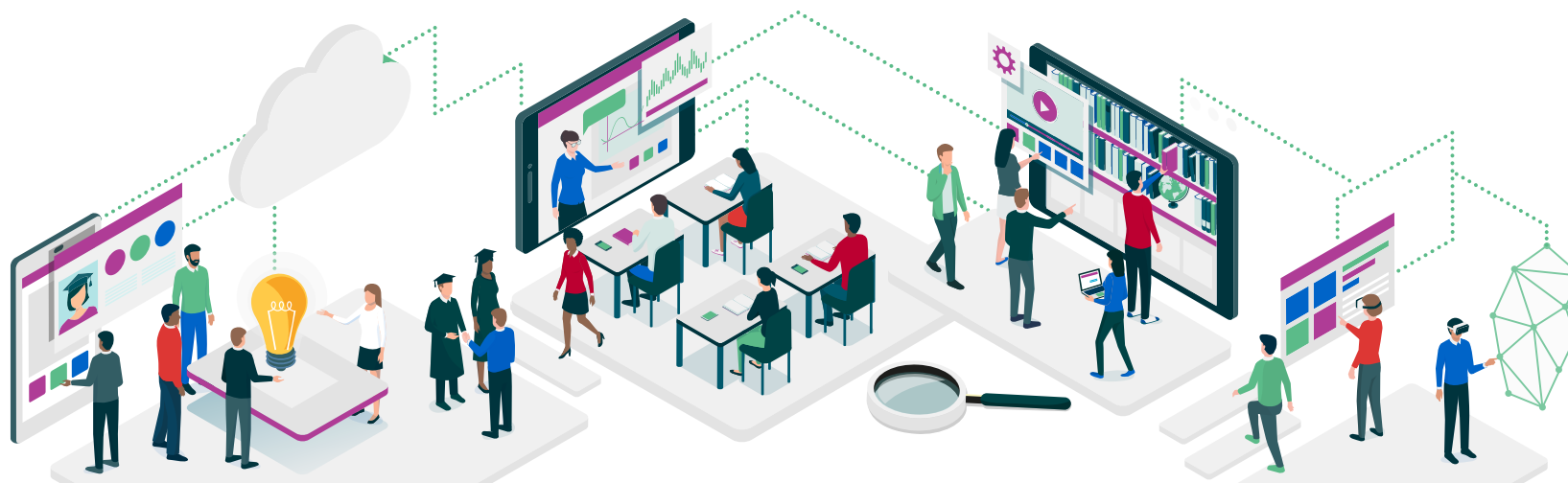




# Inspiring Generations

Strategic Plan 2021 - 2026: our challenges and drivers for the coming years



## Our core values

Independent  
engaged  
ambitious  
creative  
just  
curious  
honest

## Our challenges

Digitalisation of research  
Digitalisation of education  
Managing workloads  
Research funding  
Growing competition  
Open science  
Societal trust

## Our strengths

Leading player  
Broad spectrum of specialties  
Research and education are interlinked  
High quality, innovative, fundamental

## Our ambitions

Academic innovation  
Approach for tackling complex issues  
Agile organization  
More intensive collaboration  
between disciplines



### Education and research

We continue to deliver top quality across the board



### Students

We invest in excellent and inspiring education.



### Partners

We enhance our work through external collaboration.



### Responsibility

We put our public values into practice.



### Staff

We are a magnet for talent



### Organisation

We are agile thanks to our process and governance design.

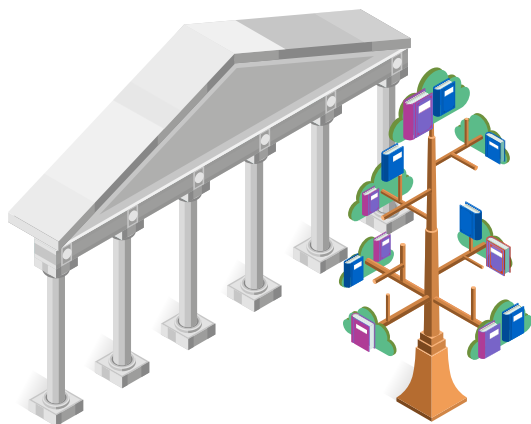


Read more at [uva.nl/instellingsplan](https://uva.nl/instellingsplan)



# Education and research

We continue to deliver top quality across the board



**Focusing more strategically in our research programming**



**Encouraging closer collaboration between disciplines**



**Ensuring our education reflects our research and societal questions**



**Making effective use of digitalisation to renew our research and education**

**To do**

- Make explicit the strategic position, opportunities and choices of all research institutes for the years ahead.
- Maintain the open dialogue around the independence and integrity of academic research and include it in education.

