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Annual Report 2015



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'Bachelor's students holding the source of inspiration for their choice of study programme':

Lisa Helder and Niké Dolman.

Front cover

Philosophy student Lucie Galis was inspired by Simone de Beauvoir to think about important issues that she had never thought about before, something she discovered in the Philosophy programme.

Back cover

Cultural Studies student Christiaan de Wolf is interested in concerts - what happens on stage but also behind scenes.

Photo of Simone de Beauvoir (page 89)

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THE EXECUTIVE BOARD

From left to right: Prof. Hans Amman (Vice-President), Prof. Huib de Jong (member and Rector, Amsterdam University of Applied Sciences) and Prof. Dymph van den Boom (Acting President and Rector Magnificus).

Foreword by the Executive Board

Geoffrey Boulton, emeritus professor at the University of Edinburgh, outlined his vision on the future of universities in an eloquent speech at the opening of the 2015-2016 academic year. As he emphasised, higher education institutions' primary objective is the accumulation and dissemination of knowledge, especially through the education of students. Universities are not 'supermarkets for public and private products that happen to be in demand' and should not be solely assessed on the basis of published articles, research or economic innovations. Boulton didn't pose the question of whether the university of the 21st century would be reformed, but rather how and by whom.

This demand for change certainly reverberated around the University of Amsterdam (UvA) this spring, as various activist groups called for the preservation of 'small' languages, a greater focus on education, more professional autonomy and reduction of the amount of flexible employment contracts. The Bungehuis was occupied, followed by the Maagdenhuis. The Executive Board responded by publishing a ten-point plan aimed at implementing a wide range of reforms. This turbulent period culminated in the resignation of our highly valued colleague Louise Gunning-Schepers, who stepped down from her position as president of the UvA's Executive Board in order to make room for change.

Concrete steps have since been taken in consultation with the Student Council and Central Works Council. Budgetary decisions are now subject to the right of prior consultation, a new HR agenda has been adopted, a student assessor has been appointed to the Executive Board, and the hall of the Maagdenhuis is now used for debates. The representative advisory bodies have also been strengthened and are now closely involved in the policy-making process and appointment of a new Executive Board president and Rector Magnificus. Two new committees were established at the initiative of the representative advisory bodies and activist groups. One of these committees will be assessing the UvA's finances and accommodations policies, while the other will be evaluating the aspects of institutional democratisation and decentralisation.

In June the UvA published its Strategic Plan for 2015-2020, entitled Boundless Curiosity. The document is based on the pillars of education, research and innovation, supported by talent policies, finances and infrastructure. The aspect of internationalisation is also key to the Strategic Plan, and will be addressed over the coming years.

The past few years also saw the UvA achieve especially good results in the areas of education, research and innovation. As regards education, the UvA met the performance agreements concluded with the Minister of Education, Culture and Science in 2012. Among other aspects, these agreements extended to the further improvement of academic success rates, the reduction of dropout rates and professionalisation of lecturers. According to the recently published 2016 National Student Survey, UvA students' degree of satisfaction with the quality of their degree programmes increased over the course of 2016, in line with the previous year.

As in previous years, the UvA received numerous research grants over the course of 2015. At European level, the European Research Council awarded a total of six Starting Grants, two Advanced Grants and no less than five Consolidator Grants to UvA and AMC-UvA researchers. A total of 48 researchers received grants as a part of the Netherlands Organisation for Scientific Research (NWO) Innovational Research Incentives Scheme: 23 Veni grants, 20 Vidi grants and five Vici grants. The ongoing collaboration in Amsterdam is starting to take concrete form. The Innovation Exchange Amsterdam valorisation centre yielded the Amsterdam-based partner institutions a total of 35 licences, five new businesses and 142 collaboration agreements. These developments also helped the University achieve a higher score in the international rankings: the UvA rose almost 20 places on the Times Higher Education Ranking to its current 58th position.

The year 2015 also saw various innovations and successes in the area of education. A few key examples: the UvA will be offering six joint degrees in collaboration with the science faculties at VU University Amsterdam, the new Politics, Psychology, Law and Economics programme proved highly successful in its first year, and the Faculty of Humanities launched a new English-language Bachelor's track in European Studies – an example set to be followed by various other degree

programmes. The past year also saw publication of a thorough report on the importance of blended learning and unbundling – the synergy and interaction between online and face-to-face education – and its potential to contribute to educational innovation and lifelong learning. In anticipation of the additional government grant set to become available as of 2018 as part of the new student loan system, the Executive Board allocated 4 million euros (effective 2016) from its reserves for a variety of purposes including research-intensive education, improved feedback to students and the professionalisation of lecturers.

The Brain & Cognition priority area received a boost following the official opening of the new Spinoza Centre, a joint initiative organised by the UvA, VU University Amsterdam, the AMC-UvA and Royal Netherlands Academy of Arts and Sciences. The new centre is equipped with 3 and 7-Tesla fMRI scanners. The external assessment committee ranked the research conducted at the Academic Centre for Dentistry Amsterdam as ‘very good to excellent’. The Sustainable Chemistry research group discovered a cleaner production method for precious metals, while doctoral researcher Nena Tromp was the first to analyse previously unused archives on the criminal case against Slobodan Milošević.

In 2015 QuSoft was launched: the Netherlands’ very first research centre for the development of quantum software. The new facility is also one of few such centres anywhere in the world and will serve to further strengthen our country’s leading international position in the field of quantum information science. The UvA also partnered with Qualcomm Technologies to establish a research lab on advanced machine learning technologies for the processing of sensory data, including image recognition on mobile and built-in systems.

Naturally, these are just a few examples aimed at illustrating the breadth and diversity of education, research and innovation at the UvA. Despite the year’s turbulent developments, they exemplify the effectiveness and strength of the UvA’s education and research, both within Amsterdam and the wider world around us.

Amsterdam, 31 May 2016

The Executive Board

Dymph van den Boom

Rector Magnificus and Acting President

Huib de Jong

Member and Rector of the Amsterdam University of Applied Sciences

Hans Amman

Vice-President

Key data

	2011	2012	2013	2014	2015
Enrolled students					
Total number of students enrolled at the UvA	32,165	29,873	31,123	31,186 ¹	30,611

	2011	2012	2013	2014	2015
Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)					
Bachelor's intake	6,392	6,003	6,685	6,019	5,364
Pre-Master's intake	138	230	270	551	586
Master's intake	4,550	4,560	4,984	4,797	4,744

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Exams taken per academic year					
Credits (ECTS) obtained	1,188,470	1,343,245	1,277,137	1,314,680	1,331,163
Bachelor's exams	3,633	4,577	4,358	4,217	4,558
Master's exams	4,939	5,751	4,604	4,779	5,552
Initial university degree (doctoraal) exams	375	293	291	149	94
Post-Master's/postdoctoral exams	272	313	334	306	260

	2011	2012	2013	2014	2015
Doctoral theses per calendar year					
Doctoral theses	405	449	517	496	478
Design certificates	3	12	19	15	16

	2011	2012	2013	2014	2015
Publications per calendar year ²					
Academic publications	8,713	9,129	9,457	8,636	8,229
Professional journals	1,195	1,411	1,635	1,103	985

	2011	2012	2013	2014	2015
Key financial data (in €1 million)					
Equity (as at 31 Dec.) ³	310	301	277	272	264
Solvency (Minister for Education, Culture and Science definition: equity plus provisions/total assets)	50%	44%	42%	41%	39%
Transfer AMC-UvA ⁴	140	149	146	149	161
Other operating expenses (UvA individually)	498	501	503	511	533
Total operating expenses	638	650	649	666	694
(UvA separately including transfer AMC-UvA)					
Group result	2.2	(8.7)	5.1	(3.2)	(8.3)

¹ In 2014, this included 282 UvA employees (of which a large number were student assistants).

² As from 2014: number published in the year in question; up until 2013: number registered in the year in question.

³ Effective 2013, the SARA Foundation is no longer part of the UvA's consolidation base.

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

	2011	2012	2013	2014	2015
Staff (FTEs as at 31 Dec., excl. AMC-UvA) ⁵					
Academic staff	2,458	2,498	2,548	2,636	2,733
<i>of whom women</i>	43%	43%	42%	42%	42%
Support and management staff	1,828	1,847	1,862	1,870	1,900
<i>of whom women</i>	55%	56%	57%	57%	57%
Individual UvA total	4,286	4,345	4,410	4,507	4,633
Consolidated affiliated institutions	558	581	481	479	353
Consolidated UvA total	4,844	4,926	4,891	4,986	4,986

	2011	2012	2013	2014	2015
Absence due to illness					
Academic staff	1.8%	1.7%	1.6%	2.1%	2.1%
Support and management staff	4.7%	4.9%	4.5%	5.4%	5.6%

	2011	2012	2013	2014	2015
Energy consumption and CO2 emissions					
Gas (million m ³)	4.9	4.0	3.8	3.2	4.0
Heat generated by the UvA (million m ³ gaseq.)				0.1	0.4
Electricity (million kWh)	33.4	32.8	33.7	36.0	36.2
<i>of which generated by the UvA (million kWh)</i>	3.6	0	0	0.5	3.1
Drinking water consumption (x1000 m ³)		99,6	93,2	95,9	103,1
CO ₂ equivalent of gas consumption (tonnes)	8,809	7,191	6,831	5,725	7,527
CO ₂ equivalent of electricity consumption (tonnes)	19,935	19,577	20,114	21,475	17,384
CO ₂ equivalent of oil consumption (tonnes)	2,149	0	0	0	0
Total CO₂ equivalent	26,595	26,768	26,946	27,200	24,911
<i>net CO₂ footprint (tonnes) ⁶</i>	<i>31,521</i>	<i>24,582</i>	<i>10,358</i>	<i>5,840</i>	<i>7,502</i>

	2011	2012	2013	2014	2015
Waste removal					
Regular waste (tonnes)	1,389	1,067	1,135	1,207	987
Chemical waste (tonnes)	38	29	45	44	44
Total waste (tonnes)	1,427	1,096	1,180	1,251	1,031
<i>percentage of waste separated</i>		26.9%	33.4%	33.4%	35.2%

⁵ The individual UvA employee data includes both employees seconded to the T.M.C. Asser Institute and the SCO Kohnstamm Institute and UvA employees at the ACTA. From 2013 the SARA Foundation is no longer part of the UvA's consolidation base.

⁶ CO₂ footprint of gas, electricity and drinking water consumption, corrected to account for purchase of green electricity.

Message from the Supervisory Board

As in previous years, the UvA's Supervisory Board met in joint formation with the Supervisory Board of the Amsterdam University of Applied Sciences (AUAS), which acts to advise the Supervisory Board of the UvA.

The Board met on six occasions in 2015, including three times together with the Executive Board. The Board met together with an external accountant, PwC, on one occasion. The Board made every effort to devote sufficient administrative attention to its statutory duties over the course of the reporting year. The Supervisory Board also prioritised the outcomes of the protests held in the spring of 2015. The Supervisory Board discussed the various reform measures and partnerships with the Executive Board.

Meetings report

All Supervisory Board and Executive Board meetings conducted over the course of 2015 discussed concrete elaboration of the ten-point plan prepared by the UvA in response to protests by students and lecturers. These protests concerned the future of the Faculty of Humanities, and eventually culminated in occupation of the Bungehuis and Maagdenhuis. The plan aims to promote participation in decision-making and strengthen the representative advisory bodies' position in this process; the Supervisory Board will be discussing each of the dossiers with the Executive Board in order to harmonise the details of their practical implementation.

These discussions, as described in further detail below, did not draw attention away from the more routine agenda items: the Supervisory Board and Executive Board discussed the Annual Report and Statement of Accounts, both of which focused extensively on the UvA's duty to provide accountability with respect to the Faculty of Medicine in the Academic Medical Center (AMC-UvA). The information provision process was not always entirely on schedule. However, we can conclude that the problems discussed in the 2014 Annual Statement of Accounts have since been resolved.

The external auditor also concluded that the UvA and AUAS's development in terms of management control has been somewhat stagnant due to the sudden need to focus on other issues. Despite having expressed its understanding in this matter, the Supervisory Board does emphasise the importance of further development.

Several Supervisory Board and Executive Board meetings also focused on the UvA and AUAS's ongoing partnerships with VU University Amsterdam and other Amsterdam-based initiatives. The Executive Board illustrated our current progress with examples, while the Faculty of Science dean explained the results of the ongoing collaboration with the UvA and VU University Amsterdam's science faculties over the course of a presentation. The Executive Board also reviewed the problems associated with intensive collaborations with other institutions. These include areas such as employee benefits and schemes for staff and students as well as the effort to build and expand support for collaboration in the workplace. As the Executive Board emphasised, commitment at Supervisory Board level will be crucial in ensuring the success of these alliances.

Naturally, the Framework Letter and lead-up to preparation of the new Budget were also the focus of intensive attention. As a part of the ongoing reform effort, agreements were reached to ensure that the academic community has an opportunity to voice its views on the Framework Letter. To this end, the document was published on the UvA website, while the subsequent responses were incorporated into and/or addressed in an appendix. The Framework Letter was then submitted to the representative advisory bodies for approval in accordance with the Improved Governance (Higher Education) Act [Wet Versterking Besturing], which establishes the approval procedure for the main aspects of our annual Budget. Following negotiations on a specific incentive in the allocation model which was perceived to be perverse, the representative advisory bodies then approved the Budget.

A similar approach was applied in preparing the Budget, which was submitted to the academic community for consultation purposes in November. The representative advisory bodies finally granted their approval in January of 2016. The Supervisory Board then discussed the Budget with the Executive Board. These talks mainly focused on the Faculty of Humanities and Faculty of Law, which will have to make various adjustments in order to balance their budget as of 2018.

The Supervisory Board and Executive Board also discussed the action plan to update the allocation model as a part of efforts to implement the ten-point plan. The action plan will include a University-wide debate and is designed to reach and involve the greatest possible number of staff and students. The plan has been submitted to the representative advisory bodies and is set to be implemented in the spring of 2016.

Resignation of the Executive Board president and UvA ten-point plan

The heated debates and protests on the future of the Faculty of Humanities in the spring of 2015 also contributed to the movement that ultimately led to the occupation of the Bungehuis and Maagdenhuis.

The Executive Board informed the Supervisory Board about the contributing factors and circumstances of the Bungehuis occupation and why the protesters had to be removed. When student demonstrators took over the Maagdenhuis two days after the Bungehuis had been cleared, and responding to the academic community's calls for the further democratisation of decision-making, the Supervisory Board, Executive Board and deans unanimously offered the following day to create a provision in the UvA's governance model for a student board member, as already exists elsewhere. In the weeks that followed, the Supervisory Board and Executive Board consulted many bodies within the institutional communities in order to discover the causes and scope of the discontent.

During the first four weeks of the occupation, the Supervisory Board met weekly to discuss the state of affairs. These meetings focused on the Executive Board's approach to the ten-point plan and establishment of two independent expert committees charged with elaborating the particulars, one focusing on the modernisation of decision-making and the other on financial and accommodations policy. Possible links with and consequences for the AUAS were also a continuing point of concern.

When the Maagdenhuis was cleared on 11 April 2015, emotions once again ran high. In response to the ensuing commotion, the AUAS's Central Representative Advisory Council voiced its support for the entire Executive Board in a press release of 16 April. During the subsequent Joint Meeting of the UvA's Central Works Council and Central Student Council on 17 April, the representative advisory bodies decided that they did not deem the existing membership of the Executive Board capable of working with the academic community to chart a course for the University's future.

Partly in response to the decision of the Central Works Council and Central Student Council, Dr L.J. Gunning-Schepers tendered her resignation as president of the Executive Board of the UvA and AUAS to the Supervisory Board the next day, with a view to giving the Executive Board sufficient scope and time to develop a UvA reform agenda with a new membership.

The Supervisory Board respectfully acknowledged Dr Gunning's decision to resign as president and has expressed its great appreciation for her tireless efforts on behalf of both institutions. Dr Gunning had been at the helm of the Academic Medical Center (AMC-UvA) as president of its Executive Board and dean of the UvA's Faculty of Medicine since 2001. After a brief interruption to serve as president of the Dutch Health Council and University Professor, the Supervisory Board was pleased at her acceptance of the presidency of the UvA-AUAS Executive Board as from 1 April 2012. She was a driving force in this role and has been able to significantly bolster the position of both institutions in the Netherlands and around the world.

Given responsibility for further shaping plans for collaboration between the UvA, AUAS and VU, Dr Gunning dedicated herself to this effort wholeheartedly and has strengthened higher education in Amsterdam. During her term on the Executive Board she also made active contributions to the internationalisation of the UvA and helped to establish UvA alumni chapters in New York, Beijing, Shanghai and London. She also launched serious fundraising efforts to provide AES grants for

excellent Master's students from outside the European Economic Area. The Supervisory Board deeply regrets that her resignation was deemed necessary and is thankful to Dr Gunning for all that she has accomplished and the exceptional dedication and commitment she has shown to both institutions. It was a pleasure to work with her and the Supervisory Board is delighted that she will stay on at the UvA as a University Professor.

In the days that followed, the Supervisory Board consulted with the remaining Executive Board members and the deans and central representative advisory bodies of the UvA and AUAS regarding the situation and to develop a shared plan for the steps ahead.

Based on these meetings, the Supervisory Board was able to express its confidence in the three incumbent members of the Executive Board. The Supervisory Board of the UvA and AUAS asked Prof. D.C. van den Boom, Rector Magnificus of the UvA, to act as its interim president. She accepted and the other Board members gave her their vote of confidence.

With their approval, Prof. C.E. du Perron, dean of the Faculty of Law, was asked to serve as acting vice-rector and unofficial Executive Board member charged with overseeing a UvA reform agenda to be formulated in close consultation with the academic community. Prof. Du Perron agreed and the Executive Board expressed their support and confidence.

The Supervisory Board appointed the UvA representative advisory bodies' nominee, Prof. G.P.M.F. Mols, as a member with a special focus on the reform agenda. He will be closely involved in this process and serve as the academic community and Supervisory Board's reform agenda liaison.

The Supervisory Board will act as needed to ensure a continuing balance in the existing UvA-AUAS collaboration.

The solution sketched above was well received, enjoying broad support from the UvA (and AUAS) community. The Supervisory Board is therefore confident that this solution will help to stabilise the UvA and lay a stable foundation for the development of a reform agenda.

The Supervisory Board then engaged in talks with the deans and representative advisory bodies of the UvA and AUAS to discuss the recruitment of a new UvA-AUAS Executive Board president and Rector Magnificus of the UvA in connection with the end of her term. This new procedure, which was established through intensive consultations and has been approved by all parties, should foster greater participation in the selection process by the diverse stakeholders.

The Supervisory Board has also asked the Executive Board to further strengthen the position of the faculties and schools to better equip them for further decentralisation, which is a key shared responsibility of the deans at both the UvA and AUAS. The position of the representative advisory councils will likewise be bolstered by improving support, on the one hand, and adjusting the procedures for collaboration with representative advisory councils on the other. Last but not least, the Supervisory Board called on all parties to engage in open and respectful dialogue with one another.

In the autumn of 2015, the Supervisory Board requested that Ms Van den Boom stay on as both its acting chair and Rector Magnificus of the UvA and member of the UvA-AUAS Executive Board until successors can be appointed to both positions. The Supervisory Board feels it is crucial to both institutions' interests that continuity and knowledge are maintained during the recruitment of new Board members. The Supervisory Board is thus extremely grateful that Ms Van den Boom saw fit to stay on in both capacities for a period of several months.

In April 2016, the Supervisory Board announced the appointment of Prof. G.T.M. ten Dam as president of the UvA-AUAS Executive Board and the appointment of Prof. K.I.J. Maex as Rector Magnificus of the UvA and member of the UvA-AUAS Executive Board. Professor Ten Dam serves as professor of Educational Science at the UvA and is former chairman of the Education Council; professor Maex is dean of the Faculty of Science and both science faculties at VU University Amsterdam. Both members will be accepting their new positions effective 1 June 2016, on which date Ms Van den Boom will be stepping down as Rector Magnificus and acting president. Following consultations with the Executive Board, deans and representative advisory bodies, the Supervisory Board also decided to strengthen the Executive Board with a portfolio holder for AUAS Finances as soon as possible. An acting Executive Board member will be recruited to this end.

In response to the events surrounding administrative continuity of the two institutions, in 2015 further efforts were made to promote collaboration between the UvA and AUAS. The Supervisory Board requested that the newly-appointed Executive Board members prioritise the evaluation of this collaboration, so that conclusions can be drawn by the end of 2016.

Composition and operation of the Supervisory Board

Effective 1 February 2015, the Supervisory Board welcomed Mr R. De Jong as successor to Mr B. Bleker, who stepped down from the AUAS Supervisory Board at the end of his second term in 2014. Mr De Jong is a highly experienced adviser with an astute financial mind.

As of 1 February 2015, Mr M. Zaanen stepped down as Secretary General of the UvA and secretary of the Supervisory Board to take up a position as director of the Royal Netherlands Academy of Arts and Sciences. The role of Supervisory Board secretary was then fulfilled by Ms G.M. van Velzen for a period of several months, in her capacity as official secretary of the UvA and AUAS. Effective 1 May 2015, the Supervisory Board then approved the appointment of Ms J.M.C. Krol as secretary of the Board. Ms Krol combines these activities with her duties as the UvA's head of Legal Affairs and has also served as the AUAS head of Legal Affairs since 1 November 2015.

In February 2015, the Supervisory Board discussed the outcomes of the self-evaluation conducted in the autumn of 2014. This included a critical review of its working methods, based, among other things, on a round of interviews with all Board members, the outgoing secretary to the Board and the president of the Executive Board. It also included a renewed look at how the Board can exercise a more modern form of engaged supervision that emphasises the primary process of the UvA and AUAS. It was concluded that additional time is needed both at and outside meetings to fully address the issues.

The past year also saw the Supervisory Board hold talks with individual deans in preparation for the recruitment of new Executive Board members. As the Supervisory Board concluded in its self-evaluation of January 2016, it will be important to maintain both formal and informal ties with the organisations' second echelons. The coming year will see renewed efforts to this end.

The Supervisory Board comprises three committees, governed by regulations published on the UvA and AUAS websites. The Education and Research Committee consists of Prof. S.W.J. Lamberts (UvA, chairperson), Prof. G.P.M.F. Mols (UvA) and Ms M.A.M. Barth (AUAS), and met on five occasions over the past year. The committee spoke with the rectors regarding the issues of quality assurance, education and research.

The Audit Committee consists of Mr R. de Jong RA (AUAS, as of 1 February 2015) and Ms L.M.T. van Velden (UvA, chair). It met on five occasions and considered issues relating to the institutions' operational management, building programmes and financial management in conjunction with the vice-president of the Executive Board. Four of these meetings were attended by the accountant, PwC, in addition to the separate annual meeting held with the external accountant.

