period to ensure shortfalls and surpluses are balanced. In this Accommodations Plan, the reserve is €57 million negative. This negative balance is mainly due to cost increases in recent years; maintenance budgets have been increased to address backlogs (now at higher costs), the projects in the University Quarter are proving more expensive due to heritage status and complexity of construction, the projects at the REC have become more expensive and all projects are affected by high construction inflation. For the first four years, an additional estimated amount has been included to cover rises in construction costs.

Generally speaking, the calculation model used for the Accommodations Plan does not take inflation into account. This is based on the general assumption that cost increases due to inflation will be covered by the government on the income side. Only in relation to investments will consideration be given to the fact that the rise in construction costs is 1% higher than inflation on average (long-term average, over a 20-year period), with an additional estimated amount being included for the first four years.

Under the existing system, the Accommodations Plan price is adjusted for inflation on an annual basis. Based on current general inflation figures, that would mean a price increase of around 10% for next year. The effect of this increase is that revenue will be higher by around €8 million per year, which means that the shortfall in the Accommodations Plan will be made up within a fairly short period. Such a steep increase is undesirable for the faculties and service units. It will be investigated how the cost of inflation can be passed on in a more gradual way, while returning the Accommodations Plan reserve to an appropriate level within an acceptable period of time. The

units can manage these higher expenses by taking steps sooner and faster to optimise their use of space. For the Accommodations Plan, a reduction in internal use means that costs will eventually decrease, for example due to less external leasing or lower investment needs. It is also possible that, over time, floor space may be freed up that could be repurposed to bring in external revenue; for example, it could be used by partners.

It is therefore possible to control the reference point concerning fluctuations in the Accommodations Plan reserve.

The current balance is acceptable, given that there is still scope for measures that would have a positive impact on the operating result.

The 10–12% income-to-rent ratio reference point is also met (2023: 9.8%). This reference point states that the overall costs of the use of space by units may not exceed 10–12% of the UvA's turnover.

A fixed rate of rent that is the same for each unit applies across the entire UvA. This rent covers the costs of long-term development and maintenance of the entire property. The rent is subject to annual adjustment for inflation (CPI).

The desire to realise all ambitions within a reasonably short period of time means that more liquid assets are needed and thus additional agreements are required. It is currently estimated that the shortfall will be around €70 million in 2026, rising to around €115 million in 2027 and 2028. This may change over the next few years. 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. A concrete strategy to obtain additional financing is currently being developed.

We have gained better insights to inform the strategic decisions ahead. It is important that we actively share information about developments at the university and their impact on the space requirements of the campuses. As our understanding of the effects of hybrid working and the digitalisation of education evolves, these learnings can be taken into account in the preparation of projects; that too helps to ensure that accommodation is aligned with the needs of students and staff. Given the high degree of uncertainty regarding longer-term developments, it is important to invest no more than is actually necessary. Professionalising the processes will make an important contribution here.

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

2.3.1 Changes from the 2023 Framework Letter

Since the 2023 Framework Letter, a number of changes have been made that have had a combined negative effect on the real estate accounting operating result presented in the Framework Letter. The changes are as follows:

- The 2022 forecast has been adjusted and the investment plans updated to include the most recent information from the Real Estate Development unit and Facility Services (FS).
- The latest estimates for BG5 and the OMHP have been included.
- The budget for REC JK has been updated based on the outcome of the tendering procedure.
- The schedule for the asbestos programme has been updated.

- The risk policy for the projects in the city centre has been updated on the basis of the latest insights.
- The task-based investment reduction, which reflects the expectation that it will be possible to achieve further investment reductions in the future, including through adjustment of the space standard system, has expired.
- For the years 2023–2026, a price rise risk has been incorporated of 6%, 1%, 1% and 1% respectively, on top of the 1% increase assumed in the Accommodations Plan model.
- Intensification of maintenance and a 10% increase in the maintenance parameters. As a result, the FS fee, which is based on the maintenance portfolio, has also been increased.
- The security investments have been updated. The initial security investments have been included, and replacements and maintenance are carried out as part of the regular maintenance process.
- The USC has been added to the portfolio from 1 January 2023. As well as the revenue, the operating expenses have also been included. These primarily consist of maintenance and depreciation.
- Pro-rata and pre-pro-rata VAT. It was assumed in the budget that 10% of VAT could be reclaimed. Starting in 2023, the VAT refund will be paid into the real estate reserve.
- The proceeds from the sale of the activities of the Le Coin operating company, a limited partnership (CV) of UvA and UvA Ventures Holding (UVH). The purpose of the limited partnership was to operate Le Coin hotel.

3 Finances

3.1 Accommodations Plan financial long-term forecast

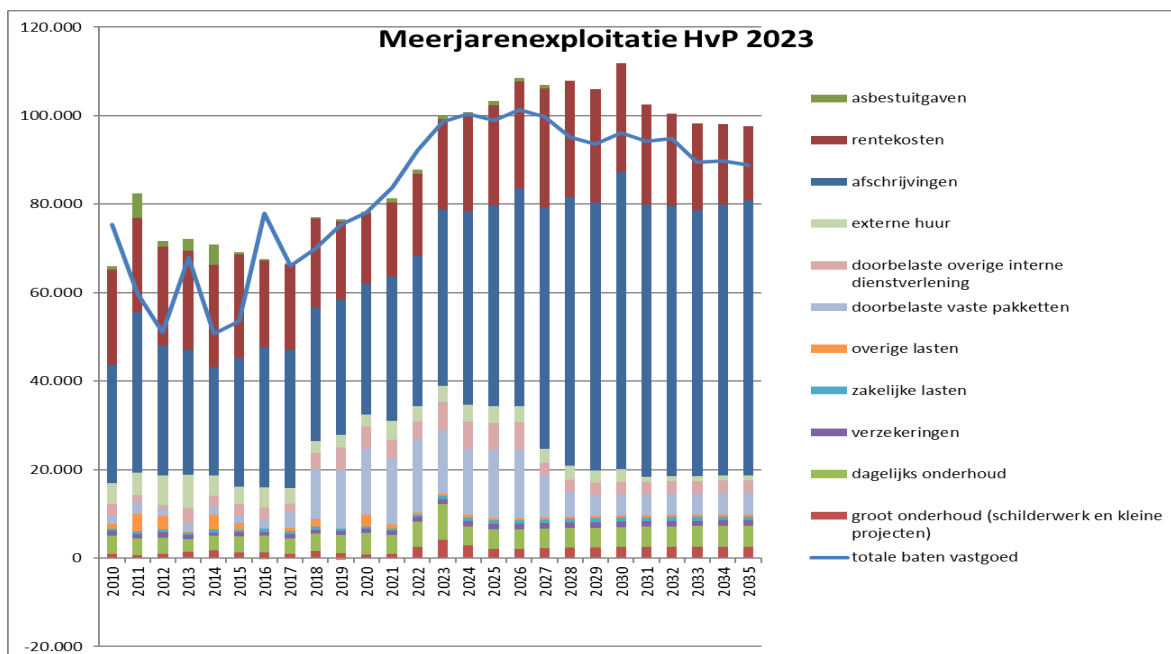
The calculation model in the Accommodations Plan is an investment and operating calculation from 2005 over a period of 30 years. The Accommodations Plan reference points apply to this calculation. The calculation model has now been extended to cover the period up to 2045, to show the long-term impact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

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

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

Result of real estate operations

Property expenses can fluctuate from one year to the next due a variety of causes, such as asbestos removal or the write-off of residual book values. While rental income is predictable, total income may fluctuate significantly as a result of non-recurring items, such as revenue from sales. Furthermore, the Accommodations Plan does not constitute a zero net investment, in the sense that annual investments are roughly equal to annual depreciation. On the contrary, as the Accommodations Plan shows, the majority of the UvA's buildings are gradually going to be renovated, refurbished or rebuilt within a period of 20 to 25 years. Due to the straight-line system of depreciation, this has resulted in a period in which expenditure exceeds income, which will later be followed by a period with relatively little investment in which these losses have to be recovered. The internal agreements about pre-pro-rata VAT have been included in this Accommodations Plan. Starting from 2023, the adjustment will be paid into the Accommodations Plan reserve. The following graph shows the developments in income and expenditure from real estate operations during the years to 2035, according to the calculation model underlying the Accommodations Plan.



Graph: Developments in income and expenditure from real estate administration to 2035

In accordance with the 2023 Framework Letter, the internal rent rate for 2023 has been set at the 2022 price, plus a 2.68% inflation correction (average CPI in 2021), which brings it to €273.26 per m² LFA.

Tarief vastgoed	2022	2023	2024	2025	2026
Vastgoed / m ²	265,82	273,26	273,26	273,26	273,26

Table: Changes in internal rent rate (Source: 2023 Framework Letter)

External tenants with close ties to the UvA are charged the cost-covering rent at a minimum, and, where possible, the internal rent rate (which is higher). Other external tenants are charged rent at a rate that is in keeping with the actual quality, market value, lease term and policy in relation to the space leased. The non-recurring income from the disposal of the activities of the operating company Le Coin CV will be incorporated into the 2023 budget year. The operating company runs Le Coin hotel. In 2022, it was decided to terminate this active position of UVH and UvA on the grounds that activities that do not primarily contribute to the organisation's objectives should be phased out.

On the cost side, an adjustment to investments has led to a change in depreciation and interest expenses and an adjustment of the capitalised construction interest attributable to projects. In addition, increased maintenance expenditure relative to the 2022 Accommodations Plan, comprising both investments and costs, is included for the coming years. Extended use of buildings in the city centre requires additional maintenance to be carried out, particular on the building envelope, and in some cases systems also need to be replaced. Decisions are made in line with the schedule for proposed renovations. In terms of price developments, it is noted that, as with developments in project costs, maintenance also involves steeper cost rises on average than previously assumed. The key maintenance figures used for long-term price transmission have been adjusted to reflect these price increases.

Long-term operations are more negative than was presented in the 2022 Accommodations Plan. The major projects in the University Quarter have become more expensive, and as a precaution, the risk estimate for the University Quarter has been increased. Based on existing models, the growth seen in recent years is driving increasing demand for more floor space for education and staff. The new office space standard focuses on optimising the use of office space so that more growth can be accommodated using existing floor space. As a result of this policy, in ten years' time units should be using less space. The new space standard will be used in accommodation and

investment decisions. The initiative of this change process lies with the units, therefore the Accommodations Plan does not pre-empt long-term financial savings such as preventing or reducing the leasing of space or reducing investment needs. However, through the scope for reinvestment, the Accommodations Plan supports units that wish to take steps to implement the standard and require building modifications to do so. The units were surveyed to identify what they need to take such steps. Partly on the basis of this information, the Framework Letter will consider the extent to which additional investments are required for units that want to get started quickly on meeting the new standard. The 2023 budget includes €300,000 to support units that want to start developing concrete proposals.

It appears that hybrid working will enable further savings in office floor space, but the extent of these savings is not yet clear. In addition, the desire to reduce the growth in student numbers will create more possibilities in general to control the demand for space. This reduces the risk of making excessive or bad investments in accommodation, but it is still important for investment decisions to be made within the framework of the Accommodations Plan.

Generally, the effects in terms of changes in costs are managed by investment planning considerations and quality differentiation in accordance with the policies outlined in the Accommodations Plan. Rescheduling investments will spread out liquidity needs and improve both real estate operations and the balance of the Accommodations Plan reserve in 2035, as it will enable depreciation and interest expenses to be deferred. A building-oriented approach, active risk management and involving cost experts at the initial design phase will lead to a better understanding of projects. This will enable plans to be implemented in an affordable way. However, this Accommodations Plan shows that the totality of ambitions, price increases in the market, the complexity of heritage status and the desire to achieve numerous projects within a relatively short period of time mean that there will be pressure on liquid assets from 2026. It is expected that €185 million in financing will be needed between 2026 and 2028 to keep the liquidity ratio at 0.5 in addition to investments. The exact amount and timing may change due to a range of factors, such as construction delays, operating results different from those forecast and budgeted, or the funds for sector plans and start-up and incentive grants being spent at a different rate. A concrete strategy to obtain additional financing is currently being developed.

The quality of the forecasts has significantly improved this year, but the faculties have indicated that some developments are not yet concrete enough to be able to be incorporated in the Accommodations Plan. Faculties are often slow to initiate the process leading to a new space requirement, with decisions yet to be made, while the importance of the Accommodations Plan lies in the ability to predict this type of development in a timely manner in spatial as well as financial terms. The shortage then remains in the Accommodations Plan until the user has that certainty.

The annual results, with the exception of those charged to the asbestos special-purpose reserve or the Amsterdam Science Park Area Development, are charged or taken to the Accommodations Plan special-purpose reserve, which can be considered as equalisation reserve. At the end of 2021, this reserve stood at €26 million, and is effectively a “reserve” for the Accommodations Plan, created in the years before the costs of the entire construction of Amsterdam Science Park began to impact on operational results. The forecast annual result for 2022 is a positive result of €3.2 million. The Accommodations Plan reserve is currently forecast to be negative €46 million in 2035.

The impact of inflation is not taken into account in the financial analysis of the Accommodations Plan. According to the existing system, over the next few years the changes in inflation will be incorporated into the Accommodations Plan price, ensuring that the reserve returns to the proper level. To protect the faculties from excessive cost increases, from 2024 the aim will be to pass on up to half the cost of inflation, gradually increasing the amount passed on until the Accommodations Plan reserve is restored to the proper level. Because some of the costs of the

Accommodations Plan (such as depreciation) originated in the past, inflation adjustment of the Accommodations Plan will provide sufficient space to accommodate the total cost increase.

Adjustments to the investment estimate since the 2022 Accommodations Plan

The 2023 update of the Accommodations Plan includes an adjustment for cash flow and investment planning in connection with the schedule for renovations and the latest project estimates.

Projects in the city centre involve considerable complexity. Due to the limited space and the access restrictions (quays and bridges), construction logistics are complicated and expensive. Heritage status means that implementing the programme in accordance with today's requirements, including sustainability improvements, involves huge challenges. All in all, this means that projects in the city centre are expensive. In the University Quarter, adjustments have been made for the OMHP and BG5 of €9 million and €14 million respectively as a result of higher costs due to price increases and complexity, relating in particular to heritage status and construction logistics. The previous Accommodations Plan included a provision for foundation repairs of €4 million for the OMHP and €15 million for BG5. Based on further investigation, the foundation repairs for the OMHP are not considered necessary and the foundation repairs for BG5 will cost an additional €4 million. Earlier this year, an adjustment of €19 million was made to the University Library project. Finally, in light of current market conditions and the complexity of these projects, the risk estimate for the University Quarter has been increased by €9 million. This will ensure that sufficient financial resources are available to implement the projects. With these adjustments, in practical terms the limit of financial headroom has been reached for the University Quarter: in the next five to ten years, projects will have to be implemented within the budget that is currently available.

The completion of the University Library, which will quickly be followed by BG5 and the OMHP, will create a solid and sizeable cluster of high-quality floor space. Subsequent projects such as BG3, OTM, GHK and the BOS cluster will have to be completed within their financial frameworks. Exceeding these frameworks is possible only if space can be found in another project in the University Quarter. With all the knowledge that has been acquired, it should be possible to draw up better contracts, with an ambition matched by the budget, based on a building-oriented approach and, if necessary, with the involvement of a listed buildings specialist.

The outcome of the tendering procedure for REC JK and REC P was higher than the estimated budget. Adjustments have been made of €1.2 million and €4.3 million respectively. Both projects are now underway. To cater for the expected growth on the campus in the long term, an expansion of around 9,000 m² with an investment of around €42 million has been factored in. In addition, an investment of €1.6 million has already been included for the REC, to create a sports facility. The feasibility study will begin this year.

The allocation of money from the Growth Fund has enabled additional space to be created at the ASP, which will contribute to the development of new research pathways within Quantum and the development of the Quantum community in general. In 2022, the Executive Board made a decision on the project and an investment of around €50 million was included in the Accommodations Plan.

Planning for the sustainability investment programme has also been adjusted. The programme included a TES (thermal energy storage) system at the building level. A project has now been started to create an area-specific TES system for the University Quarter, and preparations will be made in the third quarter to start working on a design. Part of the programme budget (€6 million) has been transferred to the new project.

This summer, an exploratory study was begun to investigate whether and how the reduction of gas consumption by buildings can be accelerated. The sustainability investment programme takes

these measures into consideration in a general sense, but at the moment, the extent to which the schedule may change is unclear. There is expected to be greater clarity by the time the 2024 Framework Letter is drafted.

In accordance with the framework letter, the financial project estimates are based on the price level as at 1 January 2022, with a model projection for the price level upon work completion (1% per year, being the long-term average difference between increased construction costs and inflation). For the first four years, a price increase due to market risks has also been included (2023 6%, 2024 1%, 2025 1%, 2026 1%). The 2022 forecast column has been updated since the framework letter, based on information from Real Estate Development and Facility Services on the progress of projects.

The 2022 Accommodations Plan included an investment reduction of €21 million. This reflects a commitment to achieve further investment reductions in the future, partly through more efficient use. Now that there is greater capacity to control the use of space, it is expected that over the next few years the demand for space will fall, and it will be possible to dispense with this rule.

Additional funding was included in the budget for the first few years to bring the buildings up to the desired level of quality and maintain them at that level. This included additional funds for painting. In addition, additional maintenance costs were taken into account due to the expansion of the portfolio, and the cost parameters were increased by 10% in light of current price developments. Facility Services is working on professionalising maintenance management. This will enable long-term forecasts to be taken into account in decision-making and more focused decisions to be made, and will increase the predictability of the programme.

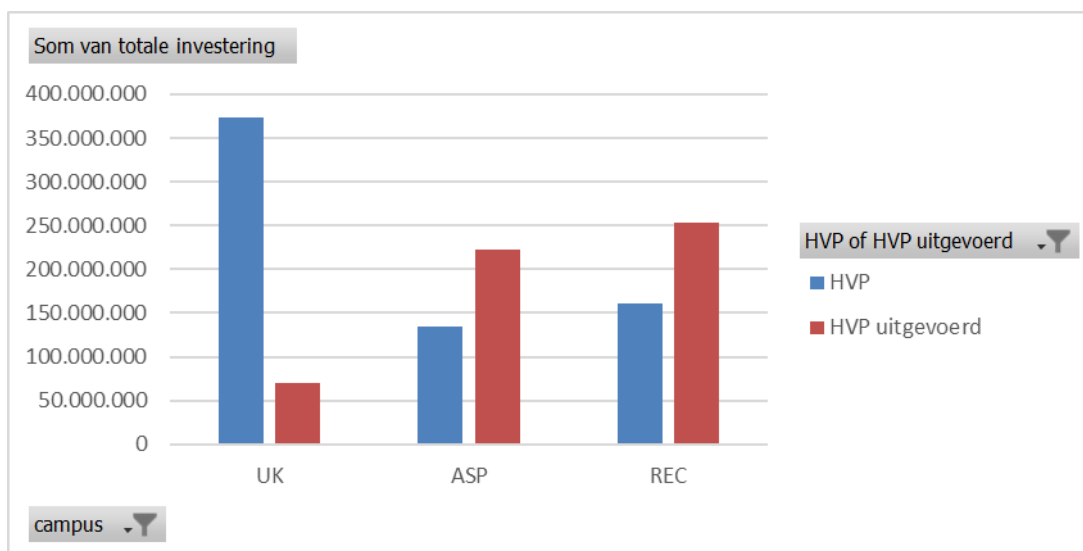
It has been agreed with the Dutch Tax Administration that around 10% of the VAT can be reclaimed for real estate expenses. Starting in 2023, the VAT refund will be paid into the Accommodations Plan reserve. For the budget horizon (2023–2026), the refund is expected to be around €5.8 million.

