

# Annual Report 2017

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# Annual Report 2017

University of Amsterdam

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Pop-up lecture on a ferry to mark the occasion of the UvA's  
385th anniversary

Photo: Jean-Pierre Jans

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# Contents

5	A. Foreword by the Executive Board
7	B. Key data
9	C. Message from the Supervisory Board
14	D. Members of the Executive Board and Supervisory Board
15	E. Faculty deans and directors of the organisational units
16	F. Details of the legal entity
17	G. Glossary of abbreviations
21	1. Administration
27	2. Education
37	3. Research
47	4. Innovation
53	5. Human resources policy
58	6. Sustainability
67	7. Financial report
77	8. Accommodations plan and financing
82	9. Continuity
87	10. Risks



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**EXECUTIVE BOARD**

From left to right: Prof. Geert ten Dam (president), Prof. Karen Maex (Rector Magnificus and vice-president), and Jan Lintsen, MBA (member).

## A. Foreword by the Executive Board

In 2017 the University of Amsterdam celebrated its 385th anniversary. This was commemorated in several ways, ranging from a special afternoon at Tuschinski Cinema featuring University Professor Robbert Dijkgraaf and other UvA-affiliated scholars, to public lectures given on the IJ ferry and at Schiphol Airport, ‘Challenging Society Sessions’ and a university-hosted night-time festival for alumni, students, staff and local residents at the Binnengasthuis Campus. This annual report features photos of these and other commemorative events.

2017 was a year in which the UvA took several major steps, such as the abolition of the joint Executive Board of the UvA and the AUAS, the decision to construct a university library in the University Quarter, the establishment of a logistics hub to ensure sustainable and smart deliveries to buildings, the establishment of the University Forum to increase the level of engagement among students and staff, the Faculty of Law’s move to Roeterseiland, the regulatory change allowing senior university lecturers to supervise PhD candidates, and the strengthening of HR policy by the adoption of policy memorandums on annual consultations, career development policy, academic leadership and strategic personnel planning.

A research priority area policy assessment was performed in the lead-up to the drafting of a new research policy document. The UvA benefits from the fact that it is a comprehensive university and is making interdisciplinarity its trademark, by declaring data science, artificial intelligence and complexity its overarching themes, and also (on a very practical level) by linking PhD positions to the interdisciplinary degree programmes that have been established over the past few years.

Two crucial documents which will determine the UvA’s future course of action were adopted: the Vision on Teaching and Learning and the Strategic Framework for Internationalisation. In its capacity as a bilingual and internationally oriented university, the UvA appeals to students’ motivation and ambition, and provides them with high-quality and innovative education.

The UvA grew considerably in 2017. Thanks to a 14% increase in the number of first-year Bachelor’s students, the total number of students enrolled in our degree programmes was 32,588. The 2017 National Student Survey (NSE) showed that students were more satisfied with their degree programmes in 2017 than they had been in the previous year, but also that students would like to receive better guidance and improved facilities.

UvA scientists once again received a large number of research grants. A total of 37 NWO grants (Rubicon, Veni, Vidi, Vici and ECHO) and eight ERC grants (Starting and Consolidator categories) were awarded to UvA academics – a great compliment to all parties involved and an acknowledgement of the fact that the UvA conducts ground-breaking and internationally leading research.

Furthermore, several other prestigious prizes were awarded, which were also highly valuable. For instance, chemist Moniek Tromp was awarded NWO’s 2017 Athena Prize for outstanding female chemists; poet and professor of Cultural Entrepreneurship and Management Nachoem Wijnberg won the 2018 P.C. Hooft Prize; Antoinette Muntjewerff was voted UvA Lecturer of the Year; information law student Roel Maalderink won KNAW’s dissertation prize; and medical student Sulayman el Mathari and AUC student Khaled Taminy won ECHO Awards for outstanding multicultural talent.

The outgoing Rector Magnificus, Dymph van den Boom, was also given a major honour. During the University’s Dies Natalis celebration, she received great praise and gratitude for her hard work on behalf of the UvA and was created an Officer in the Order of Orange-Nassau. Louise Gunning, the former president of the Executive Board, received the city of Amsterdam’s ‘Silver Medal’. She was awarded the medal in acknowledgement of her exceptional services to Amsterdam and her substantial contributions to Amsterdam’s health care and childcare provisions and its scientific community.

Several projects initiated in 2017 will be carried out in the upcoming year, e.g. the mid-term review of the University's Strategic Plan, the introduction of a revised allocation model, further detailing of blended learning methods and strengthening of the programme committees. Through these measures, the UvA will focus on equal appreciation for teaching and research, responsible internationalisation, a strong and fair human resources policy designed to reduce staff's work load and regulatory burden, interdisciplinary research and strong ties with society and the city of Amsterdam.

Amsterdam, 25 May 2018

**The Executive Board**

Geert ten Dam, president

Karen Maex, Rector Magnificus and vice-president

Jan Lintsen, member of the Executive Board

The Faculty of Medicine is based at the Academic Medical Center (AMC-UvA). In this annual report, all numbers – including the rankings – also include the Faculty of Medicine, unless stated otherwise. The UvA does not have complete data regarding the Faculty of Medicine's personnel and expenditures. To obtain more information on these aspects, please refer to the AMC-UvA's own annual report.

## B. Key data

	2013	2014	2015	2016	2017
<b>Number of students enrolled at the UvA</b>					
Total	31,123	31,186	30,611	31,019	32,588

	2013	2014	2015	2016	2017
<b>Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)</b>					
Bachelor's intake	6,668	6,024	5,406	6,267	7,007
Pre-Master's intake	275	562	589	455	521
Master's intake	4,987	4,824	4,917	5,466	5,326

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
<b>Exams taken per academic year</b>					
Credits (ECTS) obtained by government-funded students	1,277,137	1,314,680	1,331,163	1,319,179	1,363,436
Bachelor's exams	4,358	4,217	4,558	4,350	4,390
Master's exams	4,604	4,779	5,552	5,559	5,699
Initial university degree (doctoraal) exams	291	149	94	171	10
Post-graduate Master's exams	334	306	260	200	336

	2013	2014	2015	2016	2017
<b>Doctoral theses per calendar year</b>					
Doctoral theses	517	496	478	546	543 <sup>1</sup>
<i>of which joint doctorates</i>	-	4	6	10	12 <sup>1</sup>
Design engineering certificates	19	15	16	13	13

	2013	2014	2015	2016	2017
<b>Publications per calendar year<sup>2</sup></b>					
Academic publications	9,457	8,636	8,229	8,427	8,026
Professional journals	1,635	1,103	985	1,184	1,075

	2013	2014	2015	2016	2017
<b>Key financial data (in €1 million)</b>					
Equity (as at 31 December)	277	272	264	277	278
Solvency (definition applied by Ministry of Education, Culture and Science: equity plus provisions/total assets)	42%	41%	39%	40%	41%
Transfer AMC-UvA <sup>3</sup>	146	149	161	169	168
Other operating expenses (excluding group companies)	503	511	533	541	556
<b>Total operating expenses</b>	<b>649</b>	<b>666</b>	<b>694</b>	<b>710</b>	<b>724</b>
(UvA individually plus transfer AMC-UvA)					
Group result	5.1	(3.2)	(8.0)	12.3	1.1

<sup>1</sup> Of which 1 non-government-funded due to fact that the doctorate degree was conferred abroad.

<sup>2</sup> Effective 2014: figures published in the relevant year; through 2013: figures registered in the relevant year.

<sup>3</sup> The transfer to the AMC-UvA consists of funds allocated to teaching and research (€75 million in 2017) and funds allocated to the AMC-UvA as an academic workplace (€93 million in 2017). However, in the annual statement of accounts, the funds allocated to the AMC-UvA as an academic workplace are subtracted from the UvA's assets.

	2013	2014	2015	2016	2017
<b>Staff<sup>5</sup> (FTEs as at 31 Dec, not incl. AMC-UvA)</b>					
Academic staff	2,548	2,636	2,733	2,798	2,854
<i>m/f ratio</i>	58/42%	58/42%	58/42%	57/43%	56/44%
Support and management staff	1,862	1,870	1,900	1,940	1,966
<i>m/f ratio</i>	43/57%	43/57%	43/57%	42/58%	42/58%
<b>Individual UvA total</b>	<b>4,410</b>	<b>4,507</b>	<b>4,633</b>	<b>4,738</b>	<b>4,820<sup>4</sup></b>
Consolidated affiliated institutions	481	479	353	348	317
<b>Consolidated UvA total</b>	<b>4,891</b>	<b>4,986</b>	<b>4,986</b>	<b>5,086</b>	<b>5,137</b>

	2013	2014	2015	2016	2017
<b>Absence due to illness, excl. AMC-UvA</b>					
Academic staff	1.6%	1.7%	2.1%	2.4%	2.4%
Support and management staff	4.5%	5.3%	5.6%	5.5%	5.8%

	2013	2014	2015	2016	2017
<b>Energy consumption and CO<sub>2</sub> emissions</b>					
Gas (million m <sup>3</sup> )	3.8	3.2	4.0	3.8	3.2
Electricity (million kWh)	33.7	36.0	36.2	37.2	36.8
<i>of which generated by the UvA (million kWh)</i>	0	0.5	3.1	2.6	2.6
Drinking water consumption (x1000 m <sup>3</sup> )	93.2	95.9	103.1	116.3	92.6
CO <sub>2</sub> equivalent of gas consumption (tonnes)	6,831	5,725	7,527	7,171	6,010
CO <sub>2</sub> equivalent of electricity consumption (tonnes)	20,114	21,475	17,384	18,029	18,251
<b>Total CO<sub>2</sub> equivalent</b>	<b>26,946</b>	<b>27,200</b>	<b>24,911</b>	<b>25,200</b>	<b>24,225</b>
<i>net CO<sub>2</sub> footprint (tonnes)<sup>6</sup></i>	10,358	5,840	7,502	7,006	6,037

	2013	2014	2015	2016	2017
<b>Waste removal</b>					
Regular waste (tonnes)	1,135	1,207	987	960	919
Chemical waste (tonnes)	45	44	44	49	46
<b>Total waste (tonnes)</b>	<b>1,180</b>	<b>1,251</b>	<b>1,031</b>	<b>1,009</b>	<b>965</b>
<i>waste separation percentage</i>	33.4%	33.4%	35.2%	27.1%	25.2%

<sup>4</sup> In 2016, 398 of these were also enrolled as students. Many of them were teaching assistants.

<sup>5</sup> Non-consolidated UvA staff figures include staff seconded to the T.M.C. Asser Institute and SCO Kohnstamm Institute, as well as UvA staff members working at the ACTA.

<sup>6</sup> CO<sub>2</sub> footprint for gas, electricity and drinking water consumption, corrected for purchase of green energy.

The Facts and figures section on the UvA website features more detailed information on education, research, staff and finances at the UvA, along with specifications for each individual faculty and degree programme:  
[www.uva.nl/facts-and-figures](http://www.uva.nl/facts-and-figures).

Furthermore, in 2017, the intranet section of our website was enhanced with UvAdata Monitors as a part of the commitment to greater transparency outlined in our ten-point plan of March 2015. As such, all students and staff members can now independently access a broad range of information and specify the results for their own unit or degree programme.

# C. Message from the Supervisory Board

## The Supervisory Board's role and tasks

The Supervisory Board's task is to monitor the work done, and powers exercised, by the University's Executive Board. The Supervisory Board is the body to which the members of the Executive Board give account, and also serves as their employer. In addition, the Supervisory Board asks critical and inquisitive questions and provides the Executive Board with advice. The Executive Board is tasked with running and managing the University of Amsterdam, has administrative accountability for the UvA's business and makes decisions on the day-to-day running of the University. In our supervisory role, we must be independent and uninvolved in what happens in the University on the one hand, and knowledgeable and aware of what is going on in the organisation on the other.

2017 was the first full calendar year during which the Supervisory Board operated in its new composition. Over a short period of time, partially thanks to the work done by the committees and working groups which submitted reports in the second half of 2016, we got to know the organisation's vigour and diversity. The UvA is a place where everyone's growth and development matter and are valued; it is a place where people are granted opportunities and encouraged to seize them. Our supervisory activities are informed by the need to ensure that the University stays that way.

## Strategy and multi-year plan

The joint Executive Board of the UvA and the Amsterdam University of Applied Sciences (AUAS), which was established in 2003, was abolished on 1 March 2017. During the 2003-2017 period, the Supervisory Boards of the two institutions did not merge, but the two Boards did attend meetings with the joint Executive Board and provided each other with advice. Now that the joint Executive Board has been abolished, the joint form of supervision no longer exists. Until 1 March 2017, the timing of the abolishment of the joint Executive Board and the issues associated with the two universities' joint support units were major agenda items to us. We have continued to closely watch the latter subject since 1 March and it is our understanding that services have continued to be provided without interruption. In addition, we regularly asked the Executive Board questions about the ongoing partnership with the AUAS in the fields of teaching and research.

In the autumn we discussed at length the preparations for the mid-term review of the Strategic Plan 2015-2020 with the Executive Board. Among other things, we focused on the progress made with regard to the key progress indicators (KPIs) and the underlying context. One of the action items included in the Strategic Plan is a revision of the budget allocation model. This was further detailed by the Executive Board and the deans over the course of 2017, on the basis of the recommendation issued by the Allocation Model working group in the autumn of 2016.

One complex issue we dealt with was that of accommodations for science faculties. The UvA and Vrije Universiteit Amsterdam (VU Amsterdam) drew up a plan to move both universities' physicists to the UvA's Science Park and the computer scientists to VU Amsterdam's campus, in order to combine teaching and research forces in these fields. However, the universities' student councils did not agree to lectures and seminars being held in two places rather than one. The plan was linked to the establishment of NWO's SRON Institute at Amsterdam Science Park. Since there was uncertainty in that respect, SRON decided to call for tenders for a new site. The UvA's Executive Board then submitted a new tender, in association with VU Amsterdam and the University of Twente. However, in late 2017 SRON awarded the tender to Leiden University and Delft University of Technology. Now that the space and resources originally earmarked for SRON have become available again, the UvA is in a good position to give full effect to its ambition to make the UvA a centre of expertise on applied research on artificial intelligence. This plan is expected to be implemented starting from 2018.

With respect to a partnership between the UvA and VU Amsterdam in the form of the intended administrative merger between AMC-UvA and VUmc, the Executive Board informed the Supervisory Board of the impact this could have on the Faculty of Medicine. The Board explained that the administrative merger of the two academic medical centres will not affect the way medical degrees are taught at the two universities.

### Quality assurance

Monitoring the quality of the teaching provided by the UvA is one of our major priorities, especially given national and international developments. In 2017 we focused on our University's language policy, the increasing number of international students and the revision of the Strategic Framework for Internationalisation. We also asked the Executive Board many questions about its preparations for the Institutional Quality Assurance Audit that will be performed by the NVAO in late 2018.

The updating and further detailing of the UvA's Vision on Teaching and Learning 2017 was discussed at great length in the meetings of the Education and Research Committee which was established by the Supervisory Board and among the members of the Supervisory Board themselves.

The quality of the University's research was discussed several times. In particular, we discussed the evaluation and expansion of our policy with regard to our research priority areas, their relevance and significance to society, and our national and international ambitions.

We discussed the HR agenda with the Executive Board during every meeting we had with the Board. At several stages this agenda was discussed by the Executive Board and the Central Works Council, with the two parties arriving at an agreement with regard to nearly all items discussed. We hereby congratulate all parties involved on achieving this feat.

### Effective and justifiable use of resources

In their meetings, the Supervisory Board and the Audit Committee regularly discussed the internal meetings on the introduction of the new allocation model, the 2016 Annual Statement of Accounts, the 2017 interim reports and the budget for 2018, the treasury plan for 2018 and the progress made on the newly to be constructed buildings and renovations carried out in accordance with the Accommodations Plan 2005-2020. After consulting the academic community and an external urban planning adviser, the Executive Board made a decision last year on the new University Library to be constructed in the University Quarter.

Partially on the basis of the accountant's report appended to the 2016 Annual Statement of Accounts and the accountant's verbal explanations, we found that the UvA's financial processes are solid and that public resources are used in an effective and justifiable way. We paid a great deal of attention to the financial position of the Faculty of Social and Behavioural Sciences.

We asked the Executive Board to pay special attention to the following finance-related areas of concern: drafting a vision of the desired amount of the University's accounting reserves and actual reserves and long-term solvency, and following up on the recommendations issued by the Finance and Accommodation Research Committee regarding the revision of the financing of the Accommodations Plan, including the interest rate swaps. We advised the Executive Board to be more transparent about risk management and the reporting cycle. We also discussed reinstating an internal auditor, since we no longer had one after the dissolution of the UvA-AUAS joint management structure.

As for operational management, we asked for and received information on controlling the ICT investments portfolio, information security and measures to be implemented due to the entry into force of the General Data Protection Regulation.

### Internal dialogue

We kept a close eye on how the University dealt in actual practice with the findings of the three independent committees that issued reports in the second half of 2016: the Finance and Accommodation Research Committee, the Diversity Committee and the Democratisation and Decentralisation Committee. The results of the advisory referendum, which were published by the latter committee in early 2017, prompted the Executive Board to embark on several reforms which have by now been embedded in regular administrative activities, along with the further implementation of the ten-point plan.

We were very appreciative of the Executive Board's initiatives to enhance participation in decision-making and give the academic community a greater say in the running of their university: the staff panel, the denkmee.uva.nl online platform and the University Forum experiment.

In May/June and in December, we had our statutory meetings with the Central Works Council and the Central Student Council, in accordance with the Dutch Higher Education and Research Act. At

the Student and Works Councils' request, these are separate meetings attended by our chair and the member of the Supervisory Board appointed on the Councils' recommendation. The meetings are also attended by the president of the Executive Board and the Rector Magnificus. In May, during our meeting with the Central Student Council, we discussed several topics, including the Council's memorandum on the role to be played by the Supervisory Board at the UvA. In June, we discussed the dissolution of the UvA-AUAS merger and the collaborative partnership between the UvA and VU Amsterdam's science faculties with the Central Works Council. In December, we discussed the University's language policy and the ratio between centralised and decentralised organisations with the Central Student Council. We also discussed the HR agenda and the progress made on the ten-point plan with the Central Works Council. We realise that in 2017 as in the year before, the representative advisory bodies were consulted very often, and we would like to take this opportunity to express our gratitude for their input and enormous commitment to the University.

In addition to the formal meetings held pursuant to the Higher Education and Research Act, we use informal discussions with the Central Student and Works Councils, deans and other persons involved in our University to keep abreast of the latest developments and advise the UvA by issuing recommendations to its Executive Board.

### **Our role as an employer and sounding board**

We appointed Jan Lintsen to the position of Finances and Operational Management portfolio holder on the Executive Board, effective 1 September 2017. Lintsen succeeded Hans Amman, who relinquished the portfolio in late 2016. Kees van Ast, a former member of the University of Twente's Executive Board, managed the portfolio in the meantime. We would like to use this opportunity to express our gratitude to Kees for the effective and pleasant way in which he placed his knowledge and experience at the UvA's disposal.

Until the dissolution of the joint management structure of 1 March 2017, Huib de Jong (appointed as of 1 March 2013) and Nico Moolenaar (appointed as of 1 July 2016), both of whom managed the AUAS portfolio, were part of the two universities' combined Executive Board. Naturally, we wish to thank both Huib and Nico for their efforts on behalf of the UvA, and we expect the pleasant collaboration between the two universities and their executive boards to continue as before. We owe a tremendous debt of gratitude to Huib, in particular, as he was committed to the University for many years and made many constructive contributions to its running.

Since the legal salary cap for top executives in the public sector was reduced in 2016, the salaries paid to members of the UvA's Executive Board have been reduced as well. The Supervisory Board's policy is to pay members of the University's Executive Board the maximum salary they are legally allowed to receive, or slightly less. We feel that this is appropriate for a university that is ranked among the largest and most complex public entities in the country. In the autumn we revised our expense claim and travelling allowance policy for members of the Executive Board, thus ensuring that this policy is not more lenient than the model policy that was developed as a guideline by the VSNU in 2017. In fact, in some respects, the UvA's policies are more stringent than VSNU's model policy.

We convened once without the Executive Board to discuss the performance of the Executive Board and its members, and to assess our own performance. Over the course of the year, the president of the Executive Board and the chair of the Supervisory Board very regularly discussed the latest developments, the current state of affairs and the progress made on many dossiers.

In July the chair and one of the members of the Supervisory Board conducted annual consultations with the individual members of the Executive Board. In September we had an informal meeting with the Executive Board to discuss our recent findings and our mutual expectations.

We received a complaint from a professor regarding an alleged violation of academic integrity by the Executive Board. At the recommendation of the Academic Integrity Committee, and taking into account the fact that the person who filed the complaint did not consult the Netherlands Board on Research Integrity after receiving our initial judgement, we decided to declare the complaint inadmissible.

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

Edith Hooge was appointed to the Supervisory Board as of 1 October 2017, having been recommended for the position by the representative advisory bodies. At the same time, the Minister of Education,

Culture and Science extended Gerard Mols' term until May 2021. This means the Supervisory Board now has five members (the maximum number it is allowed to have). The members together represent a range of social, professional, cultural and business backgrounds. In addition, they all have extensive management experience and an excellent understanding of academia. For an up-to-date overview of our members' positions and ancillary activities, please refer to the UvA's website.

We adhere to all principles outlined in the VSNU's Good Governance Code, including the principle of independence.

On 1 October 2017, Arne Brentjes succeeded Miek Krol as the Supervisory Board's secretary. The Board greatly benefited from Miek's expert support at a time characterised by many staff transfers, appointment procedures and great challenges.

In 2017, we had six regular meetings with the Executive Board. Four of these meetings were held in the presence of Linda van Exter, the Executive Board's student assessor. On several occasions we chose to hold these meetings at a faculty; the faculty dean would then share faculty success stories and the challenges they face in the next few years. In May, our meeting was attended by the external accountant, who reported on his findings with regard to the Annual Statement of Accounts 2016 and the Annual Report 2016.

The Supervisory Board established two committees, comprised of its own members: the Education and Research Committee, consisting of Gerard Mols (chair) and Pauline Meurs (replaced by Edith Hooge in November 2017) and the Audit Committee, made up of Rob Becker (chair) and Pauline Meurs. The Education and Research Committee met three times in 2017, while the Audit Committee met six times. Two of the Audit Committee's meetings were attended by the external accountant.

In late 2016 we decided to abolish the Governance Committee at the time of the dissolution of the administrative merger between the UvA and the AUAS, since its tasks largely overlapped with the task of other committees, particularly the Audit Committee. The Supervisory Board prefers discussing good governance-related topics with the entire Board, where possible.

### In conclusion

2017 was a year characterised by great efforts to restore the organisation to some semblance of peace and quiet. At the same time, 2017 constituted the first step towards the major developments the UvA will face in 2018 and in the years thereafter. Although in previous years there were ongoing achievements in the fields of teaching and research, the Board largely focused on resolving internal issues. In the next few years, the UvA will be ready to be more externally oriented again, and it appears to be in a good position to do so.

The UvA's strategic planning will be informed by major societal challenges and trends in the social, political and technological fields, both on the national and on the international level, as well as changes in governance such as the Sector Agreement on quality standards, the National Research Agenda and the Ministry of Education, Culture and Science's strategic agenda, entitled *De waarde(n) van weten* (The Value of Knowing). It is important to us that we strike the right balance between offering high-quality teaching and research, reducing our employees' workload and speeding up the rate of innovation.

The overview of the terms of office in this annual report shows that the UvA is in principle ready to meet these challenges head-on, with steady Executive and Supervisory Boards, so as to further strengthen its position as a prominent comprehensive university. Once again, it will be up to the lecturers and researchers, students and PhD candidates, representative advisory bodies and all members of staff and management who make up our University to realise their individual and shared ambitions.

As always, we would like to express our tremendous appreciation and gratitude in this annual report to all members of our organisation for their enormous commitment, hard work and results.

Amsterdam, 25 May 2018

### The Supervisory Board

Marise Voskens, chair

Rob Becker

Edith Hooge

Pauline Meurs

Gerard Mols



University professor Robbert Dijkgraaf and UvA researchers in discussion at Tuschinski cinema during the talk show 'What's Next?'

## D. Members of the Executive and Supervisory Boards

At the time of the signing of this Annual Report for 2017, the Executive and Supervisory Boards were comprised of the following persons:

### **Executive Board**

POSITION		CURRENT TERM
President	Prof. G.T.M. ten Dam	1 June 2016 - 31 May 2020
Rector Magnificus and Vice-President	Prof. K.I.J. Maex	1 June 2016 - 31 May 2020
Member	J.W. Lintsen, MBA	1 September 2017 - 31 August 2021

### **Supervisory Board**

POSITION		CURRENT TERM
President	Ms M.S.F. Voskens	26 August 2016 - 25 August 2020
Member	Prof. P.L. Meurs	26 August 2016 - 25 August 2020
Member	R. Becker, MBA	26 August 2016 - 25 August 2020
Member	Prof. G.P.M.F. Mols	1 May 2013 - 1 May 2021
Member	Prof. E.H. Hooge	1 October 2017 - 1 October 2021

The ancillary positions held by the Executive Board members, either by virtue of their membership or in other capacities, have been published on [www.uva.nl](http://www.uva.nl).

Likewise, the other positions held by members of the Supervisory Board can be found on [www.uva.nl](http://www.uva.nl).