The Governance Committee consists of Mr A. Nicolai (UvA-AUAS, chair), Prof. S.W.J. Lamberts (UvA) and Ms M.R. Milz, MBA (AUAS). The committee met on five occasions in 2015, and focused intensively on preparations for the recruitment of new Executive Board members. It also closely followed the debate in the Dutch States General on the amendment of the Executives' Pay (Standards) Act (Wet normering topinkomens), which could have major ramifications for senior-level personnel policy at both organisations. The committee also evaluated the cost scheme for Executive Board members, and took preparatory steps for the annual consultations with individual Executive Board members and the Supervisory Board's aforementioned self-evaluation.

All Executive Board members had an annual consultation with the Supervisory Board in late 2015 or early 2016. These consultations review not only individual performance but also the ancillary activities of members. The Supervisory Board approved these ancillary activities in accordance with the code of conduct.

Consultations between the Central Works Council and Central Student Council – which took place on two occasions in the reporting year – are perceived to be highly useful and beneficial.

They offer an opportunity to discuss the general state of affairs at the University on the basis of the Strategic Plan, Annual Statement of Accounts and Budget, as well as any points suggested by the representative advisory bodies.

The Supervisory Board and representative advisory bodies met more frequently than usual over the course of the reporting year in order to discuss specific issues in response to the protests and ten-point plan. The Supervisory Board appreciates the high degree of commitment displayed by the UvA's representative advisory bodies and the Central Works Council and Central Student Council's impassioned efforts to ensure that reforms are implemented effectively in their capacity as representatives of the academic community.

In closing, the Supervisory Board wishes to thank the Executive Board and all University staff and students for their efforts and contributions to the past year's achievements, and to express its great appreciation for the manner in which the Executive Board has continued to fulfil its role during a troubled period.

Amsterdam, 31 May 2016

The Supervisory Board

Mr A. Nicolai

Chair

Prof. S.W.J. Lamberts

Vice-Chair

Prof. G.P.M.F. Mols

Member

Ms L.M.T. van Velden

Member

Members of the Executive Board and the Supervisory Board

The following is an overview of the composition of the Executive Board at the time of the signing of the 2015 Annual Report (including an overview of the ancillary activities and positions pursuant to Board positions at the UvA and AUAS during the reporting year and to date).

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

Rector Magnificus and Acting President of the UvA (term commenced 1 October 2007)

Background

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

Ancillary activities

None

Positions pursuant to Board positions at the UvA and AUAS

Chair, Board of Commissioners, Amsterdam University Press AUP BV

Chair, Board, Allard Pierson Foundation

Chair, Supervisory Board, Spinoza Centre

Member, Board, Stichting Rudolf Lehmannfonds

Member, Governing Board, OECD Institutional Management in Higher Education

Member, University of Sheffield Council

Member, Supervisory Board, The Hague Institute for Global Justice

Member, Advisory Board, AIESEC (global platform for youth leadership development)

Chair, Commissie Geschiedschrijving (Historiography Committee)

Member, Curatorial Panel, Chair in Art and Society

Chair, Advisory Council, Oefenweb

Chair, Advisory Council, UvA Minds BV

Member, Board, Stichting de Nationale DenkTank

Chair, Board, Stichting Gastenverblijven

Member, Advisory Council, VSBfonds (public service fund)

Chair, Jury, H el ene de Montigny Prize

Member, Jury, Excellente Scholen

Prof. H.M. de Jong (1954)

Member and Rector of the AUAS (term commenced 1 March 2013)

Background

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

Ancillary activities

Chair, Complaints Committee, Code of Good Governance in Secondary Education

Deputy member, National Committee for the Code of Good Governance for International Students in Higher Education

Professor at the Faculty of Behavioural, Management and Social Sciences - University of Twente

Member, Advisory Board, De Maatschappij

Member, Board of Trustees, International School of Philosophy

Vice-Chair, Nationaal Regieorgaan Praktijkgericht Onderzoek SIA

Member, Supervisory Board, Verbinden van Duurzame Steden (VerDuS) – Nationaal Regieorgaan Praktijkgericht Onderzoek SIA

Positions pursuant to Board positions at the UvA and AUAS

Member, Governing Committee on Research, Netherlands Association of Universities of Applied Sciences

Vice-Chair, Nationaal Regieorgaan Praktijkgericht Onderzoek SIA

Member, Supervisory Board, Verbinden van Duurzame Steden (VerDuS) – Nationaal Regieorgaan Praktijkgericht Onderzoek SIA

Chair, Steering Committee, Human Capital Agenda, Amsterdam Economic Board

Member, regional consultation for senior secondary vocational and higher professional education (MBO-HBO)

Member, Steering Committee, Amsterdamse Onderwijs Opgaven

Member, Steering Committee, International Affairs, Association of Universities in the Netherlands

Member, Board, Stichting Pica

Prof. H.M. Amman (1957)

Vice-President (term commenced 1 February 2014)

Background

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

Ancillary activities

Professor of Computational Economics (UvA)

Editor-in-chief, Computational Economics (academic journal)

Positions pursuant to Board positions at the UvA and AUAS

Chair, Supervisory Board, WTCW NV (Watergraafsmeer Science & Technology Centre)

Member, Supervisory Board, UvA Holding BV

Member, Supervisory Board, AUAS Holding BV

Member, Supervisory Board, AMC Ventures Holding BV

Treasurer, Board, Stichting Pica

Director, Tafelbergschool BV

Director, HES Consultancy BV

Chair, Board, Stichting Huisvesting, AUAS Wibautstraat 2-4

Chair, Board, Stichting Huisvesting, AUAS Mauritskade 11

Director, Hofamschool BV (since 20 April 2015)

The following is an overview of the composition of the Supervisory Board at the time of the signing of the 2015 Annual Report (including an overview of other activities during the reporting year and to date).

Mr A. Nicolai (1960)

Chair (term commenced 1 July 2012/rotation schedule 30 June 2016)

Primary activity

President, DSM Nederland

Other activities

Member, Supervisory Board, Eneco

Member, Supervisory Board, Chemelot Venture Fund

Member, Supervisory Board, Brightlands Campus

Vice-President, Executive Board, Association of the Dutch Chemical Industry
 Member, Executive Board, Confederation of Netherlands Industry and Employers
 Chair, Board, Vogelbescherming Nederland
 Member, Executive Board, Dutch Bach Society
 Member, Board, Stichting De Avond van Wetenschap & Maatschappij
 Member, Executive Board, Limburgse Werkgeversvereniging
 Member, Academie De Gouden Ganzenveer
 Member, Supervisory Board, Stichting Provinciaal Museum Limburg – het Bonnefantenmuseum

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

Member (Term commenced 1 May 2013/rotation schedule 31 October 2016)

Primary activity

Director of International Relations, Erasmus Medical Center

Other activities

Chair, Board, Netherlands Diabetes Federation
 Member, Supervisory Board, AMC-UvA
 Member, Health Council of the Netherlands
 Member, Royal Netherlands Academy of Arts and Sciences

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

Member (term commenced 1 July 2012/rotation schedule 30 June 2016)

Primary activity

Chief Financial Officer, Nederlandse Waterschapsbank NV

Other activities

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

L.M.T. van Velden (1964)

Member (term commenced 1 July 2012/rotation schedule 30 June 2016)

Primary activity

Chief Financial Officer Nederlandse Waterschapsbank NV

Other activities

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

R. de Jong, RA (1948)

Adviser (term commenced 1 February 2015/rotation schedule 31 January 2019)

Primary activity

Owner-Director, Vijverhof Advies

Other activities

Member, Supervisory Board, Enexis Holding NV (also Audit Committee Chair), until 18 April 2016
 Member, Supervisory Board, USG People NV (also Audit Committee Chair)
 Member, Supervisory Board, Bakeplus Holding BV
 Chair, Supervisory Board, N.V. Nederlandse Gasunie
 Chair, Supervisory Board, Rabobank Arnhem en Omstreken

Member, Supervisory Board, Stichting Toneelgroep Oostpool
 Member, Board, Stichting Toneelhuis Arnhem
 Member, Board, Stichting Aandelenbeheer BAM Groep
 Member, Board, Stichting tot het houden van preferente aandelen Wereldhave

M.R. Milz, MBA (1957)

Adviser (term commenced 1 October 2008/rotation schedule 30 September 2016)

Primary activity

Independent management adviser

Other activities

Chair, Board, Green Deal
 Member, Supervisory Board, SNS Bank NV
 Member, Supervisory Board, Railway Museum, Utrecht
 Member, Supervisory Board, Handelsveem BV
 Member, Board, Stichting Administratiekantoor Parnassia Group
 Member, Board, Stichting Administratiekantoor Arbo Unie Nederland

M.A.M. Barth (1964)

Adviser (term commenced 26 April 2014/rotation schedule 30 April 2017)

Primary activity

Vice-chair, Koninklijke Nederlandse Maatschappij ter bevordering der Pharmacie
 Owner, Marleen Barth Advies

Other activities

Chair, Labour Party (PvdA) in the Upper House of the Dutch Parliament
 Chair, Supervisory Board, De Jeugd- en Gezinsbeschermers Noord Holland
 Chair, Vereniging van Openbare Bibliotheken
 Member, Integrity Committee, (Dutch) Public Broadcasting System
 Member, Advisory Board, Frans Hals Museum, Haarlem
 Chair, Supervisory Board, IZER

Faculty deans and directors of the organisational units

As at May 2016, the following individuals were responsible for the management of the faculties and institutes and the shared service units:

Executive staff

Secretary General of the University C.E. Euving

Faculty deans

Faculty of Humanities	Prof. F.P.I.M. van Vree
Faculty of Law	Prof. P.A. Nollkaemper
Faculty of Medicine	Prof. M.M. Levi
Faculty of Dentistry	Prof. A.J. Feilzer
Faculty of Science	Prof. K.I.J. Maex
Faculty of Economics and Business	Prof. H.G. van Dissel
Faculty of Social and Behavioural Sciences	Prof. E.J. Fischer (acting)

Institute directors/deans

Amsterdam University College	Prof. M.J.O. Pratt
Centre for Latin American Research and Documentation	Prof. J.M. Baud

Service unit directors

Administration Centre	C. Schut
Communications Office	H.C. van Oosterzee
Facility Services	G.H. Swartjes, MBA
Real Estate Development	C. van der Wolf
ICT Services	L.J.D.C. Voorbraak
Technology Transfer Office	Dr M. Leloux
Student Medical Service	P. Vonk
Student Services	G.G.M. de Valk, MBA CFM
University Library	M.A.M. Heijne

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

BRIN number: 21PK
Competent authority number: 22222

Bank:
Deutsche Bank NL48DEUT0444042342

Chamber of Commerce number:
34370207

LEI (Legal Entity Identifier):
724500CFDCA9PSUM7351

ANBI number (Public Benefit Organisation):
003240782

VAT number:
8009.43.223.B01

EORI number (Economic Operators Registration & Identification):
NL003240782

Glossary of abbreviations

AAA	Amsterdam Academic Alliance
AAC	Amsterdam Academic Club
ACASA	Amsterdam Centre for Ancient Studies and Archaeology
ACCESS	Amsterdam Centre for Contemporary European Studies
ACE	Amsterdam Center for Entrepreneurship
ACTA	Academic Centre for Dentistry Amsterdam
AEB	Amsterdam Economic Board
AMC-UvA	Academic Medical Center, the teaching hospital of the University of Amsterdam
AMRAMC	Medical Research BV
AUC	Amsterdam University College
AUF	Amsterdam University Fund, fund set up to manage donations to the UvA
AUV	Amsterdam University Association
CAO-NU	Collective Labour Agreement Dutch Universities
CBHO	Higher Education Appeals Board
CBO	Central Executive Council (comprised of Executive Board and faculty deans)
COBEX	Examination Appeals Board
COR	Central Works Council
CSR	Central Student Council
CvB	Executive Board
DUO	Education Executive Agency
EC or ECTS	Credit (European Credit Transfer System), measure of course/programme workload
ERC	European Research Council, part of the EU
EU	European Union, represented by the European Commission
FdG	Faculty of Medicine
FdR	Faculty of Law
FEB	Faculty of Economics and Business
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FOM	Fundamental Research on Matter, part of the NWO
FTE	Full-time equivalent position
GV	Joint Meeting of the Central Works Council and Central Student Council, as intended in Section 9.30a of the WHW;
HBO	Higher professional education
AUAS	Amsterdam University of Applied Sciences
ICT	Information and communication technology
IXA	Innovation Exchange Amsterdam, alliance of technology transfer offices in Amsterdam
KNAW	Royal Netherlands Academy of Arts and Sciences
KPI	Key performance (or progress) indicator
LERU	League of European Research Universities
NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Netherlands Organisation for Scientific Research
OBP	Support and management staff
OCW	Ministry of Education, Culture and Science
OECD	Organisation for Economic Co-operation and Development
QS	Quacquarelli Symonds (publisher of the QS World University Rankings)
RCHO	Review Committee for Higher Education and Research
REC	Roeterseiland Campus, the campus on Roetersstraat

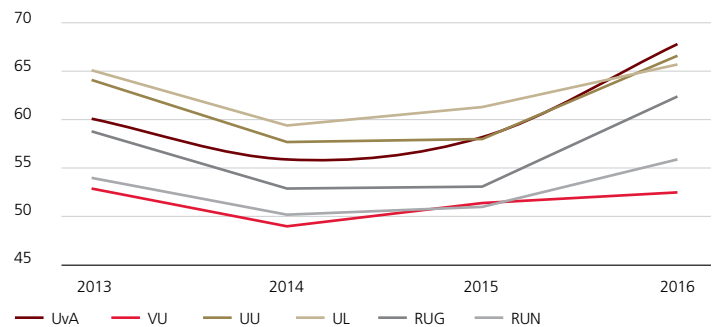
RVO	Netherlands Enterprise Agency (formerly Agentschap NL)
RvT	Supervisory Board
SEO	Economic Research Foundation
THES	Times Higher Education Supplement (publisher of the THES World University Rankings)
THK	Faculty of Dentistry
U21	Universitas 21, worldwide alliance between a number of universities
UB	University Library
UCLO	University Local Consultative Committee
UvA	University of Amsterdam
VSNU	Association of Universities in the Netherlands
VU	VU University Amsterdam
VUmc	VU medical center, the teaching hospital of VU
VWO	University preparatory education
WHW	The Dutch Higher Education and Research Act
WNT	Executives' Pay (Standards) Act
WO	Research university education
WO-monitor	Survey conducted among university Master's students
WP	Academic staff

Profile of the University of Amsterdam

Position of the UvA in the rankings	2011	2012	2013	2014	2015
ARWU (Shanghai)	118	122	123	121	120
QS World University Ranking	63	62	58	50	55
THE World University Ranking	92	83	83	77	58
Leiden Ranking (PP 10%)	93	98	96	76	68

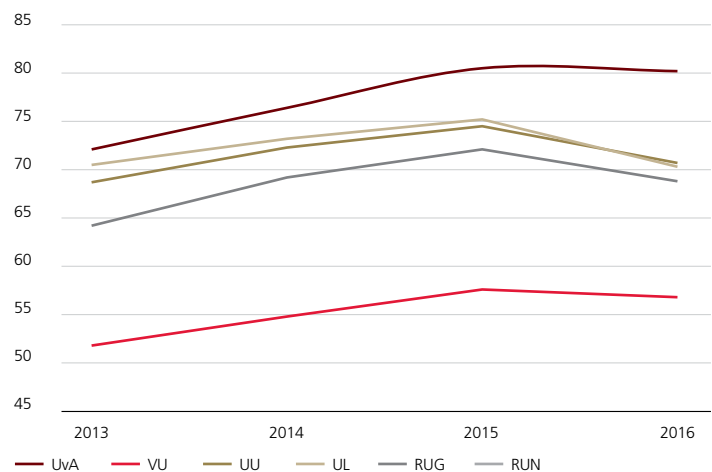
Score in THES ranking

The UvA's score in the THES ranking, in comparison with other classical, comprehensive universities in the Netherlands.



Score in QS ranking

The UvA's score in the QS ranking, in comparison with other classical, comprehensive universities in the Netherlands.



TEN-YEAR GROWTH	2005	2015	INCREASE
Master's/ <i>doctoraal</i> (initial university) degrees	3,183	5,646	77%
Publications	7,250	8,229	14%
Doctorates conferred	320	478	49%
Number of students	24,905	30,611	23%
Employees (FTEs excl. AMC-UvA)	3,700	4,633	25%
Revenue (excl. other AMC-UvA flows of funds)	€507 m	€693 m	16% ^{*)}

^{*)} After subtraction of 18% inflation over this period



I. Teaching and research

I.1 The University of Amsterdam

History

The UvA traces its roots back to the Athenaeum Illustre, the Golden Age school established by the Amsterdam city council in 1632 as ‘a means by which the graduates of the Latin schools may be kept yet longer in this city and be admitted to the academy with greater competence’. The Athenaeum was inaugurated on 8 January of that year by the eminent scholars Barlaeus and Vossius. The title of Barlaeus’ inaugural lecture – Mercator sapiens, sive oratio de conjungendis mercaturae et philosophiae studiis (‘The wise merchant, a treatise on the relationship between trade and the study of philosophy’) – would not be out of place as a motto for the latter day Dutch government’s Top Sectors policy and National Science Agenda.

In 1815 the Athenaeum was accorded official statutory recognition as an institution of higher learning, and in 1876 it was granted the right to confer doctorates and renamed the Universiteit van Amsterdam.

The UvA operated under the executive authority of the City of Amsterdam until 1961, when it became an independent public entity and moved its administration to the current premises at the Maagdenhuis, which was later to become associated with successive waves of academic protest in both 1969 and 2015, heralding a new phase in the development of higher education.

By that time, the UvA had garnered considerable academic acclaim thanks in part to the Nobel Prizes awarded to professors Van ’t Hoff (Chemistry, 1901), Zeeman (Physics, 1902) and Van der Waals (Physics, 1910). The UvA’s student population grew from 1,000 in 1900 to slightly over 5,000 immediately after World War II, to in excess of 30,000 today.

The UvA currently ranks among Europe’s top research universities and is a member of the League of European Research Universities and the global research university network Universitas 21. It is a comprehensive, independent university with a broad base in the natural and medical sciences and a strong focus on engagement with society. Its humanities and social science faculties are classed among Europe’s best in the international rankings.

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

Rapid relative and absolute growth in the student population since 2002 has put increasing pressure on the relationship between teaching and research, firstly because the research budget has not kept pace with the University’s expansion, and secondly because trends in the fields students choose to study do not run parallel with the UvA’s research profile.

In late 2014 and early 2015, this tension between teaching and research, coupled with calls for more professional autonomy and a more transparent and democratic governance model, gave rise to a wave of internal protests, demonstrations and occupations. The focus of dissatisfaction was the apparent disconnect between the executive organisation and the academic community, but in fact had as much to do with the financial parameters imposed by the state and the consequent pressure on academic career policy.



5 JANUARY

Klaas Knot, president of De Nederlandsche Bank, is appointed professor of Monetary Stability

Characteristics of a research university

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

Hefei Statement on the Ten Characteristics of Contemporary Research Universities, LERU, 2013



8 JANUARY

Sjoerd Repping, professor of Human Reproductive Biology, holds the Dies speech; honorary doctorates are awarded to Chryssa Kouveliotou and Charlotte van Rappard-Boon. Joris Marée is named UvA Lecturer of the Year

Mission and values

The UvA's Strategic Plan 2015-2020, titled Boundless Curiosity, is the leading document for institutional strategy. Continuing where the Strategic Plan 2011-2014, An Eye for Talent, left off, it also identifies a number of new target areas. The UvA is building on its commitment to quality and, despite government-imposed budgetary limits, sees real opportunities for achieving quality improvements within Amsterdam, focused on an ambitious academic culture, stronger ties between teaching and research at all levels and a competitive research profile. The new Strategic Plan sets out aims in the areas of internationalisation, student experience, the academic community and high impact & low imprint.

In the Strategic Plan 2015-2020, the UvA defines its mission as follows:

The UvA's mission is clear: to provide academic education for the vanguard of tomorrow, to conduct ground-breaking fundamental and applied scientific research and to translate the results into relevant social applications. To be closely connected to Amsterdam, with a leading international position. The UvA provides research-intensive education for a broad group of students, regardless of nationality, background or faith, and prepares them for the global labour market. The UvA provides researchers with the freedom and facilities necessary to conduct ground-breaking interdisciplinary research. And through this innovative environment, the UvA has a fundamental impact on society.

The Strategic Plan 2015-2020 is comprised of policy objectives in relation to our primary tasks (education, research and 'impact') and the resources available to the UvA for this purpose (talent, funds and infrastructure). After this introductory paragraph on the University and its place within broader society, the 2015 Annual Report then follows this structure, providing an overview of our progress during the first year of the Strategic Plan.

In accordance with this mission, the UvA is both a public institution and a research-intensive university. The characteristics of a research university are presented in the Hefei statement above, so named because the statement was signed in the city of Hefei, China, by the members of the LERU and several sister organisations from other parts of the world on 10 October 2013. This statement sets out the position of a university within and with respect to the society of which it is part.

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

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

As an academic institution, the UvA occupies the summit of the education chain. It plays a key role regionally and nationally in Bachelor's education and a substantial role internationally in Master's and PhD training, enrolling 20% and 40%, respectively, of these students from abroad.

The UvA also offers postgraduate continuing education in a number of social sectors, including law, management studies, the medical and dental professions and education.



12 JANUARY

UvA researcher Gianfranco Bertone, affiliated with the GRAPPA research priority area, launches a new app entitled *Dark Matter - Behind the Scenes of the Universe*

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

The UvA's strength lies in its breadth, particularly as a partner of the Amsterdam University of Applied Sciences and VU University Amsterdam, but the success of its research in particular is determined by the myriad individual research groups that collaborate with colleagues across the globe and with businesses and governments both local and international. The University's embedding in society is organised not in the form of extensive oversight, as in some countries, but through participation in bodies such as the Amsterdam Economic Board (AEB) and through the networks and ancillary activities of its board members and professorial staff in advisory boards and at other institutions.

The university of the 21st century

Higher education has been subject to significant changes in recent years in ways that closely reflect the character and ambitions of the UvA. More than ever, Europe is recognising its value as a knowledge economy and research universities are playing a central role in the production, utilisation and dissemination of knowledge. With many businesses downscaling their research divisions to mitigate costs or risk, they are increasingly seeking out universities as partners, and not only in the leading economic sectors.

At the same time, research is also becoming more global, with top-ranking research centres attracting talented scientists and students from around the world. Increasingly, universities are honing their profiles and concentrating on specific disciplines, in some countries supported by targeted government policy initiatives for budget apportionment (England) and budget allocation (France, Germany). Today's 'third generation' research universities have become true linchpins in innovation and progress, and as a consequence society expects no less. Academics who are able to acquire grants and contracts enjoy a stronger individual position within the university. The research meritocracy that began with bibliometrics and rankings is now increasingly also manifested in terms of money (Horizon2020, NWO Gravitation, Encouraging European Research Regulation, etc.) as larger amounts become available in competition despite the fact that basic financing through the first flow of funds has not seen any increase.

Education – and the traditional balance between education and research – is under increasing pressure from the Lisbon goals (50% participation in higher education). Moreover, aspirations in terms of what constitutes quality at a university differ. Whereas some see the UvA as an institution that is and should remain a comprehensive university, welcoming all sufficiently qualified students to develop their talents to serve the city and the future, others feel that the UvA's main efforts should be focused on attaining a top ranking, and therefore should select and train only the best students.

