



UNIVERSITY OF AMSTERDAM

# Annual Report 2013





# Annual Report 2013

University of Amsterdam

The diversity of the UvA derives from its 5,000 staff members and 30,000 students. We've captured more than 100 of them on camera, some of whom you will see in this Annual Report. For more photos and the names of those photographed, see [www.uva.nl/weareu](http://www.uva.nl/weareu).

**Front cover:**

(from left to right) Soroosh Nassiri Nezhad (student of Law and member of Central Student Council), Stefan Titus (Executive Secretary, Communication Science), Henk van Os (University Professor of Art and Society), Joyeeta Gupta (professor of Environment and Development in the Global South), Barbara Baarsma (professor by special appointment of Market Forces and Compton Issues), Marco Loos (professor of Private Law), Marys  Jansen (student of Cultural Anthropology).

**Back cover:**

(from left to right) Fadie Hanna (lecturer, Academic PABO Amsterdam), Tom Peters (student of Biological Sciences), Luca Prins (student of Future Planet Studies), Judy Shamoun-Baranes (assistant professor at Institute for Biodiversity and Ecosystem Dynamics and winner of Academic Year Prize 2013), Jan van Maarseveen (lecturer in Synthetic Organic Chemistry and UvA Lecturer of the Year 2012), Tiffany Ebrahim (student of Sociology), Ruud Sips (director, Organisation and Care Logistics EBK, and oral implantologist at ACTA).

**Credits****Published by**

University of Amsterdam  
June 2014

**Design**

April Design

**Photography**

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Ton Dujardin | Dirk Gillissen | Ronald Knapp  
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**EXECUTIVE BOARD**

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(from left to right) Prof. Hans Amman (Vice-President), Dr Louise Gunning-Schepers (President), Prof. Dymph van den Boom (Rector Magnificus, UvA), Prof. Huib de Jong (Rector, AUAS/HvA)

# Foreword by the President

One of the themes of the opening of the 2013-2014 academic year of the University of Amsterdam (UvA) was the growing presence of China on the world stage.

The UvA has hundreds of alumni in China, including both Dutch nationals living and working in China and Chinese nationals who studied at the UvA, some of whom I had the pleasure of meeting at the official launching ceremony of our Beijing alumni chapter on 25 September.

In a presentation, one of them related her initial difficulty in getting to grips with 'those group discussions' at the UvA. A culture in which people openly contradict each other and even see the advantages of doing so took some getting used to. But now, she said, it served her well in her job at a major multinational. All the other alumni nodded in recognition.

At the same time, as preparations progressed for an autumn visit to China by a joint delegation of the City of Amsterdam and the UvA, it became clear just how much Dutch scientists have benefited from collaboration with Chinese colleagues, whether through exchanges, jobs or otherwise. If we have learned one thing, it is that individual and institutional ties often have an even greater pay-off than was initially expected, fostering mutual inspiration, new ideas and a widening of horizons. Internationalisation is clearly about much more than joint research projects and student exchanges.

This idea is closely linked to one of the University's prime objectives: to prepare students for an ever-changing world and a global labour market. A broad perspective is crucial, as is a flexible view of society and an interdisciplinary and international environment.

These are already key features of the UvA, but additional efforts over the past year have further strengthened them. Visits to China and Brazil, a better organisation for our numerous summer schools and hosting the large Universitas 21 Undergraduate Research Conference for students are but a few examples.

After several changes in its membership during the past year, the joint Executive Board of the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) is once again at full strength. Huib de Jong joined the Board in March, while Paul Doop stepped down at the end of the year after more than seven years as vice-president. Hans Amman has now taken over his considerable remit.

In many respects, 2013 was a growth year for the UvA: the number of students rallied back to above the 30,000 mark, the number of PhD conferrals grew by 15 per cent to over 500, and personal grants and revenues from indirect government funding and contract research also increased.

Five UvA researchers were awarded Advanced Grants by the European Research Council, 33 received a Veni, Vidi or Vici grant from the Innovational Research Incentives Scheme of the Netherlands Organisation for Scientific Research (NWO), and Michel Mandjes, professor of Applied Probability and Queueing Theory, received €22.7 million from the NWO's Gravitation programme to lead a study on large-scale networks.

These are, unquestionably, figures to be proud of, but non-quantifiable results can be equally if not more important.

Obviously, first among these is the outcome of the Institutional Quality Assurance Audit, in which we attained the highest scores granted by the Accreditation Organisation of the Netherlands and Flanders (NVAO). This represents a huge compliment to everyone who worked so hard to achieve this under Rector Magnificus Dymph van den Boom's able leadership.

A second achievement concerned institutional policy efforts for the prevention of unscrupulous research practices and violations of academic integrity. The new policy will be laid down in a UvA Research Code that will complement the existing academic integrity code, which is similar to the academic integrity code of the UvA's Academic Medical Center (AMC-UvA).

Lastly, there were the extra ‘open days’ allowing for student orientation, the additional options for ‘taster days’ and the launch of the UvA-wide Matching programme, which requires secondary school pupils who have chosen their degree programme to concretely test their choice prior to enrolment. Each of these initiatives is helping to ensure that prospective students make an informed and therefore suitable choice.

The Joint Meeting of the Central Works Council and the Central Student Council held in late December to discuss the integration of the science faculties of the UvA and VU University Amsterdam was a memorable gathering. It was wonderful to see our students and staff so passionate and engaged, and understandable that they had questions about aspects such as the financing, scale and accommodation of such an integrated faculty.

It goes without saying that I was disappointed with the final outcome, in which the representative advisory bodies withheld approval for the proposed new faculty. I believe in collaboration and, in this case, believe it would strengthen the Amsterdam science disciplines and ultimately generate more opportunities for researchers and students. I suspect that even the most fervent opponents would not disagree with me on this point. And so I feel it is important to give the science faculties the opportunity to pursue their plans, albeit at a different pace and in a different form – and, in time, to make concrete plans for long-term collaboration in higher education in Amsterdam.

I believe in a shared community of higher education and science and scholarship in Amsterdam, a community in which students and researchers can learn and work freely, unimpeded by logistical processes, preconditions or rules and regulations. This – and not erecting walls or defending established positions – is, I believe, how we can become a key player in the international academic arena and thereby broaden and strengthen the UvA.

I warmly invite you to send<sup>1</sup> us your questions and comments on this Annual Report and to join our discussion through our social media channels.<sup>2</sup>

Louise Gunning-Schepers  
President of the Executive Board

<sup>1</sup> [persvoorlichting@uva.nl](mailto:persvoorlichting@uva.nl)

<sup>2</sup> <http://www.uva.nl/contact/social-media/uva-op-social-media.html>

# Key data

	2009	2010	2011	2012	2013
<b>Enrolled students</b>					
Total number of students enrolled at the UvA	30,825	32,739	32,165	29,873	31,123 <sup>1</sup>

	2009	2010	2011	2012	2013
<b>Intake of students enrolled in the first year of a degree programme at the institution (as at 1 Oct.)</b>					
Bachelor's intake	7,075	7,178	6,392	6,003	6,685
Pre-Master's intake <sup>2</sup>	888	794	138	230	270
Master's intake	3,123	4,094	4,550	4,560	4,984

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
<b>Exams taken per academic year</b>					
Credits (ECTS) obtained	1,087,150	1,183,817	1,188,470	1,343,245	1,277,137
Bachelor's exams	3,392	3,203	3,633	4,577	4,358
Master's exams	3,391	3,990	4,939	5,751	4,604
Initial university degree ( <i>doctoraal</i> ) exams	411	438	375	293	291
Post-Master's/postdoctoral exams	227	242	272	313	334

	2009	2010	2011	2012	2013
<b>Doctoral theses per calendar year</b>					
Doctoral theses	379	404	405	449	517
Designers certificates			3	12	19

	2009	2010	2011	2012	2013
<b>Academic publications per calendar year</b>					
Academic publications	7,900	8,234	8,713	9,129	9,457
Professional journals	1,372	1,267	1,195	1,411	1,635

	2009	2010	2011	2012	2013
<b>Key financial data (in €1 million)</b>					
Equity (as at 31 Dec.)	278	308	310	301	276 <sup>3</sup>
Solvency (equity/total assets)	45%	47%	47%	41%	39%
Transfer AMC-UvA <sup>4</sup>	144	141	140	149	148
Other operating expenses (UvA individually)	454	467	498	501	502
<b>Total operating expenses</b>	<b>598</b>	<b>608</b>	<b>638</b>	<b>650</b>	<b>650</b>
(UvA individually plus the Faculty of Medicine)					
Group result	2.9	30.0	2.2	(8.7)	5.1

<sup>1</sup> In 2013, this included 243 UvA employees (of which a large number were student assistants).

<sup>2</sup> As from the 2011-2012 academic year, a certain number of pre-Master's students enrolled as contract students instead of as regular students.

<sup>3</sup> As from 2013 the SARA Foundation is no longer part of the UvA's consolidation base.

<sup>4</sup> The government grant for the academic teaching hospital (Academisch Ziekenhuis) as a workplace is presented as an allowable deduction from the UvA's income in the Annual Statement of Accounts. In the key data overview, this grant is included in the transfer of funds to the AMC-UvA.

	2009	2010	2011	2012	2013
<b>Staff (FTEs as at 31 Dec., excl. AMC-UvA)<sup>5</sup></b>					
Academic staff	2,279	2,339	2,458	2,498	2,548
<i>share of women</i>	39%	41%	43%	43%	42%
Support and management staff	1,783	1,771	1,828	1,847	1,862
<i>share of women</i>	53%	54%	55%	56%	57%
<b>Individual UvA total</b>	<b>4,062</b>	<b>4,110</b>	<b>4,286</b>	<b>4,345</b>	<b>4,410</b>
Consolidated affiliated institutions	557	559	558	581	481
<b>Consolidated UvA total</b>	<b>4,619</b>	<b>4,669</b>	<b>4,844</b>	<b>4,926</b>	<b>4,891</b>

	2009	2010	2011	2012	2013
<b>Absence due to illness</b>					
Academic staff	2.1%	2.2%	1.8%	1.7%	1.6%
Support and management staff	5.2%	5.0%	4.7%	4.9%	4.5%

	2009	2010	2011	2012	2013
<b>Energy consumption and CO<sub>2</sub> emissions</b>					
Gas (million m <sup>3</sup> )	10.1	9.4	4.9	4.0	3.8
Electricity (million kWh)	39.3	40.9	33.4	32.8	33.7
<i>generated by the UvA (million kWh)</i>	16.6	13.6	3.6	0	0
CO <sub>2</sub> equivalent of gas consumption (tonnes)	18,157	16,899	8,809	7,191	6,831
CO <sub>2</sub> equivalent of electricity consumption (tonnes)	23,457	24,412	19,935	19,577	20,114
CO <sub>2</sub> equivalent of oil consumption (tonnes)	9,908	8,117	2,149	0	0
<b>Total CO<sub>2</sub> equivalent</b>	<b>31,706</b>	<b>33,193</b>	<b>26,595</b>	<b>26,768</b>	<b>26,946</b>

	2010	2011	2012	2013
<b>Waste removal</b>				
Regular waste (tonnes)	1,499	1,389	1,067	1,135
Chemical waste (tonnes)	25	38	29	45
<b>Total waste (tonnes)</b>	<b>1,524</b>	<b>1,427</b>	<b>1,096</b>	<b>1,180</b>

<sup>5</sup> The individual UvA employee data include both employees seconded to the T.M.C. Asser Institute and the SCO Kohnstamm Institute and UvA employees at ACTA. As from 2013 the SARA Foundation is no longer part of the UvA's consolidation base.

# Message from the Supervisory Board

The Supervisory Board of the UvA convened with the Supervisory Board of the Amsterdam University of Applied Sciences (AUAS/HvA) in their standard joint meetings, in which the members of the Supervisory Board of the AUAS/HvA act to advise the Supervisory Board of the UvA.

The Supervisory Board met on six occasions in 2013, including four times together with the Executive Board. It also convened twice together with the Supervisory Board of VU University Amsterdam.

The main topics in the reporting year were: the UvA's partnership with the AUAS/HvA and with VU University Amsterdam, the Institutional Quality Assurance Audit, academic integrity, ICT in education, and filling the vacant positions in the Supervisory and Executive Boards.

## Meetings report

A very important topic of discussion in 2013 was the plan for collaboration between the science faculties of the UvA and VU University Amsterdam, as elaborated in the proposal for the Amsterdam Faculty of Science (AFS). At all of its meetings with the Executive Board, the Supervisory Board emphasised the vital opportunities that such collaboration would offer not only the two partners, but also other higher education institutions, the Amsterdam region and the Netherlands as a whole. Naturally, these discussions also addressed the way in which various aspects of the collaboration were designed by the project teams and how the Executive Boards could remove obstacles so as to facilitate the desired alliance. The Supervisory Board regularly gauged support for this alliance among staff, students and the representative advisory bodies, and assumed its responsibilities as a partner in the discussion with the various parties involved.

Another important theme in the meetings of the Supervisory and Executive Boards was the governance structure of the AFS and its suitability as a model for future collaborative initiatives between the UvA and VU University Amsterdam. This theme was also addressed during the two meetings between the Supervisory Boards of the UvA and VU University Amsterdam.

The Supervisory Board was informed of the viewpoint of the Joint Meeting, which decided not to approve the pending proposal for the AFS in late December, and met with the Executive Board to discuss at length the subsequent steps to be taken together with the representative advisory bodies and the UvA's Faculty of Science. It was clear from these meetings that efforts to develop a collaborative alliance in Amsterdam will remain a key topic of discussion in 2014.

In the autumn, the Supervisory Board conducted extensive discussions on the collaboration between the UvA and the AUAS/HvA. The Supervisory and Executive Boards discussed the desirability, focus and objectives of this collaboration in the period ahead on the basis of a memorandum reviewing the first ten years of the merger of the two Executive Boards. The Supervisory Board agrees with the Executive Board's opinion that this collaboration is exceptionally useful, even if the results have not always matched the ideals envisioned at the outset. Over the next few years, efforts must focus on the formulation of concrete objectives that will strengthen both institutions and provide a significant boost to the Amsterdam region. The Strategic Plans being drawn up in 2014 will lay a framework for these objectives.

As in previous years, the Supervisory Board reserved ample time to fulfil its statutory duty of assessing the University's financial accounts. The Annual Report and Annual Statement of Accounts and the management letter were discussed in the presence of the accountant during the April meeting, and the 2014 Budget (including the Accommodations Plan and the ICT project portfolio) was reviewed and approved in December. In his report on the Annual Statement of Accounts, the accountant found that the UvA is continuing its steady advance to the level of Management Control. This was also borne out in a further reduction in the remarks and recommendations in the management letter. The Supervisory Board is closely monitoring these developments and is pleased to endorse the accountant's findings that the University has achieved a high level of financial control.

In its review of the interim figures, the Board took note of the UvA's midterm progress on its performance agreements with the Dutch Minister of Education, Culture and Science. The Board monitors this progress on the basis of regular interim reports, in which, on this occasion, the Executive Board described progress as running on schedule and that the UvA is on course to meet the agreed targets.

At the Supervisory Board's request, the Executive Board provided further clarification on the various teaching applications of ICT. This is a topic that is garnering wide interest, including from the Minister of Education, Culture and Science. The UvA is visibly taking advantage of new developments on several fronts, for example by offering the successful 'Introduction to Communication Science' MOOC and by contributing a large number of lecturers to the 'University of the Netherlands', a new Internet initiative.

ICT has of course long been a standard tool in teaching, in a myriad of forms ranging from virtual hands-on modules in medicine to the visualisation of archaeological excavations. The UvA is also continually working to use digital resources more effectively both in education and in communication with students. In the period ahead, these efforts will focus in part on further development of blended curricula. The Supervisory Board endorses this wide range of applications and will continue to discuss the use of ICT, social media and new equipment for the further improvement of education and research in its meetings with the Executive Board in 2014.

Another education-related topic discussed with the Executive Board was the UvA Matching programme aimed at more quickly getting students into the most suitable degree programme through such activities as 'taster days' and the possibility of selective admission. This will become increasingly important both for students and for society in general under the new system of public loans announced by the government.

The Supervisory Board believes this is an area in which the collaboration between the UvA and the AUAS/HvA should prove particularly valuable and has met with the Executive Board to consider the best ways to help students choose the right programme.

The Board also reviewed the UvA's policies concerning academic integrity, a topic that has generated much controversy since the Stapel affair. This policy has now been updated, partly in response to the tightening of the Good Governance Code for Universities of the Association of Universities in the Netherlands (VSNU), the reports of the Royal Netherlands Academy of Arts and Sciences (KNAW) and the public debate around this issue. The Supervisory Board is of the opinion that this policy, together with the Executive Board's plans to ensure that academic staff are thoroughly informed about academic integrity from the very beginning of their careers, will prove effective steps to prevent and signal violations.

In 2013 the Supervisory Board was also able to show its emphatic commitment to the University's quality assurance system, in the form of the Institutional Quality Assurance Audit assessment that took place in February. The Board reviewed the very thorough assessment report and held talks with the assessment committee, reading the committee's opinion, which was very positive, with great interest. Following this assessment, the Supervisory Board expressed its sincerest thanks to the Executive Board, and in particular to the Rector Magnificus and all the staff members directly involved in the project, for the University's exceptional success in attaining the requisite quality level. Looking to the year ahead, the Supervisory Board is equally keen to discuss efforts to maintain these superb results.

### **Composition of the Executive Board**

Following the departure of Dr M. Bussemaker as rector of the AUAS/HvA and member of the UvA Executive Board, Prof. H.M. de Jong took over her position on the Executive Board. Having previously served on the Executive Boards of the University of Twente and University of Applied Sciences Utrecht, De Jong continues to hold a professorship in General Principles of Law at the University of Twente. He brings to the Board a wealth of administrative experience, acquired in both the academic and higher professional education arenas. With De Jong's appointment, the Executive Board has the optimal composition to further strengthen education and research links between the UvA and the AUAS/HvA. The Supervisory Board looks forward with interest to how

De Jong and Rector Magnificus Van den Boom will shape efforts to build up the relationship between academic and higher professional education.

In late August, Mr P.W. Doop announced that he would be leaving the UvA to join the Board of Directors of the Haaglanden Medical Centre as from January 2014. The Supervisory Board wishes to express its immense gratitude for his unflagging efforts to improve the UvA's operational management, finances and property portfolio. Thanks to his efforts, the University now has a data warehouse system in which managers at all levels of the organisation can consult real-time management information. There is a solid long-term financial policy in place and building projects are making good progress.

Doop also made an important contribution to the relationship between the UvA and the municipality and local residents, resulting, among other things, in a good foundation being laid for a new library on the Binnengasthuis site, a plan which for years met with seemingly insurmountable resistance. In fact, Paul Doop played such a vital role in Amsterdam that the municipality decided to honour him with an Andreespenning medal on his departure. His engaging personality and enthusiastic drive will be sorely missed.

The Board was pleased to be able to find a successor for Mr Doop shortly after his departure, in the person of Prof. H.M. Amman. Amman has served as vice-president of the Executive Board at Utrecht University since 2006, and prior to this as a Board member at Eindhoven University of Technology. Having begun his career as a lecturer in Economics at the UvA, where he also received his doctorate and became a professor, Mr Amman will be back at his alma mater from 1 February 2014. The Supervisory Board looks forward with confidence to his plans for building on the foundation laid by Mr Doop.

### Composition and operation of the Supervisory Board

In early April 2013, the Supervisory Board received the sad news of the passing of Mr A. Baan, who had been a member of the Supervisory Board since 2005. Adri Baan advised and assisted the University throughout the term of his appointment. With his passing, the UvA lost a highly committed supervisor, and the Board a constructive critical voice and a man who was the conscience of both the UvA and the AUAS/HvA. His unexpected death was an emotional blow to the Board, which will remember this expert and amiable administrator with the greatest respect and gratitude.

In late April 2013, the Dutch Minister of Education, Culture and Science decided to appoint Prof. G.P.M.F. Mols as a new Supervisory Board member, effecting a new provision in the Dutch Higher Education and Research Act under which the representative advisory bodies can present a nominee for membership to the Minister. As this provision had hardly been used to date, the representative advisory bodies were offered external guidance in the recruitment process. They were assisted by Mr Van der Steenhoven, who, having previously guided the formation process for the recruitment of a new Executive Board president and Supervisory Board chair in 2011, was familiar with the issues and circumstances. The representative advisory bodies opted for an open recruitment procedure to fill this Education & Research-profile position, ultimately selecting Mr Mols, former Rector Magnificus of Maastricht University, from the pool of applicants to present to the Minister as their nominee. Mols' appointment has strengthened capacity in portfolios of key importance for the UvA.

In October 2013 the Supervisory Board conducted an evaluation of its own performance, including a critical review of its working methods. With a large share of its members having been recently appointed, the Board chose not to engage an external expert to direct the evaluation in 2014. There was intensive discussion on how the Board can exercise a more modern form of engaged supervision that emphasises the University's primary process. To this end, the Board made plans for all members to hold informative meetings with several deans. The evaluation further resulted in the election of a vice-chair, Prof. S.W.J. Lamberts (UvA) and the formal institution or reaffirmation of three committees: the Research and Education Committee, the Governance Committee (formerly the Remuneration Committee) and the Audit Committee.

The Research and Education Committee is comprised of Mr Lamberts (UvA, chair), Prof. G.P. M.F. Mols (UvA) and Ms M.A.M. Barth (adviser, AUAS/HvA), and met on one occasion in this

new configuration to establish a working procedure. In future, the committee will meet five times a year to discuss issues relating to quality assurance, education and research with the rector.

The Audit Committee is made up of Mr B. Bleker (AUAS/HvA) and Ms L.M.T. van Velden (UvA, chair). It met on five occasions, during which it looked at issues relating to the University's operational management, building programme and financial management together with the vice-president of the Executive Board.

The Governance Committee consists of Mr A. Nicolai (UvA-AUAS/HvA, chair), Mr Lamberts (UvA) and Ms M.R. Milz, MBA (AUAS/HvA). It met on two occasions in its new composition and considered the application of the Sector Code of Good Governance (*Branchecode Goed Bestuur*) and the preparation of regulations for the Supervisory Board and its committees to meet the requirements of this Sector Code.

Pursuant to Article 3.2.3 of the VSNU Code of Good Governance, the Supervisory Board notes that its members do not receive any reimbursement from the University or any of its group entities other than the reimbursement referred to in section 3.2. They are neither directors of a corporate entity of which a member of the Executive Board is a supervisor, nor shareholders in any company affiliated with the University.

All Executive Board members had an annual consultation with the Supervisory Board during the reporting year. These consultations review not only individual performance but also the ancillary activities of members. The Supervisory Board approved all of these ancillary activities.

The biannual consultations with the representative advisory councils were also deemed constructive and worthwhile by the Supervisory Board, which uses these occasions to consider the general state of affairs at the University on the basis of the Strategic Plan, Annual Statement of Accounts or Budget.

Amsterdam, 18 June 2014

**The Supervisory Board**

A. Nicolai, LL.M., chair  
Prof. S.W.J. Lamberts, vice-chair  
Prof. G.P.M.F. Mols  
L.M.T. van Velden

# Members of the Executive Board and the Supervisory Board

At the time of the signing of the 2013 Annual Report, the Executive Board comprised the following members:

## **Dr L.J. Gunning-Schepers (1951)**

President (from 1 April 2012)

### *Background:*

Dean of the Faculty of Medicine (UvA) and president of the Executive Board of the AMC-UvA; subsequently chair of the Health Council

### *Ancillary activities:*

\*Crown-appointed member, Social and Economic Council of the Netherlands  
Chair, Scientific Advisory Board, Aids Fonds

Member, Management Board, Concertgebouw NV

Chair, Curatorial panel Prins Claus Leerstoel (since 20 May 2014)

\*Member, Board, Stichting VSB Vermogensbeheer

\*Member, Board, VSBfonds (public service fund)

\*Member, Supervisory Board, Schiphol Group (since 1 April 2014)

Member, Social Advisory Council, VO-raad (Secondary Education Board)

Member, International Academic Advisory Council, Heidelberg University

Member, Advisory Council, Postdoc Career Development Initiative

\* the remuneration associated with this position is transferred to the UvA

### *Positions pursuant to Board positions at the UvA and AUAS/HvA:*

Vice-chair, Association of Universities in the Netherlands (VSNU)

Member, ERC Identification Committee

Member, Amsterdam Economic Board

Member, Steering Committee, Centre for Humanities and Technology (CHAT)

Member, Recommendations Committee, De Gezonde Stad

Chair, Partners Board, Stichting de Nationale DenkTank

Member, Municipal Poverty Prevention Team

## **Prof. D.C. van den Boom (1951)**

Rector Magnificus (from 1 October 2007)

### *Background:*

Dean of the Faculty of Social and Behavioural Sciences (UvA)

### *Ancillary activities:*

none

### *Positions pursuant to Board positions at the UvA and AUAS/HvA:*

Chair, Board of Commissioners, Amsterdam University Press AUP BV

Chair, Board, Allard Pierson Foundation

Chair, Supervisory Board, Spinoza Centre

Member, Board, Stichting Rudolf Lehmannfonds

Member, Governing Board, OECD Institutional Management in Higher Education

Member, University of Sheffield Council

Member, Supervisory Board, The Hague Institute for Global Justice  
 Member, Advisory Board, AIESEC (global platform for youth leadership development)  
 Member, Advisory Board, Exellius  
 Chair, Commissie Geschiedschrijving (Historiography Committee)  
 Member, Curatorial Panel, Chair in Art and Society  
 Vice-chair, Evaluation Committee, Netherlands Organisation for Scientific Research  
 Chair, Advisory Council, Oefenweb  
 Member, Board, Stichting de Nationale DenkTank  
 Chair, Board, Stichting Gastenverblijven  
 Member, Council of Representatives, SURF  
 Member, Advisory Council, VSBfonds (public service fund)  
 Chair, Jury, H el ene de Montigny Prize  
 Member, Jury, Excellente Scholen

### **Prof. H.M. de Jong (1954)**

Member and Rector AUAS/HvA (from 1 March 2013)

#### *Background:*

Member of the Executive Board of the University of Twente; subsequently member of the Executive Board of University of Applied Sciences Utrecht

#### *Ancillary activities:*

Chair, Complaints Committee for the Code of Good Governance in Secondary Education  
 Deputy member, National Committee for the Code of Good Governance for International Students in Higher Education  
 Professor, School of Management and Governance, University of Twente  
 Member, Advisory Council, Netherlands Society for Trade and Industry  
 Member, Board of Trustees, International School of Philosophy  
 Vice-Chair, Nationaal Regieorgaan Praktijkgericht Onderzoek SIA  
 Member, Board, Stichting Pica

#### *Positions pursuant to Board positions at the UvA and AUAS/HvA:*

Member, Strategic Working Group on Practice-Oriented Research, Netherlands Association of Universities of Applied Sciences  
 Member, Governing Committee on ICT, Netherlands Association of Universities of Applied Sciences  
 Chair, Steering Committee, Human Capital Agenda Amsterdam Economic Board  
 Member, regional consultation for senior secondary vocational and higher professional education (MBO-HBO)  
 Member, Platform Arbeidsmarkt en Onderwijs Amsterdam  
 Member, Steering Committee, Amsterdamse Onderwijs Opgaven

### **Prof. H.M. Amman (1957)**

Vice-President (from 1 February 2014)

#### *Background:*

Member of the Executive Board of Eindhoven University of Technology; subsequently member of the Executive Board of Utrecht University

#### *Ancillary activities:*

Professor of Computational Economics  
 Editor-in-Chief, Computational Economics (academic journal)  
 Treasurer, Stichting Pica

*Positions pursuant to Board positions at the UvA and AUAS/HvA:*

Chair, Supervisory Board, WTCW NV (Watergraafsmeer Science & Technology Centre)  
 Member, Supervisory Board, UvA Holding BV  
 Governor/Director, Hovamschool BV  
 Governor/Director, Tafelbergschool BV  
 Chair, Board of Stichting Huisvesting, AUAS/HvA  
 Member, Supervisory Board, AUAS/HvA Holding BV

At the time of the signing of the 2013 Annual Report, the Supervisory Board comprised the following members:

**A. Nicolai, LL.M (1960)**

Chair (appointed 1 July 2012)

*Primary activity:*

President, DSM Nederland

*Other activities:*

Chair, Board, Vogelbescherming Nederland  
 Member, Board, Dutch Bach Society  
 Chair, Fonds van Sociale Instellingen  
 Vice-President, Association of the Dutch Chemical Industry  
 Member, Board, Pension Fund DSM  
 Commissioner, Chemelot Campus  
 Member, Academie De Gouden Ganzenveer  
 Member, Advisory Board, Bonnefantenmuseum Maastricht  
 Member, Executive Board, Confederation of Netherlands Industry and Employers  
 Member, Executive Board, Limburgse Werkgeversvereniging  
 Member, Board, Limburg Economic Development  
 Member, Strategic Committee, Brainport 2020  
 Member, High Level Steering Group for a Biobased Economy

**L.M.T. van Velden (1964)**

Member (appointed 1 July 2012)

*Primary activity:*

Chief Financial Officer, Nederlandse Waterschapsbank NV

*Other activities:*

Member, Board, Stichting TPE digitaal (digital economics magazine)  
 Member, Audit Committee, Dutch Ministry of Education, Culture and Science

**Prof. S.W.J. Lamberts (1944)**

Member (appointed 1 November 2012)

*Primary activity:*

Director of International Relations, Erasmus Medical Center

*Other activities:*

Chair, Netherlands Diabetes Federation  
 Chair, Supervisory Board, Netherlands Genomics Initiative  
 Member, Health Council of the Netherlands  
 Member, Royal Netherlands Academy of Arts and Sciences

**Prof. G.P.M.F. Mols (1951)**

Member (appointed 1 May 2012)

*Primary activity:*

Scientific Director, The Maastricht Forensic Institute  
Professor, Criminal Law and Criminology, Maastricht University  
Deputy Justice, Court of Den Bosch

*Other activities:*

Chair, Supervisory Board, Zuyd University of Applied Sciences  
Chair, Supervisory Board, Bibliocenter, Weert  
Member, Advisory Council, International Museum for Family History  
Guest Professor, Yogyakarta State University  
Chair, Examinations Board, Legal Training Programme, Nederlandse Orde van Advocaten

**B. Bleker, MSc (1946)**

Adviser (appointed 1 September 2006)

*Primary activity:*

Director and owner, Bleker Toezicht en Advies

*Other activities:*

Chair, Supervisory Board, Woonbedrijf Ieder 1, Deventer  
Commissioner, Stichting Hendrick de Keyser, Amsterdam  
Commissioner, De Alliantie, Huizen  
Chair, Board, Capella Amsterdam

**M.R. Milz, MBA (1957)**

Adviser (appointed 1 October 2008)

*Primary activity:*

Independent management adviser

*Other activities:*

Chair, Board, Green Deal  
Member, Supervisory Board, SNS Reaal NV  
Member, Supervisory Board, Railway Museum, Utrecht  
Member, Supervisory Board, Conquaestor Holding BV and Conquaestor Beheer BV  
Member, Stichting Administratiekantoor Parnassia Group

**M.A.M. Barth (1964)**

Adviser (appointed 1 May 2013)

*Primary activity:*

Vice-Chair, Royal Dutch Medical Association  
Owner, Marleen Barth Advies

*Other activities:*

Chair, Labour Party (PvdA) in the Upper House of the Dutch Parliament  
Guest lecturer, Leiden University's The Hague Campus  
Chair, Nationale Vereniging 'De Zonnebloem'  
Chair, Supervisory Board, Bureau Jeugdzorg Noord Holland

Member, Integrity Committee, (Dutch) Public Broadcasting Corporation  
Chair, Banning Werkgemeenschap for the Dutch Labour Party (PvdA)  
Member, Advisory Committee, Netherlands, Antilles and Suriname SKAN-fonds  
Member, Board, Stichting Prinsjesdag Ontbijt  
Member, Board, Stichting 2012 Themajaar Historische Buitenplaatsen  
Member, Advisory Board, Frans Hals Museum, Haarlem  
Member, Board, Trouw (daily newspaper)

### Rotation schedule

#### *Of the members:*

A. Nicolai, LL.M	30 June 2016
L.M.T. van Velden	30 June 2016
Prof. S.W.J. Lamberts	31 Oktober 2016
Prof. G.P.M.F. Mols	30 April 2017

#### *Of the advisers:*

B. Bleker, MSc	31 August 2014
M.R. Milz, MBA	30 September 2016
M.A.M. Barth	30 April 2017

# Faculty deans and directors of the organisational units

At the time of the signing of the 2013 Annual Report, the following individuals were responsible for the management of the faculties and institutes and the shared service units:

## Executive staff

Secretary General of the University M. Zaanen, LL.M.

## Faculty deans

Faculty of Humanities	Prof. F.P.I.M. van Vree
Faculty of Law	Prof. C.E. de Perron
Faculty of Medicine	Prof. M.M. Levi
Faculty of Dentistry	Prof. A.J. Feilzer
Faculty of Science	Prof. K.I. Maex
Faculty of Economics and Business	Prof. H.G. van Dissel
Faculty of Social and Behavioural Sciences	Prof. E.H.F. de Haan

## Institute directors/deans

Amsterdam University College	Prof. M.C. van der Wende
Centre for Latin American Research and Documentation	Prof. J.M. Baud

## Service unit directors

Administration Centre	C. Schut
Communications Office	H.C. van Oosterzee
Facility Services	G.H. Swartjes, MBA
Real Estate Development	K. Lammers, MCM
ICT Services	L.J.D.C. Voorbraak, MSc
Technology Transfer Office	M.L.E. Bergh
Student Medical Service	P. Vonk
Student Services	F.W. van Kampen
University Library	M.A.M. Heijne

# Details of the legal entity

University of Amsterdam  
Spui 21  
1012WX Amsterdam  
The Netherlands  
Tel: +31 (0)20 525 9111  
Fax: +31 (0)20 525 2136  
Internet: [www.uva.nl](http://www.uva.nl)

BRIN number: 21PK

Competent authority number: 22222

Bank:  
Deutsche Bank NL48DEUTO444042342

Chamber of Commerce number:  
34370207

LEI (Legal Entity Identifier):  
724500CFDCA9PSUM7351

ANBI (Public Benefit Organisation) number:  
003240782

VAT number:  
8009.43.223.B01

EORI (Economic Operators Registration & Identification) number:  
NL003240782

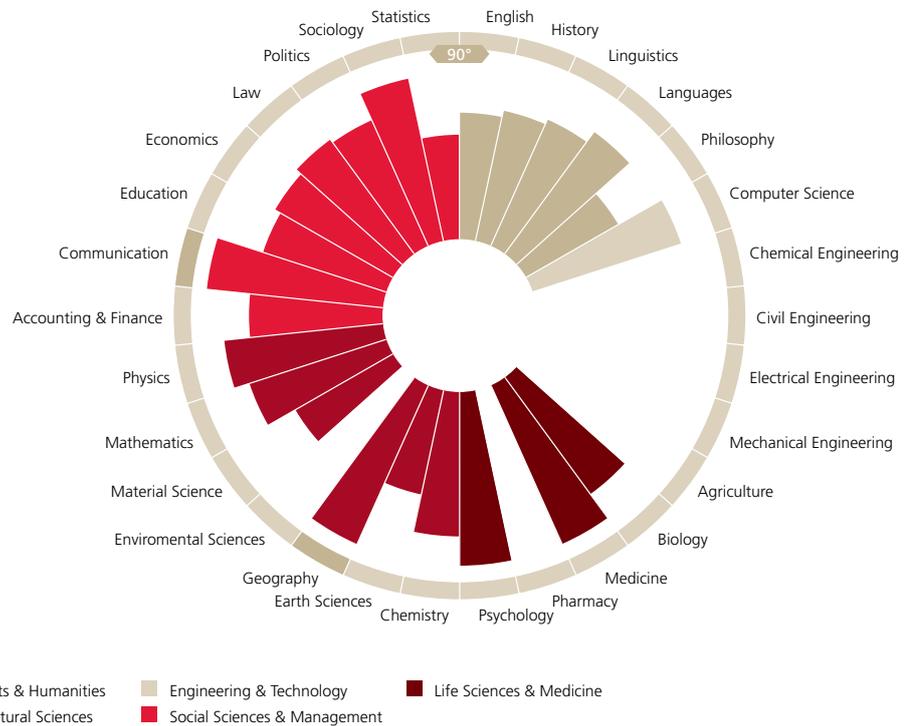
## Characterisation of the University of Amsterdam

POSITION OF THE UvA IN THE RANKINGS	2009	2010	2011	2012	2013
ARWU (Shanghai)	119	117	118	122	123
QS World University Ranking	53	56	63	62	58
THE World University Ranking	-	165	92	83	83
Leiden Ranking (MNCS)	-	127	93	98	96

### Position of the UvA in 30 disciplines according to QS, February 2014

The longer the segments, the higher the UvA ranks in that segment

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Wheel chart depicting overall performance by discipline in the QS World University Ranking by Subject

TEN-YEAR GROWTH	2003	2013	INCREASE
Master's/ <i>doctoraal</i> (initial university) degrees	3,097	4,895	58%
Publications	6,531	9,457	45%
Doctorates conferred	325	517	59%
Student satisfaction with degree programme	6,6	7,3	11%
Number of students	22,139	31,123	41%
Employees (FTEs excl. AMC-UvA)	3,928	4,409	12%
Revenue (excl. other AMC-UvA flows of funds)	€475 m	€659 m	16%*

\*) After subtraction of 20% inflation over this period

# I. Teaching and research

## I.1 Strategic framework

### History

The UvA traces its roots back to the Athenaeum Illustre, the Golden Age school founded in Amsterdam in 1632 to educate students in Trade and Philosophy. On 8 January of that year the eminent scholars Caspar Barlaeus and Gerardus Vossius gave their inaugural lectures, and in 1815 the Athenaeum was accorded official statutory recognition as an institution of higher learning. In 1876 it was granted the right to confer doctorates and renamed the *Universiteit van Amsterdam*. The UvA operated under the executive authority of the City of Amsterdam until 1961, when it became an independent public entity and moved its administration to the current Maagdenhuis premises. By that time, the UvA had garnered considerable academic acclaim thanks in part to the Nobel Prizes awarded to professors Van 't Hoff (Chemistry, 1901), Zeeman (Physics, 1902) and Van der Waals (Physics, 1910). The UvA's student population grew from 1,000 in 1900 to slightly over 5,000 immediately after World War II, to the current figure of more than 30,000. Today, the UvA ranks among Europe's top research universities and is a member of the League of European Research Universities and the global research university network Universitas 21. It is a comprehensive, independent university with a broad base in the natural and medical sciences and a strong focus on engagement with society. Its humanities and social science faculties are the largest in the Netherlands and are classed among Europe's best in the international rankings.

Efforts to increase productivity over the past ten years have been highly successful despite substantial budgetary constraints, as shown by the figures in the table below. Rapid relative and absolute growth in the student population since 2002 has put increasing pressure on the relationship between teaching and research, firstly because the research budget has not kept pace with the University's expansion, and secondly because trends in the fields students choose to study have not necessarily been balanced by a parallel development in the research organisation.

### Mission and values

The UvA bases its strategy decisions on the *Strategic Plan 2011-2014: An Eye for Talent*, and the two associated policy documents, the *Vision on Teaching and Learning* (autumn 2011) and the *Research Profile* (spring 2012).

In these documents, the UvA plotted a course dedicated more strongly than ever to quality (aiming for the top) and identified real opportunities for achieving quality improvements, even within the budgetary limits set primarily by the government, namely, an ambitious academic culture, stronger ties between teaching and research at all levels and a competitive research profile.

In its *Strategic Plan 2011-2014*, the UvA defines its mission as follows:

*The University of Amsterdam (UvA) is a broad, research-intensive institution rooted in the history of Amsterdam, an internationally oriented academic community that can compete with leading universities in the Netherlands and around the world. The UvA provides academic training in all areas of science and scholarship and welcomes students and staff – from all backgrounds, cultures and faiths – who wish to devote their talents to the development and transfer of academic knowledge as a rich cultural resource and foundation for sustainable progress.*

Guided by the University's mission and values, the *Strategic Plan* sets out objectives and key performance indicators (KPIs) both for the UvA's primary activities, in the areas of teaching, research, social responsibility and innovation, and for the various factors contributing to these goals, including staff, reputation among academic and social partners, services, campus infrastructure, sustainability in



### 8 JANUARY

Anita Hardon, professor of the Anthropology of Care and Health, delivers the Dies speech at the 38th Dies Natalis; honorary doctorates are presented to Dutch astronaut André Kuipers and Indian businessman Ratan Tata; chemist Jan van Maarseveen is named UvA Lecturer of the Year

operational management and teaching, and financial management. This Annual Report describes the UvA's progress in 2013 towards achieving these goals.

### Strategic framework

Higher education has been subject to significant changes in recent years in ways that closely reflect the character and ambitions of the UvA. More than ever, Europe is recognising its value as a knowledge economy and research universities are playing a central role in the production, utilisation and dissemination of that knowledge. At a time when individual businesses are downscaling their research divisions due to the expense or risk, they are increasingly seeking collaboration with universities – and not only in the top economic sectors identified by the Dutch Ministry of Economic Affairs, Agriculture and Innovation.

At the same time, research is also becoming more global, with top-ranking research centres attracting talented scientists and students from around the world. As a result, universities are increasingly honing their profiles and concentrating their efforts, in some countries actively supported by government policy initiatives for budget apportionment (England) and budget allocation (France, Germany).

The UvA's institutional and regional-geographic policy environment can be summed up as follows. At the national level, the UvA's strategy is guided by the joint Strategic Agenda of the Dutch Ministries of Education, Culture and Science and of Economic Affairs, Agriculture and Innovation, as laid down in the 2011 memorandum *Kwaliteit in verscheidenheid* (Quality in Diversity), which consolidates the policies formulated in the previous existing documents:

- the Strategic Agenda of the Dutch Ministry of Education, Culture and Science, *Het hoogste goed* (The Greatest Good) (end 2007);
- the Veerman Committee's advisory report *Differentiëren in drievoud* (Threefold Differentiation) (2010);
- sub-reports 7 (on higher education) and 8 (on innovation and applied research) of the 'Broad review' project (2010);
- the Dutch government's economic 'Top Sectors' policy.

In late 2011, the Association of Universities in the Netherlands concluded a General Agreement with the Dutch Ministry of Education, Culture and Science, laying a framework for the institutional profile and performance agreements that the UvA subsequently made with the Minister in October 2012, defining a set of seven requisite educational objectives and the UvA's institutional teaching and research profile and valorisation activities.

In 2013-2014, the UvA's academic policy will be evaluated as part of an Interdepartmental Policy Review. The results and scenarios to come out of this review will be used to inform the Academic Agenda to be issued by the Minister of Education, Culture and Science in mid-2014. The UvA hopes this agenda will present solutions for academic budgets by addressing:

- the divergence between teaching and research funding;
- the pressure that organic growth in student numbers has put on research policy decision-making;
- the real shift in balance between the research portion of government funding and indirect government and contract research funding, which has been occurring for several years now;
- the pressure to match grants from the Netherlands Organisation for Scientific Research, which cover on average just 55% of the integral costs.

At the European level, 2014 marked the launch of the EU's new Horizon 2020 Research and Innovation programme, the successor of the Seventh Framework Programme. Unlike domestic research budgets, European research budgets will grow substantially under Horizon 2020 (almost €80 billion over seven



18 JANUARY

Cookery Book Gala organised for the presentation of the Johannes van Dam Prize at the UvA's Special Collections Library

years), also relative to the Seventh Framework Programme (€51 billion). Linking UvA research to the European agenda will therefore be of vital importance to bolstering research at the UvA.

In further profiling its research to align with the profile agreements made in 2012, the UvA has been looking not only to the national Top Sectors innovation policy, but especially to the Grand Challenges defined by the European Commission.

Of additional importance for the Amsterdam metropolitan region is the OECD's 2010 *Review of Higher Education in Regional and City Development, Amsterdam*, which provided the impetus for the Amsterdam Economic Board and for increasing collaboration in higher education and scientific and scholarly research in Amsterdam.

#### From the OECD Review:

With respect to higher education institutions (HEIs):

- ... not only developers of young educated minds and transmitters of culture, but more bluntly also major agents of economic growth and a driving force for the creation of new products and new companies;
- ... a key role in human capital development, innovation systems, technology transfer and business innovation, and in contributing to social, cultural and environmental development and regional capacity building;
- must continue to aim for focus and to build centres of excellence in their research activity. Individually they are not strong enough to be world leaders in all fields; collectively they can hope to make a significant impact in selected areas;
- relative failure to amplify their internationalisation strategy in order to resonate with the global city formation process;
- connecting HEIs and business remains a difficult task in Amsterdam.

Amsterdam boasts an academic and knowledge infrastructure that is unique in the Netherlands. Not only does it have two major universities, each with its own large medical centre, Amsterdam is also home to the AUAS/HvA and several other universities of applied sciences, and to a large number of national research institutes, from NWO and KNAW institutes to Sanquin and the Netherlands Cancer Institute (NKI). Together, these institutions employ a scientific workforce of approximately 7,500 FTEs (full-time equivalents), or nearly 10,000 people, when higher professional and art education teaching staff are included.

By its very nature, Amsterdam thus occupies a unique place when it comes to the profiling of Dutch universities. If a subject is researched and taught in only a few places in the Netherlands, chances are that Amsterdam will be one of them. This leaves numerous options for profile choices, while at the same time providing the wide array of disciplines needed to successfully take part in major international projects and respond quickly to changing societal needs.

Though modest in size, Amsterdam and its urban ecosystem of economic activity, culture and education form the premier knowledge region of the Netherlands that can play an active part in the European network of knowledge regions being bolstered by EU programmes such as Horizon 2020.

#### Amsterdam Academic Alliance

Both the Veerman Committee report and the OECD Review provided a major impetus for sector-wide collaboration in Amsterdam. This resulted in the formulation of a joint letter of intent between the UvA and VU University Amsterdam in May 2012 concerning the creation of the Amsterdam Academic Alliance (AAA), and the finalisation of their respective institutional profiles and performance agreements.



1 FEBRUARY

Edward de Haan is reappointed dean of the Faculty of Social and Behavioural Sciences

As an initiative that also emphatically involves the city's universities of applied sciences, the primary aims of the Alliance are to develop a differentiated range of Bachelor's degree programmes and to foster collaboration in Master's degree programmes and scientific research. On the research side, it naturally seeks to involve the many different institutes of the Netherlands Organisation for Scientific Research and the Royal Netherlands Academy of Arts and Sciences in Amsterdam.

Through this Alliance, the UvA and VU University Amsterdam hope to achieve a leap in quality and to set the pace for further strides, with a view to making the 'knowledge city' of Amsterdam an attractive home for talented academics and both undergraduate and postgraduate students from the Netherlands and abroad.