## E. Faculty deans and directors of the organisational units

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

### **Executive staff**

#### **POSITION**

Secretary General of the University	C. Euving, MBA
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### **Faculty deans**

#### **FACULTY**

Faculty of Humanities	Prof. F.P. Weerman
Faculty of Law	Prof. P.A. Nollkaemper
Faculty of Medicine	Prof. J.A. Romijn
Faculty of Dentistry	Prof. A.J. Feilzer
Faculty of Science	Prof. P.H. van Tienderen
Faculty of Economics and Business	Prof. H.G. van Dissel
Faculty of Social and Behavioural Sciences	Prof. J. Brug

### **Service unit directors**

#### **SERVICE**

Administration Centre	C. Schut
Development & Alumni Relations Office	C.E. Wever
Communications Office	H.C. van Oosterzee
Facility Services	G.H. Swartjes, MBA
Real Estate Development	C. van der Wolf
ICT Services	F. Hendrickx <i>ad interim</i>
Technology Transfer Office	Dr M.S. Leloux
Student Medical Service	P. Vonk
Student Services	J. van Marle
University Library	M.A.M. Heijne

## F. Details of the legal entity

University of Amsterdam  
Spui 21  
1012 WX Amsterdam  
Postbus 19268  
1000 GG Amsterdam

Telephone: +31 (0)20 525 9111  
Internet: [www.uva.nl](http://www.uva.nl)

BRIN number: 21PK  
Competent authority number: 22222

Bank  
Deutsche Bank NL48DEUT0444042342

Chamber of Commerce registration number  
34370207

LEI (Legal Entity Identifier):  
724500CFDCA9PSUM7351

ANBI number (Public Benefit Organisation):  
003240782

VAT number:  
NL0032.40.782.B01

EORI number (Economic Operators Registration & Identification):  
NL003240782

## G. Glossary of abbreviations

<b>AAA</b>	Amsterdam Academic Alliance
<b>ACE</b>	Amsterdam Center for Entrepreneurship
<b>ACM</b>	Authority for Consumers and Markets
<b>ACTA</b>	Academic Centre for Dentistry in Amsterdam
<b>AGC</b>	Amsterdam Green Campus
<b>AMC-UvA</b>	Academic Medical Center, the UvA's teaching hospital
<b>AMR</b>	AMC Medical Research BV
<b>APCA</b>	Academic Proof of Concept Fund Amsterdam
<b>ASP</b>	Amsterdam Science Park
<b>AUAS</b>	Amsterdam University of Applied Sciences
<b>AUC</b>	Amsterdam University College
<b>CAO-NU</b>	collective labour agreement for the Dutch Universities
<b>CBHO</b>	Higher Education Appeals Board
<b>CBO</b>	Central Executive Council (comprising of the Executive Board and the faculty deans)
<b>CDO</b>	Chief Diversity Officer
<b>COR</b>	Central Works Council
<b>CSR</b>	Central Student Council
<b>CvB</b>	Executive Board
<b>CWI</b>	CWI (the national research institute for mathematics and computer science in the Netherlands)
<b>ECTS</b>	credit (European Credit Transfer System), measure of workload for a specific subject or degree programme
<b>EDE-EM</b>	European Doctorate in Economics – Erasmus Mundus
<b>EEA</b>	European Economic Area
<b>EOI</b>	number of first-time first-year students enrolled in a degree programme at the University (some of them may have been enrolled in another UvA degree programme before)
<b>EI</b>	number of first-year students enrolled in a UvA degree programme for the first time
<b>EPC</b>	energy performance coefficient
<b>ERC</b>	European Research Council, an EU body
<b>EU</b>	European Union, represented by the European Commission
<b>FdG</b>	Faculty of Medicine
<b>FdR</b>	Faculty of Law
<b>FdT</b>	Faculty of Dentistry
<b>FEB</b>	Faculty of Economics and Business
<b>FGw</b>	Faculty of Humanities
<b>FMG</b>	Faculty of Social and Behavioural Sciences
<b>FNWI</b>	Faculty of Science
<b>FOM</b>	Fundamental Research on Matter, a part of NWO
<b>FTE</b>	full-time equivalent, full-time job
<b>GBO</b>	joint policy-making body
<b>GV</b>	Joint Meeting of the COR and CSR, within the meaning of Section 9.30a of the Dutch Higher Education and Research Act
<b>HBO</b>	higher professional education
<b>HIMS</b>	Van 't Hoff Institute for Molecular Sciences
<b>HR</b>	Human Resources
<b>IAS</b>	Institute for Advanced Study
<b>IBED</b>	Institute for Biodiversity and Ecosystem Dynamics
<b>ICT</b>	Information and communication technology
<b>IIS</b>	Institute for Interdisciplinary Studies

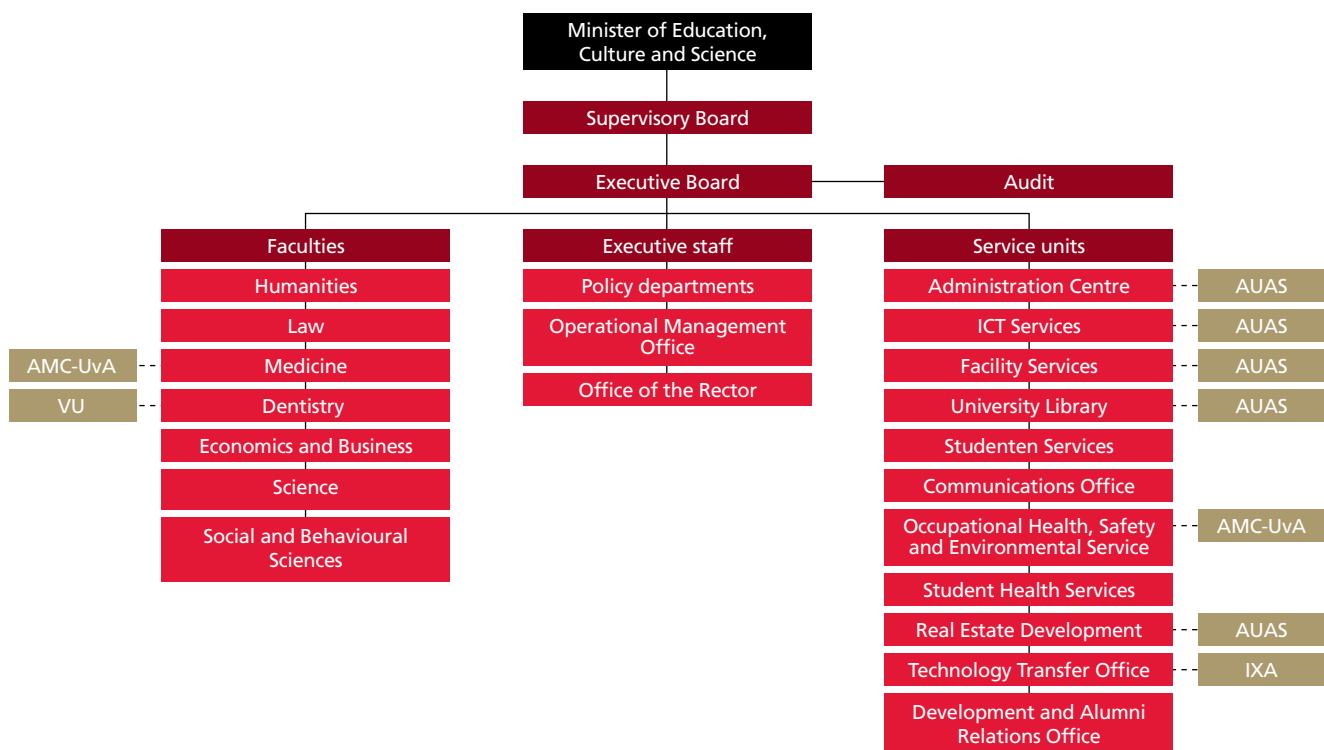
<b>IXA</b>	Innovation Exchange Amsterdam, collaborating Technology Transfer Bureaus in Amsterdam
<b>KNAW</b>	Royal Netherlands Academy of Arts and Sciences
<b>KPI</b>	key performance (or progress) indicator
<b>LERU</b>	League of European Research Universities
<b>LSVb</b>	National Student Union
<b>MBO</b>	Senior secondary vocational education
<b>MOOC</b>	Massive Open Online Course
<b>NIKHEF</b>	National Institute for Subatomic Physics
<b>NKI/AvL</b>	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital
<b>NSE</b>	National Student Survey
<b>NVAO</b>	Accreditation Organisation of the Netherlands and Flanders
<b>NWO</b>	Netherlands Organisation for Scientific Research
<b>NZa</b>	Dutch Healthcare Authority
<b>OBP</b>	Support and management staff
<b>OCW</b>	Ministry of Education, Culture and Science
<b>OER</b>	Teaching and Examination Regulations
<b>PDCA</b>	Plan-Do-Check-Act
<b>RvT</b>	Supervisory Board
<b>SEO</b>	Economic Research Foundation
<b>SEP</b>	Standard Evaluation Protocol
<b>SILS</b>	Swammerdam Institute for Life Sciences
<b>SRON</b>	Netherlands Institute for Space Research
<b>UCO</b>	University Committee on Education
<b>UTQ</b>	University Teaching Qualification
<b>UvA</b>	University of Amsterdam
<b>VSNU</b>	Association of Universities in the Netherlands
<b>VU</b>	VU Amsterdam
<b>VUmc</b>	VU medical centre, VU Amsterdam's teaching hospital
<b>WHW</b>	The Dutch Higher Education and Research Act
<b>WNT</b>	Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act
<b>WO</b>	higher education at research universities
<b>WOR</b>	Dutch Works Councils Act
<b>WP</b>	academic staff



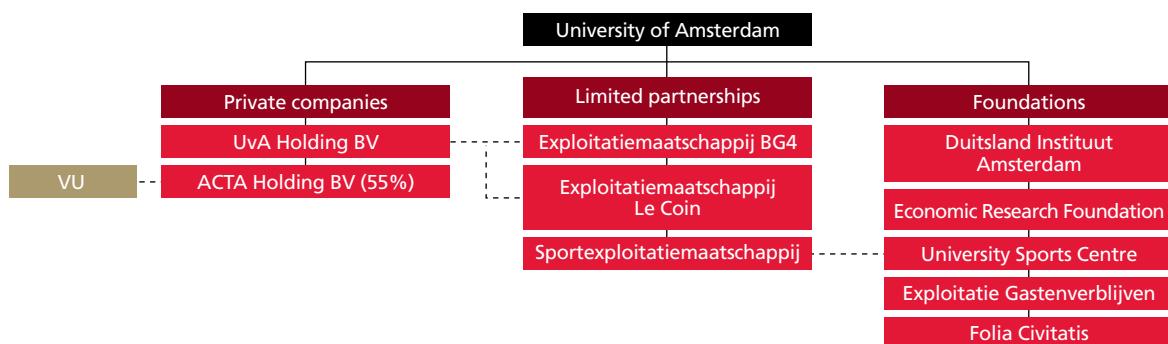
Pop-up lecture presented by Petra Brouwer at  
Amsterdam Schiphol Airport

## UvA organisational chart

### Internal structure



### Group structure



2 JANUARY

Linda van Exter assumes position as student assessor of the Executive Board.



2 JANUARY

Anne Kox, emeritus professor of History of Physics, is elected as a member of the Academia Europaea (Humanities, Arts and Natural Sciences).

# I. Administration

## Administrative structure

The University of Amsterdam (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 (VSNU). The UvA is directed by an Executive Board (CvB), appointed by the Supervisory Board (RvT). The Supervisory Board members are appointed by the Minister of Education, Culture and Science. A student assessor was appointed to the Executive Board on 1 September 2015 in consultation with the Central Student Council (CSR).

Until 1 March 2017, the UvA and Amsterdam University of Applied Sciences (AUAS) were directed by a joint Executive Board. For this reason, the Boards used to have five members, an exception to the rules set out in the WHW.

Subjects are taught, and research is conducted, at seven faculties. Each faculty is managed by a dean appointed by the Executive Board. 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 capacity groups and are hired by the colleges, schools and institutes.

In the Central 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.

Participation in decision-making is structured in accordance with Section 9.30(1)(a) of the WHW. This means that student councils and works councils have been established at both faculty and central level. Half of the Central Student Council (CSR) is comprised of representatives of the faculty student councils, while the other half is comprised of members who were elected directly. In accordance to the Dutch Works Councils Act (QOR), the Central Works Council (COR) consists of representatives of the faculty works councils, the University-wide service units and the AMC-UvA. These bodies not only have the right to be consulted on various topics, but in some instances also have the right of approval.

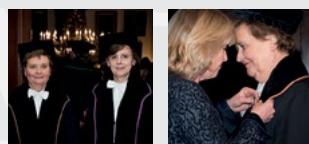
The Joint Meeting of the COR and CSR has had right of approval regarding the general outlines of the budget since the spring of 2015. In 2017, the Joint Meeting was requested to grant approval for:

- the budget allocation model for the 2017 budget;
- the 2017 framework letter based on this model;
- the resulting 2017 budget book.



**8 JANUARY**

The UvA celebrates its 385th anniversary and treats its students, alumni, staff and Amsterdam citizens who also celebrate their birthday on 8 January to chocolate bars.



**9 JANUARY**

On the occasion of the UvA's 385th Dies Natalis (birthday), Dymph van den Boom hands over the rectorship to Karen Maex. Van den Boom is made an Officer in the Order of Orange-Nassau.

### Administrative renewal

In 2017 we also implemented certain measures taken as part of our administrative renewal, the current status of which can be followed on the website. In January 2017, the presentation of the outcomes of the Democratisation and Decentralisation Committee's referendum completed the independent committees' work. The committees had been established in the autumn of 2015, for the purpose of increasing the level of engagement among staff and students. Among other things, a staff panel and an interactive policymaking website ([denkmee.uva.nl](http://denkmee.uva.nl)) were established to obtain feedback from staff and students. Furthermore, there was a special focus on strengthening the representative advisory bodies (including the programme committees) and academic leadership. The Executive Board spoke to all the faculties to ensure that the Committee's findings, the outcomes of the various faculties' referendums and the effectiveness of the faculty management models were discussed. The Committee's proposal that a 'new-style senate' be established in which the University can discuss matters with its own constituents resulted in the establishment of the University Forum. The Forum has 66 members, 53 of whom were selected through a draw, with due regard for equal representation for all faculties and all units that make up our University. In addition, the Forum comprises the Executive Board, the student assessor of the Executive Board, the deans, the Chief Diversity Officer (CDO) and the Chair of the AIEC, who are members by virtue of the positions they hold. The University Forum first convened in January 2018 to discuss the Committee's proposal that a UvA charter be drawn up.

On 1 November 2017, Anne de Graaf took up the position of CDO, which the Diversity Committee had previously recommended be instituted. De Graaf's task is to work towards a more inclusive, more equal and more socially just UvA, in association with the faculties' own diversity officers. She used her first few months in her new capacity to explore the situation and meet the stakeholders. In the coming months she will develop an umbrella policy strategy for social inclusiveness, in which she will highlight various aspects of diversity. Several initiatives have been taken to bring about sustainable changes, including a website on equality, inclusiveness and diversity. In addition to these initiatives, it is important that a network be built. To this end, the deans were asked to appoint diversity officers at their own faculties.

### Affiliated institutions

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 Council of the Executive Boards of the UvA and the AMC-UvA is a joint policymaking body within the meaning of Section 9.20 of the WHW, bound by joint regulations (published in July 2013) laying down rules for the joint administration of medical teaching and research by the two institutions. The powers AMC-UvA's dean can exert on behalf of the Executive Board are laid down in a decision on the dean's powers. The dean is a member of the UvA's Central Executive Council (CBO). Academic medical teaching and research activities are periodically coordinated in a joint policy document (a covenant) agreed between the UvA and the AMC-UvA.

The UvA's teaching regulations also apply to its Faculty of Medicine. In addition, medical students have the right to vote for members of the Central Student Council. In all other aspects, the AMC-UvA is governed by its own regulations and councils, in which patient care activities play a key role.

The Academic Centre for Dentistry in Amsterdam (ACTA) brings together the respective faculties of dentistry of the UvA and VU Amsterdam. Teaching, research and patient care activities at both



10 JANUARY

*Diversiteit is een werkwoord* is published, the Dutch-language version of an English-language report by the Diversity Committee (led by Gloria Wekker).



18 JANUARY

International experts, including UvA Professor Serge Wich, call for urgent measures to protect primate populations (whose numbers are dwindling worldwide) in the journal *Science Advances*.

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 Amsterdam 45%, in line with the student enrolment quotas imposed for each institution.

Amsterdam University College (AUC), which is part of the Faculty of Science, provides the joint liberal arts programme offered by the UvA and VU Amsterdam under the supervision of a single dean. As far as the UvA is concerned, this degree programme is part of the Faculty of Science. AUC, too, was established as an unincorporated joint venture, of which the UvA and VU Amsterdam each bear 50% of the costs – again, in line with statutory entry quotas.

The UvA clusters its non-statutory activities and spin-offs in fields like applied research within group companies that are not government funded (in accordance with Ministry of Education, Culture and Science policies as established in the Clarity Memorandum). 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. The annual report contains a diagram outlining the group structure, which shows which affiliated parties are included in the annual statement of accounts.

### **Collaboration with VU Amsterdam**

The UvA is engaged in various substantive collaborations with VU Amsterdam researchers and lecturers. For instance, ACASA and ACCESS Europe have been successful in the fields of heritage and European Studies for several years now. Amsterdam is home to the UvA and to VU Amsterdam, their respective teaching hospitals, various NWO and KNAW institutions and medical institutes such as the NKI and Sanquin Blood Supply Foundation, making it the Netherlands' leading city for science and scholarship.

With respect to administrative matters, 2017 was largely taken up by discussions of the accommodation plans for the partnership with VU Amsterdam with regard to the Computer Science, Physics and Astronomy, and Earth, Ecology and Environment clusters. The proposed decision on the subject was not approved by the Joint Meeting Council. However, the partnership between the two universities' faculties of science will continue in those instances where it will create added value. Solid progress was also made in terms of cooperation within the Innovation Exchange Amsterdam (IXA), the joint valorisation support structure developed by the UvA, VU Amsterdam, VUmc and AUAS.

The cancellation of the joint accommodations plan between the two faculties of science did prompt SRON (the Netherlands Institute for Space Research) to reconsider its decision to open a new branch in Amsterdam. The UvA and VU Amsterdam, in close association with the University of Twente, did submit a new tender, but in late 2017 SRON announced that it had chosen to join forces with Leiden University and Delft University of Technology instead.

The AMC-UvA and VUmc have since continued the development of their administrative merger, as a continuation of the alliance which was first mooted in 2011. The underlying reasons and ambitions for the administrative merger are mainly rooted in patient care and research. Greater efficiency will be crucial if the growing demand for complex and costly care is to be met in future. Concentrating highly complex, low-volume care will yield quality improvements and the round-the-clock availability of specialised referrals, specialised clinical care and acute care. Increased collaboration will allow the hospitals to make more efficient use of expensive equipment and specialist staff as part of the research partnership. Combined, the AMC-UvA and VUmc have a size that makes them attractive to international partners. Greater efficiency – the results of which can be invested in cutting edge research – will enable Amsterdam to compete with leading European (and, in some cases, global) medical research institutions. Naturally, the administrative merger will not result in the loss of any courses or subjects taught at either hospital.



18 JANUARY

The Molecular Microbiology & Microbial Food Safety research group receives a grant from the Netherlands Food and Consumer Product Safety Authority for research on antibiotic-resistant bacteria in the food chain.



24 JANUARY

Biologist Jesús Aguirre Gutiérrez, psychologist Marc Heerdink and AMC-UvA postdoc Annegret Veldhuis-Vlug receive Rubicon grants from NWO to conduct research at foreign research institutes.

## Central Student Council: the year in review

In the first half of 2017, the Central Student Council, in consultation with the Central Works Council, mainly focused on the collaborative partnership between the faculties of science of the UvA and VU Amsterdam. In consultation with the faculty councils, the Joint Meeting Council voted against this partnership, since the plans for wide-ranging collaboration with VU Amsterdam did not meet the quality standards. Furthermore, the Council discussed the implementation plan for the services with the Central Works Council. In addition, the Council focused on the implementation of the Enhanced Governance Powers (Higher Education) Act, the Flexible Learning pilot study, an evaluation of binding study advice (BSA), the 8-8-4 semester system, students' mental health, the Profiling Fund, the revision of the UvA/VU Amsterdam honours programme, the University Library's new venue, and the drafting of the new Vision on Teaching and Learning, in which the Council was closely involved.

The appointment of new council members as of 1 September 2017 resulted in the Council having non-Dutch-speaking international members for the first time in its history. These new members at once joined the Council's executive. This posed quite a challenge to the Council's internal organisation and rendered meetings with the Executive Board considerably more complicated. In response to these changes, we are currently discussing questions such as whether to translate the Council's documents and recommendations, and whether to provide translations during meetings of the Joint Meeting, and if so, how. The Council has also overhauled its internal structure. It used to consist of several committees; now it has several task forces.

With respect to the policies proposed by the Executive Board, the Council provided advice on the model Teaching and Examination Regulations, the arrangements with regard to the Flexible Learning pilot study, and the regulations regarding choice-of-degree recommendations, student selection and student acceptance. Other things we brought up with the Executive Board included the 8-8-4 semester structure, a rescheduling of the holiday during the second semester, a waiver of tuition fees for students who serve on a board or committee, offering free Dutch language lessons to international students, and the status of the cleaners who work at the UvA. Furthermore, in consultation with the Executive Board, we communicated to the deans that diversity deserves greater attention at their faculties, and that faculty student councils must be engaged in the appointment of diversity officers. The Council is glad to see that the subject of diversity is receiving some attention, but feels the UvA must do much more to promote it. In addition, the Council critically examined the practical tasks the Student and Works Councils were expected to perform. In this, a key concern were the Student and Works Council elections.

In consultation with the Central Works Council in the Joint Meeting, we approved the budget and the budget allocation model, despite the fact that we did not agree with every aspect of these, particularly with regard to the position of the faculty councils in the budgeting process. Furthermore, we requested permission to inspect the minutes of the Central Executive Council's meetings, so as to be able to provide the decentralised representative advisory bodies with better information, and at our own initiative, we recommended that the programme committees be involved more in the Institutional Quality Assurance Audit through annual evaluations performed by the programme directors as part of this audit. Unfortunately, the Executive Board chose not to adopt this recommendation. The Council also proposed that additional study places be created. By now some of these places have been created, for which we wish to express our gratitude to the Executive Board.

With respect to external contacts, the Council mainly spoke to the Dutch National Students Association (ISO) and *Landelijk Overleg Fracties*, which is affiliated with the National Student Union (LSVb), in the past year. Subjects discussed included the national quality agreements and the budget cuts for higher education institutions which have been announced. Furthermore, we questioned ISO's decision to sign a letter that only related to universities of technology, and we raised the issue of voting ratios within ISO.

At present we are focusing on an assessment of the position of the student assessor of the Executive Board, the Honours Programme and the drafting of a University-wide sustainability policy. We also await the University's policies with regard to language, privacy (which is relevant due to the entry into force of the General Data Protection Regulation) and pre-Master's programmes. We are focusing on the implementation of the quality agreements and of our recommendation on how to strengthen participation in decision-making, in association with the Executive Board, and we have requested that we get more help organising the Student Council elections. The number of burn-outs experienced by members of representative advisory bodies is an area of considerable concern to the current Council. We will propose a solution to this problem in consultation with the Executive Board. Agenda items that will require attention in the future include the University Forum, raising awareness of the Student and Works Councils and reviewing the Profiling Fund.

Pim van Helvoort, chair of the Central Student Council, 2017-2018



**25 JANUARY**

The Democratisation and Decentralisation Committee presents the outcomes of a referendum on how the UvA can be run in a more democratic and decentralised manner.



**25 JANUARY**

UvA psychologist Yair Pinto and his team find evidence that a 'split-brain' does not result in independent perception areas in the left and right hemispheres of the brain.

The AMC-UvA and VUmc have begun collaborating in both research and training projects in various medical specialties. Key themes include woman and child, oncology, cardiovascular diseases, neurosciences, trauma surgery and medical laboratory specialisms.

As far as the administrative and legal aspects are concerned, the administrative merger required the approval of the Netherlands Authority for Consumers and Markets (ACM) and the Dutch Healthcare Authority (NZa). NZa authorised the merger in mid-2016, while the ACM authorised it in the summer of 2017. By now a four-party agreement between the AMC-UvA, VUmc, UvA and VU Amsterdam has been drawn up, outlining the commitments entered into with regard to the administrative merger.

On the UvA's part, the administrative merger will not directly affect the Joint Policymaking Body, the collaborative framework established by virtue of Section 12.20 of the WHW underlying the UvA and the AMC-UvA's management of medical training and research activities. The current framework was written to reflect a situation in which the dean also serves as chair of the AMC-UvA Board.

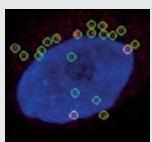
### Board changes

Hans Amman withdrew from the Executive Board at year-end 2016. Kees Van Ast, who used to be on the board of the University of Twente, was willing to temporarily manage the Finances and Operational Management portfolio, starting from 1 January 2017.

The proposed decision to dissolve the joint management structure with the AUAS was based on an assessment of this management structure performed by the Executive Boards of the UvA and the AUAS in 2016. The main reason to abolish the joint Executive Board was the fact that the board members found it very hard to manage both universities at once. In February 2017, the representative advisory bodies approved the dissolution of the joint Executive Board, effective 1 March. Huib de Jong and Nico Moolenaar have not been members of the UvA's Executive Board since that date. However, several joint support services have continued providing services on a joint-venture basis due to economies of scale. The Executive Boards of the UvA and AUAS have not had joint meetings since 1 March, and the members of the two boards no longer serve as consultants to each other.

Jan Lintsen, who used to be a member of The Hague University of Applied Sciences' Executive Board, was appointed to the UvA's Executive Board as of 1 September. Since then, the Board has consisted of Geert ten Dam (president), Karen Maex (Rector Magnificus and vice-president) and Jan Lintsen (Finances and Operational Management).

Linda van Exter served as the student assessor of the Board all year. At year-end 2017, Moataz Rageb was appointed as her successor for the year 2018. He had been nominated by an appointments advisory committee in which the Central Student Council had an equal say.



**30 JANUARY**

An international research team including Pernette Verschure and Mannus Kempe discovers a new mechanism that causes breast cancer cells not to be affected by hormone therapy.

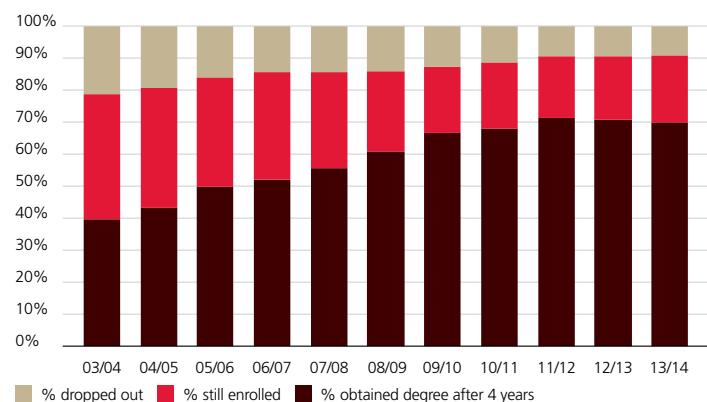
**7 FEBRUARY**

UvA students Wouter Mijnhart, Maurits Knoop and Romy Klein Essink and VU Amsterdam student Bhupinder Singh win the Audience Award and the Jury Prize during the Entrepreneurship Minor's Demo Day.

## Development of Bachelor's success rates

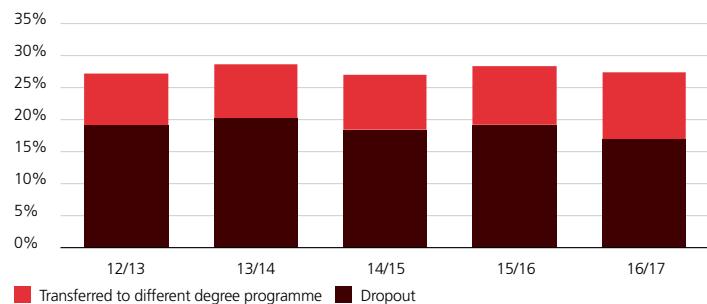
### Study success rates at Bachelor's programmes after 4 years (students who re-enrolled in the second year)

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



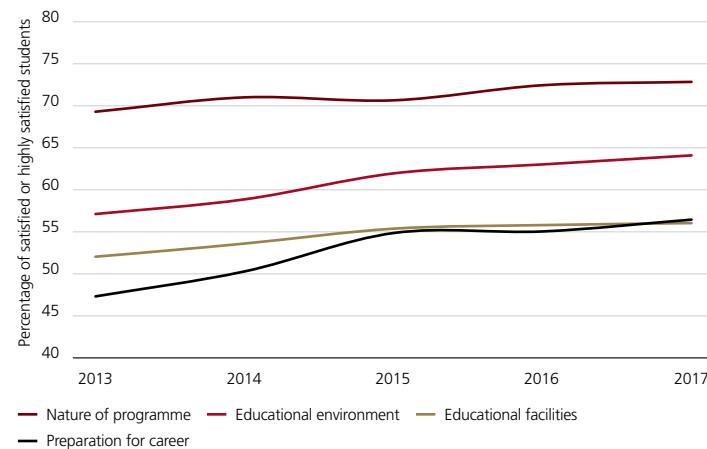
### Drop-outs and first-year Bachelor's students switching degrees, by matriculation year

The graph shows the percentage of first-year students to have dropped out by the end of the year (from a UvA programme) or transferred to another degree programme.