Though these two concepts need not be mutually exclusive, to do both it is crucial to continually ask what purpose the University serves; what demand it fulfils. This is perhaps best crystallised by considering the reverse question. Who will attend to the average student if lecturers all prefer to work with the best? Which perspectives are open the average researcher if all eyes are focused on 'excellence'? Who will take the trouble to address pressing societal challenges if researchers are mostly interested in fundamental research?

The Maagdenhuis protests

The proper role of the university in the 21st century was one of the key issues in the debate sparked off by a series of protests at the end of 2014 and in early 2015. Prior to, during and after this six-week occupation of the Maagdenhuis, various sides both within the UvA and around the country discussed the ‘output mentality’, democratisation, participation in decision-making, financial transparency, decentralisation, job autonomy and concerns over accommodations for education and research.

The modernisation of the University’s Executive Board in 1995 was a reaction to the excessive democratisation ensuing from the 1973 act. As the 2015 debates clearly demonstrated, the pendulum has clearly swung too far to the other extreme some twenty years later.

On 10 March 2015, the Executive Board publicised a ten-point plan outlining intended reforms, followed on 20 March by a pledge to establish two independent advisory committees to focus on University finances and accommodation and on democratisation and decentralisation, respectively. Section 3.4 focuses in-depth on the ten-point plan and the various measures to have been taken so far.

The establishment of both committees proved to be highly time-consuming. The Finance and Accommodation Research Committee headed by auditor Hendrik van Moorsel and Democratisation and Decentralisation Committee led by Algemene Onderwijsbond staff member and former National Student Union (LSVb) chair Lisa Westerveld will report on their findings over the course of 2016.

The appointment of Lianne Schmidt as very first student assessor to the Executive Board effective 1 September 2015 is also a direct outcome of the Executive Board’s concessions. Ms Schmidt will serve as a liaison between the Executive Board and student community, taking stock of students’ views in the early stages of the policy and decision-making process.

The Executive Board reached an agreement with representatives of the Maagdenhuis occupiers on 7 April 2015 in an attempt to end the occupation, but received word that the agreements had been rejected the very next day. The Executive Board then decided to request that the building be forcibly evacuated. This evacuation subsequently took place on 11 April, a decision that had failed to garner the support of the entire academic community.

One week later, the Joint Meeting of the Central Works Council and the Central Student Council issued a statement announcing ‘that they do not deem the existing membership of the Executive Board capable of working with the academic community to chart a course for the University’s future’. Shortly thereafter Louise Gunning stepped down as president of the Executive Board and the Supervisory Board made agreements with the remaining members, the representative advisory bodies and the deans regarding subsequent policy and the ten-point plan.

The Rector Magnificus then also assumed the role of UvA-AUAS president. The dean of the Faculty of Law, Edgar du Perron, was asked to assist the Executive Board in the capacity of ‘vice-rector’ responsible for democratisation within the University.

Driving these protests was uncertainty that had arisen within the UvA in the course of 2014 regarding the institution’s financial parameters. Though a five per cent UvA-wide cut on the internal budget parameters announced in July was ultimately scrapped when drafting the 2015 Budget, by then the Faculty of Humanities, already facing retrenchment measures necessitated by significant declines in student numbers, had announced additional spending reductions in order to



14 JANUARY

Two ACTA priority areas, *Oral Infections* and *Inflammation and Oral Regenerative Medicine*, are qualified as ‘excellent’ and are now recognised as being among the most influential research groups in their field

meet this five per cent target, owing to the fact that its mostly small-scale programmes could not readily absorb these cuts.

However, as section 5.1 demonstrates, the UvA's financial position has been structurally bolstered over the past ten years and should not have been a cause for unrest in and of itself.



22 JANUARY

Geke van Velzen, Secretary General of the AUAS, is appointed Secretary General of the UvA



Daniël Gase, Italy Studies student, has loved everything about Italy since he was a child. He regards Maserati as a symbol for everything the country has to offer.

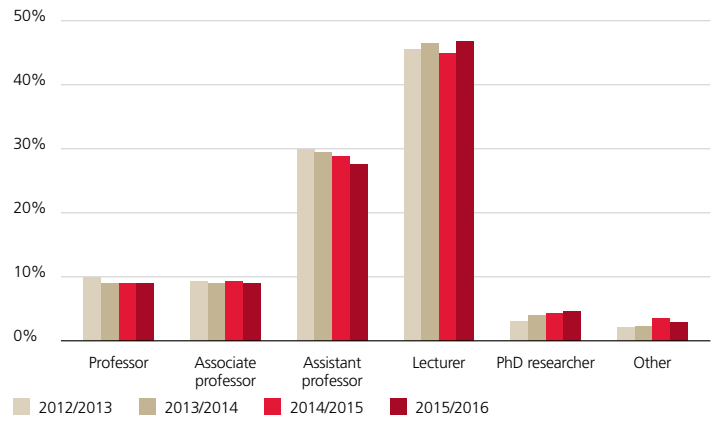
29 JANUARY

Louise Gunning, president of the Executive Board, officially opens a pop-up museum themed around Dutch television programme *De Wereld Draait Door* at the Allard Pierson Museum with Minister Jet Bussemaker and presenter Matthijs van Nieuwkerk

Distribution of funds over teaching staff job levels

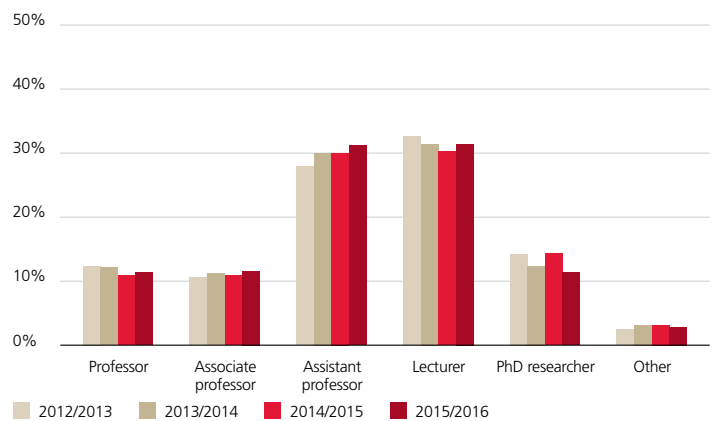
Deployment of government-funded teaching staff in Bachelor's education

The deployment graphs show how government funding is distributed over the various academic job levels (totalling 100% for each year). Figures do not include AMC-UvA and ACTA.



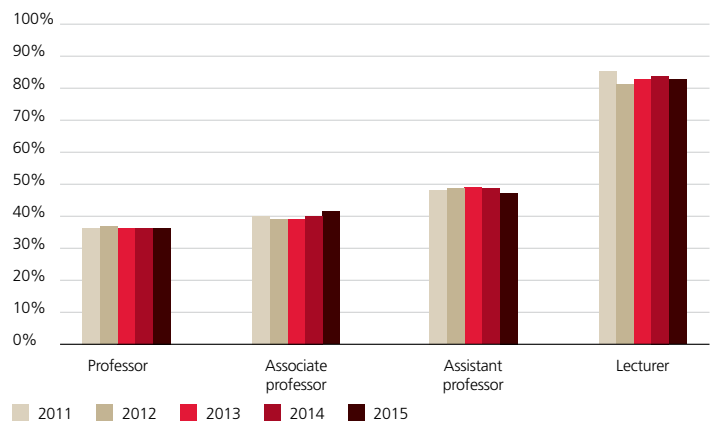
Deployment of government-funded teaching staff in Master's education

The graphs show that the greater share of Bachelor's education is provided by academic staff at the 'lecturer' job level. PhD candidates and higher academic positions play a greater role in providing education at Master's level, in accordance with the research-intensive nature of Master's education.



% Teaching deployment (in FTEs) per position

This graph shows the average percentage of time – for each job category – to be spent on teaching. Five to ten per cent of the remaining time was spent on management and support activities, while the rest was spent on research.



1.2 Teaching

Ambitions outlined in the Strategic Plan

Constant change in the world around us demands a lot of students. An inquisitive attitude. The capacity for reflection. Asking questions. Finding solutions on the basis of argumentation. And last but not least, the ability to cope with complexity and persevere in their search for answers. Education directly rooted in scientific research will effectively prepare students for their contribution to the world of tomorrow.

Vision on teaching and learning

The UvA will continue to offer research-intensive education founded on an integral relationship between education and research. Appointments combining teaching and research activities are a key pillar in this regard, especially during the later phases of our degree programmes. The 2013 Institutional Quality Assurance Audit and – more importantly – preparations in the run-up to this audit helped to lend research a more equal position while improving the professionalisation of lecturers. All lecturers with permanent appointments are basically expected to have a doctorate degree or University Teaching Qualification (UTQ). These may be supplemented through participation in learning tracks for the Advanced University Teaching Qualification (Advanced UTQ) and educational leadership. One of the groups in the latter learning track subsequently gave rise to the Knowledge Sharing in Education working group, which issued a report with nine recommendations on the sharing of best practices and improvement of learning capacity in the autumn of 2015.

The working group on Educational Reform and Blended Learning established by the University Committee on Education (UCO) also issued substantiated recommendations on the potential for educational innovation through blended learning and ICT innovation that same autumn. In view of the solutions currently being developed by other parties, the working group concluded that the UvA should explore the available options with some urgency, and establish a platform or knowledge centre to this end. Unlike institutions such as VU University Amsterdam (VU) or Utrecht University (UU), the UvA does not have its own Higher Education knowledge centre.

The working group devoted ample attention to the matter of student learning strategies and recommended that the vision on teaching and learning be supplemented with information from the demand side.

The Knowledge Sharing and Education Innovation recommendations were submitted to the academic community in the form of a consultative document, in order to gain supplementary information and in-depth perspectives. The parties responsible for formulating the recommendations then added an implementation plan. The Executive Board announced its policy positions on both recommendations in April of 2016.

The relevancy of education innovation was further underlined in early 2016 when four (out of a national total of 12) grant applications submitted by the UvA were honoured with funds made available as part of the Ministry of Education, Culture and Science's Open and Online Education incentive scheme.

Activated, research-intensive education will remain at the core of our vision on teaching and learning. These values must be incorporated into actual education by means of degree programme exit qualifications and the learning objectives of constituent courses, although this has not yet been explicitly implemented across the board. The UCO will establish a working group to this end, charged with formulating proposals for model exit qualifications.



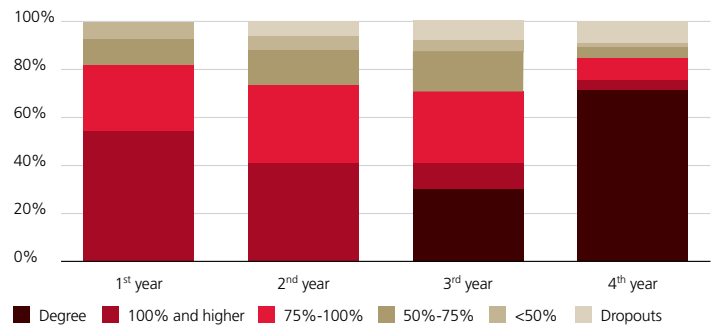
4 FEBRUARY

Bernard Haitink is appointed new patron of the Sweelinckorkest, Amsterdam's oldest symphony orchestra. Haitink succeeds predecessors such as Yehudi Menuhin and Frans Brüggen

Figures on study pace in the Bachelor's phase

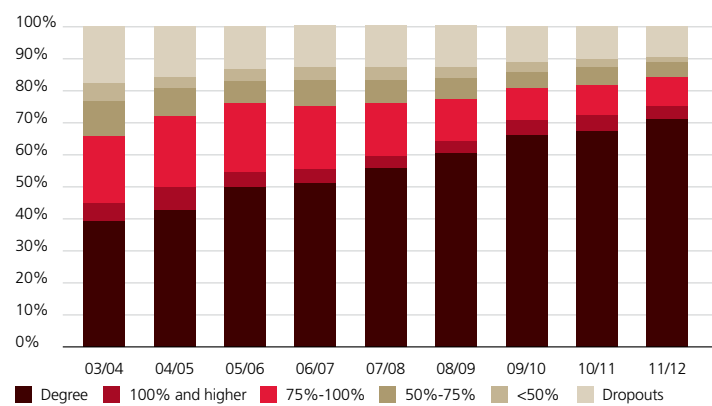
Progress of 2011 PA cohort

The graph shows the progress of the first-year cohort from 2011, in accordance with the definition applied in the performance agreements (2012 re-enrolled students, university preparatory education, one full-time degree programme). The target (70% of students to have obtained their degree within four years) has been met.



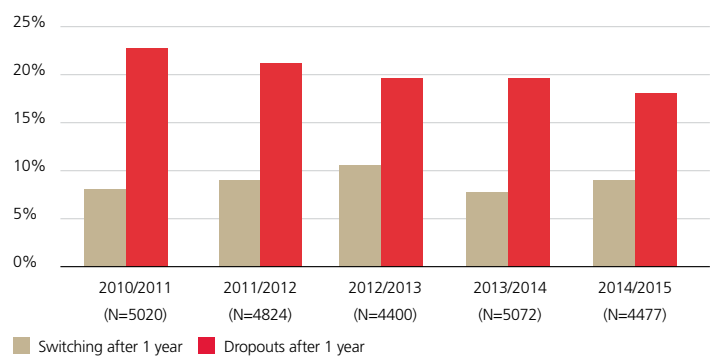
Increase in study success after 4 years (PA cohort)

The graph shows the percentage of students per cohort who obtained their degree after four years (re-enrolled students, university preparatory education, one full-time degree programme). It also shows the percentage that dropped out after the third or fourth year and the percentage that was still active.



Dropouts and switches in the 1st year

The graph shows the percentage of students who dropped out or transferred to a different degree programme in the first year of study (full-time, one degree programme, university preparatory education).



5 FEBRUARY

Maarten Hajer, professor of Governance and Policy at the UvA and director of the PBL Netherlands Environmental Assessment Agency, receives the Government Manager of the Year 2014 award



The Strategic Plan discusses the option of applying selection during the admission procedure for Master's degree programmes. This would be especially beneficial in terms of appealing to Bachelor's students with further academic ambitions; students that do better than the proverbial 'passing grade' but often lack the necessary quality to take part in Honours programmes attended by the very best 10-20% currently have few incentives for further study. The UvA will continue to guarantee that all Bachelor's students have an opportunity to transfer to a follow-on Master's at the UvA or another Dutch university, primarily VU University Amsterdam or one of the LERU partners.

Study completion delays and dropouts

Efforts to reduce study completion delays and dropout rates have been the focus of attention since the publication of Minister Plasterk's *The Greatest Good* strategic agenda in 2007. This aspect was also one of the key aims of the profile and performance agreements concluded by universities and the Ministry of Education, Culture and Science in 2012.

The average student with pre-university education should be able to complete a degree programme more or less within the normal timeframe: the UvA is dedicated to ensuring that this goal is achieved in practice. The UvA's policies with regard to Bachelor's education are enshrined in 20 measures formulated by the 2009 Study Success working group, for which each degree programme was required to determine an optimal composition. In supplement to these measures, a UvA-wide binding advice regarding continuation of studies (BSA) with a threshold of 42 or 48 credits was implemented in 2013. UvA Matching was also introduced at the start of 2014 in order to help students determine whether they had chosen the appropriate degree programme in practice before the start of their studies.

The UvA expected that these measures would reduce the percentage of pre-university education students to 'survive' the first year but subsequently fail to graduate within four years from almost 40% to less than 30% by 2015. The UvA ultimately managed to meet this performance target (see chapter 6), and the Strategic Plan sets out the expectation that the percentage will have further decreased to 20% by the year 2020. Approximately 10% of the current 30% consists of students that drop out after the first year, while approximately 20% consists of students that do manage to obtain their degree but take more than four years to do so.

If we include all students from a specific cohort rather than exclusively focusing on those with pre-university education, the percentage to obtain a Bachelor's degree within four years has risen from 35.9% to 48.5% over the past four years due to a combination of lower dropout rates and a higher study pace.

UvA Matching and intake levels

As of 2014, the UvA has offered a Study Check for all non-selective Bachelor's programmes in the form of a week-long study period entitled UvA Matching. Students have an opportunity to explore their degree programme in-depth over the course of this week, scheduled for February or June: they attend one day of representative education (lecture, working group, practical training, etc.), are provided with study materials for the purpose of individual study and end the week by taking one or more tests (examination, paper, debate, etc.). This offers prospective students an



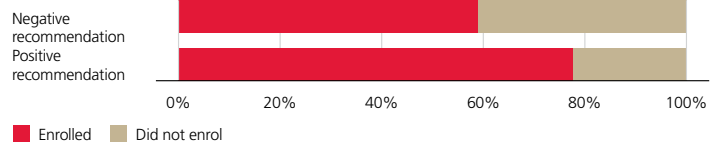
10 FEBRUARY

Annemarie van Oosten earns her doctorate for research project *Sexy selfie jongeren van invloed op seksueel gedrag en zelfbeeld*

UvA Matching data and results

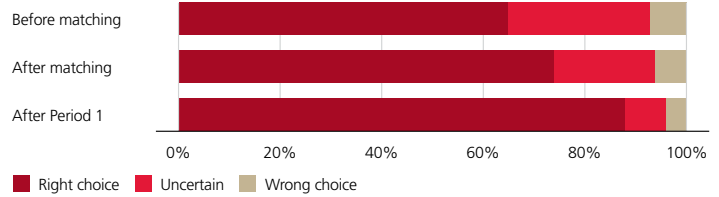
Enrolment after UvA Matching

The graph shows the percentages of UvA Matching participants who enrolled at the UvA following a positive or a negative Matching result.



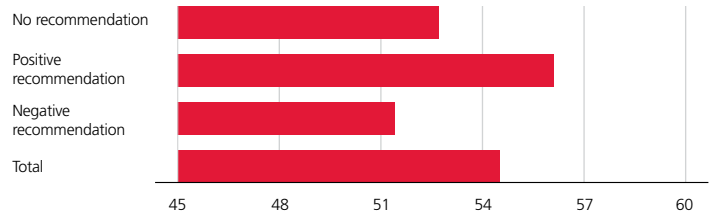
Certainty regarding choice of study

The graph shows how certain first-year students reported feeling about their choice of study.



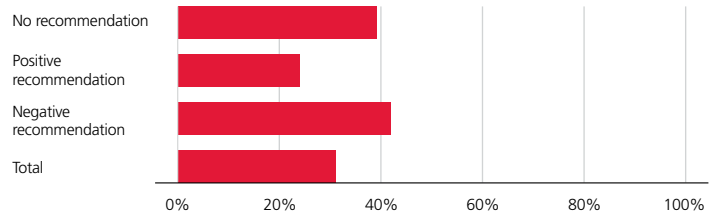
Credits obtained in 1st year (2014 cohort)

The graph shows initial data on the study success rate of the 2014 cohort relative to Matching scores (only those programmes that use Matching). Although the Matching recommendation is not a perfect predictor, it is clearly correlated with the number of missed subjects.



Terminations of enrolment in 1st year (2014 cohort)

The graph shows data on the first-year dropout rates of the 2014 cohort relative to Matching scores (only those programmes that use Matching). The Matching recommendation is clearly correlated with the dropout rate.



opportunity to gain a realistic picture of studying at a university, test whether their chosen degree programme genuinely suits them and determine whether they have the necessary motivation and study skills. In effect, it offers an advance taste of the first months of university study.

The programme then issues a recommendation on the basis of the test results: prospective students to pass the test will receive a positive advice; those to fail the test will be advised to carefully reconsider their study choice. The UvA also offers reorientation workshops to help prospective students reassess their choice if necessary.

The first Matching cohort (first-year students in 2014) was monitored intensively over the course of 2015. The evaluation results show a correlation between the test results achieved during UvA Matching and results during the first year of study. For example, students that started on their Bachelor's programme with a positive advice miss an average of 4 ECTS credits less in comparison with those that started with a negative advice. Dropout data shows that first-year students with a positive Matching advice were less likely to drop out (24%) than those that received a negative advice (42%) or were exempted from Matching (39%).

The second Matching cohort (first-year students in 2015) is also being closely monitored. As in the previous year, participants in the UvA Matching event took a positive view of the Matching week: they were highly satisfied with the organisation and general atmosphere, found the lessons and study materials to be interesting and gained a clearer picture of their degree programmes as a result of participation. The figures above illustrate the correlation between Matching advice and definitive enrolments. Students to have received a positive recommendation are more likely to enrol than those with a negative recommendation.

The UvA's intake of first-year students has declined somewhat following a rapid increase during the first decade of this century. This could be attributable to various causes, including the introduction of more enrolment restrictions and the declining national interest in arts and social sciences programmes.

As outlined in section 5.1, the large growth in student numbers was a source of financial tension between teaching and research. This explains why the UvA is not dissatisfied with the current decline in intake rates despite the especially significant declines experienced by the Faculty of Social and Behavioural Sciences and Faculty of Humanities in 2015. It should be pointed out that this trend towards a declining number of first-year students does not continue in subsequent years. This is also due to declining dropout rates among first-year students, partly as a result of UvA Matching and changes to the student grant system. This development can be deemed positive, despite the perverse incentive in the government grant system that makes rapid dropouts profitable to the UvA.



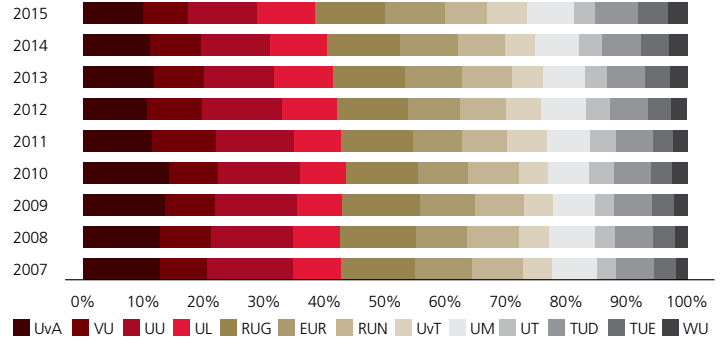
11 FEBRUARY

The UvA Annual Report 2013 wins the Deloitte Kordes Award 2014 in the education category; this prize for best public sector annual report has been awarded since 1995

Intake data

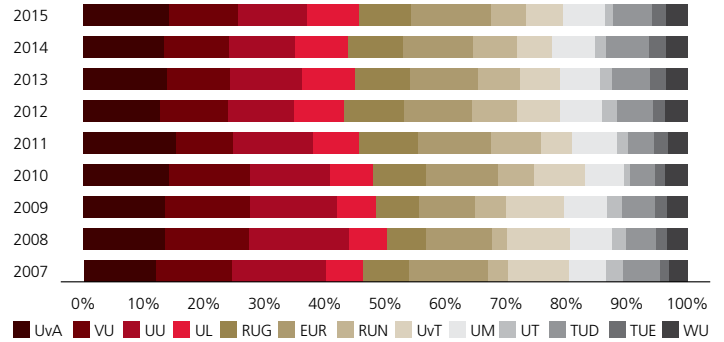
Bachelor's intake (first-year intake at the institution)

The graph shows the long-term trends in enrolments by first-year Bachelor's students, divided over the various Dutch universities. The UvA's share is declining slightly to 10% in 2015, and a combined total of just under 20% with VU University Amsterdam. Mild declines occurred in the period after 2010 due to the adjustment of pre-Master's programmes and in 2015 as a result of changes to the system of financial assistance for students.