The investment programme in the long-term budget amounts to €346 million in total, and to €550 million for the period up to 2035. Accordingly, the investment estimate of the Accommodations Plan in the 2023 budget is as follows:

HvP investeringsraming, bedragen in €1000	Begroting 2022					Begroting 2023								Wijzigingen ten opzichte van HvP 2022						Toelichting		
	2022	totaal 2023-2026	totaal 2027-2035	Aannames 2036-2040	totaal	Prognose 2022	2023	2024	2025	2026	totaal 2023-2026	totaal 2027-2035	Aannames 2036-2040	totaal	programma-uitbreiding	prijzontwikkeling	risico's	programma-kwaliteit	planningswijziging		Totaal wijzigingen	
Universiteitskwartier	49.880	140.565	21.126	-	161.691	33.828	45.218	40.861	26.897	38.913	151.889	94.113	-	246.002	6.000	31.604	6.043	9.590	31.074	84.311		
Renovatie Universiteitskwartier	6.944	108.777	21.126	-	129.903	7.043	6.091	13.364	26.897	38.913	85.264	94.113	-	179.377	6.000	9.590	8.041	9.590	16.253	49.474	WKO als project opgenomen (voor 1,3 mln gecorrigeerd op projectniveau). Resterende 6 mln. gedekt door duurzaamheidsinvesteringen. Daarnaast zijn de laatste ramingen van de projecten OMHP en BG5 opgenomen (het effect bedraagt circa 19 mln. (evenredig) gepresenteerd als wijziging prijzontwikkeling en programma-kwaliteit).	
Renovatie UB in uitvoering	42.028	12.712	-	-	12.712	25.435	33.734	13.099	-	-	46.832	-	-	46.832	-	17.298	2.002	-	-	14.820	34.120	Bijstelling uitvoeringsraming UB en planningsverschuiving cashflow.
Funderingsherstel	909	19.076	-	-	19.076	1.351	5.394	14.399	-	-	19.792	-	-	19.792	-	4.716	-4.000	-	-	716	716	Dit bedrag bestaat uit risicoraming voor funderingsherstel van BG5 en GHK. In de begroting 2022 was een risicoraming voor funderingsherstel OMHP opgenomen van circa 4 mln. Het funderingsherstel wordt niet nodig geacht en komt te vervallen. Het funderingsherstel af van BG5 is conform laatste raming opgenomen en is met circa 4 mln verhoogd.
Roeterseilandcampus	13.640	11.796	-	47.728	59.524	7.140	22.201	5.309	1.673	1.239	30.423	41.229	49.481	121.133	44.054	5.538	-	-	12.015	61.608		
Onderwijsruimten	7.688	7.070	-	-	7.070	4.790	10.688	1.595	-	1.239	13.522	41.229	-	54.751	42.468	1.245	-	-	3.967	47.681	Investering in een nieuw gebouw op het REC. Bijstelling budget REC P.	
Programmauitbreiding REC	5.952	4.726	-	47.728	52.454	2.350	11.513	3.714	1.673	-	16.900	-	49.481	66.382	1.586	4.293	-	-	8.048	13.927	Investering in een sportfaciliteit op het REC en tijdelijke huisvesting. De prijzontwikkeling betreft het aanbestedingsresultaat REC JK. De aanname na 2035 betreft investering (renovatie) REC JK.	
Amsterdam Science Park	16.341	12.962	-	-	12.962	12.953	6.127	3.242	25.766	31.718	66.852	1.062	67.915	51.908	545	-	-	-	2.500	54.953		
LAB 42	16.341	1.000	-	-	1.000	12.804	3.500	-	-	-	3.500	-	3.500	-	-	-	-	-	-	2.500	2.500	
Programmauitbreiding ASP	-	11.962	-	-	11.962	149	2.627	3.242	25.766	31.718	63.352	1.062	64.415	51.908	545	-	-	-	-	2.500	52.453	Investering in Quantun, rekening gehouden met de subsidie van het Nationaal Groeifonds.
Extra investeringsruimte	8.991	4.080	-	-	4.080	9.919	1.841	4.273	-	-	6.114	-	6.114	-	316	-	-	-	1.717	2.033		
Verhuurklaar maken kantoren Handboogstraat (tijdelijke maatregel UK)	505	-	-	-	-	524	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Extra investeringsruimte aanpassing tbv studieplekken	513	-	-	-	-	537	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Huisvesting diensten	187	-	-	-	-	1.659	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Museumcafe APM	707	-	-	-	-	-	783	-	-	-	783	-	783	-	76	-	-	-	707	783	Uitvoering van 2022 naar 2023.	
UB Singel	1.010	4.080	-	-	4.080	-	1.058	4.273	-	-	5.330	-	5.330	-	240	-	-	-	1.010	1.250	Investering in de UB Singel tbv schuifruimte start een jaar later.	
Tijdelijke voorzieningen REC	7.070	-	-	-	-	7.200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Portefeuillebreed	2.952	21.321	44.519	27.880	93.720	5.383	6.177	5.625	7.447	11.505	30.755	66.783	26.721	124.259	6.000	-	-	-	36.538	30.538		
Extra risicoraming prijzontwijzigingen (naar einde werk)	979	10.677	13.985	-	24.662	-	1.303	2.676	4.813	7.254	16.046	26.873	-	42.919	-	-	-	-	18.257	18.257	Betreeft extra marktrisicoraming voor investeringsprojecten naar einde werk. Er is voor de jaren 2023 t/m 2026 rekening gehouden met risico prijzontwijziging van resp. 6%, 1%, 1%, 1% bovenop de 1% stijging waar het HvP model vanuit gaat.	
Vervangings investeringen beveiliging	596	1.092	2.753	-	3.844	1.379	1.712	1.739	-	-	3.451	-	3.451	-	-	-	-	-	-393	-393	In de conceptbegroting zijn de initiele beveiligingsinvesteringen opgenomen. In de begroting 2022 waren de vervangingsinvesteringen en onderhoud meegenomen. In deze begroting is aangenomen dat vervanging en onderhoud vanuit het regulier onderhoudsproces wordt uitgevoerd.	
Duurzaamheid	1.378	9.552	48.700	27.880	86.131	4.004	3.162	1.210	2.634	4.251	11.258	39.910	26.721	77.888	-6.000	-	-	-	-2.243	-8.243	Raming in de duurzaamheidsinvestering tbv WKO zijn als project opgenomen binnen de investeringen UK. Daarnaast zijn er investeringen in de planning naar voren gehaald ter uitvoer in 2022. Tot slot wordt in het HvP de aanname gedaan dat ook na 2035 investeringen worden gedaan in het kader van duurzaamheid.	
Investeringsverlaging (o.a. via ruimtenorm)	-	-	-20.917	-	-20.917	-	-	-	-	-	-	-	-	-	-	-	-	-	20.917	20.917	Het bedrag in de begroting 2022 gaf de verwachting weer dat het mogelijk blijft om ook in de toekomst tot verdere verlaging van investeringen te komen. Deze regel is in de concept begroting 2023 komen te vervallen.	
Instandhouding en FA	13.884	65.643	-	-	65.643	13.884	15.831	14.794	16.316	19.196	66.138	-	66.138	-	2.878	-	4.295	-6.677	495			
Meerjarig Onderhoudsplan (structureel)	8.110	28.088	etc	n.t.b.	28.088	8.110	12.363	9.591	7.003	6.974	35.931	etc	35.931	-	2.809	-	5.034	-	-	7.843	7.843	Toevoeging aan kaderstelling Onderhoud tbv Duurzaam MJOP en extra kosten uit hoofde van schilderwerkzaamheden. Daarnaast rekening gehouden met extra onderhoudskosten ivm uitbreiding portefeuille. Tot slot zijn de kostenparameters met 10% verhoogd als gevolg van recente prijzontwikkelingen.
Functionele Aanpassingen (structureel) plus wet- en regelgeving/toegankelijkheid	5.774	14.823	etc	n.t.b.	14.823	5.774	3.408	3.503	3.538	3.573	14.083	etc	14.083	-	-	-	-740	-	-	-740	-740	Projecten wet- en regelgeving/ toegankelijk lopen af en gaan over in reguliere processen.
Herinvesteringen (modelframing, na afloop van afsluiting termijn 30%)	-	20.843	etc	n.t.b.	20.843	-	-	1.700	3.817	8.648	14.166	etc	14.166	-	-	-	-	-	-6.677	-6.677	Verschuiving herinvesteringen als gevolg van uitstel van renovatieprojecten.	
Kwaliteit kades	-	1.889	-	-	1.889	-	-	-	1.958	-	1.958	-	1.958	-	69	-	-	-	-	69	69	
Effect pre- pro rata BTW regeling							-1.668	-1.240	-1.272	-1.654	-5.834	etc	-5.834		-5.834					-5.834	Schatting van het effect van de pre- pro rata btw regeling voor de begrotingsperiode (uitgangspunt is 10% teruggave van de BTW).	
Totaal inplannen opgenomen	106.689	256.367	65.646	75.608	397.621	83.108	95.728	72.865	76.827	100.917	346.336	203.188	76.202	625.726	95.962	40.882	6.043	13.885	77.167	228.105		

Table: 2023 Accommodations Plan investment table

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



Graph: Planned and realised investments in the Accommodations Plan up to 2035 x €1,000, including the sustainability programme.

3.1.1 Functional Modifications (FM)

The Functional Modifications plan is the investment programme to facilitate changes in the use of space. The framework included in the Accommodations Plan is formed by an annual investment budget of around €3 million, based on an average depreciation period of 10 years. The call for units to submit requests for the 2023 plan was issued after the summer, and the 2023 project list was discussed in the November operational management consultation. The FM programme requires an investment of around €3 million, plus a token entry for the E1 project (this project is still being investigated). Once the finer details of the projects have been worked out, we will have a better understanding of whether the programme as a whole can be implemented with the available funds. If a higher overall investment is necessary, this will be translated to a lower level of the framework for 2024. The operational management consultation issued a positive opinion with regard to this FM plan. A list of projects can be found in the annex.

3.1.2 Sustainable Long-Term Maintenance Plan (DMJOP)

The annual major maintenance plan is drafted based on the Sustainable Long-Term Maintenance Plan (DMJOP) and on the annual maintenance survey carried out by contractors and cluster managers. The plan is prepared by Facility Services and aligned with the Accommodations Plan project schedule. Maintenance on buildings earmarked for renovation is scaled back to a basic level of safety, wind resistance and watertightness. Day-to-day management includes acting on fault reports (relating to building systems), since the necessary replacement investments will be included in the upcoming renovations. Because preparations for the University Quarter projects are taking more time, serious quality issues have emerged in the buildings that are remaining in

use for longer. Additional maintenance is required, as well as active monitoring of these buildings. In recent years, attention has therefore been particularly focused on catching up on deferred maintenance. This plan includes all the work that is deemed necessary to carry out in 2023 to prevent maintenance on other buildings from falling too far behind. In doing so, we will be pushing the limits in terms of feasible capacity.

The size of the real estate portfolio, the diversity of management and maintenance issues, coordination with other project programmes and the need for process design focused on a longer maintenance horizon, have prompted Facility Services to work on further professionalisation of maintenance management. The goal is to create a more programme-based approach for the construction strategy and to develop long-term plans, thus achieving greater predictability of maintenance and replacement expenses.

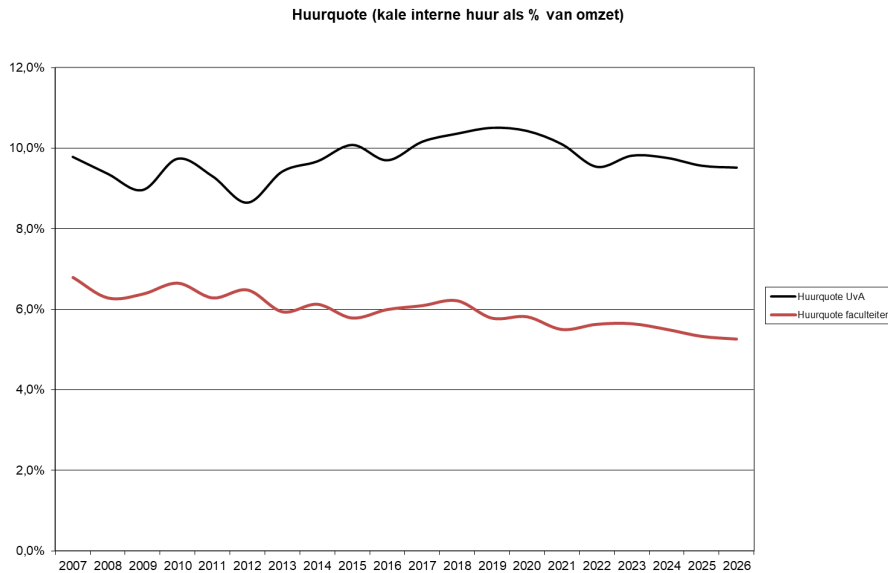
The huge rise in energy prices increases the urgency to take steps to increase sustainability as quickly as possible. This means that measures to improve sustainability must be undertaken within available capacity wherever possible.

The annual plan for major maintenance in 2023 is attached as an annex to this Accommodations Plan and will now be adopted as part of the budget process.

3.2 Criteria

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

- The Accommodations Plan special-purpose reserve should not be negative in 2035. In other words, the interim negative balance should have been made up by that time, as a new series of renovations will need to be financed from that date. Without taking inflation into account, in 2035 the Accommodations Plan reserve will be negative €57 million. According to the existing system, over the next few years the changes in inflation will be incorporated into the Accommodations Plan price, and thus after several years the reserve will return to the proper level and the assessment criteria will be met. For example, with an inflation correction in 2024 of 5% (the starting point for the wage compensation/cost-of-living adjustment) and gradual catch-up indexation of 1% per year for 5 years (the starting point for the average CPI in 2022 of 10%), the Accommodations Plan reserve will be positive from 2026.
- Solvency should be above 30% on a long-term basis (Education Inspectorate Standard). When the Accommodations Plan began in 2005, the solvency requirement was 20%, which was 5% higher than the solvency demanded by the banks. The debt service coverage ratio (DSCR) should remain above 1.2. These levels apply to the planning period of the long-term budget, and are also calculated for the very long term in the Accommodations Plan. In the long-term forecast, the UvA remains well above the standard.
- The percentage of turnover that the UvA must allocate to internal rent (the income-to-rent ratio) should remain stable at 10–12% in the long term. The income-to-rent ratio will remain within the range of 10–12%, as determined by policy, for the next few years (2023: 9.8%). The long-term trend is declining, due to the increase in turnover. The space requirements trend shows a smaller rise in accommodation costs.



Graph: Percentage cost of accommodation (rent, excluding service charges) of the units compared to the total turnover of the UvA, adjusted for ACTA and AMC.

3.3 Finances conclusion

The long-term forecast is that space requirements will increase over the next few years. Decisions must be made about how to meet these requirements so that issues can be resolved. The new standard for the use of office space will help units control their space requirements, as will the commitment to end further growth.

In the longer term, there is more uncertainty regarding the development of the university and the resulting space requirement of the units. This means that it will continue to be important in the years ahead to make the best possible estimates of the use of space, in dialogue with the units, and to make balanced decisions about the portfolio in good time.

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

The balance of the Accommodations Plan reserve is trending downwards. Based on the existing approach, the changes in inflation will be passed on to users, which means that the shortfall in the Accommodations Plan will be temporary. To protect the faculties from too-rapid price increases, a gradual adjustment has been proposed.

This Accommodations Plan shows that there will be pressure on liquid assets from 2026. €185 million in financing is expected to be needed in the period between 2026 and 2028. The exact amount and the timing may change, due to a range of factors. A concrete strategy to obtain additional financing is currently being developed.

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

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

Annex 1: Space requirement analysis for 2023

B1.1 Amsterdam Science Park (ASP)

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

B1.1.1 Current use of the ASP

The UvA occupies roughly 66,000 m² of usable floor area in Amsterdam Science Park. There is approximately 1,500m² of vacant space, which relates to around half of building ASP 107. This building will be vacated entirely in 2024, after which its future use will be determined. Given the quality of the building, investment will be required if it is ever to be occupied again.

ASP	onderwijs	onderzoek	kantoren	ondersteune	overige	totaal
totaal	13.693	17.160	24.822	2.305	653	67.371
gebruik	13.375	17.160	23.682	2.305	653	65.912
leegstand	318	0	1.141	0	0	1.459
primair	13.375	17.134	22.940	560	653	54.662
FNWI	4.391	17.104	21.666		130	43.290
AUC	1.848	30	1.113	560		3.551
UB	2.234		161		524	2.919
BOL	4.902					4.902
intern overig	0	26	690	1.745	0	2.461
FS			306	1.677		1.983
ICTS			99	68		166
IXA		26	285			311
derden	0	0	52	0	0	8.789
NWO/ Nikhef			52			52
USC sport	26	44	371	1.064	5.162	6.667
Co-creatie Lab42			1.904			1.904
overig			166			166
leegstand	318	0	1.141	0	0	1.459
bouwkundig	318		1141			1.459
economisch						0

Table: Use of space at the ASP in 2023

B1.1.2 Amsterdam Science Park – Developments

In view of the ambitions of the faculty and taking into account the new space standard, the Faculty of Science has reassessed its future space requirements. In doing so, it has incorporated new spatial and substantive developments and focused more explicitly on space requirements for partners and co-creation. The match between the supply of and demand for space, at building level and by function type, for example, has been examined at a deeper level. This clarified the types of decisions that need to be made with regard to the portfolio and led to funds being made available to meet the increasing demand for space. The reassessment of the space requirements served as a basis for the decision concerning LabQ.

Campus development

The completion of Lab42 has resolved the acute lack of space experienced by the Faculty of Science, taking into account the new space standard. In addition, there is reserve space in ASP 107 and in the Startup Village pavilion that can be used while a new layout is being implemented in ASP 904. This will enable the faculty to consider a new, more logical office layout for Building 904, which will better facilitate collaboration within and between the institutes. Any structural modifications that may be needed can be paid for out of the reinvestment funds that have been factored into the Accommodations Plan for the short term. More supply will arrive in 2026 with the completion of the LabQ project.

Lab42

In August 2022, the IvI, ILLC and ICAI moved into the new Lab42 building. The building comprises a mix of lecture rooms, study places, offices, research labs with a focus on informatics, AI Research labs, a meeting room, flexible workspaces and other co-creation facilities supporting the ICAI. The building will be home to a unique knowledge community where students, researchers and entrepreneurs can learn from and inspire each other.

Over the past year, a rental concept was established for operating the space available to third parties. The rental concept includes a selection procedure for admitting tenants, the layout and facilities, the rates that will be charged, agreements regarding the use of the municipal subsidy, and internal agreements and procedures that must be completed to make this possible. There has been a great deal of interest from the AI community in leasing space in Lab42. The Faculty of Science plans to welcome the first tenants to the building in 2022. Over the next few months, the letting procedure will be evaluated, and adjusted where necessary. This procedure could serve as a blueprint for other locations with third-party tenants.

SustainaLab/Matrix One

Matrix One was delivered in September 2022. Matrix One is the home base of the SustainaLab, among other tenants, an ecosystem of knowledge, community, talent, and infrastructure and facilities centred on sustainability. The building offers space for co-creation and interaction and, with a focus on sustainability, will further strengthen the profile of the ASP. As a participant, the UvA leases space in the SustainaLab, which is used to house project coordinators, the Amsterdam Green Campus (AGC), the network organisation Science & Business (S&B) and other partners aligned with the SustainaLab concept. Project space has also been created, which can be used for sustainability initiatives. The Faculty of Science is a co-user of the SustainaLab.

In 2023, the partners in the collaboration agreement will appoint a project coordinator, who will develop and promote the SustainaLab proposition to get as many parties on board as possible.

LabQ

Another building is in development, and will focus on Quantum. Quantum.Amsterdam is part of a wider network: Quantum Delta NL. The building will have facilities for the quantum scientists of QuSoft (the Faculty of Science in collaboration with the CWI), Quantum.Amsterdam and quantum education, and will also offer space to the wider quantum community. The allocation of money from the Growth Fund has enabled additional space to be created, which will contribute to the development of new research pathways within Quantum and the development of the Quantum community in general. The building will mainly contain offices (including meeting rooms and collaboration spaces), supplemented by teaching, lab and public spaces as well as hospitality, bicycle parking and services facilities. The Executive Board made a decision on the project in 2022 and the funds were included in the Accommodations Plan. The aim is for this building to be completed by 2026.

Future use of ASP 107

The Science Park 107 building, also known as the former Astronomy Building, is attached to the FOM/Nikhef (NWO) building. The UvA has a right of use in respect of the building, linked to the term of FOM/Nikhef's long lease over the land. In view of the UvA's desire to retain the building in the long term, new agreements will be made with FOM/Nikhef about how it will be used.

Nikhef (the National Institute for Subatomic Physics) plans to renovate its section of the building. The UvA's section of the building is also technically outdated and modifications will be needed if the building is to be used after 2023. The UvA agrees with Nikhef's view that similar renovation work should be undertaken on the façade if the building is to remain occupied.

With the decision on the LabQ project, the UvA is committed to constructing new floor space for the Faculty of Science at the ASP. This will allow the future growth of the faculty, as well as the ambitions for Quantum, to be accommodated. The Faculty of Science assumes that ASP 107 will not be needed in the future to accommodate staff. The portfolio analysis for the ASP shows that demand for space will continue to exceed the basic supply in the future. It follows that it would be wise to retain the building in the long term, and make new agreements with FOM/Nikhef about how it will be used. A proposal for such agreements will be developed in the next few months.

Space for collaboration

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

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

The initiative by the UvA, UvA VH and Matrix IC to create a Deep Tech Innovation Centre fits in well with the ambition for collaboration and entrepreneurship. This state-of-the-art business complex will be a key facility for entrepreneurship in science across the full spectrum of Amsterdam Science Park, in seamless collaboration with the centres already present at the ASP (such as ARCnl, ICAI and QuSoft). Over the next few months, the UvA, UvA VH and Matrix IC will continue to work together to explore whether there is sufficient interest for this project to proceed.

B1.1.3 Faculty of Science – Developments

For the 22/23 academic year, the Faculty of Science has 7,387 enrolled students and has budgeted for around 1,768 FTE staff members. The faculty is continuing to grow.

jaar		2022	2023	2024	2025	2026
studenten	min	7.200	7.387	7.270	7.305	7.340
	verwacht	7.200	7.387	7.416	7.526	7.638
	max	7.200	7.387	7.562	7.750	7.943

jaar		2022	2023	2024	2025	2026
fte	min	1.702	1.758	1.811	1.862	1.915
PID+PNID	verwacht	1.707	1.768	1.828	1.885	1.945
excl. gast	max	1.711	1.779	1.845	1.908	1.975

Table: Forecast of the numbers of enrolled students and FTE staff in the Faculty of Science

Space requirements for teaching

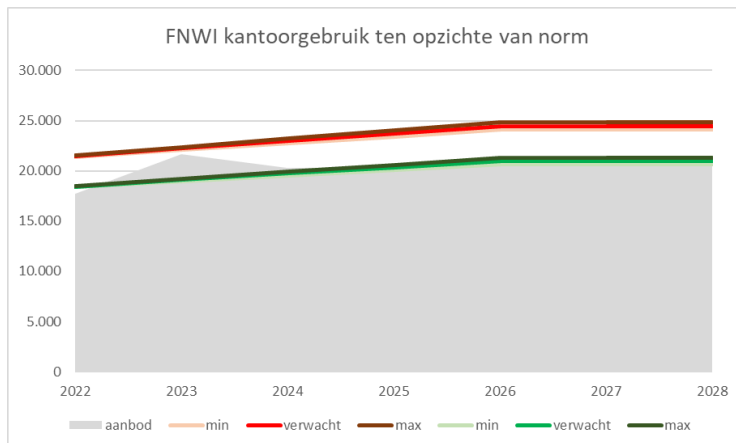
The number of students in the Faculty of Science increased by 2.6% this year. The sciences remain popular, and according to the baseline estimate by the Ministry of Education, Culture and Science, the student population will continue to increase in the next few years. For now, the Faculty of Science believes it can absorb this growth within its available teaching space. Nevertheless, this growth combined with educational innovation requires regular monitoring of the suitability and availability of sufficient supply.

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

Space requirements for offices

Staff numbers in the Faculty of Science are also continuing to grow. LabQ will provide more office space, enabling new staff to be accommodated. Based on the forecast for staff numbers up to 2026 and the new space standard for offices, the amount of office floor space will be sufficient.