Previously, in September 2011, the academic medical centres affiliated with the UvA and VU University Amsterdam had signed a declaration of intent for close collaboration in patient care, research and teaching. Driven to a large extent by trends in the care market, this collaboration is already taking more definite shape.

In 2013, serious efforts were made to join the existing science faculties under a single dean in order to cluster research and more effectively coordinate the existing degree programmes. Such a science cluster would enable Amsterdam to match the breadth and depth of Europe's leading universities. These efforts included extensive discussions with the academic community to allay concerns that integration might undermine the quality of teaching, research and facilities at the individual faculties, even if only temporarily.

One result of this collaboration between the science faculties was the decision of the NWO's SRON Netherlands Institute for Space Research to establish itself at Amsterdam Science Park and to work closely there with earth scientists from VU University Amsterdam and astrophysicists from the UvA. Plans also got under way for the development of a joint High Tech Instrumentation Facility, enabling more effective use of expensive research facilities. Decisions on the new SRON premises are still to be finalised in 2014, but raising the necessary funds required considerable effort in 2013 on the part of the NWO, the Ministry of Education, Culture and Science and all other parties involved.

The creation of this Alliance has also necessitated a more 'plug and play' access to a range of support facilities, from student and project administration services to IT facilities at VU University Amsterdam, the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA).

In addition, the Alliance will require a new, more federative management structure than the model used to guide prior UvA and VU University Amsterdam collaborations (such as ACTA and Amsterdam University College), and one that also makes it possible to better coordinate the scale of Bachelor's (and other) programmes and to offer a more clearly differentiated range of programmes.

The development of the Amsterdam Academic Alliance will provide an impetus for the existing intensive collaboration between the UvA and the AUAS/HvA, important aims of which are to coordinate Bachelor's programmes and optimise referrals and transfers to Master's programmes.

Here, too, the Strategic Agenda of the Dutch Ministry of Education, Culture and Science has provided new impulses, such as through the development of separate higher professional education pathways. The availability of full-fledged, three-year higher professional education degree programmes designed specifically for pre-university secondary education pupils is an essential part of ensuring that there is an optimal alignment between the courses on offer and that the diverse talents of these students are properly catered for; thanks to their intensive collaboration, the UvA and the AUAS/HvA are well positioned to continue developing such programmes. This applies equally to the development of so-called 'academic routes' at the AUAS/HvA, from which students progress straight to a Master's programme at the UvA without needing to complete a pre-Master's first.



4 FEBRUARY

Louise Gunning-Schepers delivers the first of the 2013 Amsterdam Lectures on the university's role in the city of the future

Within the framework of the OECD Review, collaboration in the teacher training and urban management programmes is also being intensified.

### Amsterdam Metropolitan Solutions

The City of Amsterdam is also committed to strengthening its position in the technology sector. To complement the existing alliance between Amsterdam's knowledge institutions, the City issued a tender in 2013 for Amsterdam Metropolitan Solutions, an initiative aimed at improving the technological capacity for tackling urban problems within the Amsterdam metropolitan region. Following the New York model, this could take the form of a centre of excellence from which international technology talent could be recruited to Amsterdam.

The objectives of this initiative, for which the City of Amsterdam earmarked a one-off budget of €50 million from its reserves, are to provide a stimulus for the economy and to offer 'living labs' where innovations can be tested on a larger scale.

The winning proposal, submitted jointly by Delft University of Technology and Wageningen University (with support from the Massachusetts Institute of Technology), brings to Amsterdam two renowned institutions active in the technology and agriculture sectors, which are relatively less well-represented at the UvA and VU University Amsterdam. The UvA and VU University Amsterdam therefore laud this initiative, which complements Amsterdam's existing qualities as a knowledge region, and will welcome the opportunity to collaborate.

The City also allocated resources for a second initiative, the Amsterdam Institute for Health & Technology, intended to provide a highly interdisciplinary solution for optimising the use of medical technology in Amsterdam. Led by the Academic Medical Center (AMC-UvA) and VU University Medical Center (VUmc), this initiative also involves groups from the UvA, AUAS/HvA, VU University Amsterdam, the University of Twente and Duke University, as well as corporate partners such as Achmea, Danone-Nutricia, Ahold, Vodafone and AT5.

One initiative that failed to obtain funding was the joint proposal of the UvA, AUAS/HvA and VU University Amsterdam for Amsterdam City Technology (ACT), a project developed mainly by the universities' computing science groups. Though a municipal subsidy would have helped to put this project into a higher gear, the agenda for a renewal and expansion of the computing science curriculum (theoretical and applied) will move ahead as planned.

### Profile and performance agreements

In October 2012, pursuant to the General Agreement between the Association of Universities in the Netherlands and the Dutch Ministry of Education, Culture and Science, the UvA – like all higher education institutions in the Netherlands – concluded a set of profile and performance agreements with the Ministry. Under these agreements, universities are called on to:

- secure and strengthen their international positions;
- rank in the international top in at least several areas;
- choose which research to expand and which to downscale based on their existing strengths;
- describe how they are fulfilling the Grand Challenges and Top Sectors policy;
- form alliances with other universities and with institutes such as the Netherlands Organisation for Scientific Research and the Royal Netherlands Academy of Arts and Sciences.



5 FEBRUARY

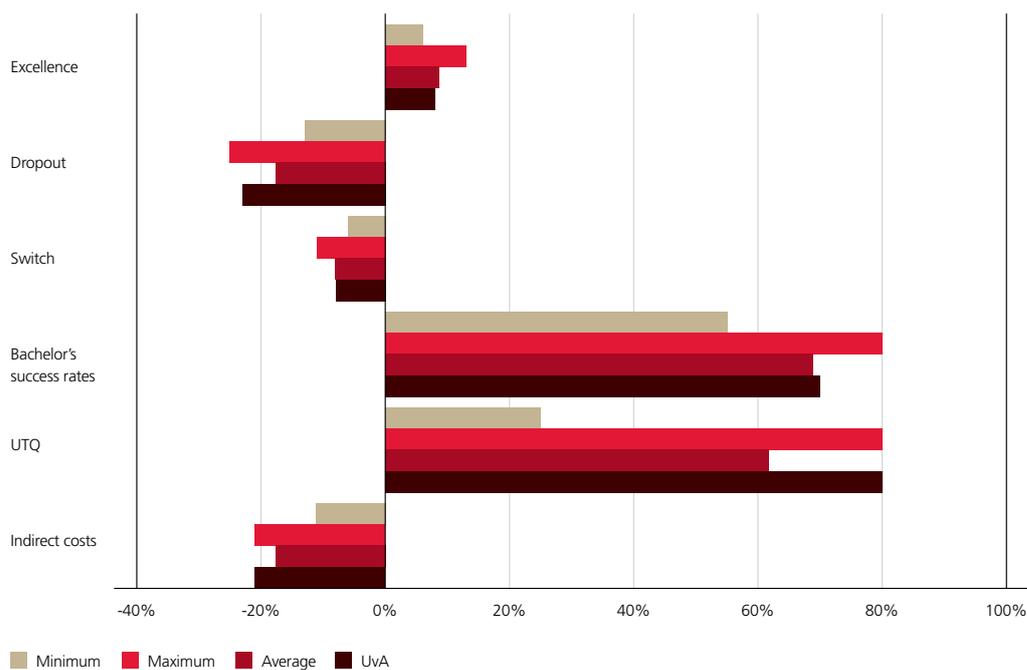
The UvA, Amsterdam University of Applied Sciences, VU University Amsterdam, VU Medical Centre (VUmc) and Academic Medical Center (AMC-UvA) are jointly awarded €5 million from the Netherlands Enterprise Agency for their 'To the Top' valorisation programme

## Performance agreements University of Amsterdam

UvA PERFORMANCE INDICATOR	BASELINE MEASUREMENT 2011	RESULT 2013	AGREED FOR 2015
% students (re-enrollees, pre-university student intake) who obtain a Bachelor's degree within 4 years	60.9%	65.7%	≥70%
% students who drop out in the first year	22.6%	27.2%	≤31%
% students who switch programmes within 1 year	8.3%		
No. of Bachelor's programmes with less than 12 contact hours per week (excl. exam weeks)	32	27	0
% teaching staff with University Teaching Qualification (excl. AMC-UvA, doctoral candidates, student assistants)	23.2%	56.3%	≥80%
% participation in Honours tracks	7.5%	10.5% *)	≥8%
% indirect staff, excl. teaching & research support staff	20.9%	20.8%	≤21%

\*) As at end 2012

## Performance agreements other universities



UTQ: University Teaching Qualification

Regarding education, universities are called upon to:

- reduce dropout rates and improve study success rates (especially in the Bachelor's programmes), though without reducing exit levels or losing quality;
- intensify teaching and improve teaching methods;
- consolidate and further develop Excellence programmes.

Prior to the preparation of the UvA profile, the UvA conducted extensive discussions regarding its research profile and vision on teaching and learning. This led to the designation of the following seven profile themes:

- Transnational Law and Governance
- Human Health
- Cognition, Socio-economic Behaviour and Neuroscience
- Globalisation, Identity, Inequality and the Urban Environment
- Communication and Information
- Fundamentals of Natural Science
- Sustainable World

These themes encompass the research priority areas previously established by the UvA.

The UvA profile also discusses policy regarding the valorisation of knowledge (Technology Transfer, Amsterdam Science Park, Amsterdam Center for Entrepreneurship), and the Amsterdam Academic Alliance with VU University Amsterdam.

Regarding its vision on teaching and learning, the UvA continued to pursue existing policies and expand on these in several areas (excellence, reducing dropout rates and switching in the first year). Though the Profile expressly seeks to make explicit the links between the degree programmes and the research themes, this does not imply that programmes with less visible links to research will be terminated, given that their value may lie elsewhere – such as in the human capital agenda and the Amsterdam regional labour market.

In its agreements with the Ministry, the UvA has also committed to obtaining a positive assessment in the Institutional Quality Assurance Audit carried out by the Accreditation Organisation of the Netherlands and Flanders (NVAO). This outcome – and milestone – was achieved on 26 June 2013. Another component of the performance agreements is measurable goals based on the set of six key performance indicators (KPIs) pertaining to the Bachelor's programmes and one KPI relating to indirect costs. These KPIs are listed in the table below, showing the starting values at the end of 2011 and the interim values in 2013.

Beyond this, the UvA has also pledged to expand the number of places in its broad Bachelor's programmes from 259 in 2011 to 400 in 2015, and the number of places in its Research Master's programmes from 314 in 2011 to 400 in 2015.

Compared with the average of the other Dutch universities, the UvA has committed to target values that are more ambitious with respect to Bachelor's success rates and lecturer quality and less ambitious with respect to the other indicators. This is of course related to the starting position in 2011.

Appendix 4 contains a more detailed report on the UvA's profile and performance agreements.



7 FEBRUARY

Amsterdam Student Sports Gala at  
the Oerknal Café in Amsterdam  
Science Park

## UvA profile themes in relation to economic policy

GRAND CHALLENGE	EL&I TOP SECTOR	AMSTERDAM ECONOMIC BOARD	International rule of law	Human health	Cognition and neuroscience	Globalisation, identity, inequality and urban environment	Communication, language and information	Fundamentals of natural science	Sustainable world
Climate action, environment resource efficiency and raw materials	Chemistry		■			■		■	■
Secure, clean and efficient energy	Energy		■						■
Food security, sustainable agriculture and forestry, ...	Horticulture and agri-food	Flowers and food						■	■
Marine and maritime and inland water research, and the bioeconomy	Water			■					■
Europe in changing world - inclusive, innovative and reflective societies			■	■	■	■	■		
Health, demographic change and well-being	Life sciences	Red life sciences		■	■			■	■
	Life sciences	Red life sciences		■				■	■
Secure societies - protecting freedom and security of Europe and its citizens			■		■	■	■		
	High tech	Manufacturing industry						■	■
Smart, green and integrated transport	Logistics	Logistics and trade				■			
	Creative industry	Creative industry	■		■	■	■		
		Business services	■				■		
		ICT					■	■	
		Tourism and conferences				■	■		

EL&amp;I: Ministry of Economic Affairs, Agriculture and Innovation

### Top Sectors policy

The Ministry of Education's Strategic Agenda has extended the Top Sectors policy established by the Dutch Ministry of Economic Affairs, Agriculture and Innovation to universities. Previously, this policy extended only to the large applied research institutes and to the Netherlands Organisation for Scientific Research and Royal Netherlands Academy of Arts and Sciences, leading to calls to forge links with university research as well.

The table opposite shows how the UvA's profile themes correspond with the Dutch Top Sectors, the EU's Grand Challenges and the set of eight themes prioritised by the Amsterdam Economic Board (AEB). At the level of UvA researchers and research groups, details are being worked out for the University's participation in the Top Consortia for Knowledge and Innovation.

In addition, the UvA's profile themes and research priority areas will of course be entered in NWO calls for projects in the Top Sectors.

In its public-private collaborations with businesses, the most important milestone of 2013 was the launching of the Advanced Research Centre for NanoLithography (ARCNL) at Amsterdam Science Park. With the participating parties – ASML, FOM, NWO, UvA and VU University Amsterdam – having reached agreement in November 2013, the new research centre (which opened in 2014) will be conducting fundamental research in nanolithography, the most important technology in the production of increasingly compact computer chips and processors for PCs, smartphones and other devices.

A regional example – that ties in with the Amsterdam Economic Board's Flowers and Food theme – is the Naktuinbouw centre of expertise (Netherlands Inspection Service for Horticulture), which is playing a growing role in furnishing evidence to combat plant and flower fraud through DNA testing. In early 2013, the organisation began teaming up with the UvA's Swammerdam Institute for Life Sciences for this lab work in the Green Forensics research project. Through their collaboration, technologies and know-how are being developed that will soon enable small and medium business owners to do their own DNA testing.

The UvA also worked with other AEB partners in the Life Sciences Centre Amsterdam and in the context of IK3, a programme set up to promote innovation among regional SMEs through the integration of knowledge and know-how.



20 FEBRUARY

UvA launches its first Massive Open Online Course (MOOC) 'Introduction to Communication Science'

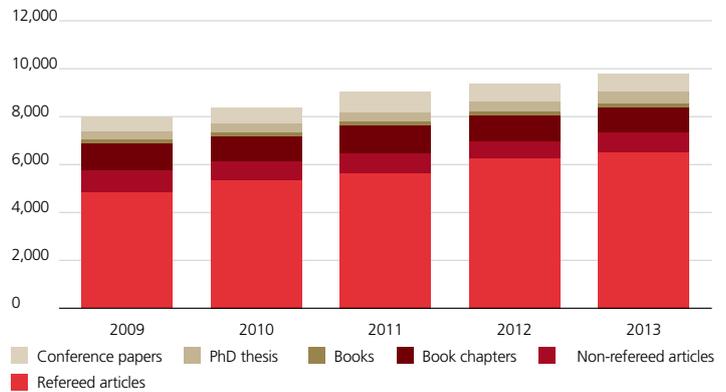
## Data on research

### Academic publications UvA (incl. FdG and FdT)

**Aim: Growth in no. of publications, preferably in leading journals**

Source: Strategic Plan 2011-2014

The graph shows the growing number of scientific publications categorised according to the SEP protocol for the categories indicated. Data relating to specific leading journals are not available.

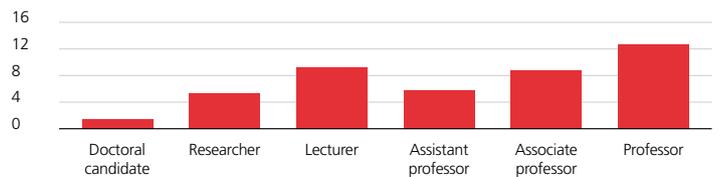


### Average number of academic publications per position, averaged per research FTE deployed per year (2010-2013) excl. FdG and FdT

**Aim: Growth in no. of publications, preferably in leading journals**

Source: Strategic Plan 2011-2014

The graph shows the total output of scientific publications, averaged per research FTE deployed (on 1st and 2nd flow of funds, incl. EU). No deployment data are available for the faculties of Medicine and Dentistry.

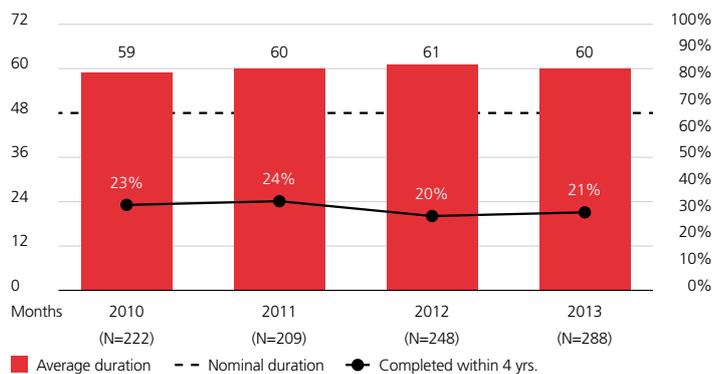


### Average duration for doctorates to be completed by doctoral student employees (trainee research assistants) incl. FdT and FdG

**Aim: Growth in no. of doctorates completed within four years**

Source: Covenant 2011-2014

The graph shows the average duration in months that it took for doctorates to be completed across four consecutive years (in red) and the percentage that were completed in four years or less (black).

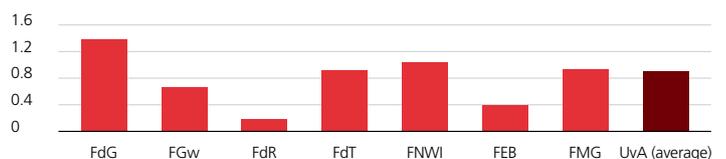


### Number of doctoral theses supervised per full professor in 2013

**Aim: Growth in no. of doctorate conferrals**

Source: Covenant 2011-2014

A PhD requires a doctoral supervisor. The graph shows the number of doctoral theses supervised per full professor (headcount) for the UvA. Professors by special appointment, guest professors and emeritus professors are not included.



## 1.2 Research

### Policy

Over the past few years, the UvA's research policy has been directed particularly at raising quality overall. This should be expressed in increased productivity, in terms of impact and number of doctorate conferrals, increased indirect government funding and contract research funding, and improved assessment scores.

The UvA has also taken steps aimed at strengthening its international profile, for example through participation in the League of European Research Universities and Universitas 21 (a global network of research universities), and, since 2009, at creating more distinctive research profiles by redistributing government funding to designated research priority areas.

The *Strategic Plan 2011-2014* reinforces this policy and calls for a strengthening of the UvA's profile on the basis of the research priority areas, with a gradual increase in the allocated share of government funding for research. Reflecting the stronger emphasis on quality, the UvA has identified the following KPIs:

- additional growth in the number of publications (especially in top-ranking journals);
- an increase in personal grants, prizes and contracts awarded to UvA academic staff.

### Performance

In 2013, the UvA continued its upward trend with respect to the two standard research performance indicators – academic publications and doctorate conferrals – with the number of conferred doctorates up a substantial 15% from the record year 2012, to 517 in 2013 (including one joint doctorate with VU University Amsterdam).

However, more achievements do not automatically signify an improvement in quality. The most important quality indicators used by the UvA are publications in leading journals, grants and prizes awarded to individual researchers and increased indirect government funding and contract research funding.

In 2013, an impressive five UvA researchers received Advanced Grants from the European Research Council (ERC). The recipients were neuropsychologist Prof. Edward de Haan, catalysis chemist Prof. Joost Reek, mathematician Prof. Lex Schrijver, cell biologist Prof. Hergen Spits and oncogeneticist Prof. Rogier Versteeg. Younger researchers at the UvA also enjoyed success at the ERC, with anthropologists Dr Rifke Jaffe and Dr Barak Kalir, astronomers Dr Jason Hessels and Dr Saskia Hekker, and biochemist Dr Stan van der Graaf all receiving ERC Starting Grants. Six researchers at the UvA and AMC-UvA received prestigious Consolidator Grants from the ERC: astronomer Dr Joeri van Leeuwen, anthropologist Dr Amade M'charek, medical anthropologist Dr Vinh-Kim Nguyen, physicist Prof. Florian Schreck, theoretical computer scientist Prof. Ronald de Wolf and medical biochemist Dr Noam Zelcer.



28 FEBRUARY

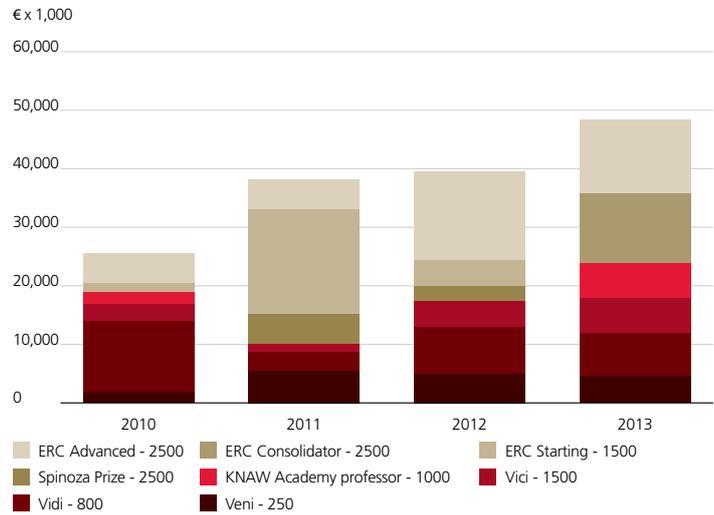
Art historian Henk van Os is awarded the Distinguished Stapenning honorary medallion for exceptional service to the UvA

Data on research

Disbursements under NWO Innovational Research Incentives Scheme, KNAW and ERC grants

**Aim: Growth in acquisition of key awards (KNAW professorships, Spinoza) and revenue for indirect government-funded research (NWO, ERC Starting/Advanced grants, Veni-Vidi-Vici) and contract research funding.**

The graph shows the total prize amounts awarded by the NWO, KNAW and EU.

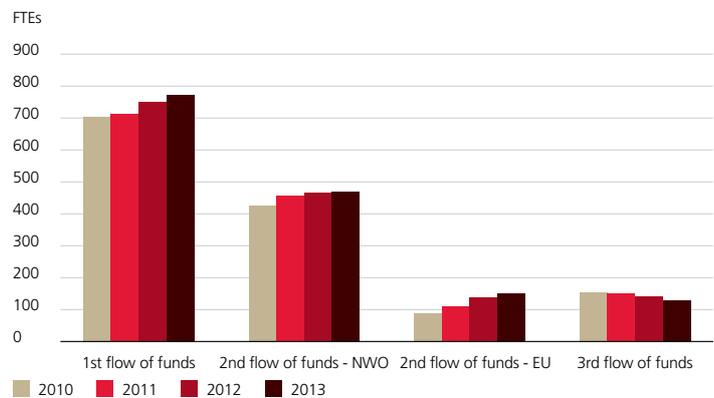


Source: Strategic Plan 2011-2014

Deployment of funding sources for research in FTEs (excl. FdG and FdT)

**Aim: Growth in indirect government-funded research relative to government-funded research.**

The graph shows the development of the deployment of funding sources for research. The share of indirect government funding, particularly from the EU, increased slightly, while the share of contract research funding decreased slightly. Data on the deployment of funding are not available for the AMC-UvA and ACTA.

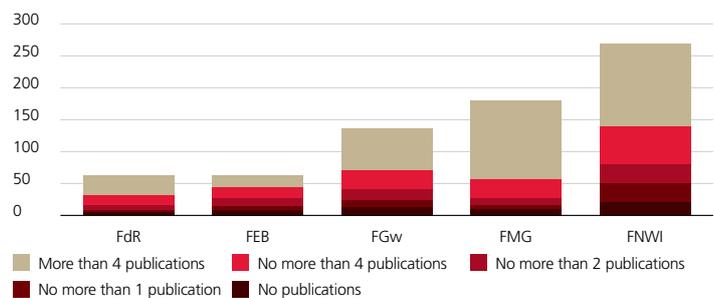


Source: Strategic Plan 2011-2014

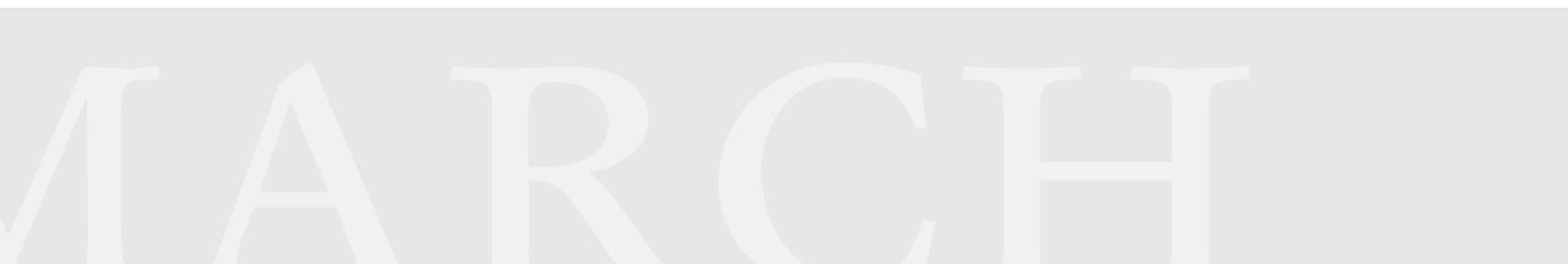
Publication pattern for academic staff per FTE funded by 1st & 2nd flows of funds, per year (2010-2013 average), excl. new staff in 2013 and doctoral candidates

**Aim: Growth in no. of publications, preferably in leading journals.**

The number of academic staff per faculty in 2010-2013, weighted by the number of FTEs funded from direct and indirect government funding (incl. EU) and grouped according to the average number of publications for the year. Doctoral candidates and researchers appointed in 2013 are not included.



Source: Strategic Plan 2011-2014



Two UvA professors were appointed as new members to the Royal Netherlands Academy of Arts and Sciences (KNAW): Prof. Martin van Hees, professor of Political Theory and Prof. Annemarie Mol, professor of Anthropology of the Body. Also appointed as a member was Prof. Eveline Crone, professor by special appointment of Neurocognitive and Affective Adolescent Development at the UvA and full professor at the University of Leiden. From 1 April 2013, clinical neurologist Prof. Hilde Geurts and Prof. Sjoerd Repping of the AMC-UvA took up five-year terms as members of the Young Academy of the KNAW. In November it was announced that Dr Hanneke van Laarhoven, medical oncologist at the AMC-UvA, and Rens Vliegthart, professor of Communication Science, will join their ranks in March 2014.

Additionally, the Netherlands Organisation for Scientific Research (NWO) awarded Veni grants to 19 researchers, Vidi grants to nine researchers and Vici grants to four researchers from the UvA. (Veni grants are awarded to promising researchers who have recently obtained their doctorates, Vidi grants to excellent researchers who have performed several years of research after gaining their doctorates, and Vici grants to senior researchers with innovative lines of research.) This makes a total of 32 UvA researchers who have been recognised under the NWO Innovational Research Incentives Scheme.

Finally, 2013 saw the second round of awards in the NWO Gravitation programme, a ten-year programme designed to launch excellent scientific research programmes and research training programmes. The Dutch Minister of Education, Culture and Science has earmarked €153 million for this scheme (spread over a number of years), of which €22.7 million has been allocated to the UvA as the lead institution in the Networks research project. Led by Michel Mandjes, professor of Applied Probability and Queueing Theory, this project focuses on large-scale networks, such as digital, traffic, transport and energy networks. The research is performed in a consortium of 11 researchers from four institutions: the UvA, the National Research Institute for Mathematics and Computer Science in the Netherlands (CWI), Eindhoven University of Technology and Leiden University.

### Research priority areas

All UvA research is assessed on the basis of absolute quality standards. The designation of a 'priority area' is a relative designation at the UvA: priority areas bring together a constellation of the best researchers in the areas in question, and represent the University's 'competitive advantages', domains in which the UvA can set itself apart internationally as being among the best in Europe.

In no way does it imply that research outside the priority areas is inferior. Following the completion of the evaluation of its research priority areas in 2012, which revealed that the priority area policy had achieved its aims in all but one of the areas (at ACTA), the UvA decided to expand the total number of research priority areas to 20. Alongside the existing priority areas, the University also identified research focal areas as a first step towards the creation of future priority areas. The Faculty of Medicine (AMC-UvA) launched several of its own priority areas, having previously only taken part in interfaculty areas.



#### 1 MARCH

Marc Salomon is appointed professor of the Management of Professional Service Firms and chair of the Amsterdam Business School (ABS)



Research priority areas

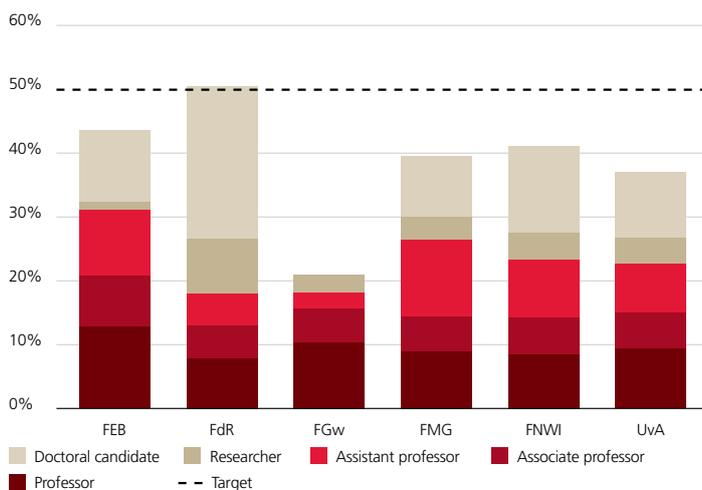
MAIN PROFILE THEME	PRIORITY AREA	CAPACITY IN FTEs
Human Health	Global Health	111.9
Globalisation, Identity, ... Environment	Urban Studies	29.3
Cognition, .. Behaviour and Neuroscience	Brain and Cognition	175.2
Transnational Law and Governance	International Rule of Law	15.1
Transnational Law and Governance	Private and Public European Law	50.0
Cognition, .. Behaviour and Neuroscience	Behavioural Economics	34.0
Transnational Law and Governance	Corporate Governance	28.7
Globalisation, Identity, ... Environment	Cultural Heritage and Identity	49.1
Globalisation, Identity, ... Environment	Cultural Transformations and Globalisation	23.7
Communication and Information	Information Law	17.2
Communication and Information	Communication	44.1
Fundamentals of Natural Science	GRAPPA (Gravitation AstroParticle Physics)	74.4
Fundamentals of Natural Science	Quantum Matter and Quantum Information	50.9
Sustainable World	Sustainable Chemistry	71.4
Sustainable World	Systems Biology	97.4
<b>UvA total</b>		<b>772.4</b>
Human Health	Cardiovascular Diseases	214.0
Human Health	Metabolic Diseases	206.0
Human Health	Infection and Immunity	275.0
<b>AMC-UvA total</b>		<b>695.0</b>
Human Health	Oral Regenerative Medicine (Bioengineering)	27.5
Human Health	Oral Infections and Inflammation	31.8
<b>ACTA total</b>		<b>59.3</b>

FTEs funded by 1st flow of funds in priority areas / FTEs funded by 1st flow of funds in research, total for 2013

**Aim: 50% of research budget (research deployment) spent on research in the priority areas.**

Source: Strategic Plan 2011-2014

The graph shows the relationship between the deployment of research time in priority area research (excl. AMC-UvA and ACTA) relative to total research deployment.



Six new research priority areas were designated in 2013: Communication (Faculty of Social and Behavioural Sciences), Cardiovascular Diseases, Metabolic Diseases, Infection and Immunity (AMC-UvA), Sustainable Chemistry and Quantum Matter & Quantum Information (Faculty of Science).

Overall, more than a quarter of the UvA's academic staff take part in its research priority areas.

### AAA Fund

In 2013, the UvA and VU University Amsterdam established the joint AAA (Amsterdam Academic Alliance) Fund to support ambitions for collaboration between the two universities over the years 2013-2016. The Fund has been created with injections from both institutions, which in any case include the UvA's and VU University Amsterdam's profiling resources and will constitute at least €6 million annually over the coming years. In 2013, eight groups in which researchers from the two universities will be working closely together over periods of one or more years received contributions from this Fund. These were:

- AAA Science, the joint science faculties, for various initiatives demonstrating the quality leap made possible through collaboration;
- the Amsterdam Centre for Contemporary European Studies (ACCESS Europe);
- the joint law faculties for training programmes aimed at professional services;
- the arts and humanities faculties, focusing on the areas of archaeology and antiquity, digital humanities and heritage studies;
- the business schools at both universities;
- AAA Health, the medical centres at both universities, for an MBA programme in Academic Health Care and Science;
- AAA Health, for a joint fellowship programme;
- the Faculty of Social and Behavioural Sciences at the UvA and the Faculty of Human Movement Sciences at VU University Amsterdam, focusing on the area of sports and movement.

The Executive Boards of the UvA and VU University Amsterdam also decided to reserve a portion of the Fund for the AAA Fellowship Programme. For the time being, two rounds have been planned, in 2014 and in 2015. Under this Fellowship Programme, leading international scientists and scholars will be recruited from outside the universities for a period of three years, with a view to a permanent appointment thereafter. Approximately 12 AAA Fellowships will be awarded in total, with the first selection scheduled for spring 2014.



1 MARCH

Huib de Jong assumes appointment as a member of the Executive Board and rector of the AUAS/HvA

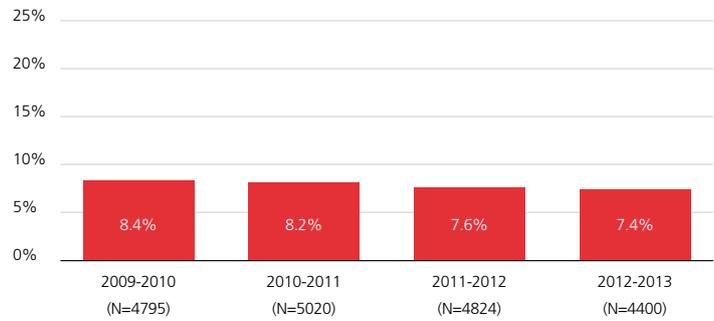
## Data on Bachelor's degree programmes

### Switching after 1 year

**Aim: Information on the number of students who switch in their first year of enrolment.**

Source: Performance agreements

The graph shows the percentage of students who transferred to a different degree programme in the University Education Indicators (KUI) cohort (full-time, one degree programme, students coming from pre-university secondary education).

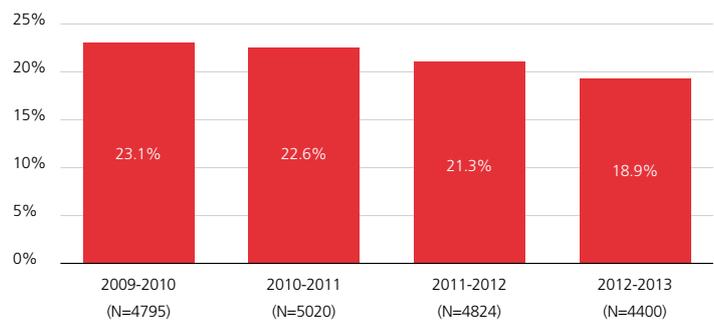


### Dropouts after 1 year

**Aim: Information about dropout rates in the first year of enrolment.**

Source: Performance agreements

The graph shows the percentage of students in the KUI cohort who dropped out in the first year of enrolment. Under the performance agreement, dropout and switching rates are not permitted to rise, and they have not done so.

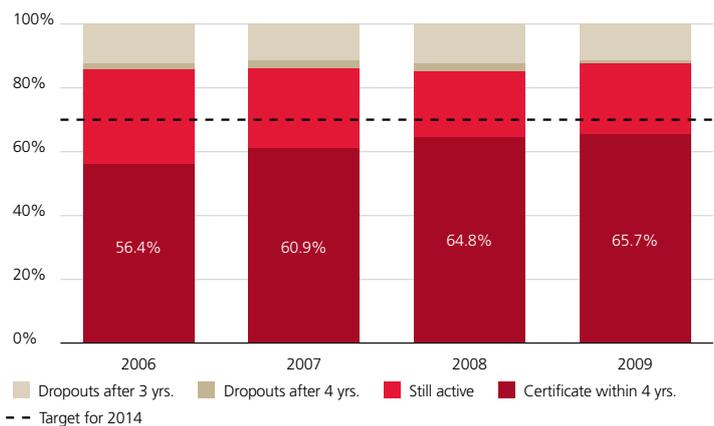


### Situation after 4 years in the programme (t1 cohort)

**Aim: % Bachelor's programme success rates after four years 70% (KUI cohort of students who re-enrolled)**

Source: Performance agreements

The graph shows the percentage of students per cohort who obtained their diploma after four years. It also shows the percentage that dropped out after the third or fourth year and the percentage that was still enrolled in the fifth year. For the 2009 cohort, the graph shows the situation as at end August 2013. The target for the 2011 cohort is 70%.



## 1.3 Teaching

### Policy

Over the past ten years, the UvA has rolled out a range of academic education initiatives, including:

- the introduction of the Bachelor's-Master's structure in 2002;
- the 'Bachelor-before-Master' rule, and the creation of Colleges for the Bachelor's degree programmes and Graduate Schools for the Master's degree programmes and the training components of the doctoral programmes, since 2006;
- the development of Excellence programmes (Interdisciplinary Studies, Amsterdam University College, Honours programmes) and of majors and minors combinations;
- the introduction of a fixed curricular structure (blocks of 8-8-4 weeks) for a more balanced workload;
- better student career advisement, intake and referrals;
- the realisation of sector plans for physics and chemistry, and the development of broad labels for Master's programmes in the humanities.

Though the UvA is first and foremost a research university, its location in the Dutch capital enhances its appeal to students, including those without a definite academic discipline or career in mind but who are chiefly attracted by the metropolitan environment and the labour market in the city.

The university education cycle therefore begins with orientation, referral and self-selection, all of which are designed to help students quickly find the programme best suited to them. At the same time, it has traditionally been the UvA's express aim to give students as free a hand as possible in shaping their studies, by providing a broad range of choices in terms of the content and level of their curriculum. The freedom of choice that characterises studying at the UvA has clear ramifications in terms of slowing students' study progress and not reducing dropout rates, especially since most programmes in the Netherlands are essentially not yet allowed to screen students for admission.

In 2013, a task force led by Marjoleine Zieck, director of the Graduate School of Law and the Amsterdam Law College, worked on developing a framework for UvA Matching, which supplements the orientation programme that helps prospective students choose a degree programme (including the open Bachelor's Days and the more in-depth 'taster days' and shadowing), by enabling them to test their choice in a real classroom environment prior to commencing their studies.

As well as fulfilling the recently introduced statutory requirement that universities organise activities to aid in choosing a degree programme, UvA Matching offers prospective students the opportunity to experience studying at the UvA in the programme of their choice *before* actual enrolment. In effect, it offers an advance taste of the first months of university study.

UvA Matching consists of a classroom day, self-study and completion of a test, after which prospective students are issued a personal recommendation regarding their choice of degree programme on the basis of their test score. The UvA also offers reorientation workshops to help prospective students reassess their choice if necessary.



7 MARCH

Jeroen Dijsselbloem, Dutch Minister of Finance and chair of the Eurogroep, is a guest at the Faculty of Economic's weekly 'Room for Discussion' forum

## Data on Bachelor's degree programmes

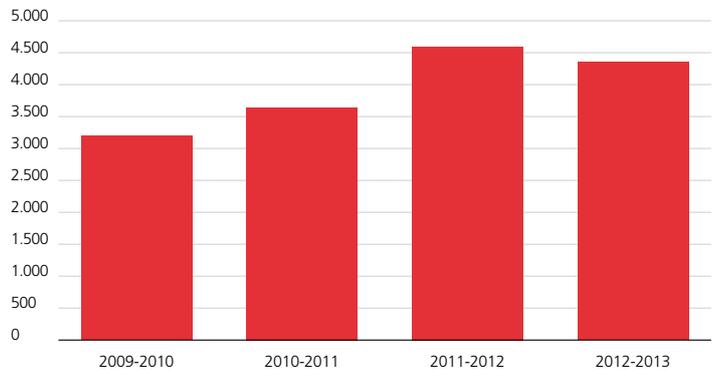
### Bachelor's degrees obtained

**Aim: Information about the number of Bachelor's degrees obtained per academic year.**

Source: Strategic Plan 2011-2014 and Covenant

The graph shows the number of Bachelor's degrees obtained in successive academic years (from 1cHO\*). The threat of increased statutory tuition fees for long-term students and the 'Bachelor-before-Master' rule caused a minor spike in 2011-2012.

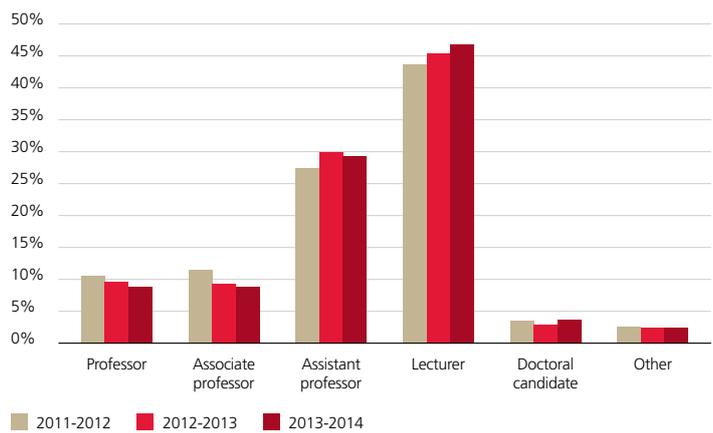
\* 1cHO = extract from Central Enrolment Register for Higher Education



### Development of teaching activities funded by 1st flow of funds

**Aim: Information about the share of the teaching workload of academic staff subsidised by government funding across successive academic years.**

The graph shows how the deployment of government funding for Bachelor's programmes is distributed across the various job categories. There has been a slight shift towards lower-ranking categories.

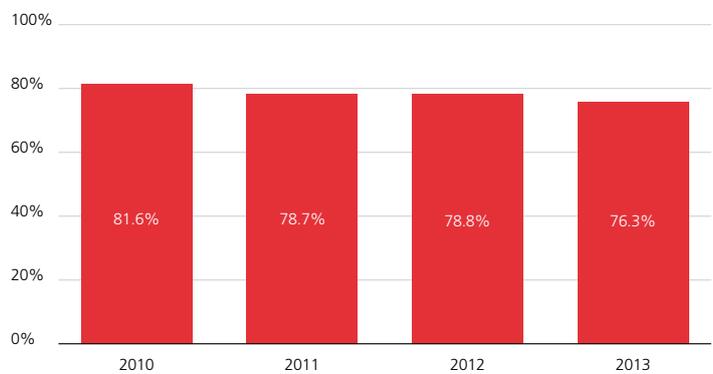


### Satisfaction with degree programme content

**Aim: Increasing percentage of students who are satisfied with the curriculum.**

Source: National Student Survey (NSE)

The graph shows the percentage of students who are satisfied with the curricular content of their degree programme. The slight decrease has led to some concern. There are substantial differences between individual programmes. Analyses are conducted by the Boards of Studies.



The programme's structure is based on an extensive review of the literature on best practices and on pilots conducted over the last several years. As well as their own administrative framework and procedures for enrolment – including the Degree Programme Choice Recommendation Scheme – each Bachelor's programme has also set up its own UvA Matching programme.

While retaining its characteristic broad freedom of choice, since adopting the *Strategic Plan 2003-2006* the UvA has directed increasing efforts towards creating a more ambitious academic culture, reflecting the principle of starting = participating = finishing.

The Vision on Teaching and Learning policy paper adopted in 2011 places a stronger emphasis on research-intensive teaching and more activating teaching methods, including more tightly structured curricula, fewer opportunities for resits and less leeway for postponement behaviour. Stipulating basic requirements like these is a necessary step if the UvA is to achieve its quality ambitions as a leading research university. The three key performance indicators defined in the UvA's *Strategic Plan 2011-2014* are:

- raise the Bachelor's study success rate to 70% within four years;
- differentiate the programmes offered in terms of type (broad Bachelor's) and level (Honours);
- substantially increase the enrolment of Master's students from abroad.

The performance agreements made by the UvA with the Dutch Ministry of Education, Culture and Science in 2012 tie in closely with the spirit and aims of the UvA's own policy as set out in the Strategic Plan and have led to the more precise and concrete formulation of a number of those policy objectives. Appendix 4 sets out these agreements in detail.

In 2013 the UvA announced the cornerstone of the measures to improve study success: the 2014 UvA-wide introduction of the binding advice regarding continuation of studies (BSA), to be issued as necessary at the dean's discretion to first-year students who have obtained between 42 and 48 ECTS credits. This credit level was determined on the basis of the observation that students who obtain their Bachelor's degree within four years are allocated an average of around 53 credits in their first year.

### Performance

The UvA considers it important that students themselves recognise the very real efforts that are being made to improve teaching activities and facilities, and that this be reflected in progressively higher scores in the National Student Survey, among other things.

For several years now, however, those scores have been flagging, and the results from 2013 show almost no change relative to those from 2012. An internal analysis, which included interviews with students, has suggested a number of explanations for this continuing dip in student satisfaction.

One is the heavier requirements that the UvA has imposed on students as a measure to increase study success. An ambitious academic culture also creates the expectation among students that the entire teaching and learning process will be extremely well organised. Yet that expectation has not been sufficiently met. Over the past few years, students have had to deal with disruptions due to the introduction of the Student Information System (SIS), while UvA-wide curricular reviews have confronted the current student population with various transitional problems.



23 MARCH

More than 6,000 prospective students register to attend the UvA Bachelor's Days (also held on 6 April) to help them orient themselves on their choice of study programme

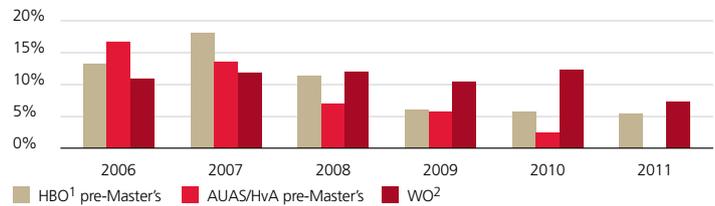
## Data on the success of higher professional education graduates in UvA Master's programmes

### Percentage of dropouts per cohort / Direct intake

**Aim: Continuous, preferably direct, learning pathways from the AUAS/HvA to the UvA.**

Source: 1cHO\* (enhanced)

The graph shows the declining Master's programme dropout rates among students who enrolled with a Bachelor's from the AUAS/HvA, from another university of applied sciences or from another research university. This rate is now lower than among graduates of research university Bachelor's programmes.