**To do**

- Invest additional funds in a fundamental innovation of research and education through inter-faculty collaborations.
- Attract new, young and mid-career talent to the UvA and delegate responsibility for recruitment to inter-faculty appointment committees.
- Use the fellowship programme of the UvA Institute for Advanced Study (IAS) to give researchers the time and opportunity to master another discipline.

**To do**

- Explain the strategic choices behind each degree programme and the range of honours on offer.
- Review the range of minors on offer on, for example, the extent of freedom of choice and the international profile.
- Experiment with extending the duration of a number of one-year Master's programmes.

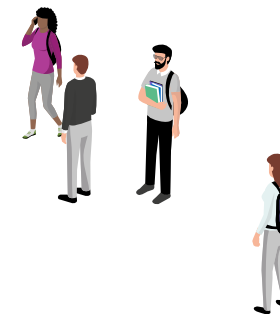
**To do**

- Set up a data science function that helps researchers conduct data-based research securely.
- Include relevant learning outcomes regarding digital methods or data science in every Bachelor's degree programme; make at least one minor in data science widely available.
- Make more use of ICT resources for active learning, digital forms of assessment, for eliminating deficiencies and disadvantages and for new forms of learning.



# Students

We invest in excellent and inspiring education



Organising more intensive and smaller scale learning to enhance interaction



Encouraging an engaged and proactive attitude in our students



Further enriching our teaching environment through internationalization



Connecting a professional offering in Life Long Learning to our research

**To do**

- Create a better balance in the ratio between contact time and total teaching time.
- Explore alternatives to the current system of lectures and tutorials.
- Differentiate learning modes to achieve a better match between student and degree programme.

**To do**

- Tailor the curriculum to encourage students to participate in academic life and research.
- Formulate learning objectives which make students aware of different social backgrounds, inequalities of power and processes of discrimination and exclusion.
- Include community activities, for example entrepreneurial activities, in the elective element of the curriculum.
- Encourage students from all backgrounds to participate in extracurricular activities.
- Increase interaction, sharing of knowledge and a personal connection between alumni and students.

**To do**

- Work on increasing interaction between Dutch and international students, both at the start and throughout the academic year, in conjunction with study associations.
- Offer a summer course in Dutch for new international students.

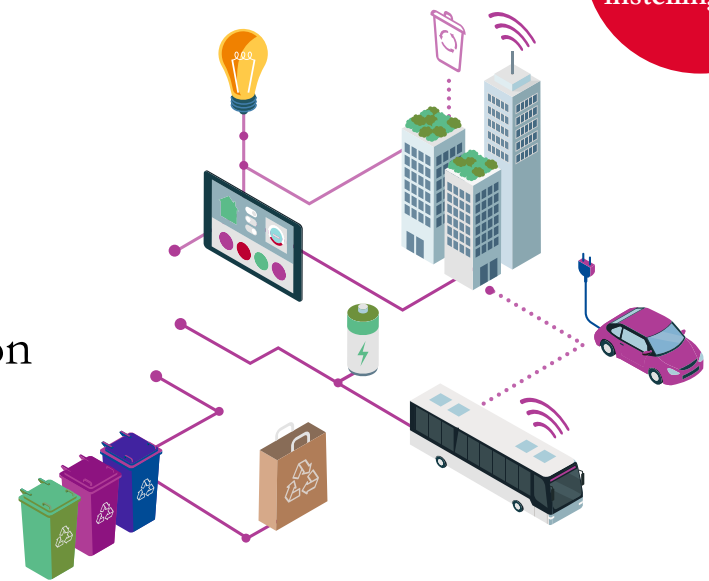
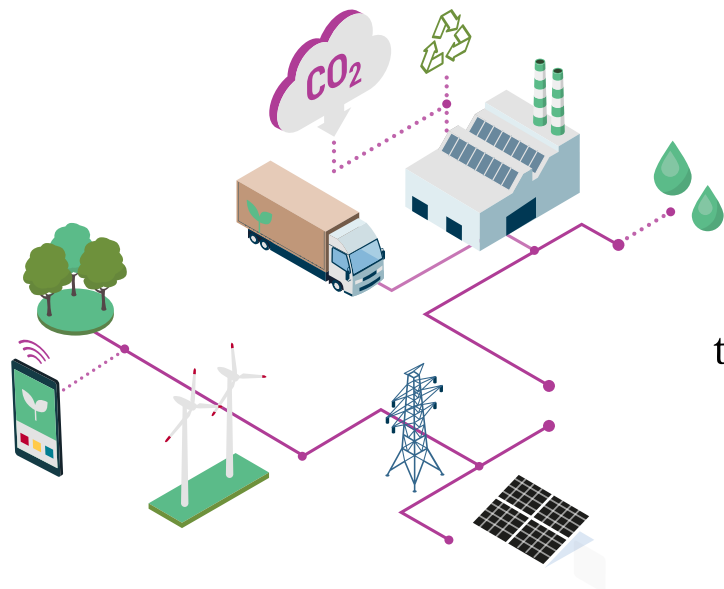
**To do**