The graph below shows the supply of office space compared to the space requirements based on the old (red) and new space standard (green). The peak in supply in 2023 is due to the temporary use of reserve space in ASP 107.



Graph: Supply of office space for the Faculty of Science and demand for office space according to the old space standard (red) and the new space standard (green)

B1.1.4 AUC

The AUC (Amsterdam University College) is a partnership between the UvA and VU Amsterdam. The annual intake of students to the AUC is capped. The AUC occupies a building that was purpose-built for teaching. Accordingly, the supply and demand of space are considered to be in balance. The use by the AUC of the indoor bicycle parking facility in ASP 107 is something to consider when future plans are being developed at the ASP.

B1.1.5 ASP portfolio analysis

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

AANBOD gecategoriseerd ASP		2022	2023	2024	2025	2026	2027	2028	2029	2030
Goed		48.292	64.227	63.965	63.965	72.575	72.575	72.575	72.575	72.139
Voldoende		0	0	0	0	0	0	0	0	0
Matig		3.276	1.620	260	260	260	260	260	260	260
Aanhuur		0	400	400	400	0	0	0	0	0
Basis aanbod		51.568	66.247	64.625	64.625	72.835	72.835	72.835	72.835	72.399
Goed		0	410	672	672	3.556	3.556	3.556	3.556	3.294
Voldoende		0	0	0	0	0	0	0	0	0
Matig		25	1.409	0	0	0	0	0	0	0
Aanhuur		0	0	0	0	0	0	0	0	0
Optioneel aanbod		25	1.819	672	672	3.556	3.556	3.556	3.556	3.294
TOTAAL aanbod		51.593	68.066	65.297	65.297	76.391	76.391	76.391	76.391	75.693
Renovatie		0	0	2.884	2.884	0	0	0	0	0
TOTAAL m2		51.593	68.066	68.181	68.181	76.391	76.391	76.391	76.391	75.693
VRAAG gecategoriseerd ASP										
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Primair		50.602	55.585	54.237	54.767	60.174	60.174	60.174	60.174	60.174
Partners		118	2.932	2.880	2.880	5.663	5.663	5.663	5.663	5.663
Studenten		0	6.667	6.667	6.667	6.667	6.667	6.667	6.667	6.667
Support		1.231	1.404	1.404	1.404	1.661	1.661	1.661	1.661	1.661
Commercieel		0	0	0	0	300	300	300	300	300
Totaal Vraag Basis		51.952	66.588	65.189	65.719	74.466	74.466	74.466	74.466	74.466
Primair		0	0	0	0	0	0	0	0	0
Partners		0	0	0	0	2.884	2.884	2.884	2.884	2.884
Studenten		0	0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0	0
Commercieel		0	0	0	0	0	0	0	0	0
Optionele vraag		0	0	0	0	2.884	2.884	2.884	2.884	2.884
Totale vraag		51.952	66.588	65.189	65.719	77.350	77.350	77.350	77.350	77.350
Portefeuilleanalyse ASP										
		2022	2023	2024	2025	2026	2027	2028	2029	2030
Match basis vraag en aanbod		-384	-341	-564	-1.094	-1.631	-1.631	-1.631	-1.631	-2.067
Optionele vraag		0	0	0	0	-2.884	-2.884	-2.884	-2.884	-2.884
Gewenste frictiemogelijkheden		-633	-695	-1.356	-2.026	-3.009	-3.009	-3.009	-3.009	-3.009
Match ruimtebehoefte en basis aanbod		-1.016	-1.036	-1.920	-3.121	-7.524	-7.524	-7.524	-7.524	-7.960
Optioneel aanbod		25	1.819	672	672	3.556	3.556	3.556	3.556	3.294
Match ruimtebehoefte en totaal aanbod		-991	783	-1.248	-2.449	-3.968	-3.968	-3.968	-3.968	-4.665

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

Now that Lab42 has been completed, the basic demand more or less matches the basic supply. Over time, the space shortage at the ASP will return, due to the growth of the faculties and increasing ambitions. The Faculty of Science has not provided a forecast for staff and student numbers from 2027 onwards; for now, the model assumes they will remain constant.

The renovation of ASP 107 means that optional supply is once again available. This will absorb some of the increasing demand and optional demand. However, the lack of a margin means that supply and demand must be carefully managed in the ASP portfolio. If new initiatives are developed, it would be desirable if the corresponding accommodation could be arranged in a flexible way. The extent to which that can be achieved has decreased in recent years, because this capacity has been used for the growth of the Faculty of Science. The area near the NWO and Matrix IC's buildings could be used as flexible space to temporarily address the additional space requirements.

Long-term growth and decline

The campus site still has sufficient space for the construction of new buildings. However, the construction of a new building requires a lead time of at least four years. To ensure that a new building will be available by 2026, a decision on the LabQ project plan was made in early 2022. It is also relevant, similar to the pathway followed for LabQ, to know whether the scale of the demand for space is such that the UvA should invest in order to meet it, or whether leasing space would be a more appropriate solution.

In addition to the expected growth forecast, the Faculty of Science has also provided minimum and maximum forecasts. The effect of these forecasts, translated into space requirements, is shown in the table below.

Portefeuilleanalyse ASP	2022	2023	2024	2025	2026	2027	2028	2029	2030
Match basis vraag en aanbod	-384	-341	-564	-1.094	-1.631	-1.631	-1.631	-1.631	-2.067
Optionele vraag	0	0	0	0	-2.884	-2.884	-2.884	-2.884	-2.884
Gewenste frictiemogelijkheden	-633	-695	-1.356	-2.026	-3.009	-3.009	-3.009	-3.009	-3.009
Match ruimtebehoefte en basis aanbod	-1.016	-1.036	-1.920	-3.121	-7.524	-7.524	-7.524	-7.524	-7.960
Optioneel aanbod	25	1.819	672	672	3.556	3.556	3.556	3.556	3.294
Match ruimtebehoefte en totaal aanbod	-991	783	-1.248	-2.449	-3.968	-3.968	-3.968	-3.968	-4.665

bandbreedte groei/krimp	2022	2023	2024	2025	2026	2027	2028	2029	2030
scenario min FNWI		-126	-372	-529	-701	-701	-701	-701	-701
overige krimp									
match basis pessimistisch		-216	-192	-565	-930	-930	-930	-930	-1.366
scenario max FNWI		138	372	533	709	709	709	709	709
overige groei									
match basis optimistisch		-480	-936	-1.627	-2.340	-2.340	-2.340	-2.340	-2.775

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

The spectrum of growth and decline for the Faculty of Science is relatively narrow. The envisaged maximum and minimum growth would have little impact on the availability of the portfolio. When planning new accommodation, the spectrum of developments will have to be identified as clearly as possible, to ensure that further growth can be absorbed within the available space.

B1.2 Roeterseiland Campus (REC)

The Roeterseiland Campus is situated between Roetersstraat, Sarphatistraat and Plantage Muidergracht. This campus is home to the Faculty of Social and Behavioural Sciences (FMG), the Faculty of Economics and Business (FEB) and Amsterdam Law School. This heavily populated campus (with more than 23,000 students) is also home to the cultural centre CREA, Student Services and the Executive Board of the UvA. The UvA, the AUAS (which recently completed the Amstel Campus at the top of Wibautstraat to house its Faculty of Technology) and the City of Amsterdam are working together to transform the neighbourhood around Weesperplein into an attractive 'knowledge quarter' in the heart of Amsterdam.

As well as the faculties, the Roeterseiland Campus also provides space to partners such as UvA Holding, ITTA, SEO, the Occupational Health and Safety Service, CREA, Folia, ONCAMPUS Amsterdam and the new health centre.

B1.2.1 Current use of space at the Roeterseiland Campus

In 2023, approximately 72,000 m² usable floor area will be in use at the REC. There is around 8,200 m² of vacant space due to the renovation of REC P and the first phase of REC JK. In addition, there is vacant space in the basement of REC H and on the top floor of REC G, which would require an investment to make it suitable for leasing. Once REC JK and REC P are completed, there will be almost no construction-related vacant space at the REC, and all floor space will be being used effectively.

Roeterseilandcampus	onderwijs	onderzoek	kantoren	ondersteunendeoverige	totaal	
totaal	25.169	2.709	38.558	4.892	8.623	79.951
gebruik	23.805	1.596	35.128	3.005	8.191	71.726
leegstand	1.364	1.113	3.429	1.887	432	8.225
primair	20.678	1.382	29.294	12	1.734	53.100
FEB	665		6.869		96	7.630
FMG	227	1.382	15.861		483	17.952
FdR (excl. PPLE)	878		5.053		824	6.755
PPLE	962		534			1.496
FGw (CEDLA)			838			838
UB	5.768		52	12	78	5.910
UB erfgoed			87		254	341
BOL	12.178					12.178
intern overig	0	0	3.240	2.735	5.455	11.430
FS			659	2.347	5.455	8.461
StS			1.103			1.103
B&B			586			586
ICTS			579	388		966
AC			111			111
SGZ			201			201
gelieerd	0	0	997	0	196	1.193
UvA Holding			274		66	340
SEO			723		130	853
derden	3.127	214	1.598	258	806	6.003
LAW Hub			502			502
Arbodienst		30	129			159
CREA	2.590	135	556	258		3.539
Folia			80			80
On Campus	537		85			622
Gezondheidscentrum		49	246			295
commerciële plint					806	806
leegstand	1.364	1.113	3.429	1.887	432	8.225
bouwkundig	1364	734	3013	1819	432	7.362
economisch		379	416	68		863

Table: Use of space at the REC in m² UFA

B1.2.2 Roeterseiland Campus – Developments

Temporary measures

Because of the strong and unforeseen growth of the REC faculties over the past few years, pressure on the available space at the REC has increased. To gain a better understanding of the trends in the future demand for space, in 2021 we carried out a comprehensive portfolio analysis and worked with users to find solutions. This led to a decision in early 2022 to create temporary teaching rooms on plot V (REC V). With the completion of REC V, a large part of the problem of availability of teaching space has been resolved.

The UvA has committed to not growing any further, but it is not certain that this commitment can immediately be put into effect. If the envisaged growth of the faculties eventuates, the shortage of floor space will increase. Accordingly, leading up to 2023, we have worked with all affected campus users to look at what temporary measures will need to be taken.

Unmet demand for teaching space and study places

To meet the demand for study places presented by a growing student population, the university is constantly looking at new options. However, the options for expansion have been exhausted and there is a shortfall of around 600 places on this campus, based on the standard of 1 study place for every 7 students. During peak periods (such as during exams), the supply can be scaled up by around 800 temporary places.

Over the next few years, there will be a transitional situation at the REC, with a temporary shortage of study places relative to the standard being accepted. At the nearby University Quarter, there will be a surplus of study places in the same period. In principle, by 2025 the number of study places per student should be returned to normal on all UvA campuses.

For now, expanding the supply of study places on campus will be possible only if less space is used for other purposes or if other users can be relocated. However, combined use will also become an increasingly important part of the solution. To date, the conclusion of our market research has been that it is not really possible to lease additional floor space to address the shortage in an acceptable way.

If the 22/23 academic year begins without restrictive Covid measures, it will help to clarify what effect the changes in teaching methods and campus use have on demand for the number and type of study places. This could be a decisive factor in determining future space requirements for study places. The expansion of study places at the REC will therefore remain high on the agenda, and will be the subject of an exploration into the possible measures that could be taken at the REC to create more space for the primary process.

In 2021, a portfolio analysis of the REC led to a set of temporary and permanent measures to address the shortage of space. This is when the decision to create REC V was made. REC V has resolved a large part of the problem of the availability of teaching rooms. Classes were able to be timetabled for 22/23, with an average occupancy rate of 69% for the tutorial rooms in Study Period 1 of Semester 1. Growth in the number of students at the REC over the next few years will once again increase the pressure on teaching facilities. This will require careful monitoring of the occupancy of REC teaching rooms, and may require the number of rooms to be expanded.

Further development of the REC

Even once the renovations of REC P and REC JK are complete, space requirements will exceed the available supply. In the long term, more space will be needed at the REC, for both the primary process and valorisation, and to allow for partners to be accommodated on the campus.

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

The Accommodations Plan provides for the creation of approximately 9,000 m² LFA of new floor space at the REC. An initial exploratory urban planning study has been carried out to assist with development of the concrete details. These will be incorporated into the master plan and developed into an area plan and concrete construction projects.

Valorisation

The faculties have worked with UvA Holding to develop their ambitions to create more space for valorisation in REC Impact. REC Impact offers multiple opportunities to develop entrepreneurship in the social sciences. For now, the plan is to start with 680 m² in REC JK. This has been incorporated into the upgrade plans for REC JK.

In the longer term, the numbers of partnerships with faculties, social science start-ups and scale-ups, and more established companies in the social science domain, on and around the campus, will significantly increase. The combination of the social science entrepreneurship-focused programme of the UvA and UvA-VH inside or in the immediate vicinity of a Matrix IC business complex at the REC would offer opportunities for all parties concerned. Over the next few months, the UvA, UvA-VH and Matrix IC will work together to explore the feasibility of an REC Impact Innovation Centre.

REC V

REC V is a temporary teaching pavilion composed of modular units. The pavilion was constructed within months, just in time for the 22/23 academic year. It contains space for 24 tutorial rooms. By blocking out the teaching rooms from the timetable in the week leading up to exams, the entire pavilion can be used as a study centre during this period of peak demand. This means REC V can also provide a partial solution to the shortage of study places at the REC. The plan is for REC V to be used for about ten years.

REC JK upgrade

The analysis performed in 2019 into space requirements at the REC showed that REC JK would continue to be needed in the years ahead to provide accommodation for the primary process. This led to the decision to upgrade REC JK, to ensure the building remains appropriate to be used for teaching, research and valorisation for the next 15 years.

This means that maintenance and management should focus on ensuring that the building can indeed be used throughout that period. In addition, under the programme for sustainability improvements to buildings and the Accommodations Plan, funds have been made available to improve the sustainability of the building, increase the level of comfort and make functional modifications. Facility Services has worked with the faculties and users of REC JK to develop a plan for gradual improvements to the building. The project was put out to tender in mid-2022. The outcome of the tendering procedure was significantly higher than the budget. Because of the need to guarantee the usability of this floor space for the years ahead, it was decided to proceed with the project. A proposal to increase the Accommodations Plan budget was included in the Framework Letter, and the first phase of the work is already under way.

Renovation of REC P

The renovation of REC P began in 2022. The building will be used for small-scale and exclusive forms of teaching, such as PPLE, contract teaching by the Amsterdam Business School and contract teaching by the FMG and Amsterdam Law School, which is offered under the aegis of UvA Academy. REC P will thus be the flagship for lifelong learning at the UvA. Wherever possible, a circular approach will be taken to renovating the building, and sustainability improvements will be made. As with REC JK, construction work is well under way. The building is expected to be ready for occupation by mid-2023.

REC E1

With the relocation of PPLE to REC P, space will become available in the REC E1 tower. This provides an opportunity to create a stronger connection between the use of space in REC ABCD and the REC E, L, G and H cluster. Good positioning of the lower floors of the buildings in particular would make the area around the canal more appealing. The units concerned are considering a new layout for the REC E1 tower. This includes looking at the growth of the faculties and the unmet demand for study places and teaching rooms. It would be preferable to opt for a building-oriented approach, to ensure modifications are kept to a minimum and the building is ready for use sooner. Any structural modifications can be proposed as part of the functional modifications process.

Sports

The REC faculties have indicated that both students and staff see a need for a sports facility on the campus. An exploratory study will be carried out into the feasibility of creating a USC sporting venue in the basement of REC BC or in REC JK. A location will be selected based on the outcome of that study.

B1.2.3 Faculty of Social and Behavioural Sciences (FMG)

The Faculty of Social and Behavioural Sciences is housed in the REC BCD and REC G buildings and the REC L lab building. The FMG has experienced strong growth in recent years, particularly due to the increase in study programmes taught in English. With 11,388 students, the FMG is the largest faculty at the UvA.

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

After remaining stable for a number of years, the faculty has grown to a staffing level of 1,350 FTEs. The sector plan funds and grants may lead to a further increase in the number of FTEs in the future.

jaar		2022	2023	2024	2025	2026	2027	2028
studenten	min	10.700	11.388	11.600	11.400	11.500	11.300	11.100
	verwacht	10.700	11.388	11.800	12.200	12.500	12.800	13.100
	max	10.700	11.388	12.000	13.000	13.500	14.300	15.100

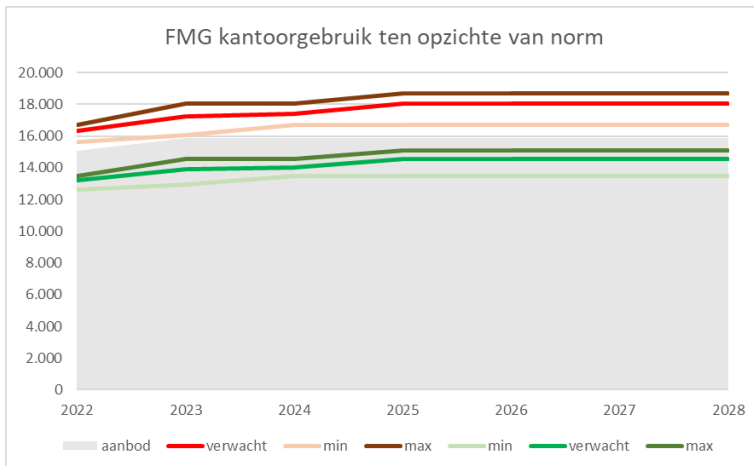
jaar		2022	2023	2024	2025	2026	2027	2028
fte	min	1.168	1.200	1.250	1.250	1.250	1.250	1.250
PID+PNID	verwacht	1.222	1.289	1.300	1.350	1.350	1.350	1.350
excl. gast	max	1.250	1.350	1.350	1.400	1.400	1.400	1.400

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

Space requirements for offices

Over the past year, the faculty has sold or repurposed space with a low occupancy rate. At the same time, staff numbers in the faculty have grown significantly, which means that the FMG's accommodation is around 1,400 m² below the current space standard. The new space standard

will mean a 3,350 m² reduction in the amount of floor space required, allowing the faculty's forecast growth to be accommodated. However, implementation of the new standard will require an adjustment to the current office layout in the FMG. The faculty expects to need reserve space to help it take steps to comply with the new standard.



Graph: Current supply of office space for the FMG and expected trends in demand according to the current (red) and new space standard (green).

B1.2.4 Faculty of Economics and Business (FEB)

The FEB is housed in REC M, which is primarily used by the Amsterdam Business School (ABS), and REC E, which is home to the Amsterdam School of Economics (ASE) and the Faculty Service Department. In the 22/23 academic year, the faculty has 6,945 students. Staffing levels have increased to 601 FTEs.

jaar		2022	2023	2024	2025	2026	2027	2028
studenten	min	7.011	6.945	6.689	6.610	6.527	6.442	6.353
	verwacht	7.011	6.945	7.232	7.345	7.460	7.579	7.700
	max	7.011	6.945	7.774	8.079	8.392	8.716	9.048

jaar		2022	2023	2024	2025	2026	2027	2028
fte	min	589	571	567	563	558	553	547
PID+PNID	verwacht	589	601	613	625	638	650	663
excl. gast	max	589	631	659	688	717	748	779

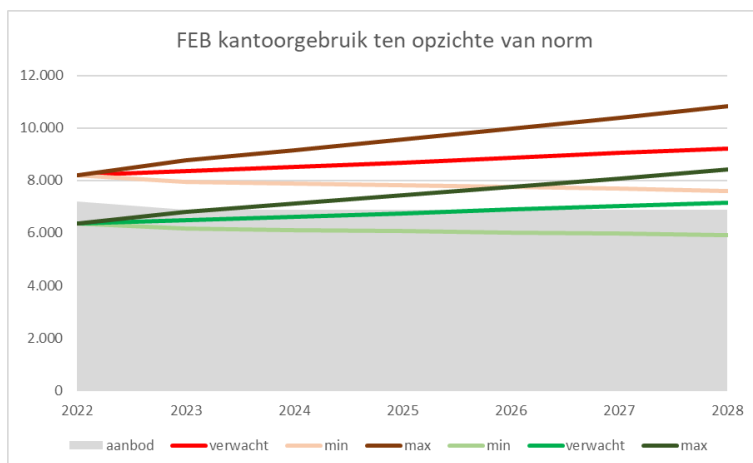
Table: Numbers of enrolled students and FTE staff in the FEB

Space requirements for offices

When the faculty was integrated in 2015, staffing levels were expected to grow to 385 FTEs. With 601 FTEs the faculty is now significantly larger, resulting in an office space shortfall of around 1,000 m² UFA under the current standard. Staff numbers are expected to continue increasing in the years ahead.

Based on the new standard, the faculty will have sufficient office space to cater for the expected growth. The maximum growth scenario will probably lead to additional demand.

The office concept that was implemented in REC E in 2015 involves a large number of individual offices. The project to implement the new space standard will include looking at what modifications will be needed to the office environment. The faculty has indicated that it is committed to an efficient use of space, but if growth is too rapid there is a limit to its ability to accommodate this growth in the short term within the existing office environment.



Graph: Current supply of office space for the FEB and expected trends in demand according to the current (red) and new space standard (green).