### Student satisfaction rate

The graph shows the distribution of students (in percent points) who indicated in the National Student Survey that they were satisfied or highly satisfied with the nature of their degree programme, the educational environment, the facilities provided and the extent to which the degrees prepared them for a career.



10 FEBRUARY

Mirjam van Praag, a professor at the UvA's Faculty of Economics and Business and the Copenhagen Business School, is appointed a member of NWO's new Supervisory Board.



10 FEBRUARY

Sarah Sylbing and Ester Gould, alumni of the UvA's Master's in Journalism and Media, are voted 2016 Journalists of the Year by Villamedia for their documentary series 'Schuldig'.

## 2. Education

### Study success

Academic education has been subject to far more stringent requirements from broader society over the past fifteen years. Quality standards have been introduced and tightened, initially at individual degree programme level and subsequently at institutional level. Requirements have been introduced with regard to researchers' teaching qualifications. Student intake has become more diverse and international, and positioning the University has become more important. Students' education is now expected to be relevant to the job market, in addition to providing academic and personal development opportunities. All these developments took place within the context of a budget that failed to keep pace with educational demand.

In political terms, the emphasis had been on reducing dropout rates and study completion delays since the publication of Minister Plasterk's memorandum *Het Hoogste Goed* (The Greatest Good) in 2007. According to the performance agreements, the UvA was expected to increase the average percentage of Bachelor's students that graduate with a study delay of no more than one year from 61% to 70% (measured over the number of pre-university pupils to re-enrol after the first year). The University was also expected to do so without any increase in first-year dropout rates. Although these targets were successfully met, the effort to achieve further improvements as envisaged in the Strategic Plan for 2015-2020 stagnated. The percentage dropped from 71.7% in 2015 to 70.3% in 2016 and to 69.3% in 2017.

In January 2017, the Study Success Task Force 2.0 published a report entitled 'From Study Success to Talent Development for Students and Lecturers'. The report contains an evaluation of the twenty measures designed to increase the study success rate, drawn up in 2009, with recommendations for follow-up policies. The task force combined qualitative and quantitative research with a study of recent literature.

After that, in the spring of 2018, it performed a further analysis of the lack of progress with regard to the study success rate, which involved a comparison with a few other comprehensive universities that achieved a graduation rate of around 80 percent. The working group found that the UvA's lower graduation rates are, to a considerable degree, related to the following things:

- a higher percentage of male students (who, on average, take slightly longer to complete their degree than female students);
- a higher percentage of students who embark on their degree via a roundabout route, rather than straight from pre-university education (ditto);
- a higher drop-out rate after year 1.

This analysis provided us with an understanding which, in conjunction with the Study Success report, version 2.0, will help us further outline the UvA's study success policy. By now the percentage of students who do not embark on their degree after having attended a Dutch pre-university school has risen from 22% to over 37%, mainly because of the increasing number of international students. For this reason, our study success policy no longer focuses on students who attended a Dutch pre-university school before embarking on their degree. From now on, all students will be included in the analysis.

In addition, the analysis showed that the UvA has a lower graduation rate after four years of study than other comprehensive universities, but that this gap is considerably less significant after six years. This data has prompted us to focus more in the coming years on preventing students from dropping out in their second year and afterwards, and to check in the mid-term review of the Strategic Plan whether additional policies must and can be drawn up.



10 FEBRUARY

100 years ago, Johanna Westerdijk was the first female professor in the Netherlands to give an inaugural lecture. She did so at Utrecht University.



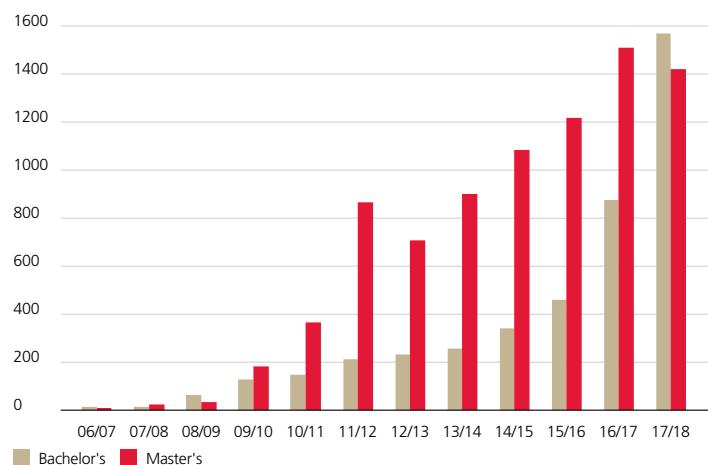
16 FEBRUARY

PhD candidate Margot Kraaikamp discovers that semantic congruence is a very old phenomenon.

## Internationalisation in education

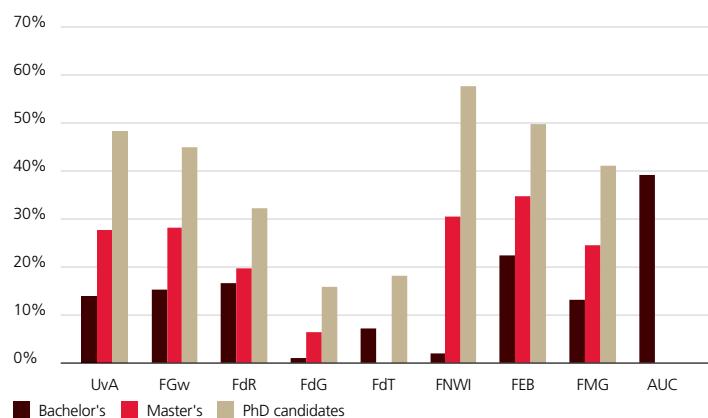
### International student intake

The graph shows the intake (EOI) of non-Dutch students with foreign prior education. It shows clearly that the share of international students among our Bachelor's students has increased sharply, due to the introduction of several English-language Bachelor's degrees.



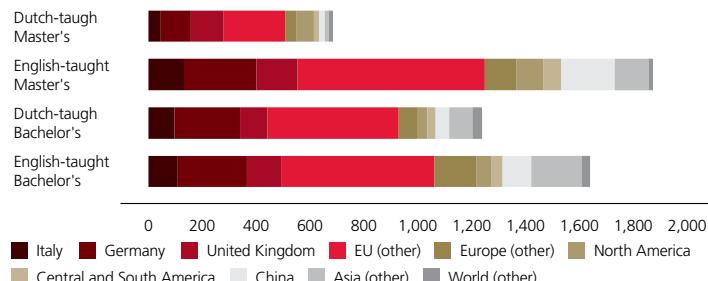
### Percentage of international intake

The graph shows the percentage of non-Dutch students in the 2017 student intake (EOI) per faculty.



### International students subcategorised by nationality

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



17 FEBRUARY

The rectors of Dutch universities express their concern in Dutch daily *NRC Handelsblad* regarding the way trends in the USA and elsewhere are threatening academic freedom.



17 FEBRUARY

Hilde Geurts, Filip Meysman, Jacobus de Roode and Eric-Jan Wagenmaker are awarded Vici grants by NWO.

## New Vision on Teaching and Learning

The Vision on Teaching and Learning was updated in 2017. This update was the result of extensive consultations with the UvA community and a close collaboration with the CSR. Furthermore, an education day was organised on 31 May to allow us to discuss the main teaching-related topics with our lecturers, students and teaching professionals. The new Vision on Teaching and Learning will replace the teaching policy drawn up in 2012.

The main themes remain equally relevant today. Education at the UvA is research-intensive, centred on academic development and serves to promote further differentiation and specialisation. We seek to create a culture of ambition. This requires students with a specific set of attitudes (intrinsically motivated, ambitious) and further investments in the professionalisation of our lecturers. We have formulated the following four teaching ambitions:

AMBITION	THEMES
- The UvA will focus on the development of motivated and ambitious students, by offering high-quality, innovative education.	- study success rates - differentiation and educational innovation - blended learning
- The UvA is a broad, research-intensive university that helps its students to acquire the skills and knowledge they will need to flourish in an increasingly complex world.	- research-intensive methods, in which alumni and the professional field are also involved
- The UvA strives to be an open and diverse community in which all students feel at home and have access to the same opportunities.	- accessibility - internationalisation
- The UvA assigns responsibility for its education to lecturers where possible, focusing intensively on support, knowledge sharing and the professionalism of its lecturers.	- professionalisation of lecturers - knowledge sharing

## Quality policy

All our courses and degree programmes are systematically evaluated for their compliance with the Quality Assurance Framework. Our harmonised modular teaching evaluation system, UvA Q, was expanded in 2017 with curriculum evaluations at the end of students' Bachelor's and Master's degrees. In 2018 the system will receive its final component, an evaluation form for individual courses (theses and work placements).

In 2017 we started preparing for the 2019 Institutional Quality Assurance Audit, for which the inspection will take place in late 2018. In response to the mid-term review performed in 2016, the UvA embarked on fourteen projects designed to make the University better prepared for the Institutional Quality Assurance Audit. All these projects have been successful so far, and led to the following results in 2017:

- A handbook was prepared on increasing the engagement of alumni and the professional field on behalf of the degree programmes;
- The management information for departments was expanded with teaching dashboards in early 2018.
- A risk-analysis method was drawn up and implemented, allowing us to identify in time anything that might jeopardise accreditation. This instrument will be further developed, taking into account the initial experiences.
- The examinations boards conducted self-evaluations in which the legislative amendments of the past few years were incorporated.
- A framework for dealing with students with disabilities was drawn up. This framework is currently in the process of being implemented.

The Institutional Quality Assurance Audit will be performed in accordance with the *Assessment framework for the higher education accreditation system of the Netherlands 2016*. Under this framework,



27 FEBRUARY

UvA President Geert ten Dam discusses the creation of social engagement, social engagement training and how it helps the city during the Amsterdam Lecture series (*Amsterdamezingen*).



1 MARCH

The joint UvA-AUAS Executive Board, which came into effect in September 2003, is abolished.

### Allocation of student loan pre-investments

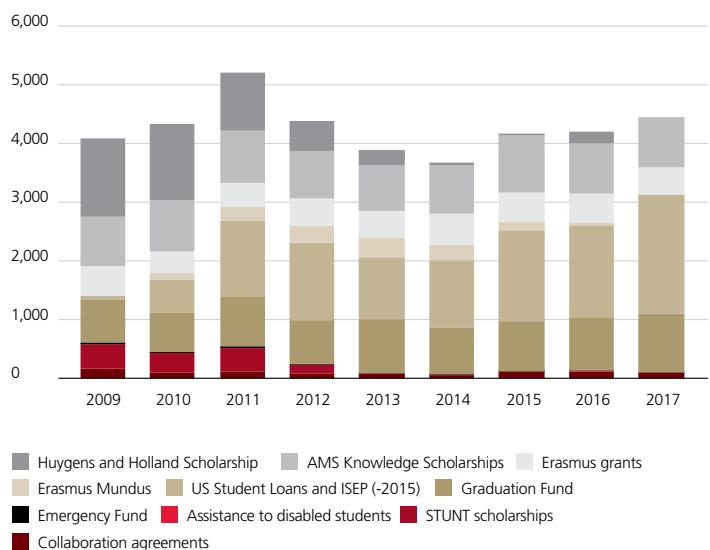
2017 pre-investments, proportionally allocated on the basis of the number of students enrolled as at 1 October 2016 (amounts in k€).

FACULTY	ALLOCATED AND LEFT OVER FROM 2016	SPENT	CARRIED OVER TO 2017
FGw	1,039	840	199
FdR	739	460	279
FdT	250	250	0
FdG	585	250	335
FNWI	1,275	628	647
FEB	1,102	355	747
FMG	1,349	1,436	-87
AUC	82	26	56
<b>Total</b>	<b>6,421</b>	<b>4,245</b>	<b>2,176</b>

### Financial contributions to students

#### Contributions to students (in k€)

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



■ Huygens and Holland Scholarship   ■ AMS Knowledge Scholarships   ■ Erasmus grants  
 ■ Erasmus Mundus   ■ US Student Loans and ISEP (-2015)   ■ Graduation Fund  
 ■ Emergency Fund   ■ Assistance to disabled students   ■ STUNT scholarships  
 ■ Collaboration agreements



2 MARCH

Minister of Finance Jeroen Dijsselbloem is interviewed in Room for Discussion, an interview show hosted by UvA Economics and Business students.

degree programmes will also be subject to different accreditation methods. In 2017, several degree programmes were subjected to the new-style accreditation framework for the first time. The assessment standards have remained largely the same, but the new framework allows departments greater freedom in their self-evaluations and in the auditors' visits, and increases student engagement levels by the mandatory inclusion in the self-evaluation of a chapter to be completed by students. In addition, the accreditation procedure now involves a 'development interview' with the auditors. The NVAO hopes these measures will decrease the administrative burden for universities. However, the degree programmes that have experienced the new framework so far have not noticed a decrease in the administrative burden.

The National Student Survey (NSE) is an important tool for the UvA. Knowledge is shared in the NSE platform and in many local initiatives. The NSE has also been incorporated into the University's PDCA cycle. The 2017 NSE showed that students' satisfaction with their degree programmes has increased slightly. The UvA traditionally scores a little lower than other universities in this respect, but the gaps between the various universities are tiny. The gap between the UvA's student satisfaction rate and other universities' student satisfaction rates once again narrowed this year. In 2017, the marks improved for two subcategories where the UvA traditionally performs relatively poorly ('preparation for career' and 'academic student counselling'). In other words, it seems that our focus on these topics in the last year has borne fruit.

On 1 January 2017 the Enhanced Governance Powers (Higher Education) Act entered into force. As far as tertiary education institutions are concerned, the new law mainly affects programme committees, which are now considered official representative advisory bodies. The programme committees have been granted the right of approval with regard to certain aspects of the Teaching and Examination Regulations. Programme committees are made up of elected members, unless otherwise stipulated in the Faculty Regulations. The recommendations made by the Strengthening Programme Committees Programme Group made a significant contribution to these elections. Two UvA-wide programme committee meetings were organised, designed to exchange ideas on the enhanced role of the programme committees. The faculties, too, made quite an effort to ensure that the transition was a smooth one. Last but not least, a working group drafted several proposed revisions of the Model Teaching and Examination Regulations, to ensure that the regulations better reflect the new situation.

The UvA's Centre for Innovation in Learning and Teaching (CILT) is a centre which brings together, develops and disseminates the expertise and experience obtained by faculties and support services. In addition to bringing together, developing and sharing knowledge and experiences, CILT aims to harmonise faculty initiatives and perform online assessments and didactic analyses of said faculty initiatives, and to develop and disseminate didactic materials and tools.

### High profile education projects

Antoinette Muntjewerff of the Faculty of Law was voted the UvA's Lecturer of the Year in 2017. The jury stated that she makes first-year students feel like fully fledged members of the UvA right from the start. The other faculties' shortlisted nominees were: Torsten Jochem of the Faculty of Economics and Business; Mark Deuze of the Faculty of Humanities; Hylke de Vries of the Faculty of Social and Behavioural Sciences; Marco Swaen of the Faculty of Science, and Paul van Trotsenburg of the Faculty of Medicine.

In 2017, two UvA lecturers received Comenius grants (worth €50,000 each) from the Minister of Education, Culture and Science to carry out educational reform activities. Inti Soeterik of the UvA's Teacher-Training College for Primary Education (PABO) is to develop a module for tackling diversity-related issues in education, in association with the Amsterdam United platform. International Development Studies lecturer Mieke Lopes Cardozo will allow her diverse group of students taking a research-based Master's degree in International Development Studies to develop a course themselves.

3 MARCH



Dorothy Gadella and Joachim Goedhart of the Swammerdam Institute for Life Sciences are awarded ECHO grants by NWO.

6 MARCH

Minister of Education Jet Bussemaker awards Comenius Teaching Fellow grants to lecturers Mieke Lopes Cardozo (International Development Studies), Inti Soeterik and Fadie Hanna (Academic PABO Amsterdam), allowing them to carry out projects.

Every year, the IIS organises the UvA Create a Course Challenge, in which students are encouraged to submit an idea for a particular subject, which they will then work out in association with the IIS's curriculum developers. The winner of the challenge will teach his or her subject in the next academic year. The 2017 edition was won by Lottie Bakker and Katty Gerez, whose subject is entitled, 'From Town Idiot to Practical Expert'.

### **Student loans and pre-investments**

The cutbacks to the student grant system will yield the Ministry of Education, Culture and Science cost savings from 2018 onwards. The Ministry has pledged to spend these funds on better education through the higher education institutions, with a focus on expanding the number of teaching hours. This budgetary expansion is expected to increase to 15% over time, approximately equalling the discrepancy between budgets and educational production to have arisen since the start of the century. The student organisations have received assurances that the allocation of these additional resources will be transparent, and subject to the representative advisory bodies' right of approval over the main aspects of the budget from 2016 onwards. The Ministry of Education, Culture and Science's Strategic Agenda sets out the following potential budget allocation areas: small-scale and intensive education ( $\geq 50\%$ ), talent programmes ( $\leq 10\%$ ), education-related research (20%), study facilities and digitisation (10%), and specific measures aimed at furthering national priorities (10%).

The VSNU and the Ministry of Education, Culture and Science have agreed that the universities will spend €7 million per year from their own reserves in the years 2015-2017 as 'pre-investments' in education, in anticipation of the budget increase. The UvA is expected to spend € million per annum, and the UvA considers expenditures in excess of the allocation model to be pre-investments as outlined above. This represents a clear delineation of agreements, and is not linked to other adjustments to the financial reserves due to operational results or the Accommodations Plan.

The Executive Board requested the University Committee on Education (UCO) to issue recommendations on how to use the pre-investment resources in 2016 and 2017. The UCO advised the University to invest in five themes, in line with the Vision on Teaching and Learning and the priorities identified in the Strategic Plan: motivational teaching (blended learning), professional teacher training, internationalisation, feedback and assessment, and research-intensive learning.

Since different faculties need different themes to be developed, the faculties are free to determine for themselves on which of these themes they will focus most of their efforts. In accordance with our agreement with the CSR, each faculty will be free to make its own spending choices on the basis of their most urgent priorities, within the applicable frameworks and subject to the approval of the Faculty Student Council. The faculties must account for these expenditures through recognisable, separate cost centres or projects in order to demonstrate that they have been spent as agreed upon.

The budget left over from 2016 was added to the faculties' budgets for 2017. This amounted to a considerable sum, since few expenditures were made in 2016 until the end of the year. Sixty-five per cent of the total budget available was spent in 2017. The remaining budget will be able to be used in 2018.

The Faculties of Economics and Business, Law and Medicine chose to spend most of their budget on blended learning. The Faculty of Economics and Business even allocated most of its budget to allowing lecturers enough time to update their skills, review or develop teaching materials and actually use blended learning methods. The Faculty of Law established a working group that will digitise the practice of law. This working group will present its first proposals in the spring of 2018. The Faculty of Medicine invested in an international classroom for its Bachelor's degree in Medical Informatics.

The Faculty of Social and Behavioural Sciences decided to spend most of its budget on the 'assessment and feedback' component. The faculty allocated most of its budget to projects carried out by teams of lecturers, designed to develop and introduce new or different methods of teaching, working and assessment. For its part, the Faculty of Law also allocated a substantial amount of money to this. These



resources were spent on additional guidance and more classroom hours. Furthermore, the faculty appointed an assessment expert.

The Faculty of Science chose to devote most of its much budget to two components, professionalisation of lecturers and research-intensive learning. The Teaching and Learning Centre, which is still being established, will at some point play a vital part in the faculty's teacher training and education reform.

The AUC allocated a quarter of its budget to internationalisation, and another quarter to research-intensive learning. Using these resources, the college embarked on two new projects in 2017: International Class Link-Ups (ICLUp) and Student-Staff Extension Projects (SSEP).

### **Student financial assistance**

The Profiling Fund (whose resources are derived from the UvA's general budget) is a fund that provides financial assistance to students by virtue of Sections 7.51 to 7.51h (inclusive) of the WHW. A new Profiling Fund scheme entered into force on 1 September 2017. Among other things, student members of programme committees will receive a more generous allowance, to reflect the fact that programme committee members will have more duties than before, now that the committees are to serve as representative advisory bodies (starting from the 2017–2018 academic year). In addition to top student athletes, the new scheme also applies to students with a great talent in the field of culture, such as students who are professional or semi-professional artists or performers. Finally, the fund now provides assistance to UvA students from outside the European Economic Area (EEA) as well.

In 2017, the various components of the UvA's Profiling Fund awarded a total of nearly €1.2 million in allowances. Fifty-seven incoming students from outside the European Economic Area (EEA) received approximately €700,000 in grants (Amsterdam Merit Scholarships). In addition, approximately 850 students received administrative body membership grants because they were members of student councils, programme committees or student or study society executive boards. Furthermore, 82 students received an allowance because they had fallen behind in their studies due to special circumstances, such as illness, a disability or other impairment, or pregnancy. Five students were awarded an allowance allowing them to engage in top-class sport, while nine students received an allowance because they were taking a dual Master's degree, with the attendant double workload. Last but not least, approximately €0,000 from the Emergency Fund was granted to thirteen individual students who needed assistance.

In 2017, the UvA provided financial support to hundreds of students through external scholarship programmes. A portion of this amount consisted of loans to 125 American and British students covered by the US and UK, 525 Erasmus grants covered by the EU, and 77 grants from the new Holland Scholarship programme for both incoming and outgoing students, of which half is covered by the Ministry of Education, Culture and Science.

### **Health plan for students and PhD candidates**

A health plan for students and PhD candidates was developed in 2017. The plan is designed to prevent and treat mental health issues by means of online screening, personalised therapy (online or in person) and accompanying initiatives and activities designed to provide information, raise awareness and ensure high-quality care.

These objectives were mainly formulated after the publication of the Student and PhD Candidate Health Plan that was drawn up in the spring by Reinout Wiers (a professor of Developmental Psychopathology at the Faculty of Social and Behavioural Sciences), senior researchers Anke Klein and Claudia van der Heijde, and Peter Vonk, the director of the Student Medical Service, in association with BSP. The proposal outlines a five-year project plan for the early detection and early treatment of common mental health issues among students and PhD candidates, the objective being a reduction of their psychosocial problems. The idea is that, once this project has been completed, the optimised

7 MARCH

Biologists Martijn Bart, Ineke Knot, Rob Kroes, Gea van der Lee and Benjamin Mueller of the Institute for Biodiversity and Ecosystem Dynamics are awarded KNAW grants.



annual screening and interventions will be implemented UvA-wide and will become a regular component of the University's health policy for students and PhD candidates. The health plan also includes activities designed to provide information on, and raise awareness of, mental health issues, such as an annual 'Health Week'.

To supplement the health plan for students and PhD candidates, the Health Plan includes several additional activities designed to raise awareness of the existing facilities, provide more information on the various types of supervisors, improve the connection between the facilities provided by the University and the faculties and improve the quality of these facilities where necessary.

The Health Plan is geared towards students and PhD candidates, and has five sub-objectives:

- helping people recognise mental health issues sooner;
- optimising the guidance provided to students and PhD candidates with mental health issues;
- raising awareness of the facilities available to students and PhD candidates;
- increasing awareness of the importance of one's emotional wellbeing;
- strengthening the connection between the facilities provided by the University and the various faculties.



8 MARCH

UvA researcher Tesseltje de Lange recommends that refugees who are awaiting a decision on their visa status be granted permission to fill vacancies after two months.



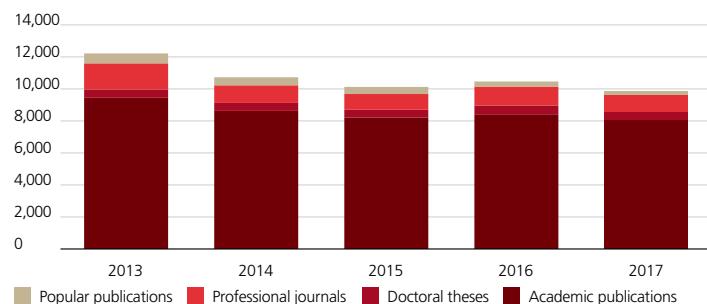
17 MARCH

Mieke Bal, an emeritus professor of Theory of Literature and a video and film artist, is appointed a Knight in the Order of the Netherlands Lion.

## Development of research output

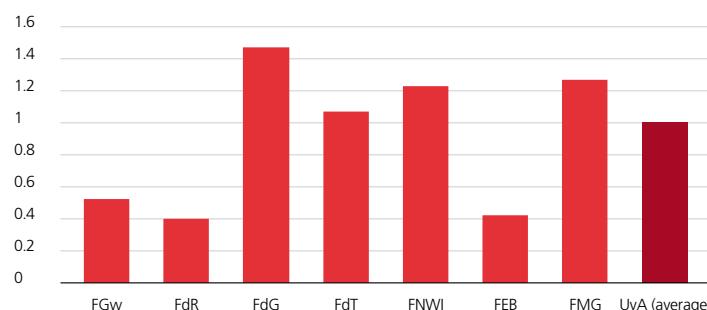
### Number of publications

The graph shows the number of publications by the UvA and the AMC-UvA on the basis of the SEP classification.



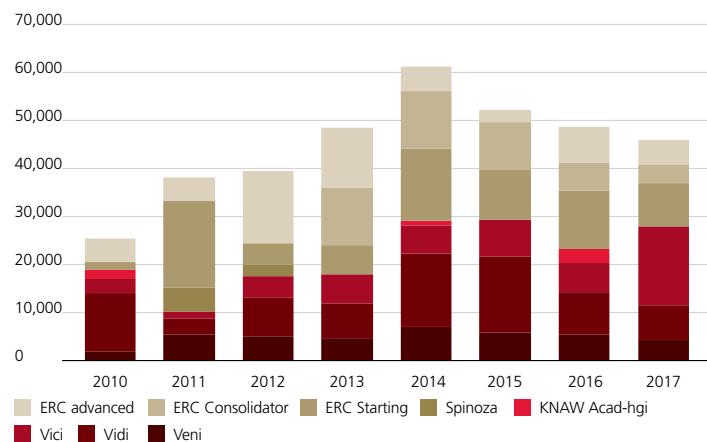
### Number of doctoral theses supervised per full professor in 2017

UvA students completed 543 doctoral theses in 2017. The graph shows that each (full) professor supervised an average of one doctorate process, with considerable differences between the faculties.