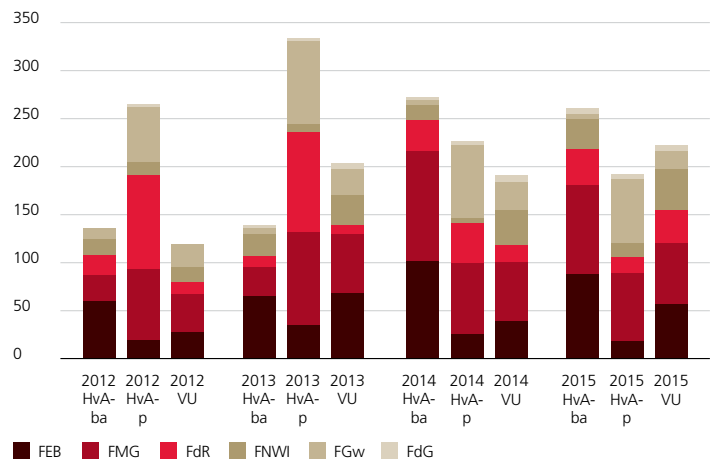
Master's intake (first-year intake in programme)

The graph shows the long-term trends in enrolments by first-year Master's students, divided over the various Dutch universities. The UvA's percentage stands at 13-14%, and a combined 25% with VU University Amsterdam. Amsterdam is attractive to Master's students.



AUAS and VU graduate intake

The graph shows the number of students to have enrolled at the UvA on the basis of a degree issued by one of our partner institutions in Amsterdam, the AUAS or VU University Amsterdam, per faculty.



13 FEBRUARY

The Bungehuis is occupied by a group of De Nieuwe Universiteit students



Study completion delays and dropouts in the Master's phase

As regards Master's education, the UvA strives to ensure that 'starting' will almost always (in 90% of cases) result in 'completion' with a maximum study completion delay of one year. This expectation reflects the UvA's social responsibility to ensure that Master's programmes – and especially one-year Master's whereby a delay of one year already represents a doubling of the required study time – are normally completed within the set timeframe.

Although students with the necessary financial resources are fully entitled to spend more time at university developing their knowledge and skills, it is preferable that they do so by completing their Master's programme and taking a consecutive second Master's or starting on a PhD track rather than putting off their first Master's. Such delays do not look good on a CV, as employers are eager to find prospective employees with the ability to meet (individual) deadlines. The UvA's tuition regulations allow students to take a second consecutive Master's for a fee that is equal to the statutory tuition fee.

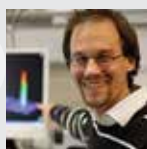
In late 2015, the UvA agreed to conduct an experiment at the behest of the House of Representatives whereby students would exclusively pay tuition fees for the courses they actually attend. This pilot project will offer students a greater degree of control over their own study pace, enabling them to make a conscious decision to combine their studies with other activities such as administrative duties, care duties or an own business. The experiment is set to start in 2017 once the necessary legal provisions have been put in place by means of a general administrative order.

Quality assurance

The UvA received a positive assessment in the first round of the Institutional Quality Assurance Audit conducted in the spring of 2013. In 2015, the Executive Board called for an assessment of the current state of affairs by means of a midterm review. This review is based on the assessment framework applied in the Institutional Quality Assurance Audit and recommendations from the 2013 Audit. The remaining period until the next Institutional Quality Assurance Audit in 2019 can be used to implement any necessary improvements.

Relevant documents were assessed in order to determine to which degree the UvA currently meets all applicable criteria. The various faculties, schools and colleges completed questionnaires. Interviews were also held with members of the central Executive Staff and representatives of the various faculties, schools and colleges, including Board of Studies and Examinations Board members. The findings of this midterm review were published in the spring of 2016.

In 2015 efforts were made to ensure an effective PDCA cycle, improve templates and guidebooks, and clarify existing procedures. Knowledge sharing was further bolstered through the organisation of knowledge sharing events and the dissemination of good practices through the staff web pages. Among other issues, the emphasis was on student satisfaction, testing policies and the performance of Boards of Studies and Examinations Boards. For example, publication of the Inspection Report on the performance of Examinations Boards in the spring of 2015 prompted efforts to further improve the Examinations Board Guide and organise a meeting on the issue for Examinations Board members. Templates, guidelines and recommendations were prepared in support of the degree programme assessments.



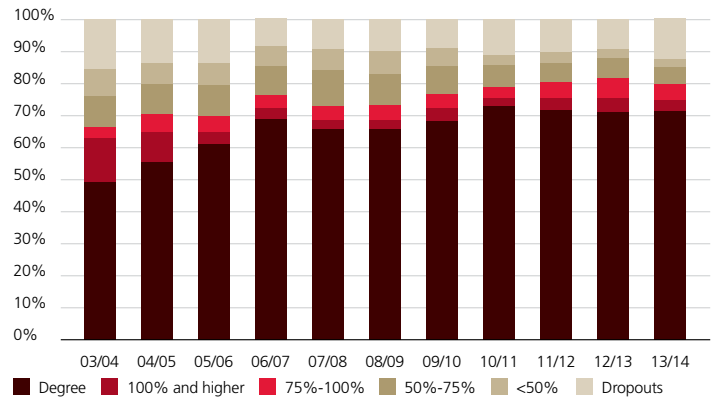
13 FEBRUARY

Five UvA scientists receive a Vici grant of €1.5 million from NWO: Connie Bezzina, Femius Koenderink, Florian Schreck, Frank Takken and Herman van de Werfhorst

Figures on study pace in the Master's phase

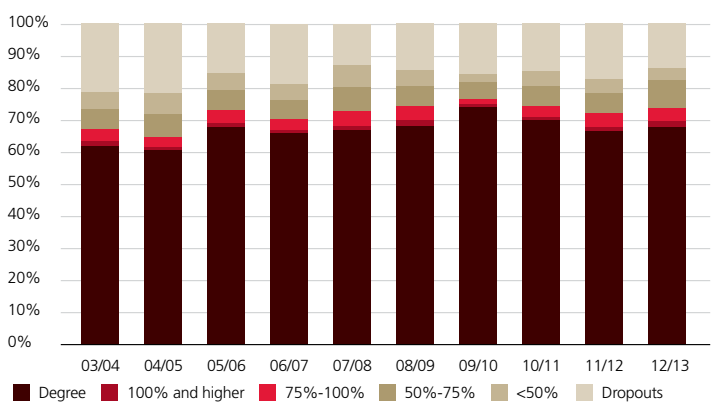
Study success of 1-year Master's after 1st year & after 2 years

The graph shows the percentage of students enrolled in the one-year Master's to have obtained their degree after two years, as well as the current progress of the remaining students. The success rate of one-year Master's after two years has been stable for several years at just over 70%.



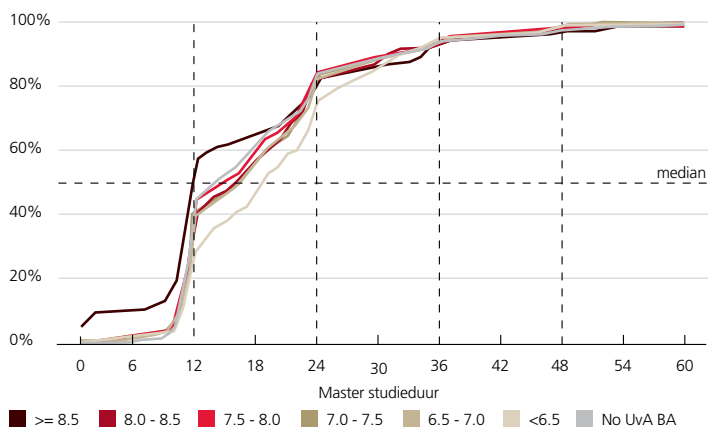
Study success of 2-year Master's after 1st year & after 3 years

The graph shows the percentage of students enrolled in the two-year Master's to have obtained their degree after three years, as well as the current progress of the remaining students. The success rate of two-year Master's after three years has been stable for several years at just under 70%.



Duration of Master's study

This graph shows the amount of time students spend completing their one-year Master's, divided by the average grade (GPA) for the Bachelor's phase. GPA data is exclusively available for students that also completed their Bachelor's programme at the UvA. The correlation between the duration of Master's programmes and the Bachelor's phase GPA was found to be minimal.



In early April 2015, the UCO organised a meeting between the Minister and some 30 college and graduate school directors and student council members, in order to discuss ministerial plans to experiment with the institutional accreditation process. This pilot project would serve to test a system whereby the University assesses its own programmes while the Accreditation Organisation of the Netherlands and Flanders (NVAO) focuses on the performance of the internal quality assurance system. Although the plan was met with some initial hesitance by the House of Representatives and external parties such as the employers, the UvA has since determined the potential contours of such a system within the own institution. Among other measures, this would involve transferring a large number of accreditations currently carried out once every six years to the annual PDCA cycle.

UvA Q is used to evaluate all courses University-wide. Drawing on the most recent scientific insights, this harmonised system makes it possible to compare all courses offered at the University with comparable courses available both internally and externally. UvA Q mainly serves to assess how much and what students have learned, and the degree to which they have achieved the learning objectives for the relevant course. The system offers the UvA access to information on all courses and reference values for comparable courses at other programmes. Three quarters of all regular education was evaluated using UvA Q in 2015.

UvA Q was also used over the course of 2015 to publish concise student reports via Blackboard and to evaluate Master's curricula; the Bachelor's curricula will be evaluated over the course of 2016, while individual course components (theses and work placements) will be assessed at the end of the year. Student reports offer students feedback on the results of course evaluations in the same format used for teaching staff and management, and include substantive remarks from course lecturers. As a supplement to course evaluations, these harmonised curricular evaluations offer reliable, validated and comparable information about programme content.

Bachelor's to Master's and pre-Master's programmes

As a result of the ongoing trend towards unbundling, we are seeing the emergence of different forms of student mobility both within and between individual higher education institutions. For example, we can distinguish between students that take minors or other courses at other institutions, students that drop out and subsequently continue their studies at another institution, and students that obtain their degree and move on to pursue a subsequent programme at another institution.

The graphs offer an overview of student mobility between the UvA and its partners in Amsterdam, the AUAS and VU University Amsterdam. Intake flows between the UvA-AUAS and UvA-VU are represented in a number of tables and graphs, broken down by faculty of origin and destination. The origins of the incoming student are determined by the institution at which the most recent degree was obtained. This tally does not include students transferring without a degree (after a BSA, for example).

Graduates with a university degree are relatively unlikely to continue their studies at the AUAS; this group represents a tiny proportion of the total AUAS intake (<1%). In 2015, the AUAS received more students with a UvA degree than students with a degree from VU University Amsterdam (51 as compared to 28). Forty-five of these students had a Master's degree, whereas 16 had a Bachelor's degree and 18 had first-year certificates. The majority were enrolled at the Faculty of Education.



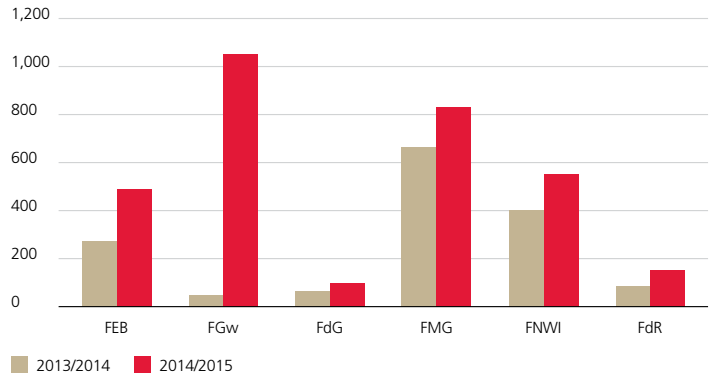
19 FEBRUARY

The preliminary relief judge of the Amsterdam District Court charged with the interlocutory proceedings brought against the Bungehuis occupiers by the UvA rules in the University's favour; the activists are ordered to leave the Bungehuis premises

Data on and from UvA Q

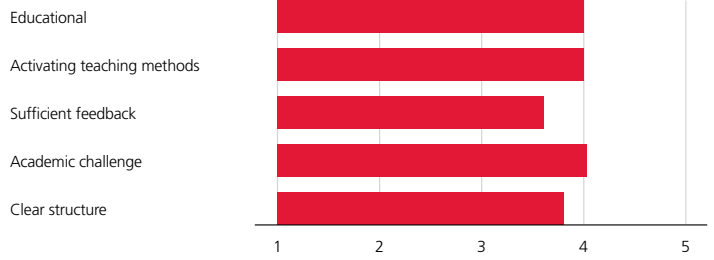
Course evaluations

The graph shows the number of course evaluations carried out using UvA Q at each faculty in the 2014 and 2015 academic years.



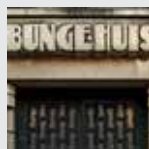
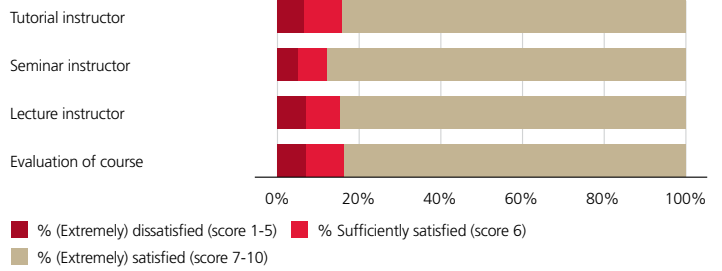
Course quality

The graph shows how UvA course quality scored in 2014 -2015 on five dimensions on a scale of one to five, based on a UvA Q survey with several questions relating to each dimension.



Satisfaction with courses and lecturers

The graph shows how UvA course quality scored in 2014-2015 and 2015-2016 (first semester) on four quality-related aspects assessed in UvA Q.



24 FEBRUARY

The Bungehuis is cleared by police after demonstrators refuse to leave voluntarily; the building is once again accessible to UvA staff members as of 13:00 on Thursday, 26 February



The UvA's intake of AUAS students exceeded intake from VU University Amsterdam in 2015 (465 as compared to 272). Both AUAS and VU University Amsterdam students are most likely to end up at the Faculty of Social and Behavioural Sciences. A relatively large number of students also opted to pursue further education at the Faculty of Humanities (226) and Faculty of Economics and Business (163).

VU University Amsterdam welcomed 218 students with a UvA degree, most of whom had recently completed a UvA Bachelor's programme. The majority of this group enrolled in programmes at the VU's Faculty of Law. A far larger number of AUAS students enrolled at VU University Amsterdam, at a total of 404. Around 38% of these AUAS students enrolled at the VU Faculty of Social Sciences.

In line with expectations, there are more transfers from higher professional education to academic higher education than vice versa. In absolute terms, there are no major differences between the number of students transferring from the AUAS to the UvA or VU University Amsterdam. Students to have transferred from the AUAS to the UvA or VU University Amsterdam are mainly enrolled at faculties in the field of social sciences (Faculty of Social and Behavioural Sciences and Faculty of Social Sciences). The majority of students to have transferred from the UvA and VU University Amsterdam to the AUAS are enrolled in teacher-training programmes.

In 2015, the UvA continued its policy of structuring the pre-Master's programmes so as to make the process of eliminating academic deficiencies as effective and efficient as possible both for prospective students and for the institution. After all, taking time out to catch up to the requisite level effectively represents a delay. The crux of this policy is to give students at the AUAS opportunities to obtain academic or excellence credits during their Bachelor's studies which will qualify them to enrol directly in Master's programmes at the UvA.

All UvA faculties offer pre-Master's programmes of up to 30 ECTS credits at a cost equal to the statutory tuition fee. All the faculties – including Medicine and Dentistry – have also successfully set up programmes providing admission to Master's education in a year or less.

Fees for these programmes had to be lowered in September 2013 to conform to new legislative decisions, resulting in a situation where not all pre-Master's programmes are able to cover their own costs. New, less costly preparatory programmes offered through the Open University or programmes based on e-learning supplemented with independent study (with optional supervision) and a concluding test have been launched in various sectors since 2013.

As the result of an upcoming legislative amendment, preparatory programmes representing between 31 and 60 ECTS credits will also have to be offered against statutory tuition fees from 2017 onwards. The faculties currently offering such programmes will have to re-evaluate their deficiency compensation options. As a result of continual legislative changes, universities are currently forced to carry out specific tasks for which the marginal costs (at minimum) cannot be recovered under the current legal framework. This is causing a gradual deterioration of quality at the core of academic education.



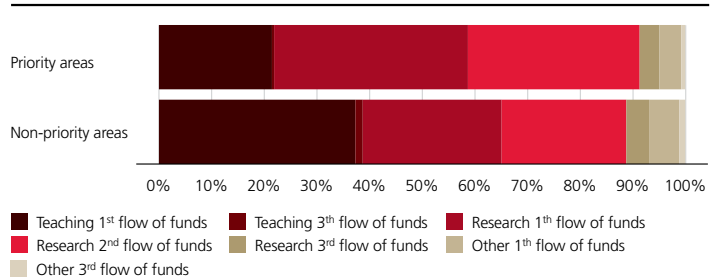
25 FEBRUARY

Break-in and occupation of the Maagdenhuis following a peaceful demonstration; the Executive Board and mayor Eberhard van der Laan visit the Maagdenhuis

Characteristics of the UvA priority areas

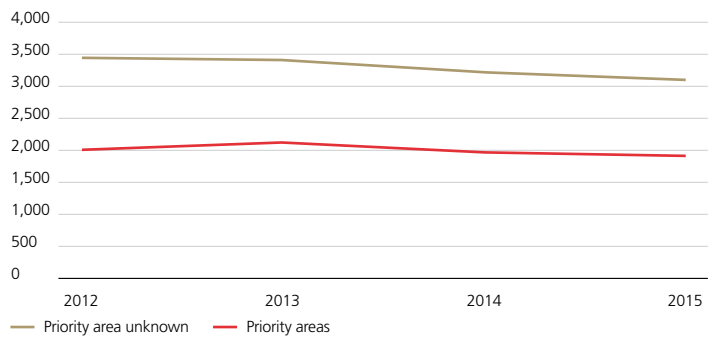
Time expenditure of academic staff

The priority areas do not parallel the disciplines most popular with students. The graph shows that although academic staff within priority areas do also teach, teaching duties generally account for a smaller share of their time. Furthermore, indirect government funding plays a much larger (and contract research funding smaller) role in the priority areas.



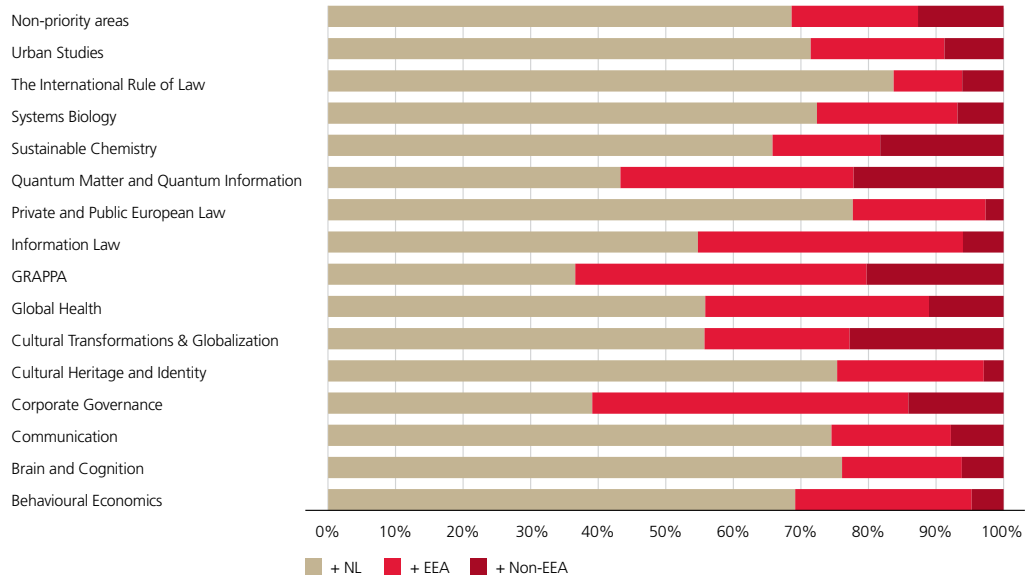
Number of publications by UvA academic staff, excl. AMC-UvA and ACTA

The graph shows trends in the number of scientific publications within and outside the priority areas. The average number of publications per academic FTE amounted to 2.4 in the priority areas and 1.7 outside these areas (2014). In 2014 the definition was amended, from reporting year to year of publication.



Internationalisation of priority areas

The graph shows the distribution of the nationalities of academic staff within each priority area. International researchers are relatively well-represented in the majority of priority areas.



26 FEBRUARY

The Executive Board announces that a student assessor is to be appointed to the Board; a series of debates on themes suggested by students and staff will also be organised



1.3 Research

Ambitions outlined in the Strategic Plan

The University of Amsterdam fosters a culture of intellectual curiosity, creativity and academic integrity. These essential preconditions for academic research lend the UvA its stature as a comprehensive, leading international research university with the capacity to rapidly reconfigure research programmes in order to approach new – often interdisciplinary – research questions in an innovative manner and thereby also contribute to solving social problems.

Research priority areas

The breadth of our research is coming under pressure as the UvA's administrative and political environment seeks to force the University to focus on specific fields and increase the scale of its activities. The Executive Board acknowledges this dilemma and asserts that the scale of scientific research activities being conducted within Amsterdam – with two universities and numerous Netherlands Organisation for Scientific Research (NWO) and Royal Netherlands Academy of Arts and Sciences (KNAW) institutions – exceeds activities in any other part of the Netherlands by such great measure that both objectives can be simultaneously applied: the creation of focus and mass, and continued emphasis on a broad scope of research subjects. This notion previously served as the basis for the Amsterdam Academic Alliance: the necessary breadth can be ensured by collaborating and dividing tasks with VU University Amsterdam and the various Amsterdam-based research institutes.

The research priority areas will be further developed and expanded, serving as building blocks for the UvA Profile. This strategic choice in the Strategic Plan prompts further reflection on the two key issues of research programming and the elaboration and governance structure of individual priority areas.

The first key question concerns the inevitable tension within the research portfolio as a result of the fact that deans are responsible for research programming – and thus authorised to control government funding – on the basis of the Dutch Higher Education and Research Act (WHW) while individual researchers also influence this programming through their efforts to secure grants and contract funding through the second and third flow of funds.