B1.2.5 Amsterdam Law School

Amsterdam Law School has been housed in REC A since the summer of 2017. The faculty began the 22/23 academic year with 4,944 students and expects to have 397 FTEs in 2023.

jaar		2022	2023	2024	2025	2026	2027	2028
studenten	min	5.043	4.944	4.805	4.805	4.805	4.805	4.805
	verwacht	5.043	4.944	5.057	5.057	5.057	5.057	5.057
	max	5.043	4.944	5.311	5.311	5.311	5.311	5.311

jaar		2022	2023	2024	2025	2026	2027	2028
fte	min	375	375	375	375	375	375	375
PID+PNID	verwacht	389	397	405	413	421	430	438
excl. gast	max	414	422	431	439	448	457	466

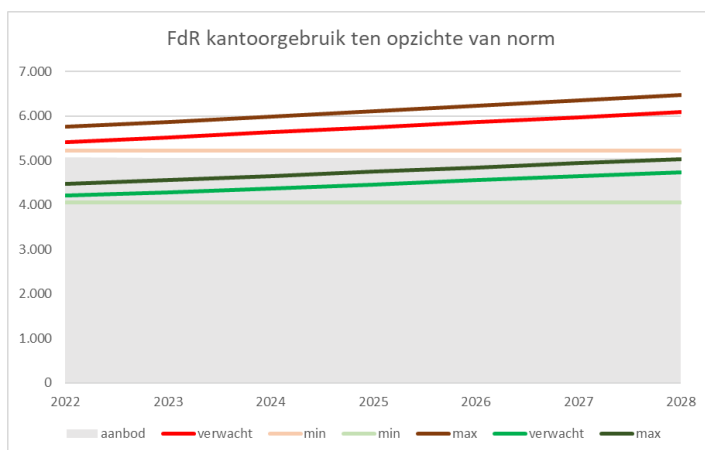
Table: Numbers of enrolled students and FTE staff at Amsterdam Law School

Student numbers have risen steadily for the past several years. This was initially caused by the launch of PPLE, but in recent years it has also been due to increases in the numbers of Bachelor's and Master's students. In the 21/22 academic year Amsterdam Law School experienced significant growth, with enrolments rising by 7.7%. In this academic year, that growth has levelled off. The faculty is aiming to put the brakes on the growth in the number of international Master's students. For the revamped Bachelor's programme that will start in 2023, the faculty is assuming at this stage that the current intake level will be maintained. However, demand for smaller rooms will increase.

Space requirements for offices

The growth of staffing levels at Amsterdam Law School has led to the faculty growing to fit its accommodation in REC A, which was initially rather spacious. Because accommodation costs are passed on directly to the departments, the faculty will be more careful in matters of space, growth and decline between departments. Functional modifications will be used to convert a surplus of office space into teaching space.

Over the next few years, slight growth is expected due to an increase in direct and indirect government funding and contract research funding. When the number of FTE staff increases, the faculty will use the available space in REC A more efficiently. In this way, the faculty will take steps at its own initiative towards compliance with the new space standard. The graph below shows that Amsterdam Law School will still have ample space in the future, even under the new space standard. The project to implement the new space standard may include investigating whether the office space could be used more efficiently, for example for teaching purposes.



Graph: Current supply of office space for Amsterdam Law School and expected trends in demand according to the current (red) and new space standard (green).

B1.2.6 Roeterseiland Campus portfolio analysis

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

AANBOD gecategoriseerd REC		2022	2023	2024	2025	2026	2027	2028	2029	2030	2035
Goed		62.830	64.578	67.578	67.578	67.578	67.578	67.578	67.578	72.349	72.473
Voldoende		0	420	3.002	9.026	8.606	8.606	8.606	8.606	8.606	8.606
Matig		3.581	5.397	4.518	0	0	0	0	0	0	0
Aanhuur		1.956	1.103	341	341	341	341	341	341	341	341
Basis Beschikbaar		68.367	71.498	75.439	76.945	76.525	76.525	76.525	76.525	81.296	81.420
Goed		0	0	0	500	500	500	500	500	500	500
Voldoende		0	0	0	980	980	980	980	0	0	0
Matig		0	335	335	335	335	335	335	335	335	335
Aanhuur		0	400	1.162	1.162	1.162	1.162	1.162	1.162	1.162	1.162
Optioneel		0	735	1.497	2.977	2.977	2.977	2.977	1.997	1.997	1.997
TOTAAL aanbod		68.367	72.233	76.936	79.922	79.502	79.502	79.502	78.522	83.293	83.417
Renovatie		5.834	5.834	1.506	0	0	0	0	0	0	0
TOTAAL m2		74.201	78.402	78.777	80.257	79.837	79.837	79.837	78.857	83.628	83.417
VRAAG gecategoriseerd REC		2022	2023	2024	2025	2026	2027	2028	2029	2030	2035
Primair	<i>basis</i>	60.010	61.805	64.600	62.869	63.047	63.227	63.407	63.407	63.407	63.407
Partners	<i>basis</i>	2.585	1.361	2.118	2.118	2.118	2.118	2.118	2.118	2.118	2.118
Studenten	<i>basis</i>	3.840	4.114	4.114	4.869	4.869	4.869	4.869	4.869	4.869	4.869
Support	<i>basis</i>	5.120	4.545	4.773	4.773	4.773	4.773	4.773	4.773	4.186	4.186
Commercieel	<i>basis</i>	740	806	806	806	806	806	806	806	806	806
Totaal Vraag Basis		72.295	72.631	76.411	75.436	75.613	75.793	75.974	75.974	75.387	75.387
Primair	<i>optioneel</i>	0	0	0	0	0	0	0	0	0	0
Partners	<i>optioneel</i>	0	0	0	500	1.000	1.000	1.000	1.000	5.000	5.000
Studenten	<i>optioneel</i>	755	0	0	0	0	0	0	0	0	0
Support	<i>optioneel</i>	0	0	0	0	0	0	0	0	0	0
Commercieel	<i>optioneel</i>	0	0	0	0	0	0	0	0	0	0
Optionele vraag		755	0	0	500	1.000	1.000	1.000	1.000	5.000	5.000
Totale vraag		73.050	72.631	76.411	75.936	76.613	76.793	76.974	76.974	80.387	80.387
Portefeuilleanalyse REC		2022	2023	2024	2025	2026	2027	2028	2029	2030	2.035
Match basis vraag en aanbod		-3.928	-1.133	-971	1.510	912	732	552	552	5.910	6.034
Optionele vraag		-755	0	0	-500	-1.000	-1.000	-1.000	-1.000	-5.000	-5.000
Gewenste frictiemogelijkheden 5%		-750	-773	-1.615	-2.358	-3.152	-3.161	-3.170	-3.170	-3.170	-3.170
Match ruimtebehoefte en basis aanbod		-5.433	-1.906	-2.586	-1.348	-3.240	-3.429	-3.619	-3.619	-2.261	-2.136
Optioneel aanbod		0	735	1.497	2.977	2.977	2.977	2.977	1.997	1.997	1.997
Match ruimtebehoefte en totaal aanbod		-5.433	-1.171	-1.090	1.629	-264	-452	-642	-1.622	-264	-140

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

A reassessment of the forecasts of student and staff numbers has provided insight into the growth of the REC faculties. If this is translated into space requirements, it is clear that there will be structurally higher demand for floor space for the primary process in the next few years.

The renovations in REC P and REC JK have temporarily reduced the available supply. Once these renovations are completed in 2025, the expected growth of the REC faculties will create new issues.

Due to the growth in staffing levels in the faculties, the amount of space being used in a way that exceeds the standard has decreased, or has even become negative. The faculties expect to continue growing, but whether that will lead to additional demand for office space must be considered in light of the new space standard. Based on the new standard, now and in the future the office environment will be appropriate in terms of floor space, but not all of it will be appropriate in terms of quality. This issue is expected to be given the necessary attention within the next few months.

The increase in student numbers has also led to additional demand for teaching space. REC V, a temporary teaching building with 24 tutorial rooms, was constructed in 2022. This allowed classes to be timetabled properly for 22/23. Further growth will again increase the pressure on the availability of space. The impact of this pressure will become clear during the 23/24 timetabling process.

For years, the number of study places at the REC has been below the target. This is a major reason for the shortfall in the REC space requirements in 2023. The demand can partially be catered for using surplus space in the University Quarter. In addition, the supply can temporarily be scaled up during the periods of highest demand, around exam time. However, the availability of study places at the REC remains an area of concern.

In the long term, ambitions around valorisation and collaboration will require more space. The 2022 Accommodations Plan included funds to add approximately 9,000 m² LFA to the campus. However, there is a long lead time for adding new floor space to the campus; any new accommodation would only be completed around 2030.

Long-term growth or decline

In their growth forecasts, the REC faculties provided both minimum and maximum scenarios for staff and student numbers. Translating these trends into space requirements leads to the range of figures shown below.

bandbreedte groei/krimp	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035
scenario min REC		-1.919	-2.604	-4.317	-5.023	-6.012	-7.018	-7.018	-7.018	-7.018
overige krimp										
match basis krimp		786	1.633	5.827	5.935	6.744	7.570	7.570	12.928	13.052
scenario max REC		718	1.579	2.548	3.486	4.085	4.964	4.964	4.964	4.964
overige groei										
match basis groei		-2.624	-4.165	-3.895	-6.727	-7.514	-8.583	-8.583	-7.225	-7.101

Table: Effect on the portfolio analysis in m² UFA of the expected growth/decline of the REC faculties

In a scenario where demand declines, the pressure on available space will decrease and there will be excess capacity. If there is surplus space, it is expected that there would be sufficient interest in leasing the space to address a temporary drop in demand.

By contrast, the maximum scenario envisages a considerable increase in growth, meaning the calculated shortfall in space would be significantly higher (+5.000 m² UFA in 2028). This range of scenarios will be taken into account in the analysis of future expansion possibilities, to ensure future new demand can be accommodated.

B1.3 University Quarter

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

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

B1.3.1 Current use of the University Quarter

A total of approximately 56,500 m² UFA in and around the University Quarter is used by the UvA and its partners. There is approximately 23,000m² UFA of vacant space due to relocations and renovations (mainly the latter). Some of this has had to be temporarily used as reserve space during the renovations. A letting policy is actively implemented to accommodate new initiatives (temporarily or permanently) and the use of space by third parties. Depending on the final plan for the development of the University Quarter and the timing of the various phases, the use of space will temporarily be intensified or reduced. The location enables a range of activities, but quality (and safety in particular) imposes limitations.

Universiteitskwartier	onderwijs	onderzoek	kantoren	ondersteuning	overige	totaal
totaal	12.571	2.465	37.290	9.777	17.210	79.313
gebruik	9.486	1.330	26.909	6.043	12.864	56.632
leegstand	3.085	1.135	10.380	3.734	4.346	22.681
primair	9.420	1.294	18.039	2.354	6.780	37.887
FGw	839	1.294	13.788	15	181	16.117
UB	3.449		2.483	518	3.284	9.733
UB erfgoed	74		1.295	1.808	2.856	6.034
BOL	5.059			12	459	5.530
IAS			473			473
intern overig	0	29	4.729	3.072	3.326	11.157
FS			352	1.963	1.395	3.710
B&B			2.667	862	1.931	5.460
SGZ		29	430	72		531
BAU			281			281
BC			613			613
HO			182			182
ICTS			205	175		381
gelieerd	0	0	487	5	0	491
DIA			322	5		326
Venture Lab			165			165
derden	66	6	3.654	612	2.758	7.096
KNAW	66	6	3.272	246	500	4.090
DUWO					2.164	2.164
overig commercieel			382	366		748
woningen OMHP					94	94
leegstand	3.085	1.135	10.380	3.734	4.346	22.681
Tijdelijk gebruik leegstand			667	57		725
bouwkundig	3.085	1.135	8.216	3.440	4.346	20.222
economisch			1.497	237		1.734

Table: Use of space at the UK in 2023

B1.3.2 University Quarter – Developments

The development of the University Quarter is extensive and ambitious. The complexity of the city centre (construction logistics, heritage status, construction risks) means that the ambitions often cannot be realised within existing project reserves. This requires decisions to be made, and also requires optimisation. That process is well underway, particularly for BG5 and the OMHP. For the Faculty of Humanities and the University Quarter as a whole, it would be desirable for these projects to be completed within the next few years.

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

Campus development

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

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

The Germany Institute Amsterdam (DIA) has already found a home in Oost-Indisch Huis. Student initiative VoxPOP has already been a success, with a full and well-attended programme. The Humanities VentureLab and the expansion of start-ups with Klinikum in BG5 have also been successful.

Area development: University Quarter Strategic Master Plan

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

B1.3.3 Faculty of Humanities (FGw)

The Faculty of Humanities is located in the University Quarter and had 8,029 students at the start of the 22/23 academic year. In 2023, the faculty expects to have 856 FTE staff.

jaar		2022	2023	2024	2025	2026	2027	2028
studenten	min	7.650	8.029	7.869	7.933	7.990	7.961	7.982
	verwacht	7.650	8.029	8.358	8.509	8.635	8.702	8.725
	max	7.650	8.029	8.715	9.066	9.322	9.482	9.596

jaar		2022	2023	2024	2025	2026	2027	2028
fte	min	788	830	836	841	846	852	857
	verwacht	790	856	871	885	900	916	931
excl. gast	max	792	882	905	930	954	980	1.006

Table: Number of students and FTE staff, as stated in the 2023 budget

Following a significant increase in 2021 (+8.5%), the number of Humanities students increased again in 2022 (+5%). This growth is partly driven by international students, as a result of the English-language Bachelor's programmes. The faculty is aiming to continue to attract students

by updating and expanding its profile. The market share of the Faculty of Humanities has increased. The faculty intends to continue to grow until it reaches around 9,000 students.

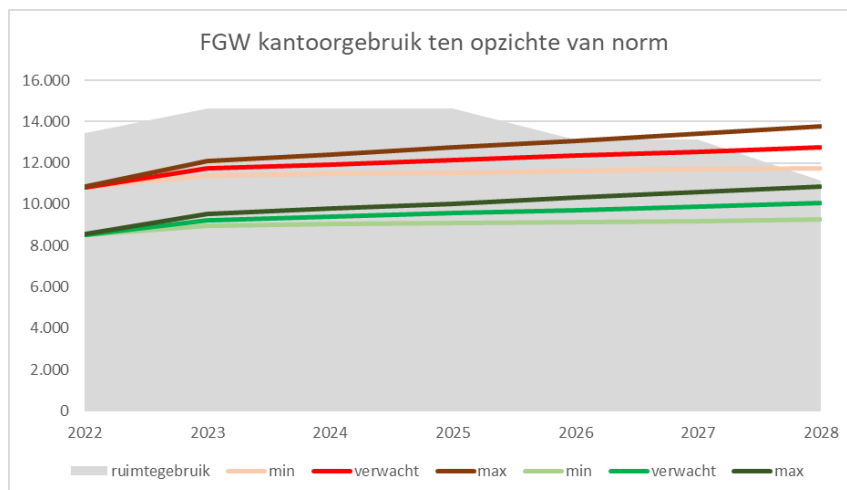
Use of office space

Staff numbers in the Faculty of Humanities are continuing to increase. The number of part-time staff has decreased in recent years. Based on the existing space standard, the workspace-to-FTE ratio has also decreased. In spite of the growth in the number of FTE staff over the past few years, the faculty’s accommodation is still well above the standard.

A substantial part of the faculty is yet to relocate to the University Quarter. Accordingly, the surplus accommodation rules still apply to the Faculty of Humanities. Once the new accommodation in the University Quarter is complete, the use of space by the faculty will decrease and the surplus will be reduced.

Once the faculty moves into its final accommodation in the University Quarter, there will be a considerable reduction in the amount of office space it occupies. The new standard for the use of office space will gradually lead to a further reduction in the amount of space used. It is important for the faculty to be able to implement a future-proof office concept.

The Faculty of Humanities has already moved some of its departments to their final accommodation, namely in BG1 and BG2. In addition, the faculty has completed an intermediate relocation from the Bungehuis to the Bushuis/Oost-Indisch Huis. In 2022, the faculty office moved to BG 3, to make room for the research building that started to be occupied in the Bushuis over the summer.



Graph: Current supply of office space for the Faculty of Humanities and expected trends in demand according to the current (red) and new space standard (green).

B1.3.6 University Quarter portfolio analysis

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

AANBOD gecategoriseerd		2022	2023	2024	2025	2026	2027	2028	2029	2.030
Goed		8.702	10.166	10.166	18.159	23.207	23.207	23.207	34.261	41.143
Voldoende		41.287	40.876	41.774	36.059	36.059	36.059	36.059	15.664	15.664
Matig		6.648	6.835	6.835	6.835	1.450	1.450	1.450	0	0
Aanhuur		292	292	292	0	0	0	0	0	0
Basis beschikbaar		56.930	58.169	59.067	61.053	60.716	60.716	60.716	49.925	56.808
Goed		0	0	0	0	0	0	0	0	0
Voldoende		0	0	0	0	0	0	0	0	0
Matig		0	10.215	10.215	16.215	10.569	10.569	10.569	202	202
Aanhuur		0	0	0	0	0	0	0	0	0
Optioneel beschikbaar		0	10.215	10.215	16.215	10.569	10.569	10.569	202	202
TOTAAL aanbod		56.930	68.384	69.282	77.268	71.285	71.285	71.285	50.127	57.010
Renovatie		5.047	5.451	4.552	0	11.031	11.031	11.031	6.882	0
TOTAAL m2		61.977	73.835	73.835	77.268	82.316	82.316	82.316	57.010	57.010
Nader te bepalen	<i>ntb</i>	0	0	0	0	0	0	0	24.445	24.445
TOTAAL portefeuille		61.977	73.835	73.835	77.268	82.316	82.316	82.316	81.455	81.455
VRAAG gecategoriseerd		2022	2023	2024	2025	2026	2027	2028	2029	2.030
Primair		36.095	39.292	40.314	38.592	37.051	37.080	35.258	34.188	35.183
Partners		5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053
Studenten		550	531	531	531	531	531	531	531	531
Support		11.351	10.793	10.793	9.223	9.223	9.223	9.223	9.223	8.217
Commercieel		3.017	842	842	842	842	842	842	187	842
Totaal Vraag Basis		56.067	56.510	57.531	54.240	52.699	52.728	50.906	49.181	49.825
Primair		0	0	0	0	0	0	0	0	0
Partners		0	0	0	1.000	1.500	2.000	2.500	3.000	3.500
Studenten		0	0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0	0
Commercieel		0	0	0	0	0	0	0	0	0
Optionele vraag		0	0	0	1.000	1.500	2.000	2.500	3.000	3.500
Totale vraag		56.067	56.510	57.531	55.240	54.199	54.728	53.406	52.181	53.325
Portefeuilleanalyse UK		2022	2023	2024	2025	2026	2027	2028	2029	2.030
Match basis vraag en aanbod		863	1.659	1.536	6.813	8.016	7.987	9.810	744	6.982
Optionele vraag		0	0	0	-1.000	-1.500	-2.000	-2.500	-3.000	-3.500
Gewenste frictiemogelijkheden	van primair	-451	-491	-1.008	-1.447	-1.853	-1.854	-1.763	-1.709	-1.759
Match ruimtebehoefte en basis aanbod		412	1.168	528	4.366	4.664	4.133	5.547	-3.965	1.723
Optioneel aanbod		0	10.215	10.215	16.215	10.569	10.569	10.569	202	202
Match ruimtebehoefte en totaal aanbod		412	11.383	10.743	20.581	15.233	14.703	16.116	-3.763	1.925
Nader te bepalen		0	0	0	0	0	0	0	24.445	24.445

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

The schedule for the renovation of the buildings in the University Quarter was reviewed in 2022. Because of the construction logistics and the pressure on financial and human resources, the schedule was amended so that projects would be carried out in a different order.

The schedule and the availability of teaching space in particular remains an area of concern. While the OMHP is being renovated, there is a shortage of teaching rooms. As a result, UB Singel is temporarily being used to provide tutorial rooms, which means the use of this building has been extended.

Large teaching rooms (lecture theatres) are still an issue. These cannot be temporarily created in UB Singel or other buildings. There are five lecture theatres in the OMHP, two of which were used by REC faculties. The Teaching Logistics Office (BOL) is trying to lease as many external rooms as possible, but experience shows that there is a limited supply and the costs are high. In addition, potential landlords can only confirm the availability of spaces at the eleventh hour, which means availability for 2026 is still uncertain. If it is not possible to lease more space, the demand for lecture theatres will have to fit in with the available supply as much as possible. This will require additional measures, such as extending the standard timetable times, shortening the length of lectures, or offering some lectures in a hybrid or online form. In the next few months, FP&C and the BOL will work with the faculties to investigate possible measures and their consequences, so that the departments can anticipate the measures well in advance.

There is sufficient office space available in the University Quarter, but the supply does not always match up with the demand, and it is not desirable to keep moving users around to align the supply and demand. To keep investments in temporary accommodation as low as possible, the schedule will take account of the match between supply and demand to enable the smartest possible decisions to be made.

In 2029, a number of buildings are scheduled for renovations at the same time (BH, OIH, OTM), which will create a shortage of floor space. However, the new space standard has not yet been taken into account in this calculation. A feasible schedule will be created for future project implementation which will obstruct the primary process as little as possible.

In the final situation, the basic supply in the University Quarter will be approximately 50,000 m² of good or adequate quality. The comparison between required and available space shows that this will be sufficient to provide all organisational units currently located in the city centre with space in the University Quarter.

Long term

Based on the range of scenarios provided by the Faculty of Humanities in its growth forecast, the minimum and maximum space requirements can be estimated. The table below shows the effect of the maximum and minimum scenarios on the growth forecast.

Portefeuilleanalyse UK		2022	2023	2024	2025	2026	2027	2028	2029	2.030
Match basis vraag en aanbod		863	1.659	1.536	6.813	8.016	7.987	9.810	744	6.982
Optionele vraag		0	0	0	-1.000	-1.500	-2.000	-2.500	-3.000	-3.500
Gewenste frictiemogelijkheden	van primair	-451	-491	-1.008	-1.447	-1.853	-1.854	-1.763	-1.709	-1.759
Match ruimtebehoefte en basis aanbod		412	1.168	528	4.366	4.664	4.133	5.547	-3.965	1.723
Optioneel aanbod		0	10.215	10.215	16.215	10.569	10.569	10.569	202	202
Match ruimtebehoefte en totaal aanbod		412	11.383	10.743	20.581	15.233	14.703	16.116	-3.763	1.925
Nader te bepalen		0	0	0	0	0	0	0	24.445	24.445

bandbreedte groei/krimp		2022	2023	2024	2025	2026	2027	2028	2030	2035
scenario min UK			-352	-1.018	-1.244	-1.453	-1.698	-1.843	-1.843	-1.843
overige krimp										
match basis krimp			2.011	2.553	8.057	9.469	9.685	11.653	2.587	8.825
scenario max UK			352	872	1.222	1.500	1.741	1.984	1.984	1.984
overige groei										
match basis groei			1.307	663	5.590	6.516	6.247	7.826	-1.240	4.998

Table: Effect on the University Quarter portfolio analysis in m² UFA of the growth/decline of the Faculty of Humanities

There is still sufficient space available in the University Quarter to anticipate growth. However, it is important to note that space in and around Binnengasthuisterrein, the heart of the campus, is limited, and the available optional supply is on the periphery of the campus. This increases the likelihood of additional investments being required.