### Individual grants and awards (year of allocation, in k€)

The graph shows the NWO, KNAW and ERC grants awarded to individual researchers, expressed in euros.



18 MARCH

The spring edition of the UvA's Open Day for prospective Bachelor's students is attended by an unprecedented 13,038 visitors. A total of 7,442 prospective students (including a growing number of international students) attend the event with their parents or guardians.

# 3. Research

## Priority areas

In 2017, we embarked on an evaluation of the twenty UvA-wide research priority areas (RPAs). This evaluation is designed to further develop the priority areas, and thus to strengthen the research conducted at the UvA. The evaluative process will continue until late 2018. The first evaluations show that the priority areas are very diverse. Some are mainly designed to be innovative, while others enhance current fields of research. Some are major research projects involving several faculties, while other projects are small and limited to a single faculty. The evaluation findings will be taken into account when the RPA policy is further developed. In its turn, this RPA policy is part of the drafting of the University's vision on research, which was commissioned by the Executive Board and deans in 2017. In addition to seeking to become more innovative, the UvA seems to be able to consolidate fields of research in which several faculties are active, and to turn these fields of research into University-wide themes. Currently we are looking at the following areas as potential University-wide research themes: sustainability, social cohesion and opportunities, equality and inequality, artificial intelligence and its impact on society, and the role played by Europe in a globalising world. In addition, we are also examining the UvA's competitive advantage with regard to these themes, for instance because the city of Amsterdam or other parties are focusing on the same themes.

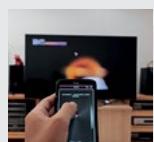
## Doctorate conferrals and joint doctorates

In 2017, 543 doctoral theses were defended at the UvA, roughly the same number as in the previous year, which amounted to exactly one doctoral defence per full professor. The Faculty of Medicine realised a significant increase in the number of doctoral defences, up to 231, from 208. Unlike 2016, when more men than women obtained doctoral degrees, in 2017, women represented a clear majority: 289 women versus 254 men. The distinction cum laude was awarded in a total of 20 cases (5.7%).

Approximately half of all UvA doctoral candidates (not including the AMC-UvA) are from outside of the Netherlands; the doctoral candidates at the Faculty of Medicine are largely Dutch citizens. UvA policy is aimed at ensuring that researchers spend at least part of their studies abroad. As of 2010, the joint doctorate – whereby candidates earn a Joint Doctorate from the UvA and another university – has been permitted by law. The UvA views this option as an opportunity to help doctoral candidates gain experience abroad while contributing to the University's international network in the relevant research areas.

A total of 137 joint doctorate tracks have been initiated in collaboration with 54 different partner universities in 17 countries since the legislative changes took effect. At the time of writing, 33 of these tracks have resulted in joint doctorate conferrals (30 at the UvA, one at VU Amsterdam, one at the University of Strasbourg and one at the Université Jean Monnet in Saint Etienne). Several faculties entered into international framework agreements in the area of joint doctorates: GrowSperm and NeuroTime (both AMC-UvA), Transglobal Health (AMC-UvA and Faculty of Social and Behavioural Sciences) and the EDE-EM consortium (Faculty of Economics and Business: European Doctorate in Economics – Erasmus Mundus). The AMC-UvA and VUmc also concluded a framework agreement as a part of their Alliance. The AMC-UvA is currently preparing another framework agreement on clinical trials, entitled Methods in Research on Research (MIROR), in association with several other institutions, as part of the Marie Skłodowska-Curie Actions.

In 2017, the concept of interdisciplinary PhD tracks was developed. Using this concept, faculties can establish incubators for innovative research, in association with interdisciplinary degree programmes,



21 MARCH

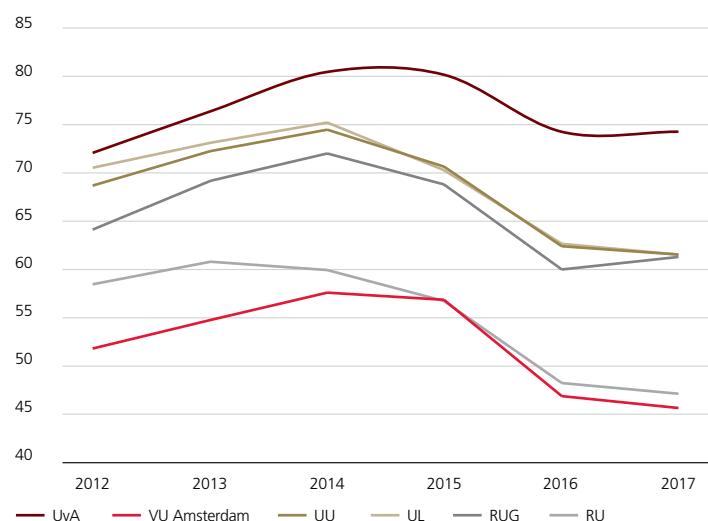
UvA privacy experts Kristina Irion and Natali Helberger argue that policymakers in the Netherlands and Europe must do more to protect media users' privacy.

## The UvA's international ranking

POSITION OF THE UvA IN THE RANKINGS	2013	2014	2015	2016	2017
ARWU (Shanghai)	123	121	120	121	111
QS World University Ranking	58	50	55	57	58
THE World University Ranking	83	77	58	63	59
Leiden Ranking (PP 10%)	103	81	68	62	74

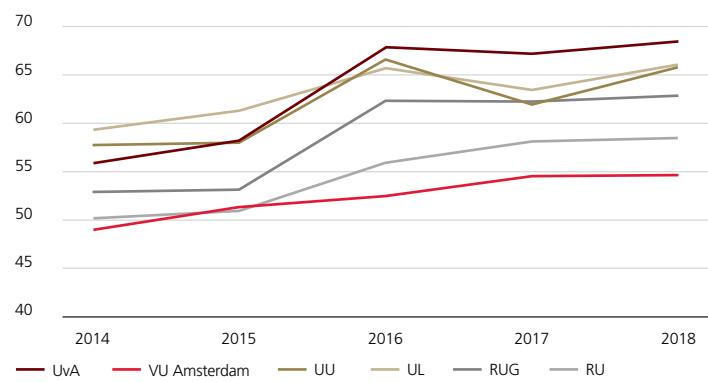
### Score on QS ranking

UvA score on the QS ranking, as compared to other comprehensive, traditional universities in the Netherlands. The score represents the UvA's score percentage vis-à-vis the No 1-ranked university. The QS and THES rankings both measure output and reputation. The QS method emphasises the breadth of the institution, while the THES method is more focused on education.



### Score on THES ranking

UvA score on the THES ranking, as compared to other comprehensive, traditional universities in the Netherlands.



23 MARCH

Information Law student Roel Maalderink wins the Internet Thesis Prize awarded by the Royal Holland Society of Sciences and Humanities for a thesis entitled ‘The Digital Pillory and How We Can Get Rid of It’.



23 MARCH

Amsterdam councillor Kajsa Ollongren opens the Amsterdam School of Data Science, established by the UvA, VU Amsterdam and AUAS to solve the dire shortage of data scientists in the job market.

by hiring PhD candidates to conduct research in the field covered by the relevant degree programme. The objective is to promote the connection between the teaching provided in these degree programmes and the interdisciplinary research - for instance, through the supervisors of the PhD candidates involved.

To mark the occasion of the 385th anniversary of the UvA, several commemorative grants for PhD candidates were awarded in 2017. PhD candidates can use these grants to gain relevant experience abroad as part of their doctoral research. Many PhD candidates applied for the grants. In the end, 22 PhD candidates were awarded a grant.

In November 2017, the UvA decided to allow senior university lecturers to supervise PhD candidates, like full professors. It is up to the faculty to strike an appropriate balance here. In exceptional cases, university lecturers may serve as PhD supervisors as well. Requests for university lecturers to be allowed to serve as PhD supervisors must be well argued. Once a faculty has nominated a university lecturer, the Doctorate Board will make a decision on the matter. In this way, the UvA utilises the recent legislative change enabling non-full-professors to act as PhD supervisors, while simultaneously putting into place safeguards to ensure that the PhD supervisors are of sufficient quality.

### High profile research projects

Research policy in the Netherlands is managed along two lines. On the one hand, deans hold statutory responsibility for research programming. On the other hand, programming is also dependent on the priorities set by institutions such as NWO, charities and the European Commission that accept grant proposals by individual researchers.

Among other objectives, the Strategic Plan for 2015-2020 prioritises expansion of the number of personal grants and distinctions awarded by research councils, such as the Veni, Vidi and Vici Grants awarded by NWO, NWO's Rubicon Grant, NWO's open competition grants, the Spinoza Prize, KNAW memberships and Professor Prizes, ERC's Starting, Advanced and Consolidator Grants, and the Marie Curie Grants.

In 2017, information law expert Balazs Bodo, researcher in Media Studies Niels van Doorn, philosopher Luca Incurvati, political scientist Gijs Schumacher, anthropologist Emily Yates-Doerr and communications scientist Magdalena Wojcieszak were all awarded ERC Starting Grants (worth approximately €1.5 million).

Charles Agyemang was awarded a Consolidator Grant (worth approximately €2 million) for his study entitled *Hypertension Susceptibility in African Migrants: Solving the Puzzle through a Transcontinental Prospective Cohort Study Design*, while Esther Peeren received the same grant for her *Imagining the Rural in a Globalising World* study.

In the spring of 2018, Advanced Grants (worth €2.5 million) for the 2017 application cohort were awarded to Hal Caswell of the Biodynamics Institute for his research project entitled *The Formal Demography of Kinship and Family* and to Dennis Rodgers of the Department of Anthropology for his study entitled *Gangs, Gangsters, and Ganglands: Towards a Global Comparative Ethnography*.

Thirteen scholars were awarded Marie Curie-Skłodowska Grants worth €180,000 by the EU for gaining research experience abroad.

Eleven UvA researchers were the recipients of NWO's Vici Grants (worth up to €1.5 million):

- psychologist David Amodio for his study entitled *How do Prejudices Become Implicit? A Social Cognitive Neuroscience Account*
- sociologist Sarah Bracke for her study on gender and sexuality in Europe's 'Muslim Issue';
- computer scientist Ulle Endriss for his study on collective information;
- psychologist Birte Forstmann for her study entitled *The Brain at Depth: A Model-Based Cognitive Neuroscience Approach to the Human Subcortex*;



29 MARCH

Theoretical physicist Jean-Sébastien Caux, clinical psychologist Merel Kindt and mathematical psychologist Eric-Jan Wagenmakers receive Advanced Grants from the European Research Council (ERC).

6 APRIL

The European University Association appeals for national governments to uphold university autonomy. The UvA supports this appeal.



Party after the formal opening of the new academic year

6 APRIL

The UvA and Bosch establish a joint laboratory for research on deep learning, so as to make fundamental and applied research mutually reinforcing.



- historian Geert Janssen for his study on the ‘invention’ of refugees;
- astronomer Joeri van Leeuwen for his study on the new visible universe;
- medical biochemist Willem Mulder for his study on nanobiological training of the innate immune system;
- educational scientist Geertjan Overbeek for his study entitled *When Mommy and Daddy Get Under Your Skin...*;
- medical microbiologist Rogier Sanders for his study on training B-cells so as to develop neutralising antibodies to HIV;
- legal expert Goran Sluiter for his study on reconsidering the external boundaries of secondary liability for international crimes and severe human right violations;
- medical biochemist Noam Zelcer for his study entitled *SPRING and a RING in Lipid Metabolism*.

NWO awarded Veni grants to seventeen UvA and AMC-UvA researchers in 2017, as well as Vidi grants to nine researchers. The Veni grant of up to €250,000 is awarded to recent doctoral recipients, who are free to use the amount to develop their own research concepts over a three-year period. The Vidi grant is an amount of up to €800,000, which recipients may use to establish their own research group or develop a new line of research.

The Royal Netherlands Academy of Arts and Sciences (KNAW) elected four UvA professors as members: sociologist Kene Henkens, economist Sander Klous, Dutch studies expert Thomas Vaessens and historian Frank van Vree.

The Strategic Plan defines organisational capacity in research as a key priority; a visible outcome of this would be an increase in the number of projects for which the UvA is the lead organisation. May 2017 saw the end of a new NWO call for the Gravitation Programme, which offers longterm ten-year subsidies for innovative lines of research. The UvA participates in two of the six recipient programmes: Quantum Software Consortium (FNWI) and Anchoring Innovation (FGw).

### **The UvA Institute for Advanced Study**

In the summer of 2016, the Executive Board decided to establish the UvA Institute for Advanced Study (IAS) announced in the Strategic Plan. The new Institute offers researchers a testing ground – unrestricted by the boundaries between individual disciplines – where they can work on complex scientific issues and societal challenges.

#### **Multimodal News-Framing Effect**

‘That emotional images are decisive in the formation of public opinion is a hypothesis we can no longer defend. In his study of how images and words combine to shape or alter political leanings, Thomas Powell shows that powerful images may get people involved in news stories, but that people are not wholly won over by them: it is all about how images relate to words, and to the public’s prior knowledge.’ [More information >](#)

#### **‘Collusive Benchmark Rates Fixing’**

‘Timo Klein and Maarten Pieter Schinkel show that the scandal regarding the manipulative way in which Libor and Euribor set their interest rates may be an example of the unlawful formation of a cartel. Despite the reforms made after the manipulation scandal, the banking industry remains susceptible to cartel mechanisms.’ [More information >](#)

#### **Forming short-period Wolf-Rayet X-ray binaries and double black holes through stable mass transfer**

‘When two black holes are born, two stars orbit each other, explode one after the other, and then collapse into two black holes. This hypothesis has proven to be more likely than the theory that two black holes are born far away from each other, slowly float towards each other and then start orbiting each other. Researchers Ed van den Heuvel and Selma de Mink demonstrated this on the basis of computer simulations involving HFC 15-4. – VVA/Spartaan 15-1. 5/1es.’ [More information >](#)



10 APRIL

Physicist Shin'ichiro Ando of Gravitation Astroparticle Physics Amsterdam wins the prestigious Japanese Grant-in-Aid for Young Scientists.



12 APRIL

The UvA launches [www.denkmee.uva.nl](http://www.denkmee.uva.nl), a platform for interactive policymaking, to allow staff and students to have a say in the UvA’s policymaking.

## Annual report by the confidential adviser for academic integrity

### I. Foreword

The University of Amsterdam endorses the principles of the Netherlands Code of Conduct for Scientific Practice (Association of Universities in the Netherlands (VSNU)), 2004, as amended in October 2014. In accordance with the National Model Regulations for Complaints regarding Academic Integrity, the UvA drew up its own academic integrity complaints procedure, based on the VSNU's Code of Conduct, in 2013. In accordance with these regulations, Prof. Hanneke de Haes, emeritus professor of medical psychology at the Faculty of Medicine (AMC-UvA) has served as Confidential Adviser for Academic Integrity at the University of Amsterdam since 1 June 2013. She stepped down from this position as of 1 November 2017. Instead of having one Confidential Adviser for Academic Integrity for the entire University, as we have had until now, the UvA will appoint five Confidential Advisers for Academic Integrity in 2018 – one each for the five campuses (ACTA, AMC-UvA, City Centre, Roeterseiland and Science Park).

Hanneke de Haes will continue to serve as a confidential adviser at the AMC-UvA. The UvA hopes that reducing the physical distance between research practice and the confidential advisers will make it easier for people to approach a confidential adviser in the event of a suspected violation of academic integrity.

The confidential adviser acts as a contact person for queries and complaints regarding academic integrity, provides advice on integrity-related matters, seeks to mediate or arrive at some other amicable solution and/or informs the complainant regarding the procedure for submitting a complaint to the Academic Integrity Committee.

### II. Cases handled

The UvA Confidential Adviser handled a total of nine cases over the course of 2017.

These cases concerned (assumptions regarding):

- i. incorrect presentation of the nature and subject of research projects or of the researcher's degree of independence;
- ii. sexual orientation discrimination (1);
- iii. property of resources and authorship;
- iv. incorrect, prejudiced representation of literature in a PhD thesis;
- v. disputes regarding the objectivity and interpretation of data, or regarding a researcher's degree of independence;
- vi. plagiarism by a foreign researcher;
- vii. the wrongful publication of data;
- viii. a failure to refer to the grey literature on which an article was based;
- ix. plagiarism and the appropriation of intellectual property.

She provided advice on each of these matters: substantive advice in eight cases, and procedural advice in one case. She was directly involved in the proceedings in six cases. She attempted to mediate in two cases.

### III. Other activities

Since the Confidential Adviser also serves as a confidential adviser and ombudsman for academic integrity at the Academic Medical Centre (AMC-UvA), issues regarding research conducted at the AMC-UvA are outlined in AMC-UvA's own annual report.

In addition, Hanneke de Haes undertook teaching and training activities related to academic integrity. She served as a member of the UvA's Academic Integrity Working Group and Plagiarism Working Group, and was involved in the Netherlands Network for Research Integrity (NRIN). She was also actively involved in preparations for the World Conference for Research Integrity (WCRI) held in Amsterdam in 2017, and preparations for the institution-wide study on research culture at Amsterdam-based academic institutions (ARCA). Finally, she regularly served as a consultant to external parties.

- 1) When someone files a complaint that does not relate to academic integrity, the Confidential Adviser will try to find a suitable person to handle this complaint, and refer the complainant to this person.



12 APRIL

Robbert Dijkgraaf and his wife, author Pia de Jong, present a lecture on their life in America at a fully packed Amsterdam Academic Club.

### **Introduction of ground-breaking catalyst for converting carbon dioxide**

'Reducing the amount of CO<sub>2</sub> in the atmosphere is quite a challenge. Researchers Edwin Gnanakumar and Shiju Raveendran have introduced a ground-breaking catalyst for converting CO<sub>2</sub> into CO, thus allowing it to be used as a fuel. In this way, the catalyst will make a significant contribution to the fight against climate change.'

[More information >](#)

In 2017, the IAS's activities focused mainly on the establishment of its basic structure and infrastructure (location, organisation and administration) and community-building. By now the IAS has organised more than 25 events. In so doing, it has laid the foundations for inter-faculty and comprehensive, interdisciplinary research in four fields: health systems, complexity economics, crime and terrorism, and urban complexity. In addition, the IAS has a basic programme that examines the underlying laws and controllability of complex adaptive systems.

The Scientific Advisory Board and the IAS's Board of Trustees first convened in September 2017. The meeting was attended by the following people: Robbert Dijkgraaf, Helga Nowotny, Sir Ratan Tata and the then mayor of Amsterdam, Eberhard van der Laan. The IAS's ambitions and plans were received by the Board Members with great enthusiasm and met with positive feedback.

The IAS will be fully operational starting from January 2018, when the first group of nine research fellows will get started at the institute.

### **Academic integrity**

One way to monitor academic integrity is to exercise the right of complaint when university staff have violated or are suspected of having violated academic integrity. In order to facilitate this process, the UvA adopted the *Academic Integrity Complaints Regulations* and established an Academic Integrity Committee charged with reviewing complaints and issuing recommendations on their handling to the Executive Board.

Since 1 September 2017, this committee has consisted of Jonathan Soeharno (professor of Administration of Justice and Legal Theory, chair), Adrienne de Moor-van Vugt (professor of Constitutional and Administrative Law, specialising in administrative law) and Ron Peters (professor of Cardiology). A deputy member was occasionally appointed to replace a member of the committee. The Committee receives legal support from the Legal Affairs Department. In addition, four professors were appointed to permanent memberships of the sub-committees in 2017: Agneta Fischer (Social and Behavioural Sciences), Beate Roessler (Humanities), Jeroen van de Ven (Economics and Business) and Ben van Linden van den Heuvell (Science).

The Academic Integrity Working Group, led by Frans Oort, professor of Methods and Statistics, had previously issued recommendations on how to safeguard academic integrity. This working group had been established by the Rector Magnificus in 2015.

The working group performed comprehensive assessments of existing policy with regard to different aspects of academic integrity, judged these by previously defined criteria, then drew up clear recommendations on existing policies or new policies to be developed. This resulted in an extensive report featuring recommendations on the steps to be taken in order to enhance the culture of academic integrity.

The Executive Board and the deans then drew up a plan, based on the working groups' recommendations, to take further steps towards enhancing a culture of academic integrity during the 2018-2020 period.



19 APRIL

UvA chemists Edwin Gnanakumar and Shiju Raveendran introduce a groundbreaking catalyst for converting carbon dioxide into carbon monoxide.

The fifth World Conference on Research Integrity was held in Amsterdam in May 2017. The UvA and VU Amsterdam served as the conference's main sponsors. The conference revolved around interrelated themes such as transparency and accountability, and operated on the premise that the honesty and reliability of research are best served by openly sharing all aspects of research and by taking personal responsibility for it.

Each year the committee renders account (on behalf of the University) in its publicly accessible annual report. This annual report discusses the complaints on which the committee has issued recommendations. It also contains a summary of these complaints and the manner in which they were handled by the committee. All cases that were deemed to be admissible by the committee and prompted recommendations to the Executive Board are featured on the VSNU website in anonymised form.



25 APRIL

The police and the UvA enter into a collaborative partnership which will allow them to analyse large quantities of confiscated data in criminal investigations.



The certificates for the three winners of the UvA's annual Thesis Prize



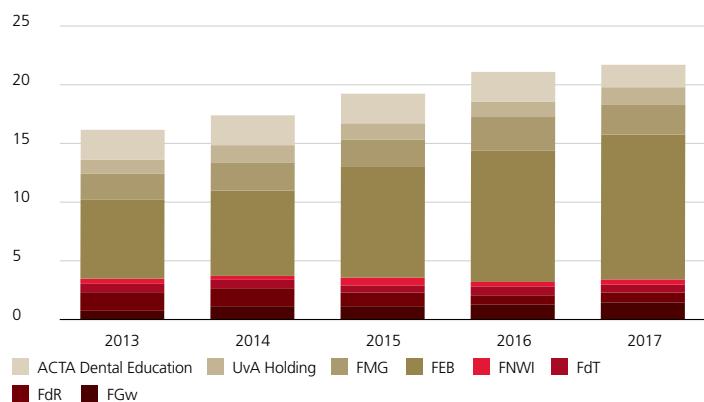
#### I MAY

Clinical psychologist Henk Jan Conradi, in association with colleagues at the UvA and the University of Groningen, has conducted research on how depression develops over the course of ten years and has found residual symptoms and relapses.

## Valorisation indicators 'people'

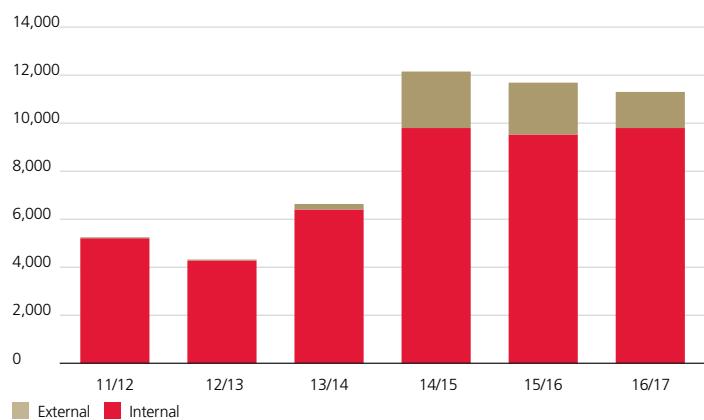
### Contract teaching at the UvA (in M€)

The graph shows revenues from contract teaching (non government-funded education) for each faculty. The Amsterdam Business School of the Faculty of Economics & Business generates the greatest revenues in this segment. The revenues generated by the Sports Centre are not included in the graph.



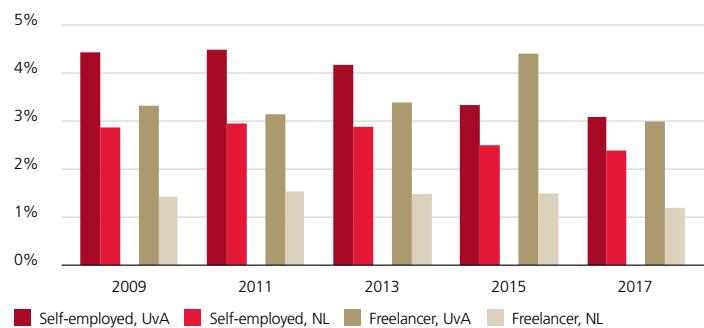
### Credits obtained for entrepreneurship-related subjects

The graph shows the number of credits obtained by UvA students within and outside of the UvA for subjects in the area of entrepreneurship. In 2016-2017, this concerned courses completed by 630 students.



### WO Monitor: students starting their own business

The graph shows the percentage of Master's students to have started their own business within one to two years after graduation, based on the biennial WO Monitor. The percentage achieved by the UvA is considerably higher than the national average.



4 MAY



Jeroen Raaijmakers, emeritus professor of Cognitive Psychology, is elected as a Foreign Honorary Member of the American Academy of Arts and Sciences.

## 4. Innovation

### Valorisation policies

The law defines the transfer of knowledge for the public good as a university's 'third' statutory duty. However, the UvA views this aspect as an integral part of its primary research and education tasks, in a two-way interaction with the demand side. This means knowledge utilisation does not take place at a separate location, but is integrated into the work carried out by the schools, colleges and research institutions. Knowledge utilisation creates synergy and conversely results in the improvement of education and research. Naturally, academic education and the education of new generations represents the University's most important contribution to the future of our world, in terms of both economic and general value. The changing and increasingly central position of universities in today's knowledge society has also intensified our focus on the immediate application and transfer of knowledge and importance of a lively knowledge cycle. This development is reflected in national policies in the form of a greater focus on the priority sectors, and regional alliances with the municipality and business community within the Amsterdam Economic Board.

The UvA also strongly feels that questions raised by society must be answered through research in the humanities and the social sciences. For instance, the UvA wishes to make science and scholarship more relevant to society, and was pleased to see the demand for this confirmed by the questions that were raised in the National Research Agenda.

The UvA marked its 385th anniversary by organising a series of six events, entitled *Challenging Society*. During those events, UvA academics challenged international experts to discuss issues that are vital to our society and to provide an overview of these issues that went beyond the boundaries of their own discipline. The debates were inspired by the overarching theme of the UvA's anniversary celebrations: *Inspiring Generations*. Speakers included Helen Nissenbaum (philosopher and informatician), Ronald Skeldon (geographer), Barbara Sahakian (neuroscientist and neuroethicist), Jacques Rupnik (historian and political scientist) and Sheila Jasanoff (professor of Science & Technology). The discussions held during the events focused on topical themes such as privacy, global migration and human enhancement.

### Indicators

As part of the Performance Agreements for 2012-2016, the UvA has chosen to monitor its impact using a set of nine performance indicators. These indicators are subdivided into three categories that represent the three ways in which tertiary education and research benefit society: training people, collaborating and making study results available to others. The current status of these indicators is presented in this annual report through graphs.

### Tools

Researcher support for new partnerships and agreements with third parties has been accommodated in the Technology Transfer Office (TTO), which has maintained a close alliance with the AMC-UvA, VU Amsterdam, VUmc and the AUAS within the framework of IXA since 2014. IXA also offers support for business development, start-ups and spin-offs. The development of IXA was partly facilitated through a long-term subsidy programme by the Ministry of Economic Affairs, which is set to expire in 2018.