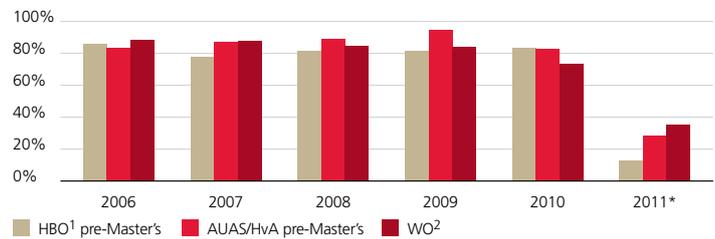


### Percentage of degrees obtained per cohort / Direct intake

**Aim: Continuous, preferably direct, learning pathways from the AUAS/HvA to the UvA.**

Source: 1cHO (enhanced)

The graph shows the good Master's programme success rates among students who enrolled with a Bachelor's from the AUAS/HvA, from another university of applied sciences or from another research university.



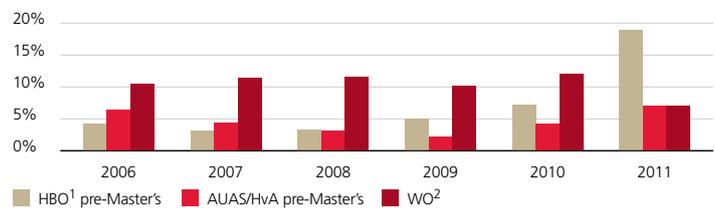
\* after 1 year

### Percentage of dropouts per cohort / Intake via pre-Master's programmes

**Aim: Continuous learning pathways from the AUAS/HvA to the UvA, including through pre-Master's programmes.**

Source: 1cHO (enhanced)

The graph shows the Master's programme dropout rates among students who enrolled from the AUAS/HvA, from another university of applied sciences or from another research university, following completion of a pre-Master's programme.

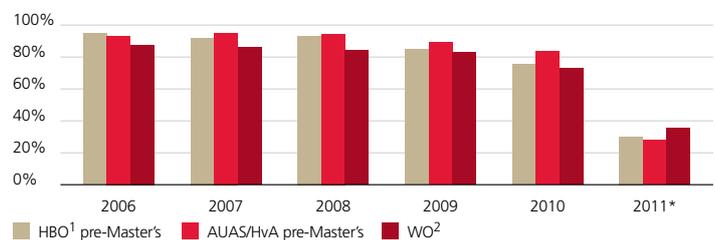


### Percentage of degrees obtained per cohort / Intake via pre-Master's programmes

**Aim: Continuous learning pathways from the AUAS/HvA to the UvA, including through pre-Master's programmes.**

Source: 1cHO (enhanced)

The graph shows the good Master's programme success rates among students who enrolled from the AUAS/HvA, from another university of applied sciences or from another research university, following completion of a pre-Master's programme.



\* after 1 year

\* 1cHO = extract Central Enrolment Register for Higher Education

1) Higher professional education

2) Higher education at research universities

The four lowest scores to emerge from the National Student Survey for the UvA as a whole were all linked to the information provided about degree programmes. These results give an additional impetus for continuing with the current policy and for the further realisation of the UvA's vision on teaching and learning, as well as for improving the provision of information to students.

The analysis also showed that scores on most aspects are strongly correlated to students' general opinions about their degree programme content and lecturers, and that there are considerable differences between programmes. The Boards of Studies of the Graduate Schools and Colleges have been charged with making improvements on the basis of these survey results.

The Bachelor's graduation rate (after four years) has improved to 65.7% in the cohort that commenced in 2009, and it can already be ascertained that the 2011 cohort is considerably more on track in the first two years compared to the 2009 cohort. This result clearly reflects the effect of the 20 recommendations formulated in 2009 by the Study Success Task Force under Klaas Visser, director of the College of Psychology.

### Higher professional education student intake and performance

To mark the first ten-year anniversary of management collaboration between the UvA and the AUAS/HvA, a study was conducted in 2013 to establish the actual success rates of higher professional education students at the UvA.

In considering these figures, it should be noted that approximately nine per cent of AUAS/HvA students completed pre-university (VWO) education. The intention of the AUAS/HvA-UvA collaboration was never to get 'many' or 'most' higher professional education students to continue to academic education, but rather to open up a differentiated range of learning pathways that give students the opportunity to adjust their path along the way, particularly those students who at the end of their secondary education were still unsure about their choice.

Students from higher professional education continue to make up a relatively constant share of the overall intake. Of these, the share of students with a first-year diploma from the AUAS/HvA has increased every year since 2003, now accounting for more than half of the intake of all higher professional education students with a first-year diploma. The share of AUAS/HvA Bachelor's graduates enrolling in UvA Master's programmes has also grown gradually, but is now steady at around 30%.

Given the statistical data on student success rates, the UvA's preference was for students in higher professional education (HBO) to finish their first programme before transferring to an academic programme, rather than transferring immediately after the first year of their HBO programme. However, in areas where the intake of AUAS/HvA students with a first-year diploma increased, the figures clearly show the success of the policy of providing the best learning pathway for each student. Over the last few years, the divergence in the success of students with a first-year higher professional education diploma versus those enrolling directly after pre-university secondary school has all but vanished. UvA Master's programmes now enrol approximately 700 Bachelor's graduates from higher professional education each year. Success rates in the Master's phase are now about the same for Bachelor's graduates from universities of applied sciences and from research universities.

Until 2009, the success rates of higher professional education students who completed a pre-Master's programme first was still higher than those who enrolled directly, but this difference seems to have disappeared from 2010, indicating that it is also feasible to transfer with no additional delay.



5 APRIL

Adri Baan, member of the Supervisory Boards of the UvA, Amsterdam University of Applied Sciences and Academic Medical Center AMC-UvA for almost eight years, passes away unexpectedly

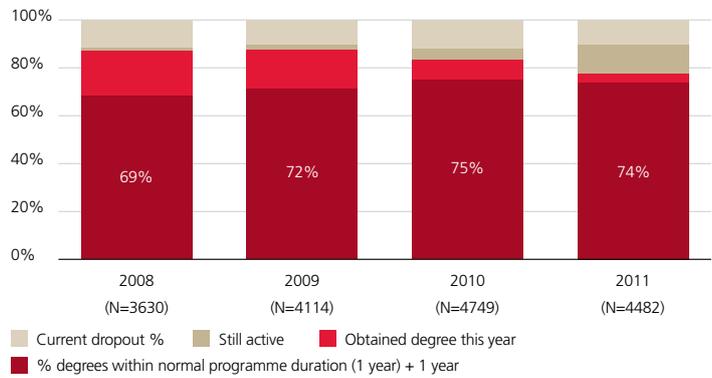
## Data on Master's degree programmes

### Current distribution in one-year Master's programmes

**Aim: Information on the dropout rate and graduation rate of different cohorts in one-year Master's programmes.**

Source: 1CHO\* (enhanced)

The graph shows the percentage of students who obtained their degree within two years, the percentage that obtained the degree this year and the percentage still studying. It also shows the percentage of students that dropped out.

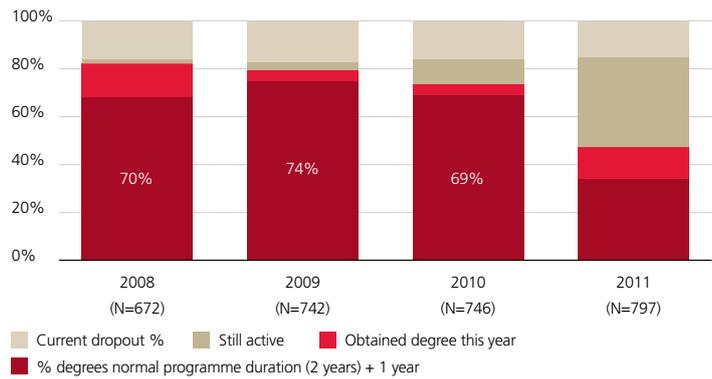


### Current distribution in two-year Master's programmes

**Aim: Information on the dropout rate and graduation rate of different cohorts in two-year Master's programmes.**

Source: 1CHO (enhanced)

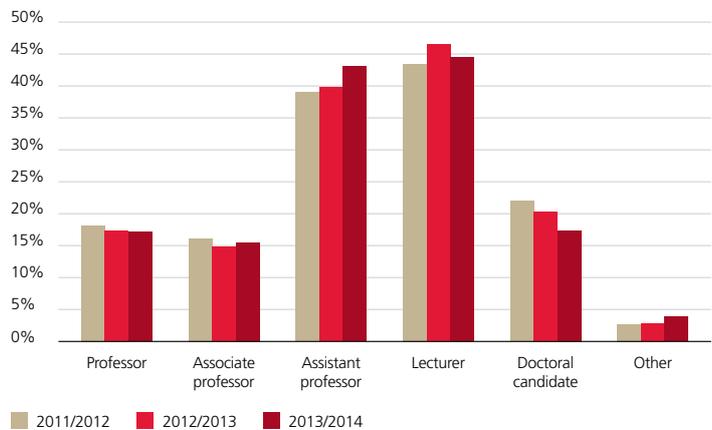
The graph shows the dropout rate, the percentage of students that obtained their degree within three years, the percentage that obtained the degree this year and the percentage still studying. The 2011 cohort is still in its third year.



### Development of teaching activities funded by 1st flow of funds

**Aim: Information about the share of the teaching workload of academic staff subsidised by government funding across successive academic years.**

The graph shows how the deployment of government funding for the Master's programmes is distributed across the various job categories. The proportion of assistant professors and associate professors has increased slightly, while that of lecturers and doctoral students has decreased slightly.



\* 1CHO = extract Central Enrolment Register for Higher Education



Overall, compared to students from other universities of applied sciences, a slightly higher proportion of students from the AUAS/HvA who enrol in UvA Master's programmes actually obtain the degree. This applies to both direct transfers and transfers preceded by a pre-Master's programme.

Since 2007, the Master's dropout rate among students from the AUAS/HvA has been lower than among those from other universities of applied sciences, and in 2008 was even lower than among students with an academic Bachelor's degree.

In addition to the several hundreds of students who transfer from the AUAS/HvA to the UvA every year, there is also a substantial number of UvA students who decide to transfer to the AUAS/HvA after their first or subsequent years. In 2013, 228 students were enrolled at the AUAS/HvA who had been enrolled at the UvA in 2012. Notably, these transfers come from nearly all the UvA faculties and are distributed across nearly all the AUAS/HvA schools.

Ten years on, the Executive Board can conclude that the AUAS/HvA-UvA collaboration has clearly provided an impetus for transfers, though initially more, but not all, students who transferred did a pre-Master's programme (preparatory programme) first, rather than transferring directly, as initially envisioned. Reverse transfers from the UvA to the AUAS/HvA can be characterised as diverse and fulfil a clear need in the student orientation phase.

The two institutions have experienced a gradual convergence in both their operational management and their organisational cultures. By phasing out remaining differences in their governance models (role of staff) and their cost and budget allocation models in the years ahead, the benefits of collaboration can be further utilised.

A theme that will be included in the next *Strategic Plan* of both institutions will be to delineate specific programmes for the best students from higher professional education and for students in academic programmes who do not wish to pursue a career in research.

### Student numbers and degree conferral

After years of strong growth, the number of students enrolled at the UvA stabilised at just above 30,000 students in 2013. Its share of the Dutch higher education market was 12.5%, the same as last year, after a peak of 13.6% in 2010. This reduction is largely attributable to:

- the virtual disappearance of part-time programmes (except at the faculties of Law and Humanities);
- the enrolment (since 2011) of pre-Master's students as contract students instead of as Bachelor's students, except where enrolment as a Bachelor's student is needed to qualify for student grants and loans.

However, the number of first-year Bachelor's students saw a marked increase (11%) in 2013, possibly as a result of announced changes to student grant and loan legislation. This increase is distributed across all the faculties with no enrolment quotas.

The government is also preparing a number of measures for the years ahead whose impact on student numbers remains difficult to gauge. These include the replacement of student grants and loans, wholly or in part, with a system of public loans, as well as the curtailment or possible termination of the student public transport pass.

Though most of the students who enrol at the UvA are pre-university secondary school graduates from the north-western region of the Netherlands, there is also a sizeable share of students from other parts of the country.



15 APRIL

Mario Draghi, president of the European Central Bank, is a guest at the Faculty of Economics weekly 'Room for Discussion' forum

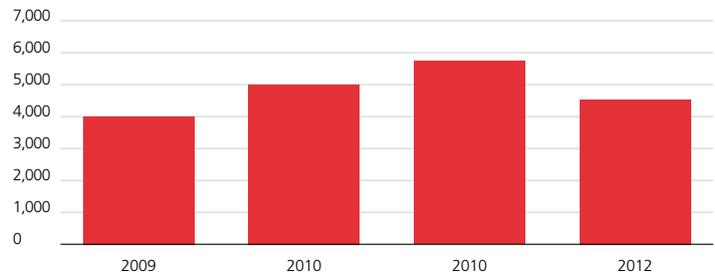
## Data on Master's degree programmes

### Number of Master's degrees obtained

**Aim: Information about the number of Master's degrees obtained per academic year.**

Source: Strategic Plan 2011-2014 and Covenant

The graph shows the number of Master's degrees obtained in successive academic years. This also shows a spike following the threat of increased statutory tuition fees for long-term students in 2012.

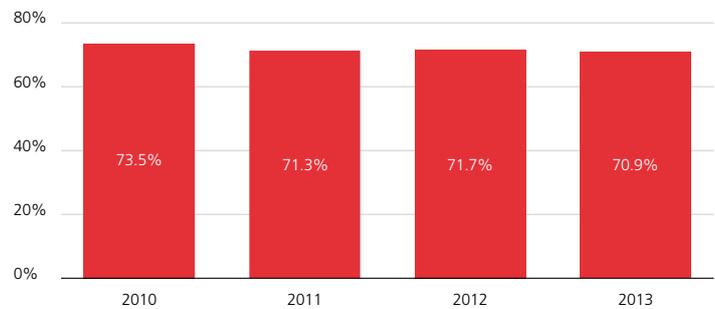


### Satisfaction with degree programme content

**Aim: Percentage of students who are satisfied with the curriculum.**

Source: National Student Survey (NSE)

The graph shows the percentage of students who are satisfied with the curricular content of their degree programme. The slight decrease has led to some concern. There are substantial differences between individual programmes. Analyses are conducted by the Boards of Studies.

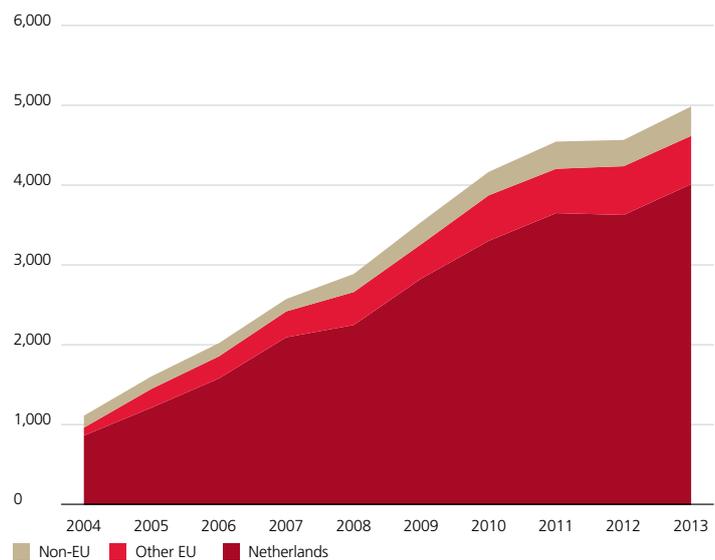


### Master's intake by nationality

**Aim: A substantial increase in the international Master's student intake in 2014.**

Source: Strategic Plan 2011-2014

The graph shows the Master's student intake, by nationality. The number of foreign students has grown in accordance with the overall Master's intake and remained stable at a share of 19-22%.



The number of degree conferrals has been increasing as a result of the acceleration in study pace, but with a spike in 2012 that can be attributed to the threat of increased statutory tuition fees for long-term students announced in the 2011-2012 academic year. The figures further show that the UvA has a large appeal for Master's students who obtained their Bachelor's degree at a different institution.

### Programme differentiation (Excellence policy)

In an environment where students can choose to design their studies in any number of ways, depending on the level and content, no strict line separates the standard programmes from the Excellence programmes. Nevertheless, the UvA does offer a large number of different degree programmes for students whose interests and abilities extend beyond the standard curriculum.

Approximately 290 UvA students enrolled in Honours programmes in 2013. Aimed at expanding students' horizons, these are selective admission programmes with a heavier workload (30 additional credits). Dropout rates from these programmes were still a major point of discussion, as was correct registration in the Student Information System (SIS).

To mark the conclusion of the Dutch Ministry of Education's Sirius Programme (introduced in 2008 to promote excellence in Dutch higher education) in September 2012, the UvA-VU University Amsterdam Honours programmes were assessed by an international panel (Sirius Review), which presented its definitive final report to the Platform Bèta-Techniek (Science & Technology Platform) in 2013.

The Sirius Review took a positive view on the strides that the UvA and VU University Amsterdam made jointly between 2008 and 2012 and identified some promising directions for the further development of their Excellence strategy at both the Bachelor's and Master's level. Accordingly, in 2012 the UvA and VU University Amsterdam committed to continuing their collaboration in the Honours programmes and to proceed with the Sirius objectives through to 2015.

The Executive Boards of the UvA and VU University Amsterdam asked the VU-UvA Excellence Platform to come up with proposals for the promotion of excellence in the Bachelor's curricula. In January 2013, a conference was organised to discuss a broad range of issues relating to the future of Honours programmes at the two universities. Topics included experiences with the final evaluation of the Sirius Programme and the exploration of various other possibilities for promoting student excellence.

Based on these discussions, the UvA and VU University Amsterdam drew up a joint honours framework for improving the way the Honours programme curriculum and its organisation are positioned, and providing for the formation of a joint VU-UvA Honours Committee to succeed the VU-UvA-AUC Excellence Platform.

### Range of programmes offered

The UvA offered 57 Bachelor's programmes in September 2013, including:

- interdisciplinary programmes, among which those in Natural and Social Sciences, Future Planet Studies, Psychobiology, Biomedical Sciences and the English-taught Liberal Arts and Sciences at Amsterdam University College;
- broad degree programmes such as Interdisciplinary Social Sciences, Cultural Studies and European Studies;
- disciplinary study programmes such as Art History, Mathematics and Sociology;
- degree programmes strongly oriented to academic professions (having civil effect, i.e. granting admittance to licensed professions) such as Dentistry and Law.



17 APRIL

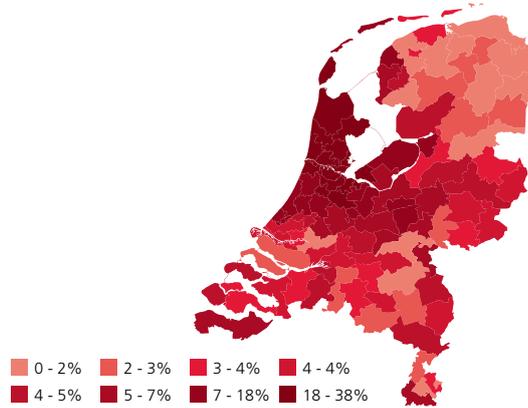
Henkjan Honing, professor of Music Cognition, is awarded the Distinguished Lorentz Fellowship 2013-2014

## Data on the UvA's 'market share'

### Direct six-year pre-university education (VWO) intake at UvA, 2007-2011 average

**Aim: Information about the regional provenance of UvA students.**

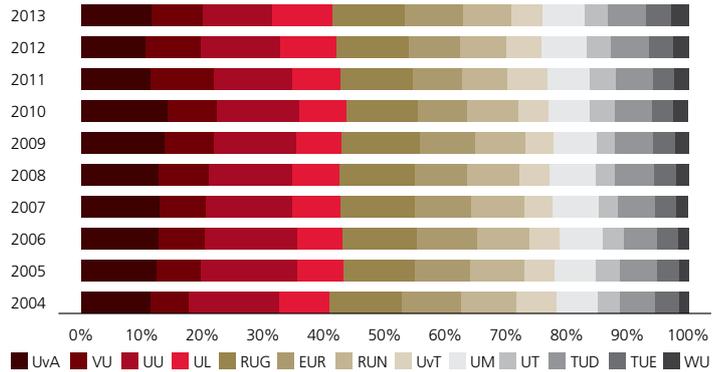
The graph shows the share of pre-university graduates per region of the country who enrol in a degree programme at the UvA. Bachelor's students come from throughout the country, though the majority are from the north-western and central Netherlands.



### Bachelor's intake (first-year intake at the institution)

**Aim: Indicate the percentage of the total number of students enrolled in Dutch research university Bachelor's programmes that is enrolled at the UvA.**

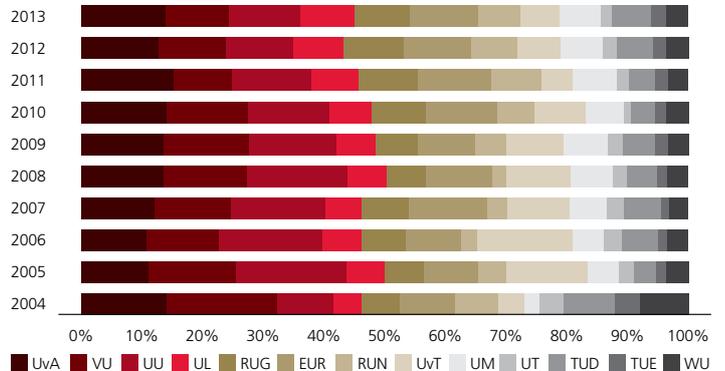
The UvA's percentage has remained fairly steady at 11-12%, and a combined 20-21% with VU University Amsterdam. The slight dip after 2010 is attributable to changes in the preparatory programmes.



### Master's intake (first-year intake at the institution)

**Aim: Indicate the percentage of the total number of students enrolled in Dutch research university Master's programmes that is enrolled at the UvA.**

The UvA's percentage has remained fairly steady at 13-14%, and a combined 24-25% with VU University Amsterdam. Amsterdam is attractive to Master's students.



In 2013 the Bachelor's programme in Earth Sciences was officially closed for new enrolments as part of the changeover to Future Planet Studies. The Life Sciences Bachelor's programme was definitively terminated.

Twenty-seven Bachelor's programmes offered a part-time variant alongside the full-time option. However, part-time student enrolment dropped substantially – to virtually zero in most faculties (with the exception of Law and Humanities) – as a result of current government policies. In almost all degree programmes, figures have declined to the extent that it is not worth organising separate courses for this group.

As from September 2013, the UvA offers 53 one-year Master's programmes, as well as 20 Research Master's programmes and 19 additional two-year Master's programmes. Eight dual Master's programmes and ten Executive and Advanced Master's programmes were offered in 2013.

In December 2013, the Accreditation Organisation of the Netherlands and Flanders (NVAO) granted accreditation to the new Master's programme in Entrepreneurship, which will be offered jointly with VU University Amsterdam from 1 September 2014.

Appendix 1 contains a complete overview of all the degree programmes offered at the UvA. Appendix 2 contains an overview of the accreditation scores in 2013.

No new international joint degree programmes were introduced in 2013, but existing collaborative programmes were continued. The UvA is not an advocate of offering double degrees, as it cannot take responsibility for the ongoing quality of the qualification issued at the partner institution and that qualification is not always independently certified.

An increasing number of research collaborations, many of which already existed, are giving rise to doctoral programmes in which doctoral students are supervised by researchers at two or more institutions and also conduct their research at multiple institutions. As a member of the League of European Research Universities and the global research university network Universitas 21, the UvA has adopted a protocol for joint doctorate programmes.

The UvA takes part in three Erasmus Mundus joint doctorate programmes (offered jointly by the UvA with another institution in or outside the EU).

### **Pre-Master's programmes and from HBO Bachelor's to WO Master's**

In 2013, the UvA continued its policy of structuring the pre-Master's programmes so as to make the process of eliminating academic deficiencies as effective and efficient as possible both for prospective students and for the institution. After all, such preparatory programmes ultimately represent a delay. Opportunities for students at the Amsterdam University of Applied Sciences to obtain all or nearly all of the necessary qualifications during their Bachelor's studies in order to enrol directly in Master's programmes at the UvA were further elaborated on in programmes in the social and behavioural sciences in 2013.

The UvA now offers pre-Master's programmes for a maximum of 30 ECTS credits in all fields of study for a fee equal to the statutory tuition fee. All the faculties – including Medicine and Dentistry – have also successfully set up programmes providing access to Master's programmes in a year or less. Fees for these programmes had to be lowered in September 2013 to conform to new legislation, resulting in a situation where not all pre-Master's programmes are able to cover their own costs.

#### **19 APRIL**

Executive Board President Louise Gunning is nominated as a Crown-appointed member of the Social and Economic Council of the Netherlands

New preparatory programmes based on e-learning plus self-study (with optional supervision) and a concluding test were launched in several areas in 2013, and this development is expected to continue. This trend and the ongoing development of tracks to bridge Master's programmes at the UvA with higher professional-level Bachelor's programmes at the AUAS/HvA will enable students to save time and money and the institution to manage costs.

Among higher professional education Bachelor's graduates, interest remains high in pre-Master's programmes that, upon successful completion, allow for enrolment in Master's programmes in Law and Communication Science.

The Faculty of Law already had agreements with the Open Universiteit (OU) affording admission to its Master's programmes from programmes offered by the OU, and these were extended in 2013.

### Internationalisation

The UvA is an international university, where students and staff communicate in both Dutch and English and where students are trained for careers in the global labour market. The University is keen to welcome students and researchers of all nationalities to play a valuable part in bolstering the international profile of the UvA as a research university.

More than 2,600 international students enrolled at the UvA in 2013, and the UvA has 860 international staff members. At present, 45% of doctoral students and approximately 20% of Master's students come from abroad.

Additional efforts were made in 2013 to organise the UvA's various Summer Schools for foreign students more efficiently, with the aim of strengthening the UvA's profile abroad and recruiting foreign students, especially at the Master's and PhD levels.

Based partly on that same goal, the UvA hosted the Universitas 21 Undergraduate Research Conference 2013, an annual conference organised for students of the U21 network of 24 partner universities worldwide, which includes the UvA.

The launch of the UvA's first MOOC (massive open online course) in February 2013 – a course in Communication Science – should likewise help to raise the UvA's international profile and generate greater recruitment capacity. Offered on two occasions in 2013 (February and September), the Introduction to Communication Science MOOC immediately attracted 5,000 participants worldwide, who subsequently gave it high ratings.

The UvA also launched a partnership with the international online education platform Coursera in 2013, through which the UvA began offering an MOOC in Grid Computing.

As part of its ongoing internationalisation efforts, the UvA is also investing in good relationships and collaborations with partners in countries and regions with relatively high potential, such as Europe and the US, as well as in emerging knowledge economies such as China, India and Brazil. In 2013 it took part in joint delegations led by the City of Amsterdam – to Brazil in June, and to China in September. Agreements were made with partner universities in both countries on the expansion of the existing collaboration and on new joint initiatives.

In Brazil, these agreements are an important link in the 'Brazilian Science without Borders' programme, which provides financial support for student exchanges with other countries. In China, agreements were made with the China Scholarship Council, which will be providing grants for students and doctoral candidates to study at the UvA. China's growing world presence was also a



1 MAY

Gerard Mols, former Rector Magnificus of Maastricht University, is appointed to the UvA Supervisory Board

theme at the opening of the 2013-2014 academic year in Amsterdam, and a new UvA alumni chapter was established in Beijing in 2013.

In the International Student Barometer (ISB) conducted in 2013, the UvA once again earned the highest average rating among Dutch universities from international students. Respondents in this national/international benchmark survey were particularly positive about 'learning' at the UvA, including its international classrooms and lecturers' proficiency in academic English. The multicultural environment and the international experience also scored high.

Collaboration agreements with partners in the League of European Research Universities and Universitas 21 networks and other bilateral exchange agreements allow students at the UvA to incorporate international experience into their studies. The table below shows the growing scale of these exchanges.

#### Student exchanges in the 2012-2013 academic year

PROGRAMME	INCOMING 2013 (2012)	OUTGOING 2013 (2012)
Erasmus	529 (426)	358 (331)
Global Exchange Programme	287 (259)	342 (307)

Excluding the UvA's own exchange programmes at the faculties of Medicine and Dentistry.

#### Quality assurance

In June 2013 the Accreditation Organisation of the Netherlands and Flanders (NVAO) granted institutional accreditation to the UvA following the release of the accreditation committee's advisory report, which was positive on all counts. Chaired by Prof. J. Peters, the committee reported it was 'impressed by the convincing manner in which the University of Amsterdam has demonstrated its commitment to enduring change and its effective control over educational quality assurance'.

It also offered a set of five recommendations relating to work pressure, catering for 'non-excellent' students, internationalisation (outgoing mobility), studying with a disability and the professional status of academically trained secondary school teachers.

Preparations for the Institutional Quality Assurance Audit, which began with an external audit in 2010, have been a catalyst for numerous improvements in the quality assurance system and governance model.

With the audit concluded, the UvA initiated a 'Safeguarding the Institutional Audit' programme, which, as the name indicates, seeks to make permanent and standard the improvements made in the lead-up to the audit, and also incorporates the recommendations of the NVAO committee.

As part of its quality assurance programme, the UvA also worked to harmonise the teaching evaluation process university-wide based on the latest literature on the subject. This started with the Bachelor's programmes in 2013 and will be extended to the Master's programmes in 2014.

The new evaluation method (UvA Q) makes it possible to compare all courses offered at the UvA with each other and provides information not only about course quality, teaching methods and teaching staff, but, more particularly, about how much and what students have learned. Harmonisation also implies access to information that extends beyond a single course as well as reference values for comparable courses in different degree programmes.



1 MAY

Patti Valkenburg is appointed  
University Professor of Media,  
Youth and Society





MAY

## 1.4 Corporate social responsibility and innovation

### Policy

The University of Amsterdam applies the definition of the term ‘valorisation’ as used by the Association of Universities in the Netherlands (VSNU): ‘The process of making knowledge gained through scientific education and research suitable or available for economic or social exploitation, or the exploitation of such knowledge through competitive products, services, processes and new activities (or participation therein)’. Implicit in this definition is the fact that valorisation involves both ‘knowledge dissemination’ and ‘knowledge use’. ‘Knowledge dissemination’ concerns all activities that make public new insights arising from scientific research and education, thereby making them suitable for use or application by a public other than the scientists themselves. ‘Knowledge use’ involves translating knowledge into competitive products, services, processes and new activities. This distinction roughly corresponds to the difference between sharing knowledge ‘for nothing’ and sharing knowledge for economic value. It is worth emphasising that there is no hierarchy here: both forms of valorisation have great significance for the University of Amsterdam. In both cases what counts is the impact that the two types of activities have – on the economy and on society.

That valorisation has come to be considered increasingly important in recent years has been borne out nationally by its being embedded in the Dutch Higher Education and Research Act (*Wet op het Hoger Onderwijs en Wetenschap*) in 2005 as the third core task of institutions of higher education. This embedding was given further shape in the provisions of the General Agreement made between the VSNU and the Minister of Education in late 2011, which targeted reserving at least 2.5% of annual public research funding for valorisation by 2016 (at the latest).

In the UvA’s *Strategic Plan 2011-2014*, the role of valorisation is explained as follows: ‘The UvA has set itself the mission of making a valuable contribution to social and economic interests through a commitment to education and research. Entrepreneurship is encouraged amongst students and academic staff alike, and is helping to shape the knowledge and innovation agenda of the city of Amsterdam. In this role, the UvA is working in concert with businesses and various social organisations, including cultural and government institutions.’

The University of Amsterdam has set the following two main objectives:

- to deploy research and education to generate added social and economic value, for society in general and for the Amsterdam metropolitan region in particular;
- to generate additional revenues for the pursuit of research.

The University drew up a ‘Valorisation at the University of Amsterdam’ institutional policy paper in 2013, giving a cohesive picture of the aims of valorisation, the roles of the various actors involved, the instruments (including financial instruments) and the rules of play that apply to valorisation. Naturally, the most important actors in valorisation are the researchers themselves, and the policy paper is primarily meant as a guide for them.

Researchers involved in valorisation receive support from the Technology Transfer Office (TTO). Expanded in 2013 to extend its services to the AUAS/HvA, the TTO advises on the acquisition of grants and contracts from clients in the second and third flows of funding, both national and international.

6 MAY

Four UvA research projects are awarded grants under the NWO/TNO Creative Industries programme

It can also provide specific information on the registration and management of intellectual property and on procedures for establishing new ventures arising from scientific research – including, notably, a structure providing for the temporary participation of UvA Holding BV in such ventures.

Developed in parallel with the valorisation policy paper were new ‘Regulations Governing Valorisation’, which replace the current ‘Regulations Governing Inventions’ and lay down rules on intellectual property and the exploitation of knowledge, as well as the conditions for University participation in new ventures.

With forms of valorisation increasingly tying in with staff members’ ancillary activities, the Regulations on Ancillary Activities were amended to reflect this. Both regulations were submitted to the employees’ organisations in early 2014.

### Collaboration with the AUAS/HvA

Nowhere does the potential value of collaboration between the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) manifest so clearly as within the framework of cooperation in the Amsterdam metropolitan region.

The table below shows several notable distinctions between the AUAS/HvA and the UvA that underscore this. The data were compiled from a survey held in early 2013 among all 600 professors and associate professors at the UvA as well as 100 lecturers and academic management staff at the AUAS/HvA.

% YES	AUAS/HvA	UvA
Have you ever worked in a non-academic sector?	80%	50%
Over the past 3 years, have you worked in collaboration at regional level?	50%	20%
At national/international level?	50%	80%
Has the amount of time spent on collaboration increased over the past 3 years?	75%	45%
Did you feel encouraged to develop collaborative relationships?	75%	50%
Were the activities you have been involved in aligned to the specific economic, social or cultural needs of your region?	75%	50%
Do you (or your unit) have specific goals and targets for these activities?	40%	20%
In your experience, have your activities which contributed to the institution’s public good mission been valued as much as your teaching and research activities?	30%	15%
When designing teaching programmes, are the future needs of the regional economy taken into account?	60%	20%

Comparatively speaking, the AUAS/HvA collaborates with urban and regional parties more. More extensive collaboration and the blurring of the boundaries between academically driven and practice-based research at the UvA and the AUAS/HvA, respectively, can logically be expected to provide a positive boost to the institutions’ impact on the city and on the efficacy of the Amsterdam Economic Board and its seven key economic clusters.

### The City of Amsterdam as partner

The UvA regularly conducts research on behalf of the City of Amsterdam. In the 2012-2013 period, this involved 32 projects with a total contract value of €2.1 million.



7 MAY

Christine Lagarde, director of the International Monetary Fund, is a guest at the Faculty of Economics weekly ‘Room for Discussion’ forum

A large share of this research is in fields of the arts and humanities or social sciences, with topics including language acquisition and second languages, work and income, cannabis coffee shops, activation and domestic violence. The Faculty of Science was involved in a study initiated under the Amsterdam Economic Board's Flowers and Food theme focusing on the use of DNA testing to combat plant and flower fraud.

As well as commissioning research, the City of Amsterdam is also a partner in attracting investments in UvA and VU University Amsterdam research from third-party clients such as the SRON Netherlands Institute for Space Research and the ASML technology company.

### Valorisation indicators

The General Agreement made between the Association of Universities in the Netherlands (VSNU) and the Dutch Ministry of Education, Culture and Science provides that the universities will define long-term indicators on the basis of which their valorisation efforts and the results can be more effectively measured and/or demonstrated. By 2015, the universities should have developed and tested a widely supported set of indicators that can be used to measure and describe valorisation activities in different fields of science.

The VSNU took a first step in this process with the development of a 'Framework for Valorisation Indicators'. Based on the model provided in 'A Composite Indicator for Knowledge Transfer' compiled by an EU expert group, the Framework includes a menu with 12 indicators (relating to collaboration, people and results) and approximately 80 supporting criteria. At the end of 2013, each university chose and adopted a limited set of indicators (5-20) that will be tested and validated in 2014-2015.

The mission of the UvA as formulated in its *Strategic Plan 2011-2014* is to make a valuable contribution to social and economic interests both in the area of medical science and in the areas of the arts and humanities and the social sciences. Accordingly, scaling up the University's social impact is among the three designated KPIs for valorisation.

At the time the Valorisation policy paper was drawn up, the UvA had not yet made a selection of specific indicators upon which to base its profile. Within each faculty, the deans were invited to submit their own proposals for a limited number of indicators. Their nominations clearly bear out the importance accorded to valorisation and the many forms it takes: not only in the economic marketing of knowledge but also in ('softer') social contributions. Based on their responses and on the funding agreements made with the Ministry of Economic Affairs, Agriculture and Innovation under the pan-Amsterdam TTO programme, three main themes were identified:

- research (e.g. contract-based) with and for commercial enterprises,
- the UvA's relationship with the public sector and social organisations, and
- the UvA's contribution to a highly educated and enterprising workforce.



21 MAY

NWO Vidi grants awarded to eight young UvA and Academic Medical Center AMC-UvA academics



**Valorisation indicators defined by the University of Amsterdam**

	DIMENSION	INDICATOR	MEASUREMENT CRITERIA
1	Collaboration	Contracts	No. of projects in 3rd, 4th (and in some cases 2nd) flow of funds
2	Collaboration	Funding (external revenues)	Revenues in € from 3rd, 4th (and in some cases 2nd) flow of funds
3	Collaboration	Collaboration	Collaborative partnerships with commercial enterprises and institutions (based on agreements)
4	Collaboration	Publications	No. of citations in policy documents and professional journals, popular publications No. of appearances in media, public sector, interviews in articles and media No. of citations in treatment guidelines and protocols
5	People	Entrepreneurship	No. of students taking more than 6 ECTS credits in entrepreneurship modules
6	People	Interaction	No. of memberships in officially established (= by the minister or by law) (advisory) committees and councils No. of university staff members with jobs outside higher education
7	People	Lifelong learning	Revenues in € from contract teaching
8	People	Research on entrepreneurship	No. of incoming/outgoing academic staff from/to non-education No. of external doctoral candidates No. of joint publications
9	Results	Licences	No. of licences on patents/know-how
10	Results	Patents	No. of patents in portfolio
11	Results	Entrepreneurship	No. of students with own start-up No. of staff with own start-up
12	Results	Inventions	No. of innovations and services for the market, government and social organisations

These main themes are reflected in the above set of 12 indicators. The definitions of these indicators and the ways in which they will be put into operation in daily practice will be further specified and detailed in 2014; in some cases this will also require provisions for registration at the institutional level.

**Pan-Amsterdam TTO**

In 2012, the University of Amsterdam, VU University Amsterdam and their two academic medical centres in Amsterdam, and the Amsterdam University of Applied Sciences and the Amsterdam Center for Entrepreneurship (ACE) submitted a joint application for a grant under the Dutch Ministry of Economic Affairs' valorisation programme.

This grant was awarded in two tranches of €5 million each, which the institutions had to match with their own funds. One of the key targets of this funding is the creation of a pan-Amsterdam Technology Transfer Office (TTO), which will subsume the Technology Transfer Office (BKT).

The UvA felt there was an evident need for this pan-Amsterdam TTO, which could serve to concentrate knowledge such as legal expertise on patents, licences and collaboration agreements and on national and international funding acquisition. As well as creating opportunities to learn from each other, such a concentration of knowledge also opens up avenues for further focus and specialisation in sub-fields and offers economies of scale. Concentration is also vital in light of the increasing weight being placed



24 MAY

Opening of the exhibition *save as://erfgoed* on Dutch computer history, organised by UvA students



on collaboration with commercial organisations in assessments for large grant applications, such as NWO funding under the Top Sectors policy.

In November 2013 Michel Bergh was appointed as director with responsibility for establishing the pan-Amsterdam TTO and for implementing the TTO programme. This is set to run from 2012 until late 2018, with funding already secured for the periods up to 2016 (first tranche) and up to 2017 (second tranche).

### UvA Holding

UvA Holding BV was established in 1992 for the purpose of the development and implementation of marketing activities. HvA Holding BV (the holding company of the Amsterdam University of Applied Sciences) was subsequently established in 2004. Both holdings are concerned with profitable activities that do not necessarily fall within the statutory remits of the two institutions, but which are directly related to them, including new ventures, applied research, practice-based teaching and other market-oriented activities. A number of these contract research projects have been successfully privatised. Given the growing importance of valorisation for the UvA and AUAS/HvA, both holding companies have shifted their accent to the formation and supervision of and participation in new ventures. In September 2013, Peter Krijnsen was appointed director of the Holdings to succeed Piet Scholten on his retirement as the original director.

At Scholten's recommendation, the Executive Board took this opportunity to more clearly delineate the Holdings' tasks and purview in relation to the Technology Transfer Office. This led to the creation of a UvA Holding Seed Fund for new ventures, which provides start-up risk capital in exchange for participation. This Fund is a financial instrument which complements the TTO instruments for start-up development.

### Campus infrastructure

UvA policy sets out guidelines for the provision of physical space and facilities for valorisation activities. The development of Amsterdam Science Park is discussed in section 2.4. An example is the Van 't Hoff Institute for Molecular Sciences (HIMS), which launched a programme in October 2013 to support new businesses in this field at Amsterdam Science Park. Scientists at the HIMS provide individual advice and assistance as well as access to their analysis equipment. Similar ideas are being developed for Roeterseiland to make this campus more attractive to innovative parties.



27 MAY

Amsterdam becomes the home base of the new ASML research institute, set to join forces with the FOM, UvA, VU University Amsterdam and NWO

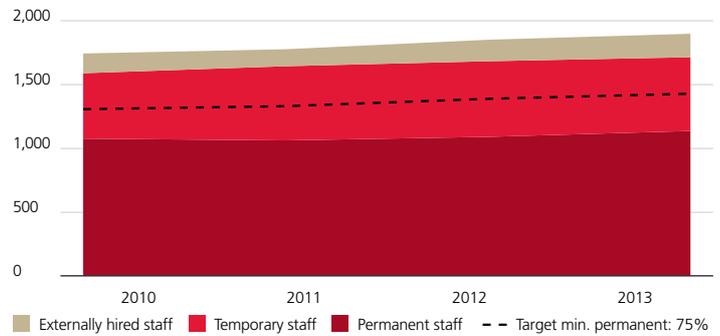
## Data on academic staff

### Flexible workforce development, excl. doctoral candidates (FTEs)

**Aim: Flexible workforce comprising approx. 25%.**

Source: Strategic Plan 2011-2014

The indicator shows the balance between employment security for staff and capacity to respond to fluctuations in operational activity. 'Permanent' includes the prospect of permanent employment. The flexible workforce is well above 25%.



### Staffing capacity, outflow/influx of permanent staff

**Aim: 10% increase in staff influx and outflow figures in 2014.**

Source: Strategic Plan 2011-2014

The graph shows staffing capacity (in FTEs at year-end) as the balance of staff outflow/influx (in % over each year).

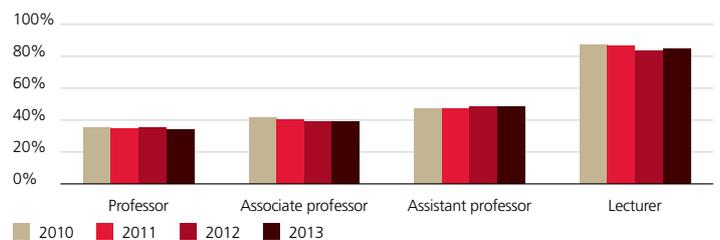


### % teaching deployment (in FTEs) per position

**Aim: Research-intensive teaching.**

Source: Vision on Teaching and Learning

The graph shows the average percentage of available time taken up by teaching activities for each category of academic staff over four successive years.

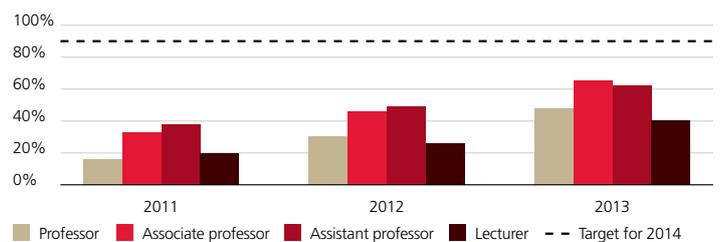


### % UTQ positions (headcount)

**Aim: 90% of teaching staff in permanent employment and on a temporary contract for more than one year hold a University Teaching Qualification (UTQ).**

Source: Strategic Plan 2011-2014

The graph shows actual figures for a number of staff categories.



## 2. Organisation and operational management

### 2.1 Quality of staff

#### Policy

Flexibility, diversity and employability led the UvA's personnel policy agenda last year. Flexibility in this case refers to the desired size of the flexible workforce deployed for teaching activities. Diversity includes efforts to appoint more women to senior academic positions. Employability was relevant in view of the standards of the Institutional Quality Assurance Audit carried out in 2013, and in particular concerned aspects of teaching quality. A major focal point was the registration of and investment in academic staff obtaining the University Teaching Qualification (UTQ) and Advanced UTQ. Career orientation facilities for support and management staff were expanded, and both internal and sector-based professionalisation programmes were made available for these staff members.

The personnel policy objectives formulated in the *Strategic Plan 2011-2014* focus on quality and flexibility. The quality objectives are:

- to establish the best balance in the flexible workforce for each faculty;
- to ensure that 90% of all lecturers hold a University Teaching Qualification (UTQ) by the end of 2014;
- to ensure that 50% of support and management staff have taken part in a professionalisation programme by the end of 2014.

#### Workforce capacity

The UvA's workforce capacity increased by 65 FTEs (69 people) in 2013 to a total of 4,410 FTEs. Academic staff grew by 50 FTEs, with the faculties of Science and Social and Behavioural Sciences showing the strongest growth (28 and 20 FTEs, respectively). Support staff grew by 15 FTEs. While the faculties experienced a slight decrease (-8 FTEs), support services added 23 FTEs. This growth was concentrated mainly at the Technology Transfer Office, the Communications Office, the University Library and Real Estate Development. The share of academic staff in the overall workforce picked up slightly from 57.5% to 57.8%.

#### Flexibility

Flexible staffing is necessary in order to be able to respond to external and internal developments in a timely manner. It also allows people to get a head start on their careers or gain an orientation on the direction of their careers.



5 JUNE

Unveiling of the Roetersbos construction site barrier at the Roeterseiland Campus in Amsterdam

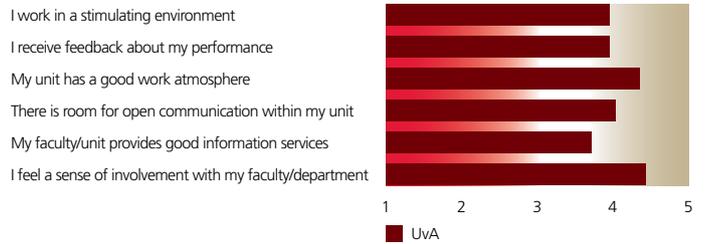
## Data on academic staff

### Work environment perception

**Aim: Satisfied staff members.**

Source: HR Framework

The graph shows scores from the Employee Monitor on different aspects of work environment perception (on a 5-point scale) compared to the UvA average.