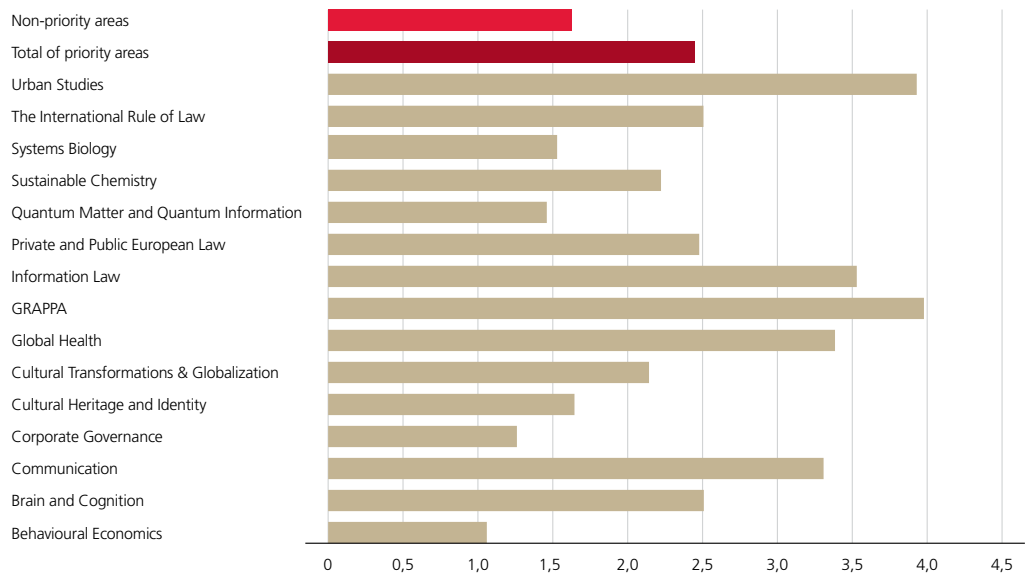
The policy development process will require a focus on the question as to how faculties can effectively shape the programming of research activities, while promoting collaboration between the various disciplines at a UvA-wide level and increasing external funding. The research priority areas must be flexible enough to adapt to developments in the research landscape and should be supported by the deans, who clearly understand their importance at both faculty and institutional level and are instrumental in creating widespread support for such policies.

Research priority areas

PRIMARY PROFILE THEME	PRIORITY AREAS
Human health	Global Health Cardiovascular Diseases Metabolic Diseases Infection and Immunity Oral Regenerative Medicine (Bioengineering) Oral Infections and Inflammation
Globalization, identity, inequality and the urban environment	Urban Studies Cultural Heritage and Identity Cultural Transformations & Globalization
Cognition, socio-economic behaviour and neuroscience	Brain and Cognition Behavioural Economics
Transnational law & governance	The International Rule of Law Private and Public European Law Corporate Governance
Communication & information	Information Law Communication
Fundamentals of natural science	GRAPPA (Gravitation AstroParticle Physics) Quantum Matter and Quantum Information
Sustainable world	Sustainable Chemistry Systems Biology

Publications per academic staff FTE, excl. AMC-UvA and ACTA

The graph shows the number of publications per academic FTE for the various research priority areas (excl. AMC-UvA and ACTA) relative to total research deployment.



2 MARCH

The first in a series of weekly debates is held in the CREA music room; the event is attended by students, staff, and a delegation from the Executive Board



The second key question concerns the definition of research priority areas. The term ‘research priority area’ was introduced in 2008, along with the following description: ‘The research priority areas serve to achieve academic excellence and make the UvA a leading international player in a number of specific disciplines.’ When the first 15 research priority areas were originally adopted, the faculties mainly emphasised interdisciplinary research areas. At the time of the 2011 evaluation, the number of research priority areas was increased by five to a total of 20.

This original objective (excellence) raises legitimate questions on the distinction between a research priority area and other research activities – after all, the UvA scarcely conducts any research projects with a score below 4 (or above 2 under the new SEP).

As a part of the 2011 evaluation, the first 15 research priority areas were assessed to determine whether the priority areas – in accordance with policy objectives – had an above-average citation score and earning potential despite the fact that these indicators had not been defined as distinguishing criteria for the ‘research priority area’ concept. A decision was ultimately made to ‘quantify’ each research priority area as the collective performance of all researchers assigned to it. The need to measure research priority areas was prompted by an objective formulated in the Strategic Plan 2011-2014: the portion of government funding spent on the priority areas should increase by at least half, thus underlining the UvA’s commitment to the areas in which it plays a leading international role.

Despite these ambiguities, our research priority area policies played a highly constructive role in increasing the focus and mass of our research activities while promoting cross-border research, both within and outside of the research priority areas.

A research priority area is an institutionalised form of research organisation that is not subject to any fixed timetables. As regards content, research priority areas – in accordance with our objective of achieving a leading international position – should ideally centre around fields in which the UvA is well-positioned to conduct excellent research in the longer term as compared to other international or European institutions. This could be achieved by attracting and retaining external research funding and talent, in the form of both doctoral candidates and – crucially – more established researchers.

In order to maintain a leading international position in the long term, the UvA also conducts research in so-called ‘enabling disciplines’ such as mathematics and data science: in addition to being excellent in and of themselves, these fields can also serve to supplement one or more research priority areas. The University also seeks to accommodate innovative impulses, such as ideas from emerging research areas. This approach will enable our research priority areas to evolve and ensure that fields that have not yet been designated as such can eventually be prioritised. Furthermore, effectively organised, coherent research groups have also proven to be attractive partners for consortia seeking to acquire large European grants.

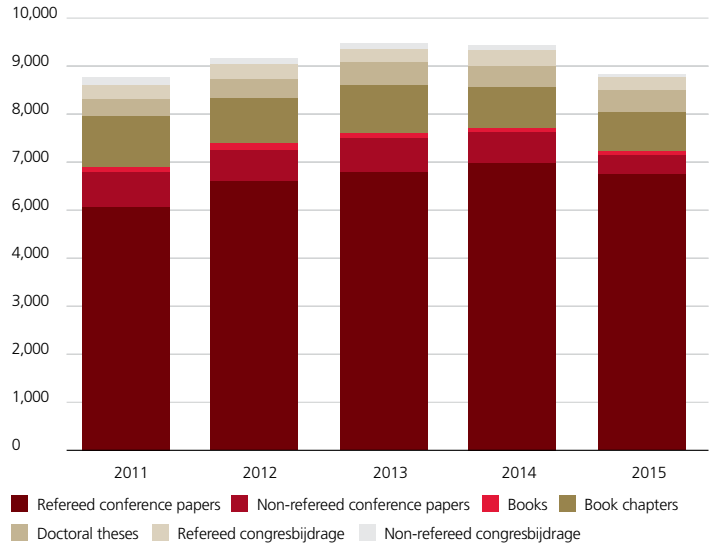
10 MARCH

The UvA launches its ten-point plan in an effort to strengthen internal democracy, improve the quality of teaching and research, ensure financial transparency and intensify the relationship between education and research

Data on research

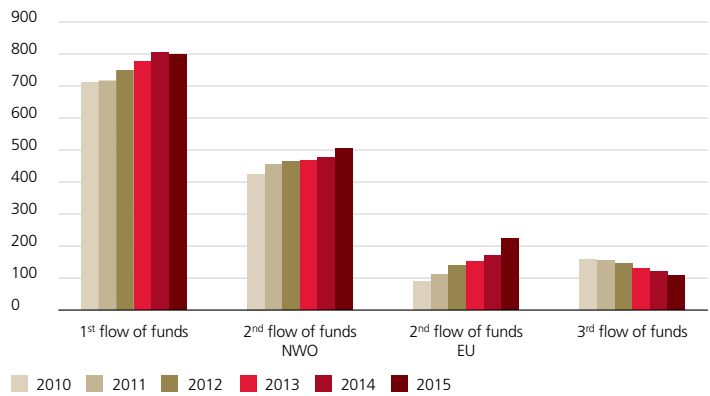
Academic publications (VSNU) per publication year

The graph shows the number of academic publications categorised in accordance with the SEP protocol.



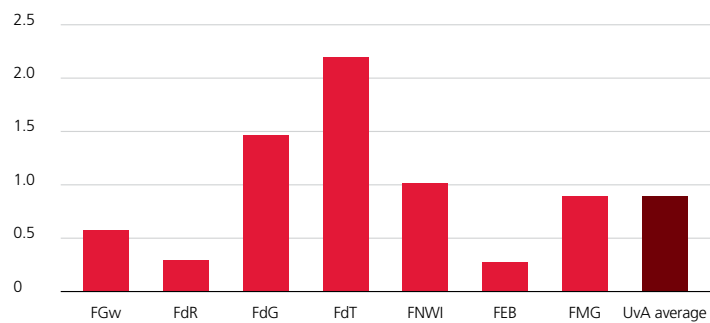
Research funding for academic staff in FTEs

The graph shows the development of the distribution of research funding sources (excl. AMC-UvA and ACTA). The share of indirect government funding, particularly from the EU, increased slightly, whilst the share of contract research funding decreased slightly.



Number of doctoral theses supervised per full professor in 2015

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



This offers a solid basis for identifying research priority areas and determining which areas will help solidify our position within the various disciplines. Such an approach also accurately reflects the notion that research activities outside of the priority areas do not have to be of lesser quality; such research projects are merely not positioned to help the UvA attract and retain external funding and talent at the present time.

If we apply this idea of competitive advantage, each research priority area basically requires a name and a face (the principal investigator) – or several faces – in order to attract the necessary resources and talent, surrounded by a more flexible shell of researchers and research projects that are recognised as part of the priority area by the principal investigator or investigators. There is no one simple solution when it comes to the research priority area governance structure. A research priority area can take the form of a group of projects headed by the principal investigator or investigators. The organisational structure may also take the form of a dedicated research institute, offering a more robust but less flexible solution.

The research conducted within these priority areas is ideally suited to inform the sort of research-intensive education at the heart of the UvA's vision on teaching and learning. Conversely, Master's, Research Master's and doctoral education are best positioned to supplement the research priority areas by ensuring access to a new generation of scientists. Each research priority area should ideally be linked to at least one Research Master's programme or other selective Master's degree programme with a duration in excess of one year.

The English-language document Profile of the University of Amsterdam, which was published in 2012, sets out the UvA's seven key profile themes in response to the Veerman Committee. These themes do not share the same objectives as the research priority areas. Each profile is intended as an 'inclusive statement' outlining the unique qualities that distinguish the UvA from its Dutch counterparts and establishing frameworks for the majority of research conducted at the University. Profiles serve as a basis for external communications rather than internal management activities. However, each research priority area should preferably have a sense of affiliation with at least one of the profiles. The latter aspect is described explicitly in the table below.

Performance

Scientific research is both an individual and a collective achievement. The standard research performance indicators consist of academic publications and their impact, and total doctorate conferrals. Though falling slightly short of the 2013 record, the UvA once again conferred considerably more doctorates than in previous years, totalling 478 in 2015 (including six joint doctorates and 19 cum laudes). Women made up a great majority at 57%, with the exception of the Faculty of Science and Faculty of Economics and Business where the number of male PhD candidates exceeded the number of female candidates.



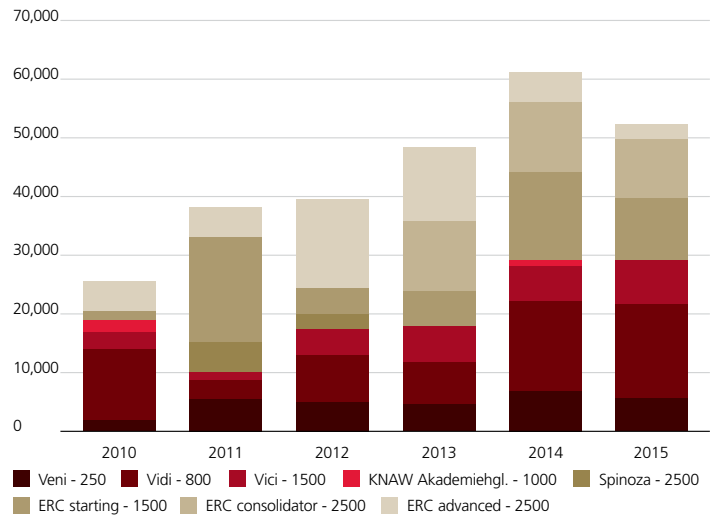
12 MARCH

The Orange Carpet Award for higher education is awarded to the UvA for its Global Exchange Ambassador Programme during the EP-Nuffic Annual Conference

Data on research

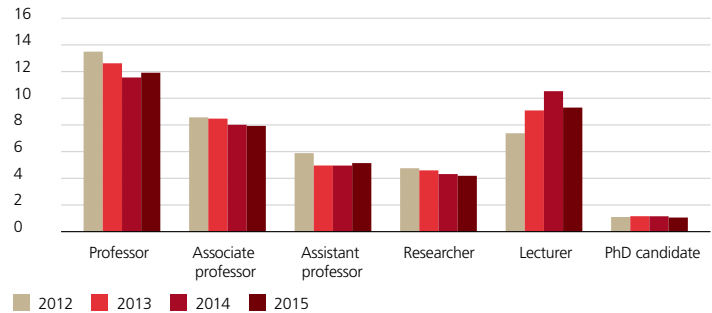
Individual grants and awards (year of allocation, amounts x €1,000)

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



Number of academic publications per research FTE (excl. FdG and FdT)

The graph provides an overview of the average number of publications per academic FTE, divided over the various ranks



13 MARCH

Professor by special appointment of Interlinguistics and Esperanto Federico Gobbo holds part of his inaugural lecture in Esperanto, presumably marking a first for the Netherlands and possibly the world



In total, 186 of all PhD candidates were from countries outside of the Netherlands. The group included a large number of different nationalities, with Germans most highly represented at a total of 24. The number of joint doctorates is also rapidly growing. Approximately 20 doctoral programmes have been starting each year as of 2013, with a total of 81 projects underway at the end of 2015. Twenty-seven of these projects are being conducted as a part of the Erasmus Mundus programme, with another three being conducted within the framework of the Marie Skłodowska-Curie Innovative Training Networks.

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

Loet Leydesdorff, professor of Communication and Innovation in the Dynamics of Science and Technology at the UvA's ASCoR research institute, managed to maintain a ranking on the Thomson Reuters list of 'most-frequently cited researchers' in 2015. He was previously featured on the same list in 2014, which totals 3,215 researchers of whom 165 are active in the social sciences. Leydesdorff's oeuvre is both extensive and diverse. He has published some 250 articles on subjects including scientific dynamics, system theory, social network analysis and the sociology of innovation.

No less than five UvA researchers received prestigious Consolidator Grants from the European Research Council (ERC) in early 2016. Established by the European Union in 2007, the ERC is specifically focused on financing ground-breaking research. The Consolidator Grant is intended for young researchers that obtained their doctorate degrees between seven and twelve years ago. The maximum grant amount is set at two million euros per research project. The grants offer recipients the opportunity to become established independent research leaders. The current group of recipients consists of sociologist Don Weenink, philosopher Franz Berto, political scientist Marieke de Goede, physician Esther Lutgens and communications scientist Jochen Peter.

In early 2016, the ERC awarded Advanced Grants (representing a total of 2.5 million euros) to Peter Schoenmakers, professor of Analytical Chemistry & Forensic Science and Albert Polman, professor of Photonic Materials for Photovoltaics.

A total of six UvA scientists also received Starting Grants from the ERC over the course of 2015. This individual grant of around 1.5 million euros offers talented researchers support for their research projects over a five-year period. This year's grant recipients are physicists Philippe Corboz and Wouter Waalewijn, astronomer Jean-Michel Desert, logician Floris Roelofsen, cognitive psychologist Heleen Slagter and semanticist Ivan Titov.

A total of 13 UvA researchers were awarded a Marie Skłodowska-Curie Individual Fellowship. The Marie Skłodowska-Curie Actions are part of the European Commission's Horizon 2020 programme. Among other issues, the projects concern research on sexual communication between moths and emotion regulation in young people.

The NWO Innovational Research Incentives Scheme offers three types of grants awarded on an individual basis to researchers in distinct phases of their academic careers, with Veni grants for recent doctoral graduates, Vidi grants for experienced researchers and Vici grants for professorial candidates. A total of 23 young UvA researchers received Veni grants over the course of 2015, representing more than one eighth of all nationwide grants.



20 MARCH

Proposals by thirteen UvA scientists are honoured with a Marie Skłodowska-Curie Individual Fellowship

Annual report by the confidential adviser for academic integrity

I. Foreword

The University of Amsterdam endorses the Netherlands Code of Conduct for Scientific Practice as adopted by the General Board of the Association of Universities in the Netherlands in 2004 and amended in October 2014. In 2013 it also drew up complaints regulations governing academic integrity, in line with the Dutch National Model Complaints Regulations for Scientific Integrity (Landelijk Model Klachtenregeling Wetenschappelijke Integriteit), and appointed Prof. J.C.J.M. de Haes, emeritus professor of Medical Psychology at the Faculty of Medicine (AMC-UvA) as confidential adviser effective 1 June 2013. The confidential adviser acts as a contact person for queries and complaints regarding academic integrity, seeks to mediate or determine some other amicable solution and/or informs the complainant regarding the procedure for submitting a complaint to the Committee.

II. Activities of the confidential adviser for academic integrity

Over the course of 2015, 21 cases were brought before the confidential adviser for academic integrity. One of these cases was subsequently withdrawn, while two proved to be unrelated to the issue of academic integrity. The latter cases were referred to other units as expediently as possible. Six of the aforementioned cases dated back to 2014, at which time it proved impossible to process them before the end of the year.

The cases reviewed concerned confirmed or suspected instances of:

- i. Expropriation of research ideas and lines;
- ii. Copyright;
- iii. Administrative affairs;
- iv. The appropriation of research results;
- v. Copyright and ownership of information;
- vi. Ownership of results;
- vii. Undisclosed exclusion of research results;
- viii. Adequacy of research plan;
- ix. Plagiarism of ideas;
- x. Possible manipulation of data;
- xi. Plagiarism and conflict of interest in a review;
- xii. Expressing inaccurate scientific views in the media;
- xiii. Possible manipulation of data;
- xiv. Improper dealings with trial subjects;
- xv. The inaccurate presentation of results;
- xvi. Administrative affairs;
- xvii. Plagiarism of texts;
- xviii. Expressing inaccurate scientific views in the media.

The adviser offered advice on these issues - on particulars in nine cases and applicable procedures in seven - and sought to mediate in a total of two cases. External experts were consulted in several cases.

III. Other activities

The confidential adviser also serves as a consultant to the Academic Medical Center (AMC-UvA). She is involved in teaching and training activities related to academic integrity. She was involved in the UvA's Academic Integrity and Anti-Plagiarism working groups and Netherlands Network for Research Integrity (NRIN) in an advisory capacity in 2015. She is also contributing to preparations for the World Conference for Research Integrity (WCRI) in Amsterdam in 2017.

A total of 20 UvA researchers received a Vidi grant, more than twice the amount awarded in 2013 and one more than the total for 2014. Having secured 20 of the 87 grant allocations for this round, the UvA thus received 20% of all available grants. Five UvA researchers were also awarded a Vici grant: philosopher Arianna Betti, endocrinologist Susanne la Fleur, political scientist Marieke de Goede (who also received an ERC grant), brain researcher Christian Keysers and astronomer Sera Markoff.

Eddie Brummelman and Leonie Schmidt both received a Rubicon grant. The NWO's Rubicon programme is intended to offer young, promising researchers an opportunity to gain international research experience. This round saw grants awarded to a total of 16 applicants. The grant will enable recipients to conduct 24 months of research at an international research institution.

Membership of academic societies is also regarded as a token of great appreciation for the relevant staff members' scientific achievements. The KNAW reappointed a total of four UvA professors in 2015: Huib Bakker, professor of Ultrafast Spectroscopy of Molecules in the Condensed Phase and group leader and department manager at AMOLF effective 1 February 2016, Irene de Jong, professor of Classical Greek Language and Literature, Joost Reek, professor of Supramolecular Catalysis and chair of the UvA's University Committee on Research (UCO), and Richard Ridderinkhof, professor of Neurocognitive Development and Ageing.

On 26 March 2015, Rivke Jaffe, anthropologist and geographer, began a five-year term as a member of the Young Academy of the KNAW. In accordance with a November 2015 announcement, Jason Hessels, astronomer, senior university lecturer at the UvA and staff member at ASTRON will be appointed as a new member in 2016.

Academic integrity

The year 2015 saw university-wide efforts to further develop and anchor a culture of academic integrity. Academic integrity and quality are keystones in the evaluation of all researchers and research projects. All research conducted at the UvA meets the highest academic standards applied within the various disciplines. Over the course of 2015, a working group identified and evaluated the UvA's strategies for ensuring that all research is and remains rooted in the principle of academic integrity.

Professors

Professors are the academic face of the University and the pillars of its research. The quality, image and integrity of professorial staff are an important determinant of the image of the UvA as a whole.

Fifty-four professors gave an inaugural address in 2015, bringing the UvA's total contingent to 546 full professors and 184 professors by special appointment by year's end. The overview of professors by special appointment and organisations responsible for founding special chairs at the UvA is featured in appendix 4. These figures include the AMC-UvA; all other figures that follow below only concern professors employed by the UvA.

Full professors at the UvA hold either a paid or an unpaid appointment. Among the 56 professors holding unpaid appointments at the UvA are emeritus professors who still exercise *ius promovendi* (the right to propose a person for a doctorate) as well as professors who are paid by agencies such



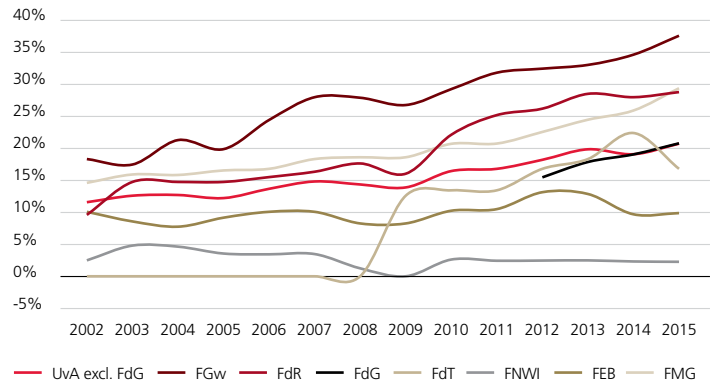
25 MARCH

Five researchers at the UvA and AMC-UvA are awarded Consolidator Grants by the European Research Council: Dominique Baeten, Denny Borsboom, Philipp Koellinger, Eileen Moyer and Claes de Vreese

Data regarding professors at the UvA (excl. AMC-UvA)

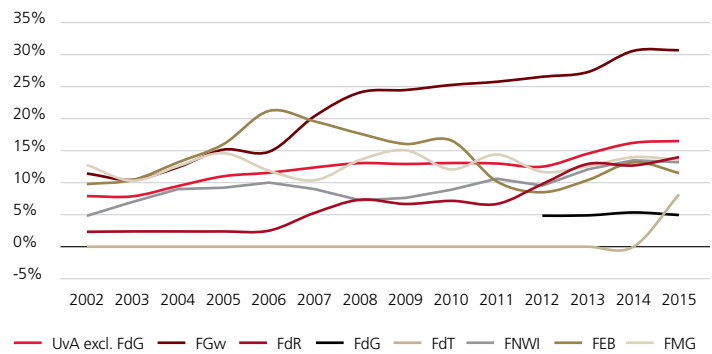
Development in the proportion of female professors (by headcount)

The graph shows the growth in the number of full professors at the UvA, broken down by gender.