- Include lifelong learning in the strategic choices of the teaching portfolio of each faculty.
- Further professionalise the offer through development of the UvA Academy platform and a dedicated building on the Roeterseiland Campus (catering, rooms).



# Partners

We enhance our work through external cooperation



**Substantially increasing partnerships for research and education**



**Improving support for knowledge transfer**



**Strengthening ties with the city and the region**

**To do**

- Substantially increase partnerships, among others by releasing funds for the development of collaborative programmes.
- Value participation in external committees and lobby groups as an integral part of the university employee's role.
- Further professionalise fundraising as part of an integrated approach with external partners, partly in order to highlight the importance of the UvA's work to society.

**To do**

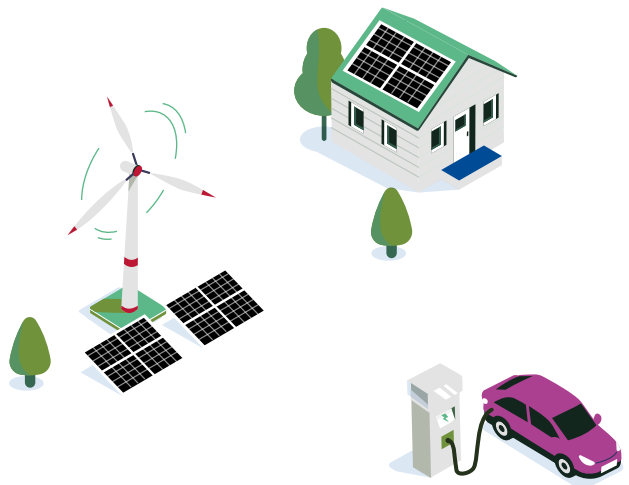
- Substantially increase investments in knowledge transfer, using the central budget, contributions from the faculties, as clients, and from UvA Ventures Holding.
- Organise knowledge transfer models more efficiently through coordination between the UvA (IXA) and group companies such as UvA Ventures Holding, Matrix IC and Science & Business ASP.

**To do**

- Make existing initiatives (University Quarter, Amsterdam Science Park, Knowledge Hub for Urban Inequality) a success and expand on them.
- Expand collaboration around AI technology for people and a start-up system with Amsterdam-based knowledge institutions, the Amsterdam Economic Board and the municipality of Amsterdam.
- Make the UvA more accessible as a collaboration partner for the city and the region.

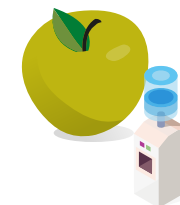


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# Responsibility

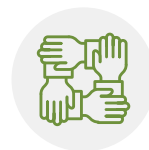
We put our public values into practice



**Building guarantees for the independence of science**



**Increasing our understanding of sustainability and putting it into practice**



**Championing inclusion and equal opportunities**



**Providing a healthy, safe and stimulating working environment**

**To do**

- Put the public values of academic education and research on the agenda and safeguard them when procuring platform services and collaborating with third parties, including publishers and data technology companies.
- Make research data as FAIR (findable, accessible, interoperable and reusable) as possible and work towards making academic publications 100 per cent open access.

**To do**

- Implement measures from the White Paper sustainability.
- Reduce energy consumption in kWh/m<sup>2</sup> by 20 per cent over the planning period.
- Make our efforts to create a sustainable UvA visible on all campuses, among others through the construction of the Sustainalab and strengthening of the UvA Green Office.

**To do**

- Promote and broaden the dialogue around equality/inequality and justice/injustice within the University.
- Include a broad spectrum of perspectives in education and research, among others in minors and in the curriculum of degree programmes where this is relevant.
- Raise awareness of bias through professional development programmes such as the University Teaching Qualification (BKO) and through leadership training.