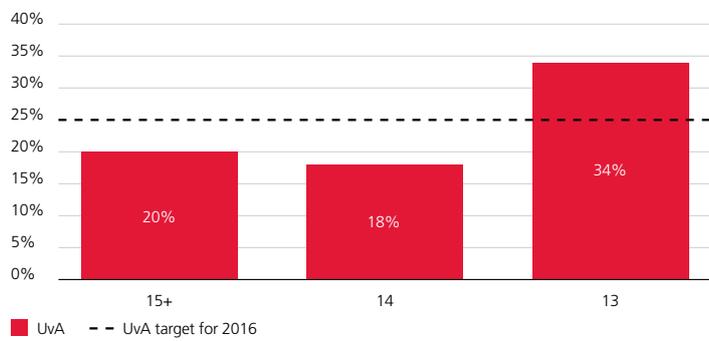


### % Women in higher-level positions (FTEs)

**Aim: 25% female employees in top academic positions (scale 15+) in 2016.**

Source: Executive Board decision 17 December 2012

The graph shows the percentage of female employees in higher scaled positions at the UvA overall compared with the target for 2016.

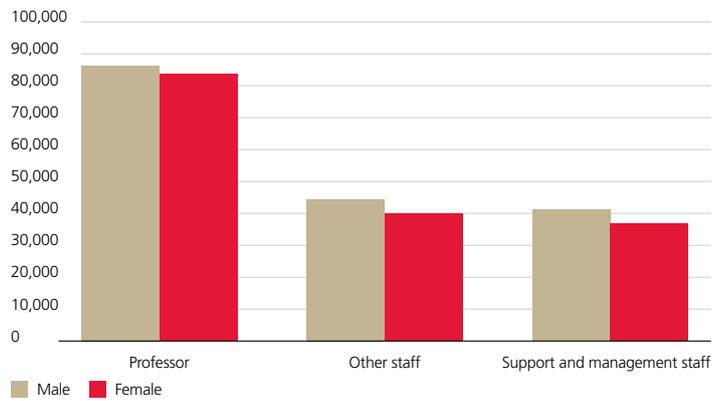


### Salary differences M/F

**Aim: Equal pay for equal conditions.**

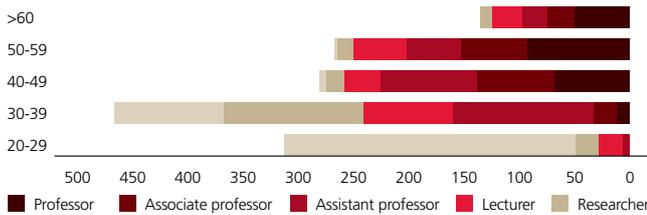
Source: Executive Board decision 17 December 2012

The graph shows the average gross salary per FTE in 2013.

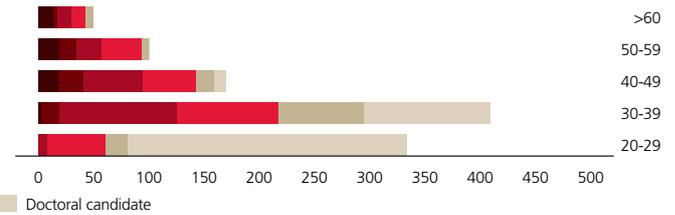


### Composition (in FTEs) by age, position and sex (2013)

Male



Female



The central theme of the new ‘terms of employment’ agreement is long-term employability. Concluded with the trade unions in 2013, this agreement provides various options for exercising this flexibility. Academic staff can take sabbatical leave to fully dedicate themselves to research for a predetermined period, for example, and there is a facility to take employability leave in order to temporarily explore working in a different position or at another organisation.

The Employability Fund offers financial support for training and development programmes, whether for individuals or groups. Several faculties made extensive use of the sabbatical leave option in 2013, to the extent that the available budget was fully used. The number of applications to the Employability Fund has increased since 2007 from 37 to 110 in 2013, including nine for employability leave and five group applications. The Employability Fund had a total expenditure of approximately €400,000 in 2013.

The Employability Fund also offers staff members opportunities for personal development through programmes and training in areas related to or outside their current positions. In addition to individual applications, the UvA also has plans to facilitate group programmes through reimbursements from the Employability Fund. To qualify, such programmes must offer an innovative approach to the promotion of long-term employability among staff members and also serve as a broader model.

The Terms of Employment Agreement 2013 also sets out provisions under which staff can take Open UvA Courses, intended to encourage employees to extend their horizons. Flexibility also refers to the ability to see beyond the boundaries of one’s own discipline or position. As an incentive, the Faculty of Humanities extended its internally developed WeRC (‘working in a broader context’) project to VU University Amsterdam, enabling support staff to work at a different location within a different organisation for several months – in other words, UvA employees can work at VU University Amsterdam and vice versa. The project is backed by a grant from the SoFoKleS knowledge sector fund, allocated in part with the aim to gain an understanding of the success factors and preconditions for such exchange processes and adapting them for use in the corporate sector. There were ten such placements in the period through the end of 2013. In practice, arranging placements has required a substantial investment in terms of time and supervision. With the project now up and running successfully, SoFoKleS has agreed to extend it through to the end of 2014 so that the remaining ten placement opportunities can be fully utilised.

#### 5 JUNE

UvA scores remain steady in the National Student Survey: quality assurance, study environment and ambiance score higher than in 2012; academic competences, information services and academic student counselling score lower

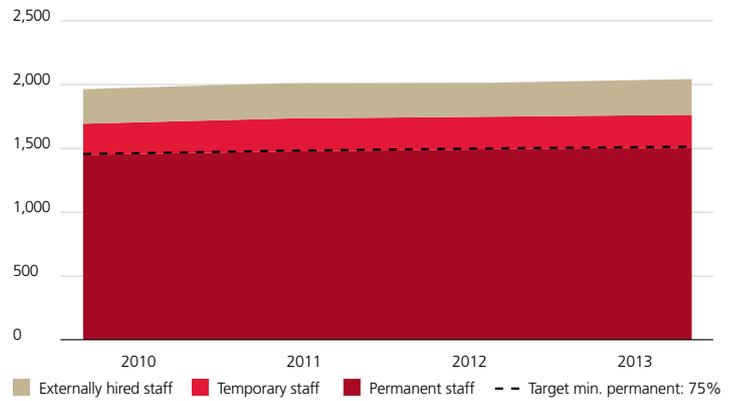
## Data on support and management staff

### Development flexible workforce by FTE

**Aim: Flexible workforce comprising approx. 25%.**

Source: Strategic Plan 2011-2014

The indicator shows the balance between employment security for staff and the capacity to respond to fluctuations in operational activity. 'Permanent' includes the prospect of permanent employment. The flexible workforce is at around the targeted 25%.

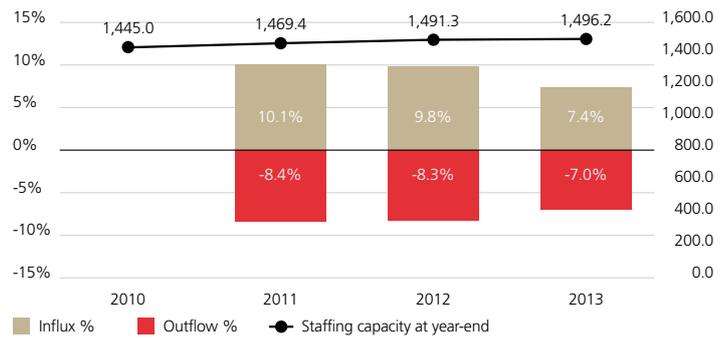


### Staffing capacity, outflow/influx of permanent staff

**Aim: 10% increase in staff influx and outflow figures in 2014.**

Source: Strategic Plan 2011-2014

The graph shows staffing capacity (in FTEs at year-end) as the balance of staff outflow/influx (in % over each year).



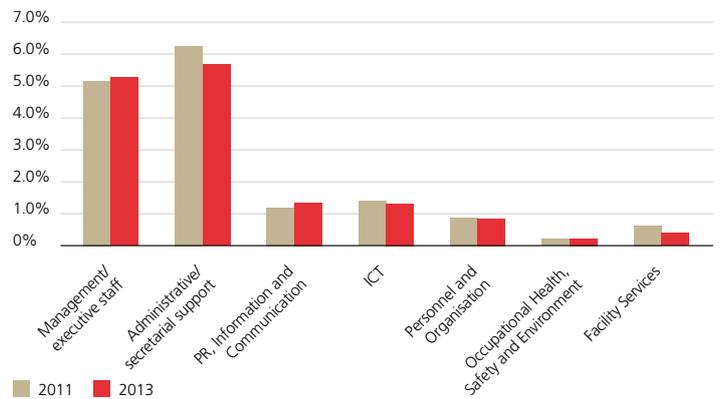
### Non-teaching-and-research-related staff categories at faculties and institutes as a percentage of all UvA staff

**Aim: The percentage of non-O&O\* staff in the entire staff complement will not remain above the 2011 level.**

Source: Performance agreements with Ministry of Education 2012-2016

The graph shows non-O&O staff categories as a percentage of the entire faculty support workforce, with 2011 as the benchmark year. The categories of management and communication show an increase.

\* O&O = Teaching & Research



The *Strategic Plan 2011-2014* determined that the size of the flexible workforce should ideally be 25%. At the end of 2013, this percentage was almost 24% (compared to 25% at the end of 2012). This figure mainly represents staff members with temporary teaching appointments. If temporary researchers and external staff are also counted, the flexible academic workforce amounted to approximately 44%. In 2012, this was 45%. Doctoral students were not included in this figure as their employment contract is by definition temporary.

### Diversity

The UvA is committed to maintaining a diverse workforce that includes a wide spectrum of talents, competences and skills. A key focus of the current diversity policy is the underrepresentation of women in top-level academic positions (professors, associate professors and institute directors). The ‘Talent to the Top’ Charter, signed in 2009, has sparked renewed efforts to promote the influx and advancement of women in the workforce, and particularly in the academic workforce. The percentage of women in top-level academic positions rose from 18.9% to 19.8% in 2013. By 2016, the UvA aims to employ women in 25% of its top academic positions. The percentage of women occupying top-level support staff positions (directors of operational management, shared services, executive staff and secretary general of the UvA) rose from 42% to 48% in 2013, well above the 40% target set for support staff.

The UvA has an equal pay policy for men and women. Though there is some difference in actual remuneration for men and women, this is attributable to differences in age and years of service. Among academic staff, an average of 70% of women was in service for fewer than five years, compared to 55% of men; among support and management staff these figures were 45% versus 35%, respectively. Differences in age, years of service and remuneration were smallest among professors.

As a major public employer, the UvA takes an interest in low-opportunity groups:

- the UvA runs a programme to help academically trained refugees to gain a better foothold in the labour market;
- the UvA participates in the international Scholars at Risk network, set up to promote academic freedom and assist academics under threat of persecution, including by offering them temporary accommodation.

### Integrity

The UvA takes violations of integrity very seriously. In 2013 it instituted a permanent Academic Integrity Committee under the chairmanship of Prof. E.M.H. Hirsch Ballin, and the post of confidential adviser for academic integrity rotated to Prof. J.C.J.M. de Haes.



21 JUNE

UvA website is named the best site in the ScienceGuide and Strategy on Demand 2013 Higher Education Web Ranking

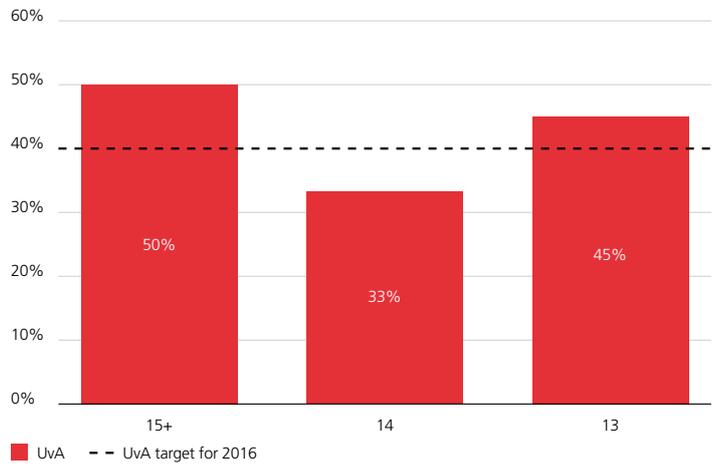
## Data on support and management staff

### % Women in higher-level positions (FTEs)

**Aim: 40% female employees in top support and management staff positions (scale 15+) in 2016.**

Source: Executive Board decision 17 December 2012

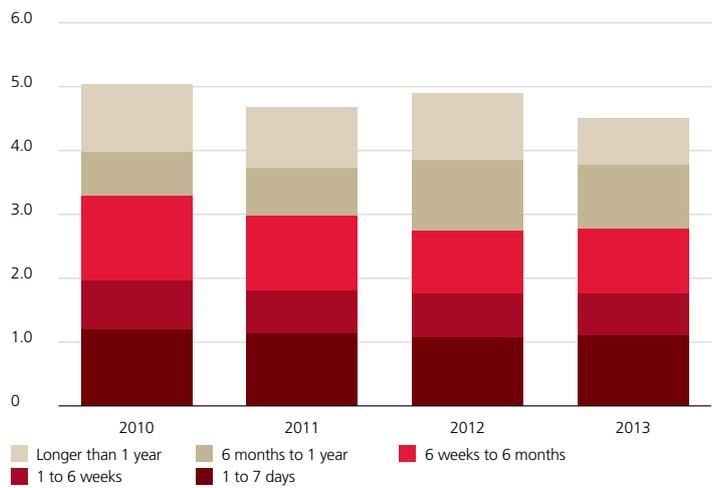
The graph shows the percentage of female employees in higher scaled positions compared to the UvA overall and the target for 2016.



### Absence due to illness percentages

**Aim: Minimal absence due to illness.**

The graph shows the duration of absences due to illness among support and management staff. Overall, absences due to illness remain below 5% (in this staff category; among academic staff this is under 2%).

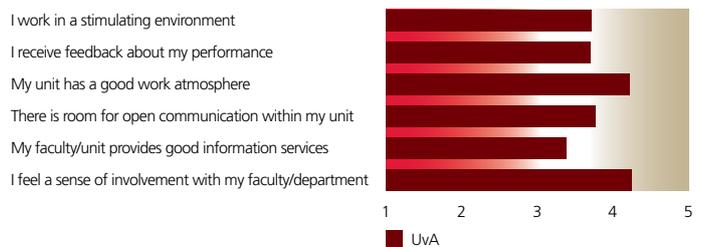


### Work environment perception

**Aim: Satisfied staff members.**

Source: HR Framework

The graph show scores from the Employee Monitor on different aspects of work environment perception (on a 5-point scale).



The UvA amended its Academic Integrity Complaints Regulations at the recommendation of the new Academic Integrity Committee in 2013. These regulations refer to both the Netherlands Code of Conduct for Scientific Practice of the Association of Universities in the Netherlands (VSNU) and the ALLEA European Code of Conduct for Research Integrity 2011.

Though a number of the tasks that formerly rested with the University of Amsterdam Ethics Committee (AIEC) have now been transferred to the Academic Integrity Committee, based on input from the representative advisory bodies and the AIEC itself it was decided to nevertheless maintain the AIEC for the time being. At present, the AIEC conforms to the definition of such a committee as referred to in Section 1.7 of the Dutch Higher Education and Research Act, consisting of one member appointed to represent each faculty, one member appointed by the Central Works Council and two members appointed by the Central Student Council.

The UvA is currently formulating an institutional policy for the prevention of academic negligence and violations of integrity. This policy will be laid down in a UvA Research Code similar to that adopted by the AMC-UvA.

At the UvA (excluding AMC-UvA), six cases of a suspected violation of academic integrity were investigated in 2013 based on a complaint from within or outside the UvA. Three cases were investigated by an ad hoc committee and three by the new Academic Integrity Committee. One complaint was declared inadmissible, one was declared unfounded and one was declared partly founded and partly unfounded. The Committee's recommendations were followed in full in almost every case. In three cases the Executive Board had not come to a final decision before the end of 2013. Those in which it did issue a definitive decision were published in anonymised form on the VSNU website in conformity with national agreements.

### Objections and appeals

Of the 19 objections still pending from 2012, five were declared unfounded, three were declared inadmissible, six were withdrawn following consultation and two were declared partly founded. Three cases from 2012 remained open and are being continued at the request of those lodging the objection. Over the course of 2013, the Executive Board received 13 new objections from staff members, of which seven were resolved by the end of 2013 and six were still under consideration. Of the total of seven resolved objections, one was declared inadmissible and three unfounded, and the others were resolved and withdrawn following subsequent discussion. The External Advisory Committee did not convene in 2013. Recurrent topics in this area were employment termination and resignation/dismissal, salary scale classification, reclamation of excess paid wages and rejected job applications.

In 2013, four new appeals were lodged with the court. One was declared founded, two were withdrawn and one is still under consideration in 2014. One application for a provision remedy was rejected. One case was brought before the Central Appeals Tribunal by both the person lodging the objection and the UvA, in which a decision is expected in 2014.

A further three cases concerning salary scale classifications were brought before the National Job Classification Commission, two of which were declared unfounded while the other is still pending.

### 26 JUNE

The Institutional Quality Assurance Audit awards the UvA its highest scores on all five assessment criteria (vision, policy, results, improvement policy, and organisational and decision-making structure)

## Annual Report by the Confidential Adviser for Academic Integrity

### I. Foreword

In accordance with the amended Netherlands Code of Conduct for Scientific Practice of the Association of Universities in the Netherlands (VSNU), the University of Amsterdam appointed a new confidential adviser in 2013. This position is now filled by Prof. J.C.J.M. de Haes, professor of Medical Psychology at the Faculty of Medicine.

The confidential adviser acts as a contact person for queries and complaints regarding academic integrity, seeks to mediate or determine some other amicable solution and/or informs the complainant regarding the procedure for submitting a complaint to the Committee.

Appointed with effect from 1 June 2013, Prof. de Haes previously served as academic integrity ombudsman at the AMC-UvA. Accordingly, this Annual Report includes her activities at both the AMC-UvA and the other UvA faculties.

### II. Activities as Ombudsman / Confidential Adviser

The Confidential Adviser was involved in 15 cases over the course of 2013, a number of which were already ongoing but could not be resolved in 2012 (see the 2012 Annual Report by the Academic Integrity Ombudsman for the AMC-UvA).

These 15 cases concerned suspicions of:

- 1) the falsification of data;
- 2) an improper relationship with research funding bodies;
- 3) obstructing the completion of a doctorate on the basis of a professional conflict;
- 4) failure to respect the rights applicable to developed products (two cases);
- 5) failure to respect copyright and the associated obligations;
- 6) non-reproducible published results based on an untraceable dataset;
- 7) inaccurate presentation of results;
- 8) failure to respect responsibilities and positions in projects (two cases);
- 9) disadvantage in the right to the use and publication of data collected elsewhere;
- 10) plagiarism of ideas;
- 11) failure to exercise independence where legally required;
- 12) conflict of interests in the review and/or assessment of research proposals.

The Ombudsman / Confidential Adviser acted in the role of adviser, mediator and/or investigator in these cases.

### III. Other activities

The Confidential Adviser also undertook teaching and training activities related to academic integrity and took part in consultations regarding academic integrity policy within and outside the UvA. She was further appointed to chair the University of Amsterdam Ethics Committee (AIEC).



28 JUNE

Maurits van der Molen, professor of Developmental Psychology, is awarded the UvA Stapenning honorary medallion

## 2.2 Ties with staff, students and alumni

### Policy

The UvA places great value on its relationships with its various stakeholders, including students, staff and alumni, and through them, with society. It hopes that the number of staff and students who feel a more than average commitment to the UvA will continue to grow, and that external Dutch stakeholders will know and endorse the UvA's objectives and make further positive contributions to the image-forming of the UvA. It goes without saying that the policy described in section 1.4 is also expected to contribute to this image-forming. UvA alumni occupy various and sometimes key positions in business, public organisations, media and government; as participants in and disseminators of a shared experience and common cause, they can clearly help to strengthen the UvA's reputation.

### Representative advisory bodies

Consultations with employees are conducted primarily in the Central and Faculty Works Councils, while terms of employment are discussed in the University Local Consultative Committee. Consultations with students are conducted in the Central and Faculty Student Councils. The Student Councils are elected on an annual basis, while the Works Councils are elected every three years (the last election was in spring 2012).

A major focus of discussion in the central works councils and the Works Council of the Faculty of Science in 2013 was the clustering of the science faculties of the UvA and VU University Amsterdam within the framework of Amsterdam Academic Alliance (AAA) Science. This process culminated in a UvA-worthy marathon session of the Joint Meeting on 20 December, during which considerations of finances, scale, student satisfaction and the single location of the UvA's current Faculty of Science were determining factors for not granting approval for full integration with the science faculties of VU University Amsterdam as yet. This topic will remain on the Joint Meeting agenda in 2014.

Other items discussed in 2013 were the Institutional Quality Assurance Audit, the collaboration between the UvA and the Amsterdam University of Applied Sciences, the regulations on electronic access control, academic integrity, the formation of a pan-Amsterdam Technology Transfer Office (TTO) and the documents relating to the annual planning & control cycle (Framework Letter, Budget, Accommodations Plan, accountability).

Regular consultations were held with the Central Student Council to discuss legislative changes relating to the Regulations governing Recommendations on Choice of Degree Programme (intake and matching). The structure of the so-called 'Article 24 meetings' was adjusted in 2013, and now takes the form of a separate consultation between the Central Works Council and the Central Student Council with (a representative of) the Supervisory Board in the presence of the Executive Board. The Executive Board considered the consultation with the central representative advisory bodies to be useful and constructive and looks forward to working with the councils to improve the coordination of decision-making and participation in decision-making with respect to the level at which decisions are made.



28 JUNE

Frans van Eemeren, emeritus professor of Speech Communication, Argumentation Theory and Rhetoric, is named Officer in the Order of the Netherlands Lion

### Meanwhile, in the representative advisory bodies ...

The financial crisis and the new government vision on universities have served to shift the representative advisory agenda towards increasingly weighty topics. The focus on performance agreements, academic success rates, international profiling and efficiency have sparked ambitious plans for far-reaching collaboration and the harmonisation of many arrangements with VU University Amsterdam. Though it has certainly been a challenge for the Central Student Council (CSR), thanks to concerted efforts, extensive contact with other bodies and an effective sharing of insights, we were able to conduct substantive discussion on all of the issues. However, when it came to the plans to merge the UvA Faculty of Science into an integrated VU-UvA science faculty, it proved impossible to reach agreement. Looking ahead, it is crucial to continue discussing the risks that the Executive Board hoped this plan would avert and to seek alternative solutions. The CSR has a good relationship with the Executive Board but a different outlook regarding collaboration with VU University Amsterdam, as reflected in the difficult discussions regarding the harmonisation efforts.

Lastly, the CSR is pleased with the phased implementation of the Student Information System SIS, the Executive Board's increasing focus on academic student counselling and the discussions on internationalisation, digitisation and matching. The CSR has consolidated its position from which to take part in these discussions and hopes to achieve further advances together in 2014.

Sam Quax  
Chair of the Central Student Council, 2013-2014

The year got off to a promising start, with the Association of Universities in the Netherlands (VSNU) joining with the trade unions in an effort to revitalise participation in decision-making. However, they each had a different understanding of the problems and the works councils and the university councils were not a party to this discussion.

The UvA's Central Works Council has identified at least three problems at various levels of decision-making:

1. nationally, an increasing number of agreements are being made between the Ministry of Education and the VSNU and presented to institutional representative advisory bodies as *faits accomplis* (for instance, performance agreements, broad labels);
2. higher education institutions are stepping up their interinstitutional collaboration (UvA-AUAS/HvA, UvA-VU, AAA), and agreements at this level are also being made that are difficult to adjust at the institutional level;
3. within the UvA, faculties are often so large (Humanities, Social and Behavioural Sciences) that all actual decision-making occurs at a lower level than that at which participation is organised.

The framework for participation in decision-making needs to be adapted to reflect this changing and more complex reality. Collaboration between organisational units could offer many advantages – such as broader deployability, a better competitive position – but effective and balanced management, including real input from staff and students, will remain a problem. This was one of the hurdles that led to the representative advisory bodies rejecting the proposed merger between the VU University Amsterdam and UvA science faculties at the end of the year.

As part of its efforts to improve the effectiveness of student and staff participation, the COR has co-launched an initiative aimed at strengthening national university representative advisory frameworks (LOVUM), developing management structures for inter-university collaboration, and shifting participation in decisions regarding the content of research and teaching – such as on the creation and termination of study programmes – to the faculty level. The motto here is: low where possible, high where necessary!

Radboud Winkels  
Chair of the Central Works Council, 2012-2015



2 JULY

Four UvA research projects are awarded grants under the NWO Religion in Modern Society programme

### UvA alumni network

Together the UvA and the Amsterdam University Association (AUV), the UvA's umbrella alumni network, pursue an alumni policy aimed at strengthening ties between alumni and academic practice at the UvA and between alumni themselves. Alumni are informed about developments at the UvA and are invited to take part in a range of activities.

The most popular alumni programme event was the annual University Day, held on Saturday, 1 June 2013. Attendance at this event has been increasing annually, with 1,500 visitors attending the 2013 edition. The main speaker of the day was alumnus and honorary doctorate recipient André Kuipers, who shared his experiences as an astronaut with the audience in the Aula. This was followed by a range of lectures and debates at the Oudemanhuispoort. More than 650 alumni and their primary school-aged children took part in the parallel parent-and-child programme at Amsterdam Science Park, specifically designed to cater for visitors in the 30s and 40s age group, which have been underrepresented at previous University Days. Furthermore, by exposing children to science and scholarship in this programme, children are given their first taste of academic orientation.

Participation in the AUV Day, the annual event for members of the Amsterdam University Association, held in November, is also increasing (to more than 630 in 2013), thanks in part to its growing number of alumni chapters. With the establishment of three new chapters in 2013 (for graduates of English Language and Culture, Psychobiology and Philosophy), the total number of AUV chapters has now reached 26. Following the formation of a new chapter for retired UvA employees in 2012, which saw its membership expand to more than 220 in 2013, efforts refocused in 2013 on getting more students and recent graduates involved in the alumni network.

When study associations and alumni chapters come together, students and alumni discover their mutual interests and how they can help each other. Young medical alumni now receive a free five-year membership to the AMC Alumni Point, and all recent UvA graduates receive digital updates about AUV activities for the first two years. Various networking receptions were organised for international students attending the UvA. The more these students forge ties with each other and understand that the UvA is interested in their welfare, the more likely they are to leave as satisfied alumni and be willing to act as ambassadors for the UvA. With universities vying ever more fiercely to attract international talent, alumni ambassadorship is becoming increasingly important, spurring the UvA to strengthen its local alumni networks abroad.

Alumni gatherings were organised in various cities around the world. In China, a new UvA alumni chapter with local circles in Beijing and Shanghai was established during a working visit to this country by an Amsterdam delegation that included UvA Executive Board President Louise Gunning. 'There is no better publicity for the UvA than enthusiastic Chinese alumni!' said Louise Gunning in the alumni magazine *SPUI*.



8-12 JULY

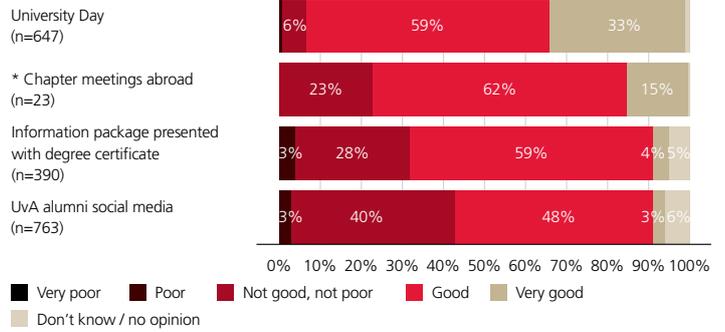
The UvA organises the ninth Unitas21 conference in Amsterdam

### Data from the Alumni Survey 2013

**Aim: Alumni make positive contributions to the public image of the UvA.**

Source: Strategic Plan 2011-2014

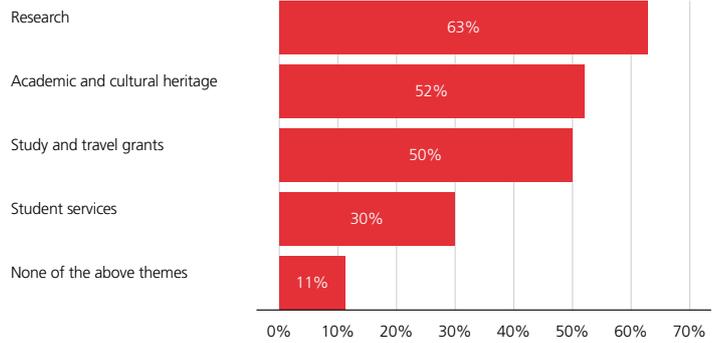
The graph shows how respondents in the Alumni Survey 2013 scored several activities organised for alumni.



**Aim: Double University Fund revenues.**

Source: Strategic Plan 2011-2014

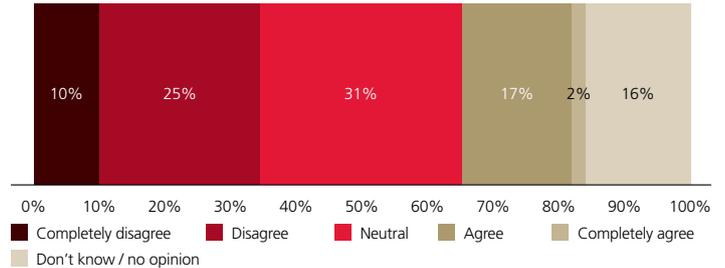
The graph shows which themes alumni favour most as designations for the University Fund.



**Aim: Double University Fund revenues.**

Source: Strategic Plan 2011-2014

The graph shows respondents' opinions regarding the statement 'In the future, teaching and research at the UvA will become increasingly dependent on support (financial and otherwise) from alumni'.



In 2013, *SPUI* magazine reached a circulation of 100,000, a figure that continues to rise in keeping with the growing alumni population and improving quality of data in the alumni database. Interviews with academics and alumni, background articles, information about activities and people keep readers up to date on developments at the University and in their network.

In late 2013 a survey was held among alumni to gauge their commitment to the UvA, their satisfaction with the activities, products and services currently on offer and whether they feel anything is lacking. More than 5,000 alumni completed the questionnaire, the results of which will become available in 2014.

### Fundraising

The sense of commitment felt by alumni and other friends of the UvA is reflected in the growing number of donations to the University of Amsterdam and to the Amsterdam University Fund (AUF). An independent foundation, the AUF raises funds to support the pursuit of science and scholarship and to help UvA student life develop and thrive.

More than 2,000 donors contributed to the Annual Fundraising Campaign in 2013, up from around 1,740 in 2012. In total, the campaign raised more than €140,000 (€128,000 in 2012) for initiatives not covered by government funding, such as the restoration of volumes from the monumental Atlas of the Netherlands and a UvA student-run project against food spoilage in Bangladesh. Almost half of all donors contributed via a long-term commitment in the form of a standing direct debit authorisation or a pledge for several years. Donors created five new Named Endowment Funds, including the Henk van Os Fund, initiated by University Professor Henk van Os with more than €100,000, and the Jansonius Fund for Historical Cartography, established with an initial capital of €24,500. Additional contributions were also made to various existing Named Endowment Funds. In all, the Amsterdam University Fund received over €600,000 in donations, and disbursed approximately €490,000. Projects showcased during the Annual Fundraising Campaign received the requested amounts. Funding was also provided for a large number of student travel grants and for other projects led by students, study associations and academic staff.

The AUF publishes its own annual report, presenting an account of the Fund's composition, growth and spending. The AUF works closely with its sister fund at the Academic Medical Center, the AMC Foundation.

As well as money, the UvA also receives donations in kind. The UvA's Special Collections acquired various collections in 2013, including the archive of the Swan Feature Syndicate (newspaper comic strips), the World Gourmand Cookbook Awards collection, 2,000 books on etiquette, housekeeping and cookery from Mr and Mrs Heijting and, just days before his passing, the archive of Dutch cabaret artist Maarten van Roozendaal.



12 JULY

Anthropologists Rivke Jaffe and Barak Kalir and astronomers Saskia Hekker and Jason Hessels are awarded Starting Grants by the European Research Council (ERC)

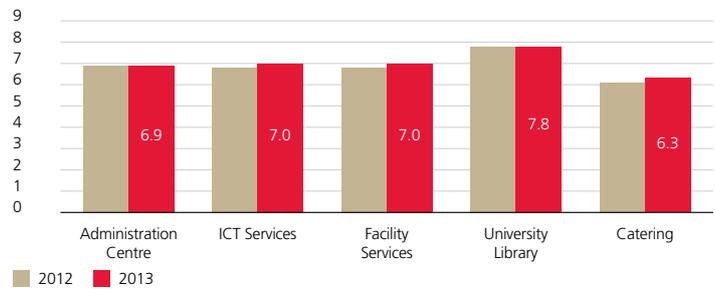
## Data on satisfaction with facilities

### Staff satisfaction

**Aim: Increase employee satisfaction with the provision of services overall to a score of 7 or higher.**

Source: Strategic Plan 2011-2014

The graph shows the scores given by respondents in the UvA Employee Monitor for each service unit. Catering is the weakest link.

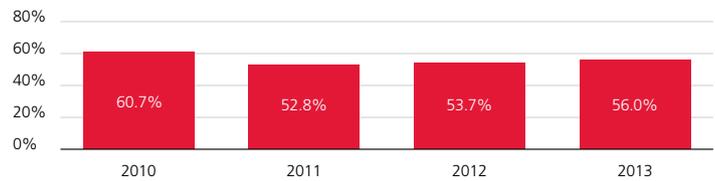


### Satisfied with study facilities

**Aim: Increase Master's student satisfaction with the way teaching is organised.**

Source: Strategic Plan 2011-2014

The graph shows the slightly higher percentage of students who are satisfied with study facilities at the UvA, according to the National Student Survey (NSE).

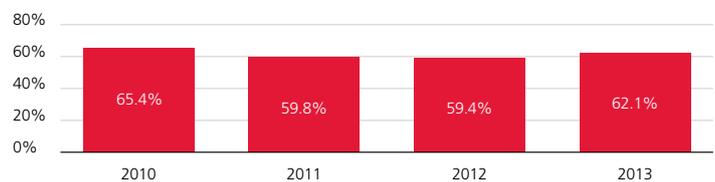


### Satisfied with study facilities

**Aim: Increase Bachelor's student satisfaction with the way teaching is organised.**

Source: Strategic Plan 2011-2014

The graph shows the slightly higher percentage of students who are satisfied with study facilities at the UvA, according to the NSE.

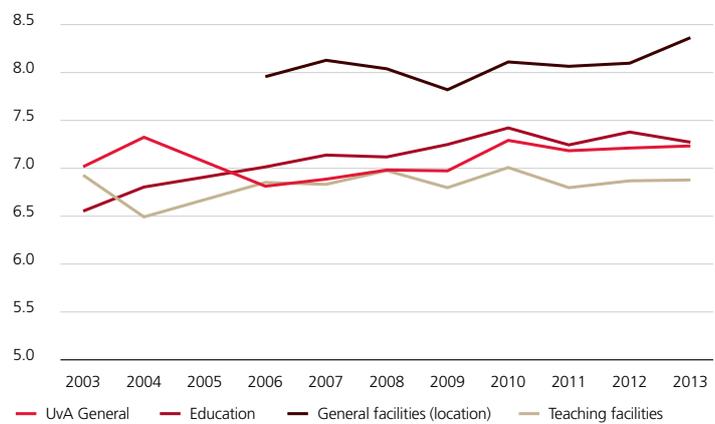


### Student satisfaction

**Aim: Increase Bachelor's student satisfaction with the way teaching is organised.**

Source: Strategic Plan 2011-2014

The graph shows that scores for UvA facilities and degree programme facilities are lower than scores for the degree programmes themselves. The only high score is for location (Amsterdam).



## 2.3 Reliable and sustainable services

### Policy

The policy objectives of the Strategic Plan 2011-2014 for UvA support services focus mainly on increasing staff and student satisfaction, as measured by the annual Employee Monitor and the (Dutch) National Student Survey (NSE), and on boosting long-term efficiency through collaboration with the shared service units of the Amsterdam University of Applied Sciences (AUAS/HvA).

### Service provision to students

The UvA aims to increase student satisfaction with the way teaching is organised to an average of 7 on a 10-point scale. The figures from the NSE show that satisfaction with teaching facilities is too low and is lagging behind satisfaction with degree programmes. At the same time, there is no evidence yet of the regression that was anticipated as a result of renovation work at the Roeterseiland Campus.

Major improvement efforts focused mainly on communication and feedback with regard to students. Students can now use a mobile web application to consult their study data, and the UvA Q project will also enable them to access course evaluation results as from 2014.

As anticipated in the 2012 Annual Report, the UvA continued to experience problems in connection with the transition to the new Student Information System (SIS). In early 2014, a committee chaired by the dean of the Faculty of Humanities, Frank van Vree, prepared an internal evaluation of the entire project.

As part of efforts to improve teaching and career perspectives for high-level competitive athletes, the UvA and AUAS/HvA signed an action plan with the Dutch Olympic Committee\* Dutch Sports Federation (NOC\*NSF) in 2013 outlining long-term agreements on the organisation of courses for student athletes, who have to set aside a considerable amount of time for training and participation in major national and international sporting events.

Students can submit complaints, objections and appeals via the UvA website. Complaints are first submitted to the individual complaints coordinators appointed by each faculty and service unit; the University Complaints Coordinator is responsible for maintaining records in the Topdesk system and ensuring the timely resolution of all complaints. At the start of 2013, seven complaints from 2012 were still pending. A total of 108 complaints were filed in 2013, 36 fewer than in 2012. Complaints were distributed unevenly over the faculties, with the largest share pertaining to the Faculty of Economics and Business and the Faculty of Humanities (both 36). The nature of the complaints diverged significantly, with the majority of new complaints relating to course registration (21), while others related mainly to aspects of degree programme organisation (11), the announcement of exam results (12), the organisation of exams (13), the level of exams (14) and lecturer capabilities (13). Of the 115 complaints, 111 were resolved: 25 were settled or resolved through a compromise, 45 were resolved on the basis of an explanation and documentation, 7 were retracted, 2 were declared inadmissible and 7 unfounded, while in the remaining 25 cases the manner of resolution (at the faculties) was not registered. In 79% or more of the cases, the resolution took place within the initial six-week term. Apart from these complaints, 143 objections were filed by students in 2013 (158 fewer than in 2012), in addition to 39 objections that were still pending from 2012. Of this total of 182 objections, 28 were still open at the end of 2013. Of the 154 objections that were resolved, 22 were declared inadmissible, 46 unfounded and 4 founded. The remainder were withdrawn (21), settled (65) or resolved in some other way (8); results are as yet unknown in 20 cases.



13 AUGUST

Neuropsychologist Edward de Haan, chemist Joost Reek, mathematician Lex Schrijver, cell biologist Hergen Spits and oncogeneticist Rogier Versteeg are awarded ERC Advanced Grants

Most of the objections filed in 2013 pertained to decentralised selection (27), enrolment and termination of enrolment (86), the level of tuition fees (33) and refunds after graduation (13).

### Service provision to the organisation

Every year, the UvA Employee Monitor measures staff satisfaction with the provision of services by the shared service units. Various improvements were agreed in covenants between the shared service units and the Executive Board to raise these scores to an average of 7 on a 10-point scale by 2014. The Employee Monitor carried out in March 2013 once more returned higher scores for many services. A number of service units now conduct more detailed customer experience scans for their own development purposes and all reported on the requests and complaints logged at their service desks.

### Integral safety and compliance

At the policy level, work began on defining the contours of a safety chain. Strategic efforts focused on mapping out the University's incidents policy and its company emergency response policy. Work began on projects targeting integral safety aspects relating to open city campuses, ownership, integrity and fieldwork, and a central permits register was set up.

Based on current legislation concerning working conditions, the Association of Universities in the Netherlands prepared a working conditions catalogue for the university context. The obligations pursuant to the related sub-catalogues for Risk Inventory and Evaluation (RI&E) and for Neck, Arm and Shoulder Complaints (KANS) have now been translated into specific policy papers. The sub-catalogues for Hazardous Substances and for Information, Instruction and Supervision were adopted by the Inspectorate of the Dutch Ministry of Social Affairs and Employment, and work commenced on the preparation of UvA policy paper in these areas.

No major disasters occurred in 2012 and there were 21 moderately significant incidents. Most of the damage was attributable to human behaviour, a fact that formed a topic of discussion with operational management. Two workplace accidents were reported to the Inspectorate of the Dutch Ministry of Social Affairs and Employment in 2013, as per the statutory requirements, but their nature was such that the Inspectorate saw no cause for further investigation.

At the 27 buildings subject to environment inspections under the Activities (Environmental Management) Decree, 17 shortcomings were found that were all resolved within the set term. There were also two violations of a more serious nature relating to the storage of hazardous substances. All cooling systems were assessed in 2013 and, where necessary, adjusted to ensure continued compliance with environmental laws.

Three permits were terminated in connection with the sale of buildings and/or the termination of the permitted activities. One permit application was submitted for a new buildings complex at Amsterdam Science Park.



23 AUGUST

Construction site of the new Roeterseiland Campus serves as a music stage for the Grachtenfestival Amsterdam

## 2.4 Targeted campus infrastructure

### Policy

Real estate policy is guided by the Accommodations Plan 2005-2020, which provides that accommodations will successively be replaced or renovated so as to develop four core campuses (City Centre, Roeterseiland, Amsterdam Science Park and AMC, and with ACTA at the VU University Amsterdam campus). The plan's sequential execution is intended to promote flexibility and phasing in both the construction and budget, as well as to curb the need for relocations and stopgap measures. The UvA has opted for high-quality designs that are flexible and sustainable and that facilitate sharing and meeting up, thus ensuring that the buildings will be future-proof for years to come.

In 2005, the Accommodations Plan was tested financially against benchmarks derived from the UK universities' Space Management Group, among others. The results led to the implementation of a costing for space shortage and centrally organised room scheduling in order to promote an efficient use of space in 2006, and to the establishment of spatial standards for offices and classrooms in 2007. The plan as a whole aims for a minimum solvency of 20% and basic annual internal rent expenses for the joint faculties and service units amounting to 10-12% of their total turnover. End-of-year figures (11.7%) confirmed that the UvA is operating within these margins.

### Roeterseiland Campus (REC)

In April 2011, work began on the demolition and renovation of the large BC complex at Roeterseiland, slated to accommodate the Faculty of Social and Behavioural Sciences. Renovation progressed apace in 2013 and will be completed in the first quarter of 2014, with the new occupants scheduled to move in during the summer.

Cleanup and demolition activities started in early 2013 at REC A, which will accommodate the Faculty of Law and the central student and teaching facilities. The cleanup had to be halted for a time due to a dispute with the contractor regarding methods. Work resumed at the end of 2013. The final design for Building H, set to house the REC Learning Centre, was approved in 2013 and the building contractors selected. Renovations started in early 2014 and the Learning Centre is expected to be ready for use in August 2014.

Preparations also got under way and the tender was launched for the execution phase of the campus landscaping design, comprising the landscaping at ground level plus the reconfiguration of underground infrastructure. In advance of this project, the landscaping of the courtyard garden between Buildings D and G was completed in 2013 following the completion of the renovation of Building D and a section of Building G in 2012, and is now open.

Plans were also initiated for two new projects. At Building E, improvements were made to the climate system and general ambiance of the office floors and a new passageway was built connecting the lobby to the Nieuwe Achtergracht. In REC D, the attic level was fitted and furnished to provide research facilities for the Faculty of Social and Behavioural Sciences, making this building the Faculty's primary lab space.



#### 29 AUGUST

International conference on 'Managing your Talents', about science, scholarship and the performing arts, kicks off a new collaboration with the Amsterdam School of the Arts and VU University Amsterdam

The impact of all these projects and associated local noise and traffic disturbance remained an ongoing topic of concern for the UvA and its building contractors. The UvA made every effort to maintain good relations with local residents, the City Centre district and current users of the campus through intensive area management and ongoing communication. Apart from monitoring disruptions and measures aimed at minimising disturbances, the UvA also invested in building a dynamic campus atmosphere and campus ‘feeling’ among students, staff and local residents. These activities will continue in 2014.

The UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) were in continuous dialogue with the city to promote the development interests of the Roeterseiland and the nearby AUAS/HvA Amstel Campus sites, and specifically to discuss safety and metro capacity and the public space at and under the Weesperplein.

### City Centre Campus

The City Centre Campus is concentrated at and around the Binnengasthuis premises and Oudemanhuispoort. Its development is the keystone of the UvA’s real estate strategy that seeks to cluster related degree programmes at four campuses.

The selection of architects for the University Library was concluded last summer, with MVSA Architects and Architectenbureau J. van Stigt being chosen to supply an architectural design on the basis of the structural design agreed between the City Centre district, the city’s Historic Monuments and Archaeology Service, the Cultural Heritage Agency of the Netherlands and the UvA in 2013. The new University Library will be the heart and central meeting place of the Faculty of Humanities, to be accommodated at and around the Binnengasthuis grounds and Oudemanhuispoort. A provisional design for the building shell was drafted jointly with internal and external stakeholders and will be delivered in January 2014, after which the application procedure for an environmental permit can begin.

Over the summer, the former CREA (student cultural centre) building (BG2) was prepared for renovation. The stripping and cleanup activities afforded detailed information about the technical state of the building, which was incorporated in the call for tenders for the renovation. With seven building contractors shortlisted in the preselection phase, the tendering procedure will be completed in early 2014 and renovations are set to start in the second quarter of 2014. For the time being, this building, which has been vacant since CREA relocated to the Roeterseiland Campus in early 2012, is being managed by the Ad Hoc organisation, which has been offering workspaces for start-up businesses in consultation with the UvA.

### Amsterdam Science Park

The completion of the new Amsterdam University College (AUC) building in 2012 marked the final step in the UvA’s Accommodations Plan for Amsterdam Science Park. In 2013, activities mainly focused on the further development of the Amsterdam Science Park Campus through closer collaboration with the institutes already operating there, the Netherlands Organisation for Scientific Research (NWO), the City of Amsterdam and VU University Amsterdam, and by attracting new initiatives.