8 MAY



Two research teams featuring UvA scientists are each granted €18.8 million to establish outstanding research programmes together in the field of quantum computers and quantum networks and in the field of Graeco-Roman antiquity.

## Valorisation indicators 'results'

### IXA-SUPPORTED VALUE CREATION FROM UvA RESEARCH

132	Screening of new ideas
50	ERC grant applications
13	Invention disclosures
6	IP licence contracts
6	Patent application
2	New ventures established
2	Proof-of-concept funding
€125,000	Total amount of proof-of-concept funding
29	Research agreements industrial parties
23	Confidentiality agreements
50	Consortium agreements (public-private partnerships and project subsidies)

### AMSIA FINALISTS 2017

AMSIA is the Amsterdam Science & Innovation Award, an annual award for the most innovative research-based idea with a social and/or commercial application. The competition is organised by IXA, in collaboration with the municipality of Amsterdam, the NKI and the Amsterdam Science Park. The jury reviewed a total of 64 entries in 2017.

#### **Moniek Tromp and Monalisa Goswami**

*A bench-top X-Ray absorption spectrometer*

#### **Marc van Dijk**

*Molecular dynamics workflows made easy*

#### **Bente Westerik**

*Science of Society*

#### **Hidde Bekhuis**

*Move metrics, innovation in feedback*

#### **Marike van der Schaaf and Juultje Sommers**

*The ICU mill: a smart, simple and safe solution for rehabilitation in acute care*

#### **Bauke Bakker**

*See how households hear*

#### **Nathalie Ramona de Vent**

*Advanced neuropsychological diagnostics infrastructure*

#### **Margriet Pol**

*The development of an activity application for mood self management*

#### **Kenneth Chin**

*Real-time intraoperative nerve identification using collimated polarised light imaging*

#### **Sytze van Stempvoort**

*Valorisation of citrus peel waste*



9 MAY

The UvA embarks on a new major national study, in association with NWO, De Kennis van Nu (NTR) and Utrecht University: *OnderbuikNL*, on how emotions affect political leanings.



10 MAY

UvA professors Patricia Pisters and Maarten de Rijke are elected as new KNAW members.

IXA offers various valorisation workshops, explore programmes and boot camps in order to further strengthen entrepreneurship and provide support to researchers. The latter two services are provided in collaboration with the Amsterdam Center for Entrepreneurship (ACE) and ACE Venturelab. Entrepreneurship also features prominently in education, including the joint Master's in Entrepreneurship offered in collaboration with VU Amsterdam.

### **IXAnext: A Talent for Innovation**

In addition to ongoing programmes, in 2016 IXA initiated a new joint valorisation programme in collaboration with the municipality of Amsterdam and NWO institutions AMOLF and NIKHEF. IXAnext, A Talent for Innovation aims to lend a major impulse to entrepreneurship, innovation and valorisation. The programme aims to promote enterprise and entrepreneurship in research and education. Various initiatives have been initiated within the programme framework.

Firstly, innovation labs have been established at the Amsterdam Science Park and VU Amsterdam campus. These labs enable the universities to provide access to laboratories, scientific supervision and research facilities, offering businesses an opportunity to make use of the latest scientific expertise.

Incubators have also been created, offering students and researchers support in their efforts to launch and expand their own companies, both at physical on-campus spaces and through entrepreneurship programmes. In addition to investments by the knowledge institutions themselves, the municipality has earmarked €7.2 million in subsidies over the coming five years in support of the programme.

### **Academic Proof of Concept Fund Amsterdam**

The municipality of Amsterdam freed up financial resources for the Academic Proof of Concept Fund Amsterdam (APCA) through IXA over the course of 2016. This fund, which is managed by IXA, offers employees and external partners of IXA-affiliated knowledge institutions the opportunity to conduct a conceptual, societal, technological and/or economic feasibility study (Proof of Concept) of their innovative idea or invention. In some cases, further development of a concept will require testing to determine the best marketing strategy. This feasibility study offers an opportunity to conduct such tests. Applications can be submitted up to a maximum of €45,000, of which the first half will be provided in the form of a loan with the applicant responsible for raising matching funds.

### **Amsterdam Science & Innovation Award**

In 2017 IXA organised the twelfth edition of the Amsterdam Science & Innovation Awards, featuring an expert jury led by Professor of Entrepreneurship Mirjam van Praag. This annual event is used to scout for ideas and innovations that can be commercialised. Entrepreneurship plays a key role here; in addition to meeting a need, the idea must also be implemented in practice. The competition is open to researchers and students from all Amsterdam-based knowledge institutions. In addition to the higher education institutions, NKI/AvL, Sanquin, CWI, Nikhef, AMOLF, Amsterdam Science Park and the municipality of Amsterdam also took part in the alliance.



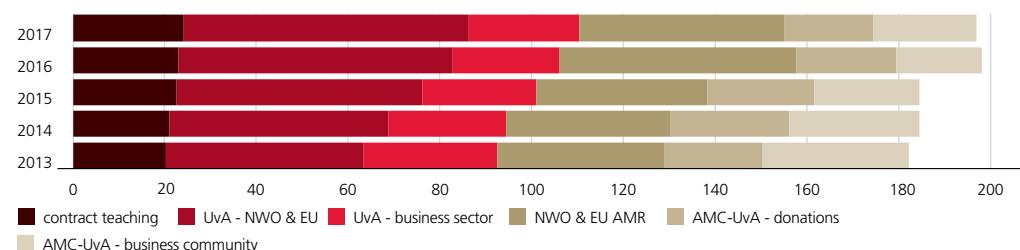
13 MAY

UvA student Sytze van Stempvoort establishes a company that recycles citrus peels into soap.

## Valorisation indicators 'collaboration'

### Development of external income, UvA group and AMC-UvA, amounts x €1 million

The graph shows external income from teaching and research activities.



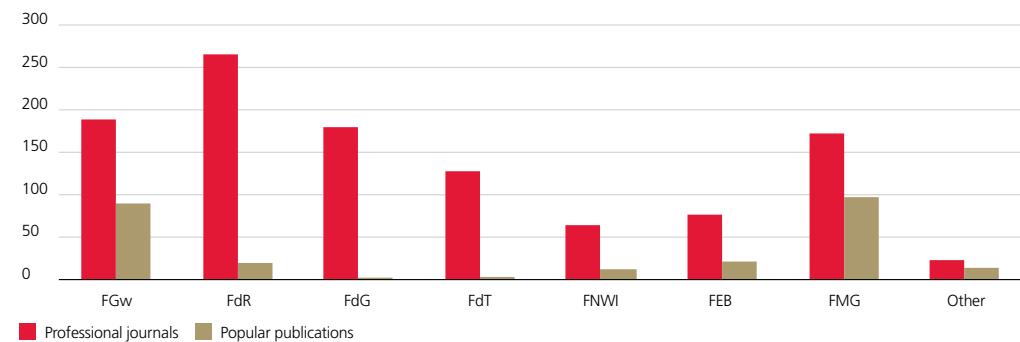
### Scientific collaborations

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

SCIENTIFIC COLLABORATIONS	2014	2015	2016	2017
% co-publications with other institutions	81.4%	82.6%	83.7%	85.1%
* of which international	51.2%	52.4%	53.9%	53.5%
* of which business sector	5.7%	5.7%	5.8%	5.6%

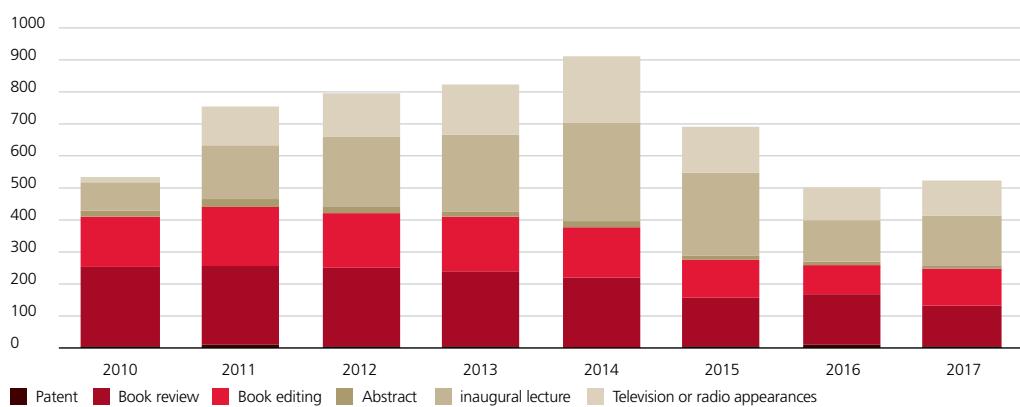
### Publications for wider audience, 2017

The graph shows the number of professional and popular publications (classification in accordance with VSNU definition) per faculty. These are publications intended for a professional and general audience. The FdG so far does not register the number of popular publications.



### Registered results, not including publications

The graph shows the number of registered research results, not consisting of publications, divided over various VSNU-defined categories. The number of registered results at the FMG is significantly lower than was the case several years ago.



16 MAY

Anne de Visser of the Institute of Physics is awarded an NWO Project Space Grant, allowing him to appoint a PhD student and purchase equipment.



16 MAY

UvA student project Anna's Tuin en Ruigte (Anna's Garden) along the edge of Amsterdam Science Park, is opened to the public and brings together scientists, students and local residents.

2016 saw the first edition of the Science Meets Business programme, a matching event during which businesses are selected on the basis of the researcher's concept profile. In 2017, too, this was a successful event, with 42 matches and seventy conversations between representatives of companies and researchers.

The Award received a total of 56 submissions, culminating in a well-attended final with an audience of 175 visitors. BNR News Radio paid extensive attention to the four finalists. In addition, there was an exhibition of twelve portraits of successful scientists affiliated with the Amsterdam-based knowledge institutions.

17 MAY

Stijn Bouma, who completed a Media and Culture degree at UvA, is the only Dutch filmmaker invited to show his film at the Cannes Film Festival.



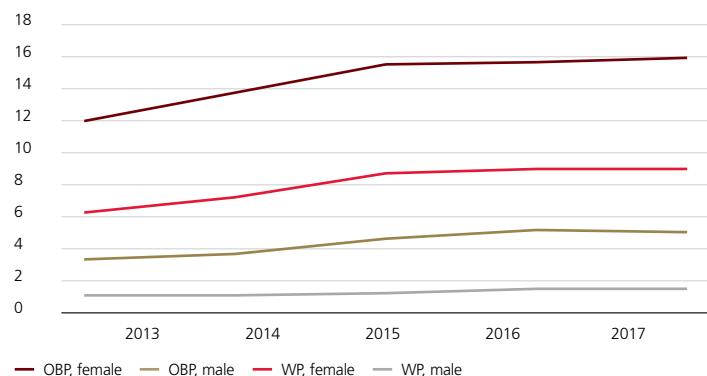
19 MAY

Antoinette Muntjewerff, a lecturer in jurisprudence, is voted the UvA's Lecturer of the Year for the 2016-2017 academic year.

## Key figures on social policy

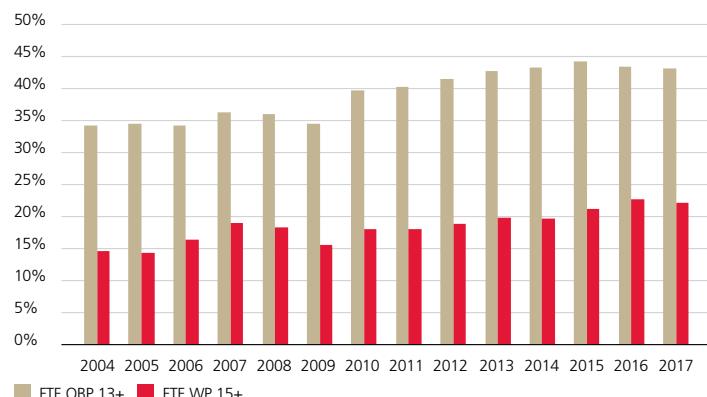
### Absence due to illness among academic and support/management staff, excluding FdG

Absenteeism amongst WP totalled 2.4%, with the figure for OBP at 5.8%. The graph shows the development of absenteeism over the year, measured in the number of sick days. None of this data includes Faculty of Medicine (FdG) staff.



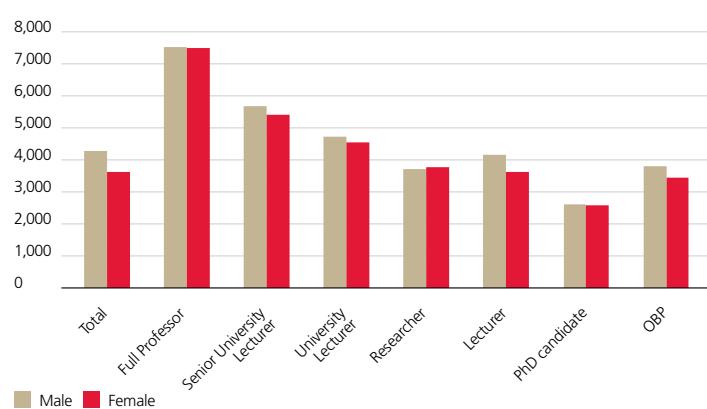
### Women in higher wage scales, excluding FdG

The graph shows the development in percentage of women in the (approximately) 10% of highest ranking positions. In terms of WP, this concerns approximately 300 positions in scale 15 and higher (nearly all of which are professorships). In terms of OBP, there are approximately 145 managerial and senior positions in scale 13 and higher.



### Average gross salary per month per FTE, in euros, excluding FdG

The graph shows the remuneration ratio between men and women by type of position for the UvA as a whole in 2017. There is no difference, or hardly any difference (0-10%), for most positions. In instances where there is a difference, this is generally due to differences in age. The fact that the ratio for the UvA as a whole is 15.2% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



31 MAY

Rector Magnificus Karen Maex opens the UvA's Education Day. This is the first day of its kind, dedicated to those who are engaged in teaching, providing them with an opportunity to exchange ideas, projects and examples of good practice.



2 JUNE

236 students are admitted to the Flexible Learning pilot, in which they only pay for those subjects they are actually taking.

# 5. Human resources policy

## The strategic HR Agenda for 2015-2020

The HR Agenda resulted in the drafting of four policy papers, all of which were adopted in 2017. These policy papers relate to career development policy, improved annual consultations, leadership development for academic staff and strategic personnel planning. Striking a better balance in our appreciation for lecturers and researchers constitutes a vital aspect of our career development policy. The UvA seeks to achieve this balance in several ways, e.g. by formulating performance indicators for lecturers and incorporating these into the criteria for appointments and promotions.

The development of talent and long-term employability, i.e., sustaining or improving our employees' performance in the job market in the broad sense, be it at the UvA or elsewhere, constitutes another vital aspect of HR policy development. Long-term employability does not merely require a specific skill-set, knowledge and characteristics; the employee's health and well-being are also crucial. Both the University and its employees are responsible for the employee's employability. Employees must be proactive in seeking continuous professional development. The UvA encourages and supports its employees in doing so, by granting them the opportunity to learn skills in both formal and informal settings. The UvA's HR policy should be regarded as talent policy in the broadest sense: we offer all our employees the room they need to develop their talents. We seek to improve the quality of our annual consultations, which are an important tool in the aforementioned process. In the memorandum 'Improving the Annual Consultation', the UvA provides tools such as a useful form and annual consultation training sessions for both managers and members of staff.

In the autumn of 2017, the Central Works Council indicated that it would not approve the 'Temporary and Permanent Staff: Towards an Appropriate Balance' policy paper. As a result, the policy document was withdrawn. Nevertheless, the UvA has implemented a variety of measures in the recent period so as to safeguard an appropriate balance between temporary and permanent staff, and it will continue to uphold these measures in spite of the policy document's withdrawal. The UvA is not in excess of the maximum percentage accepted in the collective labour agreement (Article E.1d), and hiring constructions specifically designed to prevent permanent appointments are no longer tolerated. In short, the UvA has elected to reduce undesirable types of flexible jobs and to invest in career perspectives, with a particular focus on academics who are only just embarking on their career and who are on a temporary contract (postdocs, lecturers and PhD candidates).

The Employee Monitor is a two-yearly survey measuring the employee satisfaction rate. The survey provides a good understanding of how employees feel about working at the UvA and identifies aspects which employees feel could be improved. As we learned in 2017, specific positions and departments experience excessive work pressure. Partly because of this, when the UvA detailed its HR agenda and developed its strategic personnel planning, we opted to anticipate future trends, which may help us prevent or reduce excessive workloads.



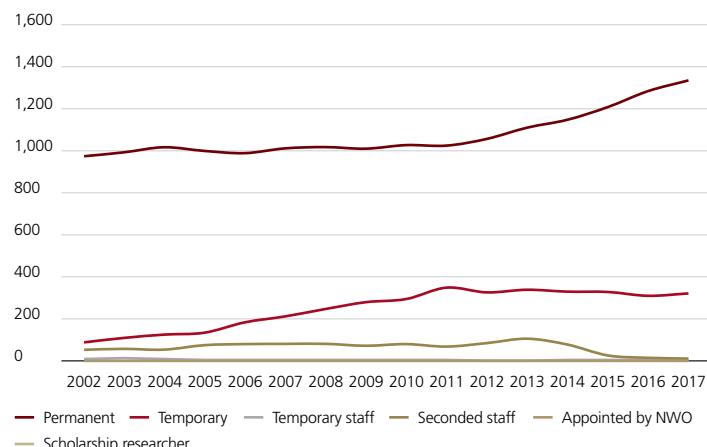
2 JUNE

The Supervisory Board appoints Jan Lintsen, MBA, to a position on the Executive Board as of 1 September.

## Temporary appointments in teaching positions

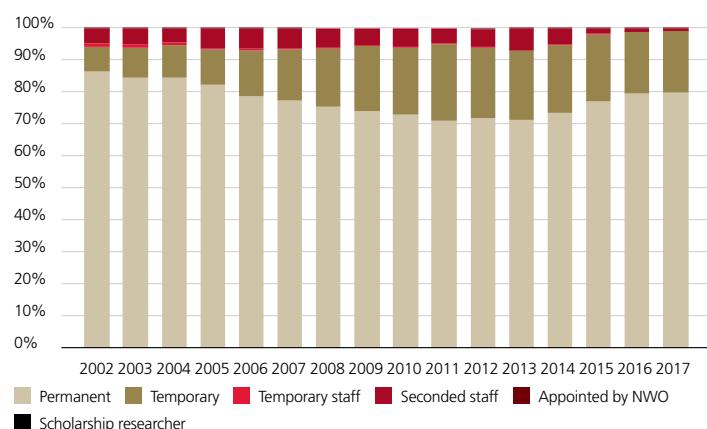
### Teaching staff at the UvA by type of employment contract, excluding FdG

The graph shows the number of FTEs in the ranks of full professor, senior university lecturer, university lecturer and lecturer by type of contract (under the terms of the collective agreement, no more than 22% of these positions must be held by people on temporary contracts).



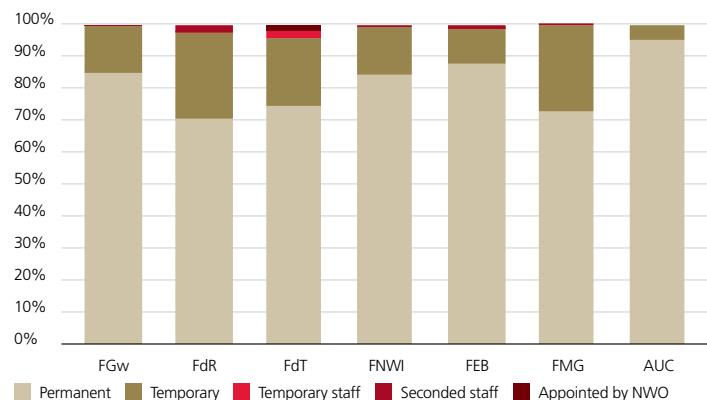
### Teaching staff at the UvA by type of employment contract, excluding FdG

The graph shows the distribution of the number of FTEs in the staff levels of professor, senior university lecturer, university lecturer and lecturer for the various forms of appointment.



### Temporary teaching staff, by faculty, excluding FdG

The graph shows the distribution of the number of FTEs in the staff levels of professor, senior university lecturer, university lecturer and lecturer for the various forms of appointment and each individual faculty (measurement date: end of 2017).



### 6 JUNE

The Amsterdam Science Park opens the Urban Campsite, which will be open all summer. The campsite is an open-air exhibition where camping and art meet, the overarching theme being 'The Art of High-Tech Living'.



### 7 JUNE

UvA physicists join forces with physicists at other universities to conduct research on solar cells. NWO supports the research team, awarding it a €2 million grant.



In our efforts to improve our annual consultations and leadership development training, we also focused on excessive workloads. In mid-2017, a task force established by the dean of the Faculty of Economics and Business, Han van Dissel, started drafting an action plan designed to reduce employee workloads. The action plan was completed and presented in late 2017. In so doing, the UvA met the requirements of the provision in the collective labour agreement concerning workload and sustainable employability (Article E.13a).

Finally, the UvA's mid-term review of its targets for the European HR Excellence in Research quality mark in 2017 gave rise to optimism. The action plan on which the HR quality mark is based was updated. The UvA showed in its mid-term review that it is well on its way to realising its targets. Many of these targets are included in the HR Agenda for 2015-2020, e.g. the development of strategic personnel planning (correlation between career development and academic policies) and monitoring PhD candidates and researchers who have left the University so as to gain an understanding of their position in the job market.

### Social report

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 salary scales. The gross salary of the highest paid employee was 5.00 times that of the average paid in 2017 (on an annual basis); the highest paid executive staff member received 3.32 times as much.

There are no variable or performance-based remunerations. In 2017, the UvA paid out €5.32 million in additional allowances to its employees. This constitutes 2.0% of the University's wage bill, including:

- 0.90% individual allowances on the basis of CAO NU provisions;
- 0.28% compensation for restrictions on pension accrual for higher incomes;
- 0.2% expense allowances.

Key aims of the UvA's internal social policy:

- Increase in the number (FTEs) of female professors to 25% by 2020

The UvA has been striving to promote a higher employment rate of women in top-level academic positions (including chairs) for several years now. 2017 marked the centenary of the appointment of the first woman professor in the Netherlands. One hundred years ago, the Netherlands' first female professor, Johanna Westendijk, gave her inaugural lecture at Utrecht University. The UvA's objective in 2017 was to appoint eleven female professors. The appointments will be made in early 2018. The share of women professors showed a slight decline in 2017, from 22.5% to 22.1%, although their number of FTEs remained the same. The UvA expects to be able to attain its goal of having women make up 25% of all professors by 2020.

- 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 2017, the UvA's sickness absence and calling-in-sick rates remained virtually the same. The absenteeism rate remained identical among academic staff (2.4%) and rose slightly among support and management staff (from 5.5% to 5.8%). The percentage of employees who did not call in sick once during the year remained a consistent 80% among academic staff and increased from 50% to 54% among support and management staff. The increase in long-term sickness absence and the fact that many employees complain about their workload are causes for concern.



13 JUNE

Housing association Rochdale is to construct 250 living units at Amsterdam Science Park, where students and refugees who have been granted a resident visa will live together.



17 JUNE

Biologist Silke van Daalen wins the 2017 UvA Thesis Prize for her analysis of demographic patterns in populations of humans and non-human organisms.

- Generating more jobs pursuant to the commitments entered into under the Participation Act

In 2017, the UvA exceeded its target for jobs creation set in 2015 for meeting the requirements of the Participation Act. Even though it is only 2018, the UvA has already attained 83% of its target for 2023. However, since the government sector failed to attain its targets, the Quota Act will be activated effective 1 January 2018.

- Striking the right balance between permanent and temporary staff

The UvA seeks to strike an appropriate balance between staff on permanent and flexible employment contracts. Under the collective labour agreement (Article E.1d), the percentage of lecturers, university lecturers, senior university lecturers and full professors on temporary employment contracts is capped at 22% of the total FTEs for this group. In 2017, this percentage was 20.1%. Two-thirds of the staff members of temporary contracts were lecturers in the early stages of their career (lecturer pay scales 3 and 4). Furthermore, the UvA reported hiring workers from third parties in these job groups in its reporting on this matter. In summary, the UvA has met its requirements under the collective labour agreement, and will continue to seek to strike a proper balance between staff on permanent and temporary contracts, thus preventing undesirable forms of 'flexibilisation'. In addition to these quantitative agreements, it is important to keep in mind that the collective labour agreement operates on the premise that if a candidate is found to have the right qualifications and skills and is asked to work for the University on a regular basis, he or she must be offered a permanent employment contract.

### **Workforce capacity**

The UvA's workforce capacity increased by 97 FTEs in 2017 to a total of 4,820 FTEs. Academic staff grew by 58 FTEs, with the greatest increase at the Faculty of Science (47 FTEs). The Faculty of Law, which has seen its student population decline over the past few years, experienced a minor drop in staff levels. Support staff grew by 27 FTEs. All the new members of support staff were hired by the faculties. The share of academic staff in the overall workforce remained consistent at 59%.

### **UvA policies aimed at containing the cost of payments following termination of employment**

Having opted out of the state Sickness Benefits Scheme, and so having become its own insurer in this regard, the UvA is responsible for the reintegration into the job market of any of its employees who are about to lose their jobs. The UvA has outsourced its reintegration activities to ProActief BV, subject to a centrally financed agreement entitled 'Benefits Project'.

Reintegration activities consist of activities in the area of personal supervision and group training focused on broadening horizons and providing job application assistance, as well as support during placements and trial placements, aftercare and the coordination of such activities. Moreover, by helping employees who are about to be made redundant find new jobs at an early stage, prior to their actually losing their current jobs, the UvA can minimise the unemployment benefits and transition allowances it has to pay its former employees.

As a part of its obligations under the collective labour agreement for Dutch universities to make re-employment efforts in the event of pending unemployment, the UvA also has a 'Framework for Social Policy within Reorganisations at the UvA', adopted on 1 December 2008. The main aim of this document is to prevent compulsory redundancies in the event of a reorganisation wherever possible through, among other things, the employer and employee working together to find an alternative and suitable position for the employee concerned and strengthen their position on the labour market. In addition, employees must be sufficiently encouraged, in a timely fashion, to keep growing, thus enabling them to deal with fast-changing circumstances.



21 JUNE

ACTA-affiliated dental hygienist and clinical epidemiologist Eveline van der Sluijs discovers that drinking a glass of water or even just rinsing your mouth helps get rid of bad breath in the morning.



The silent disco at the Roeterseiland Summer Festival

22 JUNE

The Executive Master's degree in International Finance (MIF) is one of the best finance degrees taught at European business schools, according to the Financial Times ranking.



30 JUNE

Nearly 4,200 prospective first-year students take part in the UvA Matching programme in June to check whether they have chosen a degree that is right for them.



## 6. Sustainability

### The UvA's sustainability policy

The concept of sustainable development, as elaborated some 30 years ago in the UN report entitled 'Our Common Future' is still equally valid today:

'(...) development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Building a future-proof UvA, Amsterdam and world is an issue that concerns the entire academic community. Education, research and knowledge commercialisation are applied to build a sustainable future based around awareness and the latest scientific developments in the field of sustainability.