If numbers decline, there will be an investigation into how some of the floor space can be repurposed, even temporarily; preferably by attracting partners who can add value to the campus. Because of the high demand, the risk profile of the floor space in the centre of Amsterdam is fairly small.

B1.4 Other locations

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

overig	onderwijs	onderzoek	kantoren	ondersteunende overige	totaal	
totaal	2.687	0	5.011	12.745	0	20.442
gebruik	2.687	0	5.011	10.637	0	18.335
leegstand	0	0	0	2.107	0	2.107
primair	2.687	0	539	10.022	0	13.248
BOL	2.687		94	14		2.795
UB			445	10.008		10.453
intern overig	0	0	2.547	536	0	3.084
AC			828	48		876
FS			327	376		703
ICTS			1.392	113		1.504
derden	0	0	1.924	79	0	2.003
HvA			1.924	79		2.003
leegstand	0	0	0	2.107	0	2.107
bouwkundig				2107		2.107
economisch						0

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

Hogehilweg

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

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

Medical Business Park/IWO

In 2018, the Amsterdam Medical Centre (AMC) merged with the VUmc under the name Amsterdam UMC and is responsible for the accommodation of the Faculty of Medicine. The Medical Business Park has been developed on the AMC site in Amsterdam Zuidoost.

This campus is also home to the IWO, which houses the University Library's book storage depot. It also contains rooms where digital and paper exams are held. The UB is focusing on reducing its use of the IWO storage depot, which has created an increasing amount of vacant space. This vacant space could be used to accommodate new collections, both within and outside of the UvA.

ACTA

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

B1.4.1 Portfolio analysis – Other locations

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

AANBOD gecategoriseerd overig		2022	2023	2024	2025	2026	2027	2028	2028	2028	2030
Goed		0	0	0	0	0	0	0	0	0	0
Voldoende		0	0	0	0	0	0	0	0	0	0
Matig		0	0	0	0	0	0	0	0	0	0
Aanhuur		30.097	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547
Basis Beschikbaar		30.097	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547
Goed		0	0	0	0	0	0	0	0	0	0
Voldoende		0	0	0	0	0	0	0	0	0	0
Matig		0	2.107	2.107	2.107	2.107	2.107	2.107	2.107	2.107	2.107
Aanhuur		0	0	0	0	0	0	0	0	0	0
Optioneel		0	2.107	2.107	2.107	2.107	2.107	2.107	2.107	2.107	2.107
TOTAAL aanbod		30.097	30.654	30.654	30.654	30.654	30.654	30.654	30.654	30.654	30.654
Renovatie		0	0	0	0	0	0	0	0	0	0
TOTAAL m2		30.097	30.654	30.654	30.654	30.654	30.654	30.654	30.654	30.654	30.654

VRAAG gecategoriseerd overig		2022	2023	2024	2025	2026	2027	2028	2029	2030
Primair		24.648	23.015	23.015	23.015	23.015	23.015	23.015	23.015	23.015
Partners		0	0	0	0	0	0	0	0	0
Studenten		0	0	0	0	0	0	0	0	0
Support		5.449	5.531	5.531	5.531	5.531	5.531	5.531	5.531	5.531
Commercieel		0	0	0	0	0	0	0	0	0
Totaal Vraag Basis		30.097	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547
Primair		0	0	0	0	0	0	0	0	0
Partners		0	0	0	0	0	0	0	0	0
Studenten		0	0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0	0
Commercieel		0	0	0	0	0	0	0	0	0
Optionele vraag		0	0	0	0	0	0	0	0	0
Totale vraag		30.097	28.547	28.547	28.547	28.547	28.547	28.547	28.547	28.547

Portefeuilleanalyse overig		2022	2023	2024	2025	2026	2027	2028	2029	2030
Match basis vraag en aanbod		0	0	0	0	0	0	0	0	0
Optionele vraag		0	0	0	0	0	0	0	0	0
Gewenste frictiemogelijkheden		0	0	0	0	0	0	0	0	0
Match ruimtebehoefte en basis aanbod		0	0	0	0	0	0	0	0	0
Optioneel aanbod		0	2.107	2.107	2.107	2.107	2.107	2.107	2.107	2.107
Match ruimtebehoefte en totaal aanbod		0	2.108	2.108	2.108	2.108	2.108	2.108	2.108	2.108

Table: Portfolio analysis for the other locations in m² UFA

Annex 2: Established Accommodations Plan Policies

B2.1 The Accommodations Plan in general

B2.1.1 History

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

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

B2.1.2 Organisation

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

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

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

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

B2.2 Accommodation strategy

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

B2.2.1 Campus development: ARBC

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

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

B2.2.2 Strategic partnership/ownership

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

B2.3 Letting policy

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

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

B2.3.1 Use-of-space policy

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

To achieve an efficient and effective use of space, two policy instruments have been introduced:

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

B2.3.2 UvA standard for the use of office space

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

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

B2.3.2 UvA standard for education-related space

The main categories of space for which a standard has been developed are:

- Education-related space: lecture theatres, tutorial rooms, education desks, study places and break rooms.
- Staff-related space: integrated workplaces supporting a variety of activities such as work requiring concentration, communication (formal and informal meetings, working online, etc.) and facilities such as kitchenettes, print services rooms, cupboards, bookshelves, etc.

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

Space requirements also cover:

- Research rooms
- Special facilities
- Support services

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

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

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

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

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

Type of space	Standard	Explanation
Education-related space:		
Study places	0.43 m ² / student	0.14 places per student, 3.0 m ² per place
Student break rooms	0.05 m ² / student	
Student cafeteria	0.15 m ² / student	
Education desks	0.05 m ² / student	
Tutorial rooms	Occupancy >80%	Based on the curriculum
Lecture theatres	Occupancy >80%	Based on the curriculum
Training area	None	Based on need
Study associations	None	In staff-related floor area
Staff-related space:		
Seated workspace	10 m ² per workspace	>= 0.5 FTE → 1 workspace
		< 0.5 FTE and >= 0.25 FTE → 1/2 workspace
		< 0.25 FTE → 1/3 workspace
Faculty meeting rooms	3% of space for seated workspaces	
Workplace-related archive	5% of space for seated workspaces	
Print services room	0.28 m ² / FTE	
Staff break room/kitchenette	0.25 m ² / FTE	
Staff cafeteria	0.27 m ² / FTE	
Other:		
Research facilities	None	Based on need/research budget
Library	None	Based on need
Support services	None	Facilities, special storage, etc.

B2.4 Accommodations Plan Quality

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

At a minimum, all construction and renovation projects carried out under the Accommodations Plan must comply with the following requirements:

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

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

B2.4.1 Sustainability

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

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

Accommodations projects must contribute as much as possible to the achievement of the goals set out in the White Paper. The ways in which projects will contribute must be specified in the assignment letter, and subsequently in all phase documents. This substantiation is then submitted to the Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) for an opinion. The Transition Council then adds a section to the document to express its opinion, and may also give a recommendation; this section forms part of the phase document when it is sent to the steering group. The Transition Council monitors the implementation of ambitions and objectives relating to sustainability. The Transition Council is actively working to achieve effective and efficient sustainability improvements.

Energy transition – ‘Paris proof all electric’

The pathway to achieving the first two of the above goals, ‘Paris proof’ and fossil free (or all electric) is explained in detail in the UvA’s [Energy Transition Road Map](#), which was adopted in 2021 with the objective of making the real estate portfolio ‘Paris proof all electric’ by 2040. ‘Paris proof’ means that we are striving to achieve a maximum energy consumption of 70 kWh/m² (including energy consumed by users) for our real estate portfolio. Based on this level of energy use, it will be possible to meet the climate goals in the Paris climate agreement. ‘All electric’ means that by 2040, natural gas will no longer be used as part of the energy supply for any of our buildings.

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

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

Circularity, climate adaptation and nature inclusiveness

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

B2.4.2 Real estate data management

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

- Making data and data systems universally available;
- Being in control of data.

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

Tools

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

GDPR

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

B2.4.3 Protecting historic value

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

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

B2.4.4 Safety and security

The building owner is responsible for ensuring that a building is safe. At the UvA, responsibility for ensuring building safety lies with the management organisation (Facility Services). The safety policy is based on the following basic principles:

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

It is also safe for contractors and other parties to perform work on UvA buildings. Alongside the current laws and regulations, this is ensured by the safety policy through:

- The UvA's asbestos removal programme (2004)
- The management plan for buildings containing asbestos
- Rules for third parties
- Work permit procedure
- The NEN-3140 manual on the operation of electrical installations

- The ‘Working on roofs’ instructions
- The Facility Services Schedule of Requirements for Facilities 2019
- Regular tests and inspections

The regulations, procedures and protocols will be amended and supplemented where necessary.

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

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

B2.5 Control and assessment policy

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

To maintain a focus on and to assess feasibility and efficiency during the process of developing accommodation plans, the assessment framework is completed at the end of each phase in the process and assessed at each decision-making stage.

The assessment framework forms part of each phase document. The accuracy, completeness and quality of the information are important to enable a proper assessment.

The assessment framework comprises the following components:

Investment assessment:

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

User assessment:

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

Operating assessment:

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

Sustainability assessment:

- At a minimum, the design complies with the stipulated obligations and covenants to which the UvA has committed.
- An assessment of sustainability improvements in compliance with the UvA's Energy Transition Road Map.
- Application of the integrated assessment framework, which clearly indicates the considerations/design choices that can be made based on the impact on sustainability objectives, investments and operations (and preferably on the service life).

Assessment against the standard:

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

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

Synergy assessment:

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

Annex 3: 2023 Functional Modifications Plan

Aanvragende eenheid	Project-locatie	Campus	Categorie aanvraag	Doel van de FA-aanvraag	Bedrag
FMG	REC JK	REC	II	Ruimtes in JK geschikt maken voor de nieuwe opleiding CSSci	
FNWI	ASP gebouw C	ASP	II	Vergadercentrum ASP904	
bestuurstaf	B0.159	ASP	II	Hybride werken faciliteren aan medewerkers IXA	
FGw	BG2 Turfdragsterpad 15-17, 1012 XT Amsterdam	UK	II	Inhuizing van de capaciteitsgroep C & R in BG2, dat wil zeggen binnen het Universiteitskwartier	
FNWI	ASP gebouw F	ASP	I	Vorbereidingsruimte Practica F1.15-F1.19	
FNWI	ASP gebouw E	ASP	II	Aanpassingen Laboratoria E en D	
UB	3.09	UK	I	kantoorkamer ombouwen tot kolfkamer / vergaderkamer	
UB	AP.1.06 (naast VV.1.02)	UK	I	plateautraplift voor mindervaliden	
UB	IWO Boekendepot	ASP	II	Het creëren van een ruimte die een tegemoetkoming is op gebied van ARBO-wetgeving, de veiligheid van collecties en efficiënt ruimtegebruik	
bestuurstaf	Aula	UK	II	Ontwerp maken om de Lutherse kerk voor de komende 10 jaar geschikt te maken/houden als Aula van de UvA	
AUC	AUC	AUC	II	Uitvoering van in 2020 toegekende FA aanvraag "aanpassingen in het kantoorgebied op de begane grond"	
AUC	AUC	AUC	II	Het plaatsen van een scheidingswand tussen 2.27 en 2.28 (vormen samen één kantoortuin) om twee ruimtes met verschillende functies te creëren	
FMG en FEB	REC E (E1)	REC	II	Na vertrek PPLE uit E1 een reshuffle van gebruikers en aanpassing van ruimtes om deze geschikt te maken voor huisvesting medewerkers FMG en FEB	pm
FMG en FS	REC L	REC	II	Vergroten van sociale en fysieke veiligheid en beleving	
FMG	REC L	REC	II	Nieuwe entree aanpassen naar functie (hoofdentree voor REC L en G) en hallen opknappen	
FEB en FMG		REC	II	In verband met hybride werken extra vergaderruimten creëren.	
FMG en UB	REC-BCD	REC	II	EXTRA studieplekken REC-B	
					€ 2.979.489

NB: The overall investment estimate excludes the E1 tower project, as this project is still being investigated.

Annex 4: 2023 Major Maintenance Plan

HVP - 2023
Renovatie
Toekomstig gebruik ntb
Blijvend in gebruik
Afsloten / sloop



UNIVERSITEIT VAN AMSTERDAM

Wet- & regelgeving, veiligheid, conditie ≥ 3	A
Brandveiligheidsmaatregelen	B
Instandhouding ivm renovatie (HvP)	C
Duurzaamheidsmaatregel	D
Verbetering, investering	E
Volgens demarcatie rekening "huurder"	F
Overlappende MJOP - DMJOP	Z

Jaarbegroting 2023 - Groot Onderhoud						
Clust	Code	Objectnaam	Activiteiten	incl. BTW		
UK	110	Oudemanshuispoort	BM Vervangen (kan hergebruiken)		A	
UK	110	Oudemanshuispoort	Buitenschilderwerk		E	
UK	110	Oudemanshuispoort	Gevelonderhoud		E	
UK	110	Oudemanshuispoort	Dakherste(plat) inclusief dakgoten		E	
UK	110	Oudemanshuispoort	Brandcompartimentering		A	
UK	180	Oost Indisch Huis	Upgrade GBS		E	
UK	180	Oost Indisch Huis	Renovatie Lift F02-PL		E	
UK	181	Bushuis	Upgrade GBS		E	
UK	192	Spinhuis	Een hybride warmtepomp met WKO aansluiting		A	
UK	192	Spinhuis	Upgrade GBS		E	
UK	211	BG3	Dak herstellen		E	
UK	231	Binnengasthuis 1	Renovatielift lift 1		E	
UK	233	Alard Pierson Museum	Centrale regelkast klimaat algemeen aanbrengen (RK4) & (RK4A)		E	
UK	233	Alard Pierson Museum	LBK's renoveren		E	
UK	234	BG2	Buitenschilderwerk (ivm voldoen aan SIMSubsidie)		E	
UK	263	Bijzondere Collecties	Vervangen pilingtonglas voorzijde gebouw		E	
UK	263	Bijzondere Collecties	Buitenschilderwerk voorzijde gebouw		E	
UK	263	Bijzondere Collecties	Kozijnen schilderen binnen/buiten		E	
UK	263	Bijzondere Collecties	Renovatie lift		E	
UK	271	Universiteitstheater	Injecteren en herstellen vocht keldermuren		E	
UK	271	Universiteitstheater	Vervangen Veluxramen zolder		E	
UK	271	Universiteitstheater	Aanpassen dakveiligheid		A	
UK	271	Universiteitstheater	Armatuur algemeen vervangen voor LED Theaterzaal		A	
UK	271	Universiteitstheater	Armatuur algemeen vervangen voor LED werkplekken		A	
UK	278	Handboogstraat 1 - 3	Buitenschilderwerk		E	
UK	279	Maagdenhuis	Buitenschilderwerk		E	
UK	279	Maagdenhuis	Dakherstel pannendaken		A	
UK	279	Maagdenhuis	Renovatie Lift 279-01-TL		E	
UK	284	Handboogstraat 5-9	Buitenschilderwerk		E	
UK	284	Handboogstraat 5-9	Dakdichten vervangen en isoleren binnenzijde dak		E	
UK	284	Handboogstraat 5-9	Gevelonderhoud en schoorsteen herstellen		E	
REC	300	REC terreinen	Burgen herstellen		A	
REC	306	CEV	Herstellen isolatie		E	
REC	306	CEV	Transportpompen en circulatie pompen		E	
REC	310	REC A	CO2 opnemers toepassen met VAV box		D	
REC	320	REC ABC	Akoestische wanden herstellen		E	
REC	320	REC BC	Vloer herstellen		C	
REC	320	REC BCD	Dak balustraden herstellen		C	
REC	320	REC BCD	Vervangen no-break installatie noodverlichtingskast		A	
REC	331	REC E	reinigen en conserveren gevel		E	
REC	331	REC E	Herstellen tegenstroom apparaat warmte distributie platenwisselaar		D	
REC	331	REC E	Gekoeldwaterpomp redundant uitvoeren		E	
REC	331	REC H	Direct aangedreven ventilatoren toepassen		E	
REC	332	REC H	Daglichtafhankelijke regeling toepassen/LED TL5 vervangen		D	
REC	332	REC H	Vervangen hydraulische lift aandrijving/regeling aggregaat		E	

HVP - 2023
Renovatie
Toekomstig gebruik ntb
Blijvend in gebruik
Afgebroken / sloop



UNIVERSITEIT VAN AMSTERDAM

Wet- & regelgeving, veiligheid, conditie ≥ 3	A
Brandveiligheidsmaatregelen	B
Instandhouding ivm renovatie (HVP)	C
Duurzaamheidsmaatregel	D
Verbetering, investering	E
Volgens demarcatie rekening "huurder"	F
Overlappactiviteit MJOP - DMJOP	Z

Jaarbegroting 2023 - Groot Onderhoud						
Clust	Code	Objectnaam	Activiteiten	incl. BTW		
REC	341	REC JK	Vervangen ruimteregelaars(niet in de scope renovatie)		C	
REC	341	REC JK	Renovatie liften(niet in de scope renovatie)		C	
REC	354	REC L	Kozijnen vervangen fase 2		E	
REC	354	REC L	Schilderwerk		E	
REC	354	REC L	Dakgrind en bitumen vervangen		E	
REC	354	REC L	stalen bordes renoveren of vervangen		E	
REC	354	REC L	Valgevaar aanbrengen		A	
REC	354	REC L & G	ladders en klimijzer binnentuin herstellen		A	
REC	354	REC L	NSA MRI koeling		E	
REC	354	REC L	Accuset calamiteiten decentraal noodverlichting		A	
REC	355	REC G	Schilderwerk		E	
REC	355	REC G	Accuset calamiteiten decentraal noodverlichting		A	
REC	355	REC G	Daglichtafhankelijke regeling toepassen/LED		D	
REC	355	REC G	Een water-water warmtepomp met WKO toepassen		D	
REC	355	REC G	Verwijderen ketels		A	
REC	355	REC M	Vervangen diverse regelklep/stelmotor koudedistributie DN25		E	
REC	362	CREA I	Aanpassen BM		A	
ASP	630	Science Park G	Aanpassen aandrijvingen LBK's - Direct aangedreven motoren plaatsen		D	
ASP	630	Science Park G	Zonwering vervangen		E	
ASP	640	Science Park E	Schilderwerk/behandelen		E	
ASP	640	Science Park E	Dakrandafwerking vervangen		E	
ASP	640	Science Park E	Schilderwerk		E	
ASP	640	Science Park E	Gevel reiniging & conserveren		E	
ASP	640	Science Park E	Aanpassen aandrijvingen LBK's - Direct aangedreven motoren plaatsen		D	
ASP	642	Science Park Kassen	Polycarbonaat gevelplaten vervangen		D	
ASP	642	Science Park Kassen	kozijnwerk reinigen en conserveren		E	
ASP	644	Science Park H	Aanpassen aandrijvingen LBK's - Direct aangedreven motoren plaatsen		D	
ASP	645	Science Park ABCD	Schilderwerk		E	
ASP	645	Science Park ABCD	Vloeronderhoud fase 2		C	
ASP	645	Science Park ABCD	Niet meer leverbaar zijn van GBS onderdelen vervangen voor spare-parts overige strengen		C	
ASP	645	Science Park D	2 regelingen liften vervangen		E	
ASP	645	Science Park C	verlichting resterend vervangen TL5 - LED		D	
ASP	645	Science Park C	Revisie lift deuren		E	
ASP	645	Science Park ABD	Stoombevochtiging aanbrengen		D	
ASP	645	Science Park ABCD	Noodverlichtingcentrale vervangen door LED		E	
ASP	645	Science Park ABCD	Sprinkler diverse vervangingen		A	
ASP	645	Science Park ABCD	Speedlanes motoren, printplaten vervangen 1e verdieping		E	
ASP	645	Science Park ABCD	Isoleren Warmtewisselaar CV en GKW		D	
ASP	645	Science Park ABCD	Aanpassen sturing gangverlichting n.a.v. aanpassen beveiligingsinstallatie		E	
ASP	650	Science Park F	Revisie koelmachine		C	
ASP	650	Science Park F	Vervangen airco SER ruimte		C	
ASP	697	Science Park Amsterdam	Aanpassen aandrijvingen LBK's - Direct aangedreven motoren plaatsen		D	
UK	910	P.C. Hoofthuis	Gevelherstel keramieken gevel Witte Huis		E	
UK	910	P.C. Hoofthuis	Renovatie lift Witte huis		C	
UK	910	P.C. Hoofthuis	Zonwering Witte huis		C	
ASP	646	USC	Revisie LBK/LAK		E	
ASP	646	USC	Vervangen accu's & Herstel NVL installatie		E	
ASP	646	USC	Vervangen verlichting door LED		E	
ASP	642	Science Park Kassen	Circulatiepomp warmte-/koudedistr. vervangen		D	
ASP	642	Science Park Kassen	Regelklep/stelmotor warmte-/koudedistr. vervangen		D	
				€	13.692.638	

Annex 5: List of acronyms

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



Long-term Implementation Plan/ ICT Portfolio 2023

Date

24 November 2022

Subject

Long-term Implementation Plan (Meerjaren Uitvoeringsplan, MJUP) ICT Portfolio 2023

From

Information Management (IM)



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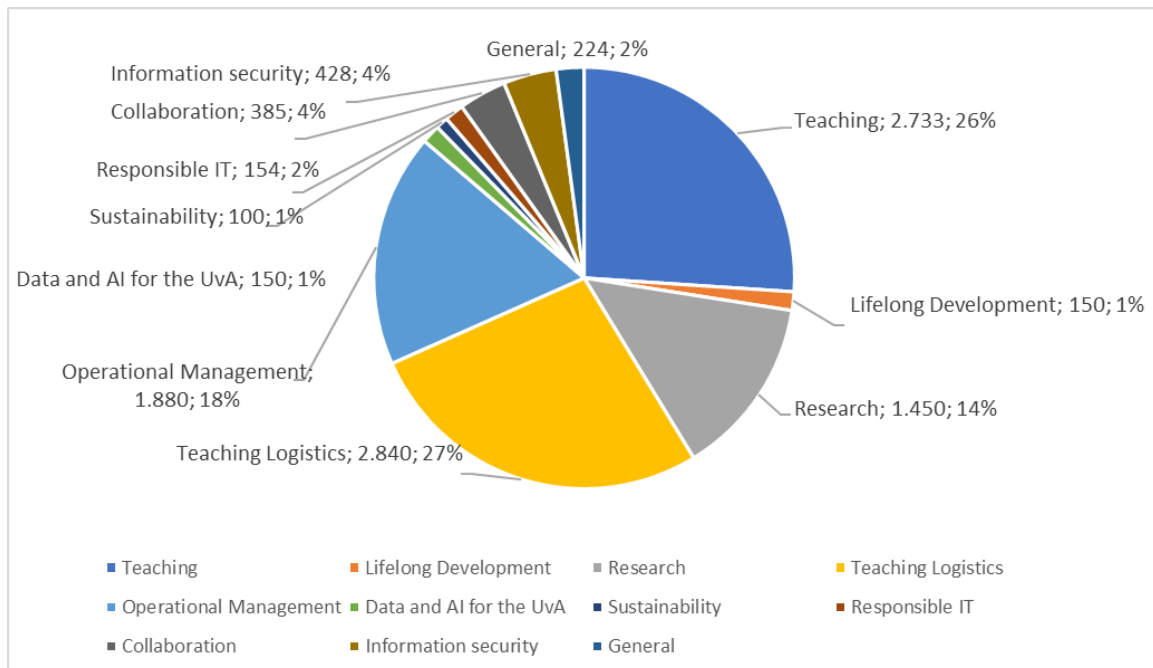
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The Long-term Implementation Plan (MJUP)/ICT Portfolio 2023 at a glance

Invest in ICT to make more effective use of digitalisation to enhance research and teaching.