Early 2013 saw the launch of the Venture Lab, a support programme for science-based start-ups originating from Amsterdam’s knowledge institutes, offering bootcamps, mentoring and support from other network parties and investors. From the 70 applicants who took part in the first bootcamp in May, ten were selected, followed by another ten at the second bootcamp organised in November. In



1 SEPTEMBER

Peter Krijnsen is appointed director of UvA Holding BV and HvA Holding BV

February 2013, the Matrix Innovation Center moved into Matrix VI. Almost all spaces in the building have now been let.

In summer 2013, the NWO, the Netherlands Institute for Space Research (SRON), VU University Amsterdam and the UvA signed a Letter of Intent to develop a viable plan and design for SRON's new location at Amsterdam Science Park. The plan calls for a substantial investment, that will have to be generated by SRON/NWO. They will also seek to ensure optimum use of resources through the sharing of high-tech facilities.

Further to the plans for intensifying collaboration between the science faculties of VU University Amsterdam and the UvA, the two institutions worked out a possible accommodations programme to assess if the campus profiles envisioned for Amsterdam Science Park and the VU campus could feasibly be realised within the constraints of their respective accommodations budgets. At Amsterdam Science Park, further optimisation is to be achieved through integration with the accommodations programme proposed by SRON.

Having concluded a collaboration agreement with the City of Amsterdam in 2006 in order to realise its ambitions for Amsterdam Science Park, the UvA is now working with the NWO and municipal authorities to frame an organisational structure that links up with Amsterdam's objective to attract more knowledge-intensive enterprises to the city. This structure will need to be both generic (suited for all campuses in the metropolitan region) and capable of being adapted to the individual aims of those involved. With the parties having given their commitment and adopted a framework for the new organisational structure in 2013, the blueprint should be finished at the end of March 2014. The AMC-UvA also became indirectly involved in the development of this organisational structure as it is pursuing similar ambitions at its Medical Business Park, to create a knowledge campus that can play a key role in the development and valorisation of knowledge, in this case in the field of medical technology (the 'red' life sciences).

Both property owners and residents at Amsterdam Science Park have a shared interest in raising the quality of the surrounding area to a single standard. The UvA and the Park Management Association took a step in this direction with the preparation of a management agreement. Though currently still working its own management policy, the NWO's management division (WCW) began taking part in Park Management Association meetings in anticipation of closer collaboration.

The Letter of Intent concluded in early 2013 for the development of a hotel and convention centre did not meet with success. After updating the plans and conditions, the UvA will approach the market once again in 2014. The UvA decided to sell the Anna Hoeve farm to a restaurant operator in 2013. At the end of the year, ownership of the Andros residential complex was transferred to the holders of the apartment rights in the Andros homeowners association. This removed the block on mortgage financing for residential properties on private leasehold land that had been imposed by the banks since late 2011.

### Student housing

To be attractive to students and compete on this front with other global centres, a city must offer sufficient housing for its students. Accordingly, the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) have agreed with the city on a target figure of 9,000 additional student accommodations, including 3,000 specifically for international students, to be constructed in the

#### 1 SEPTEMBER

The UvA and the Amsterdam University of Applied Sciences celebrate ten years of organisational collaboration

period 2011-2014. The UvA and the AUAS/HvA hope to see this ambition reflected in the new Amsterdam City Council programme for 2014-2018.

The availability of sufficient student housing is critical for the UvA (not least as part of the UvA's international ambitions), which is seeing a growing need for short-stay spaces for Master's students on one or two-year programmes, as well as for temporary rental accommodation for doctoral students. According to the National Student Survey, the limited availability and high price of housing is one of the issues on which Amsterdam's higher education institutions score significantly lower than similar institutions elsewhere. One measure to address this has been a campaign launched by the UvA in cooperation with the city and housing corporations to improve perceptions of Amsterdam's south-east district as a residential neighbourhood.

In 2012, 460 student residences were completed in the old ACTA building, while in late 2013 the second phase of Amsterdam Science Park II, the DUWO student complex at Amsterdam Science Park, was completed on schedule. This brings the number of student residences at Amsterdam Science Park up to more than 1,300. An additional 154 student residences were completed at the AUAS/HvA Amstel Campus Campus in 2013, with another 60 to follow in 2014 and 60 more in 2016.

The national Housing Agreement signed in 2013 finally ended the uncertainty in the housing market. Incorporating provisions referring to the relaxation of the Vacant Property Act for office buildings, the agreement will make it easier to convert vacant office buildings into student housing. To cater for shorter stays (exchange students) and conference rooms, the UvA and the AUAS/HvA have agreed a rate discount with StayOkay.

#### 1 SEPTEMBER

€3.6 million grant for the FP7 Marie Curie Initial Training Network: EDUWORKS, with the UvA as the lead organisation

SEP

## 2.5 Sustainability

### Policy

The definition of sustainability formulated 25 years ago in the UN report *Our Common Future* relates not only to energy consumption, climate and natural resources, but also to societal and development issues. Much of the research conducted at the UvA focuses on these issues, as is also borne out by the designation of Sustainable World and Human Health as two of the UvA's seven research themes (see section 1.1).

This is a tangible sign that sustainability is an important and pervasive theme at the UvA, as at the AUAS/HvA. In addition, both institutions are working harder than ever to achieve a sustainable real estate portfolio and sustainable operational management. This ambition is based not only on national and European-level agreements but also on our own convictions and the notion that, as large education institutions, the UvA and the AUAS/HvA should set an example for the many thousands of people studying and working here. The UvA's sustainability objectives are:

- annual reduction in CO<sub>2</sub> emissions by 3% each year (benchmark year: 2010);
- reduction in energy consumption at all UvA buildings by 2% each year (benchmark year: 2005);
- application of the Netherlands Enterprise Agency (formerly Agency NL) criteria to all purchases.

### Construction and energy

The UvA has planned a total of 220,000 m<sup>2</sup> in new building and renovation projects up to the year 2020, approximately half relating to its existing building stock. Such new building and renovation projects offer an excellent opportunity to make strides in realising our sustainability targets. Energy efficient construction is a key facet of sustainable building. Other aspects include a healthy indoor environment, the materials chosen, judicious use of raw materials to prevent depletion and responsible water use. These considerations necessitate building with a long-term view to investments, depreciation and operating costs.

In 2013, new building projects assumed at least a 10% higher energy performance coefficient (EPC) than stipulated in the Buildings Decree 2012; this 10% is a requisite for attaining 30% greater energy efficiency in 2020 compared to 2005 (equal to a 2% improvement per year).

### Energy policy

The Energy Efficiency Plan (EEP) marks a good first step towards energy efficiency improvements. The EEP 2009-2012 describes how the third set of Long-Term Agreements with the Dutch Ministry of Education, Culture and Science can be achieved. Results thus far have been encouraging. The declines in energy consumption (particularly gas consumption) and in CO<sub>2</sub> emissions, helped in part by a geothermal heat pump (GHP) at Amsterdam Science Park, are substantial.

Beyond energy-friendly investments, the UvA's sustainability policy also requires obtaining Renewable Energy Guarantees of Origin, and in 2013, all electricity used at the UvA was confirmed as being green in origin. In 2013 the UvA launched a project to assess the feasibility of investing in one or more wind turbines jointly with other universities.

Considering current energy market trends, the range of subsidies and fiscal incentives on offer for investments in renewables and the implementation of private energy sources in new and rebuilding projects, there were ample reasons to review the UvA-AUAS/HvA energy policy in 2013.



2 SEPTEMBER

Opening of the 2013-2014 academic year with a focus on China: 'Amsterdam in the wider world: China'

Among other things, a study was initiated to investigate the possibility of bringing all energy-sourcing activities together under a single, independent entity. The aims of this are threefold. First, an integral setup would ensure that energy operations can quickly and effectively respond to changes in the energy market (financial, fiscal, technical). It would also enable energy operations to better anticipate demand from researchers at the UvA and AUAS/HvA. A living lab concept would further make it possible to maximise the innovative capacity of our own researchers for the benefit of our operations.

Finally, in autumn 2013 the UvA launched the AHERES initiative, intended to result in an umbrella network organisation (the Amsterdam Higher Education and Research Energy Service) that will coordinate the energy policies of higher education institutions throughout the Amsterdam region in order to effect an overall boost in energy efficiency and a reduction in CO<sub>2</sub> emissions. To achieve this, the institutions will act as living labs, opening up their facilities to research organised by the Centre for Energy Issues (Faculty of Law) and within the Solardam project (Faculty of Science), for example.

At Amsterdam Science Park, a concept was developed with SurfSARA for smart, 'distributed' energy systems, designed to optimise energy use, purchasing and selling from an ICT platform. By connecting energy flows, using residual flows and implementing renewable sources, patterns of energy consumption will become predictable, generating tangible value and mitigating risks. Down the line, an independent AHERES organisation could also supply proven expertise and facilities to other regional parties.

### Energy consumption and CO<sub>2</sub> emissions

A study conducted by the City of Amsterdam rated the Geothermal Heat Pump (GHP) at Amsterdam Science Park as 'very good'. Amsterdam University College also uses a GHP for heating and cooling. The UvA transferred all its gas and electricity connections to a new meter company in 2013. Besides a reduction in costs, this has also improved insight into energy consumption. At Amsterdam Science Park, electricity use has increased visibly. To gain a better idea of energy flows, work began on the installation of submeters; this project will finish in 2014. The Central Energy Facility (CEF) for the Roeterseiland Campus will also be completed in 2014. This sustainable energy generating system will use Combined Heat and Power (CHP) alongside a GHP system. It was also decided to install a GHP to provide green energy at the Binnengasthuis site.

The table below shows the development in consumption of different energy sources and the corresponding CO<sub>2</sub> emissions.

ENERGY		2009	2010	2011	2012	2013
Gas m <sup>3</sup>	million	10.1	9.4	4.9	4.0	3.8
Electricity kWh	million	39.3	40.9	33.4	32.8	33.7
share generated by the UvA		16.6	13.6	3.6	0	0

CO <sub>2</sub> EQUIVALENT		2009	2010	2011	2012	2013
CO <sub>2</sub> gas	tonnes	18,157	16,899	8,809	7,191	6,831
CO <sub>2</sub> electricity	tonnes	23,457	24,412	19,935	19,577	20,114
CO <sub>2</sub> oil	tonnes	9,908	8,117	2,149	0	0
<b>CO<sub>2</sub> total</b>	<b>tonnes</b>	<b>31,706</b>	<b>33,193</b>	<b>26,595</b>	<b>26,768</b>	<b>26,946</b>



2 SEPTEMBER

Nol Verhagen steps down as director of the University Library and is named Officer in the Order of Orange-Nassau

Between 2012 and 2013, zero capacity was generated owing to the redevelopment of the REC and the temporary decommissioning of the generating system. These will be recommissioned when the new central energy system is taken into use in 2014.

### Environmental permits

A site permit application was made by the UvA and several partners at the Watergraafsmeer Science & Technology Centre (WCW) location for two new building complexes at Amsterdam Science Park; these explicitly include environmental management and waste prevention. The other site permit at Amsterdam Science Park, for the Faculty of Science, remains in effect and the Faculty has now introduced an environmental management system. Another 27 buildings at the UvA's other sites and properties were visited and assessed in 2013.

### Sustainable purchasing

All tenders issued by the UvA-AUAS/HvA central purchasing unit are subject to the criteria of the Netherlands Enterprise Agency (formerly Agency NL), which include sustainability criteria as well as social criteria for all product groups. This means suppliers are required to meet standards relating not only to sustainability but also to social aspects. The criteria can be found on: <http://www.pianoo.nl/themas/duurzaam-inkopen/productgroepen>. Similar to the Guarantees of Origin certificates required for electricity purchasing, 100% of paper purchases must now be FSC certified.

The UvA and the AUAS/HvA also signed the Code on Responsible Market Conduct for cleaning contracts in 2013, thereby underlining the importance of proper commissioning and being a good employer, including in the public procurement process.

A large volume of specific purchases were made for laboratories. Here, the quality requirements often are so stringent that only products from foreign suppliers qualify, though care is taken to avoid sourcing from dubious regions. Those producers already have their own CSR systems in place, with ISO certifications and audit procedures that comply with the strictest American and German standards.

Suppliers participating in a tender must submit a personal statement affirming that they are in compliance with the stated criteria and/or the Code on Responsible Market Conduct. There is also a central register listing all parties who have signed this Code. Before the UvA and the AUAS/HvA award any contract, a verification interview is first held with the winning tenderer, at which time their statements are also checked. The institutions do not conduct on-site inspections, which is not feasible in any case for many products manufactured abroad. Where necessary, additional evidence may be requested.

Suppliers who cannot or refuse to comply with the criteria of the Netherlands Enterprise Agency or to sign the Code on Responsible Market Conduct are not allowed to take part in a public procurement and, therefore, to supply the UvA and the AUAS/HvA, in view of the exclusive nature of this requirement.

Application of the criteria of the Netherlands Enterprise Agency ensures a responsible and efficient purchasing process. In individual cases, the UvA may also apply additional sustainability requirements, particularly where a tender is for large volumes. Such requirements concern specific criteria relevant to the market in question. Two calls for tenders that have now been published also include conditions on CO<sub>2</sub> emissions as part of the award criteria.

#### 4 SEPTEMBER

Executive Board President Louise Gunning signs a collaboration agreement with international online education platform Coursera

In 2013 the UvA began using the Order-Direct digital ordering and payment processing system, which will be rolled out further in 2014. This system streamlines processes and reduces paper wastage. Plans were also made to perform CO<sub>2</sub> measurements in 2014, the results of which will be published in report form.

### Waste processing

The UvA concluded its European tender for waste processing in 2013. Candidates had to meet specific sustainability criteria. The company selected is classified at level three on the CO<sub>2</sub> 'performance ladder', meaning it separates plastic waste and operates a low-carbon vehicle fleet.

The UvA also took steps to increase the supply of recyclables. The renovations at the Roeterseiland complex led to numerous rearrangements. Old and superfluous office furniture was reused elsewhere, offered to charities and/or to staff members and students, or recycled to make new furniture at the UvA's work experience and training company. What remained was dismantled and separated for disposal. Other usable waste products such as pallets and wood waste are recycled at Pantar's work experience and training company. These waste flows lessened in 2013 and are expected to shrink further in 2014.



6 SEPTEMBER

'UvA in Carré': Master's students in the Management Studies programme kick off the academic year with a series of master classes by top executives

SE



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### Allocation of funds for teaching and research

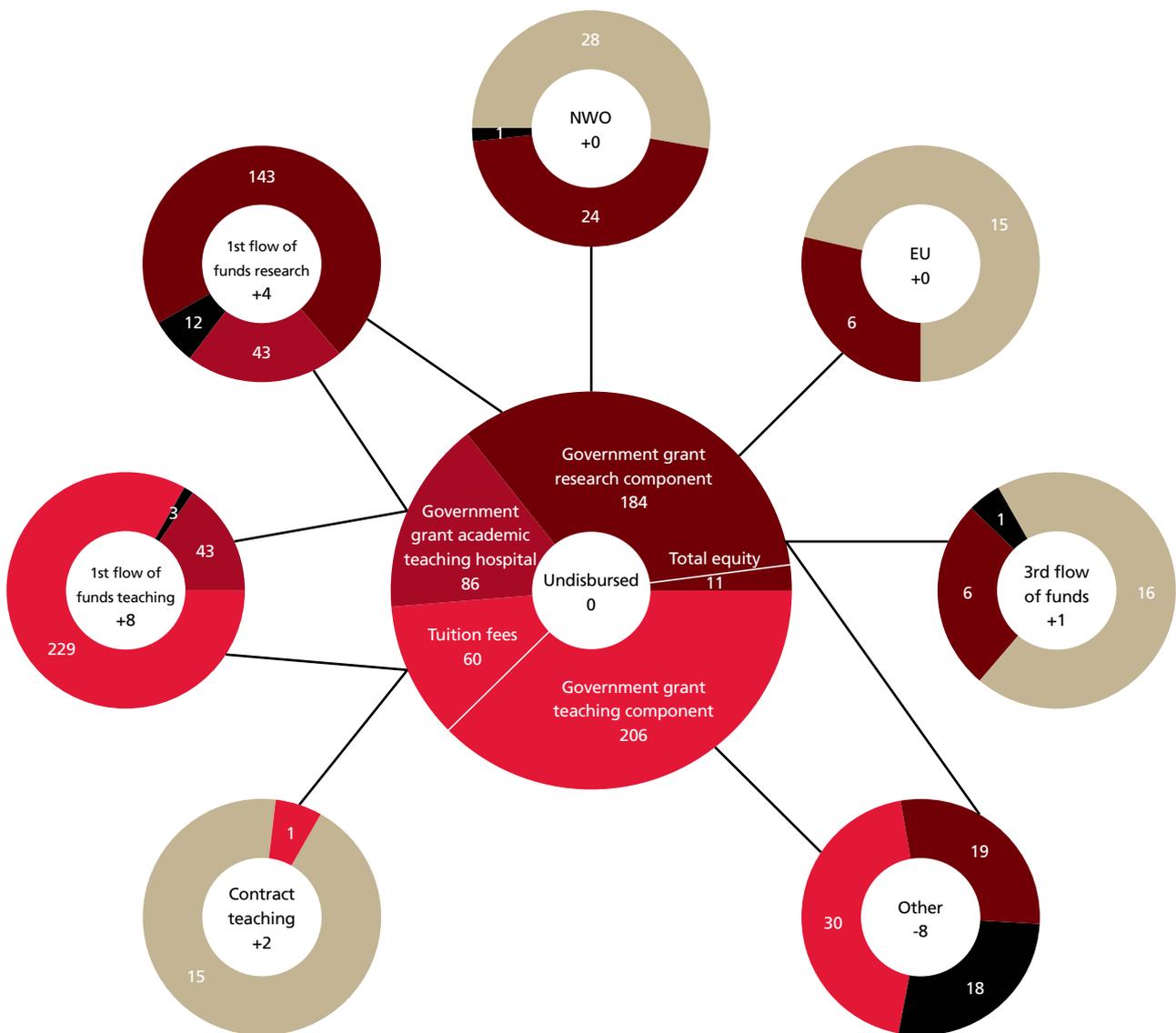
The figure below shows a breakdown for 2013 of funding flows for the UvA's main activities, with amounts in millions of euros.

'Other' includes all tasks not allocated to the faculties.

Government funding is in red, contract activities are in gold, other revenues are in black.

Inside the circles is the activity's operating profit, in millions of euros.

The figures were obtained from the Uvadata system, without auditing for the accuracy of allocations.



## 2.6 Finances

### Policy

The UvA's financial policy is set out in the Framework Letter and Budget. For 2014, the UvA estimated a negative operating profit of €6.3 million. This negative result is attributable mainly to faculty deployment of special purpose reserves (€6.2 million). Negative operating profits are also expected for the years 2015-2017 for the same reason. Over the last several years, several faculties have amassed considerable surpluses in their special purpose reserves. Under the prevailing reserve policy, these surpluses will now be spent.

2014 will see a moderate peak in the government grant owing to a spike in graduates following the threat of increased statutory tuition fees for long-term students during the 2012-2013 academic year. From 2015, the government grant is expected to diminish as a consequence of the decline in students and graduates as from the 2012-2013 academic year, and due to national government policies. It remains uncertain to what extent the spending increases announced in the cabinet's budget agreement last autumn will be channelled into higher education and academic research. The UvA will continue to monitor the results in 2014, including in terms of impact on the sector.

On the cost side, for several years now the UvA has been confronted with price increases (e.g. inflation and the VAT increase) not compensated by revenues. The cash flow projection incorporated into the Budget shows that the UvA is continuing to achieve internal and external financial key figures.

As explained in greater detail in the Financial Report (section 5), the UvA's non-consolidated result for the year 2013 was €15.6 million higher than projected. The consolidated result for the year amounts to €6.7 million, and the non-consolidated likewise to €6.7 million. The operating result from teaching and research was €11.4 million more favourable and the result from real estate and treasury was €4.2 million more favourable.

The policy objectives set out in the *Strategic Plan 2011-2014* seek an improvement in internal control to the level of Management Control, and growth in third-party income from indirect government funding and contract research funding and from sponsor donations through the Amsterdam University Fund (see section 2.2). The UvA expects to have achieved most of these policy aims by the end of 2014.

In its performance agreements with the Dutch Minister of Education, Culture and Science, the UvA committed to supplying a breakdown of its income and expenditures based on funding flows and its main tasks in teaching and research (alongside other activities such as museums and general governance and management). The figure to the left provides an overview for 2013; the table on the next page provides a further breakdown by faculty.



9 SEPTEMBER

Koen Brouwer's company Safe Ears is awarded – for the first time in the history of the Student Entrepreneur Prize – both First Prize and the 'Fearlessness Prize'

## Allocation of funds for teaching and research

Amounts are in millions of euros and do not include the government grant for the AMC-UvA as an academic workplace.

The total excludes the VU University Amsterdam's share in the AUC.

The figures were obtained from the UvAdata system, without auditing for the accuracy of allocations.

ORGANISATIONAL UNIT	Operating profit	Income	share allocated from Budget	share from contract activities	share from other income	Expenditures
<b>Faculty of Humanities</b>	-0.7	84.4	76.9	4.4	3.1	-85.1
+ teaching	-0.7	50.1	47.5	0.5	2.0	-50.7
+ research	-0.1	34.3	29.4	3.9	1.1	-34.4
<b>Faculty of Law</b>	0.5	41.8	33.6	5.4	2.8	-41.3
+ teaching	-2.2	19.1	17.2	1.1	0.8	-21.3
+ research	2.7	22.7	16.4	4.3	1.9	-20.0
<b>Faculty of Medicine</b>	0.0	61.9	61.9	0.0	0.0	-61.9
<b>Faculty of Dentistry</b>	-0.9	24.2	16.0	2.7	5.5	-25.1
+ operational management and patient care	0.0	8.6	0.2	3.0	5.3	-8.6
+ teaching	-0.6	10.5	10.5	0.0	0.0	-11.1
+ research	-0.3	5.2	5.3	-0.3	0.2	-5.5
<b>Faculty of Science</b>	-0.8	123.5	90.4	29.3	3.8	-124.2
+ teaching	1.6	37.4	37.6	0.1	0.2	-35.7
+ research	-2.4	86.1	52.9	29.2	3.5	-88.5
<b>Faculty of Economics and Business</b>	7.0	50.1	36.7	8.8	4.6	-43.1
+ teaching	4.9	30.5	21.8	6.9	1.5	-25.6
+ research	2.1	19.5	14.9	1.9	3.1	-17.5
<b>Faculty of Social and Behavioural Sciences</b>	9.1	119.1	91.3	22.4	5.3	-110.0
+ teaching	4.7	63.5	57.4	2.8	3.9	-58.8
+ research	4.4	55.6	33.9	19.6	1.4	-51.2
<b>Amsterdam University College (teaching - 50% VU University Amsterdam)</b>	-0.8	8.0	6.6	-0.1	1.5	-8.9
<b>Centre for Latin American Research and Documentation (research)</b>	-0.1	1.7	1.3	0.3	0.1	-1.8
<b>Amsterdam Institute for Lifelong Learning in Education (CNA) (teaching)</b>	-0.1	3.0	0.0	3.0	0.0	-3.1
<b>Total all faculties and institutes</b>	<b>13.6</b>	<b>513.6</b>	<b>414.7</b>	<b>76.3</b>	<b>22.6</b>	<b>-500.1</b>

### Tuition fees

From the 2011-2012 academic year, the government discontinued funding for second Bachelor's and Master's degrees (excluding teacher training and healthcare programmes). The UvA, which sets its own institutional fees for students in these categories, has set them to conform to the integral fees paid by non-European students since 2007, with a generous transition scheme for students who were already enrolled. These fees take into account both the actual integral costs and the loss of the government grant per student. A civil action was brought against this decision by the SCAU Foundation for Collective Action of Universities, which, among other things, questioned the basis for these calculations. Eight universities were the subject of these proceedings. In January 2013, the Amsterdam District Court declared that the SCAU's case was inadmissible, stating that in this instance the (administrative) provisions for students to appeal to the Higher Education Appeals Board offered a 'judicial process with sufficient guarantees'. In appeal proceedings, the Court of Appeal adjourned its decision in February 2014 in order to give the universities a chance to respond to new grounds for appeal made at the hearing. Until such time as the definitive decision is issued, the UvA has left its institutional tuition fees unchanged.

Another effect of the 2011 change in government grant rules was that pre-Master's programmes were suddenly operating at a severe loss. The policy launched in response was able to resolve this by getting more students to enrol in pre-Master's programmes as contract students, while sharply reducing the number of students enrolling in regular pre-Master's programmes, from more than 1,000 previously to 270 in 2013.

At the same time, however, the amendment to the Dutch Higher Education and Research Act adopted in 2013 placed a cap on rates for pre-Master's programmes. The UvA has adjusted tuition fees for various pre-Master's programmes accordingly, but is considering how to prevent these programmes from siphoning money away from regular Central Register of Higher Education (CROHO) Study Programmes.

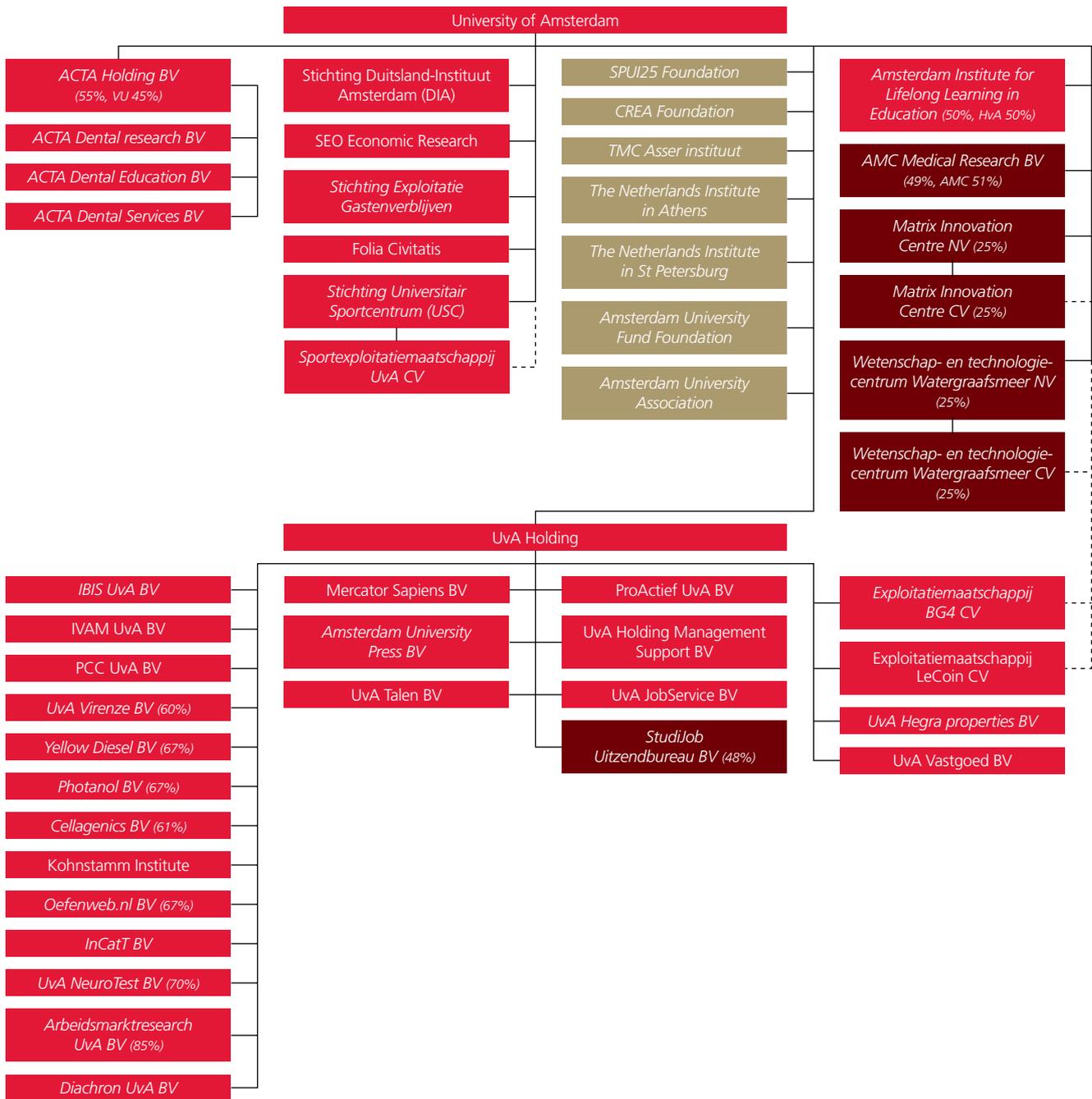
### Internal control

The prospective collaboration with VU University Amsterdam was a major focus in 2013 in terms of assuring a continuing level of internal control. Internally, the focus was on further improvements to the periodic management reports issued by the organisational units and on the integration of documentation on the operational and financial control cycles. These reports incorporate a description of the risks and control measures at the unit. Other activities included the compilation of formal descriptions of a number of new administrative procedures, along with updates to existing procedural descriptions.

#### 13 SEPTEMBER

Joint foundation of the Co van Ledden Hulsebosch Centre by the UvA, Academic Medical Center AMC-UvA and the Netherlands Forensic Institute (NFI)

### University of Amsterdam group structure



■ Consolidated in the Annual Statement of Accounts ■ Not consolidated, carried in the Annual Statement of Accounts ■ Not consolidated, not carried in the Annual Statement of Accounts  
 - - - - - silent partnership  
*cursief* not part of the UvA's VAT group



## 3. Administration

### 3.1 Administrative structure

The UvA is a legal entity under public law pursuant to Section 1.8, second paragraph, in conjunction with Annex 1(a), of the Dutch Higher Education and Research Act (WHW). The UvA engages in the statutory duties of a university, including academic teaching and research, transferring knowledge to society and building awareness of social responsibility, and is a recognised institution for the general advancement of the public.

The UvA's administrative structure is laid down in the WHW and in its own Management and Administration Regulations, and also conforms to the Good Governance Code for Universities drawn up by the Association of Universities in the Netherlands.

The UvA is directed by an Executive Board comprised of four members: the president, the Rector Magnificus, a member who is the rector of the Amsterdam University of Applied Sciences and a vice-president. Consent for deviating from the statutory three-member board was granted by the Dutch Minister of Education, Culture and Science on 22 November 2002.

The Executive Board:

- is charged with governance and control of the institution as a whole;
- approves the *Strategic Plan* and implements institutional strategy;
- determines the management structure;
- bears final responsibility for the quality of teaching and research;
- determines tuition fees and student policy;
- is charged with operational management and approves the annual budget, annual statement of accounts, personnel policy and terms of employment;
- has an operative system of internal control and risk management;
- arranges legal protection for staff and students, and participation in decision-making.

Under the WHW, teaching and the pursuit of science and scholarship are organised within faculties, each headed by a dean appointed by the Executive Board. In the Executive Council, where consultations between the Executive Board and the deans take place, cooperation between the Executive Board and the deans has the highest priority. All major strategic and policy questions are discussed in the Executive Council prior to the Executive Board's decisions on such matters.

Under a standard – and in some cases statutory – procedure, the Executive Board and the deans consult a number of bodies. These include, in the first place, the statutory staff and student representative advisory bodies (the Student and Works Councils at the faculty and central levels, as well as their joint meetings). These bodies not only have advisory rights on various topics, but in some instances also the right of approval.

Other standard central advisory bodies are:

- the University Committee on Education, for teaching policy;
- the University Committee on Research, for research policy;
- the Senate, representing the University's 'academic conscience';
- the Ethics Committee;
- the Academic Integrity Committee;
- the University Local Consultative Committee, for terms of employment issues;
- the Faculty Directors Council, for operational management.

The Executive Board works under the supervision of a Supervisory Board appointed by the Dutch Minister of Education, Culture and Science. The Supervisory Board appoints and dismisses members of the Executive Board, approves the *Strategic Plan*, annual budget and annual statement of accounts



30 SEPTEMBER

Professors Martin van Hees and Annemarie Mol and Professor by Special Appointment Eveline Crone are installed as new members of the Royal Netherlands Academy of the Arts and Sciences (KNAW)

and monitors quality assurance procedures. The Supervisory Board has separate committees for: Remuneration and Appointments, Finances and Real Estate (simultaneously functioning as the Audit Committee), and Academic Quality. It meets about five times a year. Twice yearly the entire Supervisory Board or delegated members also meet with the Executive Board and the central representative advisory bodies.

Remuneration policy and the figures and terms of appointment for individual members of the Executive Board are provided in section 3.2, as are the allowances for members of the Supervisory Board. Ancillary activities of members of both Boards are listed on the UvA's website.

### Academic Medical Center

The Academic Medical Center (AMC-UvA) is the teaching hospital affiliated with the UvA. The AMC-UvA is a legal entity under public law pursuant to Section 1.13 of the Dutch Higher Education and Research Act (WHW) and publishes its own annual report. The joint meeting of the Executive Boards of the UvA and AMC-UvA is a joint policy-making body as referred to in Section 9.20 of the WHW, bound by joint regulations laying down rules for the joint administration of medical teaching and research by the two institutions. Under an agreement between the UvA and AMC-UvA, the latter is designated as the joint executive body as referred to in Section 9.22 of the WHW. It further provides that the dean of the Faculty of Medicine is also the chair of the Board of the AMC-UvA and determines the powers he or she is authorised to exercise on behalf of the Executive Board. As dean, he or she also takes part in the University's Executive Council meetings. Academic medical teaching and research activities are periodically coordinated in a joint policy document (a covenant) agreed between the UvA and AMC-UvA. The UvA's teaching regulations apply equally to the Faculty of Medicine, whose students also have the right to vote in the Central Student Council elections. All other aspects of the AMC-UvA are governed by its own regulations and councils, in which patient care activities play a key role.

### UvA-VU University Amsterdam joint institutes

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

The joint liberal arts programme of the UvA and VU University Amsterdam has been placed within Amsterdam University College (AUC), which is directed by a single dean. AUC has also been established as an unincorporated joint venture of which the UvA and VU University Amsterdam each bear 50% of the costs – again, in line with statutory entry quotas.

As from 2014, the UvA and VU University Amsterdam have appointed a joint dean of their science faculties under the Amsterdam Academic Alliance. The universities are currently preparing a collaborative framework for the executive structure of these faculties.



1 OCTOBER

Maria Heijne assumes appointment as director of the libraries of the UvA and the Amsterdam University of Applied Sciences

### Intensive collaboration with the Amsterdam University of Applied Sciences

Since 1998, the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) have been working closely together to offer students in Amsterdam a targeted and differentiated range of higher education degree programmes. Since the autumn of 2003, the two institutions have also had a single Executive Board, and for this reason have been allowed to deviate from the Dutch Higher Education and Research Act and appoint the rector of the AUAS/HvA as an additional fourth Board member. The Supervisory Boards and their respective committees have not been merged, but are chaired by the same person and attend each other's meetings. Support staff at both institutions also work together where this serves the interests of efficiency.

### Group structure

The UvA clusters its non-statutory activities and spin-offs in fields like applied research within group companies. This group structure is directed mainly through intermediation of the University's wholly owned subsidiary, UvA Holding BV, of which Amsterdam University Press and the two employment agencies affiliated with the UvA are also part. Aside from UvA Holding, the group structure consists of holdings in ACTA Holding BV and AMC Medical Research BV, as well as in:

- SEO Economic Research;
- T.M.C. Asser Centre for European and International Law in The Hague;
- Amsterdam Institute for German Studies (DIA);
- Netherlands Institute in Athens;
- Netherlands Institute in St Petersburg (a Russian legal entity);
- CREA Foundation;
- University Sports Centre Amsterdam Foundation and the Sports Operating Company UvA CV;
- Amsterdam University Association, with membership open mainly to alumni;
- Amsterdam University Fund Foundation, which manages approximately 60 funds bequeathed as a specific legacy or otherwise designated for a purpose related to the UvA;
- several smaller entities.

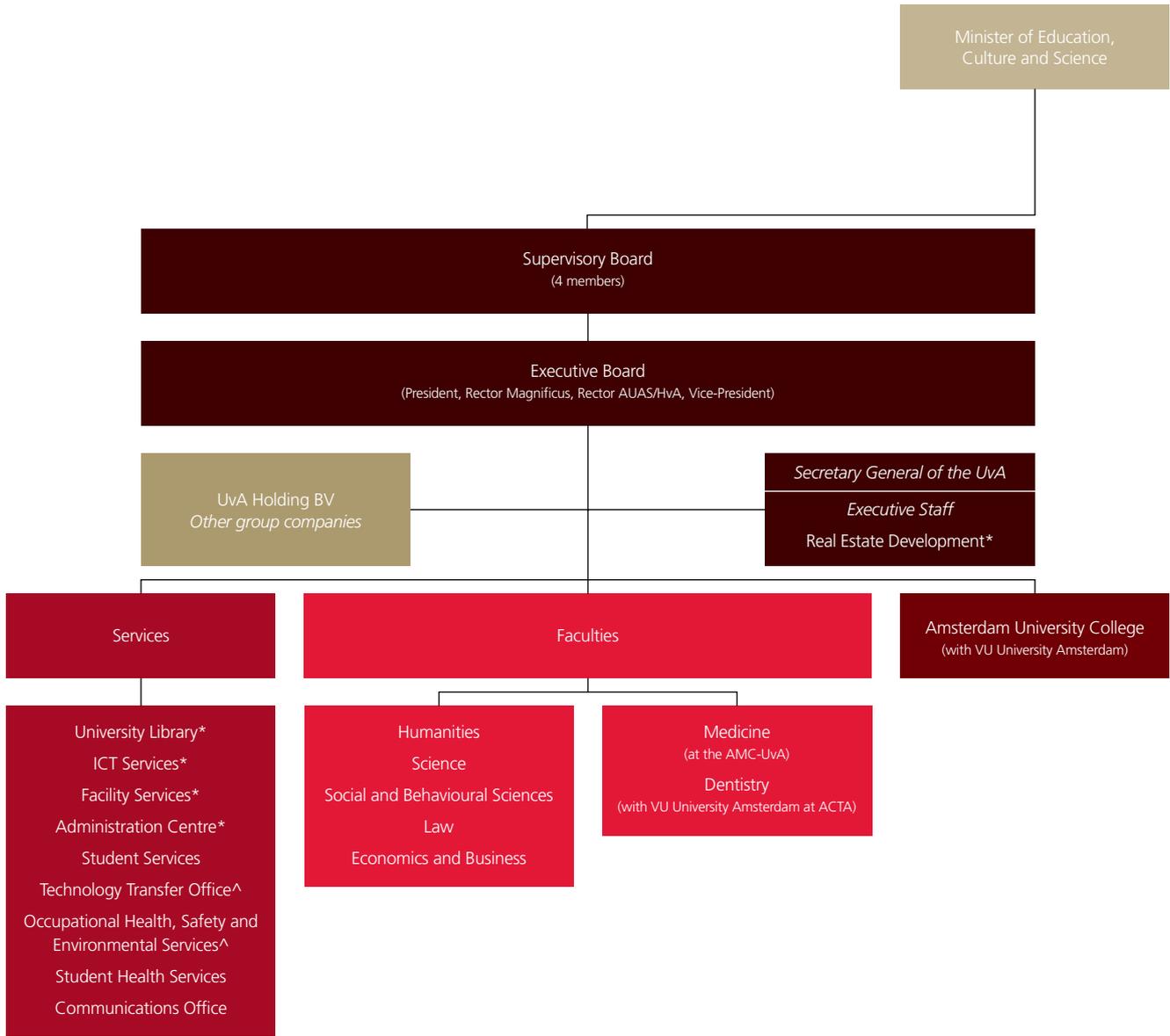
The Annual Report contains a diagram of the group structure showing which affiliated parties are part of the consolidation base for the Annual Statement of Accounts and which are part of the VAT group. The Annual Statement of Accounts contains an additional list of organisations – mainly foundations – affiliated in some way with teaching and research at the UvA but not considered to be part of the UvA group on account of their Board structure or financial relationship with the UvA.



1 OCTOBER

The 'Vogel bet uit' project is awarded the Academic Year Prize

### Internal structure of the University of Amsterdam



\* with the AUAS/HvA

^ with the AMC-UvA



### Internal structure

The UvA has seven faculties, including those at the AMC-UvA and ACTA. Faculty activities are organised in Colleges (Bachelor's programmes), Graduate Schools (Master's programmes) and research institutes. Academic and support staff are organised in departments and faculty offices, respectively, and are hired by the Colleges, Graduate Schools and institutes.

Most internal services are assigned to the shared service units, which are responsible for providing effective and reliable administrative, facility, computing and other services as efficiently as possible. The University Library is also a shared service and incorporates the Allard Pierson Museum for archaeology, the Special Collections, the University Museum and around 40 other collections.

The shared service units are paid for by users at the faculties and other units, while the Executive Staff, which is the secretariat to the Executive Board and the UvA's policy and advisory unit, headed by the Secretary General of the UvA, is covered by a small percentage withheld from the government funding apportioned to the faculties.

### Management control

The UvA operates through a system of integral management. This means that every level of the organisation is responsible for ensuring efficient, effective and lawful use of (mainly public) funds made available to the University, the proper management of its rights and property, and compliance with the statutory rules and regulations laid down in the Dutch Higher Education and Research Act, its secondary regulations (including the audit protocol) and other laws. This system of integral management also explicitly includes responsibility for the lawful spending of the government grant and for preventing, detecting and combating fraud. The Executive Board holds final responsibility.

The internal control system encompasses a full planning and control cycle, internal budgeting, monthly reporting and quarterly analyses and prognoses of income, expenses and cash flows. Each faculty and shared service has its own controller who reports to the CFO by way of the relevant dean or director, who then informs the Executive Board. The tasks, authorities and responsibilities making up this framework are laid down in the Standard Operational Management Mandate and the Financial Management Regulations. By 2014, the UvA intends to have achieved the level of Management Control, together with a fully functioning In Control Reporting system. The Supervisory Board's Audit Committee monitors the system's functioning and results.

Under this integral management structure, each unit is expected to have its own systems and processes through which to verify the quality of performance and compliance with rules. Central audits conducted by the Executive Staff are intended to enable the Executive Board to examine and assess how well various facets of the integral management system are functioning, as well as other aspects. Now that the UvA has sought institutional accreditation under the new statutory provision, these central audit activities will be expanded to cover quality assurance in research and especially teaching.

The UvA's governance model is aimed at controlling institutional risks and at providing a reasonable (not absolute) assurance that activities are carried out effectively, efficiently and in accordance with the law. The Executive Board recognises that unforeseen circumstances may always arise and that certain risks will always remain. Recognising this is a fundamental part of risk management, which itself is part of integral management and aimed not only at reducing, avoiding and safeguarding against risks but also at acknowledging the risks that remain.



3 OCTOBER

Legal scholar Marigo Teeuwen is awarded the Society and Safety Foundation's (*Stichting Maatschappij en Veiligheid*) Publication Prize

Codes of conduct and a transparent academic culture play a crucial role in the University's risk management system, with transparency serving as a key guiding principle in all the UvA's activities. The UvA subscribes to the Netherlands Code of Conduct for Scientific Practice, the Code of Conduct for the Use of Personal Data in Scientific Research and the Code for Transparency on Animal Testing. The Academic Integrity Complaints Regulations provide guidelines for reporting violations of these codes. The UvA's Regulations on Ancillary Activities lay down rules for releasing information about potential conflicts of interest of researchers and other staff members. Internal policies for the prevention of fraud and risks further include the UvA-Amsterdam University of Applied Sciences Whistleblower Scheme.

## 3.2 Remuneration data

### Executive Board

Since 1 September 2003, the UvA and the Amsterdam University of Applied Sciences (AUAS/HvA) have been governed by a single, joint Executive Board comprising four members. Consent for deviating from the statutory three-member board was granted by the Dutch Minister of Education, Culture and Science on 22 November 2002. The president and Rector Magnificus are both employed by the UvA, while the vice-president and the fourth member, who is also the rector of the AUAS/HvA, are employed by the AUAS/HvA.

In a letter dated 18 August 2013, the Minister of Education, Culture and Science classed the AUAS/HvA as a research university for the purposes of the Dutch Top Incomes (Standardisation) Act (WNT) (pursuant to Section 2.7, second paragraph of the WNT). The maximum remuneration permitted under the WNT in 2013 was €228,599 for both the UvA and the AUAS/HvA.

The table below gives an overview of remunerations of the Executive Board members in 2013, in the form prescribed in the WNT. A full overview in the form prescribed by Sections 4.1 and 4.2 of the WNT is provided in Appendix 6.

Remunerations for Board members are determined in accordance with the Decision dated 6 August 1998 on the legal status of public university executive boards members (now revoked, Bulletin of Acts and Decrees 518). Board members are not entitled to bonuses, supplements, other performance-based remunerations or taxable reimbursements for expenses. They also endorse the Education Minister's 'moral appeal' calling for Board members not to receive more than the maximum remuneration for universities permitted under the current WNT and to refrain from using the transitional arrangement for the WNT except where necessary to allow advance payments of holiday pay.

The seat of the rector of the AUAS/HvA was vacant from 4 November 2012, following Dr Jet Bussemaker's ministerial appointment, and has been filled by Prof. Huib de Jong as from 1 March 2013. The vice-president was additionally named a member of the Executive Board of the AMC-UvA, with responsibility for finance and real estate, from October 2012 (replacing the vice-president of the AMC-UvA during his illness), for which he received no additional remuneration. He stepped down from his seats on both Boards at the end of 2013. Prof. H.M. Amman was appointed to succeed him as a member of the UvA-AUAS/HvA Executive Board as from 1 February 2014.

### 3 OCTOBER

The UvA maintains rank of 83rd in the THE World University Ranking. In the disciplinary sub-rankings, Social Sciences places best in the Netherlands at 34th

The remuneration of Board members is shared between the UvA and the AUAS/HvA based on a 50:50 distribution formula. Under the 'crisis tax', the UvA must pay levies in 2014 of €3,309 and €3,638 for the president and the Rector Magnificus, respectively, and the AUAS/HvA €3,461 for the vice-president.