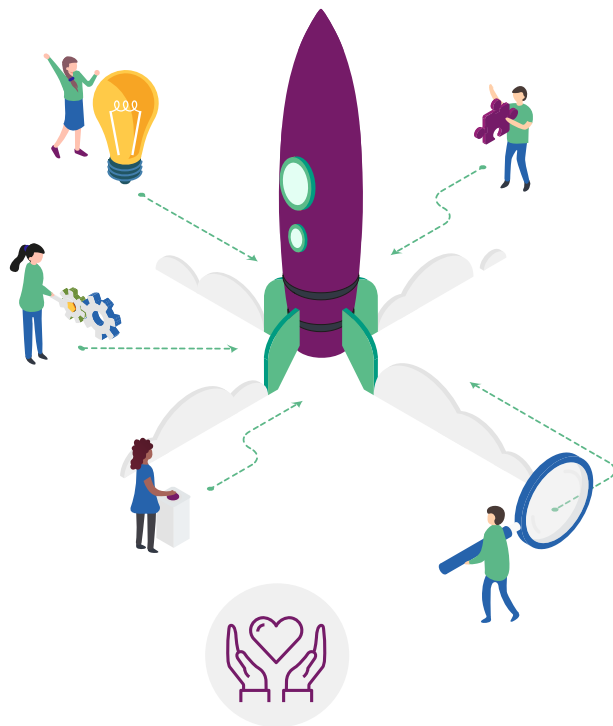
**To do**

- Include specific, direct measures to reduce workload in the faculty strategic plans.
- When adopting new policies, put more trust in the implementers, thereby reducing internal regulations.
- Establish a 'house of social safety', based on the recommendations of the Social Safety task force.



# Staff

We are a magnet for talent



Using leadership to achieve our goals and create an attractive working environment

**To do**

- Incorporate leadership development into strategic HR planning.
- Structure support for and reduction in the workload of managers by effectively coordinating tasks, powers and responsibilities.
- Draw up and disseminate UvA Principles of Leadership.



Increasing diversity and inclusion in our workforce and culture

**To do**

- Increase staff diversity and include it in the strategic HR plans.
- Translate the promotion of diversity into the criteria and channels for recruitment and selection



Recognising and rewarding all relevant talents and tasks

**To do**

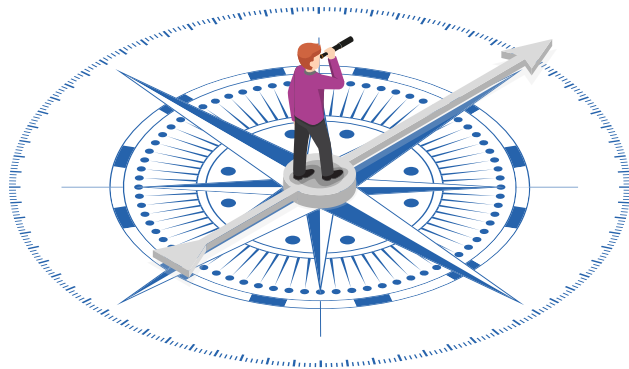
- Ensure that the work of all areas of the University is rewarded and recognised equally: education, research, social impact, knowledge transfer, managerial tasks, teamwork and organisation.
- Wherever possible, include someone from another discipline or faculty/service unit in the selection committee for appointments and role changes from grade 11 upwards.
- Make our (job) offer more attractive to talent.





# Organisation

We are agile thanks to our process and governance design



**Making the most of creativity through teams and entrepreneurship**



**Using standards for business design and operational management processes**



**Narrowing the gap between professional service providers and end users**

**To do**

- Invest in tools for project-based working (for managers and employees) and in familiarity with flexible working practices.
- Encourage internal entrepreneurship and value teamwork by including it in the HR policy and toolset.
- Further expand the Amsterdam Research Based Campus concept on the Roeterseiland Campus and in the University Quarter, by linking innovation to accommodation strategy. Like the Amsterdam Science Park, where researchers, students, businesses and social partners are based at a single location and can easily interact.

**To do**

- Adopt standards for the UvA's operational management. Be wary of differences that we see as 'that's just how it is at the UvA'.
- Strengthen the role of the BVO in the governance model as a forum for collaboration between the faculties and with the service units.
- Set up a UvA Standards Board (USB) to provide authoritative advice on (administrative) standards and definitions in the business processes, which also make external collaboration easier.

**To do**

- Develop a vision on the value of operational management to end users and the primary process and for the division of tasks between shared service units and faculty operational management.
- Draw up a new implementation plan for the services shared between the UvA and AUAS (following their relocation in 2021) for the remaining period of the plan.
- Complete the upgrading and professionalisation of the SLA cycle in 2022.