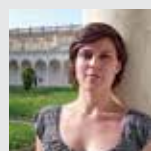
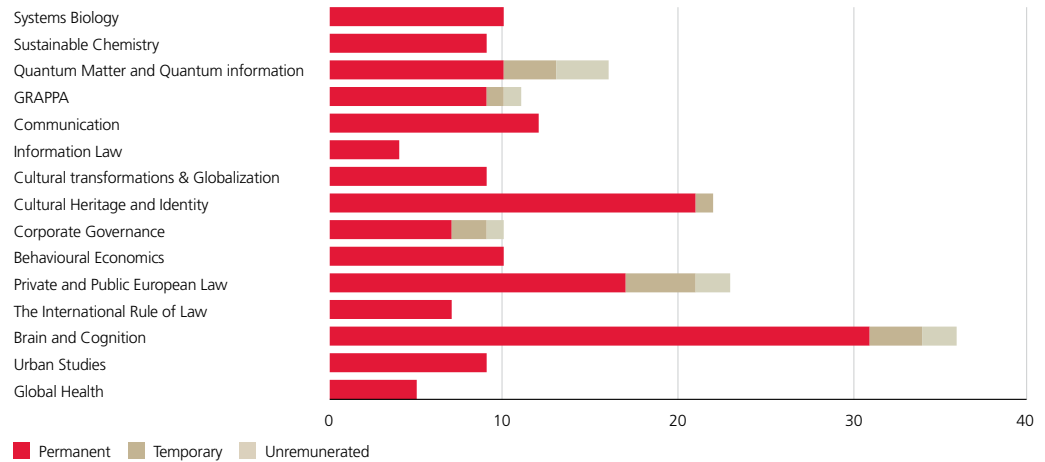
Development in the proportion of professors of foreign nationality (by headcount)

The graph shows the gradual increase in the number of professors of non-Dutch nationality at the UvA.



Allocation by type of ordinary professor (by headcount) by priority area at end 2015 (N=193, excl. FdG)

The graph shows the number of professors affiliated with each of the various UvA research priority areas (excl. AMC-UvA). In total, 146 full professors have no contractual affiliation with a priority area.



26 MARCH

Marije Osnabrugge earns her doctorate following a research study on the integration process of Dutch and Flemish painters in sixteenth and seventeenth-century Naples



as the KNAW and NWO or who hold a part-time professorial appointment at the UvA alongside their principal employment elsewhere. The Faculty of Humanities has the most professors of any faculty at the UvA, with 23 of the total 56. The relationships in which these unpaid professorships are anchored (with KNAW institutes, the City of Amsterdam, the Netherlands Defence Academy, etc.) are of great practical value to both these partners and the UvA.

Six UvA professors hold appointments as University Professors, unaffiliated with any particular faculty. University Professors are expected to provide an impulse to academic developments that transcend traditional disciplines and to contribute significantly to boosting the University's public profile. Our University Professors currently consist of: Robbert Dijkgraaf, Louise Gunning, Henk van Os, Alexander Rinnooy Kan, Patti Valkenburg and Frank Vandenbroucke.

Though it is no longer rare to be appointed at a younger age, almost half of the University's professors are aged 55 or older.

Women are still significantly underrepresented. The UvA has set a target of employing 25% women in top academic positions. The percentage of female professors has risen gradually throughout the UvA and increased from just below 20% to 21% (23% per cent for professors below the age of 60) in 2015. The percentage of women at the AMC-UvA currently stands at 23%, with the percentage of female professors by special appointment at 24% with considerable differences between the faculties. Less than 15% of all professors at the Faculty of Economics and Business and Faculty of Science are currently female.

The proportion of professors from other countries has doubled in the last 12 years, to 17%, commensurate with the UvA's growing international position. The Faculty of Humanities has the largest relative share of professors of non-Dutch origin (31%). The Faculty of Medicine and the Faculty of Dentistry employ a small number of foreign professors (14 out of a total of 226).

Research quality assurance

Since 2003, the Dutch universities, NWO and KNAW have used the Standard Evaluation Protocol (SEP) to evaluate the quality of Dutch research and to report on their use of public research funding.

The new SEP 2015-2021 took effect on 1 January 2015. In view of various key differences with the old SEP, a University-wide information meeting was held on 17 February 2015 in order to offer research directors, researchers and staff members practical guidelines for the preparation of research assessments and internal reviews. Crucially, the emphasis has now shifted towards the own research unit's strategy. In another key adjustment, productivity will no longer be measured on the basis of the number of publications.

No assessment reports were published in 2015. However, the following assessments (organised at national level) were conducted in the second half of 2015: Economics & Business (lead organisation: UvA), Computer Science (lead organisation: UvA/VU) and Mathematics (lead organisation: RUG). The assessment reports are expected to be published in the first quarter of 2016.

Various assessments are also currently being prepared for 2016: Law, Chemistry and Psychology.



27 MARCH

Official opening of the Spinoza Centre for Neuroimaging serves to further strengthen brain research in Amsterdam

Doctoral programmes

In October 2015, UvAPro – the PhD council for the UvA minus AMC-UvA – presented the results of its annual survey (63 respondents). The results highlight differences between individual faculties in terms of appointment policies, funding methods, teaching duties, expected duration of the doctorate completion process, working hours, etc. The Faculty of Humanities has the largest number of external doctoral candidates and the largest number of part-time appointments (0.8 FTE). The projected amount of teaching activities is greatest at the Faculty of Economics and Business; it should be pointed out that 80% of all PhD candidates are eager to contribute to the teaching process. In relative terms, the Faculty of Science and the Faculty of Economics and Business have the largest number of international PhD candidates. As in previous years, international PhD candidates mainly reported problems in the area of accommodations and integration, but were generally satisfied with the level of support offered by the faculty.

While the majority of PhD candidates were (highly) satisfied with the quality of supervision, around 20% felt they were offered insufficient supervision and spoke with their supervisors less than once a month. Some 30% claimed they did not have a training and mentoring plan. Although PhD candidates report a great need for career mentoring, half of all respondents claimed to be unfamiliar with the UvA Student Careers Centre (SCC) and ProActief.

Half of all PhD candidates did not take part in the protests. Although the majority take a positive view of the outcomes, some 10% still feel frustrated. The following issues are paramount to our PhD candidates: temporary appointments, academic career opportunities, the quality of teaching, performance measurement and participation in decision-making processes.

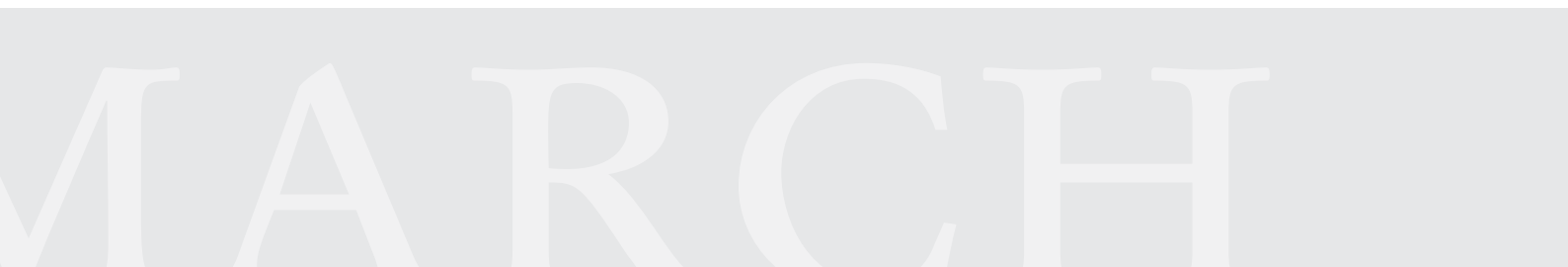
UvAPro has identified three key points for improvement on the basis of the survey outcomes: the use of 0.8 FTE appointments (especially at the Faculty of Humanities), the fact that one quarter of all PhD candidates expect to incur delays as a result of overly ambitious project assignments and the provision of information at the start of the doctoral programme.

For many years now, doctoral programmes have been organised at national research schools accredited by the Research Schools Accreditation Committee, where they contribute to the research units affiliated with that school. With the relative importance of these research schools expected to decline as universities define more clear-cut institutional profiles, doctoral programmes will likely become more closely affiliated with the UvA's graduate schools.

The UvA is currently still a member of several dozen inter-university research schools and coordinates eight such schools; namely:

- Holland Research School of Molecular Chemistry (HRSMC)
- Huizinga Institute – Research Institute and Graduate School for Cultural History
- Institute for the Study of Education and Human Development (ISED)
- Netherlands School of Communications Research (NESCoR)
- Netherlands Institute for Cultural Analysis (NICA)
- The Netherlands Research School for Literary Studies (OSL)
- Research School for Media Studies (RMeS)

In autumn 2013 the Association of Universities in the Netherlands (VSNU) and the association of national research schools, SODOLA, drew up a directive for the financial basis of such inter-university research schools. The research schools coordinated by the UvA already had clear



arrangements in place regarding the contribution of the coordinating institution, and there is no divergence between the directive and these arrangements.

In the case of the Kurt Lewin Institute, however, 2015 saw discussions regarding the contribution required of the UvA as coordinator under the directive, as the existing arrangements make no provisions for any such additional contribution. However, a decision was eventually made to transfer responsibility for coordination of the Institute to Utrecht University effective 1 January 2016.

Research data management

In late 2014 the UvA and the AUAS adopted the Research Data Management (RDM) policy memorandum. Continued access to old research data is crucial for the reproduction of research and for retrieval purposes in the event of doubt regarding the originality or methodological accuracy of results.

The University Library and ICT Services are working together closely within the framework of the RDM program to establish effective research data management facilities for UvA researchers. Given that the support and technology have to meet not only VSNU (Standard Evaluation Protocol 2015-2021), NWO and Horizon2020 standards, but also serve research practice, pilots are first being carried out with research groups at the faculties of Social & Behavioural Sciences, Humanities, Economics & Business, and Science.

The University Library set up a support desk and a website (rdm.uva.nl) in 2014 and added an introductory workshop for researchers to its standard course series.

A Data Protocol Guide was also prepared in collaboration with the University Library over the course of 2015, in support of faculty efforts to elaborate RDM policies. This document serves to explain guidelines from the policy memorandum in further detail. The faculties are currently compiling data protocols at faculty or research institute level. Data stewards are also being appointed to individual faculties or projects. This process should be completed by the first half of 2016. A University-wide networking event will then be organised on behalf of the data stewards, during which the Guide will be evaluated and adjusted if necessary.

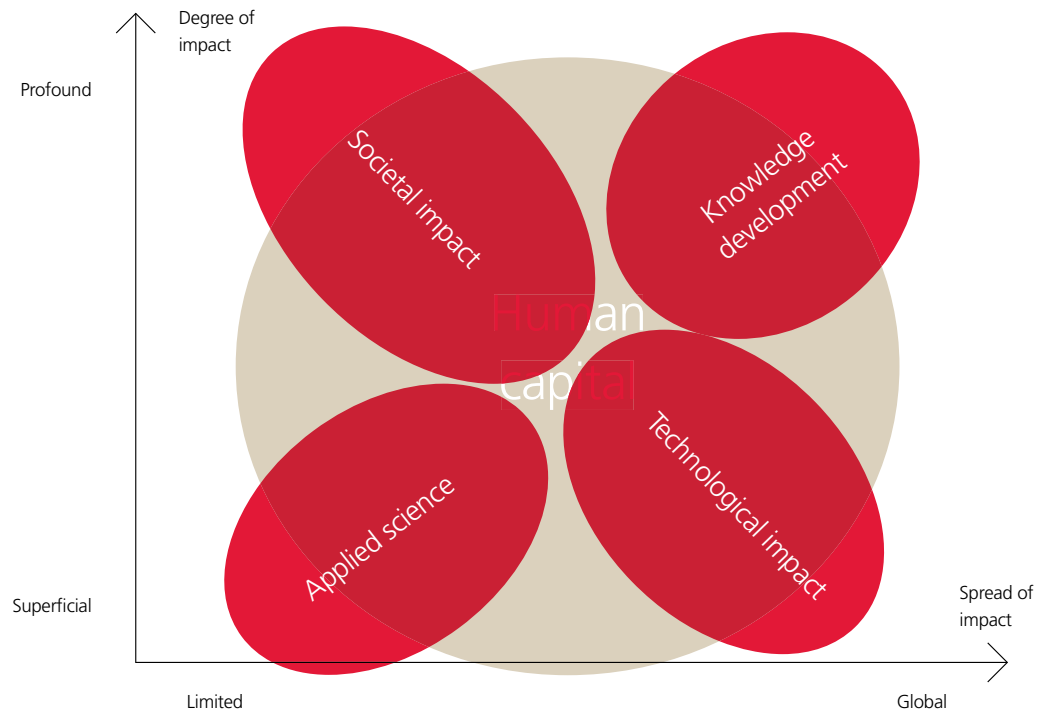
RDM support also calls for various technical facilities. Another project, the RDM Repository, surveyed available repository systems to identify suitable options for research data archiving and/or publication. A European tender for RDM facilities was initiated in late 2015.

I APRIL

The Central Works Council, Central Student Council, De Nieuwe Universiteit (DNU), Humanities Rally (HR), Rethink UvA and unions meet with the Executive Board and agree to establish two independent committees

Valorisation matrix

Spread and depth dimensions of impact

**2 APRIL**

Three UvA researchers, who recently earned their doctorates, receive a Rubicon grant from NWO:
Katerina Chládková, Roy Cox and Iris Groen

APRIL

1.4 Innovation and impact

Ambitions outlined in the Strategic Plan

The University of Amsterdam makes a fundamental contribution to innovation by turning out well-educated students, disseminating knowledge and promoting cooperation between researchers, businesses and government agencies. The new knowledge generated by UvA research creates a fertile breeding ground for innovation. As a hub of leading international research and excellent academics and graduates, the UvA attracts enterprising talent, research-intensive businesses and investors to the region.

Vision on valorisation

The UvA's mission as formulated in its Strategic Plan is a manifestly egalitarian and meritocratic invitation to everyone to develop their talents, but it is also a mission in which the UvA describes itself as an academic community, and not as an institution in pursuit of its own societal ambitions.

It endorses the ties that bind the UvA together as a community and the attitude expected of members of that community. The purpose of the community is merely indicated in broad strokes. The previous Strategic Plan applied the following description: 'the development and transfer of academic knowledge as a source of cultural wealth and a foundation for lasting progress'.

It was also informed by government efforts at the time to ramp up collaboration between universities and industry, of which its Top Sectors policy is an example. Thus, as an academic institution with large humanities and social sciences faculties, the UvA's mission reflects its view that there is no dichotomy between economic and social value.

Everything a university undertakes is directed towards change and advancement and therefore towards some kind of impact. That impact can be measured in terms of breadth and depth, as shown in the above matrix.

For scalable technological innovations to achieve worldwide impact, the clout and capital of states or multinationals will usually be needed. Local and regional impact demand a focus on the people and institutions that make up the socio-economic and geographic region and on their specific cultural and moral values. Equally important in many cases is how the technological innovation will be applied to the real problems and challenges facing society.

The matrix emphasises that the UvA and AUAS see their remit as spanning not just one or two but all of these facets. Higher education is not just about equipping high-achievers to assume top-ranking positions in academia and industry, but also about training the top 50% of youth as set out in the Lisbon Strategy. Higher education should prepare students for a progressive and fast-changing world and help them to develop a critical mindset.



8 APRIL

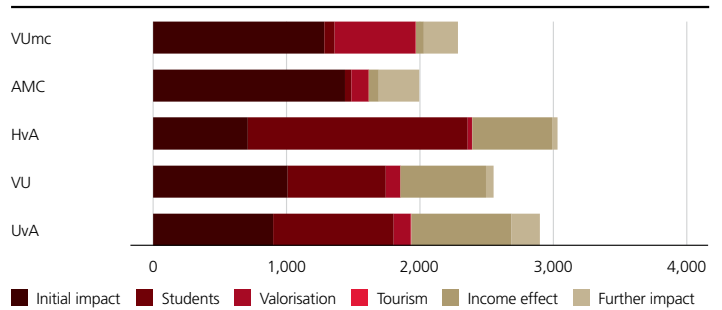
UvA researcher Xinyi Li presents an automatic quality assessment method for Wikipedia pages

Economic impact of the UvA, VU and AUAS

Impact by institution

The graph shows each institution's contribution to the GNP, subdivided into direct spending effects, effect of the student population and valorisation, effect of higher education on income, and other effects on the economy such as healthcare provision at the AMC-UvA and VUmc.

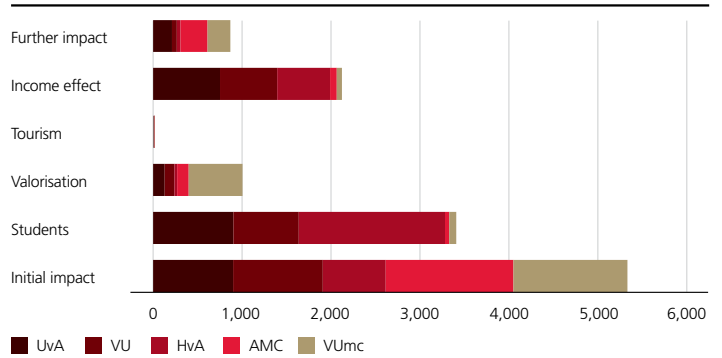
Source: BiGGAR Economics



Impact by source

The graph shows the same effects as above, but totalled across all five institutions.

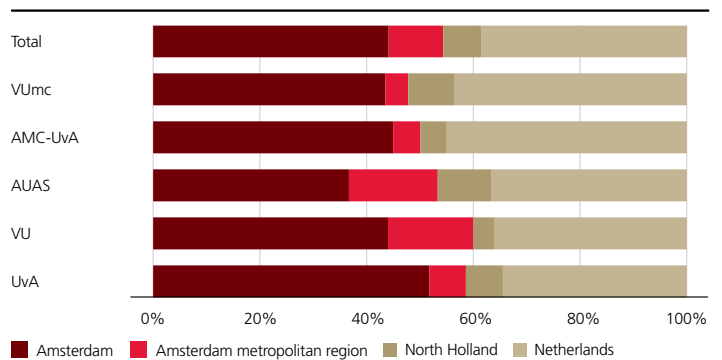
Source: BiGGAR Economics



Regional impact distribution

The graph shows the regional distribution of each institution's contribution to the GNP as calculated on the basis of the location of staff, students and suppliers and on the national accounts system of the CPB Netherlands Bureau for Economic Policy Analysis.

Source: BiGGAR Economics



Key conclusions

The effect of student spending and their role within the labour market on the regional economy is often underestimated. The institutions supply the metro region with highly qualified graduates which in itself drives income level up. Knowledge institutions themselves are an important and economy-proof factor in the city. A sizeable share of the impact is achieved within the metro region itself. Other research institutes (such as the NWO, KNAW, NKI and Sanquin) have not been included; therefore the real valorisation impact is higher

Source: BiGGAR Economics



The nexus between education and research plays an integral role in all of the UvA's degree programmes and fosters a critical, investigative attitude in students. This is crucial for the Netherlands' human capital agenda and to ensure continued economic growth and innovation. The UvA therefore not only primes graduates for the Amsterdam labour market but also prepares the next generation for a future in an increasingly globalised world.

Thanks to its strong ties with the AUAS, the UvA's research extends all the way from alliances with the local SME sector to fundamental research into major global problems, and from collaboration with leading industries to participation in urban and international development challenges. In this vision, cutting-edge research and societal impact take equal precedence.

Amsterdam Knowledge Region

Amsterdam has a population of just over 800,000 people in the city and 2.4 million in the greater metropolitan region. It may be modest in size, but Amsterdam and its urban ecosystem of economic activity, culture and education form the Netherlands' premier knowledge region and can be an active player in the European network of knowledge regions being bolstered by EU programmes such as Horizon2020.

Statistics show that 57% of jobs in Amsterdam require an academic degree, which is more than twice the national average. Financial and professional services, the creative industry, life sciences, information technology, tourism and transport, and food and flowers are the economic trump cards of this metro region.

The OECD *Review of Higher Education in Regional and City Development, Amsterdam*, published in 2010, provided an important and much-needed impetus for collaboration between the city's knowledge institutions and in the triple helix (university, business and government parties).

The report, which also serves as a basis for the AEB, emphasised higher education's importance as an agent of economic and cultural growth, but signalled higher education institutions' failure to amplify their internationalisation strategy to resonate with the global city formation process, as well as the difficulty of connecting higher education institutions and industry. Towards the end of 2015, Scotland-based consultancy Biggar Economics presented the results of a study commissioned by the UvA, AUAS and VU into the impact of these three institutions and their teaching hospitals on the Netherlands, Amsterdam and the region. Biggar published a similar study on the 21 LERU universities in the summer of 2015. According to the results, the UvA's multiplier (total economic contribution divided by direct turnover) is well above the LERU average.

Knowledge-based collaborations within Amsterdam were at the heart of the UvA's 2012 profile and performance agreements with the Ministry of Education, Culture and Science. Chapter 6 reports on this aspect in detail and discusses the embedment of valorisation policies within the institution.