### Remunerations Executive Board Members 2013

	DR L.J. GUNNING-SCHEPERS	PROF D.C. VAN DEN BOOM	PROF. H.M. DE JONG	P.W. DOOP, MSc
Position	President	Rector Magnificus	Member, AUAS/HvA Rector	Vice-President
Term commenced	1 April 2012	1 October 2007	1 March 2013	1 October 2006
Current term ends	31 March 2016	30 September 2015	28 February 2017	31 December 2013
Working hours	38/week	38/week	38/week	38/week
Gross salary	184,761	185,953	142,076	192,718
Taxed reimbursements	0	0	0	0
Pension contribution (employer)	33,166	33,383	27,529	35,785
Total relevant under WNT*	217,927	219,336	169,605	228,503
Social security contributions	6,957	6,957	5,954	7,145
Total remuneration	224,884	226,293	175,559	235,648

\* WNT = Dutch Top Incomes (Standardisation) Act

CHARGEABLE TO	UNIVERSITY OF AMSTERDAM	AMSTERDAM UNIVERSITY OF APPLIED SCIENCES	TOTAL
Dr L.J. Gunning-Schepers	112,442	112,442	224,884
Prof. D.C. van den Boom	113,147	113,146	226,293
Prof. H.M. de Jong	87,779	87,780	175,559
P.W. Doop, MSc	117,824	117,824	235,648

Board members are reimbursed for expenses in accordance with the rules that apply to all staff members at the institution at which they are employed. Over the year 2013, the Board members submitted the following expense claims to the UvA and the AUAS/HvA. The statement includes:

- reimbursements for expenses and services claimed by Board members,
- expenditures made using a personal credit card provided by the UvA or the AUAS/HvA, if applicable;
- national and international travel and accommodation expenses for business trips made on behalf of the UvA or the AUAS/HvA.



10 OCTOBER

The UvA and the Amsterdam  
University of Applied Sciences  
celebrate National Sustainability Day

### Allowances Supervisory Board Members 2013

Chargeable to	DR L.J. GUNNING-SCHEPERS		PROF. D.C. VAN DEN BOOM		PROF. H.M. DE JONG		P.W. DOOP, MSc	
	UvA	HvA	UvA	HvA	UvA	HvA	UvA	HvA
Representation expenses	467	-	2,510	-	-	125	108	-
National travel expenses	33,842	-	13,262	-	-	7,006	145	12,661
International travel expenses	17,625	-	20,376	-	1,561	-	4,511	-
Other costs	2,162	-	4,682	-	-	2,850	4,310	1,800
Total	54,097	-	40,830	-	1,561	9,981	9,074	14,461

All amounts in euros

Of these expenses, €56,956 is associated with the use of hired cars. International travel expenses include the participation of the president in a trade mission to China and of the Rector Magnificus in a delegation to Brazil. The president further made two trips to New York, the Rector Magnificus a trip to Vancouver and the vice-president a trip to Boston, in addition to several other working visits within Europe.

### Supervisory Board

The Supervisory Boards of the UvA and the AUAS/HvA have not been merged, but are chaired by the same person and attend each other's meetings. The amounts of reimbursements for Supervisory Board members are determined in accordance with Section 14a of the Regulations on the Financing of Higher Education (now revoked). As both UvA and AUAS/HvA Supervisory Board members attend each other's meetings and consultations in the capacity of advisers they also receive a consultancy reimbursement from the other institution. The table below shows the allowances and consultancy fees paid over the Board year 2013 (excluding VAT, where applicable).

### Allowances Supervisory Board Members 2013

SUPERVISORY BOARD	TERM		ALLOWANCE PAID	ALLOWANCE PAID	CONSULTANCY FEE	CONSULTANCY FEE
	START	END	BY THE UvA	BY THE AUAS/HvA	ALLOWANCE UvA	ALLOWANCE AUAS/HvA
A. Nicolai, chair	July 2012	June 2016	15,000	7,500	-	-
A. Baan <sup>1</sup>	June 2005	May 2013	2,700	-	-	945
Prof. S.W.J. Lamberts	Nov. 2012	Oct. 2016	10,000	-	-	3,500
L.M.T. van Velden	July 2012	June 2016	10,000	-	-	3,500
B. Bleker	Sept. 2006	Aug. 2014	-	10,000	3,500	-
M.R. Milz, MBA	Oct. 2008	Sept. 2016	-	10,000	3,500	-
Prof. G.P.M.F. Mols	May 2013	Apr. 2017	6,667	-	-	2,334
M.A.M. Barth	May 2013	Apr. 2017	-	-	2,334	6,667

<sup>1</sup> Mr Baan passed away unexpectedly on 5 April 2013, shortly before the end of his term.



14 OCTOBER

The joint student publication of the UvA and the Amsterdam University of Applied Sciences, *Folia Magazine*, celebrates its 65th anniversary



15 OCTOBER

Chemist Linde Smeenk is awarded the Dick Stufkens Prize for her doctoral thesis on protein imitations

OCTOBER

## Characteristics of a research university

1. The pursuit of excellence across all its operations, calibrated through informed, independent, disinterested assessments from peer organisations and individuals from outside the university; and a commitment to transparent, meritocratic systems for selecting faculty, staff and students, creating an internal environment that nurtures learning, creativity and discovery, and will unleash and develop the potential of its staff and students, both undergraduate and (post)graduate.
2. A major research effort which has both depth and breadth, producing internationally recognized research results which are broadly disseminated through publication, teaching and community engagement.
3. A commitment to research training, especially through PhD programs, which provides a continuing flow of highly competent and respected graduates (as assessed by researchers of international standing) who are able to advance the frontiers of knowledge and understanding and to contribute to national and international innovation and development across all sectors.
4. A commitment to teaching at both the undergraduate and (post)graduate levels, to produce broadly educated graduates able to contribute to the national welfare across a wide range of activities.
5. A dedication to the highest standards of research integrity and its associated ethical obligations, which ensures the probity of data collection, assessment and analysis independent of any considerations of funding source or of personal or institutional benefit, and which is supported by explicit and effective processes to investigate and respond to any allegations or perceptions of unethical research or behaviour.
6. The responsible exercise of academic freedom by faculty to produce and disseminate knowledge through research, teaching and service without undue constraint within a research culture based on open inquiry and the continued testing of current understanding, and which extends beyond the vocational or instrumental, sees beyond immediate needs and seeks to develop the understanding, skills and expertise necessary to fashion the future and help interpret our changing world.
7. A tolerance, recognition and welcoming of competing views, perspectives, frameworks and positions as being necessary to support progress, along with a commitment to civil debate and discussion to advance understanding and produce new knowledge and technologies.
8. The right to set its own priorities, on academic grounds, for what and how it will teach and research based on its mission, its strategic development plans, and its assessment of society's current and future needs; and the right to determine who it will hire and admit, including an ability to recruit internationally to attract the best people to achieve these priorities.
9. A commitment to support its local and national communities and contribute to international wellbeing by taking actions and developing a culture which works to maximise the short and long-term benefits of the research and education it performs.
10. An open and transparent set of governance arrangements which protect and support a continuing commitment to the characteristics that define and sustain world-class research universities, and, at the same time, assure that the institution meets its public responsibilities.

Hefei statement on the ten characteristics of contemporary research universities, LERU, Oct 10th, 2013



17 OCTOBER

King Willem-Alexander opens the Atlas of the Netherlands exhibition at the UvA's Special Collections gallery

## 4. Social report by the Executive Board

### 4.1 The UvA as a public research university

The University of Amsterdam considers itself a public institution and a research-intensive university. The characteristics of a research university are presented in the Hefei Statement on the previous page, so named because the Statement was signed in the city of Hefei, China, by the members of the LERU and several sister organisations from other parts of the world on 10 October 2013. The Statement sets out the position of a university within and with respect to the society of which it is part.

The UvA's character as a public institution is expressed in its status as a legal entity and in its focus on its statutory duties of academic research and education and the transfer of knowledge for the public good. It is further expressed in the role that countless prominent members of the UvA community play in social discussions and on national advisory bodies and committees.

In December 2013, the UvA adopted the following description of its position as an academic community in the heart of the capital city:

*Call us ambitious – because we are. Driven, too, and also profoundly aware that an academic education must prepare young people for an unknown future, an unknown future in a rapidly changing world. Graduating from the UvA means being prepared for a life in which knowledge is by definition transient. Graduating from the UvA means being prepared for a position in the vanguard.*

*That's why we're curious. Why we dare to question, to look further, to not be satisfied with easy answers and standard solutions. For us a boundary is something to look beyond and shift. We're independent thinkers, competent rebels. We dare to question dogmas and replace them with new insights and better alternatives. We collaborate rather than putting up walls and protecting established positions. We want to give something to society, not for our own glory but for the greater good. We're engaged, we seek links between academic knowledge and the greater community and we manifest outside the walls of our own institution.*

*We cherish research. We don't flinch in the face of complex problems but see the beauty of them, examine and unravel them undaunted. As well as academic skills, we nurture originality, optimism, self-confidence and brainpower.*

*Informal by nature, we dare to openly disagree, to contradict one another, to fight our case with arguments. Always with the aim of refining our ideas in order to create the conditions in which groundbreaking insights can be born. To create that moment in which reality is briefly set into motion.*

*This can only take place in an open atmosphere – let's call it 'the Amsterdam spirit' – where freedom and passion traditionally flourish better than officialdom and hierarchy. Where respect and authority derive from merits, not titles. Where students, lecturers and researchers feel connected, and where we think about the science for tomorrow. In such an atmosphere, we can be creative – the basic prerequisite for innovation.*

*We stand on the shoulders of distinguished predecessors. They have made us what we are today: a global intellectual hub. A place that appeals to students, lecturers and researchers from within the Netherlands and abroad. With 5,000 employees and 30,000 students spread over seven faculties, and more than 100 nationalities. In the heart of Amsterdam, at locations where disciplines converge and constantly cross-pollinate. Strong in academic education, leading in world-class fundamental research and relentless in seeking applications relevant for society. Closely linked with thousands*



17 OCTOBER

Katerina Dohnalová is awarded the FOM Foundation's Minerva Prize 2013 for the best physics publication by a female researcher

*of researchers and hundreds of institutions in the Netherlands and abroad. And profoundly aware that what counts most at a university is the connection between students and scholars and scientists – so that together, we can question, think and shift boundaries.*

At the UvA, everything revolves around the future of the city and the globe – around educating the people who will shape that future, around the research that will help to make the world a better place and around collaboration with society and entrepreneurs to achieve this.

As an academic institution, the UvA is at the top of the education chain. It plays a key role regionally and nationally in Bachelor's education and a substantial role internationally in Master's and PhD training, enrolling 20% and 40%, respectively, of these students from abroad. The main share of intake comes from pre-university and higher education institutions, but the UvA also offers postgraduate continuing education in a number of social sectors, including law, management studies, the medical professions and education. The Communications Office liaises with regional source schools, partly by later providing them with feedback on study results.

Graduates go on to positions in academic research and to a very diverse range of employers in and outside the Netherlands. With many academic degree programmes not specifically keyed towards any particular economic sector, UvA alumni form an important link with the professional world. Various study associations organise career days in their specific fields. The Student Careers Centre offers training programmes, coaching and also organises the annual Careers Day at which students can meet local businesses and institutions to find out about jobs and work placement opportunities. In 2014, the UvA will also hold an international edition of this event for foreign companies in the region.

The UvA, like the other Dutch universities, occupies a solid position in the academic research chain. With its characteristic linking of education and research, the Dutch system may have the drawback (compared to pure research institutes) that academic researchers have to devote a portion of their time to teaching duties, but it has the advantage of a continuous influx of talented, enthusiastic students. This Dutch model has proved highly successful around the world.

The UvA's strength lies in its breadth, particularly as a partner in the Amsterdam Academic Alliance, but the success of its research in particular is determined by the myriad individual research groups that collaborate with colleagues across the globe and with businesses and governments both local and international.

Membership in the LERU and Universitas21 are also key channels for connecting with other leading institutions. Building and maintaining a strong reputation is important both for individual researchers at the UvA and for its students and alumni. The UvA's position in the international rankings is a crucial part of this, even if ranking methods sometimes leave something to be desired.

The embedding of the UvA in society is organised not through an extensive Supervisory Board, as in some countries, but through participation in bodies such as the Amsterdam Economic Board and through the networks and ancillary activities of its board members and professorial staff in advisory boards and at other institutions. If this sometimes serves to downplay the UvA as a brand, it does promote effective and direct connections.

## 4.2 Business model of the UvA

In principle, the costs of education are covered by the income that students generate in the form of tuition fees and government funding. As explained in section 2.1, the workforce includes a flexible contingent to accommodate fluctuations in programme demand. The UvA allocates tuition fees and the government grant to the faculties on the basis of the performance of their study programmes, mainly in the form of credit totals.



24 OCTOBER

Karen Maex is appointed dean of the Faculty of Science (as from 1 January 2014)

As to whether this might be an invitation to fraud, the gulf between the individual lecturer of an individual course and the faculty funding mechanism renders moot any possibility of direct self-interest, and in any case exceeds that between external degree funding and the approval of students' theses. It should also be noted that the quality of degree programmes is subject to a national accreditation regime. Beyond this, the UvA also carries out periodic internal audits on the accrual and registration of course credits, precisely because they are a form of internal currency.

The UvA's business model for research is relatively more complicated. Its three main components are a fairly constant government grant (first flow of funds), project-based grants from research councils (second flow of funds) and research contracts (third flow of funds). A specific portion of the government grant fluctuates in relation to the number of degrees and doctorates conferred, which is roughly reflected in its apportionment between the faculties. The tension that naturally arises from an education funding mechanism based on varying student numbers and a more or less fixed schedule of funding for research is discussed in section 5.1, and has led the UvA to endorse the method of capacity planning recommended by the Veerman Committee (2010). Grants and contracts typically cover at least the marginal costs of research, but seldom the integral project costs (see the figures in sections 2.6 and 5.1). This creates a mutual dependency between the three funding flows that works to bind them together. By deploying its own resources (in cash or in kind) in research projects, the UvA cements the commitment between contracting and contracted parties and channels a portion of the government grant into priorities under the second and third flows of funds. In practice, therefore, the UvA's research priorities – which by law are the responsibility of the deans – are partly determined by the decisions of the Netherlands Organisation for Scientific Research (NWO), the EU and other funding bodies and by the quality of the grant proposals submitted by individual research groups.

A national study conducted in late 2013 (by Ernst & Young; presented in March 2014) to investigate the relationship between these two forms of control – internal and external – concluded that the UvA is not helped by a further depleting of the first flow of funds in favour of the second. Though it may sound like a good idea to immediately reward the quality of research in progress (in the form of the best grant proposals), over the long term this actually hollows out the infrastructural basis for fundamental and innovative research.

Governments in a number of countries, including France, Germany and Denmark, have substantially increased academic budgets in recent years. However, as such budgetary growth cannot be expected in the Netherlands, the UvA's business model for research revolves around boosting internal quality (priority areas policy) and participation in external alliances (such as the AAA) as a means of generating additional social value. In theory, cashing in on the value of intellectual property rights for research results could generate funds for new research. However, as a public institution, the UvA is of the opinion that society has already paid for these results through public taxation. Nonetheless, it is the UvA's policy to patent inventions with the potential to yield a profitable technological monopoly, in order to keep that profit in public hands.

In economic terms, the UvA is a consumer organisation whose output is mostly intangible by nature, such as published research results and academically trained graduates. Its costs primarily consist of wage costs for employees and the costs of their office (and other) facilities and accommodation. The management of agreements with the UvA's main suppliers and contractors has long been the responsibility of the Purchasing Department and the Real Estate Development Office, through which the UvA exercises control over its material supply chains, as described in section 2.5.

The faculties are the central organisational units in which the UvA's primary tasks are carried out and in which the academic workforce and teaching and research support staff are coordinated. General support activities are organised within the shared service units, which service all the faculties at standard cost prices and work closely with their counterparts at the Amsterdam University of Applied Sciences. The faculties of medicine and dentistry fall outside this structure and mainly use the services of the AMC-UvA and VU University Amsterdam, respectively.



30 OCTOBER

Hans Amman is appointed to succeed Paul Doop as vice-president of the Executive Board (as from 1 February 2014)

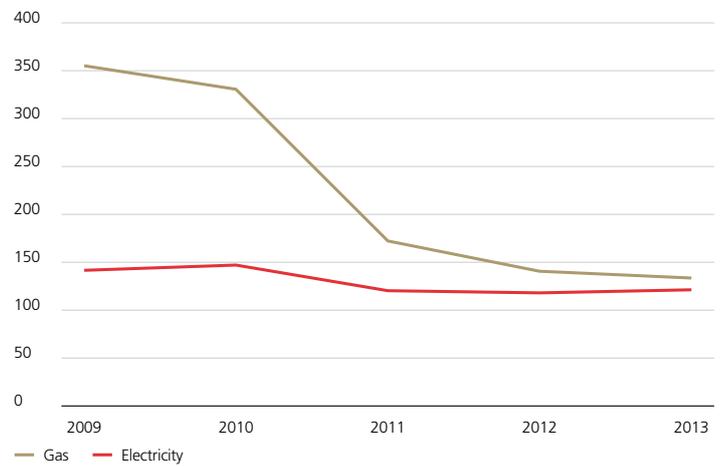
## Data on environmental impact

### Energy use in terajoules (TJ)

**Aim: 2% annual reduction in energy consumption (as from 2005).**

Source: Strategic Plan 2011-2014

The graph shows the actual consumption of gas and electricity in terajoules.

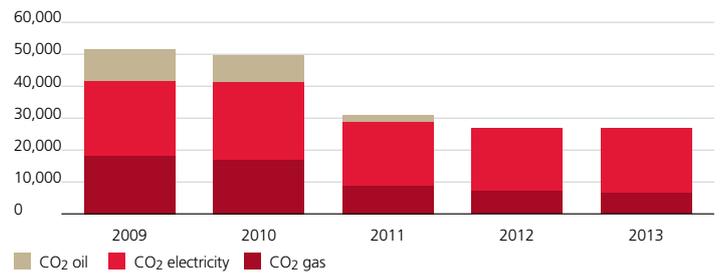


### CO<sub>2</sub> equivalent in tonnes

**Aim: 3% annual reduction in CO<sub>2</sub> emissions from UvA buildings (as from 2010).**

Source: Strategic Plan 2011-2014

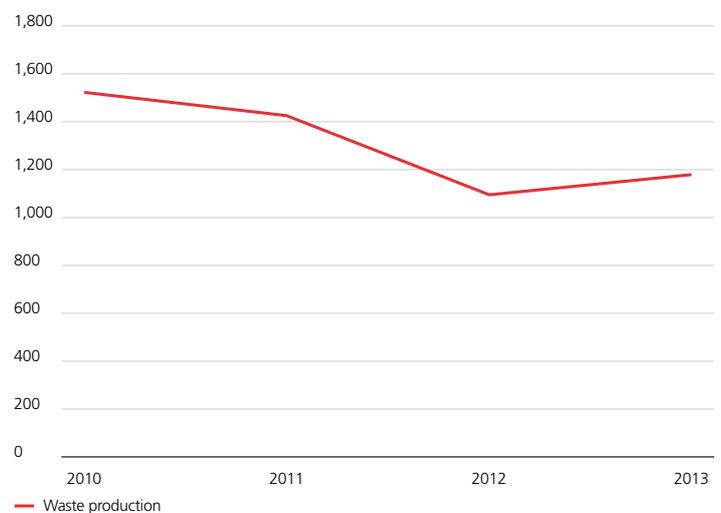
The graph shows the CO<sub>2</sub> equivalents of gas, electricity and (up to end 2011) fuel oil consumption.



### Waste production (tonnes)

**Aim: Reduction of waste and increase in the share of recyclables.**

On average, waste production has decreased in recent years, though depending in part on relocation operations, which cause a spike in paper and furniture waste.



## 4.3 Social aims

The UvA invests in a socially, economically and ecologically sustainable future, both through its Sustainable World profile theme and through other programmes. Fundamentally, the UvA aims to maximise its long-term impact and to minimise its footprint. How to be future-proof is an issue that concerns everyone at the UvA, not just the Accommodations Plan. Study programmes address this issue in both general and specific modules, many of which are organised through the Institute for Interdisciplinary Studies, with the dual aim of raising awareness and presenting the latest scientific data and views. The UvA deploys the full gamut of its study, research and valorisation programmes to help steer society's institutions and people's behaviour towards a sustainable future.

The UvA and the Amsterdam University of Applied Sciences have connected the themes of 'a sustainable future' and 'the future of Europe' in an agenda aimed at developing solutions for urban regional economic, social, technological and logistics issues. Logistics solutions and data crunching solutions play a particularly prominent role, and the UvA has also offered itself as a testing ground for research and concept proofing by students and staff.

As a public institution that seeks to lead by example, the UvA has defined a number of key aims that tie in with its institutional profile as a research university. These key aims are linked to performance indicators and are prioritised based on their associated monetary value and on their effect on the UvA's reputation, especially over the longer term.

### Environmental impact of UvA activities

The key aims in this area are:

- 2% annual reduction in energy consumption relative to 2005;
- 3% annual reduction in the equivalent of CO<sub>2</sub> emissions from UvA buildings as from 2010;
- reduction in paper use and waste through a shift to digital working methods.

These aspects are detailed in section 2.5. Energy reductions are being achieved principally through the installation of geothermal heat pumps (GHP) during the building and renovation work at three of the UvA's campuses and through the use of building materials that deliver 10% higher energy efficiency. Digitisation of processes serves to cut paper use and waste. In the next phase of these efforts, the UvA will focus more emphatically on influencing behaviour. In practice, student initiatives often offer interesting openings for this. Under the AHERES (Amsterdam Higher Education & Research Energy Services) initiative launched in 2013, the UvA has begun offering itself and its campuses as a testing ground for energy-saving experiments targeting its own consumption.



5 NOVEMBER

Joost Reek, professor of Supramolecular Catalysis, is appointed scientific director of the Van 't Hoff Institute for Molecular Sciences (HIMS)

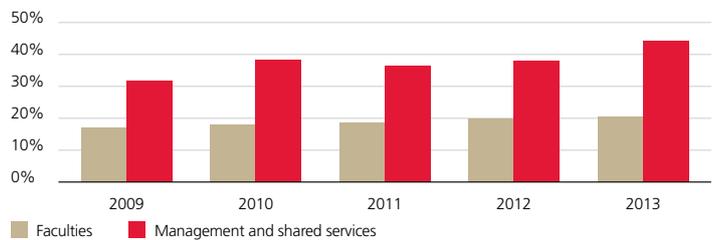
## Data on internal social policy

### Percentage of women in top-level positions (scale 15+)

**Aim: Increase in the number of women in top-level positions.**

Source: Strategic HR Framework

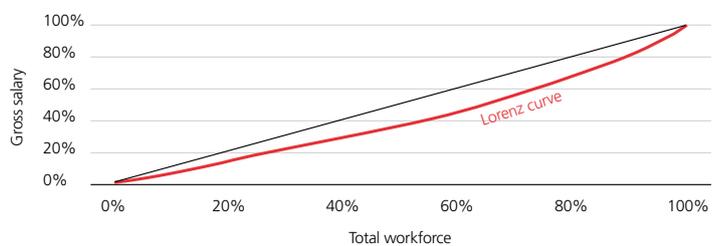
The number of female professors is relatively low, but exceeds the national average of 16%. At the service units, the share of women in higher-level positions is almost 50%.



### Lorenz curve salary distribution

**Aim: Public employership, moderate differences in remuneration within the institutions.**

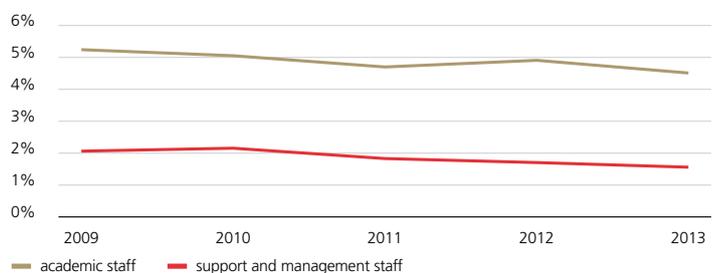
The graph shows the Lorenz curve of the gross salary distribution at the UvA in 2013.



### Absence due to illness percentages

**Aim: Good employership.**

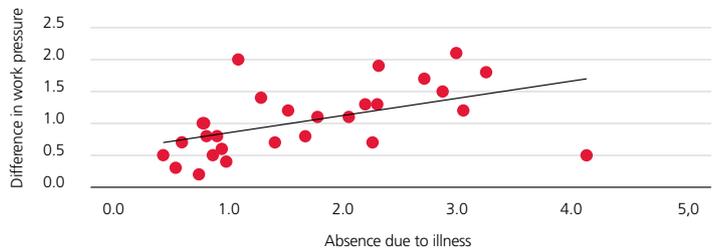
Trends in absence due to illness offer early warning signs of changes in the work climate or labour conditions. The graph shows the absence percentage for support and management staff (OBP) and for academic staff (WP). Around 80% of academic staff and 50% of support and management staff did not report sick all year.



### Absence due to illness and work pressure among academic staff

**Aim: Manageability of work pressure.**

The Employee Monitor measures work pressure in terms of the difference between the experienced and the desired level of work pressure on a scale of 1 to 10. The graph shows work pressure ratings alongside absence due to illness figures for each department. Figures from 2012.



### Contributing to global climate and environmental solutions

Through its seven research profile themes, the UvA conducts research in technology, chemistry, political science and psychology that is contributing to the development of solutions to global environmental, energy and climate issues. At least one promising example deserves mention.

In 2013, catalysis researchers Gadi Rothenberg and Albert Alberts (Faculty of Science) developed a new biobased plastic using glycerol and citric acid that is fully biodegradable in water. Working with the Amsterdam University of Applied Sciences' (AUAS/HvA) CleanTech research programme and supported by both its RAAK-MKB Design Challenges with Biobased Plastics project and the Amsterdam Economic Board's Biobased Connections project, they are now investigating possible applications. Lecturers/researchers in the AUAS/HvA Engineering, Design and Innovation programme are developing a variety of innovative practical uses for this bioplastic, including interior products. Research is also under way to test different production processes for this material, for which a special oven was installed at the AUAS/HvA tech building in 2013. The new oven will make it possible to investigate upscaling production of this bioplastic to a commercial level.

Another example is the Centre for Energy Issues at the Faculty of Law, which conducts research into local renewable energy resources in conjunction with the Netherlands Organisation for Applied Scientific Research (TNO). Access to the resulting knowledge will be facilitated by the Local Energy Supply Knowledge Base.

### UvA internal social policy

The UvA is a public employer. Employees of the UvA fall under the Central and Local Government Personnel Act (*Ambtenarenwet*) and the Collective Labour Agreement for Dutch Universities (CAO NU). The UvA participates in the General Pension Fund for Public Employees (ABP).

Remuneration policy is determined by the CAO NU and the University Job Classification System (UFO), which distinguishes 18 wage scales. The expenditure for salary and contributions for the highest-paid employee was 6.88 times that for the lowest-paid employee; in the case of the highest-paid board member this expenditure was 6.26 times as much. There are no variable or performance-based remunerations. In 2013, 2.04% of payroll costs were for allowances, with 0.51% from the decentralised terms of employment funds and 0.90% in individual allowances pursuant to the provisions of the CAO NU.

Key aims of the UvA's internal social policy are:

- to increase the number of women in top-level positions (scale 15+);
- to maintain the current low level of absences due to illness (5% among support and management staff and 2% among academic staff) and the low frequency of reporting sick (more than 60% of staff do not report sick all year).

In 2009 the UvA signed the 'Talent to the Top' Charter and since then has renewed its policies to promote a higher employment rate of women in top-level positions (including departmental chairs). The number of female professors has been increasing gradually but still slowly; in other positions the women's employment rate is well on track to 50% (now also achieved in the Executive Board). Absences due to illness and the frequency of absences are currently at a satisfactory level and have shown a positive line in recent years. The main policy instruments in this connection are the University's occupational health and safety policies.



6 NOVEMBER

Communication scientist Rens Vliegthart and medical oncologist Hanneke van Laarhoven are named members of The Young Academy (KNAW)

Both the Employee Monitor and the Institutional Quality Assurance Audit identified work pressure as an important policy issue to be tackled in the years ahead. Work pressure is measured in terms of the difference between the experienced and the desired level of work pressure on a scale of 1 to 10. A policy paper on this issue was adopted in early 2014. Work pressure that is (or is experienced as) high is not only a social policy issue but also a risk factor for absenteeism due to illness.

One factor that contributes to work pressure among researchers is the pressure to publish. Though the UvA emphasises the quality and impact of publications over quantity, the Standard Evaluation Protocol (SEP) and, in some cases, faculty careers policies can make quantity a real concern for certain researchers. Under the new SEP 2015-2021, drawn up under the chairmanship of the UvA's Rector Magnificus, the individual criterion of productivity has been removed.

The UvA does not have a special equal opportunity policy for people with a non-Dutch background. This is partly because the UvA is already internationally oriented, making nationality less of an issue, and partly because internal research has shown the academic performance of students from a non-Dutch background does not diverge from that of Dutch students.

### Socio-economic contribution to the region

Together, the UvA and the other local knowledge institutions are a strong pillar under the Amsterdam economy, as was borne out once more by a study conducted by the PBL Netherlands Environmental Assessment Agency in 2012. As well as supplying an academically trained labour force, their combined 100,000 students and 10,000 employees represent a vital consumer base.

American research has shown that higher education's contribution to urban economies is as, if not more, important during economic downturns as in times of growth, because education demand is slow and almost anti-cyclical in its response. In 2014 the UvA will be initiating a study in coordination with VU University Amsterdam and the Amsterdam University of Applied Sciences (AUAS/HvA) to gain a better understanding of these relationships.

Since the publication of the OECD's 2010 *Review of Higher Education in Regional and City Development, Amsterdam*, Dutch knowledge institutions, businesses and the municipality have heeded its call to work more closely together, with the Amsterdam Economic Board as the focal point of their cooperation. A current priority is to extend this cooperation down to the lower levels. A further concern for research universities, less than for universities of applied sciences, is that degree programmes do not always correspond directly to a professional field, meaning ties with the business sector are less likely to evolve of their own accord.

In October 2013, the UvA and the AUAS/HvA concluded a unique contract with Pantar, Amsterdam's sheltered employment organisation, for the formation of a joint work experience and training company. This contract anticipates the implementation of the Participation Act, meant to guide groups with a disadvantage on the labour market to employment in a regular job.

Under this contract, Pantar Amsterdam will train young people in particular who for whatever reason have fallen outside of the training and labour process and, to a lesser extent, people with disabilities who have a work capacity of between 40% and 70%, to perform jobs in the service areas outsourced by the UvA and AUAS/HvA. After completing a course of intensive supervision and training based on specially designed learning tracks, participants are assigned a placement within the UvA and the



14 NOVEMBER

Official opening of the  
Amsterdam Centre for Middle  
Eastern Studies (ACMES)

N O

AUAS/HvA to gain experience at a 'real' company. In late 2013, work began to design learning tracks and work experience placements keyed to the various service elements. These include services such as room management, bike management, waste management and site management. This programme will be further developed in 2014.

**The Executive Board**

Louise Gunning-Schepers, President

Dymph van den Boom, Rector Magnificus

Huib de Jong, Member and Rector of the AUAS/HvA

Hans Amman, Vice-President

**2013 Result**

AMOUNTS X €1 MILLION	2013 RESULT	2013 BUDGET
Teaching and Research	10.1	0.3
Real Estate	-9.7	-12.5
Treasury	4.7	3.3
<b>Non-consolidated UvA result</b>	<b>5.1</b>	<b>-8.9</b>
<b>Result from other consolidated affiliates</b>	<b>0.0</b>	
<b>Consolidated UvA result</b>	<b>5.1</b>	

NORMALISED RESULT, AMOUNTS X €1 MILLION	2013	2012
Consolidated result according to the Annual Statement of Accounts	5.1	8.7
Income from the sale of buildings in excess of remaining book values	-9.4	-0.5
Accelerated depreciation and write-down of book values of buildings	-	3.0
Continuation of new code of conduct concerning the accounting of programme and area management costs	-	4.4
Expenditures for asbestos removal	2.6	0.3
Creation of reorganisation provisions minus releases	-0.5	1.2
Write-down of programme management costs for Amsterdam Science Park area development	-	5.6
Temporary lease of classrooms and office space	1.7	1.6
Movement in reserved fund for local terms of employment	0.4	1.3
Valuation of Riverstaete rental agreement	0.8	-
Increase in amount reserved for holiday entitlement due to amendment of the CLA	2.0	-
Transfer to anniversary bonuses provision due to the change in retirement age	1.0	-
<b>Normalised result</b>	<b>3.7</b>	<b>8.2</b>

## 5. Financial report by the Executive Board

### 5.1 Report for 2013

#### 2013 Result

The composition of the UvA's result is shown in the accompanying table.

The UvA's budgeted non-consolidated result for 2013 closed with a negative balance of -€8.9 million, comprising a budgeted positive operating result for Teaching and Research of €0.3 million and a negative result for Real Estate and Treasury of -€9.2 million.

The realised result is more positive than budgeted. This is the net effect of the following factors:

- following the government agreement last autumn, the UvA received an additional grant from the government of approximately €8 million (net, after deducting the AMC-UvA's share of the grant) in December;
- higher income from contract teaching generated by the faculties of €2.7 million;
- lower write-downs (€1.5 million);
- proceeds of €0.8 million from the conveyance of land from the Andros complex;
- higher share in result of associates (€1.1 million).

A detailed breakdown of the result is provided further on in this document.

Each year the UvA also has non-recurring income and expenditures, which are recorded in the financial accounts under the result from ordinary activities. As an indication, the statement below shows the normalised operating result.

#### Equity

In 2013, on balance the group's equity declined from €301.1 million to €277.4 million (including a third-party share of €0.1 million). SARA (Stichting Academisch Rekencentrum Amsterdam) no longer belongs to the group effective 2013, having merged with Stichting SURF on 1 January of that year. The resulting negative effect on group equity is €30.4 million. The solvency ratio (equity as a percentage of the balance sheet total) declined from 41.3% to 39.2% in 2013. The consolidated result includes a third-party share mainly comprising VU University Amsterdam's stake in ACTA Holding BV.

Equity is required not only for the realisation of the Accommodations Plan, but also as a buffer for the time delay in the government grant, for fluctuations and operational setbacks and for unforeseen risks. The Accommodations Plan provides for a decline in the solvency ratio to 30% in the years ahead as a result of taking out loans for the planned renovations and new buildings. €54.3 million of the UvA's equity has been earmarked for special purpose reserves for the faculties and the shared service units.



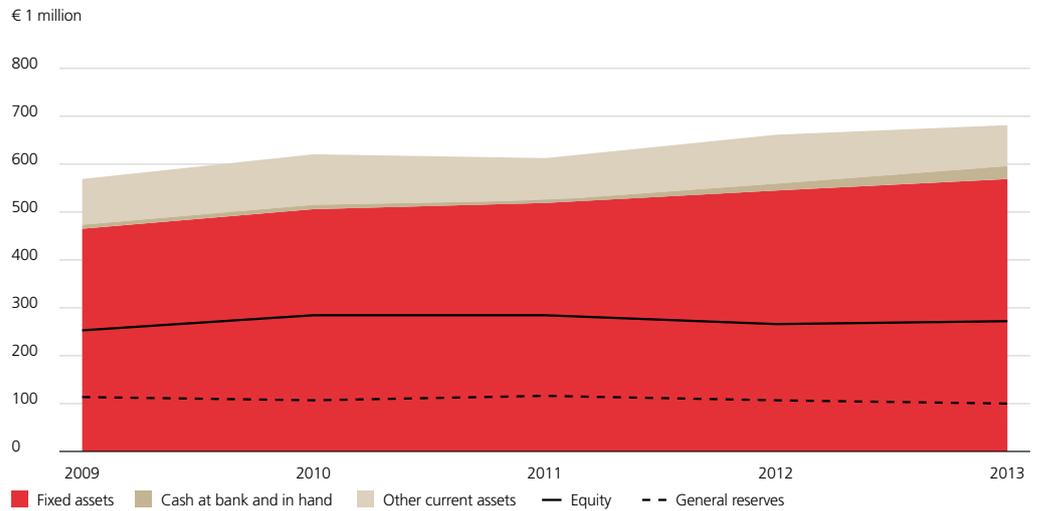
18 NOVEMBER

Paul Doop is presented with an Andreaspennig medallion by the City of Amsterdam on his departure as the vice-president of the Executive Board

## Key financial data

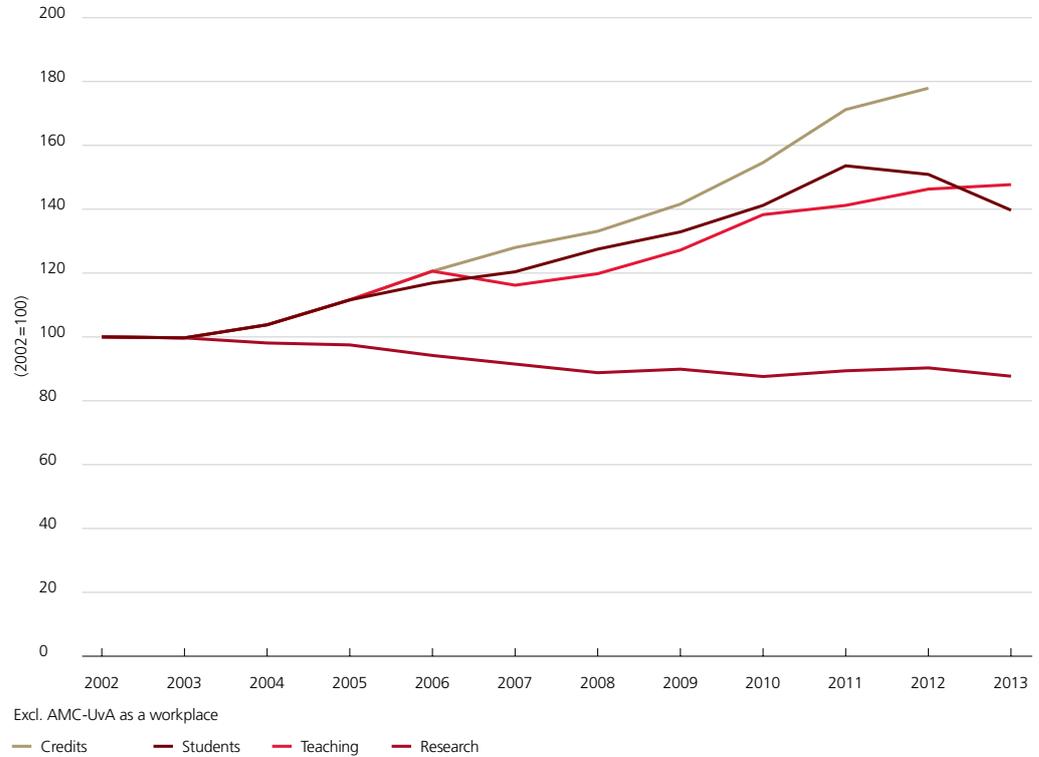
### Base development 2009-2013, UvA non-consolidated

The graph shows the relative development of assets and liabilities.



### First flow of funds and academic performance (excl. inflation)

The graph shows how funding for education (as adjusted for inflation) has lagged behind academic performance as measured in credits obtained and how the research portion of the government grant has lagged behind education funding.



Excl. AMC-UvA as a workplace

— Credits — Students — Teaching — Research



At the end of 2010, the Executive Board adopted the Reserve Policy Memorandum, which explicitly identifies the conditions under which the Executive Board intends to permit appropriation of reserves (and, by extension, a negative budgeted result) by the units. The most important conditions are a sufficient general buffer (10% of sales, as required under the Financial Management Regulations), a clearly non-recurring nature of the expenditure in accordance with a purpose identified in advance, and an overarching test of the extent to which the institution's cash flow still meets the financial policy underpinning the Accommodations Plan.

In connection with the above, the shared service units have been asked to specify the purposes for which they intend to use their reserves in excess of target. The outcome has been processed in the equity breakdown presented in the balance sheet. The movements realised by the units have been taken to the special purpose reserves in the Annual Statement of Accounts. This policy makes it possible to monitor the UvA's long-term operating result as reflected in the balance of the general reserves.

### Government grant

With respect to the government grant, the years since 2008 have posed a challenge from a financial point of view and have forced the UvA to implement efficiency measures and to consider the effectiveness of the degree programmes. This is primarily attributable to the perverse mechanics of the reference estimate based on which a higher study success rate has resulted in a lower government grant per student; the lagging wage indexation over the course of several years is another contributing factor. Following the adjustments made in 2011, the government grant system more effectively reflects the trend in costs, which means that the systemic risk has been reduced. However, there are still groups of students for whom the variable costs exceed the variable funding, and T-2 funding (T=funding year) continues to apply.

In 2012 and 2013, as in previous years, the total government grant for education failed to keep pace with the development of the UvA's performance. The graph shows the effect of this situation on the UvA. The UvA is pleased with the reversal of a number of earlier cutbacks, amounting to around €10.5 million, made by the current government in its autumn agreement. While total funding for education has been more or less in line with the trend in student numbers, in terms of credits the trend shows that students and lecturers have continued to achieve better performance with fewer resources over 2013.

The graph also shows the extent to which the research component has fallen behind the teaching component in recent years. This is partly due to the transfer of €100 million of national funding from the first to the second flow of funds in the period of 2009-2012, affecting €10 million or 6% of the funding received by the UvA. The increase in funding from the Netherlands Organisation for Scientific Research (NWO) suggests that the UvA has managed to recoup a considerable portion of this amount.

In the period ahead, new 'Top Sector' initiatives may result in a further decrease in the first flow of funds for research, an increase in the funds required for matching purposes and higher financial risks.

In the Interdepartmental Policy survey conducted into scientific research, the UvA asked that attention be paid to the balance between the extent to which the first flow of funds is impeded by matching requirements and the extent to which these funds are still available for the dean's research

### 20 NOVEMBER

Nicole Colin is awarded the Deutsch-Französische Parlamentspreis for her study on German drama in French theatre

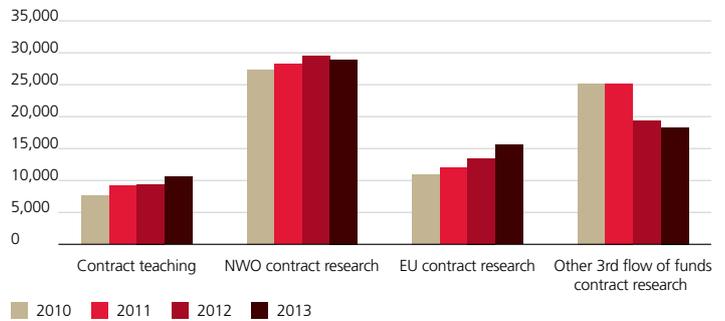
## Data on the second and third flows of funds

### Development of external income (excl. FdG and FdT)

**Aim: Increase external income, particularly the second flow of funds (NWO and EU).**

Source: Strategic Plan 2011-2014

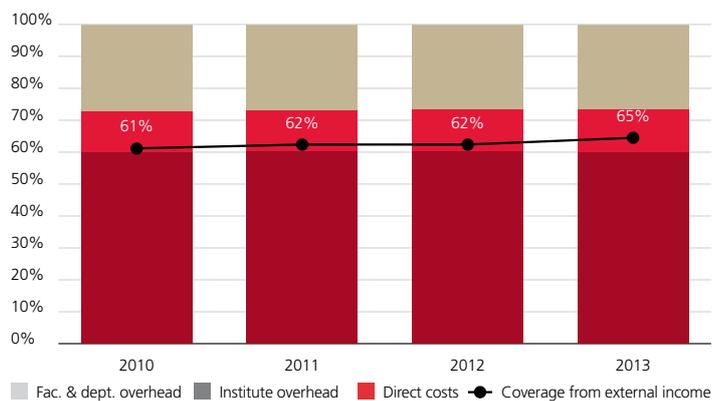
The graph shows external revenues excluding AMC-UvA, ACTA and group entities. The second flow of funds is increasing while the third flow of funds has declined.



### Coverage of total UvA (excl. FdG and FdT) costs arising from external income from the second flow of funds (NWO & EU)

**Aim: An optimal funding ratio for contract research and coverage of at least the marginal costs.**

The graph shows the relationship between direct and indirect costs and the funding ratio of the total costs arising from external income for research funded through the second flow of funds. This income has increased slightly on average and is in any case sufficient to cover direct costs.

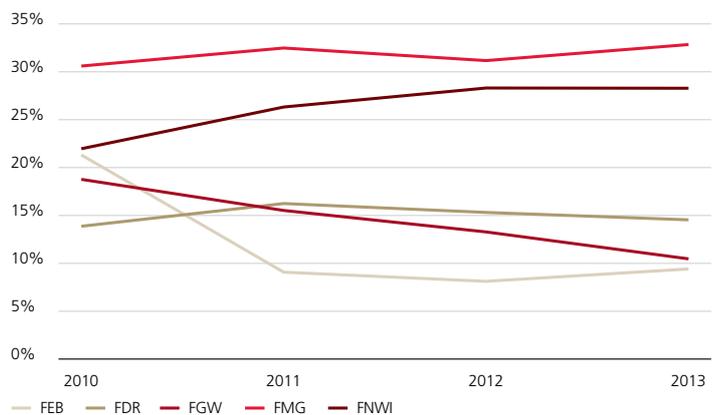


### Share of second flow of funds (NWO & EU) in research income from second + third flows of funds

**Aim: Increase the second flow of funds (NWO and EU) relative to the first flow of funds.**

Source: Strategic Plan 2011-2014 and Covenant

The graph shows the second flow of funds at each faculty as a percentage of the second and third flows of funds combined. Most faculties have not yet achieved the envisaged increase.



programming, which takes centre stage according to the Dutch Higher Education and Research Act. The UvA has furthermore asked that attention be paid to the pressure that students' choice of study programme, through research-intensive education, has put on research policy and the allocation of research funds, an effect that conflicts with the national research agenda and the institution's research profile.

### Second and third flows of funds

The income derived from contract teaching declined to €15.1 million in 2013 (2012: €15.5 million). In 2013 total income from contract research was down by €2.0 million relative to 2012. Compared with the previous year, shifts occurred among the different contract research categories. Income from international organisations rose, NWO income fell and other areas of contract research declined further relative to 2012.

### Breakdown of the result

Teaching and Research recorded a financial result of €11.7 million, which was well above the budgeted €2.8 million. This result can be broken down as follows:

- the faculties and institutions recorded a surplus of €13.6 million (against the budgeted €5.9 million);
- the shared service units posted a result of -€1.4 million (against the budgeted -€1.0 million)
- the result for the Board, executive staff and policy department was -€1.2 million (against the budgeted -€2.1 million);
- a surplus of €0.7 million was recorded at the central level (against the budgeted -€2.6 million).