The UvA's responsibilities in this area can be distinguished along four lines:

- sustainability within degree programme offerings;
- sustainability in research priority areas and chairs;
- raising awareness of sustainability issues among all students, e.g. through UvA Green Office's debates and lectures;
- introducing sustainability targets in operational management.

The UvA produces graduates with specialised knowledge of sustainability issues. We offer courses and programmes on this subject throughout all phases of our programmes. Our courses include both general and more specific modules on sustainability issues. These are often organised by the Institute for Interdisciplinary Studies (IIS). The IIS's courses are open to students of all faculties, employees and interested parties not affiliated with the UvA. Over 3,000 students took courses at the IIS last year. Key examples include the Bachelor's in Future Planet Studies, the minor programme in Science for Sustainability (strategies and innovations to support long-term transition), or the Master's in International Development Studies. However, sustainability is also an integral element of the curriculum of various other degree programmes, such as the Business Administration programme.

#### **UvA Green Office**

The UvA Green Office opened its doors in 2016, and began to offer many activities in 2017. For instance, the Green Office drew up an overview of degree programmes and courses on sustainability issues taught at the UvA, organised a symposium on energy transition, organised lectures on waste and biodiversity in the city, and took the initiative to host a 'sustainability market' on Sustainability Day. In addition, the Green Office sought to bring about more sustainable operations and facilities, e.g. by offering more vegetarian and vegan meals in the cafeteria, selling refillable water bottles, encouraging people to commute by bicycle, encouraging people to sort their waste, selling locally produced organic food at the Science Park ('fresh bag') and establishing a course allowing students to help make the UvA a more sustainable place.

Much of the research conducted at the UvA helps make the world more sustainable. This applies to studies on sustainability issues in society and in the economy (sustainable development) and in the environment and biodiversity (environmental science). Due to the breadth of its research activities, the UvA is ideally equipped to study scientific and societal sustainability issues from multiple, integrated perspectives (within interdisciplinary research teams) and in collaboration with a highly diverse range of social and commercial partners.



3 JULY

Researchers and students get their own research vessel that will allow them to conduct ecological research in the Markermeer Lake. Crowdfunding helped purchase the ship.

The UvA has incorporated the themes of ‘A Sustainable Future’ and ‘The Future of Europe’ into an agenda aimed at developing solutions for urban regional economic, social, technological and logistics issues. Logistics and big data-based 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. For instance, some of the UvA’s supplies are delivered by electric vehicles from a hub at the edge of town. Furthermore, in 2017, students were involved in a study on composting the biodegradable cups provided at the UvA’s cafeterias and vending machines.

It is worth mentioning here that the UvA received two NWO grants for sustainable development-related projects. One of these grants concerned a proposal drawn up jointly by CEDLA (Barbara Hoogenboom) and CSDS/GID (Joyeeta Gupta and Hebe Verrest): ‘Leave fossil fuels underground for sustainable and inclusive development: co-creating alternative pathways in Africa and Latin America.’ The other grant was awarded to Michelle Westermann-Behaylo of the Faculty of Economics and Business, for an interdisciplinary business administration and computer science-related project aimed at designing accountability innovations to improve responsible production in low- and middle-income countries with weak governance.

### **Amsterdam Green Campus**

The Amsterdam Green Campus (AGC) is a knowledge platform aimed at strengthening the green sector in North Holland and Flevoland initiated by professor Michel Haring, who also serves as chair of the board. The AGC started out as an alliance between three UvA institutions (SILS, HIMS, IBED) and IXA with InHolland University of Applied Sciences, Aeres University of Applied Sciences and senior secondary vocational education institutions Wellant College and Clusius College. The initiative also receives support from the business community (Chamber of Commerce and greenports) and government bodies (through the Amsterdam Metropolitan Region’s Regional Economic Structure Platform).

The AGC focuses on the training of professionals, knowledge sharing between different types of tertiary education institutions and knowledge exchange with the business community and government bodies. The AGC project portfolio is one of various concrete manifestations of the UvA’s valorisation agenda.

### **Sustainability in operational management**

As a public institution that seeks to lead by example, the UvA has defined a number of key sustainability targets. These key targets fit with its institutional profile as a university and reflect applicable legislation and regulations and relevant costs and benefits, restrictions, discomforts and risks. The emphasis is on the responsible consumption of energy and sustainable construction and renovations. These key targets are or will be linked to performance assessments. When reporting on our environmental footprint, we strive to recalculate figures to reflect the actual imprint per student or employee. This helps ensure that our imprint is more ‘tangible’ and comparable in the event of institutional shrinkage or growth..



7 JULY

Two UvA staff members establish a ‘spinach centre’ next to the Spinoza Centre. The Spinach Centre is a vegetable plot at the Roeterseiland Campus where bell peppers, tomatoes, rocket and radishes are grown.



7 JULY

An international team featuring Carsten Dominik of the Anton Pannekoek Institute for Astronomy finds a new and rare exoplanet.

## Sustainability in scientific research

### **Scientists sound the alarm regarding declining primate populations**

A group of prominent international experts in the field of primate preservation, including Professor Serge Wich (IBED), called on society in the *Science Advances* journal to take urgent measures to protect primate populations, which are declining all over the world. The latest figures show that 60% of the more than 500 primate species are endangered. The scientists pointed out the precarious situation in which primates find themselves, due to the increasing and untenable pressure being exerted on their habitats through agriculture, logging, construction work, resource extraction and other human activities. The scientists stated that it is crucial that we fight poverty if we want primates to survive. Since most primates live in areas characterised by poverty and inequality, steps must be taken to improve health care and give locals better access to education, and also to raise their awareness of how to use land in a sustainable manner. Such steps may help us ensure food security for the local population and contribute to the preservation of the environment, which may in turn help reduce the hunt for primates and primate habitat loss.

### **CeCe Project helps people make an informed decision on the clothes they buy**

Two students of the Faculty of Science and a student of the Faculty of Economics and Business set up a website where they list manufacturers of sustainable clothes. They hope the CeCe project will make it easier for people to choose to buy such clothes. The students collect information on sustainable clothes sold online and post it on one platform, thus making it easier for buyers with an interest in ethical and sustainable fashion to find something of their choosing. The students developed and use a code on their website that automatically retrieves data from several websites.

### *Defdef (Defenseless Defenses)*

Pest control in food crops is tremendously expensive and time-consuming. Plant breeders seek to make their crops naturally pest-resistant. They also seek to make it easier to use the natural enemies of pests – biological control – and to develop pesticides made of natural products. Used on their own, these methods tend to be insufficiently effective. However, combining these methods may be effective. The concept of integrated crop protection is viewed as a cornerstone of environmentally friendly agriculture by the EU. However, using the wrong mix of protection methods may exacerbate the pest problem rather than solve it, as pesticide resistance and green pesticides may reduce the effectiveness of natural crop protection methods. The success of natural crop protectors (generally predatory insects) also depends on the quality of their prey (the pest). If this quality suffers too much, the natural enemy may have great difficulty surviving. As a result, the pest will be insufficiently suppressed and the plant's resistance will turn against the biological control measure. In association with fellow researchers affiliated with Dutch, Belgian and Spanish organisations, Merijn Kant (IBED), the coordinator of the new EU project, will examine to what extent this prediction is right.



18 JULY

The Amsterdam University Fund is now a formally recognised charity. It is the first Dutch university fund to be recognised as a charity.



18 JULY

A definitive decision is made to locate the new University Library at the Second Surgical Clinic and the former convent on the *Binnengasthuis* premises.



Children of UvA alumni and staff attending University Day

20 JULY

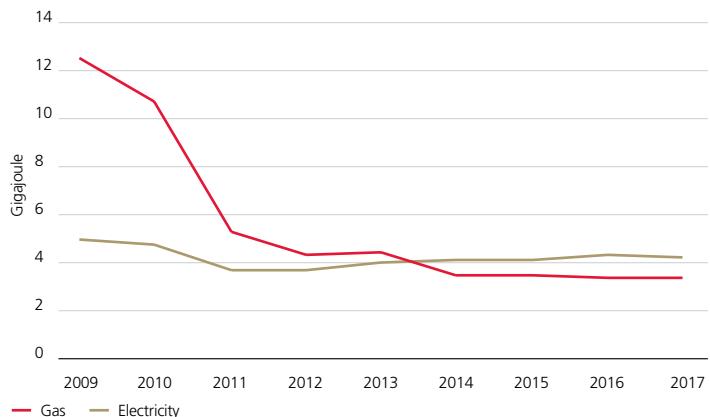
The UvA awards ‘anniversary grants’ to 22 PhD candidates, thus allowing them to get some international experience. Ninety-four PhD candidates applied for a grant.



## Data on environmental impact

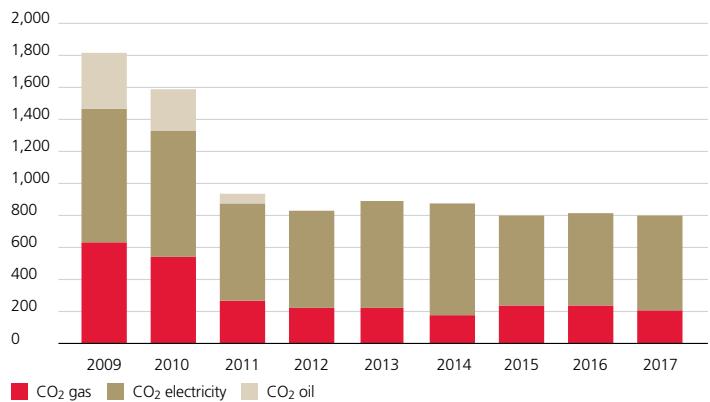
### Energy consumption per student in GJ

The graph shows the actual consumption of gas and electricity in gigajoules per student. In order to avoid double counting, gas consumption used in electricity generation has not been taken into account.



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

The graph shows the UvA's CO<sub>2</sub> equivalents of gas, electricity and (up to year-end 2011) fuel oil consumption, not adjusted for the purchase of green energy.



### Waste production per student

On balance, the UvA's waste production has decreased in recent years, depending in part on relocation operations, which generally cause a spike in paper and furniture waste.



24 JULY

An analysis performed by the CORPNET research group shows that five highly developed countries channel nearly 50% of their value streams to tax havens.

2 AUGUST



Anne de Graaf is appointed the UvA's Diversity Officer and is to develop diversity policy, together with faculty Diversity Officers.

Our key objectives in terms of environmental policies and operational management are as follows:

- 2% annual reduction in energy consumption relative to 2005;
- 85% reduction in CO<sub>2</sub> emissions per student in 2020, relative to 2010;
- reduction of paper consumption and waste thanks to initiatives such as the Digital Office project.

Amongst other measures, the UvA achieves its energy reduction targets by improving the energy characteristics of its buildings during maintenance, renovations and new construction efforts. All renovation and new construction work is conducted so as to achieve energy efficiency levels that exceed mandatory target values by 10%. It should be pointed out that this principle cannot provide much guidance during new construction projects in the city centre, as monumental buildings are not subject to EPC requirements. Instead, we are making a serious effort to make the listed buildings in the University Quarter sustainable, and we seek to make them energy-neutral where possible, taking into account financial criteria.

As part of our efforts to lead by example, the UvA is striving to create a sustainable premises portfolio and ensure the sustainability of operations. The UvA strives to reduce consumption and increase sustainability in energy and materials use in its operations. Our own campuses can also serve as a testing ground for sustainable innovations.

### **Energy efficiency, CO<sub>2</sub> reduction and sustainable electricity generation**

As a part of the Long-Term Agreements on Energy Efficiency, the UvA has reached agreements with other higher education institutions and the government to periodically prepare an Energy Efficiency Plan and implement the measures described therein. The plan is designed to improve the University's energy efficiency rate by 20% by 2020, relative to 2005.

The UvA measures energy efficiency on the basis of its primary energy consumption, the sum total of gas consumption and the primary energy equivalent of electricity consumption. The UvA's primary energy consumption decreased by 8% as compared to 2005. This decline is relatively limited due to the considerable growth of our institution over this period. If we correct the figures to account for the UvA's growth by dividing energy consumption by the number of students, it becomes clear that we have achieved major energy efficiency improvements: our primary energy consumption per student dropped by 35% over the 2005-2017 period.

The UvA's primary energy consumption increased by over 3% as compared to 2016. This decrease was caused by a 16% reduction in gas purchased, while the amount of electricity we purchased remained almost the same. Our gas consumption partly decreased because there were fewer cold days in 2017, and partly because the sustainable and electrical ground-coupled heat exchanger at Roeterseiland was used to greater effect.

The UvA is striving to reduce its CO<sub>2</sub> emissions per student by 85% as compared to 2010 by the year 2020. Emissions in 2017 were 82% lower as compared to 2010 at 171 kilos per student, and 18% lower as compared to 2016. The greatest decrease as compared to 2010 was achieved through energy efficiency measures, and – more significantly – the transition to wind power in 2013, which caused our CO<sub>2</sub> emissions to be no longer affected by our energy consumption. The decline as compared to 2016 was realised by a reduction in our gas consumption, and also by an increase in the number of students.

As a part of this effort, we had solar panels installed on the roofs of the Amsterdam Business School (ABS), Faculty of Science and AUC buildings in the summer of 2016. 2017 marked the first full year in which these panels were operational. This resulted in our producing 383 MWh in 2017. This was nearly four times as much as in 2016, and comparable to 87 households' consumption, but it only amounted to 0.7% of our own electricity consumption.



15 AUGUST

UvA researchers take part in a live talkshow at the Lowlands festival, where University Professor Robbert Dijkgraaf conducts video interviews.

In order to realise more significant savings, the UvA granted a tender for the management and maintenance of its premises through an innovative energy performance contract, whereby the contracting party is contractually bound to further reduce our energy consumption. This contract will enter into force in 2018 and is aimed at reducing our energy consumption by at least 7.5% in the first two years, and by 2.5% in the subsequent years.

### Waste

Despite the fact that the waste-sorting facilities have been improved and expanded (particularly at the Science Park campus), the share of waste that had been sorted before being collected dropped from 27% in 2016 to 25% in 2017. This decline is related to a decrease in the amount of paper (the main waste stream) collected, which in turn was due to the fact that we used less paper due to ongoing digitisation. The amount of non-recyclable waste and the total amount of waste collected decreased as well, so despite the fact that less waste was sorted, the UvA's overall waste footprint was reduced.

### Procurement

With respect to sustainable procurement, we seek to realise the following ambitions: expanding the UvA's and AUAS' logistics hub; procuring things in a sustainable manner in accordance with the criteria set by the government; putting people to work who have been precluded from taking part in the job market but can now be hired under the Participation Act; and encouraging circular procurement at the UvA and the AUAS and the Amsterdam Metropolitan Region.

Our key achievements in terms of meeting these targets in 2017 are as follows:

- the logistics hub is now officially operational. More suppliers have joined the hub. In addition, several potential clients have joined, including the municipality of Amsterdam. We aim to encourage more suppliers to join the initiative over the course of 2018.
- in 2017 we hired one hundred people for work-to-learn positions in the context of the Participation Act.
- in the Amsterdam Economic Board (AEB), the UvA actively supports a circular economy. We first engaged in circular procurement in 2017, by purchasing bicycles for employees' use. We will put out more such tenders in 2018.

#### Circular economy at the 'State of the Region' event

Five hundred key players from the Amsterdam Metropolitan Region will convene at the 'State of the Region' event on 20 June 2018. Together, they will discuss their views on the region's economic future, exchange results and discuss the challenges they all face. Together, they will seek to realise their shared ambitions for 'the metropolis of the future'. The State of the Region event constitutes the kick-off to the WeMakeThe.City innovations festival that will take place between 20 and 24 June. Preparations for the festival began in 2017. Geert van Dam is closely involved in these preparations.

The State of the Region event was initiated by the Amsterdam Metropolitan Region, Amsterdam Marketing and the Amsterdam Economic Board. It constitutes a benchmark in a project in which members of the Metropolitan Region are encouraged to join forces and attain specific goals with regard to five types of challenges facing metropolises: circular economy, mobility, health, talent for the future and digital connectivity.



14 AUGUST

More than 650 students from over 50 countries attend the UvA's summer school, taking courses ranging from the Urban Food Experience to Mathematics.



28 AUGUST

During the month of September, UvA academics treat commuters and travellers to mini-lectures. Their 'students' are passengers on the ferry to Amsterdam North and travellers at Schiphol Airport.



The UvA's 'U Night', a science and scholarship festival for locals, students and employees



30 AUGUST

Seven UvA-AMC researchers and one researcher from the Swammerdam Institute for Life Sciences receive research funding totalling €3.7 million from the Dutch Cancer Society.

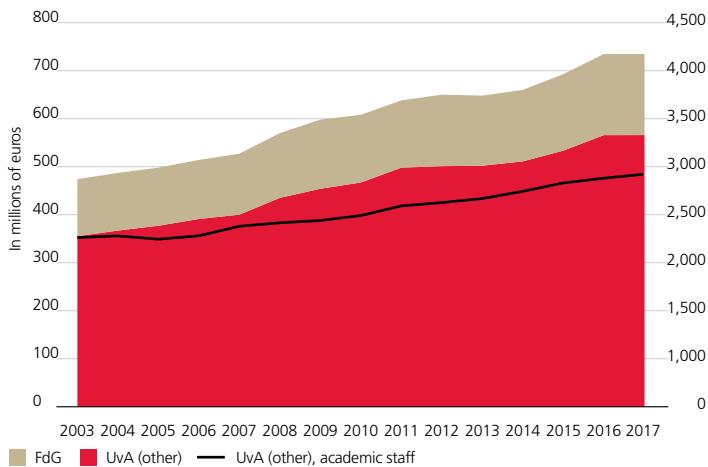
30 AUGUST

PhD candidate Mischa de Ridder, a resident in Radiation Oncology, advocates centralising the medical care provided to patients with rare types of head and neck cancer.

## Long-term financial trend outlook

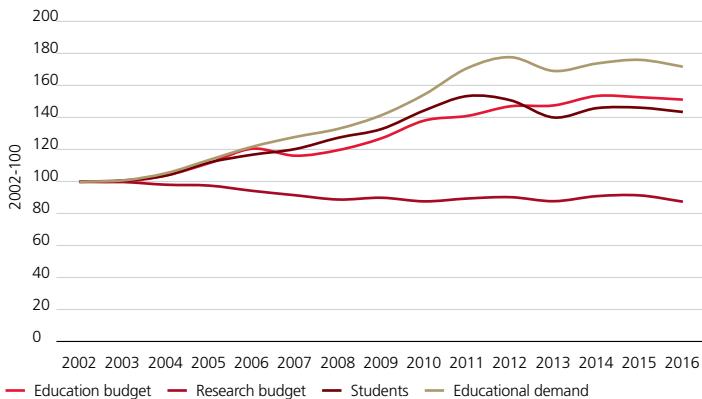
### Increase in UvA revenues with and without Medicine

The graph shows the nominal increase in the UvA's non-consolidated revenues, with and without the transfer of the R&E contribution and government grant for the AMC-UvA as an academic workplace. It also shows the increase in academic staff, not including the AMC-UvA. Our staff complement did not keep pace with revenues as a result of wage cost rises.



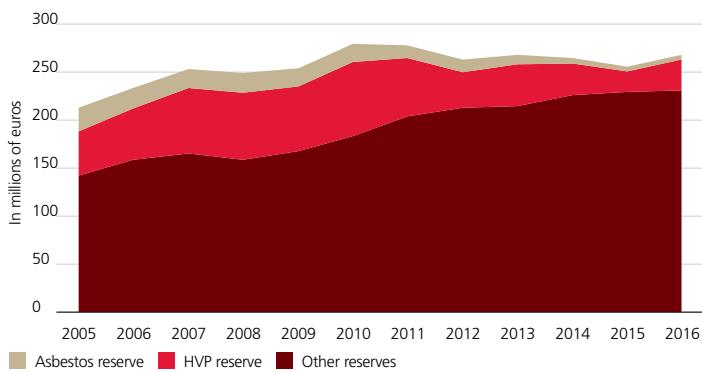
### Development of government funding and educational demand since 2002 (corrected for inflation)

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



### Increase in equity (UvA, non-consolidated)

The UvA's total equity has remained at the same level. Some of the reserves of the Accommodations Plan were utilised, while the general reserves increased. The figures in this graph were corrected at the end of 2005-2007 to reflect the adjusted valuation principles introduced by the Ministry of Education, Culture and Science in 2008 (RJ660).



1 SEPTEMBER

The municipality of Amsterdam awards a Silver Medal to Louise Gunning-Schepers, a University Professor in Health and Society and former president of the UvA-AUAS Executive Board.



3 SEPTEMBER

As part of the UvA's 385th anniversary celebrations, University Professor Robbert Dijkgraaf talks to UvA scholars in a talk show called 'What's Next?', held at the Tuschinski cinema.



## 7. Financial report

### The UvA's financial position

The UvA has recorded a gradual increase in revenue and academic staff since the beginning of the century. This can primarily be explained by the increase in student numbers (approximately 50% over the course of this period). Nevertheless there are faculties that need to reduce expenditure, especially those with declining student numbers. Both the UvA's external revenue and the internal funding of the faculties tend to fluctuate, following a minor adjustment period, according to educational demand.

Regular degree programmes are financed through the first flow of funds (government grant plus tuition fees). The centre graph shows the development of the first flow of funds, adjusted for contract wage increases since 2002.

The teaching budget has grown visibly in step with the number of students, but has failed to keep pace with educational demand (measured on the basis of the number of credits obtained). Today, the average student receives more education per year compared with the past decade, a development undoubtedly attributable to policies that have emphasised study success rates and study pace since 2007. Although funding per student has not decreased over the past decade, it lags some 15% behind educational demand.

The graph also shows that the first flow of funds for research (research component of the government grant) has not kept pace with the teaching budget. The fact that there is such a disparity between the teaching and research budgets, which is causing universities to hire employees purely to carry out teaching duties, is causing friction in academia, where lecturers and researchers should be valued equally. However, the graph does not show the additional tensions caused by the fact that (a) the growth of educational demand does not coincide with the research agenda and (b) emphasis is increasingly shifting towards the acquisition of external, project-based research funding, resulting, among other things, in divergence between research groups with and without NWO or ERC grants.

At the time of the Veerman Committee (2010), the VSNU endeavoured to stem the growing divergence between teaching and research by introducing the concept of 'capacity-based funding'. The Ministry of Education, Culture and Science, however, failed to take up the initiative. It is vital that the Ministry respond to the proposal soon, as can also be seen from the #woinaktie campaign initiated by UvA professor Rens Bod in November 2017.

The UvA posted a positive financial group result of €1 million in 2017. Consolidated equity rose from €76.8 million to €78.2 million in 2017, including a third-party share of €1 million, this being VU Amsterdam's share in ACTA Holding BV.

Solvency I (equity as a percentage of the total balance sheet) rose by 0.1% to 36.8% in 2017. Solvency II (equity plus provisions as a percentage of the total balance sheet) remained identical at 40.8%.



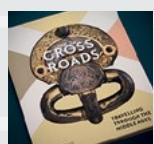
4 SEPTEMBER

President of the Executive Board Geert ten Dam opens the 2017-2018 academic year with a lecture on inspiring teaching.

## 2017 financial result

RESULTS - AMOUNTS X € 1 MILLION	2017 RESULT	BUDGETED FOR 2017	DIFFERENCE
<b>UvA Teaching and Research</b>			
Faculties	-1.6	-3.3	1.7
Service units	-2.8	0.1	-2.9
Board and executive staff	0.9	-0.5	1.5
Allocation model	6.8	-1.8	8.7
<b>Total UvA Teaching and Research</b>	<b>3.3</b>	<b>-5.5</b>	<b>8.9</b>
Real Estate and Treasury Administration	-2.3	-7.1	4.8
<b>Non-consolidated UvA results</b>	<b>1.0</b>	<b>-12.7</b>	<b>13.7</b>
Results from other consolidated affiliates	0.1	-	0.1
<b>Consolidated UvA results</b>	<b>1.1</b>	<b>-12.7</b>	<b>13.8</b>

NORMALISED RESULTS - AMOUNTS X € 1 MILLION	2017	2016
Consolidated result according to the Annual Statement of Accounts	1.1	12.3
Sale of Kunsthistorisch Instituut and Artis Library	-8.3	-
Sale of Bungehuis and Anna's Hoeve	-	-21.0
Expenditures for asbestos removal	0.3	0.3
Claim for maintenance arrears	-0.5	0.5
Creation of reorganisation provisions minus releases	0.7	6.5
Dissolution of VOF CNA	-0.3	-1.4
Movement in earmarked fund	0.6	0.1
Divestment of assets (catering contract)	0.9	0.5
Lower energy costs due to fewer degree days	-	-0.1
Creation of provision for transition allowances	2.4	-
Movements in other provisions	0.4	
Valuation of share portfolio	-0.8	-
Additional grants to affiliated institutions	0.3	-
Temporary measures, REC A accommodations	0.9	-
Hedge ineffectiveness	-0.3	-0.1
<i>Normalised result</i>	<i>-2.6</i>	<i>-2.4</i>



14 SEPTEMBER

The Crossroads exhibition is opened at the Allard Pierson Museum. The exhibition is the result of the CEMEC-EU collaborative project between more than fifteen international parties: museums, universities and technical partners.

## 2017 financial results, UvA non-consolidated

A negative result of €2.7 million was forecast for 2017. However, at year-end, we had a positive result of € million, which is €3.7 million higher than budgeted. In 2017, total income was €9.1 million higher than budgeted. Total expenditure was €0.0 million higher than budgeted, resulting in a net income of €7.1 million higher than budgeted. On the other hand, the balance of financial income and expenses was €0.6 million lower than budgeted, and our earnings from holdings in other companies were €0.8 million lower than budgeted. This all added up to a €13.7 million improvement on our 2017 budget. The budget variances are primarily attributable to the following factors:

- a higher government grant (+€11.5 million), mainly due to the higher reference estimate and a higher pay rise due to inflation adjustment than budgeted.
- more revenues from tuition fees (+€3.1 million) due to a greater number of enrolments than budgeted, as of 1 October 2017.
- the ‘Other income’ category includes two sources of income that were not budgeted: the sale of the Herengracht 286 building, which used to house the Kunsthistorisch Instituut, for €6.5 million, and the sale of the Plantage Middenlaan 53 building (Artis Library) for €1.2 million. Furthermore, there was a shift from ‘income from other sources’ to ‘income from work performed for third parties’ (€16.7 million). The remaining disparity between the University’s budget and actual income is due to lower revenues from contracts than budgeted.
- staff expenses were €3.0 million lower than budgeted, due to
  - lower salary expenses (-€11.5 million);
  - higher expenses for external staff (+€6.6 million);
  - higher other staff expenses (+€3.4 million);
  - lower expenditure due to movements in personal provisions than budgeted (-€0.6 million);
  - more grant money received than budgeted (-€0.8 million);
  - a shift of €2.3 million from the item staff expenses to the item accommodation and other expenses in the FdG’s accounting for the teaching and research grant funds spent.
- lower amortisation expenses (-€2.1 million) due to the commencement of construction projects such as REC-A being delayed.
- higher property expenses (+€14.1 million), which mainly concerned:
  - +€5 million arising from the way in which the FdG accounted for the way it spent its research and teaching funds. €4.7 million of these expenses had been recognised under other expenses in the budget;
  - +€4.9 million for ACTA’s accommodation expenses, which had been recognised under other expenses in the budget;
    - higher insurance premiums (+€0.7 million);
    - higher expenses for cleaning (+€0.5 million);
    - and higher accommodation expenses for other units (+€1.6 million), which had partly been recognised under other expenses in the budget.
- other expenditures are €6.9 million lower than budgeted. For €4.8 million, this is due to the aforementioned change in the way ACTA accounts for its expenditure. There is also a disparity between the ‘expenditure’ item and the budget because the FdG recognises the actual figures under accommodation expenses.