8 APRIL

Minister Bussemaker visits the Agnietenkapel to discuss the accreditation system with the UCO

The UvA in public bodies and committees

AMC-UvA

Prof. Marcel Levi	Member, Board, ZonMw (vice-chair)
Prof. Pim van Gool	Chair, Health Council of the Netherlands
Prof. Pim van Gool	Acting Chair, Board, ZonMw
Prof. Marianne de Visser	Member, Executive Board, NWO
Prof. Johan Legemaate	Judge, Central Medical Disciplinary Court
Prof. Johan Legemaate	Member, Advisory Board, Dutch Data Protection Authority
Prof. Sjoerd Repping	Deputy member, CCMO
Prof. Patrick Bossuyt	Chair, WAR Zorginstituut Nederland
Dr Jan Prins	Member, WAR Zorginstituut Nederland
Dr Sara-Joan Pinto-Sietsma	Member, WAR Zorginstituut Nederland
Prof. Mirjam Sprangers	Deputy member, CCMO
Prof. Hans van Goudoever	Member, Health Council of the Netherlands
Prof. Raoul Hennekam	Member, Health Council of the Netherlands
Prof. Joost Hoekstra	Member, Health Council of the Netherlands
Prof. Gemma Kenter	Member, Health Council of the Netherlands
Prof. Johan Legemaate	Member, Health Council of the Netherlands
Dr Corrette Ploem	Member, Health Council of the Netherlands
Prof. Tom van der Poll	Member, Health Council of the Netherlands
Prof. Hans Romijn	Member, Health Council of the Netherlands
Prof. Bert Schadé	Member, Health Council of the Netherlands
Prof. Ellen Smets	Member, Health Council of the Netherlands
Prof. Karien Stronks	Member, Health Council of the Netherlands
Prof. Dick Willems	Member, Council for Public Health and Health Care

FdR

Prof. Andre Nollkaemper	External international law adviser to the Ministry of Foreign Affairs
Prof. Natali Helberger	Member, EC advisory committees on Horizon2020 programme
Dr Lucie Guibault	Member, EC advisory committees on Horizon2020 programme
Prof. Evert Verhulp	Member, SER

FEB

Prof. Henriette Maassen van den Brink	Chair, Education Council
Prof. Martijn Hesselink	Permanent adviser to European institutions in the area of contract law
Prof. Barbara Baarsma	Crown-appointed member, SER
Prof. Casper van Ewijk	Advisory member, SER Committee on Future of Pension System
Prof. Casper van Ewijk	Academic Partner CPB
Prof. Arnoud Boot	Netherlands Authority for the Financial Markets, Capital Market
Prof. Arnoud Boot	Committee
Prof. Jan Bouwens	Chair, Banking Committee, De Nederlandsche Bank

FGw

Prof. Fred Weerman	Member, Supervisory Board, Ons Middelbaar Onderwijs
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FMG

Prof. G.T.M. ten Dam	Crown-appointed member, SER
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FNWI

Prof. Wytse Wadman	Member, Supervisory Board, KNAW/Fryske Akademy
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University Professor

Prof. Louise Gunning-Schepers	Crown-appointed member, SER
Prof. Alexander Rinnooy Kan	Chair, Supervisory Board, De Nederlandsche Bank
Prof. Alexander Rinnooy Kan	Chair, 2012 Police Act Evaluation Committee

10 APRIL

The preliminary relief judge of the Amsterdam District Court orders the occupying activists to leave the Maagdenhuis and decides that the announced festival will not be allowed to take place due to safety reasons

Examples of valorisation activities at the UvA

The University's vision on valorisation can be illustrated with examples from nearly every UvA research area. For the purposes of this Annual Report, we have selected various current examples that exemplify the multifaceted nature of the impact and applications of science developed at the UvA, although the list is not exhaustive and may inevitably lead to disappointment among those whose work has not been highlighted.

The importance of international law

André Nollkaemper, professor of International Law and dean of the Faculty of Law features in a YouTube video explaining the importance of multilateral international agreements on issues such as the fight against crime and terrorism, climate change and the protection of human rights. Nollkaemper also serves as external international law adviser to the Ministry of Foreign Affairs. He conducts research on the international applications of our national law system's core legal functions. This concerns aspects such as legality, legal certainty and the legal safeguards put in place to protect individuals against the state. Examples of key problems in this area include the balance between upholding international law and national sovereignty. As a part of her research within the International Rule of Law priority area, doctoral candidate Christine Ahlborn is conducting a study on the international responsibility of states and international organisations. She explains her fascination with the subject in the film clip.

Oefenweb: innovative and adaptive education

In addition to more efficient teaching methods, the current digital era allows for a more enjoyable and challenging learning process. Oefenweb is currently developing online learning environments for adaptive education on the basis of this notion, under the supervision of Han van der Maas. Well-known examples include Rekentuin, Taalzee and Words&Birds, which are currently used by 280,000 children to practise arithmetic, language and English at their own individual level.

Oefenweb is a UvA spin-off established in 2009 by UvA Holding and the Psychological Methods programme group. All Oefenweb software is based on the adaptive measurement system developed at the UvA. The system tracks players' development and ensures that they are automatically given assignments and feedback at their own individual level while consistently answering the majority of questions correctly. As a result, the process of practising is both challenging and effective for every type of player. The results of both players and groups can also be monitored in detail.

Oefenweb products serve to bridge the gap between research and education. Oefenweb is a spin-off of UvA research activities, and is independent of any specific course. Oefenweb products also gather anonymised data in aid of scientific research on children's learning processes, creating synergy between research and the day-to-day educational practice.

'An Industry Approach Transforms Healthcare'

The University Medical Center Groningen and Amsterdam Business School (of which Ronald Does and IBIS UvA make up part) won the EFMD Excellence in Practice Gold Award. The EFMD is the European Federation for Management Development. This prize is awarded annually in recognition of Learning & Development programmes with major impact, excellent programme management and operational excellence.



11 APRIL

The Maagdenhuis is cleared after a six-week occupation

In the words of the jury report: ‘This case details a significant change agenda in which the partners demonstrated a clearly articulated purpose and explicit business targets. The whole Medical Center was mobilised to facilitate the transfer of a business improvement approach to the health sector. The programme was based on a systematic approach to development, including a change in culture. Both partners demonstrated excellent use of knowledge transfer. The case is backed up with substantial quantitative impact evidence, clear results and an increased ROI through financial savings.’

Arts and natural sciences bundled under a single roof

From ICT technologies that can analyse the working methods of renowned painters such as Bosch to research on the social and historical context of painted halls such as the Oranjezaal: integrated research within the Netherlands Institute for Conservation, Art and Science (NICAS) offers a solid basis for the development of more effective restoration and conservation techniques, the selection of optimal storage conditions and more thorough understanding of art objects and their history.

NICAS serves as a bridge between art history, conservation and the natural sciences. The institute is an alliance between the Faculty of Humanities, Faculty of Science, Rijksmuseum, Cultural Heritage Agency of the Netherlands, NWO and TU Delft.

NWO awarded NICAS 5 million euros for a period of five years. In February 2016, NICAS prepared a memorandum in collaboration with the Metropolitan Museum of Art (New York) in an effort to facilitate international research in the area of sustainability and art. The parties then established a partnership with the J. Paul Getty Trust in order to promote international research on art objects from the perspective of the natural sciences and art history. This project, entitled Computing in Art History and Heritage Conservation, is being headed by Robert Erdmann, professor by special appointment of Conservation and Restoration.

QUVA Lab: a public-private research lab

In the summer of 2015, the UvA and Qualcomm Technologies, Inc. – global leader in mobile technologies – launched a joint research laboratory. The QUVA Lab headed by Max Welling and Arnold Smeulders is a part of the UvA’s Informatics Institute and researches advanced machine learning technologies for the processing of sensory data, including image recognition on mobile and embedded systems.

The QUVA Lab will enable the UvA to expand its research in the area of Computer Vision and Deep Learning. The collaboration will help Qualcomm develop more intelligent smartphone cameras, robots, driverless cars and Internet-of-Everything applications.

Opening clogged brain vessels

Patients to have suffered a serious cerebral haemorrhage will recover more rapidly and effectively if the clogged brain vessel can be opened up quickly with a catheter. This is the conclusion of the MRCLEAN trial, a project headed by doctors from the AMC-UvA, ErasmusMC and Maastricht UMC with the participation of 19 Dutch hospitals. Charles Majoie, professor of Neuroradiology and Yvo Roos, professor of Acute Neurology, were charged with leading the project on behalf of the AMC-UvA.

Cerebral haemorrhages generally have serious consequences, such as speech impediments and paralysis. Acute treatment with an anti-coagulation agent only works in one in ten patients. Under the new method, a thin catheter is inserted into a blood vessel through the groin, and subsequently pushed through to the clogged brain artery. The blood clot is then removed through the catheter.



16 APRIL

Albert Polman, professor of Photonic Materials for Photovoltaics, holds his public lecture in Theater Frascati rather than the UvA Aula (the customary venue)

Patients recover more effectively and experience less problems walking, getting dressed and carrying out their day-to-day activities. Brain scans of patients to receive the new treatment also show less brain damage.

Each year, some two thousand Dutch citizens will be eligible for this new form of treatment. As a result, a large number of patients can be spared the burden of living with a serious impediment.

The treatment has since been adopted by hospitals and treatment centres around the world. The American Heart Association/American Stroke Association adjusted its guideline for the endovascular treatment of patients with an acute cerebral haemorrhage in 2015, prompted in part by the results of the MRCLEAN study.

UvA Institute for Advanced Study

Proposed measures outlined in the Strategic Plan include the establishment of an Institute for Advanced Study (UvA IAS) in which researchers, business and government parties work together to develop innovative solutions. This intention took concrete form in 2015, to the extent that the UvA IAS is now set to open its doors in September of 2016.

The UvA IAS will be addressing some of the major challenges currently forcing humanity to cross over traditional inter-disciplinary boundaries. The analysis of fundamental processes will no longer suffice, as we shift our emphasis to their mutual interaction and the unpredictable behaviour of complex systems. Traffic, the weather, urban societies, the financial and energy markets, migration, the spread of social and health problems – these are just a few examples of the complex, interrelated and rapidly changing systems that call for new forms of thinking and understanding.

This effort to fathom, quantify and cope with complexity and mutual interdependencies represents one of the greatest scientific challenges of our time. In the words of Stephen Hawking in an interview with the San José Mercury News of 23 January 2000:

I think the next century will be the century of complexity. We have already discovered the basic laws that govern matter and understand all the normal situations. We don't know how the laws fit together, and what happens under extreme conditions. I expect we will find a complete unified theory sometime this century. There is no limit to the complexity that we can build using those basic laws.

Nevertheless, education, research and academic structures – as well as the underlying financing – are largely established along disciplinary lines. The UvA IAS will thus be striving to break through disciplinary paradigms, shift the methodological and theoretical boundaries of complexity as a scientific discipline and actively contribute to the academic quality of the UvA and the synergy between its faculties.

Unlike some other Institutes for Advanced Study, the UvA IAS will be intrinsically linked to the University, located at an appealing location in the Amsterdam City Centre Campus and closely involved in the full breadth and depth of scientific research activities in Amsterdam. Unlike the KNAW's NIAS institute, the UvA IAS will consistently focus on specific themes, inviting fellows from Amsterdam and the wider world to spend several months jointly researching aspects of the selected themes within the framework of the overarching issue of complexity.

The official opening of the UvA IAS will coincide with the international Conference on Complex Systems, set to take place in Amsterdam in September 2016. The institute will work closely with the Netherlands Platform for Complex Systems, a recent initiative by NWO and TNO in collaboration with various large industrial companies. The UvA IAS also represents a valuable contribution to the AEB's strategic agenda.

The UvA's ongoing relationship with alumni

The UvA places great value on its relationships with alumni, and through them, broader society. UvA alumni occupy various and sometimes key positions in business, public organisations, media and government; as participants in and disseminators of a shared experience and common cause, they can clearly help to strengthen the UvA's reputation.

The UvA values the continued commitment and involvement of its employees and students and strives to ensure that its objectives are familiar to and supported by external stakeholders in the Netherlands.

Together, the UvA and its umbrella alumni network of the Amsterdam University Association (AUV) pursue an alumni policy aimed at strengthening ties between alumni and academic practice at the UvA and between alumni themselves. Alumni are informed about research results, developments at the University and the UvA's range of programmes and products, and are invited to attend a broad range of activities.

The effectiveness of this policy was underlined by a previous survey among alumni: two thirds still reported a sense of connection with the UvA. The University's activities and services are highly appreciated. SPUI, the half-yearly alumni magazine, is both well-known and highly appreciated, while the annual University Day also remains a popular event.

University Professor Robbert Dijkgraaf was main speaker at this year's edition of the University Day on 6 June. As his lecture *At the boundaries of the cosmos* illustrated, we are currently – one hundred years since Albert Einstein first formulated his theory of relativity – on the crest of new experiments set to shift the boundaries of our knowledge. Some 1,400 alumni and children attended the academic programme in the city centre and Parent-and-Child programme at Amsterdam Science Park. Roosmarijn Goldbach received the 2015 UvA Thesis Prize in recognition of her Master's thesis during the closing event. Goldbach studied Logic and wrote a thesis entitled *Modelling Democratic Deliberation*, which strives to explore the potential foundations for a new type of democracy. It represents a valuable contribution to the development of deliberate democracy, an alternative to the current representative democratic system. Second prize went to Jurn Heinen, Chemistry alumnus, while third prize went to Alexander de Leeuw, Information Law.

The AUV, originally established in 1889 as part of an effort to raise funds for a new auditorium, continued its steady growth in 2015 to a total of 8,900 members. Three new chapters were established at the annual AUV members' day in November: the English-language Alumni Network Brain and Cognitive Science, the Physics Alumni Chapter and IANA, the Alumni Chapter for Natural and Social Sciences and Future Planet Studies. The total number of AUV alumni chapters now stands at 33.

This year's AUV Day was themed 'Freedom' in commemoration of the 70th anniversary of the liberation of the Netherlands. As main speaker Gerdi Verbeet, chair of the National 4 and 5 May



17 APRIL

Bob ten Cate, emeritus professor of Experimental Preventative Dentistry, is named Knight in the Order of the Netherlands Lion

Committee, emphasised in her keynote speech, freedom of expression also requires that we listen to other people's views. Verbeet also took the opportunity to call for broad dialogue. AUV chair Carina Benninga also discussed the issue of freedom. She shared a personal story about her grandfather, who – as a Jewish student – already experienced discrimination in the nineteen twenties.

The AUV Alumni Prize, awarded annually to young UvA alumni in recognition of appealing projects that contribute to broader society, went to Maartje Piersma. Piersma is responsible for establishing Solar World Cinema, a project that offers people living in remote areas access to films through a mobile open-air cinema powered by solar energy.

On the whole, older alumni are more actively involved and made more active use of services and activities than younger alumni. Despite being common to international alumni relations, the outcome did prompt efforts to diversify the range of activities on offer. The Alumni Relations Office and University Fund (BAU) responsible for these activities will be expanding the range offered to the various sub-target groups. The Parent-and-Child programme – an activity for people in their thirties and forties with school-age children offered as a part of the University Day – will be further developed. The AUV will also be developing specific activities for young alumni. Recent graduates can take part in career activities organised by the UvA Student Careers Centre free of charge or at reduced rates for a period of one year. In 2015, the Centre also set up a new database of current work placement opportunities and vacancies in various disciplines.

International alumni represent another subgroup with specific needs. Non-Dutch alumni also receive an English-language digital newsletter with targeted information on activities abroad and other aspects. In 2015 UvA Alumni Chapters organised activities in Beijing, Shanghai, New York and St. Petersburg, while a fifth international UvA Alumni Chapter was established in London.

Fundraising

Alumni also express their continued commitment to the UvA through financial contributions to the independent Amsterdam University Fund (AUF) foundation. In 2015 approximately 2,250 donors, the great majority of which previously attended degree programmes at the UvA, contributed to the growing and vibrant scientific practice and student life at the UvA. The number of donors grew by more than 250 in comparison with 2014.

The proceeds from the Annual Fundraising Campaign, the annual fundraising effort among alumni and UvA employees, have been on an upward trend for several years now. With around 130,000 euros raised in 2012, donors brought in a total of over 175,000 euros in 2015.

The campaign supports a diverse range of projects from year to year in the areas of academic cultural heritage, research, travel and student grants, and student facilities. Projects for 2015 include the restoration of books from the Artis Library collection, the digitisation of University Library books dating back before 1874, Amsterdam Excellence Scholarships (scholarships for international students) and the Amsterdam Student Day.

18 APRIL

Louise Gunning tenders her resignation as president of the Executive Board following the previous day's ruling by the Joint Meeting; Rector Magnificus Dymph van den Boom is named acting president

Three new Registered Funds were established in 2015:

- The Wim Crouwel Fund for Graphic Design (target capital: 45,000 euros)
- Prof. V. Halberstadt Fund for study trip scholarships for Economics doctoral candidates (target capital 50,000 euros)
- Dieter Brüll Fund for Tax Law (legacy)

Daarnaast werd in diverse bestaande Fondsen op Naam geld bijgestort. Zo continueerde alumna Geneeskunde Clementine Dalderup het fonds dat zij in 2014 instelde voor UvA-onderzoek naar de bijwerkingen van geneesmiddelen onder vooral oudere zieke mensen.

Additional contributions were also made to various existing named endowment funds. For example, Medicine alumnus Clementine Dalderup extended the fund she originally established in 2014 to facilitate UvA research on the side effects of medicines on – mainly older – patients.

The AUF's revenues totalled over 2.8 million euros in 2015. In the autumn of 2015, the AUF was informed that it would be receiving an exceptionally substantial donation from the legacy of an alumnus who previously studied Psychology at the UvA in the 1960s, and had been a member of the AUF since its inception. The first 1.8-million euro instalment was effectuated before the end of the year. The actual scope of the donation will become clear over the course of 2016, after which the foundation management will allocate the funds in accordance with the donor's wishes.

In 2015, the AUF disbursed close to 1.1 million euros. Besides the projects showcased during the Annual Fundraising Campaign, contributions were also made to numerous other research and heritage projects and student facilities. Financial support was also provided to special chairs in fields including legal pluralism, historiography, marine microbiology and logic. Academic prizes and a large number of student travel grants were also awarded.

The latter grants enabled students to travel to numerous institutions around the world, from Michigan to Melbourne, and from Toronto to Cape Town and Hong Kong.

The AUF also contributed to various exhibitions, including *Op zoek naar Van Santen & de kleuren van de Gouden Eeuw* in the UvA's Special Collections Library and the pop-up museum organised by the Dutch television programme *De Wereld Draait Door*, which officially opened in the Allard Pierson Museum in 2015 and will be organising a second exhibition in 2016.

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



23 APRIL

NWO awards a Museum Grant to Rooske Franse, senior Education project manager at NEMO, and Maartje Raijmakers, professor by special appointment of Cognitive Developmental Psychology at the UvA





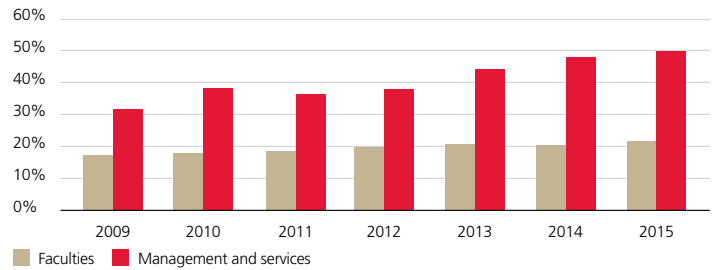
Nicole Oudhof, Chemistry student, wants to follow in Marie Curie's footsteps to become an important chemist.

PRIL

Data on internal social policy

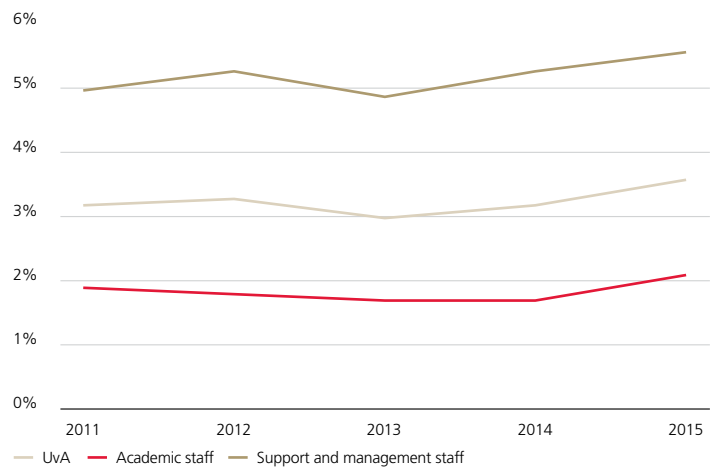
Percentage of women in top-level positions (scale 15+)

The number of female professors is relatively low, but exceeds the national average of 17%. At the service units, the share of women in higher-level positions is almost 50%.



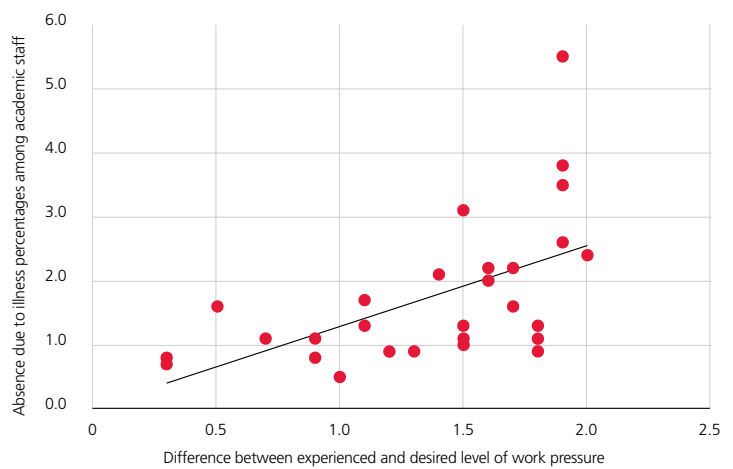
Percentage of absences due to illness by staff category

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



Absence due to illness percentages among academic staff

The Employee Monitor measures work pressure in terms of the difference between the experienced and the desired level of work pressure on a scale of 1 to 10. The graph shows work pressure ratings alongside absence due to illness figures for each department. The figures are from 2015.



29 APRIL

UvA degree programmes make a leap in the QS World University Rankings; 11 programmes are now ranked in the top 50 for their specific discipline



2. Organisation and operational management

2.1 Talent policy

Ambitions outlined in the Strategic Plan

The UvA is a professional employer capable of recognising, developing and challenging talented staff at all organisational levels, and is recognised around the world as a breeding ground for talent. Job mobility – both within the Netherlands and internationally – is set to grow as the line between temporary and permanent contracts continues to blur. All employees are expected to work on their own sustainable employability, taking personal responsibility for their own development and contributions to the UvA community. The UvA will support them in this process. Collaboration with our AAA partners will serve to further increase the potential for job mobility.

The strategic HR agenda

In 2014, the UvA was awarded the European ‘HR Excellence in Research’ quality mark on the basis of its policy plans for academic staff. Among other aspects, these plans detailed the development of strategic personnel plans (coordinated career and research policy) and the monitoring of outbound PhD students and researchers to gain insight into their prospects on the labour market. The plans are part of the 2015-2020 HR agenda.

The 2015-2020 HR agenda, which sets out the UvA’s HR policy in line with the Strategic Plan 2015-2020, was drawn up with the approval of the representative advisory bodies in late 2015. This came in the wake of protests in the spring of that year, which also highlighted numerous criticisms and issues in the area of HR matters. The agenda designates the following five HR themes as policy priorities:

- strategic staff planning
- annual consultations
- career development policy
- leadership development
- appropriate ratio between permanent and temporary workers

In response to the annual staff satisfaction monitor, which repeatedly identified excessive workloads at specific positions and departments, this aspect was included in the HR policy agenda as a planning criterion for the development of strategic personnel planning.

All HR policies should be designed to ensure the long-term employability of our staff members. The concept of long-term employability centres around employees that are well-equipped for the longest possible productive working life. Employees are responsible for ensuring their own long-term employability: the UvA expects its staff members to work on their continued professional development as a part of their employment relationship. The UvA is responsible for encouraging and supporting its employees in this process. The UvA’s HR policy should thus be regarded as a talent policy in the broadest sense of the word, offering all staff members the opportunities they need to develop their talents.

According to the HR policy objectives in the Strategic Plan 2015-2020, constructive annual consultations in which HR policy-line agreements are made at the individual level must have been held with all UvA staff members by 2020 at the latest. This indicator was the subject of justifiable criticism, in view of the fact that annual consultations should already be the de facto standard in 2015 rather than 2020.