This Long-term Implementation Plan (MJUP) /ICT Portfolio covers the initiatives we will be working on in 2023 as well as the initiatives scheduled for 2024 and beyond. In 2023, we will invest more than €10 million in digital innovation at the UvA. These investments will be based on the digitalisation vision formulated in the digital agenda¹. This vision is centred on the need to use digitalisation more effectively to enhance research and teaching.



Continuity in innovation with priority for Teaching and Teaching Logistics. What we will be working on in 2023 is to a large extent (80%) determined by initiatives that were launched in 2022 (or earlier) and are continued in 2023 or need, for various reasons, to be implemented in 2023. All these initiatives contribute to achieving the digitalisation vision. The initiatives are labelled as ‘Required’. More than half of the available budget is deployed in the Teaching and Teaching Logistics domains.

Faculties choose from possible initiatives. Part of the available budget is used for initiatives that are desirable but not required. In the document, these initiatives have been labelled as ‘Choice’. Mini workshops were held with faculties in order to determine those choices. This provided insight into common or, conversely, divergent wishes. The IM department evaluated this information. Three criteria were used for this: support at faculties, eagerness within the organisation to get started and the desire to take initial steps on new topics. Additional prioritisation took place in the Teaching Logistics domain (see Appendix 1 for information on the process applied).

A selection of topics being worked on. The MJUP/ICT Portfolio comprises almost 50 initiatives. What are the topics that are being worked on? A small selection is referred to below to provide a first impression:

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

- *Teaching*. Select and implement new software for digital testing and the teaching feedback system.
- *Research*. Invest in computing capacity and in continuing the development of solutions for data storage, researchers' virtual working environment and the digital environment to support the 'paperwork' in connection with research.
- *Teaching Logistics*. The renewal in this domain is continuing on the basis of plans developed within the Teaching Logistics Programme. One of the topics is the implementation of improvements concerning Master's Admissions.
- *Operational management*. The new solution for the intranet, which is still to be selected, will be implemented. Much of the work within the SAP Expertise Centre is connected with the introduction of the new SAP environment, S/4HANA.
- *Information security*. Improving information security remains a crucial topic. To a large extent, funding for this takes place outside the portfolio.
- *Miscellaneous*. The first steps are being taken within the portfolio in relation to the topics Lifelong Development, Responsible IT, Data and AI for the UvA and Sustainability.

Introduction

This document provides an outline of the Long-term Implementation Plan (Meer Jaren Uitvoeringsplan, MJUP) / ICT project portfolio 2023 for the UvA. The MJUP/ ICT portfolio is the implementation plan for the digital innovation of the UvA for 2023 and thus directly the implementation plan for the digital agenda.² This document provides:

- an overview of the contents of the MJUP 2023;
- an indicative long-term look ahead.

The MJUP is part of the UvA budget. The draft MJUP was discussed in the Operational Management Consultations and the ICT Steering Group in September. Following that, it was discussed with all faculties. This document was drawn up on the basis of that input. A description of the process applied and an explanation of the choices made are provided in Appendix 1. The MJUP was adopted in the ICT Steering Group meeting of 8 November 2022. Following this, additional prioritisation took place in the Teaching Logistics domain. Decision-making on the MJUP takes place in connection with the UvA's budget.

About the digital agenda

The digital agenda provides direction for the development of digitalisation at the UvA and is part of the implementation of the Strategic Plan. The digital agenda has been created in collaboration with a large number of subject matter experts from faculties and service units and has been assessed by a number of specialists and forums. The Executive Board adopted the digital agenda on 10 May 2022. The digital agenda is a starting point; a dynamic agenda that will be implemented in the years ahead in initiatives that are being or have already been launched. Based on this implementation, a schedule for the realisation is developed every year. After prioritisation of the schedule, the plans are included in the MJUP. The MJUP is adopted by the Executive Board as part of the UvA budget.

Annual portfolio with initiatives being worked on

The digital agenda comprises the digitalisation vision and initiatives that embody that vision. It presents a long-term perspective. Each year, the priorities and possibilities are determined (via the process described in the 'Governance' section in the policy document of the digital agenda³) and the plan for the coming year is drawn up: the Long-term Implementation Plan (MJUP) / ICT portfolio.

Digitalisation vision

The digitalisation vision is described in the policy document of the digital agenda⁴. The choices we make are based on that vision. The elements of the vision are:

- We need to apply digitalisation more vigorously to enhance research and teaching.
- Digitalisation serves our aim of being a leader in teaching and research.
- The choices we make are guided by teaching and research.
- We put our public values into practice.

² The digital agenda can be viewed at: <https://www.uva.nl/over-de-uva/beleid-en-regelingen/beleid/digitale-agenda/digitale-agenda.html>.

The UvA has set up an annual IT investment portfolio with an associated investment budget. The IT investment portfolio aims to contribute to the innovation and modernisation of the ICT service provision for research, teaching and support. The MJUP/ ICT portfolio describes the topics that are aligned with the ICT Investment portfolio. The MJUP/ ICT portfolio is an appendix to the UvA budget.

³ <https://www.uva.nl/over-de-uva/beleid-en-regelingen/beleid/digitale-agenda/digitale-agenda.html>.

⁴ <https://www.uva.nl/over-de-uva/beleid-en-regelingen/beleid/digitale-agenda/digitale-agenda.html>.

- We need to respond continually to new trends and developments, wishes and needs.
- We are alert to the impact of the change on students and staff.
- We always seek a balance between the importance of standardisation and allowing room for differences.
- We are working on a basis that is in order.
- Cooperation, national as well as international, is crucial to achieving our goals.

Reader's guide

This document provides, for each focus area, an overview of the topics we aim to implement in 2023 and the topics scheduled for 2024 and beyond.

The initiatives are divided into three categories:

- **Ongoing.** A budget is available for this initiative on a longer-term basis. This budget is included in the long-term planning. The budget is indicative: each year, this budget is in fact allocated after consideration within the entire MJUP / ICT Portfolio. For 2023, the budget is allocated after decision-making on the MJUP / ICT Portfolio.
- **Scheduled.** With the adoption of the MJUP / ICT Portfolio, a (longer-term) budget will be made available for this initiative. The budget will be released on the basis of a schedule assessed by the ICT Steering Group.
- **To be determined** To be determined The initiative will not be scheduled for 2023. A provisional budget forecast for 2024 and beyond has been prepared for this initiative. An assessment of whether a budget will be made available for this is carried out each year in the long-term plans when preparing the MJUP / ICT Portfolio.

Besides this categorisation of the initiatives, they are labelled as being:

- Required (indicated by a 'V' in the tables). These initiatives were started in 2022 (or earlier) and will be continued in 2023 or need, for various reasons, to be implemented in 2023.
- Choice (indicated by a 'K' in the tables). Initiatives considered to be so important by the faculties, service units and Information Management that they need to be worked on in 2023.

A number of initiatives are carried out jointly with the AUAS. Appendix 2 presents an overview.

Teaching

Portfolio for 2023

Successful adoption. *Lecturers have digital possibilities to deliver and develop (online) teaching and receive effective support for this.*

- VLE Board. Realisation of the VLE long-term plan 2020-2025 as drawn up by the VLE Board. Every year, the DLO Board prepares an annual plan for specific activities and developments.
- Thesis workflow. An effectively operating thesis process and the supporting workflow are important for the quality of teaching. This project contributes to improved adoption of VLE tools and resolves several bottlenecks in the VLE.
- UvAQ. UvAQ is the UvA teaching feedback system. The current UvAQ environment is outdated and no longer meets the requirements and wishes applicable to a future-proof ICT environment. Based on the final report of the UvAQ Technical Review working group, a renewal process will be started to advance the development of UvAQ, for a new ICT solution for UvAQ.

Develop and re-use high-quality teaching materials. *Lecturers have innovative possibilities to develop digital teaching materials. They share and re-use each other's teaching materials.*

- Organise tendering process for video.uva.nl. Kaltura's current licence will expire in 2024. In 2023, preparations will have to started for a tendering process and the implementation in 2024.
- Upscaling of Knowledge clips. An important objective of the UvA is create high-quality digital teaching materials. Knowledge clips are an important part of this. But if knowledge clips are to be deployed on a broad basis, the support for and the resources for lecturers must be in order. Upscaling of the current possibilities is a precondition for this.

Digital testing and assessment. *There is an infrastructure that is aligned with work*

procedures of lecturers and of degree programmes, for safely and reliably carrying out online and digital assessments and testing.

- Digital Testing Owing to the expiry of the agreement for Testvision, the application that is used for digital testing, invitations for tender will be issued again for this service. The selected testing software will then be implemented, jointly with the faculties.
- New infrastructure for Assessment records. There is currently no UvA-wide system for storing assessment records for internal and external quality assurance purposes. This presents a risk for the teaching quality assurance of degree programmes. This project will identify the functional wishes and requirements for a future ICT solution for digital assessment records.

Strengthen grassroots innovation. *Starting from grassroots (bottom-up), there is an innovation cycle to achieve successful upscaling of ICT innovations in teaching.*

- Grassroots programme. Grassroots projects are small-scale, approachable ICT projects that are carried out by lecturers or students. The results can be used directly in teaching. This is a bottom-up form of (teaching) innovation. Successful grassroots provide a platform for (campus-wide) upscaling. The execution of the grassroots programme has been assigned to the Teaching and Learning Center (TLC).
- Matching upscaling of Virtual Past Places. A project at the Faculty of Humanities to develop a Virtual Reality (VR) environment of medieval buildings of the UvA in the University Quarter. Via an audio tour in the VR, academics will showcase the location from their own perspective in the context of a shared narrative (Archeology, Heritage Studies, Art History, History). Virtual Last Places started as a grassroots project, and has now received a grant from the Ministry of

Education, Culture and Science (OCW) for upscaling, in which matching is required from the UvA.

Controlling teaching data. *Teaching data are applied to increase teaching quality and effectiveness, with a clear assignment of responsibilities.*

- Keeping Track. The main goal of the Keeping Track project is to provide data-based insight into the use of the Virtual Learning Environment (VLE) of the UvA.

Portfolio for 2024 and beyond

Successful adoption. *Lecturers have digital possibilities to deliver and develop (online) teaching and receive effective support for this.*

- Continued development of online study space. Online Study Space; THE place for students to study online, collaborate, be inspired, share information and meet new people. Studying with others provides structure and motivation. At present, the Online Study Space is a team in MS Teams. Progressing the development of this online study environment offers students new possibilities and greater depth in studying.

Develop and re-use high-quality teaching materials. *Lecturers have innovative possibilities to develop digital teaching materials. They share and re-use each other's teaching materials.*

- Video developments
Digital testing and video applications for teaching were added to the VLE Board's remit in the spring of 2021. This means that investments are made each year in advancing the development of Kaltura and other video applications for teaching,
- Re-usable teaching materials. The re-usability of digital teaching materials is one of the principal topics in the national Digital Transformation Impulse for Education programme. This is aimed at creating the conditions for open sharing and re-using of teaching materials across the boundaries of the institutions. In

Insight into the use of the VLE is valuable for faculty ICTO and TLC teams, Academic Affairs and college and graduate school directors, for instance for monitoring policy implementation.

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

- No initiatives in 2023.

addition to participating in this nationwide development, a start will be made, on the basis of a recommendation from the Library, 'Recommendation on open sharing of digital teaching materials via Edusources' to unlock the Edusources environment that is provided by SURF for the UvA.

Digital testing and assessment. *There is an infrastructure that is aligned with work procedures of lecturers and of degree programmes, for safely and reliably carrying out online and digital assessments and tests.*

- Tests on own device (BYOD) This project is aimed at creating a new form of digital testing, as a result of which faculties and students are no longer dependent on hardware managed centrally by UvA in holding or sitting digital tests.
- Virtualisation of Digital Testing Environment. This project is aimed at advancing the development of the current digital testing environment. The aim is to be able to use the Chromebooks currently available on a broader basis. At present, only SaaS test applications can be used on them. The testing environment is thereby provided with new technology (with greater stability, reliability and security) that is more closely aligned with the wishes and requirements arising from the revision of the Assessment Policy Framework.
- Automate Digital Testing data flows. This project is aimed at letting the current data flows (Termtime, Topdesk) run automatically as much as possible.

- AV equipment in the testing rooms.
Placing AV screens in the testing (examination) rooms on which visual information can be placed to share information with students to make smooth examinations possible, while minimising disruption for students by noises or coordinators walking around.

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

- Experiments in lecture rooms.
Make first experiments possible for testing concrete ICT solutions in lecture rooms by lecturers and students.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Successful adoption	VLE annual plan	ongoing	R	300	300	300	300
	Thesis workflow	scheduled	R	280	250	250	
	Continued development of online study space	to be announced				149	100
Teaching materials	UvAQ	scheduled	R	465	465		
	Tendering process for video.uva.nl	scheduled	R	100	250		
	Upscaling of Knowledge clips	scheduled	C	100	100		
Digital testing	Video developments	to be announced				100	100
	Re-usable teaching materials	to be announced					
	Digital testing (renewal of current test application)	scheduled	R	748	400		
	New infrastructure for Assessment records	scheduled	C	100	400		
	Tests on own Device (BYOD)	to be announced				102	
Grass roots innovation	Virtualisation of Digital Testing Environment	to be announced				375	
	Automate Digital Testing data flows	to be announced					
	AV equipment in the testing rooms	to be announced				140	
	Grass roots programme	ongoing	R	250	250	250	250
Teaching data	Matching upscaling of Virtual Past Places	scheduled	R	90			
	Keeping Track (1)	scheduled	R	300	200	200	200
ICT in lecture rooms	Experiments in lecture rooms	to be announced			100	500	500
Teaching Total				2733	2715	2366	1450

(1) The budget for 'Keeping Track' has been adjusted from €400,000 to €300,000.

Lifelong Development

Portfolio for 2023

General Lifelong Development objectives.

Implementing the social duty of the UvA to promote long-term employability and personal growth of people. There is good insight into the potential and the success of LLD in dashboards on the basis of reliable data, partly from the use of social media.

- Study / preparation of action plan There is a need for a development programme

directed by a working group that does justice to the need for teaching logistics support in the field of Lifelong Development (LLD) for non-regular students. Jointly with an LLD domain architect, this working group can develop an integral vision for developing an ICT infrastructure for LLD (including marketing, registration, invoicing, study progress and alumni).

Portfolio for 2024 and beyond

General Lifelong Development objectives.

Implementing the social duty of the UvA to promote long-term employability and personal growth of people. There is good insight into the potential and the success of LLD in dashboards on the basis of reliable data, partly from the use of social media.

- Adviser/domain architect for LLD domain. On the request (and under the direction) of the teaching logistics working group, the domain architect will develop a domain architecture for the new LLD domain and contribute to the realisation of an ICT infrastructure for LLD.

for LLD that is integrated in the logistics chain.

- Role-based authorisation solution for non-regular teaching. In close alignment with the initiatives in Teaching Logistics and Collaboration, this project is tasked with realising access (authorisation and authentication) for professional, non-regular students to the UvA ICT infrastructure for LLD Teaching.

Teaching logistics processes. *The teaching logistics chain for LLD teaching is well organised. Processes for recruitment, enrolment, invoicing and certification are well aligned.*

Providing teaching. *LLD teaching is blended. Meeting each other is of central importance, but some of the teaching is also provided online. Participants (course participants) can meet each other online during and after the LLD teaching.*

- STAP ('labour market position incentive') developments. In view of the extensive interest in the STAP scheme, a UvA-wide STAP process is being developed, which will in due course be used to exchange data with the UvA systems for the new national STAP scheme.
- UvA-wide CRM solution for LLD. In close consultation, on the basis of faculties' experiences, development and implementation of a central CRM solution

- Study of the deployment of VLE systems for LLD teaching. Often, non-regular students are not taken into account in the current contracts with suppliers when it comes to LLD. The initiative carries out an analysis of the current agreements and obligations and issues a recommendation on potential adjustments.
- Edubadges pilot project. In connection with LLD, set up an initial pilot project to gain experience with the use of badges⁵ &

⁵ Badges, in an education context Edubadges, are digital certificates that show that the holder has acquired certain

skills or knowledge. Edubadges can be issued both for accredited teaching and for extracurricular activities.

micro-credentials⁶ together with the SURF Edubadges programme.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
General	Plan and implement shared facilities	scheduled	C	150	300	500	500
	Adviser/domain architect for LLD domain	to be announced					
Teaching Logistics	Process LLD data in national registers	to be announced					
	STAP ('labour market position incentive') developments (1)	to be announced					
	UvA-wide CRM solution for LLD	to be announced					
	Role-based authorisation solution for non-regular teaching	to be announced					
Providing teaching	Study of the deployment of VLE systems for LLD teaching	to be announced					
	Edubadges pilot project	to be announced			100		
Lifelong Development Total				150	400	500	500

(1) STAP developments will be funded by Academic Affairs in 2023.

⁶ The microcredential is a reliable certificate with which students and professionals can show what they know,

what they are able to do and what they understand after successful completion of a unit of study.

Research

Portfolio for 2023

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

In designing the infrastructure, the researcher is of central importance (by means of continual feedback from researchers on solutions that are being built), a balance is sought between flexibility and a workable research environment (for the researcher) and frameworks are complied with (for example, security) and open standards are supported.

- 2023 implementation plan for ResearchIT 2023). The further development of IT solutions for researchers will continue. The key topics are:
 - Continued development of Storage – Research Drive. Continued development of Research Drive Research Drive is the storage environment provided by SURF for secure and easy storing and sharing of research data. The iRods/Yoda⁷ pilot projects will continue in 2023.
 - Continued development of Virtual Research Environment, VRE. The VRE is a virtual work environment that enables secure collaboration during the execution phase of research and that aggregates the IT facilities required by researchers, such as storage, computing power and analysis tools, and provides transparency in respect of the data processing and analysis process.
 - Continued development of Research Management Services, RMS. The RMS centralises a large part of the paperwork and administrative burden of research by way of process support and monitoring. This includes, for

example, review by the Ethics Committee.

- Lisa GPU Cluster. In 2019, the Lisa GPU cluster at SURF was expanded. The Lisa GPU is used extensively in data science. Given the successful start of the Data Science Centre, this consumption can be reasonably expected to increase further in the coming years. Renewal of the cluster is therefore necessary.
- Vision for computing power and storage options from cloud to researcher's own device. Continuation of the study initiated in 2022. The goal is to create a compute continuum, with academics being able to use the same code on all platforms, from laptop to supercomputer. This has effects down to the level of the hardware.

Support for researchers. *Advanced digital facilities are within reach for all researchers. No specific technical knowledge is required for this. Support is available if required.*

- Plan for continued development of Research Data Management (RDM). Continuation of ongoing development. Further to the audit of RDM performed in 2021, faculties were tasked by the Executive Board with increasing their RDM maturity levels. The Library and ICT Services are therefore focusing, in close collaboration with faculties' IT departments, on the (continued) development of storage facilities during research (ResearchDrive, Yoda/iRODS), on facilitating collaboration on data analysis (Virtual Research Environment), on streamlining the paperwork and administrative burden of research (Research Management Services) and on the long-term archiving of research data. The growing number of data stewards at the UvA continue to be united in a

⁷ Yoda, 'Your Data', was developed by Utrecht University on the basis of the open source software iRODS. In this online platform, you can securely store large volumes of data for long periods of time in all stages of a research project. It also

offers useful functionalities such as: a persistent identifier for publishing your data, the option of working jointly with fellow researchers on the stored data, controlled access, and metadating.

community coordinated by the Library and the collaboration with the Data Science Centre (DSC) will be given further shape.

Portfolio for 2024 and beyond

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

- Long-term plan for IT for data management Yoda/iRods. This middleware (Yoda/iRods) forms an abstraction layer that uncouples academics from the physical storage, thus making life easier for them.
- Long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive. This large-scale storage facility is necessary to provide a good landing place for scientific data and to be able to implement RDM processes.