Each year the UvA also has non-recurring income and expenditures, which are recorded in the financial accounts under the result from ordinary activities. The statement on the opposite page has been compiled to provide an indication of the normalised consolidated operating result.



17 SEPTEMBER

Christa Testerink and Magdalena Julkowska discuss the effects of salt stress on plants in the ‘Trends in Plant Science’ journal. They seek to increase crop salt tolerance and thus crop yields.



25 SEPTEMBER

According to an assessment, Dutch astronomy degree programmes lead the global ranking for astronomy.



The UvA kicks off the sale of its new line of merchandise by handing out limited edition UvA hats on its campuses



27 SEPTEMBER

UvA psychobiology students and VU Amsterdam medical students survey train commuters on their experiences with having to wait, using a pop-up lab called 'NS Station Lab'.



28 SEPTEMBER

A special feature on children's self-image edited by UvA psychologist Eddie Brummelman, among others, is published in the 'Child Development' journal.

### Internal policy on reserves

An amount of €122.9 million of the UvA's equity has been earmarked for faculty reserves (€65.4 million for general reserves and €57.4 million for special purpose reserves). This figure exceeds the 10% standard established in the internal Financial Management Regulations.

The Executive Board adopted the 'Reserve Policy Memorandum' at the end of 2010, which explicitly sets out the conditions under which the Executive Board intends to permit appropriation of the units' reserves (and, by extension, a negative budgeted result). The most important conditions are a sufficient general buffer (10% of revenue), an evidently 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. This will preclude all faculties from simultaneously utilising the special purpose reserves should this conflict with the UvA's financial targets – especially in terms of profitability and solvency. Further improvement of the UvA's overall financial result will automatically create more leeway for the appropriation of these reserves.

In light of the above, the units have been requested to specify the purposes for which they intend to use their reserves in excess of target. The result is recognised in the equity breakdown presented in the balance sheet, including the movements in the special-purpose reserves realised by the various units.

This policy enables the UvA to monitor the long-term operating result on the basis of the general reserves balance.

### Breakdown of the result

Teaching and Research recorded a financial result of €3.3 million in 2017, €8.9 higher than the budgeted result (-€5.5 million). The breakdown is as follows:

- the faculties and the institutes recorded a result of -€1.7 million (against the budgeted -€3.3 million).
- the shared service units realised a result of -€2.8 million (and budgeted €0.1 million).
- the Executive Board, executive staff and central policy budgets realised a result of €0.9 million (as opposed to the budgeted -€0.5 million).
- the result listed under 'Allocation model' amounts to €6.8 million (budget: -€1.8 million).

### *Faculties and institutes*

On balance, the faculties realised a result of -€1.6 million, which is €1.7 million higher than the budgeted -€3.3 million. This is largely attributable to the following factors:

- lower staffing costs, due to the amount of time it takes to attract good academics and fill vacancies;
- the conservative and risk-averse budgeting of costs and revenues;
- higher income from contract activities.

In addition to these general trends, the following trends can be observed at the individual faculties.

The FGw, FMG and FdR are facing major financial challenges due to the significant decline in student numbers observed in recent years. In light of the above, the FGw insists on implementing the austerity and investment agenda. The FGw's result in 2017 (€1.0 million) is in line with the budget (€1.0 million). The Faculty of Humanities conducted more contract research than budgeted for, which is the main reason why, in addition to realising higher-than-budgeted income (€2.4 million), it also had higher staffing costs than budgeted (€2.5 million).



29 SEPTEMBER

Prince Constantijn opens the Amsterdam Venture Studios at Amsterdam Science Park, where students and alumni seeking to establish their own business can receive support.



4 OCTOBER

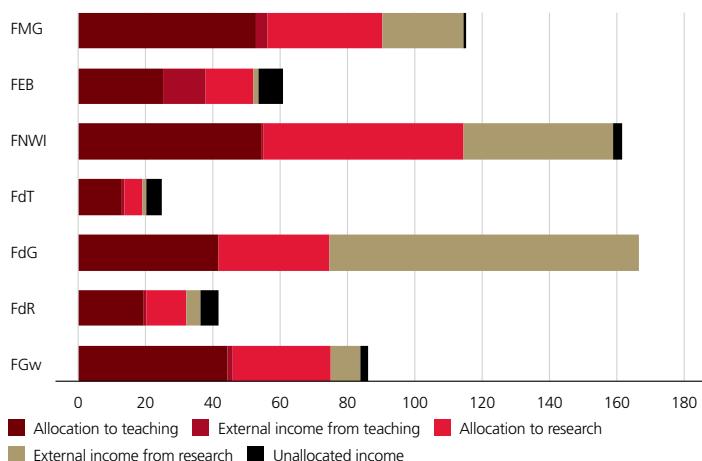
Medical student Sulayman el Mathari and AUC student Khaled Tamimy win the 2017 ECHO Awards for outstanding Dutch students with a migrant background in Dutch higher education.

## Breakdown by faculty

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

The graph shows the allocation of income by faculty, based on their internal budgets, to teaching and research.

*These figures and the allocation have not been audited.*



6 OCTOBER

'The University of Amsterdam chooses to be and will remain a bilingual university', UvA Rector Magnificus Karen Maex states in *De Volkskrant*.



The result recorded by the FMG (-€8.1 million) is €6.5 million lower than budgeted. The faculty is facing a significant challenge: strengthening the financial basis for its teaching and research activities by ensuring its expenditure is more in line with its declining revenue. In 2017, the FMG failed to realise the reduction in FTEs that was included in the budget. This is true both for academic staff and support and management staff. This is mainly due to the following factors:

- the replacement of external employees with permanent staff;
- more staff needed due to the implementation of two new bilingual Bachelor's degree programmes;
- more lecturers needed due to higher number of student enrolments.

As part of the budgeting process for 2018, commitments have been entered into for the coming years regarding the depletion of reserves so as to be able to make the strategically necessary investments and overcome the shortage of operating budget.

Due to declining student numbers, the FdR has been restructured in recent years, which is the main reason why the faculty's wage payments were €1.4 million lower than budgeted for 2017. Nevertheless, the faculty's result (-€1.0 million) is lower than budgeted (€0.9). This is mainly due to declining revenues from the provision of services to third parties, and to the extra costs incurred when the entire faculty moved to the Roeterseiland Campus.

The FNWI's result (€1.5 million) was €4.4 million higher than budgeted. This is attributable to the following factors: lower staffing costs because vacancies either were not filled at all or were filled late; reduced other expenses partly due to the reduced number of employees (e.g. lower travelling expenses), higher income due to additional funds being allocated to blended learning, and the award of two Gravitation grants, which were not fully spent, and higher other revenues. The AUC spent €0.4 million on redundancy pay and statutory sick pay that had not been included in the budget.

The result recorded by the FEB was €1.8 million higher than budgeted. This is due to the faculty receiving the institutional tuition fee rate for students from outside the EEA (which had not been included in the budget), higher rates for services provided to other UvA units and vacancies which could not be filled.

ACTA, which was not expected to turn a profit in 2017, made a profit of €0.6 million. The main reasons for this profit are the government grant ACTA received during the year and reduced staffing costs, mostly because ACTA was unable to fill vacancies for budgeted positions.

Pursuant to the contractual agreements with the AMC-UvA concerning the FdG, the AMC-UvA bears the full operational risk. In view of these agreements, the result for this faculty is nil by definition. The grant awarded to the FdG to carry out its teaching and research activities was higher than budgeted, which resulted in correspondingly higher expenditure than budgeted. In addition, the AMC-UvA's account of the teaching-and-research funds deviates from the budget in terms of the allocation of staffing, accommodation and other expenditures.

The distribution company was included in the 'Faculties' category. Its budgeted result was €0.1 million. Its actual result was €1.6 million. The €1.5 million difference was mainly caused by:

- the creation of a provision for transition allowances (-€2.4 million);
- carried-over spending of market positioning funding (+€3.2 million);
- centrally budgeted pre-investments that were realised at the decentralised level (+€0.8 million).



**6 OCTOBER**

A new study supervised by UvA professors Jef Huisman and Gerard Muyzer shows that micro-organisms cause oxygen depletion, resulting in lakes and seas turning anoxic overnight.



**6 OCTOBER**

It is announced that Jan Willem Duyvendak, a professor of Sociology, will be the new Director of the Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS-KNAW), effective 1 January 2018.

### *Shared service units*

Altogether, the service units realised a result of -€2.8 million, which is €2.9 million lower than budgeted. ICT Services' result most significantly diverged from the budget (-€1.8 million). The service unit temporarily had higher staffing costs than usual. In addition, the unit had to invest in more software than budgeted, which resulted in additional expenses. The Student Services Office spent €0.6 million more than budgeted, which is largely due to the expansion of its range of services. For its part, Real Estate Development also spent €0.6 million more than budgeted, mainly because it had to carry out several accommodations projects which had not been included in the budget. Facility Services' result was €0.3 million less than forecast, largely due to the room rental business underperforming.

### *Executive Board, executive staff and central policy budgets*

In 2017, the Executive Board and executive staff reported a positive result of €0.9 million, which is €1.4 million higher than the budgeted result of -€0.5 million. The main reason for the positive result is the fact that the provision for incidental expenditure did not have to be drawn on. However, staff and resources expenditure did exceed the budget.

### *Allocation*

The result in the 'Allocation' category was €6.8 million, which is €8.7 million higher than budgeted (-€1.8 million).

The net variance comprises;

- higher government grant (+€11.5 million);
- higher income from tuition fees (+€2.6 million);
- correspondingly higher budgets distributed to the FdG and ACTA, relative to the budget (€5.5 million).

### *Real Estate and Treasury Administration*

The UvA maintains an internal breakdown of the costs of space and the associated financing, which it closely monitors. The result (-€0.6 million) recorded by real estate administration was higher than budgeted (-€7.5 million). This is mainly due to the sale of the Herengracht 286 and Plantage Middenlaan 53 buildings, which was not included in the budget, and to the delays in the implementation of the Accommodations Plan. The costs of asbestos removal will be taken to the asbestos reserve. The remaining result will be added to the Accommodations Plan special purpose reserve.

On balance, the 2017 result recorded by Treasury Administration is €2.2 million lower than the budgeted result (€0.4 million). This is mainly due to the fact that the earnings from holdings in other companies were €2.8 million lower than budgeted. In addition, external interest expenses were higher than budgeted (€0.5 million). This was offset by a result arising from an increase in the value of financial fixed assets and securities to the amount of €0.8 million and revenues of €0.3 million arising from the actualisation of the ineffectiveness analysis of the swap portfolio.

### **Internal control**

The faculties and shared service units prepare a quarterly integrated management report based on a fixed format, in which the specific and financial management cycles have been integrated. A description of inherent risks is an integral part of such reports. The unit indicates what kinds of control measures it has implemented or is planning to implement. The faculties and shared service units use standard data reports derived from the management information system to prepare the reports. To reinforce the link between teaching and research, every quarter, specific focus areas are highlighted in the reports.



10 OCTOBER

Bernard van Praag, emeritus professor of Applied Economics, is awarded the Pierson Medal by Klaas Knot, the president of the Dutch Central Bank (*De Nederlandsche Bank*).



12 OCTOBER

The first of six 'Challenging Society Sessions', in which UvA academics and international guests discuss social issues, takes place.

## Clarity

A number of themes set out in the memoranda on ‘Clarity on the Higher Education Funding System’ issued by the Ministry of Education, Culture and Science are required to be reported in the Annual Report. This section explains how the UvA deals with these themes.

- Outsourcing (components of) government-funded education to a non-government funded private organisation

The UvA did not outsource any (components of) government-funded education to private organisations in 2017.

- Investing public funds in private activities

In 2017, the UvA did not utilise any government grant funds for investments in private activities that are not in line with its statutory tasks of education, research and knowledge transfer.

- Funding for international students

At the UvA, international students are enrolled as students only if they fully comply with the rules of procedure set out in the Enrolment Provisions for the University of Amsterdam. Enrolled students are only eligible for government funding if they fully comply with the relevant laws and regulations.

- Funding of tailor-made programmes

The UvA does not offer or develop any tailor-made programmes financed by third parties.



13 OCTOBER

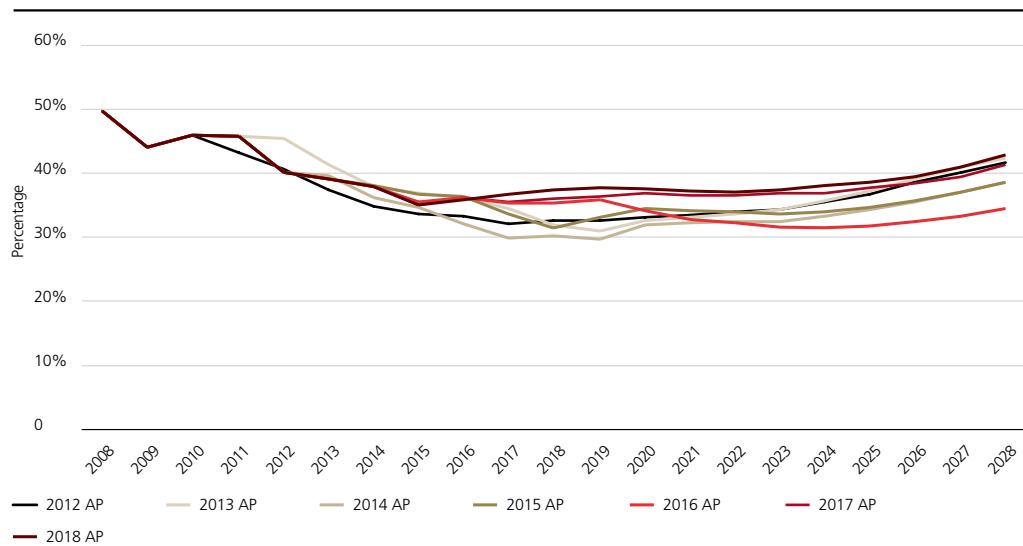
A study carried out by UvA economist Martijn Dröes (among other people) shows that house prices in Amsterdam rose by 46% between March 2015 and March 2017.

16 OCTOBER

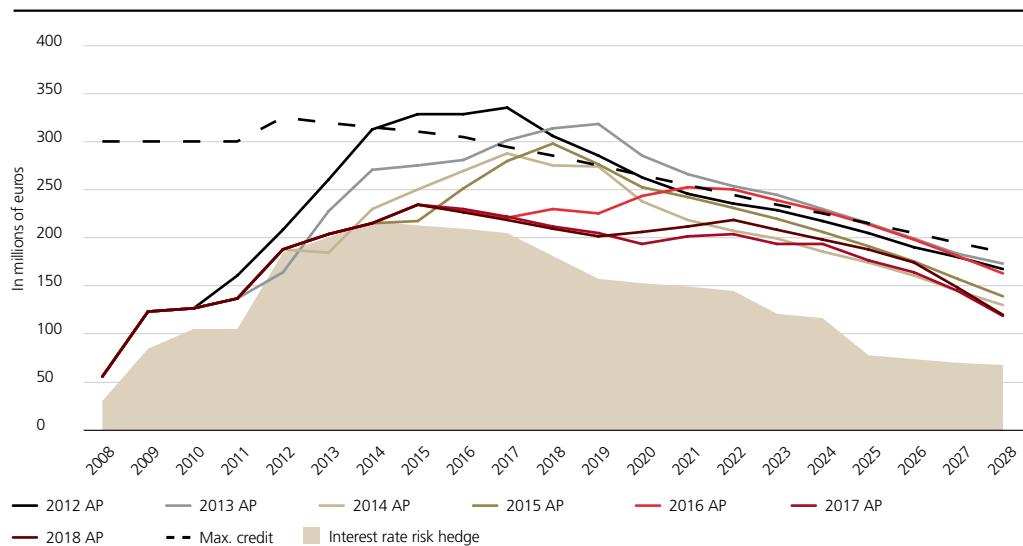
Five UvA students who have collected over 407,000 signatures petition the Electoral Council for a referendum on the Intelligence and Security Services Act, also known as the ‘Dragnet Act’.

## Financial policy

**Forecast solvency in successive budget years**



**Forecast bank loans in successive budget years (amounts x M€ 1 million)**



18 OCTOBER

To mark the occasion of its 385th anniversary, the UvA treats Amsterdam citizens, staff and students to a science and humanities festival called U Night.



31 OCTOBER

Jahkini Bisselink, a first-year student taking a degree in Pedagogical Sciences, is elected United Nations Youth Delegate.



## 8. Accommodations Plan and financing

### Accommodations Plan

At the Roeterseiland Campus, 2017 was mainly marked by the structural completion of the A Building, featuring the latest teaching facilities as well as modern lecture rooms and study areas. In the summer of 2017 the FdR moved into the building. However, the structural completion of the largest lecture room (capacity 450) was delayed. Given that the new academic year was about to commence, a floating pavilion was quickly erected in the Nieuwe Achtergracht, so that the scheduled lectures could take place as planned. The lecture room was ready for use in November. By year-end 2017, the outdoor area had been almost fully laid out. Since there continues to be a need for large lecture rooms, the University is currently conducting a feasibility study of the practicality of constructing another lecture room at the Roeterseiland Campus with a capacity of 500 to 1,000 seats.

The Artis Library was sold to Artis in November, subject to a long-term agreement on the management of the library's special collection at this venue.

Following a UvA-wide consultation in March 2017, the former Second Surgical Clinic on the Binnengasthuisterrein Campus was voted the future location of the University Library. Preparations for the renovation of the building are underway, and the definitive decision to go ahead will be made in 2018, after which construction work can commence. The University has commissioned the further development of an urban design master plan. It has also called for tenders for a design. All tenders must include plans to ensure access to buildings for people with a disability, chronic illness or occupational disability. Furthermore, the new library must be sustainable, to the extent possible in a listed building, with due regard for the financial criteria that apply.

In response to the adoption of a policy regarding the accessibility of buildings for people with a disability, the UvA has subjected all its buildings to an assessment. Any acute issues identified will be resolved at once where possible - for instance, by installing ramps. Through a multi-year investment programme, permanent measures will be implemented to improve accessibility for students and employees with disabilities.

Due to the steady increase in the number of student enrolments in the FNWI, additional teaching facilities were realised at the Science Park over the course of the summer, in the former Astronomy Building and at Startup Village, where we temporarily hired rooms. The Accommodations Plan contains provisions for a permanent solution.

### Student housing

After the FdR moved to the Roeterseiland Campus, the Oudemanhuispoort building was temporarily vacant. The Executive Board agreed to have these vacated offices converted into student rooms. This is in line with the ambitions of the City of Knowledge Coalition, of which the UvA is a member, along with Amsterdam's other higher education institutions and the DUWO and De Key housing associations.

In a brochure entitled *Houd Amsterdam kansrijk in de wereldwijde battle for talent* (Maintain Amsterdam's potential in the global battle for talent) we urged the municipality to join us in our efforts to tackle the significant shortage of student housing. In the summer, we signed a letter of intent with the municipality of Amsterdam to create temporary housing for young adults, students and refugees who have been granted a resident visa. We will further detail the agreement in 2018, after which contracts will be signed, the accommodations will be realised and will be able to be used.

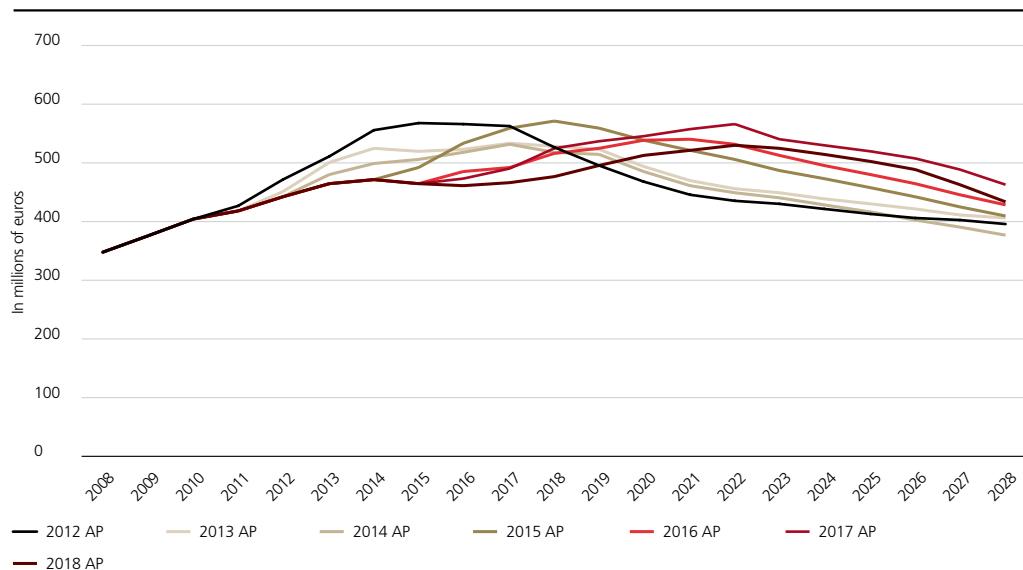


2 NOVEMBER

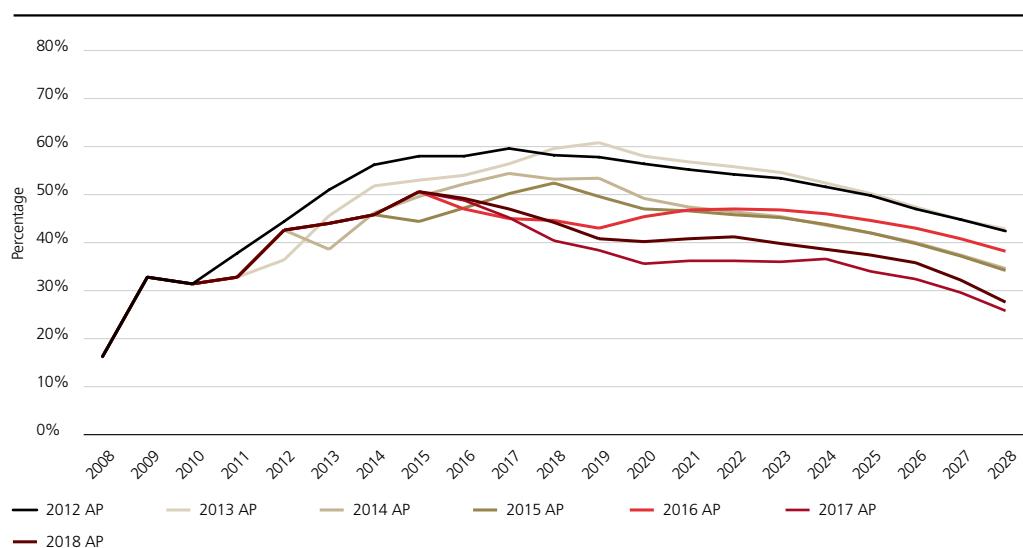
An international team which included UvA primatologist Serge Wich and UvA alumni Gabriella Fredriksson and Erik Meijaard describes a newly identified ape: the Tapanuli orangutan, which lives in Northern Sumatra.

## Investment policy

**Forecast tangible fixed assets (buildings) in successive budget years**



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



## Investment policy

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



2 NOVEMBER

Along with her students, UvA professor Marijke Gnade celebrates 40 years of archaeological research in the ancient town of Satricum, Italy.



7 NOVEMBER

Alice Grasveld wins the 2017 AUV Alumni Award for her 'Healthy Teeth Challenge' project, advocating oral health in a township in Cape Town.

## Financing

In order to finance the Accommodations Plan, the UvA has had to raise financing since 2008, and will need to continue doing so for a considerable number of 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 autumn 2008. The Treasury Statute of the UvA was amended in November 2016 in line with the Regulations for Borrowing, Investing and Derivatives 2016 (Regeling belenen, beleggen en derivaten 2016) issued by the Ministry of Education, Culture and Science.

The amounts due to credit institutions totalled €233 million at the beginning of 2017 and decreased to €25 at year-end. The operating cash flow was more favourable than budgeted in 2017, due to the sale of two buildings, a government grant that was more generous than expected, and the delay of the construction projects to be carried out at the Roeterseiland Campus. Cash and cash equivalents consequently rose from €101 million to €110 million.

As in the last few years, the implementation of the Accommodations Plan, more particularly the complete renovation of the Roeterseiland Campus and the buildings in the University Quarter, will require the entire organisation's financial management to be in excellent order.

Since banks have become more reluctant to provide credit due to the credit crisis, it is essential that we keep our solvency and debt service coverage ratio (DSCR) at a high level. As evidenced by the 2018-2022 long-term budget, the UvA expects both indicators to remain well above the minimum threshold values established in the covenants with the banks. The minimum solvency threshold is expected to remain above 30% during the implementation of the Accommodations Plan.

In view of its current favourable credit arrangements, the UvA wishes to avoid running the risk of less favourable terms and conditions for lending, should it wish to apply for a higher credit limit. For this reason, the implementation of the plans will need to be phased in line with the credit arrangements agreed in 2008 and adjusted in 2011. A few years ago, the UvA assumed that it would have to attract additional financing for the renovation of the University Quarter. This is no longer the case, however, due to the steady increase in equity, which means that the entire Accommodations Plan can now be implemented under the existing credit facilities.

The Annual Statement of Accounts includes explanatory notes on the loans and credit facilities, under non-current liabilities.

The UvA uses (forward) payer swaps as a long-term hedge against fluctuations in the money market interest rate. The Treasury Statute stipulates that the UvA must ensure that it has sufficient cash facilities at its disposal to implement its plans. This includes the security of the interest expenses arising from the accommodations plans to be paid in the long term.

The graph shows the need for long-term liabilities to finance the real estate assets arising from the 2016 Accommodations Plan. The coloured area indicates at what amounts and for how long the interest rate risk is hedged by payer swaps. At year-end 2017, the sum covered by current swaps was €205 million.

All swap transactions were effected between 2002 and 2011 with various maturity periods and commencement dates to cover the interest rate risk on the new FNWI building and the renovation of the Roeterseiland Campus. No new investment decisions have been made since that time, and therefore no new swap transactions have been entered into.

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 for the duration of the Accommodations Plan.



8 NOVEMBER

The UvA awards honorary doctorate degrees to linguist and philosopher Barbara Partee and addiction expert Nora Volkow. Honorary doctorate degrees are conferred annually during the University's Dies Natalis.