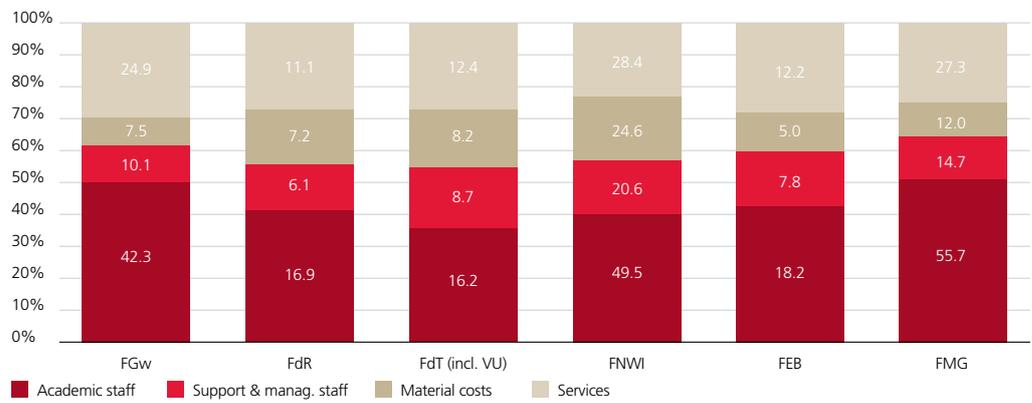
The allocation of the first flow of funds for teaching (tuition fees and the teaching component of the government grant) to the faculties is based on academic performance, i.e. the numbers of credits and degrees earned, and the number of first-year Bachelor's students. A different funding level, reflecting the differences in the average teaching intensity, applies to each faculty. The broad, intensive Bachelor's programmes, the teacher-training programmes and the small-scale language and culture study programmes are allocated an additional budget.

A portion of the first flow of funds for research (return on equity and the research component of the government grant) is allocated on the basis of performance (doctorate conferrals, degrees and the second flow of funds), but the majority of the funds are allocated to policy budgets, the annual movements of which are determined by the policy defined for the research priority areas.

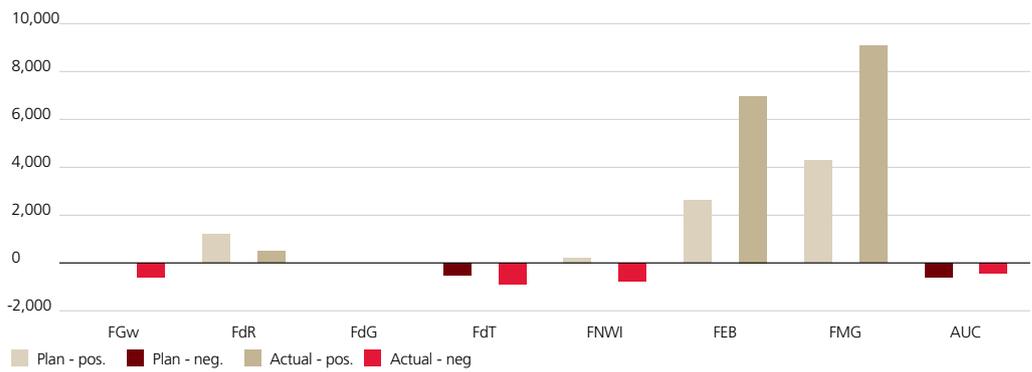


Data on costs and results per organisational unit

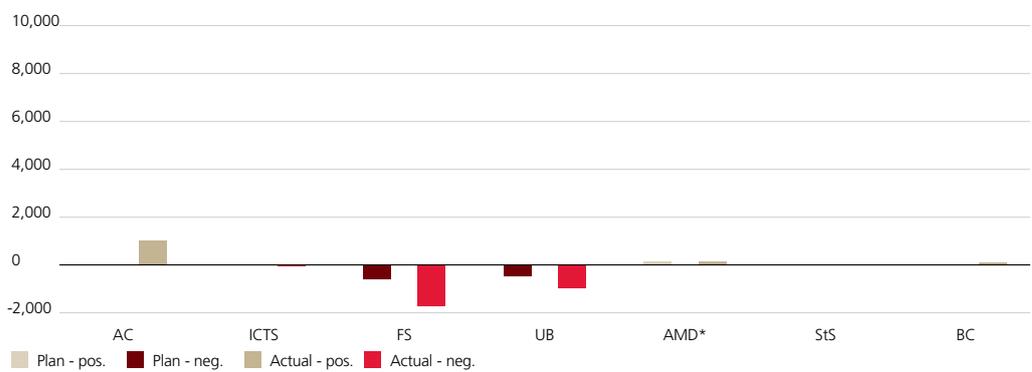
Faculty cost structure 2013 (in €1 million)



Budgeted figures and actual results per organisational unit for 2013 (€1,000) / Faculties and institutes



Budgeted figures and actual results per organisational unit for 2013 (in €1 million) / Shared service units



\* AMD = Occupational Health and Safety Service



### *Faculties and institutes*

The graph shows the results for the faculties and institutes against budget. On average, in 2013 the faculties achieved a positive result of €13.6 million compared with a budgeted positive result of €5.9 million. The results recorded by the faculties are mainly attributable to the following:

- the creation or employment of special-purpose reserves (transfer of expenditure after the year-end cut-off date);
- risk aversion in view of the expected government-wide spending cuts;
- the time required to recruit and appoint good scientists to positions.

In addition to these general causes, specific developments can be seen at several faculties. The lower result recorded by the FGW is mainly due to the lower income derived from contract research. The effect is largely offset by lower staff costs from the second flow of funds. Furthermore, a number of one-off and unforeseen expenses were incurred. The lower result recorded by ACTA is primarily attributable to higher staff costs; the budgeted negative result has arisen as a result of charging the write-down of the new treatment units to the reserve. The results achieved by FdR, FNWI, AUC and the other institutes are more or less in line with the budget. FEB and FMG posted significantly higher results than budgeted. The positive result recorded by FEB will contribute to reducing the negative reserve position. In financial terms, the faculty is above the target set in the reorganisation plan dating from 2010. FMG has recently had to contend with the departure of a number of good researchers who have taken their grants elsewhere. By reducing the matching need, this has generated an additional positive result. Pursuant to the contractual agreements with AMC-UvA concerning the Faculty of Medicine, AMC-UvA bears the full operational risk. Owing to these agreements, by definition the result for this faculty is therefore nil.

### *Shared service units*

The combined shared service units recorded a result of -€1.4 million, against a budgeted result of -€1.0 million. The most striking figure for the service units is the negative result for Facility Services (FS). This shared service unit has limited options for dealing with the operational setbacks over 2013, such as the additional costs arising from renting external lecture rooms and the costs incurred for additional security and cleaning services. It could opt for lower service levels, computerised processes or passing on the charges. For the 2014 Budget, Facility Services has made agreements on the above with its internal customers to ensure that it achieves a balanced budget.



#### 1 DECEMBER

Jaap Winter, UvA professor of International Company Law, is appointed president of the Executive Board of VU University Amsterdam

# DECEMBER



DE

*Board and Executive Staff*

The result for the central level costs (the Board, Executive Staff and themed budgets) is -€1.2 million, representing a budgetary windfall of €0.9 million. The deficit budgeted relates to the use of themed budgets that had been made available in previous years, the spending of which was deferred, particularly the budgets allocated to the study success programme and the terms of employment (sabbatical leave). The result, which was less negative than budgeted, is attributable to lower project costs, savings on auditor's fees and the underutilisation of the 'contingency' item.

*Corporate level*

The result posted at the corporate level (excluding Treasury) is -€0.9 million, which is €1.7 million higher than budgeted. The budget variance is mainly due to the higher government grant of €10.5 million, a decline in tuition fees income of €1.7 million, €8.1 million distributed in excess of budget and €1.0 million in other benefits.

*Real Estate and Treasury*

The internal Real Estate division posted a result of -€9.7 million whereas -€12.5 million had been budgeted. The budget variance of €2.8 million consists largely of higher external income, lower depreciation charges and lower maintenance expenditure. The valuation of a rental agreement for offices no longer being used with effect from March 2014, the expiry date of which is November 2014, caused accommodation expenses to increase by €0.8 million.

The Treasury division achieved a higher result than budgeted (€4.7 million, against the budgeted €3.3 million). This is primarily due to a higher share in the result of the associates. In accordance with the current financial policy, the combined result of the Real Estate and Treasury divisions will be either credited to or deducted from the Accommodations Plan Reserve.

## 5.2 Treasury

Due to the Accommodations Plan, the UvA has depended on credit facilities since 2008 and this situation is set to continue for several more years. In the context of its transition from net lender to net borrower, the UvA amended and re-adopted the Treasury Statute and the associated banking operations regulations in the autumn of 2008. In November 2010 the UvA's Treasury Statute was amended in line with the Regulations for Making Investments and Raising Loans (*Regeling beleggen en belenen*) issued by the Ministry of Education, Culture and Science and tightened in 2009.

The total debt to banks amounted to €188 million at the beginning of 2013 and rose slightly to €203 at year-end. This final balance was nevertheless lower than planned in the 2013 Budget. The operating cash flow was more favourable than budgeted and investments were lower than planned due to the slower progress made in renovating Building A on the Roeterseiland Campus.

Implementation of the Accommodations Plan, particularly the full renovation of the Roeterseiland Campus and the City Centre Campus, will require strict financial management across the organisation



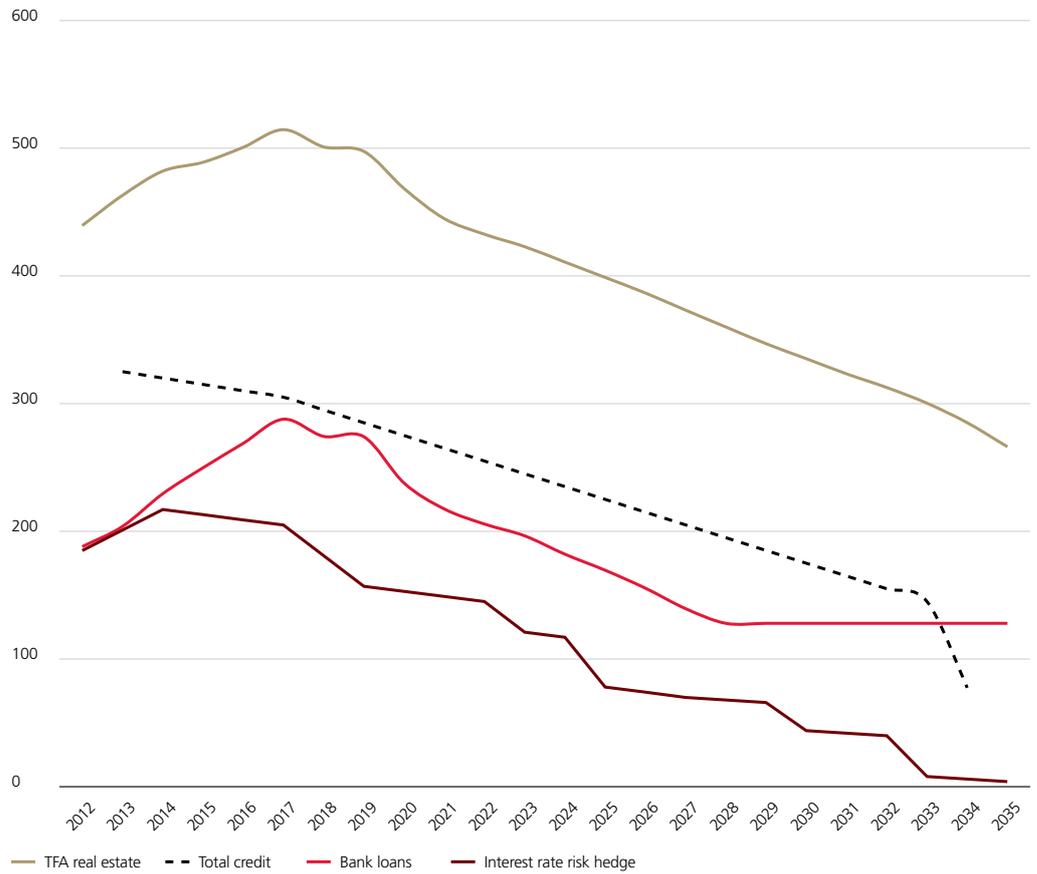
### 1 DECEMBER

UvA researchers Sebastiaan de Vet, Alexander Vlaar and Jop Briët are awarded the Andreas Bonn Medal by the Society for the Promotion of Physics, Medicine and Surgery

## Financing policy

### Financing of tangible fixed assets in buildings (in €1 million)

In line with the Koopmans Committee report, approximately 50% of fixed assets are financed by equity. Debt capital consists of roll-over loans. The interest-rate risk is hedged with payer swaps to an average of 70-80%.



in the years ahead. The credit crisis has caused banks to restrict their lending policies and has made it essential to carefully manage solvency and the debt service coverage ratio (DSCR). The DSCR – the ratio of debt servicing and principal payments to free cash flow – is currently the most critical of the two key figures. The UvA wishes to avoid the risk of losing the current favourable credit arrangements by applying for a higher credit limit. For that reason, execution of the plans will have to be phased in line with the credit arrangements agreed in 2008 and adjusted in 2011.

In 2013 the €100 million committed credit facility with Deutsche Bank was converted into two 20-year roll-over loans amounting to €35 million and €65 million respectively. The maximum credit line with BNG Bank amounts to €225 million and provides for current account and cash facilities and long-term roll-over loans, always at money market interest rates. At the end of 2013 €80 million of the credit line had been converted into three roll-over loans. The Annual Statement of Accounts includes explanatory notes on the loans and credit lines, under long-term liabilities.

The UvA uses (forward) payer swaps as a long-term hedge against fluctuations in the money market interest rate. The target to keep the interest costs below 5% (being the interest rate used in the Accommodations Plan) is laid down in the Treasury Statute. Between 2002 and 2011 the UvA already engaged in several long-term swap transactions with various terms and commencement dates to cover the interest rate risk incurred on the new FNWI building and the renovation of the Roeterseiland Campus. No new investment decisions have been made since then, nor have any new swap transactions been concluded. The UvA applies hedge accounting to swap contracts and has hedged a considerable portion, but less than 100%, of the interest rate risk on the total credit requirement over the term of the Accommodations Plan (see the graph below).

The Annual Statement of Accounts includes explanatory notes on the current interest swap contracts, stating their (negative) current market value as at 31 December 2013. The UvA is not under any obligation to make additional payments. The graph shows the need for long-term debt capital to finance the real estate assets arising from the 2014 edition of the Accommodations Plan. The bottom line shows the amounts and the terms of the interest rate risk hedge based on payer swaps (at an average interest rate of 4.17%, excluding debtor and liquidity surcharges). At year-end 2013, the current swaps amounted to €201 million. The net interest expense paid in 2013 was €8.9 million, compared with a budgeted amount of €9.4 million. The difference was added to the special purpose reserve for the Accommodations Plan.



#### 2 DECEMBER

Professor Reinier Salverda, director of the Fryske Akademy, an institute for research on Frisian language and culture, is presented with a Special Merit Award by the Faculty of Humanities

**Long-term budget 2014-2017**

<b>AMOUNTS X €1 MILLION</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Government grant	389.3	382.0	378.0	375.3	371.9
Tuition fees	60.4	63.0	63.5	63.8	63.9
Income from work performed for third parties	75.8	74.6	74.1	74.7	76.4
Other income	47.8	36.9	49.2	38.7	38.8
<b>Total income</b>	<b>573.3</b>	<b>556.5</b>	<b>564.9</b>	<b>552.4</b>	<b>551.1</b>
Staff expenses	375.2	380.3	376.6	376.0	375.6
Depreciation	36.4	43.2	51.3	46.3	46.6
Accommodation expenses	40.5	38.9	32.5	30.4	28.5
Other expenses	112.0	111.6	107.7	106.9	105.3
<b>Total expenses</b>	<b>564.1</b>	<b>574.0</b>	<b>568.2</b>	<b>559.5</b>	<b>556.0</b>
Balance of income and expenses	9.2	-17.5	-3.3	-7.1	-5.0
Balance of financial income and expenses	-5.7	-5.2	-9.5	-10.2	-9.3
<b>Result</b>	<b>3.5</b>	<b>-22.7</b>	<b>-12.8</b>	<b>-17.3</b>	<b>-14.3</b>
Taxation	0.0	0.0	0.0	0.0	0.0
Share in result of associates	1.6	1.0	1.5	2.0	2.5
<b>Net result</b>	<b>5.1</b>	<b>-21.7</b>	<b>-11.3</b>	<b>-15.3</b>	<b>-11.8</b>
<b>BALANCE, AMOUNTS X €1 MILLION</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Intangible fixed assets	9.1	8.0	5.9	3.9	1.8
Tangible fixed assets	488.7	522.3	525.3	533.3	544.2
Financial fixed assets	83.0	77.9	75.5	733.2	70.9
<b>Total fixed assets</b>	<b>580.8</b>	<b>608.1</b>	<b>606.8</b>	<b>610.3</b>	<b>616.9</b>
Stocks	0.3	0.3	0.3	0.3	0.3
Receivables	80.2	61.8	61.8	61.8	61.8
Marketable securities	0.0	0.0	0.0	0.0	0.0
Cash at bank and in hand	25.1	5.0	5.0	5.0	5.0
<b>Total current assets</b>	<b>105.6</b>	<b>67.1</b>	<b>67.1</b>	<b>67.1</b>	<b>67.1</b>
<b>Total assets</b>	<b>686.4</b>	<b>675.2</b>	<b>673.9</b>	<b>677.4</b>	<b>684.0</b>
<b>Total equity</b>	<b>268.9</b>	<b>245.4</b>	<b>233.8</b>	<b>218.1</b>	<b>205.7</b>
Provisions	22.4	18.9	18.9	18.9	18.9
Non-current liabilities	203.8	229.9	250.2	269.4	288.4
Current liabilities	191.3	181.0	171.0	171.0	171.0
<b>Total debt capital</b>	<b>417.5</b>	<b>429.8</b>	<b>440.1</b>	<b>459.3</b>	<b>478.3</b>
<b>Total liabilities</b>	<b>686.4</b>	<b>675.2</b>	<b>673.9</b>	<b>677.4</b>	<b>684.0</b>
<b>Solvency ratio</b>	<b>39%</b>	<b>36%</b>	<b>35%</b>	<b>32%</b>	<b>30%</b>
<b>DSCR</b>	<b>4.2</b>	<b>2.1</b>	<b>2.6</b>	<b>2.8</b>	<b>2.4</b>

### 5.3 Continuity

#### 2014 Budget and 2015-2017 long-term Budget

In its meeting on 2 December 2013, the Executive Board adopted the 2014 non-consolidated Budget for the UvA (excluding associates) together with the long-term Budget for 2015-2017. The Supervisory Board approved the budget on 20 December 2013.

The long-term figures are based on forecasts drawn up by the faculties and the shared service units concerning student numbers and academic performance, staffing levels and services to be purchased, including the use of space. The key forecasts are shown in the table below.

	2013	2014	2015	2016	2017
academic staff	2,548	2,617	2,598	2,586	2,592
support staff	1,862	1,912	1,899	1,890	1,894
Total staff	4,410	4,529	4,497	4,476	4,486
Students	30,011	31,109	30,980	30,907	30,832
Space used m <sup>2</sup> (LFA).	318,314	307,378	262,318	233,317	229,268

The faculties expect student numbers to remain almost on par with the current numbers in the years ahead, in other words as opposed to demographic growth participation levels will fall due to students graduating faster and changes in the system of financial assistance for students. In respect of research, the faculties expect that the contraction of the government grant can be offset by generating higher income from the second and third flow of funds.

Faculty staffing levels are therefore set to remain around the current levels while staff levels in the shared service units will fall slightly, mainly as a result of the reduction in the space used when the renovated Roeterseiland complex is put into service in mid-2014. Section 2.4 contains a detailed explanation of the development of accommodation.

These forecasts obviously are only based on the assumption of all circumstances being equal. Numerous developments in external circumstances will affect the University in the years ahead, including government policy, study choice trends and collaboration with parties in the Amsterdam Metropolitan Area.

Because education, in general, and higher education, in particular, features prominently on the government agenda and it is generally accepted that the future of the Dutch economy will be knowledge intensive, the UvA anticipates that the government budget for the universities will reflect a high degree of continuity.

The income side of the 2014-2017 budget takes account of the latest announcements made by the Minister of Education, Culture and Science on the government grant, and includes an adjustment for the difference between the student forecast drawn up by the Ministry and that of the combined faculties. The table summarises the 2013 Annual Statement of Accounts and the 2014-2017 long-term budget in millions of euros (UvA non-consolidated).



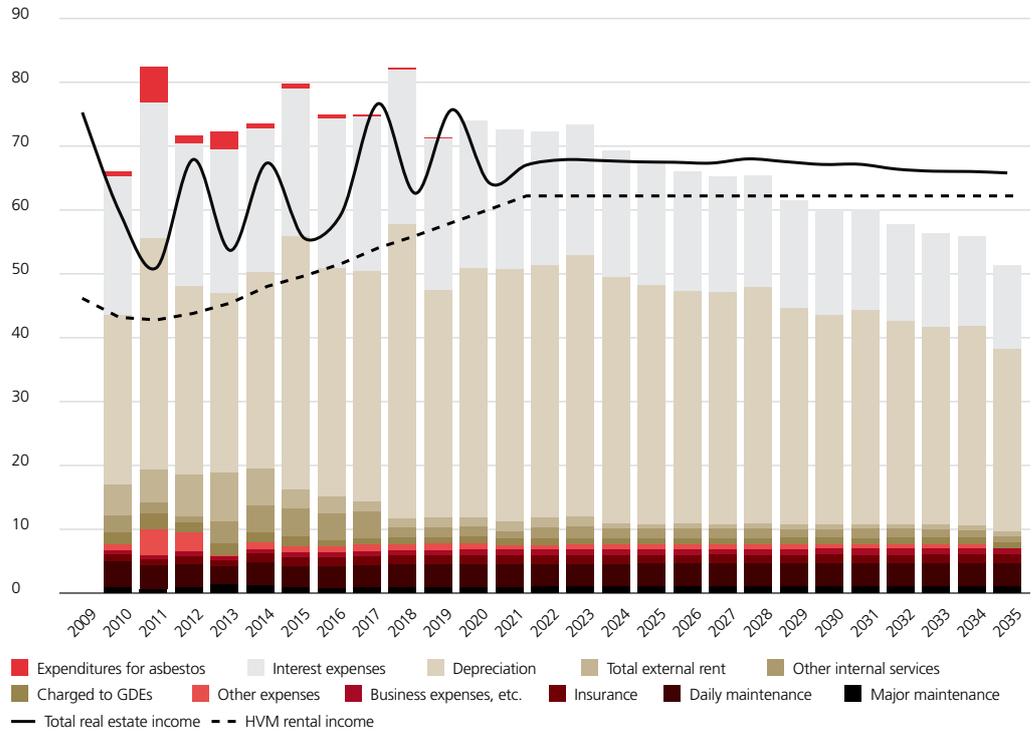
2 DECEMBER

UvA researchers Pepijn Brandon (History) and Martin Vinck (Life Sciences) are awarded NWO Rubicon grants

## Financial framework for the Accommodations Plan

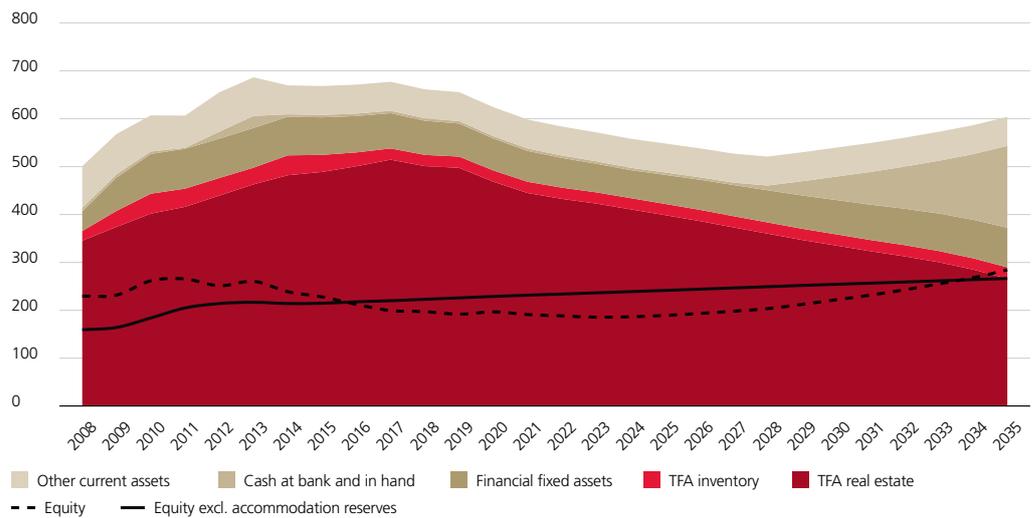
### 2014 Accommodations Plan long-term operating figures (in €1 million)

As the rise in internal rents gradually achieves a sustainable level, proceeds on the sale of real estate and existing financial reserves will be used until 2022.



### 2014 Accommodations Plan balance sheet forecast (in €1 million)

As the rise in internal rents gradually achieves a sustainable level, proceeds on the sale of real estate and existing financial reserves will be used until 2022.



The 2014 Budget includes detailed explanatory notes on the UvA's financial outlook. The UvA's 2014 Budget takes account of a negative operating result of €6.3 million for Teaching and Research. This negative result arose mainly due to the use of faculty special purpose reserves (deferred expenditure). The discrepancy between the -€6.3 million operating result and the net result of -€21.7 million can be accounted for by the predicted dissavings in the Accommodations Plan Reserve.

Teaching and Research are expected to record an average negative operating result of -€2.0 million for the years 2015-2017, due to a combination of factors, i.e. coping with (indirect) austerity measures, the lagging effect of the government grant system and the employment of special purpose reserves by faculties. Further dissavings will also occur in the Accommodations Plan Reserve in the above years. The graph shows the long-term outlook for operating property.

The development of the balance sheet as set out in the 2014-2017 long-term Budget is primarily determined on the basis of the implementation and financing of the 2005-2020 Accommodations Plan. Section 2.4 contains explanatory notes on the Accommodations Plan and Section 5.2 explains the financing of the plan. The graph shows the long-term development of the balance sheet according to the Accommodations Plan and the financing arrangements. It shows that the solvency ratio will exceed 30% throughout the entire period. The long-term figures through 2017 are included in the forecasts following the graphs. To be on the safe side, the UvA's operating result, excluding Real Estate and Treasury, is assumed to remain at nil for the period thereafter.

### Risks

Section 3.1 describes the internal risk management and control system. In the Supervisory Board's message, the supervisory body explains the manner in which it supports the Executive Board and advises on major policy and financial issues.

The accompanying PESTLE chart sets out the most important external developments facing the UvA. The key risks and uncertainties therefore facing the University, including internally, in the years ahead, are summarised in table format, together with the key policy lines and the control measures (existing or to be strengthened). The external risks emanate from a political and administrative context and the need to invest in quality and progress to enable the UvA to keep pace with developments in academia. Party due to the disparity between Teaching and Research funding described earlier, the quality agenda which is based on the above aspects will be confronted with internal stakeholders with an interest in the status quo of the agenda items and internal tensions relating to the relative importance of teaching, research and valorisation.



9 DECEMBER

Six researchers from the UvA and the Academic Medical Center AMC-UvA are awarded prestigious ERC Consolidator Grants

DEC

### External factors influencing the UvA

PESTLE	LOCAL	NATIONAL	INTERNATIONAL
<b>Political</b>	<ul style="list-style-type: none"> <li>- Municipal executive programme 2014-2018 (student accommodation; position of the municipal authorities with respect to existing knowledge institutes).</li> </ul>	<ul style="list-style-type: none"> <li>- Conversion of the system of financial assistance for students into a student loan system (partial).</li> <li>- Sustainability of the 'Top Sectors' policy.</li> <li>- Choices in the Academic Vision 2014 concerning the future of the system and funding.</li> <li>- Additional VAT charges due to collaboration within the sector.</li> </ul>	<ul style="list-style-type: none"> <li>- More investments in science and higher education not only in the BRIC countries but also in Germany, France and other European countries.</li> </ul>
<b>Economical</b>	<ul style="list-style-type: none"> <li>- Upward pressure on inner-city construction costs.</li> </ul>	<ul style="list-style-type: none"> <li>- Changes in the pension system.</li> <li>- Inadequate adjustment for inflation.</li> </ul>	<ul style="list-style-type: none"> <li>- Impact of capital requirements imposed on banks (Basel Committee).</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>- Development of demand on the regional labour market.</li> <li>- Demographic developments in the northwest of the Netherlands.</li> </ul>	<ul style="list-style-type: none"> <li>- Abolition of civil servant status at public universities.</li> </ul>	<ul style="list-style-type: none"> <li>- Position and authority of science and scholarship (including the concept of integrity).</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>- Municipal ambitions (Amsterdam Metropolitan Solutions).</li> <li>- Collaboration with other Amsterdam-based institutions regarding large equipment (HTIF, Spinoza Centre, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- National investment policy on high performance computing (HPC).</li> </ul>	<ul style="list-style-type: none"> <li>- Developments in distance learning technology (MOOCs etc.).</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>- Implementation of the environmental and safety regulations by the local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing involvement of the Inspectorate, ACM and NZa* in higher education and research.</li> <li>- Continuing decline of institutional autonomy.</li> </ul>	<ul style="list-style-type: none"> <li>- Distortion of competition in Europe arising from implicit subsidies (buildings, pensions and VAT) granted to universities in other countries.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>- Attractiveness of Amsterdam in recruiting and retaining top talent.</li> <li>- Municipal traffic policy (public transport and bicycle)</li> </ul>	<ul style="list-style-type: none"> <li>- Tightening of environment-related requirements for buildings.</li> </ul>	<ul style="list-style-type: none"> <li>- Competition in respect of image based on sustainable campuses.</li> </ul>

\*ACM = Netherlands Consumer Authority, NZa = Dutch Healthcare Authority



18 DECEMBER

Gravitation grant of €22.7 million is awarded to the Networks project, led by Professor of Applied Probability and Queueing Theory Michel Mandjes

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Reputational damage arising from incidents involving academic integrity.	- Renewed complaints regulations and procedure. - UvA Research Code to be drawn up. - Audit concerning compliance with the Association of Universities in the Netherlands' (VSNU) Code of Conduct.
- Reputational damage arising from the quality of teaching and incident-based audits by the Inspectorate.	- 'Safeguarding the Institutional Quality Assurance Audit' programme. - Audit on the functioning of the Examinations Boards.
- Decreasing autonomy in the area of science and scholarship will continue due to increasingly complex regulations. - Growth in the compulsory courses to be provided for which there is no or insufficient funding.	- Take a position in the social debate, including through the VSNU and the Netherlands Association of Universities of Applied Sciences.
- Declining global ranking as a research university as a result of lower budget growth than elsewhere in Europe and the emergence of the BRIC countries.	- Amsterdam Academic Alliance. - Quality-oriented talent policy. - Qualitative leap in research priority areas.
- Relative unattractiveness of Amsterdam as a student city among international students.	- Enhance the use of English. - Image enhancement (follow-up on The Class of 2020 Report).
- Availability of sufficient accommodation for students and temporary researchers.	- Collaboration with the municipal executive and investors (housing associations).
- Internal financial tension due to the disparity between the growth in student numbers and the research agenda.	- Coordination and diversification of the range of Bachelor's programmes offered in connection with the Amsterdam Academic Alliance (AAA). - Confirmation or adjustment of the budget allocation starting points in the <i>Strategic Plan 2015-2020</i> .
- Internal tensions in the academic community relating to quality issues, such as selection versus accessibility. - Faltering strength of the collaboration between the Board and the representative advisory bodies. - Too much fragmentation of the Board's attention, partly due to the collaborations, whereby it appears as if insufficient choices are made ('this but also that').	- Set out how to strengthen the power of the Board as a strategic theme in the next <i>Strategic Plan</i> .
- Too few additional programmes offered for top students and top employees.	- Establish Honour's and Excellence tracks. - Apply selective admission to all Master's programmes, focusing on more homogeneous groups and a stronger international profile. - AAA Fellowship Fund for making offers to top international talent.

## 18 DECEMBER

Symposium on 'New perspectives on reading problems' marks the opening of the Rudolf Berlin Center, jointly founded by the Developmental Psychology programme group and the IWAL institute for professional dyslexia care

RISKS / UNCERTAINTIES	POLICY / MEASURES
<ul style="list-style-type: none"> <li>- Mediocre study success rates, student satisfaction (NSE) and the UvA's image in relation to other universities.</li> </ul>	<ul style="list-style-type: none"> <li>- Continuation of study success and UvA matching programmes.</li> <li>- Launch a UvA image enhancement programme to improve the quality of service provision to students.</li> </ul>
<ul style="list-style-type: none"> <li>- Undervaluation of teaching ('burden') compared with research ('space') in the eyes of a substantial number of academic staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen teaching qualities as part of annual consultations and career prospects.</li> <li>- Continue to Adhere to University Teaching Qualification policy.</li> </ul>
<ul style="list-style-type: none"> <li>- Volume drop in student numbers, e.g. as a result of tightening the student financial assistance policy and the student public transport pass.</li> <li>- Fluctuating demand for study programmes per discipline.</li> </ul>	<ul style="list-style-type: none"> <li>- Flexible workforce to adjust the cost level in a reasonably fast time-frame.</li> <li>- Increase lecturer deployment in multi-disciplinary programmes.</li> <li>- Enhance the attractiveness of the range of Master's programmes offered, including for international students.</li> </ul>
<ul style="list-style-type: none"> <li>- Low response to labour market requirements.</li> <li>- Rapid failure of initiatives such as ANLS* or UPabo (teaching-training programme for primary school education).</li> </ul> <p>* ANLS = Amsterdam Nijenrode Law School</p>	<ul style="list-style-type: none"> <li>- Development of flexible frameworks to tailor teaching to demand from the metropolitan labour market (more modular).</li> </ul>
<ul style="list-style-type: none"> <li>- Developments in digital courses/education (such as MOOCs).</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the volume of investments in ICT in the <i>Strategic Plan 2015-2020</i>.</li> <li>- Development of accreditation regulations for distance education in association with LERU.</li> </ul>
<ul style="list-style-type: none"> <li>- Anchoring the UvA and the Amsterdam region without obligation.</li> </ul>	<ul style="list-style-type: none"> <li>- Expand the AAA, expand the Amsterdam Economic Board with a structure under the Board.</li> <li>- Closer collaboration with Amsterdam Metropolitan Solutions (Delft University of Technology and Wageningen University).</li> <li>- Involve Supervisory Board-level in collaboration with the municipal authorities.</li> </ul>
<ul style="list-style-type: none"> <li>- Policy-related and insidious ('zero growth') cutbacks in the government grant.</li> <li>- Development of staff costs (CAO Collective Labour Agreement and pension contribution).</li> <li>- Rise in non-recoverable VAT costs.</li> <li>- Rising compliance costs.</li> </ul>	<ul style="list-style-type: none"> <li>- Diversification of sources of income (more income from second and third flows of funds and tuition fees).</li> <li>- Flexible workforce to adjust the cost level in a reasonably fast time-frame.</li> <li>- Reduce the number of wasted teaching efforts (dropouts, time lost because of switching programmes).</li> </ul>



20 DECEMBER

Pierre Audi, artistic director of the Dutch National Opera, is appointed an Honorary Fellow of the Muziektheater (Amsterdam Music Theatre)

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Workload of academic staff.	- Coordination of the range of programmes offered in AAA. - Focus on the quality (rather than the quantity) of academic publications. - Strengthen the governance model (lower the administrative pressure).
- Shift the second flow of funds to medical science (e.g. as a result of 'Top Sectors' policy). - Falling UvA market share in the second flow of funds, particularly for larger projects.	- Boost interdisciplinary research so that humanities and social sciences can also benefit. - Strengthen organisational competence in teaching as a key objective in the next <i>Strategic Plan</i> .
- Permanently low cost coverage ratio of NWO grants, reinforced by the possible abolition of the doctorate conferrals component in the government grant.	- Shift from EU and third flow of funds to personal grants.
- Development of the costs of the Accommodations Plan (the Plan allows for 1% above the CPI).	- Internal separation of Real Estate Control and the Real Estate Development Office. - Quarterly progress reports on the Accommodations Plan.
- Public perception of long-term financing of Accommodations Plan (interest rate swaps).	- Conversion of a portion of the financing facilities into capital market solutions, if this can be effected on a cost-neutral basis.
- Effect of changes in public service law and labour law on the flexibility of appointments.	- Solutions in association with the VSNU or by forming alliances.

Identification of the above risks does not affect the fact that the UvA is an excellent, very public research university in an exceptional city from which the UvA is proud to take its brand name. Amsterdam has a strong economy and offers us numerous collaborative partners. The UvA is recognised in international research and other academic networks and enjoys an excellent reputation across the globe. Its strong arts and sciences profile means that ample interdisciplinary developments are possible. It is an excellent, broad-based university, whose management is in control and offers modern campuses. It benefits from fostering relationships with numerous internal parties, from sharing knowledge, and from discussion based on substance rather than hierarchy.

Amsterdam, 18 June 2014

**The Executive Board,**

Louise Gunning-Schepers, President

Dymph van den Boom, Rector Magnificus

Huib de Jong, Member and Rector of the AUAS-HvA

Hans Amman, Vice-President



20 DECEMBER

Isabel Smallegange (Institute for Biodiversity and Ecosystem Dynamics) and Aniko Korosi (Swammerdam Institute for Life Sciences) are awarded NWO More Women Researchers as University Lecturers (MEERVOUD) grants



## Appendix 1.

## Degree programmes on offer

B = Bachelor's; M – Master's; RM = Research Master's; Adv = Advanced/Executive

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
DENTISTRY	56560	Dentistry	B	
DENTISTRY	66588	Dentistry	M	
MEDICINE	56551	Medicine	B	
MEDICINE	56573	Medical Informatics	B	
MEDICINE	66551	Medicine	M	
MEDICINE	66573	Medical Informatics	M	
MEDICINE	75059	Evidence-Based Practice	M (Adv)	
MEDICINE	75067	Obstetrics	M (Adv)	
FNWI	50014	Psychobiology	B	
FNWI	50250	Natural and Social Sciences	B	
FNWI	50425	Future Planet Studies	B	
FNWI	56842	Information Science	B	
FNWI	56857	Chemistry	B	
FNWI	56860	Biology	B	
FNWI	56978	Computing Science	B	
FNWI	56980	Mathematics	B	
FNWI	56981	Artificial Intelligence	B	
FNWI	56984	Physics and Astronomy	B	
FNWI	56990	Biomedical Sciences	B	
FNWI	60202	Physics	M	
FNWI	60225	Life Sciences	M	
FNWI	60226	Logic	M	
FNWI	60227	System and Network Engineering	M	
FNWI	60228	Software Engineering	M	
FNWI	60229	Information Studies	M	
FNWI	60230	Astronomy and Astrophysics	M	
FNWI	60232	Mathematical Physics	M	
FNWI	60299	Computational Science	M	
FNWI	60323	Brain and Cognitive Sciences	RM	
FNWI	60338	Forensic Science	M	
FNWI	60707	Biological Sciences	M	
FNWI	60801	Stochastics and Financial Mathematics	M	
FNWI	66857	Chemistry	M	
FNWI	66980	Mathematics	M	
FNWI	66981	Artificial Intelligence	M	
FNWI	66986	Earth Sciences	M	
FNWI	66990	Biomedical Sciences	M	
FEB	50905	Economics and Business	B	
FEB	56402	Fiscal Economics	B	
FEB	56411	Actuarial Sciences	B	
FEB	56833	Econometrics and Operational Research	B	
FEB	60162	Tinbergen Institute Master of Philosophy in Economics	RM	
FEB	60177	Econometrics	M	
FEB	60900	Accountancy and Control	M	
FEB	60901	Business Economics	M	
FEB	60902	Business Studies	M	
FEB	65006	Entrepreneurship	M	VU
FEB	66401	Economics	M	
FEB	66402	Fiscal Economics	M	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FEB	66411	Actuarial Sciences	M	
FEB	75000	Insurance Science	M (Adv)	
FEB	75016	International Finance	M (Adv)	
FEB	75017	Business Administration	M (Adv)	
FEB	75019	Executive Master of Finance and Control	M (Adv)	
FEB	75063	Information Management	M (Adv)	
FEB	75094	Management Studies, part-time	M (Adv)	
FdR	50700	Law	B	
FdR	56827	Tax Law	B	
FdR	56828	Notarial Law	B	
FdR	60219	Private Law	M	
FdR	60220	Public Law	M	
FdR	60222	Labour Law	M	
FdR	60223	Information Law	M	
FdR	60224	International & European Law	M	
FdR	60366	Information Law	RM	
FdR	60369	Public International Law	RM	
FdR	60412	European Private Law	M	
FdR	66456	International Criminal Law	M	
FdR	66827	Tax Law	M	
FdR	66828	Notarial Law	M	
FMG	50035	Cultural Anthropology and Development Sociology	B	
FMG	56601	Sociology	B	
FMG	56604	Psychology	B	
FMG	56606	Political Science	B	
FMG	56607	Pedagogical Sciences	B	
FMG	56613	Educational Science	B	
FMG	56615	Communication Science	B	
FMG	56631	Interdisciplinary Social Sciences	B	
FMG	56838	Human Geography and Urban and Regional Planning	B	
FMG	60163	Communication Science	RM	
FMG	60198	Medical Anthropology and Sociology	M	
FMG	60211	Contemporary Asian Studies	M	
FMG	60212	Child Development and Education	RM	
FMG	60214	Social Sciences	RM	
FMG	60216	Health Care Psychology	M	
FMG	60217	Urban Studies	RM	
FMG	60218	International Development Studies	RM	
FMG	60329	International Development Studies	M	
FMG	60383	Psychology	RM	
FMG	66601	Sociology	M	
FMG	66604	Psychology	M	
FMG	66606	Political Science	M	
FMG	66607	Pedagogical Sciences	M	
FMG	66613	Educational Sciences	M	
FMG	66614	Cultural and Social Anthropology	M	
FMG	66615	Communication Science	M	
FMG	66620	Human Geography	M	
FMG	66622	Urban and Regional Planning	M	
FMG	69314	Conflict Resolution and Governance	M	
FMG	75082	Erasmus Mundus Master's in Journalism, Media and Globalisation	M (Adv)	Arhus
FMG	75092	Academic Mastery	M (Adv)	
FMG	various	Teacher-Training Programmes (23)	M	
FGw	50010	Cultural Information Studies	B	
FGw	50901	Hebrew Language and Culture	B	
FGw	50902	Religious Studies	B	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FGw	50906	Media and Culture	B	
FGw	56003	Greek and Latin Language and Culture	B	
FGw	56034	History	B	
FGw	56040	Arabic Language and Culture	B	
FGw	56051	European Studies	B	
FGw	56081	Philosophy	B	
FGw	56700	Musicology	B	
FGw	56702	Theatre Studies	B	
FGw	56802	Literary Studies	B	
FGw	56803	General Linguistics	B	
FGw	56804	Dutch Language and Culture	B	
FGw	56805	German Language and Culture	B	
FGw	56806	English Language and Culture	B	
FGw	56807	Scandinavian Languages and Cultures	B	
FGw	56808	French Language and Culture	B	
FGw	56809	Italian Language and Culture	B	
FGw	56810	Spanish Language and Culture	B	
FGw	56813	Slavonic Languages and Cultures	B	
FGw	56814	Modern Greek Language and Culture	B	
FGw	56816	Latin Language and Culture	B	
FGw	56823	Cultural Studies	B	
FGw	56824	Art History	B	
FGw	56825	Archaeology and Prehistory	B	
FGw	60087	Arts and Culture	M	
FGw	60128	Philosophy	RM	
FGw	60133	Archaeology	RM	
FGw	60139	History	RM	
FGw	60284	European Studies	M	
FGw	60335	Conservation and Restoration of Cultural Heritage	M	
FGw	60805	Archaeology	M	
FGw	60808	Heritage Studies	M	
FGw	60813	Literary Studies	M	
FGw	60814	Literary Studies	RM	
FGw	60815	Linguistics	M	
FGw	60817	Linguistics	RM	
FGw	60821	Classics and Ancient Civilisations	M	
FGw	60822	Philosophy	M	
FGw	60823	Philosophy	M	
FGw	60824	Theology and Religious Studies	M	
FGw	60827	Theology and Religious Studies	RM	
FGw	60828	Arts and Culture	M	
FGw	60829	Arts and Culture	RM	
FGw	60830	Media Studies	M	
FGw	60831	Media Studies	M	
FGw	60832	Media Studies	RM	
FGw	60833	Communication and Information Studies	M	
FGw	60834	Communication and Information Studies	RM	
FGw	60835	Heritage Studies	M	
FGw	60836	Heritage Studies	M	
FGw	60842	Middle Eastern Studies	M	
FGw	60849	Dutch Studies	M	
FGw	60850	Dutch Studies	M	
FGw	60851	Dutch Studies	RM	
FGw	66034	History	M	
AUC	50393	Liberal Arts and Sciences	B	VU

## Appendix 2.

# Overview of NVAO degree programme accreditation assessments in 2013

g = good; s = satisfactory; u = unsatisfactory

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMMA	DATE OF ACCREDITATION	1. Designated exit qualifications	2. Teaching environment	3. Testing	Final assessment
FMG	50035	Cultural Anthropology and Development Sociology	B	18-04-2013	s	g	s	s
FMG	56601	Sociology	B	28-05-2013	s	s	s	s
FMG	56604	Psychology	B	20-02-2013	s	g	s	s
FMG	56607	Pedagogical Sciences	B	30-05-2013	g	s	s	s
FMG	56613	Educational Sciences	B	20-06-2013	s	s	s	s
FMG	56615	Communication Science	B	26-08-2013	s	g	s	s
FMG	56631	Interdisciplinary Social Sciences	B	28-05-2013	s	s	s	s
FMG	60198	Medical Anthropology and Sociology	M	18-04-2013	s	g	s	s
FMG	60211	Contemporary Asian Studies	M	18-04-2013	s	s	s	s
FMG	60216	Health Care Psychology	M	20-02-2013	s	s	s	s
FMG	66601	Sociology	M	28-05-2013	s	s	s	s
FMG	66604	Psychology	M	20-02-2013	s	s	s	s
FMG	66607	Pedagogical Sciences	M	30-05-2013	g	s	s	s
FMG	66613	Educational Sciences	M	20-06-2013	s	s	s	s
FMG	66614	Cultural and Social Anthropology	M	18-04-2013	s	s	s	s
FMG	66615	Communication Science	M	26-08-2013	s	g	s	s
FNWI	50250	Natural and Social Sciences	B	09-04-2013	g	s	g	g
FNWI	56857	Chemistry	B	30-05-2013	g	s	s	s
FNWI	66857	Chemistry	M	30-05-2013	g	s	s	s
FNWI	66986	Earth Sciences	M	30-08-2013	s	s	s	s
FEB	50905	Economics and Business	B	14-10-2013	s	s	s	s
FEB	60902	Business Studies	M	14-10-2013	s	s	s	s
FEB	75016	International Finance	M	19-12-2013	s	s	s	s
MEDICINE	56551	Medicine	B	23-07-2013	s	u	s	s
MEDICINE	66561	Medicine	M	23-07-2013	s	s	s	s
DENTISTRY	56560	Dentistry	B	03-04-2013	s	g	s	s

## Overview of initial accreditations

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMMA	DATE OF ACCREDITATION	1. Designated exit qualifications	2. Teaching environment	3. Testing	4. Graduation guarantee and financial facilities	Final assessment
FEB	65006	Entrepreneurship (joint degree with VU)	M	11-12-2013	s	s	s	s	s

## Appendix 3.

# Research assessments in 2013

Research evaluations were published in the following areas in 2013:

- Institute for Logic, Language and Computation (ILLC) 2006-2011
- Humanities 2006-2011
- Pedagogics & Education Science 2006-2011

The evaluations are summarised in the tables below using the five-point scale of the Standard Evaluation Protocol (SEP).