Support for researchers. *Advanced digital facilities are within reach for all researchers. No specific technical knowledge is required for this. Support is available if required.*

- Vision and frameworks for central-decentralised support for research. This

support covers the entire spectrum from generic to specific, and will therefore need to be sourced broadly. The support will therefore need to be distributed across ICTS and some faculties, as the generic IT takes place at the central level, whereas the specific IT is sometimes decentralised.

Safeguarding public values. *The digital facilities in research support and safeguard the public values, such as independence and integrity;.*

- Public values in research. During the realisation of a ‘state of the art’ infrastructure, we assess the innovation against the public values. The initiatives are:
 - Vision on frameworks (suppliers, security, ethics, legal and privacy) and data ownership;
 - Develop and apply frameworks;
 - Increasing awareness of staff.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
State of the art infrastructure	Vision for computing power and storage	scheduled	R	<u>100</u>			
	Lisa GPU Cluster	scheduled	R	<u>400</u>	<u>400</u>	<u>400</u>	
	Long-term plan for IT for data management Yoda/iRods (1)	to be announced			150		
	Implementation plan for ResearchIT (2)	ongoing	R	<u>750</u>	<u>300</u>	<u>300</u>	<u>300</u>
	Continued development of VRE (2)	scheduled		<u>0</u>			
	Continued development of Research Management Services	scheduled		<u>0</u>			
Support for researchers	Long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive.	to be announced			100	300	
	Vision and frameworks for central-decentralised support	to be announced			150	50	
	Plan for continued development of RDM	scheduled	R	<u>200</u>			
Public values	Develop instructions and support for data storage and	to be announced					
	Develop digital skills (DCC)	to be announced					
	Public values: Vision for data frameworks and ownership	to be announced			100	50	
	Public values: Develop and apply frameworks	to be announced				150	
	Public values: Increasing awareness of staff	to be announced				150	
Research Total				1450	1200	1400	300

- (1) Study and recommendations on data management services (Yoda/iRods) is part of the work plan for Research IT (is in category 'required'). Accordingly, actions will be taken on this topic in 2023.
- (2) The Implementation Plan for ResearchIT comprises the continued development of Storage – Research, the continued development of VRE and the continued development of RMS. The funding comes in part from the IT Business case for research (€331,000) and from the unallocated ICT Theme-based funding (€419,000).

Teaching logistics

Portfolio for 2023

Insight for students. *We want students to have an overview of and insight into the course of their studies, allowing them to take responsibility for the success of their studies. Procedures are user friendly and fair.*

- Complete implementation of student website student.uva.nl and editorial desk. The new student site is live Work is still required on adequately placing the other topics, such as the site with information on studying abroad, in the new provision of information for students and on safeguarding the work of the editorial desk.
- Ask a question/Make an appointment. Creating a single place where students can ask a question. We ensure correct routing of the question, the correct desk, and timely handling and the feedback to the student.
- Continue the process improvements concerning Master's Admissions. The Master's Admissions project has carried out an analysis. The improvements identified will be implemented to improve quality, accelerate the response to applications for enrolment for students and reduce workload for lecturers.
- Start system replacement for Master's Admissions. Following completion of the process optimisations for Master's Admissions, the requirements and wishes for the system have become clearer. Based on the recommendation on the current system, the process to select the right system will start, if replacement is required.
- Develop Study Plan. Students currently have limited insight into where they are in their studies. The study plan will give them insight into how far they have progressed, what remains to be done by them, and the options available. This will better enable them to shape their course of study, in conformity with the possibilities under the Teaching and Examination Regulations (OER). Ultimately, this will make proceeding to graduation much easier and quicker. When this

functionality has been put in place, there will be a basis for initiating requests to the Examinations Board.

- Annual renewal budget for Online provision of information. The continual improvement of accessibility for students, the finetuning of the new editorial model and supporting push information, so that the current My UvA app can be phased out.
- Annual renewal budget for Glass. The new course registration application is used throughout the university. Work will be undertaken on the following updates in Glass: expansion of options for entry requirements, improvement of email function, batch processes, insight for students into provisional timetables and the integration with the study plan that is to be built.

Flexible organisation of studies. *Students can design their studies on a flexible basis and can easily take courses, both within the UvA and at other institutions.*

- RAUES (Realisatie aanmeldingen Uitgaande exchange) (implementation of registration for outbound exchange). We have optimised the process for incoming exchange students. We want to apply those improvements for outbound exchange students as well.

Making life easier for lecturers. *In the organisation of the teaching, we make life easier for lecturers, enabling them to focus on teaching.*

- Team for realisation of provision of information for lecturers. Improving the (online) provision of information for lecturers in the area of teaching logistics information. For the lecturer target group, as part of the 'analysis phase' and design sprint of the project, a study was carried out into lecturers' requirements for the provision of information on teaching logistics matters and the desired approach to solutions. Examples include practical

information on preparing, teaching and completion of a course.

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

- Registering progress of PhD students. Within the UvA, having insight into and an overview of the number of PhD candidates, and the stage they are in, is not uniformly registered. In addition, support for supervising doctoral programmes varies. The objective is to achieve UvA-wide support for PhD candidates and the doctoral programmes, including required management reports.

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

Portfolio for 2024 and beyond

Insight for students. *We want students to have an overview of and insight into the course of their studies, allowing them to take responsibility for the success of their studies. Procedures are user friendly and fair.*

- Updating Course Catalogue. The current Course Catalogue application is technologically outdated, and its maintenance is complex. Also, it is not seamlessly aligned with the current landscape. The inputting of data in the Course Catalogue has already been taken on by UvANose. Next, the second part, the publication of the Course Catalogue, still needs to be carried out, after which this application can be phased out.

Flexible organisation of studies. *Students can design their studies on a flexible basis and can easily take courses, both within the UvA and at other institutions.*

- Preliminary study of Teaching and Examination Regulations process. The process for devising the Teaching and Examination Regulations for each degree programme is a very laborious exercise, in

- Completion of TermTime implementation. Completion of the implementation of the new timetabling application TermTime.
- Depreciation in relation to POL. Functionality is built into the Teaching Logistics Programme (POL) that is depreciated in the budget during several years. These depreciation charges are part of the portfolio budget.
- SaNS. Regular part of the Long-term Implementation Plan (MJUP)/ICT portfolio for the continued development of the student information system (SiS).

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

- No initiatives.

which numerous versions of documents are circulated. We want to examine how we can more effectively support and streamline this process. This will reduce workload and also ensure that the Teaching and Examination Regulations are ready on time and can be published. It is important to ensure alignment with the teaching logistics chain, for which the Teaching and Examination Regulations are a starting point.

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

- Business analyst for Teaching Logistics. Numerous changes have been implemented in the Teaching Logistics Programme. This also included developing dashboards that help to monitor the improved processes, and help to continue to improve on the basis of insights from the data. The business analyst will ensure that we have insight into the data on the improved processes,

such as, for example, course registration and admissions. On that basis, we can continually improve and optimise them.

- Realisation of functionality for non-regular students. In close alignment with the initiatives in the area of LLD, this project is tasked with realising uniform enrolment functionality for professional, non-regular students. This is necessary

because those students cannot be enrolled via Studielink.

- Implementing RIO. The implementation of RIO (RIO: Registration of Institutions and Degree Programmes) is necessary to retain the connection with DUO and Studielink.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Insight for students	Complete implementation of student website and editorial	scheduled	R	90			
	Ask a question/Make an appointment.	scheduled	C	100			
	Continue Master's Admissions	scheduled	R	375			
	Start system replacement for Master's Admissions.	scheduled	C	50	100		
	Develop Study Plan	scheduled	C	100			
	Annual renewal budget for Online provision of information	ongoing	R	250	250	250	250
	Updating Course Catalogue	to be announced				250	
Flexible organisation of studi	Annual renewal budget for Glass	ongoing	R	150	150	150	150
	Preliminary study of Teaching and Examination Regulations	to be announced					
Making life easier for lecture	RAUES	scheduled	R	50			
	Team for realisation of provision of information for	scheduled		300			
Support for study ambitions	Registering progress of PhD students	scheduled	C	250	100		
Changing needs	Business analyst for Teaching Logistics	to be announced			100		
Other	Realisation of functionality for non-regular students.	to be announced			250		
	Implement RIO (1)	to be announced					
	Completion of TermTime implementation	scheduled	R	150			
	POL Depreciation	ongoing	R	775	775	775	775
	SaNS	ongoing	R	200	200	200	200
Teaching Logistics Total				2840	1925	1625	1375

- (1) Implementation of RIO is being addressed by the AC.

Operational Management

Portfolio for 2023

Increase agility. *The predictive capability has been increased, enabling us to target and respond to changing circumstances, wishes and needs (agility) in order to achieve continuity in the quality of teaching, research and operational management.*

- **SAP Roadmap.** The final phase of the migration to S/4 will be completed in the financial domain in 2023. This means that the migration is rolled out to the various environments in several stages. Within the financial domain, further standardisation and automation of processes is of central importance. The HR domain focuses on renewal of the self-service and is examining the options for the continued development of SuccesFactors and focuses on optimisation and renewal of HR processes in Fiori. The Data teams will focus primarily on continuing development of BPC (Business Objects Planning and Consolidation) and adapting the existing reporting to the new S4/Hana. They are also working on further modernisation of the Data systems. There is also a continuing focus on information security. In the upcoming period, we will examine the consequences of phasing out InqDO-connect (platform for exchanging data between applications). In the coming year, work will also proceed on preparing a new roadmap for SAP, in connection with the operational management domain. One of the instruments used for this is Robotic Process Automation (RPA).

Improve provision of information and support. *Staff have the information and support that are necessary for the proper performance of their job, role and duties.*

- **Replace Intranet.** The future of the intranet was examined in 2022. An outline view was prepared of the practical implementation of the intranet and a start was made on developing scenarios for realisation. Organisational aspects and preconditions were also elaborated. As a

next step, the selected solution will be implemented in cooperation with the faculties.

- **Tendering process for print service.** Preparations for the tendering process for the print service to start in the autumn of 2022.

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

- **Preliminary study of improved Call management.** Preparations are under way for the preliminary study for replacing the system for handling questions and requests, Topdesk. This also serves to prepare for a tendering process.
- **Continual improvement team.** Numerous tools are available with which we can reduce workload, and improve the quality of the service provision. In order to effectively use these options, a team is required that can assist on this, and that will select which improvements result in the biggest positive business case. Examples of ready-made applications are already available within the SAP Expertise Centre, and at Master's Admissions. These can be addressed by a team (and as owner of these solutions) and maintained.
- **Cloud expertise team.** A start was made in early 2022 on establishing a Cloud Expertise Team within ICTS. This was prompted by the need to provide better, professional support to new and existing initiatives that use Cloud Computing technology within the UvA and the AUAS, and also to ensure that we do this in a safe, standardised, substantiated, traceable and controlled manner, so that our organisation remains in control of our use, our data and our costs in the cloud. The Cloud expertise team will be partly funded from the ICT Portfolio budget in 2023.

- Enterprise architecture. One of the ICT objectives pursued by the UvA is to include both innovations and existing infrastructure in the architecture. Acting on the basis of the interconnectedness of all ICT components, both central and decentralised, will enable us to create a lasting and transparent ICT ecosystem, enabling us to see clearly at all times what

we have, how we can utilise existing components, how we can seamlessly add new components and how we can optimally connect with our context. And also to make optimal sourcing choices, and to remain within parameters for security, privacy and social responsibility. Enterprise architecture contributes to realisation of all focus areas.

Portfolio for 2024 and beyond

Improve provision of information and support. *Staff have the information and support that are necessary for the proper performance of their job, role and duties.*

- Implement e-depot. Implement the software with which we can effectively accommodate the digital archives.
- Archiving system set-up. In order to comply with the guidelines for information management, this needs to be elaborated and set up for each system.

This activity is dependent on completion of the archiving with the e-depot. To that end we will identify and eliminate shadow archives, double processes and undesirable retention periods.

- SF learning & onboarding. Migration to SuccesFactors Employee Central. Then follow-up steps on the basis of formation of vision for the Digital Service Point for Employees (DSPM).

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Increase agility	SAP Roadmap	ongoing	R	675	250	250	250
Provision of information	Replace Intranet	scheduled	R	400	400		
	Implement e-Depot (1)	to be announced					
	Archiving systems set-up (1)	to be announced					
	SF Learning & Onboarding***	to be announced					
Optimise processes	Tendering process for printing	scheduled	R	80			
	Continual improvement team (2)	scheduled			150	250	200
	Select & implement improved Call management	scheduled	C	100	200	300	
	Enterprise architecture	scheduled	C	150			
	Cloud expertise team	scheduled	R	475	475	100	
Operational Management Total				1880	1475	900	450

- (1. Start 'Implement e-Depot' and 'Archiving systems set-up' in 2023. Budget is available for this in the DIV department.
- (2) 'Continual improvement team'. In 2023, the budget will come from the AC's budget.

Data and AI for the UvA

Portfolio for 2023

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

- No initiatives in 2023.

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

Portfolio for 2024 and beyond

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

- Planning of infrastructure. Plan to be drawn up (by ICTS) for an infrastructure that supports the specific initiatives ‘smart buildings’ and ‘keeping track’ and provides insight into the minimum technical and organisational preconditions that need to be met.
- Formulate data policy, set up organisation and develop and implement data governance. The formulation of data policy, setting up the organisation, and developing and implementing data governance (by Executive Staff - Information Management together with Executive Staff - Institutional Research Department, service units and faculties).
- Facilities data hub. Facility Services (FS) aims to start building, together with ICTS, a data hub, for exchanging data on space with other facilities data, technical data, and teaching logistics data. This includes: Wifidata, Topdesk ICTS, Termtime (timetabling system), Mapiq etc.

- No initiatives in 2023.

UvA support ready for application of data and AI. *UvA support (central and decentralised) has knowledge and expertise of data and AI, actively engages in mutual cooperation and is actively part of a network.*

- Grassroots fund for bottom-up initiatives. A ‘grassroots fund’ for bottom-up initiatives in the field of Data and AI for the UvA. The grassroots are facilitated with a set of (minimum) ground rules.

- Proof of Concept: real-time measuring of occupancy and use of study spaces and lecture rooms. There is a need within the UvA for insight into the use of accommodation. This has been requested by operational management and Finance, Planning & Control (FP&C) and relates to actual, real-time data on occupancy and use of lecture rooms. At present, physical measurement takes place on a sample basis, which is not always entirely representative.

UvA support ready for application of data and AI. *UvA support (central and decentralised) has knowledge and expertise of data and AI, actively engages in mutual cooperation and is actively part of a network.*

- Investment budget for data specialists. The labour market for data specialists is extremely overheated. All organisations are working on utilising data for their operational management. With this investment budget for recruiting data specialists who can work - from a pool - on the various initiatives that are ongoing or to be launched.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026	
Infrastructure	Planning for generic infrastructure	to be announced			75	25		
	implement data governance	to be announced			75	25		
	Facilities data hub	to be announced						
	Proof of concept: measure in lecture rooms	to be announced						
Support	Investment budget for data specialists	to be announced			190	110		
	Grass roots fund for bottom-up initiatives	scheduled	C	<u>150</u>				
Data and AI for the UvA Total					150	340	160	0

Sustainability

Portfolio for 2023

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

- Strengthen purchasing. Taking greater account of sustainability in purchasing processes requires a moderate investment but can have a major impact. Ensuring that sustainability is considered in purchasing processes requires an initial investment in developing relevant standards (for example, use of green energy in a data centre) that must by default be included when drawing up the schedule of requirements.
- Combining equipment for work and personal use. Is it possible to manage with

fewer devices by combining equipment for work and personal use? This initiative will provide the answer to that question.

Sustainability via digitalisation. *Reduce the environmental footprint by digitalisation. This means: the effective deployment of digital resources for an optimal reduction of our footprint in our business activities.*

- No initiatives in 2023.

Increase awareness of sustainability aspects. *We make the environmental footprint transparent for staff, students and business processes so that we know where we are and get an idea of how to act sustainably.*

- No initiatives in 2023.

Portfolio for 2024 and beyond

Sustainability via digitalisation. *Reduce the environmental footprint by digitalisation. This means: the effective deployment of digital resources for an optimal reduction of our footprint in our business activities.*

- Smart Buildings Programme for UvA/AUAS. (also applies at AUAS) Prepare business case to make clear the contribution of smart buildings⁸ to reduced energy consumption and increased efficiency in use of buildings.
- Measurement translates into knowledge in the greenhouses at ASP ABCD. Strategic placement of sub-meters in the greenhouses at Science Park facilitates the

accumulation of a measurement data collection as well as providing direction on the basis of such data.

- Energy reduction by means of digitalisation of control of ventilation capacity. Increase the number of lecture rooms with a link between the timetabling system and GBS (building management system). In addition, more accurate ongoing control adjustments by equipping these rooms with vents and sensors that safeguard air quality.

⁸ In a Smart Building, all technology and environmental factors are tailored to the student, employee or visitor and the associated activities that are carried out in the building. By means of smart automated systems and information

exchange, the building generates data used to design processes more efficiently and to optimise the user experience (for example, utilisation of space, energy consumption and positioning).

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Sustainable digitalisation	Strengthen purchasing	scheduled	C	50			
	Combining equipment for work and personal use	scheduled	C	50			
Increased sustainability	Smart Buildings Programme for UvA/AUAS	to be announced			100		
	Measurement translates into knowledge in the greenhouses	to be announced					
	Energy reduction by means of digitalisation of control of ventilation capacity.	to be announced					
Sustainability Total				100	100	0	0

Responsible IT

Portfolio for 2023

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

- Develop values outlook and activate people who advise on topics. Responsible IT and safeguarding public values often concern issues to which we do not have the answer yet. Developing a UvA values outlook ('What do we stand for?') and engaging in discourse along ethical lines and multiple perspectives form a basis for developing substantiated answers.
- Develop work procedure for assessing applications. Existing ICT infrastructure is assessed to determine the extent to which it is in line with the UvA values outlook. Examine whether we could, for

example, use the 'Digital Powerwash' for this, developed by PublicSpaces.

- Develop criteria for tendering processes/purchasing. Ensuring that public values are considered in purchasing processes requires an initial investment in the development of relevant criteria. That will enable maximal utilisation of the purchasing processes as a means for arriving at responsible choices.
- Start long-term planning (>10 years). Aligning digital infrastructure with the UvA values outlook is a long-term process. We must plan, step-by-step, how to align elements of the digitalisation with the values. This initiative is aimed at initiating the planning.

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

- No initiatives in 2023.

Portfolio for 2024 and beyond

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

- Small-scale pilot projects with 'responsible' applications. Pilot projects,

experiments by staff/ICTS with alternative digital resources that are more closely aligned with the public values. We can learn from these pilot projects as inspiration for the long-term (5-10) plan.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Public values in practice	Collaborating, forming coalitions and becoming part of a network of institutions that wants to take the lead	scheduled	C	0	-		
	Develop values outlook and activate people who advise on	scheduled	C	30			
	Develop work procedure for assessing applications	scheduled	C	30			
	Develop criteria for tendering processes/purchasing.	scheduled	C	30			
	Start long-term planning (>10 years)	scheduled	C	64	150	300	450
Creating awareness of public values	Small-scale pilot projects with 'responsible' applications	to be announced			100		
Responsible IT Total				154	250	300	450

Collaboration

Portfolio for 2023

Staff and students can collaborate effectively. *Staff and students can collaborate, in different groupings and from different locations, so as to achieve the objective of their activity. Staff and students know the possibilities offered by digital resources and are skilled in using them.*

- Optimisation of use of MS 356. The programme MS365 Collaborating in the cloud has established MS365 in the UvA, so that staff and students can use it. To optimise the use of MS365, support was organised in 2022 for staff and students by student assistants (training for small groups and one-on-one training). This support will be continued in 2023.

Digital facilities support hybrid collaboration. *The digital facilities are maximally suited to the type of work and intended objective of the activity, even in hybrid collaboration. Collaborating from*

home (or another location) is just as easy as on the campus.

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

- Collaboration with external parties (at the campus). In 2022, a study was started to determine the desired situation and the structural solutions that are required to facilitate partnerships with external parties at the campus and the vision this is based on. On the basis of the outcomes of the study, an action plan will be drawn up that forms the basis for the realisation phase, to be started in 2023, for the desired service provision.

Portfolio for 2024 and beyond

Staff and students can collaborate effectively. *Staff and students can collaborate, in different groupings and from different locations, so as to achieve the objective of their activity. Staff and students know the possibilities offered by digital resources and are skilled in using them.*

- Warm digital welcome for new staff Support for new staff in starting to use the digital facilities, e.g. laptop and applications to be used.

Digital facilities support hybrid collaboration. *The digital facilities are maximally suited to the type of work and intended objective of the activity, even in hybrid collaboration. Collaborating from home (or another location) is just as easy as on the campus.*

- Vision for collaboration in a hybrid environment. Digital collaboration and the hybrid workplace are closely interconnected. The UvA has formulated policies for hybrid working. What does this mean in terms of the digital resources that are necessary, including the digital workplace? This initiative is aimed at producing an answer to this, based on a vision on collaboration.

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

- Provision of information on collaboration with external parties. Ensure that there is an easy-to-find place for external parties

where all information, particularly on facilities and processes, has been brought together.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Effective collaboration	Optimisation of use of MS 365	scheduled	R	185			
	Warm digital welcome for new staff	to be announced					
Digital facilities support	Vision for collaboration in a hybrid environment	to be announced			100		
Collaboration with external parties	Collaboration with external parties (at the campus).	scheduled	C	200	200	200	
	Provision of information on collaboration with external parties	to be announced		0			
Collaboration Total				385	300	200	0

Information security

Portfolio for 2023

Risk-aware conduct. *Timely identification, prevention and resolution of risks that pose a threat to the core values and the open nature of the institution, with a focus on security of personal and other data.*

Increasing digital, operational resilience. *Applying proportionate security measures to people, processes and technology, to minimise risks with an integral approach for faculties and service units.*

- **ICTS programme.** ICTS is working on numerous fronts to improve information security.⁹ Themes that are implemented within the programme include carrying out the zoning of servers and improving asset management and the management of vulnerabilities.