9 NOVEMBER

The UvA and student housing association DUWO will realise some 190 affordable student residences in the Oudemanhuispoort complex.

Given that the average interest rate on the existing payer swaps exceeds the current yield curve, the UvA's swap portfolio currently has a negative market value. This is offset by the measures the UvA has taken to ensure the long-term availability and fixed pricing of long-term debt capital. The UvA has no additional collateral obligations under any of the swap contracts.

At year-end 2017, the market value of the swaps was over €11 million less negative than at year-end 2016. This is mainly attributable to the fact that the long-term yield curve had risen at year-end 2017. The UvA does not hold any swaps with a shorter maturity period. The Annual Statement of Accounts includes explanatory notes on the current interest swap contracts, stating their market value at the going rate as at 31 December 2017.

The UvA determines the effectiveness of the hedge relationship on the basis of a critical terms test as at the balance sheet date of each year. The ineffectiveness of the portfolio is limited given that the maturity periods of the floating rates and interest dates of the swap contracts do not entirely coincide with those of the roll-over loans. The cumulative impact for the years ahead is €0.3 million. This has been recognised as a balance sheet item under long-term liabilities. The UvA utilises the flexibility in the loan portfolio to ensure that the critical terms between swaps and loans also continue to match in the future.



11 NOVEMBER

More than 1,300 prospective international students attend the autumn edition of the UvA's Bachelor's and Master's Open Days, i.e. 9% and 14% of the total number of registrations.



13 NOVEMBER

Talented researcher Dora Matzke, a mathematical psychologist at the UvA, is elected as a member of KNAW's Young Academy.

**14 NOVEMBER**

AMC-UvA PhD candidate Floor Postema wins the 2017 *Klokhus* Science Prize for a method that helps examine children who have cancer. Four UvA projects were shortlisted for the Prize.

**14 NOVEMBER**

Senior university lecturers can now become supervisors at the UvA since the 'ius promovendi' (the right to propose a person for a doctorate) is no longer restricted to full professors.



## 9. Continuity

### 2018 budget and 2019–2022 long-term budget

In this section the UvA will provide more information on the policies it intends to implement over the next few years and the impact these policies are expected to have on the University's financial situation. The forecast is based on the 2018 budget, including the 2019–2022 long-term budget. This was adopted by the Executive Board after the Joint Meeting of the Central Works Council and the Central Student Council had agreed to the key aspects. The Supervisory Board then approved the budget on 19 December 2017.

The 2018 budget and the 2019–2022 long-term budget are based on a forecast for the year 2017. For the purpose of this continuity section, the figures were updated in line with the annual figures for 2017. The tables provide a summary of the 2017 Annual Statement of Accounts, the 2018 budget and the 2019–2022 long-term budget in millions of euros, including the relevant financial ratios.

The 2017 actual results are more favourable than the balance sheet forecast included in the 2018 budget. As a result solvency is developing more favourably than expected against the 2017 budget. The way in which the receivables and debt due to tuition fees are presented has been adjusted in the 2017 Annual Statement of Accounts. As a result, solvency II has been raised by approximately 2.5%.

The DSCR (debt-service coverage ratio) continues to exceed the minimum threshold of 1.0 agreed with the banks.

The long-term figures are based on forecasts drawn up by the faculties and the shared service units for student numbers and academic performance, staffing levels and the services to be procured. The forecasts of staffing levels do not include employees who were hired by the AMC-UvA and carry out duties for the FdG.

The student numbers for 2017 are based on the 1 October 2017 count and only comprise students who pay the UvA tuition fees. The student numbers projected for the period 2018–2021 are in line with the numbers included in the 2018 budget. The faculties FGw, FdR and FNWI expect student numbers to rise whereas the FMG, FEB and FNWI expect student numbers to remain unchanged. The student numbers projected for 2021 and 2022 are assumed to be on par with the numbers projected for 2020.

The faculties expect their staffing costs to drop in the next few years. This is mainly due to the aforementioned measures implemented in response to the decline in student numbers at the FMG, FGw and FdR. The shared service units expect staffing expenses to fall slightly as part of the planned indirect cost reductions set out in the Strategic Plan.

Whether these forecasts will be achieved in the years ahead depends on numerous developments and external factors, including government policy, study choice trends and the collaboration with parties in the Amsterdam Metropolitan Area. Given that 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.

On the income side of the 2018 budget, including the long-term forecast, the UvA budgeted more than €7.6 million for the funds pledged by the Ministry of Education, Culture and Science on the basis of the introduction of the student loan system.



16 NOVEMBER

Tilburg University confers an honorary doctorate degree on UvA University Professor of Economics and Business Alexander Rinnooy Kan.

28 NOVEMBER

Six UvA students win incentive and graduation prizes awarded by the Royal Holland Society of Sciences and Humanities.

## Long-term budget 2017-2022

<b>FORECAST FIGURES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
- academic staff (FTE)	2,825	2,931	2,931	2,949	2,949	2,947
- support staff (FTE)	1,937	2,010	2,010	2,023	2,023	2,022
- Executive Board and management (FTE)	58	60	60	61	61	60
Total staff (FTE)	4,820	5,001	5,001	5,033	5,033	5,029
Students	32,631	32,807	32,807	33,219	33,219	33,219

<b>OPERATING INCOME (AMOUNTS X M€ 1 MILLION)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Government grants (OCW)	422.2	422.2	432.2	432.2	438.1	438.1
Other government grants and subsidies	-	-	-	-	-	-
Tuition, course, lecture and exam fees	75.6	75.6	82.3	82.3	82.9	82.9
Income from work performed for third parties	110.0	106.7	108.2	108.2	109.4	109.4
Other income	33.6	32.8	32.8	34.0	34.5	34.9
<b>Total income</b>	<b>641.4</b>	<b>641.4</b>	<b>653.5</b>	<b>653.5</b>	<b>664.9</b>	<b>664.9</b>
Staff expenses	416.7	416.7	431.6	431.6	437.5	437.5
Depreciation	40.8	40.8	47.2	47.2	51.0	51.0
Accommodation expenses	49.4	49.4	38.6	38.6	38.0	38.0
Other expenses	123.3	123.3	127.8	127.8	130.7	130.7
<b>Total expenses</b>	<b>630.2</b>	<b>630.2</b>	<b>645.1</b>	<b>645.1</b>	<b>657.3</b>	<b>657.3</b>
<b>Net income and expenses</b>	<b>11.2</b>	<b>11.2</b>	<b>8.4</b>	<b>8.4</b>	<b>7.6</b>	<b>7.6</b>
Financial income and expenses	-6.9	-6.9	-6.9	-6.9	-6.4	-6.4
Non-recurring income and expenses	-	-	-	-	-	-
<b>Result</b>	<b>4.3</b>	<b>4.3</b>	<b>1.5</b>	<b>1.5</b>	<b>1.3</b>	<b>1.3</b>
Taxation	-	-	-	-	-	-
Share in result of associates	-3.3	-3.3	-1.5	-1.5	-1.3	-1.3
<b>Result after tax</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



28 NOVEMBER

Chemist Moniek Tromp receives NWO's 2017 Athena Award for outstanding female chemists who serve as a role model to other researchers.



29 NOVEMBER

An international research team featuring UvA researcher Liesbeth Smit finds a mass grave holding the bodies of the people aboard the Dutch East Indies Company ship Batavia, which sank in 1629.

## Long-term budget 2017-2021

BALANCE SHEET (AMOUNTS X M€ 1 MILLION)	2017	2018	2019	2020	2021	2022
Intangible fixed assets	4.9	3.8	2.4	1.0	-	-
Tangible fixed assets	490.1	497.0	516.9	537.0	544.9	552.7
Financial fixed assets	61.8	62.5	61.0	59.4	57.8	56.3
<b>Total fixed assets</b>	<b>556.8</b>	<b>563.3</b>	<b>580.3</b>	<b>597.4</b>	<b>602.6</b>	<b>609.0</b>
Stocks	0.3	0.4	0.4	0.4	0.4	0.4
Receivables	64.1	67.3	67.2	67.3	67.4	67.2
Marketable securities	0.8	-	-	-	-	-
Cash and cash equivalents	110.4	88.4	63.1	50.3	51.0	51.0
<b>Total current assets</b>	<b>175.6</b>	<b>156.1</b>	<b>130.7</b>	<b>118.0</b>	<b>118.8</b>	<b>118.6</b>
<b>Total assets</b>	<b>732.4</b>	<b>719.4</b>	<b>711.1</b>	<b>715.4</b>	<b>721.4</b>	<b>727.6</b>
General reserve	133.7	140.3	143.8	148.3	149.1	151.8
Special purpose reserve	128.5	121.9	118.4	113.9	113.1	110.4
Other reserves and funds	7.4	7.4	7.4	7.4	7.4	7.4
<b>Total equity</b>	<b>269.6</b>	<b>269.6</b>	<b>269.6</b>	<b>269.6</b>	<b>269.6</b>	<b>269.6</b>
Provisions	30.7	26.7	26.7	26.7	26.7	26.7
Non-current liabilities	218.3	209.8	201.6	205.8	211.8	218.1
Current liabilities	213.8	213.3	213.2	213.3	213.3	213.2
<b>Total debt capital</b>	<b>462.8</b>	<b>449.8</b>	<b>441.5</b>	<b>445.8</b>	<b>451.8</b>	<b>458.0</b>
<b>Total liabilities</b>	<b>732.4</b>	<b>719.4</b>	<b>711.1</b>	<b>715.4</b>	<b>721.4</b>	<b>727.6</b>
FINANCIAL RATIOS	2017	2018	2019	2020	2021	2022
Solvency I	36.8%	37.5%	37.9%	37.7%	37.4%	37.1%
Solvency II	41.0%	41.2%	41.7%	41.4%	41.1%	40.7%
Liquidity	0.82	0.73	0.61	0.55	0.56	0.56
Profitability	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Profitability - economic value	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%
DSCR	3.1	3.2	3.2	3.3	3.3	3.2
Accommodations Plan ratio	13%	11%	11%	12%	12%	11%
Buffer capital	0.4	0.4	0.4	0.4	0.4	0.4



29 NOVEMBER

Laura Driessen is awarded the De Zeeuw-Van Dishoeck Graduation Prize for astronomy students for her Master's thesis. During the course of her research project she discovered a new supernova remnant.



1 DECEMBER

The Johan de Witt Thesis Prize is awarded to Melchior Mattens, who wrote a thesis on climate change and its consequences for insurance companies.

An updated investment schedule for the Accommodations Plan was included in the 2018-2022 long-term budget, to the amount of €189 million, for the 2018-2022 period, as well as €59 million for the subsequent years. In the updated Accommodations Plan, provisions are made for the fact that the City Centre Campus will require investments worth €171 million, including the new University Library. The budget forecast also includes a €15.9 million investment in the Roeterseiland Campus, of which €9.8 million will be spent on two lecture rooms with a capacity of 500 persons. A further €10 million has been reserved in the plan for investments in the Amsterdam Science Park. The remaining €46 million concerns investments in major maintenance and functional modifications. The expenditure on the final phase of the original 2005-2020 Accommodations Plan exceeds depreciation over that period, bringing about an increase in the current book value of property of €470 million to €521 million at the end of 2021. The UvA currently has ample liquidity to fund these investments within the limits of its current credit facilities. This means that, in reference to the report of the Koopmans Committee (the Committee on the Financial Position of Universities), the ratio of debt capital to capital invested will improve from the current 49% to 36% in 2021. Chapter 8 provides further information on the Accommodations Plan and financing.

The decline in the special purpose reserves on the liabilities side of the long-term balance sheet reflects the utilisation of the Accommodations Plan reserve. Furthermore, the special-purpose reserves will decline on account of the utilisation of the faculty reserves and allowing the faculties to run temporary operational deficits. No movements in the funds are expected in the years ahead.

The 2018 budget reflects the UvA's financial health. The UvA has sufficient funds (liquidity) in the years ahead to implement its plans. A nil result is forecast for 2018 and the subsequent years. This will help maintain solvency at a virtually unchanged level exceeding the minimum requirement. The DSCR will remain above the minimum threshold of 1.0 agreed with the banks. Thanks to the structural improvement in the result and the stability of the financial ratios, the UvA has the financial resources at its disposal to invest in quality and to eliminate impediments to entrepreneurship and innovation.

The 2018 budget includes detailed explanatory notes on the UvA's financial outlook.

I DECEMBER

In a LERU study, Biggar Economics estimates the UvA's contribution to the European economy at €4.4 billion, or €5.80 per euro invested.



## External factors influencing the UvA

PESTLE	REGIONAL	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 the 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 National Research Agenda 2015.</li> <li>- Additional VAT charges due to collaboration within the sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in investments in research and higher education in the BRIC nations as well as Germany, France and other European countries.</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>- Upward pressure on city centre 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>Society</b>	<ul style="list-style-type: none"> <li>- Development of regional labour market demand.</li> <li>- Demographic developments in the north-west Netherlands.</li> <li>- Development of demand for education.</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>Technology</b>	<ul style="list-style-type: none"> <li>- Municipal ambitions;</li> <li>- Collaboration with other Amsterdam-based institutions regarding the use of large equipment (such as the Spinoza Centre).</li> </ul>	<ul style="list-style-type: none"> <li>- National investment policy on high-performance computing.</li> </ul>	<ul style="list-style-type: none"> <li>- Developments in distance learning technology (e.g. MOOCs).</li> </ul>
<b>Legislation</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 inquiries and legal interpretation by the Education Inspectorate, the Netherlands Authority for Consumers and Markets (ACM) and the Dutch Healthcare Authority (NZa); 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>Environment</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 bicycles).</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 arising from sustainable campuses</li> </ul>

4 DECEMBER

David Maij, who is doing a PhD in social psychology, wins the 2017 Education Hackathon held at Radboud University, having designed an app promoting sensible studying habits.



4 DECEMBER

UvA researcher Esther Peeren and AMC member of staff Charles Agyemang are awarded a Consolidator Grant by the European Research Council (ERC), allowing them to establish themselves as independent research leaders.

# 10. Risks

## The external environment

The PESTLE chart on the adjacent page identifies the main trends in the external environment that will affect the extent to which the UvA will be able to determine its future. A recurring theme is the increasing curtailment of the University's authority, which is caused by increasing responsiveness on both the national and local authorities' part with regard to particular interests which seek to exert influence on the University from the outside. Short-term considerations often outweigh permanent strategic interests in such cases. This section identifies significant risks recognised by the UvA, along with the associated control measures. The internal risk management and management control systems were explained earlier in this report. The Supervisory Board's procedures for supporting the Executive Board and providing advice on major policy issues and financial challenges are explained in the Supervisory Board's Message.

The external risks emanate from the political and administrative context and from the need to invest in quality and progress, as befits the UvA's role and status in academia. Partly 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 tension relating to the relative importance of teaching, research and valorisation.

Continued efforts to identify relevant risks will help us ensure that the UvA is and remains an appealing public and research-intensive university, where opinions are formulated on the basis of substance rather than organisational hierarchy. The UvA offers modern campuses in the beautiful city from which the UvA is proud to take its brand name. Amsterdam has a strong economy and provides us with numerous collaborative partners. Moreover, the UvA has a recognised position in international and research networks, enjoys an excellent reputation across the globe and benefits from its many academic relationships. With its excellent track record in the fields of the humanities and the social sciences, the UvA is a university that enables its students to engage in high-quality interdisciplinary science and degree programmes.

## Risk of reputational damage

There is practical evidence that when the quality of teaching and research is questioned, the resulting reputational damage can have far-reaching consequences. Even if doubts arose due to one incident at a department or research group, its fallout may affect the entire discipline or faculty, or even the entire university. Therefore, it is vital that every unit implement quality assurance measures to prevent problems for themselves and others. In the education provided by the UvA, these measures are the University-wide PDCA cycle, easy access to data in UvAdata, and a shared project-based approach to quality assurance in the run-up to the Institutional Quality Assurance Audit. In the UvA's research, these measures are the University-wide focus on academic integrity and good research practices - two things which are connected but are not the same.

In 2017, a working group of the University Committee on Research released an internal report on academic integrity. To ensure that the subject was properly embedded in the various faculties, confidential advisers for academic integrity were appointed at every faculty, rather than having just one confidential adviser for the entire University.



7 DECEMBER

It is announced that the 23 members of the League of European Research Universities (LERU), which includes the UvA, generated a joint economic value of €99.8 billion in 2016, as well as 1.3 million jobs.

### Political risk

The UvA always runs the risk of being confronted with politicians' demands with regard to aspects of the way in which it carries out its duties or manages its university, and the complex legislation arising from this. Moreover, many politicians do not seem to understand the costs inherent in (tertiary) education, which may mean that the UvA is given duties that are not properly covered by its budget and whose costs must therefore be subtracted from the budget for regular teaching tasks. Examples include the costs of the pre-Master's preparatory programmes. To manage this risk, the UvA takes advantage of its membership in the VSNU and working visits by politicians, and occasionally actively seeks publicity. It is crucial that politicians be provided with the right figures in the right context. The UvA advocates that institutes which publish independent reports on the sector harmonise their figures with other universities affiliated with the VSNU. After all, the education sector is not well served by a public debate on these figures.

Dutch universities may be on their way to losing their high rankings in the world because for a long time, the increase in our teaching budget did not keep pace with the increase in educational demand, and our research budget actually declined due to the loss of FES ('income from gas extraction') at a time when other countries, both in Europe and elsewhere, were making billion-euro investments in research. The former decline will be partially undone in the years ahead due to income from the new student loan system. With respect to the expansion of the research budget promised in the 2017 coalition agreement, is it not certain at present under what conditions and for what purposes these funds will be made available.

### Risk of reduced demand for education

The UvA as a whole does not run a great risk of reduced demand for education. Demographic trends show that the number of 18-year-olds in the western Netherlands will remain at its current level for quite a few years, and the number of international students coming to Amsterdam is rising rather than declining. One focus area that is included in our programme orientation activities and in our contacts with the municipality is the extent to which young adults with a non-Western migrant background are able to enrol in our University.

As for the UvA's degree programmes, we have observed that the demand for some programmes is growing, while the demand for other programmes is declining. When the growth or decline percentage is significant, we analyse this trend to determine whether it is a social trend or a UvA-specific trend. We then take measures accordingly, e.g. a revision of the curriculum or of the degrees programmes offered. We have observed several times that UvA faculties are slow to respond to declining enrolment numbers. This topic is now receiving more attention in the PDCA cycle. However, a rapidly growing intake of new students can be problematic as well from a quality assurance point of view, since it increases staff's workload and requires the appointment of new staff.

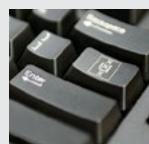
### Risks associated with internationalisation

The increase in the number of English-language degree programmes on offer has caused the dilemma of the internalisation of Dutch universities to become a topic of considerable political debate. This is mainly due to people's fear that the abundance of international students will adversely affect the opportunities granted to Dutch students and that all universities prefer 'excellent' students. The UvA has opted to implement a nuanced policy in which studying abroad and collaborating with students from other countries are considered important aspects of our students' preparation for the future. In our opinion, internationalisation is a means rather than an end, and not a means to obtaining additional funding either (because the UvA does not receive more funds for training international students than it does for training Dutch students).



12 DECEMBER

Nachoem Wijnberg, poet and professor of Cultural Entrepreneurship and Management, is awarded the 2018 *P.C. Hooftprijs*.



12 DECEMBER

Computer scientist Cees Snoek is awarded a \$3 million grant by the American government for the development of artificial intelligence for activities and objects in video images.

The UvA seeks to keep its student population at a more or less steady level so as to strike the right balance between teaching and research. For this reason, we have discussed with the Ministry of Education, Culture and Science how the University can get the right ratio between Dutch and international students, and for the latter category, how to get the right mix of nationalities, operating from the premise of an ‘international classroom’.

Another risk specifically but not exclusively associated with a large influx of international students is the need to provide sufficient and affordable student housing. The UvA is discussing this subject with the authorities in the Amsterdam Metropolitan Region and is researching what it can do to provide student housing itself, within legal boundaries.

### Quality risk in teaching

Starting from 2018, Dutch universities will receive increasingly generous funding derived from the student loan system, subject to an Education Sector Agreement and quality agreements concluded with the Ministry of Education, Culture and Science, and also subject to the Student and Works Councils’ approval. The idea is that this funding be used to improve the quality and intensity of the universities’ teaching, in the manner outlined in the Ministry’s agenda ‘De waarde(n) van weten’ (The Value of Knowing). However, at the same time, certain developments are taking place in the rest of the world, due to the availability of digital resources, which are reflected in blended learning, other teaching concepts, distance education and MOOCs. There is a risk that all these developments will take place too quickly to be properly embedded into the University, thus reducing the scope to experiment. On a different note, there is the accreditation risk: if students can take courses just about everywhere, who is to guarantee that the level of these courses remains high, and how can they safeguard that level, the way examinations boards are currently doing? As far as that aspect is concerned, the UvA first and foremost adheres to LERU principles.

### Uncertainties inherent in research funding

The Strategic Plan for 2015–2020 stipulates that the UvA must attract more indirect government funding and contract research funding, since direct government funding has not kept up with student numbers in the slightest. The University is also attracting less contract research funding, now that the research budget derived from gas extraction revenues has dried up. However, depending on the discipline, applications for research funding from NWO or the EU are very likely, to extremely likely, to be rejected. Therefore, the acquisition of grants requires a major effort on the part of both the researchers themselves and the staff supporting them. A recent study shows that the acquisition of a grant for researchers who are just embarking on their career does tend to have a significant effect on their later academic career. This being the case, NWO’s and the EU’s policies are having a growing impact on universities’ career development policies.

By now, Brussels politicians are preparing the successor to the Horizon2020 programme, which is to be implemented starting from 2021. The new programme looks set to place even greater emphasis on collaborative research, rather than research conducted by individual scholars. Increasing researchers’ organising skills has already been included in the Strategic Plan as a policy item.

### Risks associated with the HR Agenda

In 2017 the UvA tackled the main HR-related risks through the policy papers referred to in Chapter 5. The next few years will tell whether we will be able to bring about the culture change inherent in the phrase ‘equal appreciation for lecturers and researchers’ and in all these policy papers, as long as academic careers outside the UvA continue to be strongly research-focused. We have emerged from a situation in which teaching was underappreciated (‘burden’) vis-a-vis research (‘scope’) by many

**13 DECEMBER**

The last hard-copy edition of *Folia* is printed after a 69-year run. From now on, *Folia* will only be published online.



**14 DECEMBER**

The 2017 Women Professors Monitor shows that the UvA scores well above the national average (23% versus 19.3%) in terms of the percentage of full professors who are women.

academic staff members, and from a situation in which our research was found to be good or even excellent, while even good teaching was generally found to be ‘just adequate’ by the NVAO. In this respect, there is a risk that teaching is not sufficiently regarded a profession in its own right. Now that most lecturers have obtained their University Teaching Qualification or Advanced University Teaching Qualification, we need to establish a programme designed to update these qualifications – a tool with which to emphasise this professionalism.

Other HR-related risks include a high workload and stressful work, both of which were discussed in Chapter 5. The UvA focuses on the quality (rather than the quantity) of its scientific output (in accordance with the SEP Protocol for 2015-2019) and on enhancing its governance model (so as to reduce the workload for the University’s administrators). Whenever we draw up new policies, the effect they will have on the administrative burden is a major assessment criterion. Our staff have a part to play in this process themselves. For instance, they could utilise the standards and formats provided. In 2018, we will seek to implement the Workload Reduction action plan that was published in late 2017 in four ways.

As we pointed out in Chapter 5, the government sector failed to create the requisite number of jobs for people with an impairment. As a result, the Quota Act will be activated, effective 1 January 2018.

### Financial risks

We already mentioned the relative decline in direct government funding for research projects. For this reason, the UvA seeks to diversify its sources of income, particularly with regard to indirect government funding and contract research funding, but also with regard to resources donated by charities and obtained through valorisation. This means that the UvA will be increasingly dependent on the policy choices made by research financiers. From a political point of view, nature and technology seem to be popular subjects at present, while comprehensive universities with their medical schools seem to be less favoured. The UvA is responding to this situation by emphasising the interdisciplinarity of societal challenges and the importance of chains in research, from fundamental ideas to their societal application.

As for NWO/ZonMW and charities, we will continue to run the risk that the grants we receive (without compensation for overheads and accommodation expenses) only cover a fraction of our costs. The doctoral component of the government grant we receive is partially meant to offset that risk, but universities do not receive this money until two years after the PhD candidates have been awarded their doctorates. This is something that will have to be addressed if the national system is revised.

The contract risk associated with these sources of income is generally limited, since it is typically the effort that is funded, rather than the result. In instances where this is not the case, IXA has (legal) expertise in the drafting of contracts and the establishment of legal persons (such as start-ups).

On the cost side, trends affecting wages subject to a collective agreement and pension premiums always constitute a risk, since staffing costs constitute by far the greatest cost item. It is customary (but not enshrined in law) that the amount of a university’s government grant is adjusted for the approximate increase in staffing costs. Labour costs involve creeping risk because they generally rise by small increments each year, but these small incremental increases can add up to significant amounts over the years.

There is a special risk associated with the Public Servants (Standardisation of Legal Status) Act, which will enter into force in 2020. Under the new Act, unilateral public servant appointments will be converted into employment contracts subject to civil law, but the Act itself will not arrange this conversion for the public universities. The risk lies in the possible costs incurred by staff renouncing their (alleged) right to appeal a decision made by the government.

19 DECEMBER

A record 100 jobs at the UvA are held by people with a disability, surpassing the number of jobs the UvA planned to create for people with a disability over the next few years.



19 DECEMBER

Students Lottie Bakker and Katty Gerez win the Create-a-Course Challenge, in which students are given the opportunity to create a new subject. Starting from September 2018, students will be able to take the course entitled ‘From Village Idiot to Expert’.

Furthermore, the rising costs of compliance (monitoring rather than trust) also constitute a risk. Now more than ever, it is vital that we enter into clear arrangements, right at the start of a process (e.g. next year's quality agreements), regarding the accountability requirements and costs associated with said process. In 2017 and 2018, we are focusing particularly on the protection of personal data and the risk of data breaches, both in terms of technology and in terms of culture (conduct) and procedures. This is all the more important because of the entry into force of the General Data Protection Regulation in May 2018.

### Risks associated with the Accommodations Plan

The Accommodations Plan is separated from the UvA's other financial affairs by a so-called 'Chinese wall'. This is to say that the rental income alone at the regulated amount of rent creates the framework that must make provision for all the windfalls and setbacks inherent in the implementation of the Accommodations Plan. It must be able to do so regardless of the cause – construction costs being higher than expected, or additional requests from end users. The long-range calculation of the plan takes into account the fact that the construction materials will be subject to an inflation rate that is 1% higher than the regular inflation rate, since this is a statistical reality. The Plan and the associated credit arrangements come with a considerable built-in scope for capital expenditure in the 2023-2035 period. Such capital can be used for renovations and functional adjustments that have yet to be scheduled.

We touched on the management of financing risks (both with regard to expenses and with regard to the existence of sufficient liquidity) in Chapter 8.



20 DECEMBER

The UvA kicks off the sale of its new line of merchandise by handing out 'limited edition' UvA hats on its campuses.