### Institute for Logic, Language and Computation

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY	LEADERSHIP
1	ILLC	5	5	5	4	5
1a	Logic & Language	5	5	4	5	5
1b	Logic & Computation	5	5	5	5	5
1c	Language & Computation	5	5	5	4	5

### Humanities

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
1	ACLC	5	5	5	4
2	ASCA	5	5	4	5
3	ICH				
3.1	Archaeology	4	3.5	4	4
3.2	History	5	5	5	5
3.3	Literature	4	4	2	2
3.4	Art	2	2	2	3
3.5	European Studies	5	5	5	4
3.6	The Dutch Golden Age	5	5	5	5
3.7	Religion*	-	-	-	-

\* The Committee has not assessed the programme Religion because it started very recently (2011)

### Child Development & Education Sciences

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Child Development	4.5	5	4.5	4
UvA2	Education	4.5	4.5	4	4

## Appendix 4.

# Profile and performance agreements with the Dutch Minister of Education, Culture and Science

## Agreement 1. Bachelor's study success rates

The percentage of students that obtains a Bachelor's degree before 1 October at the end of the fourth academic year will be 70% in 2015 (2011 cohort). As the cornerstone of measures to promote an ambitious study culture, the UvA will implement a binding (negative) advice regarding continuation of studies (BSA) University-wide in 2014, with a 42-credit minimum (this may be fixed at 48 at the discretion of individual deans).

### Indicator

Denominator: first-year Bachelor's students enrolling directly from pre-university education, who are enrolled in a single degree programme and who re-enrol for the second year at the UvA. Source: 1cijferHO.

Numerator: the number of these students that obtains a Bachelor's degree in or before the fourth year. Source: 1cijferHO.

### Baseline and interim measurement

The percentage was 60.9% for the 2007 cohort and 65.7% for the 2009 cohort.

## Agreement 2. Dropout and switching in the first year

In 2014, every faculty will offer 'taster days' or other intake programmes before the start of the academic year designed to give prospective Bachelor's students a realistic impression of the scope and content of their preferred degree programme and to help them choose the most suitable programme. The dropout rate among first-years in the 2014 cohort and the percentage of students that transfers to a different degree programme in the first year must not exceed the 23% plus 8%, respectively, of the 2010 cohort, but may also not be much lower in view of the BSA and the fact that it is not possible to select at the gate. Dropout and switching will be limited as much as possible to the first semester so that their occurrence after 1 February of the first year will be below 10% and 4%, respectively (of the KUO cohort).

### Indicator

Denominator: first-year Bachelor's students enrolling directly from pre-university education who are enrolled in a single degree programme. Source: 1cijferHO.

Numerator: the number of these students that does not re-enrol in the same degree programme the following year. Source: 1cijferHO.

### Baseline and interim measurement

The percentage was 30.9% for the 2010 cohort and 27.2% for the 2012 cohort. UvA Matching will be implemented in all Bachelor's degree programmes in 2014.

## Agreement 3. Excellence

The UvA and VU University Amsterdam will continue to pursue the objectives of the Sirius Programme 2009-2012 (Higher Education & Student Finance Department Decision/70971 of 31 October 2008) through to the end of 2015. All excellent Bachelor's students (defined as: enrolled with an average pre-university final exam mark of 8 or higher, or obtained 60 credits with an average mark of 7.5 or higher in the first academic year) will be offered a place in an Honours track or other Excellence programme (other promising students may also be invited to take part). Honours programmes participation under the extended Sirius Programme will be settled in accordance with the provisions of the original Sirius decision and the further refinements subsequently agreed with the funding body

(including to link the participation rate to the KUO cohort of students who re-enrol). However, agreements made under the Sirius Programme as regards the percentage of students that successfully obtains an Honours degree does not form part of this performance agreement with the Education Ministry.

The UvA will expand the number of places in broad, intensive Bachelor's programmes from the current 259 (Liberal Arts and Sciences, Bachelor's in Natural and Social Sciences) to 400 in the 2015-2016 academic year. The number of Research Master's places will be expanded from the current 314 to 400 in 2015-2016.

*Indicator*

Denominator: the same students as in Agreement 1.

Numerator: the number of these students that has been admitted to the Amsterdam University College faculty Honours programme.

Definition of intake in intensive Bachelor's programmes and Research Master's programmes: full-time, first-year intake in degree programme/institution, regardless of students' funding status. Source: 1cijferHO.

Definition of broad, intensive Bachelor's programmes: broad Bachelor's programmes in the higher government funding category (Liberal Arts and Sciences, Bachelor's in Natural and Social Sciences, Future Planet Studies and, from 2014, Politics, Psychology, Law and Economics (PPLE)).

*Baseline and interim measurement*

The participation rate was 7.5% in 2011 (source: Sirius Monitor). In the 2013-2014 academic year, this figure was 10.5% (this concerns the 2012 cohort: 291 participating Honours students plus 132 AUC students; as a percentage of 4,027 students who re-enrolled in the second year). The intake in broad, intensive Bachelor's programmes was 259 in 2011 and 426 in 2013 (133 at AUC, 142 in the Bachelor's in Natural and Social Sciences and 151 in Future Planet Studies). The intake in Research Master's was 314 in 2011 and 322 in 2013.

**Agreement 4. Lecturer quality**

At the start of the 2015-2016 academic year, 80% of the teaching staff (headcount) will hold a University Teaching Qualification (UTQ).

*Indicator*

Denominator: all UvA-employed staff holding an appointment as lecturer, assistant professor, associate professor or professor for more than one year and a teaching load of at least 0.1 FTEs (160 hours annually). Source: UvA personnel database, including registered data on teaching hours.

Numerator: the number of these employees that holds a UTQ or Advanced UTQ certificate. Source: UvA personnel database, including registered data on UTQ/Advanced UTQ certifications.

AMC-UvA: At the Faculty of Medicine this agreement pertains to all teaching professors, associate professors, assistant professors and academic medical specialists with government funding and the share registered in the AMC-UvA records as holding a UTQ/Advanced UTQ.

*Baseline and interim measurement*

The percentage at the UvA was 23.2% at the end of 2011 and 56.3% at the end of 2013; at the AMC-UvA this was 39.9% at the end of 2013, according to its own records.

**Agreement 5. Contact hours**

In the 2015-2016 academic year, the first year of every Bachelor's programme will have at least 12 scheduled lesson hours per week on average as calculated over both semesters of 20 weeks each, with the exception of the exam weeks. At the end of the first semester, each first-year student (or at least 90%) will receive a candid recommendation and a judgement regarding whether he or she will be able to complete the programme within a reasonable time frame.

*Indicator*

Denominator: for all Bachelor's programmes, 40 weeks minus the weeks reserved solely for testing.

Source: course catalogue/timetable.

Numerator: the number of scheduled contact hours (including scheduled tutoring) during these weeks.

Source: course catalogue/timetable.

#### *Baseline and interim measurement*

In 2011, 32 degree programmes did not meet this criterion and in 2013 27 did not.

### **Agreement 6. Support staff**

Pursuant to large cuts amounting to €23 million annually in the UvA's indirect costs over the period 2005-2012, non-teaching and research-related support staff will be maintained at the current level of a 20.9% share of the total staff positions (first definition of the Berenschot consulting firm). The current number of staff positions is based on the UvA's current projects, principally related to ICT and the Accommodations Plan 2005-2020 and comprising investments totalling €620 million. Decisions on long-term cuts will be made in 2015, after most of the Accommodations Plan has been completed.

#### *Indicator*

Denominator: the number of full-time equivalent (FTE) staff positions contracted by the UvA.

Source: UvA personnel database.

Numerator: the number of non-teaching and research-related support staff calculated according to the Berenschot method. Source: the UvA assumes that the Education Ministry will instruct Berenschot to carry out this survey again in the 2015 reporting year.

#### *Baseline and interim measurement*

The baseline measurement was 20.9%. According to the UvA's internal reconstruction of the Berenschot method, the interim figure was 20.8% at the end of 2012. The measurement has not yet been reconstructed for 2013.

### **Agreement 7. Institutional Quality Assurance Audit**

In 2013, the UvA underwent an Institutional Quality Assurance Audit by the Accreditation Organisation of the Netherlands and Flanders (NVAO). Any issues signalled in the findings are to be corrected by the end of 2014.

#### *Current status*

The NVAO Institutional Quality Assurance Audit issued a positive decision on 26 June 2013.

### **Agreement 8. Financial transparency**

As from 2012 the UvA publishes information about faculty expenditures broken down by the provenance of the funding source (flow of funds) and the designation (education, research), in accordance with its EU Certificate on the Methodology of Full Cost Accounting.

#### *Current status*

An overview for both the UvA as a whole and each faculty individually is included in the figures in section 2.6 of this Annual Report.

### **Conditions under which the UvA concluded the agreements**

- The amendments to the Dutch Higher Education and Research Act (WHW) agreed in the General Agreement will take effect in September 2014. Further to these changes, Agreement 2 is subject to the condition that the registration date for new students will be 1 May as from the 2014-2015 academic year.
- Agreement 5 (contact hours) is subject to the condition that the price per student does not decline relative to the price level in 2011. 'Price per student' is defined as the statutory tuition fee multiplied by four plus the variable teaching component of the government grant for a full-time, four-year (Bachelor's and Master's) degree programme in the lower government funding category (in 2011: €29,217). The price level is measured against the Netherlands Bureau for Economic Policy Analysis (CPB) standard consumer price index.

### *Compliance*

The Dutch Ministry of Education, Science and Culture has met the main conditions of the statutory framework. The agreements on tuition fee differentiation and doctoral students have not yet been implemented and the legislator has restricted universities' means for covering the costs of Pre-Master's students relative to the terms of the General Agreement. The UvA does not see these deviations as requiring any changes to the agreements as they were not contingent on one another.

The condition relating to funding was not satisfied: the price per student as referred to in the agreement was €29,406 in 2013, which, after correction for inflation, is approximately 4% lower than the 2011 price of €29,217. This decrease has put the agreement relating to the number of contract hours (in particular) under pressure.

### **Degree programmes on offer**

The UvA has not made any concrete agreements with the Ministry of Education, Culture and Science to reduce the degree programmes it offers. This is because Amsterdam has by far the country's largest higher education market, and in any instance where the number of institutions offering an area of study is curtailed, Amsterdam is likely to be among those remaining.

Nonetheless, relative to 2012 (baseline measurement for the performance agreements), the number of Bachelor's programmes has fallen from 59 to 57 and the number of Master's programmes from 111 to 92 (excluding the 23 teacher-training programmes), in the latter case due mainly to the restructuring and clustering of smaller humanities programmes.

Additionally, with its emphasis on greater collaboration in Master's programmes in particular, the Amsterdam Academic Alliance (AAA) may lead to a decrease in the total number of study programmes offered in Amsterdam. The UvA and VU University Amsterdam also drew up a joint model teaching and examination regulations document for this purpose in late 2013. Existing collaboration between UvA and VU University Amsterdam Honours programmes also continued, as described in section 1.3.

### **Profile of the UvA**

In response to calls for more focus and mass, the UvA introduced a policy of research priority areas in 2008 that has since formed a consistent part of its strategy. The UvA has identified a number of research priority areas in which it can bolster its competitive strength worldwide while at the same time enhancing its regional impact and relevance.

To consolidate its position as a research university, the UvA has effected a gradual shift within its finite research capacity towards these priority areas, with the aim of retaining excellent research and expanding it in selected areas. Each of these areas has been conceived in relation to current major scientific and societal challenges and to issues and problems facing practitioners in the particular field. After the first evaluation in 2011-2012, the research priority areas were more narrowly delineated, with their composition assessed principally on the basis of bibliometric characteristics.

This evaluation was closely aligned with the profile and performance agreements, and the 20 priority areas were ranked under a set of seven overarching profile themes. The priority areas grouped under each theme specify the UvA's contribution in that particular field (see the table in section 1.2 of this Annual Report, further detailing the research priority area policy).

In 2013, the UvA set up an administrative structure that will allow it to track the development of its priority areas from each of the various angles provided for in its management information. The trend in the volume of publications has also been clearly reflecting the shift in focus of the priority area policy.

### **Collaboration in the AAA and profiling resources**

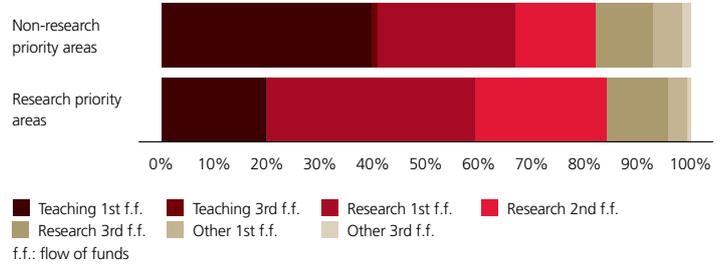
The Amsterdam Academic Alliance (AAA), established jointly with VU University Amsterdam and also open to other knowledge institutions, forms the second cornerstone of the UvA's profiling activities, together with its profile themes.

## Characteristics of the UvA priority areas

### Time expenditure of academic staff

**Aim: Research-intensive teaching calls for the visible participation of even the best researchers in teaching.**

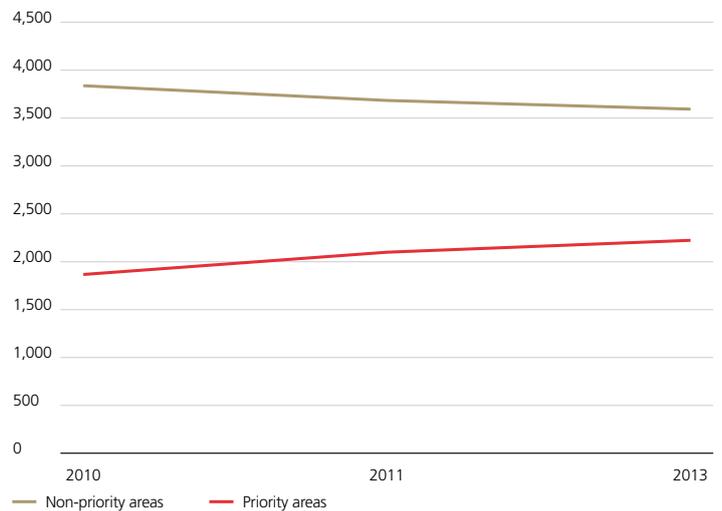
The priority areas do not run parallel with the fields that receive the highest number of enrolments. Accordingly, the graph shows that academic staff affiliated with the priority areas can, on average, spend proportionately more time working on research but also have teaching duties.



### Number of publications (UvA academic staff)

**Aim: Shift the focus of UvA research towards the priority areas.**

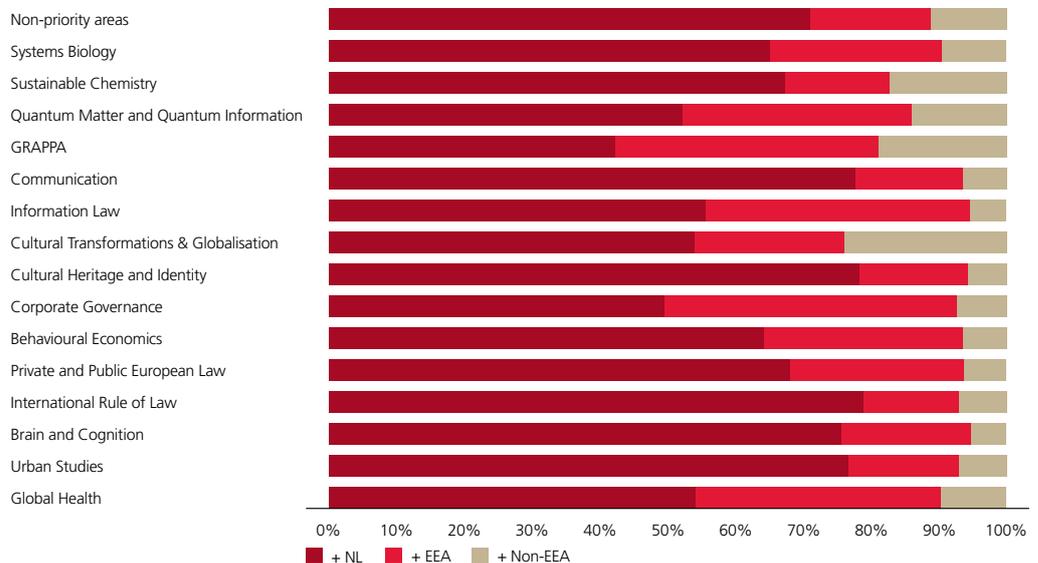
The graph shows trends in the number of scientific publications within and outside the priority areas. The average number of publications per academic FTE amounted to 3.1 in the priority areas and 2.0 outside these areas (2013).



### Internationalisation of priority areas

**Aim: Increase internationalisation and interconnectedness within the academic world.**

Most priority areas – except those directed more towards national and regional priorities – are represented by a relatively large share of international researchers.



Among the results of AAA collaboration in science was the decision of the NWO's SRON Netherlands Institute for Space Research to set up quarters at Amsterdam Science Park and work closely there with earth scientists from VU University Amsterdam and astrophysicists from the UvA. Plans also got under way for the development of a joint High-tech Instrumentation Facility, enabling more effective use of expensive research facilities.

Working with the municipality of Amsterdam and the Dutch Ministry of Education, Culture and Science, solutions are being sought to overcome the NWO's lack of sufficient replacement reserve for the accommodation of SRON.

In its public-private collaborations with area businesses, the most important milestone of 2013 was the inauguration of the Advanced Research Centre for NanoLithography (ARCNL) at Amsterdam Science Park. With the participating parties – the ASML, FOM, NWO, UvA and VU University Amsterdam – having reached agreement in November 2013, the new research centre (which opened in 2014) will be conducting fundamental research in nanolithography, the key technology in the advancing production of compact computer chips and processors for PCs, smartphones and other devices.

To support the AAA's collaborative endeavours, the UvA and VU University Amsterdam initiated a joint AAA Fund to cover the years 2013-2016. This Fund has been created with injections from both institutions, which at the least include the UvA's and VU University Amsterdam's profiling resources (the budget allocated under Section 9, paragraph 4 of the government's Decision on the Performance-based Funding Experiment in Higher Education and will constitute at least €6 million annually over the coming years.

In 2013, eight groups in which researchers from the two universities will be working closely together over periods of one or more years received contributions from this Fund. These were:

- The joint science faculties, for various initiatives demonstrating the quality leap made possible through collaboration.

*Current status: as from 1 January 2014, the joint science faculties have been placed under the direction of a single dean (recruited from abroad); in the course of 2014, the parameters of individual components of the collaboration will be further defined in terms of management, funding, accommodation and operations.*

- The social sciences faculties, for the creation of the Amsterdam Centre for Contemporary European Studies (ACCESS Europe).

*Current status: ACCESS Europe launched on 1 October 2013. The Centre's administration and management are in place and its communication resources (including a website) have been implemented. The official opening was celebrated at Felix Meritis on 22-23 January 2014. Three postdoctoral researchers have begun one-year appointments and the first application for Horizon 2020 has been submitted.*

- The joint law faculties, for training programmes aimed at professional services.

*Current status: a selective English-taught Master's programme in Market Regulation and Behaviour is currently under development.*

- The arts and humanities faculties, focusing on the areas of archaeology and antiquity, digital humanities and heritage studies.

*Current status: collaboration within the ACASA (Amsterdam Centre for Ancient Studies and Archaeology) started in 2012 and the Master's programmes have been organised jointly since 2012. In 2013, work started on exploring different options for also jointly organising the Bachelor's programmes in these disciplines. Four thematic task forces were created to formulate visions in the areas of talent policy, internationalisation, links with the professional field and curricular innovation. The CHAT (Centre for Humanities and Technology) is a major collaboration between VU University Amsterdam, the KNAW and NL eScience Center, alongside various private partners, and is slated to open in 2014. The white paper for this project has already been adopted and a call for proposals issued. In the e-Humanities, a joint minor has been developed that will be offered from the 2014-2015 academic year. An exploratory meeting was also held in 2013 to define specifications for a joint centre of excellence in the field of heritage, accommodating high-level research and an excellent Research Master's programme.*

- The two universities' faculties of economics and business, for collaboration in graduate education. *Current status: extensive groundwork was conducted, also looking into aspects of competition law, for the development of a business plan for a joint graduate business school (non-government funded). This led to the signing of a letter of intent between the UvA, VU University Amsterdam and the Duisenberg School of Finance (DSF) to explore possible ways of incorporating the DSF in the partnership.*
- The AMC-UvA and VUmc in collaboration with the faculties of economics of the UvA and VU University Amsterdam, for a part-time MBA programme in Health Care Management that will facilitate the transformations needed for closer collaboration/coordination between the two academic medical centres. *Current status: the two-year Master's programme is in place, all communications and the selection of participants were finalised and the first group (20) started in January 2014. The first module has now been concluded and was a great success. Selection of the second group of 20 participants will start in summer 2014. The programme is being offered under the NVAO-accredited MBA at the UvA's Faculty of Economics and Business.*
- The AMC-UvA and VUmc, for a joint fellowship programme. *Current status: the two academic medical centres conducted a recruitment and selection procedure resulting in the appointment of eight fellows (doctoral students) for projects being carried out in the AMC-UvA and VUmc's joint research priority areas; all of these joint doctoral projects have now started.*
- The UvA's Faculty of Social and Behavioural Sciences and VU University Amsterdam's Faculty of Human Movement Sciences, in the area of sports and movement. *Current status: work started in 2013 to compile a business case to support the formulation of a long-term development plan.*

The Executive Boards of the UvA and VU University Amsterdam further decided to reserve a portion of the AAA Fund for the AAA Fellowship Programme. For the time being, two rounds have been planned: one in 2014 and another in 2015. The AAA Fellowship Programme is intended to attract top researchers from abroad for appointments of three years, who will then go on to join the permanent staff thereafter. Some 12 fellowships can be awarded in total. A call for applicants was issued for the first selection round and candidates were nominated by the deans and presented to the Executive Boards of the UvA and VU University Amsterdam for a joint decision. The chosen candidates were subsequently contacted by the deans.

### Fiscal obstacles

For collaboration within the AAA to be a success, it must offer a friction-free space in which staff and students can utilise facilities at each other's institutions. In practice, the risk exists that this will cause teaching and research funds to be siphoned off by additional VAT charges, given that the AAA members do not form a tax entity. The UvA has identified two possible measures to remedy this risk and that appear to be permitted under the EU directives:

- reintroduction of the VAT exemption for services provided to participants in joint regulations; this exemption was cancelled in 2003 with the introduction of the VAT compensation fund for municipalities, but the alternative offered at the time by the state secretary for Finance – the principle of costs for joint account – has proved markedly more restricted in its application;
- expansion of the VAT exemption for cost-sharing groups to all situations in which the participating institutions have not contracted external parties to perform the services shared under the collaboration.





## Appendix 5.

## Facts and figures

EOI = students enrolling in a given programme at the UvA for the first time; EI = students enrolling at the UvA for the first time

**Faculty of Humanities**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	1,928	1,791	1,537	1,191	1,454
<i>of whom EI</i>	1,615	1,519	1,330	1,014	1,252
Pre-Master's intake (EOI)	112	85	-	20	20
<i>of whom EI</i>	99	74	-	14	18
Master's intake (EOI)	801	929	950	959	1,004
<i>of whom EI</i>	251	281	312	358	332
Enrolled students	7,396	7,820	7,781	6,930	6,923
<i>of whom international students</i>	385	386	449	399	404
<i>estimated in FTEs</i>	5,695	6,241	6,263	5,482	
Bachelor's exams	875	1,011	1,205	1,153	
Master's/initial university degree ( <i>doctoraal</i> ) exams	839	982	1,155	848	
Professional exams	-	-	-		
First-year Bachelor's dropout rate	25%	26%	26%	25%	
Success rate of re-enrolled Bachelor's after 4 years	55%	57%	63%	63%	
Success rate of 1-year Master's after 2 years	57%	60%	70%	65%	
Success rate of 2-year Master's after 3 years	57%	61%	66%	69%	
PhD after Master's	6%	-	9%	-	8%
Paid employment after Master's	74%	-	64%	-	68%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	69	46	48	58	57
Designers' certificates	-	-	3	12	19
Academic publications	726	691	730	954	874
Professional journals	287	187	213	356	298
Popular publications		89	133	183	177
Total professors	71	72	67	72	80
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	487	482	520	539	534
<i>of whom women</i>	230	236	265	268	260
Support and management staff	135	146	153	163	160
<i>of whom women</i>	99	105	107	113	118
Absence due to illness – academic staff	2.5%	2.5%	2.6%	2.0%	2.2%
Absence due to illness – support and management staff	5.1%	5.0%	4.6%	2.9%	4.4%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	64.0	68.1	70.9	72.3	76.9
Contract teaching	0.9	0.8	1.0	0.6	0.7
Indirect government/contract funded research	9.5	9.9	7.8	5.8	3.7
Other income	1.9	3.6	2.8	5.0	3.1
<i>Operating profit</i>	0.4	3.9	5.6	-0.7	-0.6

**Faculty of Law**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	1,885	773	774	735	590
<i>of whom EI</i>	785	672	643	636	531
Pre-Master's intake (EOI)	158	139	1	2	1
<i>of whom EI</i>	114	114	-	1	1
Master's intake (EOI)	634	678	641	621	561
<i>of whom EI</i>	239	261	223	202	211
Enrolled students	4,321	4,269	3,909	3,459	3,324
<i>of whom international students</i>	207	195	197	171	162
<i>estimated in FTEs</i>	2,734	2,876	3,902	2,901	
Bachelor's exams	446	437	498	455	
Master's/initial university degree ( <i>doctoraal</i> ) exams	877	844	1001	642	
Professional exams	-	-	-		
First-year Bachelor's dropout rate	49%	43%	46%	40%	
Success rate of re-enrolled Bachelor's after four years	63%	63%	68%	69%	
Success rate of 1-year Master's after 2 years	74%	69%	71%	65%	
Success rate of 2-year Master's after 3 years	-	100%	10%	100%	
PhD after Master's	3%	-	2%	-	3%
Paid employment after Master's	82%	-	83%	-	80%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	13	12	13	14	12
Designers' certificates	-	-	-	-	-
Academic publications	412	511	468	511	771
Professional journals	373	434	311	407	547
Popular publications		55	27	46	147
Total professors	48	43	48	56	60
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	199	217	221	218	206
<i>of whom women</i>	96	104	111	106	100
Support and management staff	85	94	94	97	94
<i>of whom women</i>	59	61	63	66	67
Absence due to illness – academic staff	2.3%	2.6%	2.0%	3.0%	2.4%
Absence due to illness – support and management staff	2.3%	3.1%	3.3%	4.0%	4.1%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	27.0	30.3	31.8	33.2	33.6
Contract teaching	1.4	1.6	1.8	1.9	1.6
Indirect government/contract funded research	4.2	3.3	4.6	4.5	3.8
Other income	2.1	2.8	2.7	2.9	2.8
<i>Operating profit</i>	1.8	2.2	2.1	3.2	0.5

**Faculty of Medicine**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	1,324	357	362	371	388
<i>of whom EI</i>	287	288	288	311	334
Pre-Master's intake (EOI)	2	-	-	-	-
<i>of whom EI</i>	2	-	-	-	-
Master's intake (EOI)	1	7	9	55	116
<i>of whom EI</i>	-	1	1	5	9
Enrolled students	2,359	2,428	2,513	2,281	2,321
<i>of whom international students</i>	31	29	28	28	32
<i>estimated in FTEs</i>	1,971	2,024	2,215	2,040	
Bachelor's exams	9	16	183	317	
Master's/initial university degree ( <i>doctoraal</i> ) exams	295	324	301	299	
Professional exams	242	272	313	334	
First-year Bachelor's dropout rate	8%	7%	5%	4%	
Success rate of re-enrolled Bachelor's after four years	*)	*)	*)	69%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	75%	75%	80%	45%	
PhD after Master's	27%	-	21%	-	26%
Paid employment after Master's	55%	-	57%	-	57%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	148	153	168	186	238
Designers' certificates	-	-	-	-	-
Academic publications	3,206	3,465	3,789	4,120	4,285
Professional journals	-	2	-	-	21
Popular publications	-	-	-	-	-
Total professors **)	Unknown	157	161	170	160
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs ***)</b>					
Academic staff					
<i>of whom women</i>					
Support and management staff					
<i>of whom women</i>					
Absence due to illness – academic staff					
Absence due to illness – support and management staff					
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million ***)</b>					
Government funding	64.1	63.2	56.6	67.6	61.7
Contract teaching					
Indirect government/contract funded research					
Other income					
<i>Operating profit</i>	0.0	0.0	0.0	0.0	0.0

\*) The Bachelor's programme in Medicine started in 2009.

\*\*) Includes core and strategic professors.

\*\*\*) The UvA does not have staff and financial data for the Faculty of Medicine at the AMC-UvA.

**Faculty of Dentistry**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	64	65	65	64	64
<i>of whom EI</i>	57	56	50	58	57
Pre-Master's intake (EOI)	-	-	-	-	6
<i>of whom EI</i>	-	-	-	-	5
Master's intake (EOI)	14	37	38	56	46
<i>of whom EI</i>	2	1	2	-	3
Enrolled students	481	450	442	430	451
<i>of whom international students</i>	13	18	18	17	16
<i>estimated in FTEs</i>	469	448	443	429	
Bachelor's exams	84	57	79	53	
Master's/initial university degree ( <i>doctoraal</i> ) exams	77	77	76	47	
Professional exams	-	-	-	-	
First-year Bachelor's dropout rate	6%	2%	2%	10%	
Success rate of re-enrolled Bachelor's after four years	71%	79%	74%	94%	
Success rate of 1-year Master's after 2 years				-	
Success rate of 2-year Master's after 3 years	89%	94%	97%	100%	
PhD after Master's	-	-	-	-	-
Paid employment after Master's	-	-	-	-	-
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	4	9	7	8	10
Designers' certificates	-	-	-	-	-
Academic publications *)	228	214	214	222	266
Professional journals *)	168	164	169	134	159
Popular publications *)		14	9	12	9
Total professors		4	4	4	6
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	83	93	95	84	87
<i>of whom women</i>	25	34	39	33	36
Support and management staff	73	80	93	98	101
<i>of whom women</i>	40	50	60	67	67
Absence due to illness – academic staff	4.1%	3.5%			
Absence due to illness – support and management staff	6.0%	5.0%			
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	16.1	16.7	16.2	17.2	16.0
Contract teaching	0.5	0.6	0.8	0.7	0.7
Indirect government/contract funded research	1.4	1.0	1.5	1.7	2.0
Other income	5.7	5.8	6.3	5.5	5.5
<i>Operating profit</i>	0.9	-0.5	-1.1	-0.4	-0.9

\*) Figures for ACTA, i.e. combined total of the faculties of dentistry at the UvA and VU University Amsterdam.

**Faculty of Science**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	884	1,039	958	1,186	1,363
<i>of whom EI</i>	825	945	881	956	1243
Pre-Master's intake (EOI)	39	26	16	17	2
<i>of whom EI</i>	36	25	16	14	2
Master's intake (EOI)	310	393	521	574	700
<i>of whom EI</i>	188	188	264	309	349
Enrolled students	3,052	3,483	3,789	4,123	4,870
<i>of whom international students</i>	279	305	377	461	476
<i>estimated in FTEs</i>	2,608	3,032	3,213	3,473	
Bachelor's exams	328	356	495	530	
Master's/initial university degree ( <i>doctoraal</i> ) exams	305	360	460	425	
Professional exams					
First-year Bachelor's dropout rate	33%	38%	36%	34%	
Success rate of re-enrolled Bachelor's after four years	81%	67%	65%	64%	
Success rate of 1-year Master's after 2 years	72%	80%	77%	73%	
Success rate of 2-year Master's after 3 years	57%	62%	74%	65%	
PhD after Master's	40%	-	35%	-	42%
Paid employment after Master's	53%	-	51%	-	50%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	79	100	85	85	106
Designers' certificates	-	-	-	-	
Academic publications	1,445	1,490	1,447	1,533	1,504
Professional journals	48	67	48	31	43
Popular publications		17	24	16	19
Total professors	84	84	89	91	95
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	604	587	641	677	705
<i>of whom women</i>	145	148	172	182	185
Support and management staff	320	313	326	319	311
<i>of whom women</i>	136	135	143	151	154
Absence due to illness – academic staff *)	1.0%	1.1%	1.1%	1.0%	1.1%
Absence due to illness – support and management staff *)	4.3%	3.9%	3.8%	5.1%	4.3%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	81.3	81.1	84.0	88.8	90.4
Contract teaching	0.3	0.2	0.2	0.4	0.4
Indirect government/contract funded research	24.5	26.0	31.3	29.1	28.9
Other income	4.6	9.3	5.5	3.7	3.8
<i>Operating profit</i>	-4.6	-5.8	5.5	1.9	-0.8

\*) Through the end of 2010, excluding the Institute for Interdisciplinary Studies.

**Faculty of Economics and Business**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	857	874	834	892	1,107
<i>of whom EI</i>	794	822	773	797	1,031
Pre-Master's intake (EOI)	292	293	65	127	161
<i>of whom EI</i>	249	268	53	112	132
Master's intake (EOI)	437	702	799	780	1,000
<i>of whom EI</i>	243	373	317	400	523
Enrolled students	3,986	4,392	4,134	3,941	4,544
<i>of whom international students</i>	531	715	709	688	733
<i>estimated in FTEs</i>	2,503	3,000	3,106	3,559	
Bachelor's exams	342	430	439	425	
Master's/initial university degree ( <i>doctoraal</i> ) exams	591	934	1,063	797	
Professional exams	-	-	-		
First-year Bachelor's dropout rate	49%	44%	43%	42%	
Success rate of re-enrolled Bachelor's after four years	51%	61%	64%	61%	
Success rate of 1-year Master's after 2 years	74%	74%	76%	70%	
Success rate of 2-year Master's after 3 years	67%	89%	75%	90%	
PhD after Master's	2%	-	3%	-	4%
Paid employment after Master's	96%	-	89%	-	87%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	16	19	20	32	23
Designers' certificates	-	-	-	-	-
Academic publications *)	517	617	356	226	248
Professional journals	42	66	106	157	205
Popular publications		137	102	60	83
Total professors	70	67	54	52	53
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	233	219	194	196	207
<i>of whom women</i>	41	44	43	48	49
Support and management staff	118	97	92	99	89
<i>of whom women</i>	82	70	68	70	65
Absence due to illness – academic staff	1.4%	1.2%	1.2%	0.7%	0.8%
Absence due to illness – support and management staff	6.3%	5.4%	5.3%	4.0%	5.3%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	26.6	27.7	31.4	32.4	36.7
Contract teaching	6.0	5.8	6.7	6.6	6.7
Indirect government/contract funded research	3.1	1.9	2.4	2.0	2.1
Other income	2.3	5.4	3.9	3.5	4.6
<i>Operating profit</i>	-6.2	-5.4	2.0	3.3	7.0

\*) Through the end of 2010, the FEB also counted working papers as academic publications.

**Faculty of Social and Behavioural Sciences**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	2,019	2,183	1,762	1,410	1,586
<i>of whom EI</i>	1,786	1,943	1,546	1,228	1,425
Pre-Master's intake (EOI)	285	251	56	64	80
<i>of whom EI</i>	228	199	40	55	75
Master's intake (EOI)	926	1,348	1,592	1,515	1,557
<i>of whom EI</i>	300	369	368	524	651
Enrolled students	9,132	9,733	9,302	8,282	8,305
<i>of whom international students</i>	466	471	499	549	591
<i>estimated in FTEs</i>	6,507	7,224	7,535	6,920	
Bachelor's exams	1,119	1,326	1,546	1,241	
Master's/initial university degree ( <i>doctoraal</i> ) exams	1,444	1,793	1,988	1,837	
Professional exams	-	-	-		
First-year Bachelor's dropout rate	26%	26%	24%	28%	
Success rate of re-enrolled Bachelor's after four years	57%	62%	67%	68%	
Success rate of 1-year Master's after 2 years	70%	77%	80%	84%	
Success rate of 2-year Master's after 3 years	70%	82%	78%	78%	
PhD after Master's	8%	-	8%	-	7%
Paid employment after Master's	79%	-	79%	-	76%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	52	65	64	66	71
Designers' certificates	-	-	-	-	-
Academic publications	1,366	1,386	1,777	1,647	1,602
Professional journals	406	330	305	300	331
Popular publications		220	249	270	182
Total professors	69	73	67	67	70
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	635	696	732	723	743
<i>of whom women</i>	340	376	411	402	412
Support and management staff	220	215	223	236	246
<i>of whom women</i>	140	145	152	162	169
Absence due to illness – academic staff *)	2.4%	2.7%	2.3%	2.3%	1.8%
Absence due to illness – support and management staff *)	3.7%	3.4%	3.3%	4.3%	3.7%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	74.2	78.6	81.1	84.9	91.3
Contract teaching	0.7	0.7	1.0	1.9	2.2
Indirect government/contract funded research	18.6	16.9	17.1	17.3	20.2
Other income	2.6	7.7	7.1	7.6	5.3
<i>Operating profit</i>	0.6	0.4	1.4	7.4	9.1

\*) Through the end of 2010, excluding the Interfaculty Teacher Training Programmes.

**Amsterdam University College**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	114	96	100	154	133
<i>of whom EI</i>	109	96	100	154	132
Pre-Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Enrolled students	114	164	295	337	385
<i>of whom international students</i>	48	100	177	226	245
<i>estimated in FTEs *)</i>	<i>nb</i>	<i>nb</i>	505	612	
Bachelor's exams	-	-	132	184	
Master's/initial university degree ( <i>doctoraal</i> ) exams	-	-	-	-	
Professional exams	-	-	-	-	
First-year Bachelor's dropout rate	11%	8%	6%	10%	
Success rate of re-enrolled Bachelor's after four years	-	-	-	95%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	-	-	-	-	
PhD after Master's	-	-	-	-	
Paid employment after Master's	-	-	-	-	
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	-	-	-	-	-
Designers' certificates	-	-	-	-	-
Academic publications	-	-	-	-	-
Professional journals	-	-	-	-	-
Popular publications	-	-	-	-	-
Total professors	-	-	1	-	-
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	4	12	20	25	30
<i>of whom women</i>	2	5	9	12	14
Support and management staff	9	10	10	14	15
<i>of whom women</i>	6	8	8	9	9
Absence due to illness – academic staff	0.0%	3.4%	1.4%	0.2%	0.3%
Absence due to illness – support and management staff	2.6%	1.4%	3.2%	2.0%	4.9%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million</b>					
Government funding	0.1	0.6	2.8	4.3	6.6
Contract teaching	0.1	0.3	0.4	0.3	0.0
Indirect government/contract funded research	0.0	0.0	0.0	0.0	0.0
Other income	0.9	1.7	0.2	-0.3	-2.6
<i>Operating profit</i>	<i>0.1</i>	<i>0.1</i>	<i>0.5</i>	<i>0.3</i>	<i>-0.4</i>

\*) Including VU University Amsterdam students at Amsterdam University College.

**University of Amsterdam**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Education</b>					
Bachelor's intake (EOI)	7,075	7,178	6,392	6,003	6,685
<i>of whom EI</i>	6,258	6,341	5,611	5,154	6,005
Pre-Master's intake (EOI)	888	794	138	230	270
<i>of whom EI</i>	728	680	109	196	233
Master's intake (EOI)	3,123	4,094	4,550	4,560	4,984
<i>of whom EI</i>	1,223	1,474	1,487	1,798	2,078
Enrolled students	30,841	32,739	32,165	29,783	31,123
<i>of whom international students</i>	2,044	2,235	2,526	2,567	2,659
<i>estimated in FTEs</i>					
Bachelor's exams	3,203	3,633	4,577	4,358	
Master's/initial university degree ( <i>doctoraal</i> ) exams	4,428	5,314	6,044	4,895	
Professional exams	242	272	313	334	
First-year Bachelor's dropout rate	32%	31%	30%	30%	
Success rate of re-enrolled Bachelor's after four years	57%	62%	65%	66%	
Success rate of 1-year Master's after 2 years	69%	72%	75%	74%	
Success rate of 2-year Master's after 3 years	66%	70%	74%	69%	
PhD after Master's	11%	-	10%	-	11%
Paid employment after Master's	76%	-	73%	-	72%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Research</b>					
Doctorates conferred	381	404	405	449	517
Designers' certificates			3	12	19
Academic publications (duplicates removed)	7,855	8,234	8,713	9,129	9,457
Professional journals (duplicates removed)	1,372	1,267	1,195	1,411	1,635
Popular publications (duplicates removed)		537	553	590	619
Total professors	358	512	503	525	539
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Staff in FTEs</b>					
Academic staff	2,279	2,339	2,458	2,498	2,548
<i>of whom women</i>	885	959	1,063	1,065	1,070
Support and management staff	1,783	1,771	1,828	1,847	1,862
<i>of whom women</i>	945	959	1,001	1,031	1,067
Absence due to illness – academic staff	2.1%	2.2%	1.8%	1.7%	1.6%
Absence due to illness – support and management staff	5.2%	5.0%	4.7%	4.9%	4.5%
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Finances x €1 million *)</b>					
Government grants and tuition fees	403.6	418.9	430.1	438.1	449.8
Contract teaching	12.5	13.2	14.7	15.5	15.1
Indirect government/contract funded research	62.8	59.9	65.6	62.7	60.7
Other income	34.9	61.0	40.0	39.1	47.8
<i>Operating profit</i>	2.0	25.6	-1.7	-14.7	5.1

\*) In accordance with the non-consolidated Annual Statement of Accounts.

## Appendix 6.

# Statement pursuant to the Dutch Top Incomes (Standardisation) Act

Statement of the remuneration of executive officials and former executive officials pursuant to Section 4.1 of the Dutch Top Incomes (Standardisation) Act (*Wet normering topinkomens*, WNT). All officials held their positions throughout 2012 and 2013, unless otherwise stated. There were no payments to executive officials or former executive officials in connection with terminations of employment.

	2013					2012				
	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	SOCIAL SECURITY CONTRIBUTIONS	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	SOCIAL SECURITY CONTRIBUTIONS
<b>EXECUTIVE OFFICIAL</b>										
Dr L.J. Gunning-Schepers Executive Board President 1)	100%	184,761	33,166	-	6,957	100%	144,828	20,385	-	5,043
Prof. D.C. van den Boom Rector magnificus	100%	185,953	33,383	-	6,957	100%	185,953	31,116	-	6,723
Prof. H.M. de Jong AUAS/HvA Rector 2)	100%	142,076	27,529	-	5,954	-	-	-	-	-
P.W. Doop Executive Board Vice-President 3)	100%	192,718	35,785	-	7,145	100%	192,028	33,316	-	6,894
Prof. K. van der Toorn Professor, former Executive Board President 4)	100%	121,858	21,544	-	6,957	100%	172,410	34,975	-	6,723
A. Nicolai Supervisory Board Chair 5)	7,5%	15,000	-	-	-	7,5%	7,500	-	-	-
A. Baan Supervisory Board Member 6)	5%	2,700	-	-	-	5%	10,000	-	-	-
Prof. S.W.J. Lamberts Supervisory Board Member 7)	5%	10,000	-	-	-	5%	1,667	-	-	-
L.M.T. van Velden Supervisory Board Member 9)	5%	10,000	-	-	-	5%	5,000	-	-	-
Prof. G.P.M.F. Mols Supervisory Board Member 9)	5%	6,667	-	-	-	-	-	-	-	-

1) From 1 April 2012

2) From 1 March 2013, paid by the AUAS/HvA

3) Paid by the AUAS/HvA

4) President of the Executive Board until 1 August 2011

5) From 1 July 2012

6) Until 5 April 2013

7) From 1 November 2012

8) From 1 July 2012

Statement pursuant to Section 4.2, paragraph 1 of the Dutch Top Incomes (Standardisation) Act of the remuneration of persons whose annualised remuneration exceeded the threshold set out in Section 2.3 of the Act (€228,599 excluding social security contributions). All held their positions throughout 2012 and 2013, unless otherwise stated.

TITLE	2013					2012				
	AVERAGE SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	SOCIAL SECURITY CONTRIBUTIONS	AVERAGE SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	SOCIAL SECURITY CONTRIBUTIONS
Professor 10)	90%	191,144	35,079	-	6,957	90%	189,618	32,693	-	6,723
Professor 11)	10%	23,912	3,873	-	3,506	62.5%	133,547	21,236	-	6,723
Professor 12)	40%	18,807	2,497	-	908	40%	108,081	20,332	-	6,723

10) Performance-based allowance

11) Allowances on other grounds (scarcity). Employment until 1 August 2012 100%, subsequently 10%

12) Labour market allowance. Employment terminated as from 15 February 2013; this allowance plus the annualised accrued holiday allowance also exceeds the WNT threshold

In March 2014 the UvA paid a total of €10,035 in crisis tax:

TITLE	CRISIS TAX AMOUNT
President of the Executive Board	3,309
Rector Magnificus	3,638
Professor (first-named above)	3,088

Statement pursuant to Section 4.2, paragraph 2(c) of the Dutch Top Incomes (Standardisation) Act of the remuneration of persons who for reasons other than an appointment or an employment contract were paid an allowance for a period of more than six months that (when annualised) exceeded the threshold set out in Section 2.3 of the Act (€228,599 excluding VAT).

TITLE	2013		2012	
	DURATION AND AVERAGE SCOPE	REIMBURSEMENT (EXCL. VAT)	DURATION AND AVERAGE SCOPE	REIMBURSEMENT (EXCL. VAT)
Shared service director	12 mths. (0.67 FTEs)	163,980	12 mnd 0.61 fte	159,983
Accommodations adviser	12 mths. (0.17 FTEs)	59,640	12 mnd 0.40 fte	141,960
Communications adviser	12 mths. (0.24 FTEs)	64,210	12 mnd 0.30 fte	88,725

The internal mandate provides that the hire of external staff for a fee in excess of the WNT threshold requires permission from the Executive Board. The foregoing statement was compiled on the basis of the relevant Executive Board decisions alongside registered data on external staff in the UvA personnel database, statements requested from the organisational units and receivables in the ledger account for external hires.







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