Incident response. *Timely detection of any breach in security and rapidly and competently responding to it to minimise its impact.*

Assurance in the organisation. *Assigning responsibility for information security in the organisation, creating collaborative partnerships within the organisation, and*

verifying compliance with the policy. The maturity of information security is measured using the SURFaudit model. The UvA aims, with the entire sector, for a maturity level of 3 on a scale from 1 to 5.

- **Information Security Improvement Plan (IB)** The Information Security Improvement Plan contributes to a structural increase of the level of information security. The programme plan consists of a number of sub-projects, which are being carried out in partnership with AUAS. These projects are implementing measures to mitigate the greatest risks to information security at the UvA and AUAS. This includes setting up the information security organisation, competency development and awareness. The improvement plan is a long-term programme for the period 2021-2023.
- **Increase maturity of information security.** The universities have committed to assessing the maturity of information security and to reporting on information security in the UNL context. Assessment is carried out by an annual audit in accordance with the SURF audit model.

Portfolio for 2024 and beyond

Risk-aware conduct. *Timely identification, prevention and resolution of risks that pose a threat to the core values and the open nature of the institution, with a focus on security of personal and other data.*

- **Perform risk analysis for all systems.** Setting up risk management is a task for the information security policy organisation. After risk management policy has been formulated (in 2023), systems will be reviewed and classified (2023-2024). Measures arising from this

will be implemented in 2024 and subsequent years.

Increasing digital, operational resilience. *Applying proportionate security measures to people, processes and technology, to minimise risks with an integral approach for faculties and service units.*

- **Increasing awareness.** Information security awareness among staff and students is important with a view to increasing digital, operational resilience.

⁹ An amount of €676,000 has been allocated to ICTS for 2023 for this improvement programme.

The efforts to increase awareness in the period 2019-2021 have been evaluated. An Action plan is being formulated that takes the improvements from the evaluation on board.

Incident response. *Timely detection of any breach in security and rapidly and competently responding to it to minimise its impact.*

- Perform organisation-wide crisis drill. It is important to perform drills for crisis situations with a view to improving the response to major incidents.

Assurance in the organisation. *Assigning responsibility for information security in the organisation, creating collaborative*

partnerships within the organisation, and verifying compliance with the policy. The maturity of information security is measured using the SURFaudit model. The UvA aims, with the entire sector, for a maturity level of 3 on a scale from 1 to 5.

- Build internal organisation. At present, the information security policy organisation consists mainly of external staff. The head of this organisation (the CISO) has been appointed internally. Decision-making on the information security organisation is scheduled to take place in Q4 2022. The information security policy organisation will then become, in the course of 2023, a team of internal staff.

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Risk-aware conduct	Perform risk analysis for all systems	to be announced			30		
Increase resilience	Increase awareness	to be announced			20		
	ICTS programme (1)	scheduled					
Incident response	Perform organisation-wide crisis drill	to be announced			25		
Assurance in the	Build internal organisation	to be announced			75		
Domain-wide	Increase maturity of information security further to audits	scheduled	R	100			
	Information Security Improvement Plan CISO	scheduled	R	328			
Information Security Total				428	150	0	0

(1) An amount of €676,000 has been allocated to ICTS for 2023 for this improvement programme.

General

Portfolio for 2023

Depreciation. The depreciation charges for projects completed previously are included in the annual budget on a long-term basis.

Charging on for external ICTS staff. The internal charging-on of services, relating to the temporary hiring of external staff (that are included in the ICTS records).

Long-term overview

Ambition	Initiative	Type	R/C	2023	2024	2025	2026
Depreciation	Depreciation	scheduled	R	134	29		
Charging on	Charging on for external ICTS staff	ongoing	R	90	90	90	90
Total General				224	119	90	90
				10494	8974	7541	4615

Budget: framework and proposed utilisation

The UvA has set up an annual IT investment portfolio with an associated investment budget. The IT investment portfolio aims to contribute to the provision of innovative and modern IT services for research, education and support. The annual budget is used to fund small and medium-sized projects in all areas of information provision. Larger investments are needed for a number of developments, but the annual budget offers insufficient scope for such investments. That is why the UvA has created additional theme-based budgets. A total of around €9 million is available long-term for the theme-based budgets. Alongside the annual budget, the hours for the IT portfolio, the contribution to SURF and the depreciation set-off system, the total available 2023 budget for the IT portfolio amounts to more than €13 million, as included in the 2023 draft budget.

Portfolio	2022	2023	2024	2025	2026
ICT projects: Annual budget	1.000	1.000	1.000	1.000	1.000
ICT Projects: Hours worked at ICTS (1)	1.360	1.360	1.360	1.360	1.360
ICT Projects: Compensation for depreciation method	125	125	-	-	-
ICT Projects: SURF contribution (2)	448	496	496	496	496
Subtotal for regular ICT projects	2.933	2.981	2.856	2.856	2.856
ICT theme-based funding for Teaching		2.183	2.065	1.316	400
ICT theme-based funding for Lifelong Development		150	400	500	500
ICT theme-based funding for Research	325	1.119	1.200	1.400	300
ICT theme-based funding for Teaching Logistics	1.933	2.590	1.725	1.825	1.175
ICT theme-based funding for Operational Management		1.630	1.504	900	450
ICT theme-based funding for Information Security		100	150	-	-
ICT theme-based funding for Data and AI for the UvA		150	340	160	-
ICT theme-based funding for Sustainability		100	100	-	-
ICT theme-based funding for Responsible IT		154	250	300	450
ICT theme-based funding for Collaboration		385	300	200	-
ICT theme-based funding for Information Security Improvement Plan	454	328	-	-	-
ICT theme-based funding for Use of reserves for Information Security Improvement Programme (3)		676	-	-	-
Subtotal for allocated theme-based funding	2.712	9.565	8.034	6.601	3.275
ICT theme-based funding reserved	4.400	-	-	551	3.877
ICT theme-based funding for Additional reserve for Information Security	-	500	-	-	-
Subtotal for reserved theme-based funding	4.400	500	-	551	3.877
Total	10.045	13.046	10.890	10.008	10.008
Business case IT for research (4)	800	331	-	-	-
Total ICT portfolio	10.845	13.377	10.890	10.008	10.008

The ‘ICTS hours’ budget is intended for the assignment of ICTS employees to the portfolio projects.

(2) The contribution of the UvA for SURF innovation was adjusted by the SURF members’ council and will amount to €533,000 as from 2023. This adjustment will be implemented in Q1 2023.

(3) The budget ‘ICT theme-based use of reserves for the Information Security Improvement Programme’ has been allocated to ICTS.

(4) The budget comes from the reserves and has been allocated to ICTS.

The budgets in the table above are scheduled for 2023. The budget will be released on the basis of a schedule assessed by the ICT Steering Group. The budgets for 2024 and subsequent years are provisional.

As part of the long-term plans, annual assessment takes place when preparing the Long-term Implementation Plan (MJUP) / ICT Portfolio as to whether budget will be available for this.

Financial overview of all focus areas

The proposed utilisation for 2023, as discussed above per focus area, is reflected below in the aggregated overview of all focus areas.

	2023	2024	2025	2026
Teaching	2.733	2.715	2.366	1.450
Lifelong Development	150	400	500	500
Research	1.450	1.200	1.400	300
Teaching Logistics	2.840	1.925	1.625	1.375
Operational Management	1.880	1.504	900	450
Data and AI for the UvA	150	340	160	0
Sustainability	100	100	0	0
Responsible IT	154	250	300	450
Collaboration	385	300	200	0
Information security	428	150	0	0
General	224	119	90	90
Total	10.494	9.003	7.541	4.615
Framework	10.220	9.034	8.720	8.720
Difference versus framework	-274	31	1.179	4.105

Appendix 3 presents an overview with the translation to the budget items in the UvA budget. Under the current plans, the annual budget exceeds the framework by €274,000 on top of €1 million. Experience over the past few years has shown that there are sufficient opportunities throughout the year to make changes to ensure expenditure is not exceeded.

Appendix 1: From draft to final portfolio

Process applied

The draft MJUP was discussed in the IOC, UOC, the Operational Management Consultations and the ICT Steering Group in September. It was discussed in the UOC in October. Further to the discussion in the Operational Management Consultations, talks took place with the faculties to determine a prioritisation of the recommended initiatives and to incorporate this in a long-term plan.

The draft portfolio was the starting point in the talks with the faculties. The draft portfolio contained 25 initiatives with the label 'required'. These initiatives were started in 2022 (or earlier) and will be continued in 2023 or need, for various reasons, to be implemented in 2023. The 'required' category represents around 75% of the available budget. The talks with the faculties concerned the 25% available scope.

In a mini-workshop with all faculties (except ACTA), 34 initiatives were prioritised. They were asked to state which initiatives they considered to be important. This was followed by division into two categories, very important (included in framework of €1,000,000) and important (if additional budget of €1,500,000) were made available. A brief report was prepared for each faculty on the considerations that were referenced in order to determine choices (See Memorandum 'Recommendations MJUP ICT Portfolio for 2023'). A summary of this is provided below. This is followed by the deliberations carried out and the outcome of the updated recommendation.

Additional prioritisation took place in the Teaching Logistics domain with all stakeholders in mid-November.

Outcome of consultations with faculties

The overarching conclusion is that several faculties consider the same things to be important, but also that new needs sometimes arose. The numbers, stated for each initiative, correspond to the cards in the workshop. These are stated to make it possible to perform quick checks versus the separate faculty prioritisations.

Themes considered important by 4 faculties:

- 3. Preliminary study for new infrastructure for Assessment records
- 12. Long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive.
- 15. Ask a question/Make an appointment.
- 16. Start system replacement for Master's Admissions.
- 20. Registering progress of PhD students.
- 23. Select & implement improved Call management
- 33. Collaboration with external parties (at the campus).

Themes considered important by 3 faculties:

- 6. Teaching logistics working group for LLD
- 8. UvA-wide CRM solution for LLD
- 11. Long-term plan for IT for data management Yoda/iRods.
- 17. Develop Study Plan.
- 24. Continual improvement team
- 27. Grassroots fund for bottom-up initiatives
- 28. Sustainable digitalisation
- 34. Update Information Security Improvement Plan CISO

Themes proposed by faculties:

- Improve HR processes. FEB Not included because it was stated that AC is already focusing on this.
- Re-usable teaching materials. Faculty of Humanities To 2024 or beyond.
- Preliminary study of Teaching and Examination Regulations process. Faculty of Humanities To 2024 or beyond.

In the additional prioritisation in the Teaching Logistics domain, the importance of 17. Develop Study Plan was underlined.

Considerations

The following criteria were applied to select the initiatives to be included in the portfolio for 2023:

- Support at faculties. We focus on the initiatives that 3 or 4 faculties consider to be important.
- Eagerness. We focus on initiatives about which the staff involved are enthusiastic and for which action to implement them has already been initiated.
- New topics. We focus on taking the initial steps on new topics.

Choices made

Initiatives that will be included in the portfolio for 2023

Focus area	Initiative	Criteria			Explanation
		Support	Eagerness	New	
Teaching	Upscaling of knowledge clips.		X		Proposed by IM. There is a project plan and implementation is already expected to start in 2022, in connection with an addition to the VLE annual plan 2022 (in which video topics are not yet included). This is essentially a continuation of a project of 2022.
	New infrastructure for Assessment records	X			4 faculties consider this to be important. Is a bottleneck encountered, widespread wish for improvement.
Lifelong Development	Plan and implement shared facilities			X	Adjusted by IM. Faculties have differing views on the topic of LLD. IM combined the proposed initiatives and scaled them down. In 2023, only the study stage will be started, which provides insight into the relevant issues and into what is necessary for creating an action plan for 2024 and beyond. The UvA-wide CRM solution will also be part of this and therefore start after 2023.
Teaching logistics	Ask a question/Make an appointment.	X			4 faculties consider this to be important. Strengthen provision of information for students.
	Start system replacement for Master's Admissions.	X			Is a bottleneck encountered, widespread wish for improvement.
	Develop Study Plan.	X	X		Faculties consider this to be important, so this has already been initiated by the Teaching Logistics Programme Steering Group. Those involved are very eager to take action on this.
	Team for realisation of provision of information for lecturers.		X		This is a topic to which lecturers attach great value, and this was stated as such in previous sessions in the run-up to the digital agenda. Therefore, this has already been initiated by the Teaching Logistics Programme Steering Group. Those

Focus area	Initiative	Criteria			Explanation
		Support	Eagerness	New	
					involved are very eager to take action on this.
	Registering progress of PhD students.	X			4 faculties consider this to be important. Is a bottleneck encountered, widespread wish for improvement.
Operational management	Select & implement improved Call management	X			4 faculties consider this to be important. Do not want to postpone this, as that entails a great deal of work in subsequent years. The budget has been reduced from €300,000 to €100,000 in order to carry out only the preliminary study for this in 2023.
	Enterprise architecture			X	Enterprise architecture contributes to realisation of all focus areas, including for Research where there is not yet any future idea for a solution.
Data and AI for the UvA	Grassroots fund for bottom-up initiatives	X		X	3 faculties consider this to be important. Use cases are starting for this focus area to be able to take follow-up action in the coming years
Sustainability	Strengthen purchasing / Combine equipment for work and personal use	X		X	3 faculties consider this to be important.
Responsible IT	Become part of a network of institutions / Develop values outlook Develop work procedure for assessing applications / Develop criteria for purchasing. / Start long-term planning (>10 years)			X	Proposed by IM. We want to make a start on the focus area Responsible IT. This is a topic that requires long-term efforts.
Collaboration	Collaboration with external parties (at the campus).	X			4 faculties consider this to be important. Is a bottleneck encountered, widespread wish for improvement.

Initiatives with support (considered important by 3 or 4 faculties) that are shifted to 2024 or beyond

- **Research.** Long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive. A start will be made in 2023 on designing an enterprise architecture. This encompasses more than the focus area research, although the focus area research will benefit from this. In combination with the scheduled initiative ‘Vision for computing power and storage’, this provides building blocks for the long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive.
- **Information security.** The Information Security Improvement Plan will be continued in 2023. The requested extra funds are however additional and are deemed to be less urgent than the initiatives that have been prioritised for 2023.

Initiatives that are addressed in a different way

- **Lifelong Development.** The initiatives ‘Teaching logistics working group for LLD’ and ‘UvA-wide CRM solution for LLD’ are considered to be important by 3 faculties. Faculties have differing views on the topic of LLD. IM combined the proposed initiatives and scaled them down. A study stage will be started in 2023 that provides insight into the relevant issues and into what is necessary. This will lead to an action plan for 2024 and beyond. Work on the UvA-wide CRM solution will therefore commence after 2023.
- **Research.** The long-term plan IT for data management Yoda/iRods is important to 3 faculties, but will have to become part of Study and recommendations on data management services (Yoda/iRods), which is already part of the 2023 work plan for Research IT and is budgeted in the ‘required’ category.

- **Operational management.** Continual improvement team (3 faculties consider this to be important). Following consultation with the AC, it has become clear that the budget for the continual improvement team can come from the AC budget in 2023. Additional budget may be needed towards the end of the year, after which this will be included in the portfolio in 2024 and 2025 to address wider use cases.

Initiatives that will be addressed at a later time, to be determined

As a consequence of the prioritisation stated above, the following initiatives will be scheduled for 2024 and beyond:

Teaching

- 1. Continued development of online study space
- 2. Development of digital testing (Test on own Device (BYOD); Virtualisation of Digital Testing Environment; Automate Digital Testing data flows; AV equipment in the testing rooms)
- 4. Experiments in lecture rooms

Lifelong Development

- 5. Adviser/domain architect for LLD domain
- 6. Teaching logistics working group for LLD
- 8. UvA-wide CRM solution for LLD
- 9. Study of the deployment of VLE systems for LLD teaching
- 10. Edubadges pilot project

Research

- 11. Long-term plan for IT for data management Yoda/iRods.
- 12. Long-term plan for continued development of Storage - large-scale storage alternatives for ResearchDrive.
- 13. Vision and frameworks for central-decentralised support for research
- 14. Public values: Vision for data frameworks and ownership; develop and apply frameworks; Increase staff awareness.

Teaching logistics

- 18. Updating Course Catalogue.
- 21. Business analyst for Teaching Logistics
- 22. Realisation of functionality for non-regular students.

Operational Management

-

Data and AI for the UvA

- 25. Planning for Data and AI: generic infrastructure policy and organisation. Planning for generic infrastructure; Formulate data policy, set up organisation and develop and implement data governance
- 26. Investment budget for data specialists

Sustainability

- 29. Smart Buildings Programme for UvA/AUAS

Responsible IT

- 31. Small-scale pilot projects with 'responsible' applications

Collaboration

- 32. Vision for collaboration in a hybrid environment

Information security

- 34. Update Information Security Improvement Plan CISO.

Appendix 2: Joint initiatives with the AUAS

Focus area	Initiative	Explanation
Teaching	Digital Testing	Joint tendering process for testing software.
Research	Theme ICT for Research (business case)	(Continued) development of same products (Research drive and VRE).
Teaching logistics	SaNS	Contribution to student information system that is jointly managed by SaNS.
Operational Management	SAP Roadmap	Initiatives in SAP domain are coordinated between the UvA and AUAS.
	Select and implement improved call management	Relates to the shared services.
	Tendering process for print service	Print service is a shared service of the UvA and AUAS.
Sustainability	Smart buildings programme for the UvA/AUAS	A programme has been drawn up for AUAS that could also become a starting point for the UvA.
Information security	Increase awareness	Many of the initiatives to strengthen information security, such as awareness, are carried out jointly with the AUAS.
General	Cloud expertise team	The cloud expertise team at ICTS works for both the UvA and AUAS.

Appendix 3: Translation to the budget items in the UvA budget

Focus area	Ambition	Initiative	Type	R/C	2023	Annual budget	Theme	
Teaching	Successful adoption	VLE annual plan	ongoing	R	300	300		
		Thesis workflow	scheduled	R	280		280	
		UvAQ	scheduled	R	465		465	
	Teaching materials	Tendering process for video.uva.nl	scheduled	R	100		100	
		Upscaling of Knowledge clips	scheduled	C	100		100	
		Digital testing	Digital testing (renewal of current test application)	scheduled	R	748		748
	Grass roots innovation	New infrastructure for Assessment records		scheduled	C	100		100
			Grass roots programme	ongoing	R	250	250	
		Matching upscaling of Virtual Past Places	scheduled	R	90		90	
		Teaching data	Keeping Track	scheduled	R	300		300
Teaching Total	Teaching Total				2733	550	2183	
Lifelong Development	General	Plan and implement shared facilities	scheduled	C	150		150	
Lifelong Development	Lifelong Development Total				150	0	150	
Research	State of the art infrastructure	Vision for computing power and storage	scheduled	R	100		100	
		Lisa GPU Cluster	scheduled	R	400		400	
		Implementation plan for Research IT 2023	ongoing	R	750		750	
		Plan for continued development of RDM	scheduled	R	200		200	
Research Total	Research Total				1450	0	1450	
Teaching Logistics	Insight for students	Complete implementation of student website and editorial	scheduled	R	90		90	
		Ask a question/Make an appointment.	scheduled	C	100		100	
		Continue Master's Admissions	scheduled	R	375		375	
		Start system replacement for Master's Admissions	scheduled	C	50		50	
		Develop Study Plan	scheduled	C	100		100	
		Annual renewal budget for Online provision of information	ongoing	R	250		250	
		Annual renewal budget for Glass	ongoing	R	150		150	
		RAUES	scheduled	R	50	50		
		Making life easier for lecturers	Team for realisation of provision of information for	scheduled	C	300		300
		Support for study ambitions	Registering progress of PhD students.	scheduled	C	250		250
Completion of TermTime implementation	scheduled		R	150		150		
POL Depreciation	ongoing		R	775		775		
	SaNS	ongoing	R	200		200		
Teaching Logistics	Teaching Logistics Total				2840	250	2590	
Operational	Increase agility	SAP Roadmap	ongoing	R	675	250	425	
		Provision of information	Replace Intranet	scheduled	R	400		400
	Optimise processes	Tendering process for printing	scheduled	R	80		80	
		Continual improvement team	scheduled					
		Select & implement improved Call management	scheduled	C	100		100	
		Enterprise architecture	scheduled	C	150		150	
		Cloud expertise team	scheduled	R	475		475	
Operational	Operational Management Total				1880	250	1630	
Data and AI for the		Grass roots fund for bottom-up initiatives	scheduled	C	150		150	
Data and AI for the	Data and AI for the UvA Total				150	0	150	
Sustainability	Sustainable digitalisation	Strengthen purchasing	scheduled	C	50		50	
		Combining equipment for work and personal use	scheduled	C	50		50	
Sustainability Total	Sustainability Total				100	0	100	
Responsible IT	Public values in practice	Collaborating, forming coalitions and becoming part of a network of institutions that wants to take the lead	scheduled	C	0		0	
		Develop values outlook and activate people who advise on	scheduled	C	30		30	
		Develop work procedure for assessing applications	scheduled	C	30		30	
		Develop criteria for tendering processes/purchasing.	scheduled	C	30		30	
		Start long-term planning (>10 years)	scheduled	C	64		64	
Responsible IT Total	Responsible IT Total				154	0	154	
Collaboration	Effective collaboration	Optimisation of use of MS 365	scheduled	R	185		185	
	Collaboration with external	Collaboration with external parties (at the campus)	scheduled	C	200		200	
Collaboration Total	Collaboration Total				385	0	385	
Information security	Domain-wide	Increase maturity of information security further to audits	scheduled	R	100		100	
		Information Security Improvement Plan CISO	scheduled	R	328		328	
Information Security	Information Security Total				428	0	428	
General	Depreciation	Depreciation	scheduled	R	134		134	
	Charging on	Charging on for external ICTS staff	ongoing	R	90		90	
Total General	Total General				224	224	0	
Total for initiatives					10494	1274	9220	
Framework					10220	1000	9220	
Difference versus framework					-274	-274	0	