29 APRIL

Dymph van den Boom, Acting President of the Executive Board, advocates greater autonomy and self-regulation during a round-table meeting in the House of Representatives

The Executive Board opted to include this indicator nonetheless, in view of the annual consultations' position as the nexus of all HR policy aspects. This is underlined by the use of the word 'constructive'. Academic and support staff members can opt to discuss UvA Q reports during their annual consultations in order to ensure that teaching results and developments are emphasised alongside research results.

UvA internal social policy

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

Remuneration policy is determined by the CAO NU and the University Job Classification System (UFO), which distinguishes 18 wage scales. The gross annual salary of the highest-paid employee was 7.26 times that of the lowest-paid employee in 2015; the highest-paid board member received 6.46 times as much.

There are no variable or performance-based remunerations. In 2015, 1.53% of payroll costs were for allowances, with 0.91% in individual allowances pursuant to the provisions of the CAO NU and 0.20% in reimbursements of expenses.

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

- increase the number of women in top-level positions (scale 15+);
- 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).

The UvA has been working to increase women's participation in more senior positions (including chairs) for several years now. Despite passing the 20% mark in 2015, the number of female professors is only seeing gradual growth; women's participation in other positions is showing more positive development towards the target of 50%.

Despite their satisfactory current levels, absence due to illness and the frequency of absence showed an unfavourable trend in 2015, growing from 1.7% to 2.1% among academic staff (WP) and from 5.3% to 5.6% among support and management staff (OBP). The graph detailing monthly absence rates does not show any major correlations with the unrest in the spring of 2015, with the exception of the Faculty of Humanities where May saw a minor spike in absence due to illness. In fact, the past few months saw a slight rise in absence rates, with the greatest increase among academic staff at the Faculty of Science and Faculty of Social and Behavioural Sciences. The main policy instruments in this connection are the University's occupational health and safety policies.

Both the Employee Monitor and the Institutional Quality Assurance Audit identified work pressure as an important policy issue to be tackled in the years ahead.

Work pressure is measured in terms of the difference between the experienced and the desired level of work pressure on a scale of 1 to 10. A policy memorandum on the subject was prepared in early 2014, and the issue remains high on the HR agenda. Work pressure that is (or is experienced as) high is not only a social policy issue but also a risk factor for absenteeism due to illness.

One factor that contributes to work pressure among researchers is the pressure to publish. Though

the Executive Board emphasises the quality and impact of publications over the number of publications, the previous Standard Evaluation Protocol (SEP) and, in some cases, faculty careers policies made the number of publications a real concern for certain researchers. Under the new SEP 2015-2021, drawn up under the chairmanship of the UvA's Rector Magnificus, the individual criterion of productivity has been removed and made subordinate to each research unit's own strategy.

Young talent at the UvA

This spring, a number of young staff members established the Young UvA/Talent Factory network for employees under the age of 36. Young UvA will be seeking to become a broadly-supported platform dedicated to the development of both its members and the University as a whole. The network will help to connect young employees in order to promote greater involvement with the University, mutual cooperation and the exchange of knowledge. The UvA will play a facilitative role in this process, helping members to develop their own initiatives.

UvAPro has also been representing the interests of doctoral candidates at the UvA for some time now. Although UvAPro is not an official part of the University's legal representative advisory structure, the UvAPro board does serve as an important negotiation partner for the Executive Board on all matters concerning doctoral candidates at the UvA and AMC-UvA.

The UvA as a public employer

As a major public employer, the UvA takes a natural interest in people with disadvantages on the labour market. The UvA runs a programme to help academically trained refugees to gain a better foothold in the labour market.

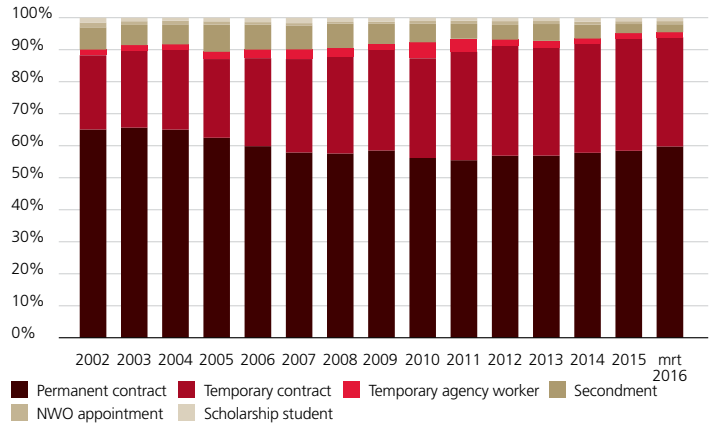
A large number of refugees from war zones such as Syria, Iraq and Eritrea entered Europe and the Netherlands during the second half of 2015. Initiatives aimed at helping these refugees have been developed at various levels within the UvA organisation. However, these efforts run the risk of raising expectations among those involved – in view of the UvA's status as a government body – before their status is officially decided. In order to address this issue, the Executive Board has made another effort to announce and explain the UvA's policy on academic and other refugees. The dean of admissions, Marjoleine Zieck, is coordinating the various activities.

The UvA is maintaining administrative-level contacts with the Amsterdam municipal authorities in order to effectively harmonise policies in this area. The University renewed its current partnership agreement with the Foundation for Refugee Students (UAF) in February 2016.

Temporary appointments

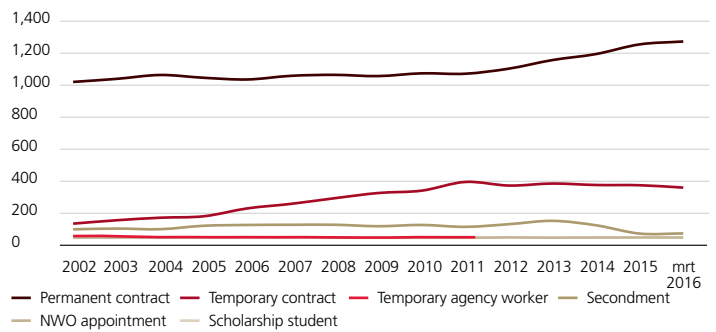
Employment relationships at the UvA by type of employment contract

The graph shows the ratio between permanent and other appointments for the UvA as a whole. Despite having stabilised in 2011, the trend towards more temporary appointments has yet to be reversed.



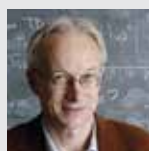
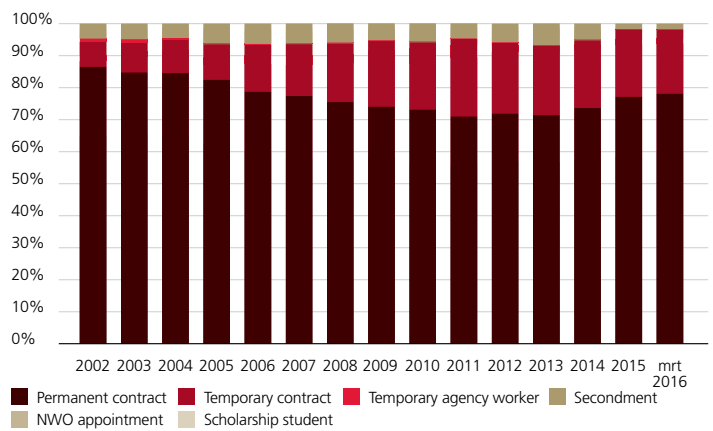
Teaching staff at the UvA by type of employment contract

The graph shows the number of appointments in the ranks of professor, senior university lecturer, university lecturer and lecturer for each appointment type.



Teaching staff at the UvA by type of employment contract

The graph shows the distribution of appointments in the ranks of professor, senior university lecturer, university lecturer and lecturer over the various appointment types.



30 APRIL

Logician Johan van Benthem, emeritus university professor at the UvA, is named Foreign Honorary Member of the American Academy of Arts and Sciences



The UvA participates in the international Scholars at Risk network, set up to promote academic freedom and assist academics under threat of persecution, including by offering them temporary accommodation.

The UvA will be continuing its agreements with Pantar, Amsterdam's sheltered employment organisation which helps disadvantaged young people and people with partially-reduced work capacity to gain work experience. These agreements concern services such as facility, bicycle, site and waste management.

In accordance with the Participation Act (effective as of 1 January 2015), the UvA has prepared an action plan in collaboration with the AUAS in order to create more jobs for people with occupational disabilities over the coming years. In addition to service sector jobs, this also includes education and research positions.

Diversity

The UvA is committed to maintaining a diverse workforce that includes a wide spectrum of talents, competences and skills. Social or ethnic backgrounds, sexual orientation or beliefs generally play no role in UvA policies.

The Diversity Committee, a sub-committee of the Democratisation and Decentralisation Committee, is set to conduct a study on diversity and inclusiveness at the UvA. The results will serve as a basis for recommendations to be issued in 2016, which will be incorporated into the Democratisation and Decentralisation Committee's report to the academic community.

Women are still under-represented in the higher academic positions (professors, senior university lecturers, institute directors) at the UvA; this is also the case at other Dutch universities. At the end of 2015, the percentage of women occupying these higher positions remained unchanged from 2014, at 23%. At year-end 2014, the percentage of women in more senior support staff positions (policy directors, directors of operational management, service department directors and UvA Secretary General) totalled 49%. This percentage had dropped to 42% at the end of 2015.

The Executive Board decided to open four contemplation rooms at the four UvA campuses this past autumn. Staff and students can retreat to the contemplation room to enjoy a moment of silence. The Executive Board previously took the position that a secular university does not need separate rooms for the purpose of meditation, prayer or contemplation. Following letters from the ASVA Student Union, the Central Student Council and various faculty student councils recommending the establishment of contemplation rooms in aid of greater inclusiveness and diversity, the Executive Board decided to facilitate four such rooms. The Executive Board formulated the following house rules (subject to approval by the representative advisory bodies) on the basis of the proposal made by the Central Student Council:

- The contemplation room is open to staff and students.
- The contemplation room is meant for those individuals who wish to escape from the bustle, to briefly meditate or be alone with their thoughts, for example.
- Users of the contemplation room are asked to respect the silence.
- Users are strictly forbidden from claiming or appropriating the contemplation room in any way by means of decorations, inscriptions, furnishings, layout or behaviour.
- Personal attributes are allowed, provided that they are removed again after use.

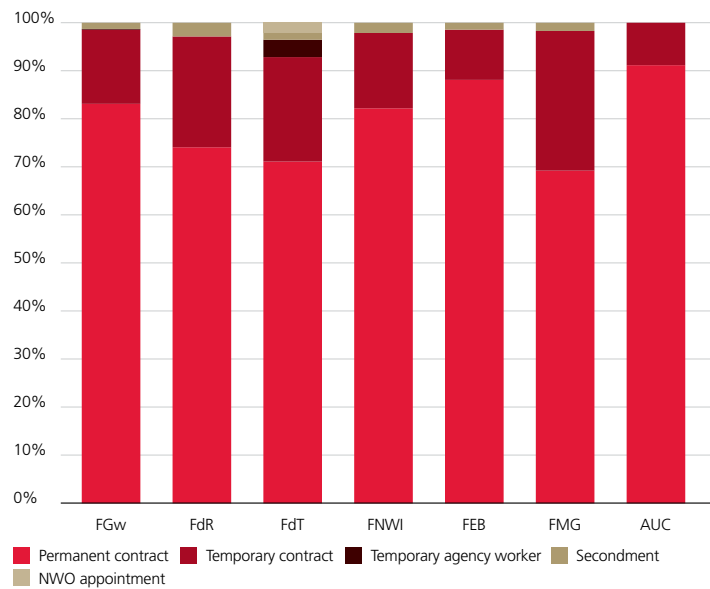
9 MAY

The voting period for the 2015 Student Council elections is extended due to late submission of the list of candidates for the Mei student party and resulting proceedings

Temporary appointments

Temporary teaching staff by faculty

The graph shows the distribution of appointments in the ranks of professor, senior university lecturer, university lecturer and lecturer over the various appointment types, per faculty (reference date: March 2016)



Recommendations by the Temporary Personnel Committee (March 2016)

- Clear personnel capacity planning
- The UvA as a single legal employer
- Own-risk bearer status under the Unemployment Insurance Act should not be an incentive to temporary employment
- Overhead costs should not be an incentive to temporary employment
- Internal labour market for internal mobility of temporary staff
- Development opportunities for temporary staff
- No displacement by guests
- No avoidance schemes
- Increase in working hours with reference to an existing appointment
- Duty to give reasons for temporary employment
- Permanent employment not to be used as a form of promotion
- Minimum term and scope of temporary employment contract
- No additional agreements that compromise the legal status
- Retention of hours on conversion



12 MAY

The KNAW appoints UvA professors Irene de Jong, Joost Reek, Richard Ridderinkhof and Huib Bakker as members; UvA honorary doctorate recipient Chryssa Kouveliotou is also awarded membership

Workforce capacity and appointment policies

The UvA's workforce capacity increased by 127 FTEs in 2015 to a total of 4,633 FTEs. Academic staff increased by 98 FTEs, with the greatest growth at the Faculty of Science (82 FTE). Support staff grew by 29 FTEs. This growth took place at both the faculties (22 FTE) and service units (7 FTE). The share of academic staff in the overall workforce picked up further from 58.5% to 59%.

The ratio between permanent appointments and other temporary and flexible employment relationships was the subject of much attention over the past year, from the protest movements in the spring to the preceding CAO negotiations.

Effective 1 January 2015, the CAO NU contains restrictive measures on the duration and number of consecutive temporary employment contracts. As regards teaching positions, the number of temporary employment contracts has been set at a maximum of 22%. This measure will be evaluated at the end of 2016. The teaching positions in question concern professors, senior university lecturers and university lecturers, and lecturers.

Effective management of the flexible workforce has been on the agenda since the Strategic Plan 2011-2014. Although this focus did stem the trend towards more temporary appointments, no corrections were implemented to compensate for the past.

In October 2013, the Central Works Council issued an unsolicited recommendation entitled Flexibility and uncertainty at the UvA: a recommendation on flexible employment relationships. Consultations were initiated with the employee organisations represented in the Local Consultative Body and the HRM committee of the Central Works Council in early 2015, in order to develop university-wide HR policies that ensure a suitable ratio between permanent and temporary staff. This alliance between the Central Works Council and University Local Consultative Committee (UCLC) was referred to as the Temporary Personnel Committee.

This temporary committee started taking stock of the various figures and numerous forms of appointments, employment contracts, and temporary contracts applied within the UvA. These initial efforts coincided with the various protests and occupations. Among other measures, these developments resulted in further expansion of the committee to include representatives of various activist groups such as the union action committee, UvA Flex and ReThink UvA. The dissatisfaction among protesters was partly sparked by the problems associated with frequent use of temporary appointments and contracts – especially in terms of lecturers. Point 8 of the ten-point plan formulated on 10 March 2015 sets restrictions to the use of temporary employment contracts, establishing agreements on a new percentage with the unions in consultation with the UCLC and Central Works Council.

In the summer of 2015, the committee – with the approval of the Executive Board – commissioned a further independent study on the use of temporary employment arrangements and contracts over the past ten years. The study was conducted by the Amsterdam Institute for Advanced Labour Studies (AIAS), which also held a survey with 14 questions on working at the UvA. The AIAS report was presented to the committee and published in November 2015.

On 5 June, the Executive Board conducted an additional Local Consultation to discuss application of the CAO NU and Work and Security Act. During this meeting, the Executive Board reaffirmed full compliance, both in letter and spirit, with the provisions of the CAO NU and the Work and

Security Act. During this meeting, the Executive Board reaffirmed full compliance, both in letter and spirit, with the provisions of the CAO NU and the Work and Security Act and emphasised that the faculties' mandate does not extend to alternative arrangements. An immediate decision was then taken to issue Remko Koopman an additional assignment in his capacity as confidential adviser on individual legal status (VIR). This concerned binding recommendations on temporary staff seeking Mr Koopman's advice if they believe they have been unfairly treated or not treated in accordance with the CAO NU. Mr Koopmans was also requested to offer non-binding advice on the UvA's policies on temporary appointments and contracts. A total of 17 binding recommendations were presented to the Executive Board in November 2015, followed by policy recommendations in January 2016.

In parallel to these activities, the Executive Board worked to prepare the HR Agenda 2015-2020, which was published on 22 December 2015 following approval from the Central Works Council. One of the five key priorities for the 2015-2017 period concerns policies on a suitable ratio between permanent and temporary staff. The recommendations issued to the Executive Board by the Temporary Personnel Committee on 11 March 2016 (partly based on the aforementioned AIAS report) will serve as an important benchmark in this regard. The Executive Board expects to present policy proposals in this area over the course of 2016.

The use of temporary employment contracts for teaching positions subject to the maximum percentage of 22% specified in the CAO will be monitored on a monthly basis and communicated to the University Local Consultative Committee. Whereas the actual percentage stood at just over 22% in late 2014, the figure had dropped to 20.4 % by the end of March 2016, with considerable differences between the various faculties. The policy aimed at reducing the deployment of teaching staff via UvA Jobservice BV had been initiated previously and was vigorously continued over the course of 2015. Whereas the number of academic staff employed by the UvA rose by 98 FTEs in 2015, the number of academic staff employed by UvA Holding (of which JobService makes up part) declined by 77 FTE.

18 MAY

Twenty UvA and AMC-UvA researchers receive Vidi grants as a part of the Netherlands Organisation for Scientific Research (NWO) Innovational Research Incentives Scheme, (max. 800,000 euros) enabling them to establish their own research group





Frank Eliasberg, Law student, intends to defend the rights of the socially disadvantaged after graduation. He regards 'The Threatened Swan' by Jan Asselijn as the ultimate symbol of this struggle.

21 MAY

According to the results of the 2015 National Student Survey, UvA students - as was also the case in 2014 - are more satisfied about almost every aspect of their degree programmes

Attribution of €559.8m in government funding in 2015

A sizeable portion of government funding for education comes from student and earmarked revenues. In 2015 this amounted to €198.4 million, consisting of tuition fees (€65.9 million), the student-related funding amount of the government grant (€128.4 million) and special-purpose grants under the government grant (€4.1 million). These funds are attributable to the relevant faculties; however, the basis for such allocations is not the total number of enrolments or degrees awarded but principally the number of credits, and with a shorter delay (T-1) than the government grant (T-2).

Of the remaining government grant portion for education (€80.9 million) (including the performance-based funding experiment), €45.8 million is attributable to (a) degree programmes that were more expensive than the associated student-related funding and (b) equalisation of the differences in internal versus external financing methods.

As regards the Faculty of Law and Faculty of Economics and Business, this outcome is inherently small due to the faculties' high dropout rates in the first year and the fact that external funding for such drop-outs exceeds internal funding.

The Faculty of Humanities and Faculty of Social and Behavioural Sciences have the largest number of programmes for which costs exceed external student revenues.

Student and doctoral-related funding income and special-purpose grants under the portion of the government grant earmarked for research (€93.8 million) are attributable to the relevant faculties. As regards the variable component of the government research grant, €34.4 million was determined by the number of degrees conferred, whereas €50.3 million was determined by doctorates conferred, €1.5 million by design certificates, and €7.6 million by targeted allocations to gravitation programmes and sustainable humanities programmes. The internal allocation procedure applies a slightly different weighting procedure for Bachelor's and Master's degrees.

The fixed rate for the research component of the government grant (€102.6 million) includes €10.4 million in interest savings. Of the total amount of €113.0 million, €91.9 million is attributed to faculty research budgets. This is partly based on the allocation of matching funds from the second flow of funds and priority areas policy. Distribution of the fixed rate for research also reflects a broad range of policy decisions from the UvA's long history. Naturally, the high costs of laboratories, greenhouses and other research facilities are an important factor to explain the Faculty of Science's major share in this budget.

The remainder of the fixed rates for education and research in the government grant - jointly representing a total of €56.2 million - can be attributed to costs borne at central level and centrally-managed theme budgets.

This €56.2 million - supplemented with €1 million from the financial reserves - was allocated as follows:

- €12.2 million to museums and collections managed by the University Library
- € 7.8 million to various unrecharged project costs and other costs incurred by the other shared service units;
- €7.6 million to the Board and executive staff

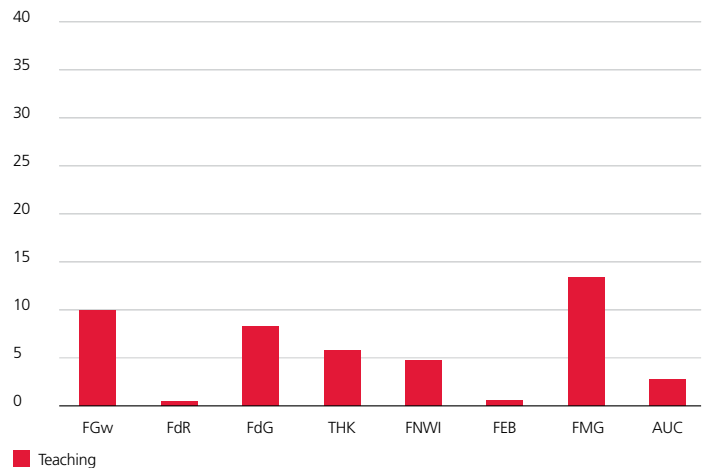
- €21.6 million to centrally-managed policy budgets

- €8.0 million to various units in the form of internal accommodation benefits

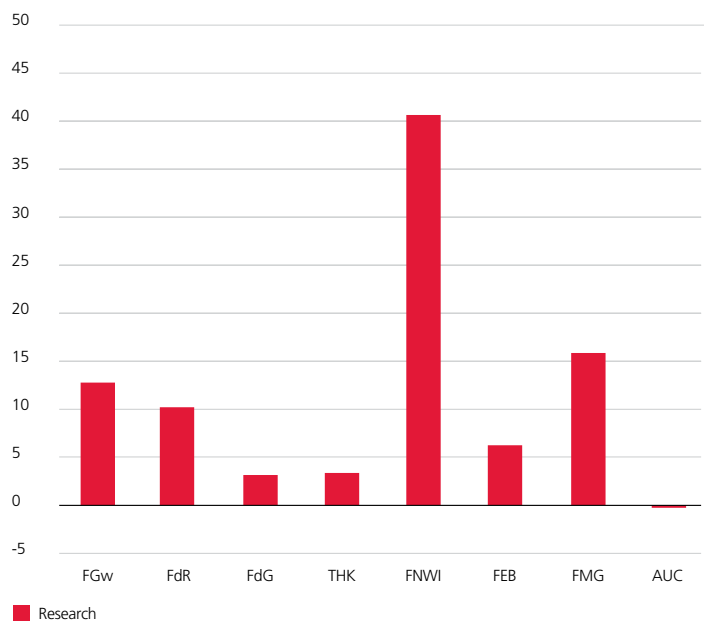
Finally, the government grant for the UvA also included €88.8 million for the AMC-UvA. This amount, also referred to as the workplace function, was required to be transferred promptly to the AMC-UvA to cover the costs of teaching and research in the hospital's clinical environment.

These figures have not been audited.

Coverage by fixed rate of government grant



Coverage by fixed rate of government grant



2.2 Financial policies

Ambitions outlined in the Strategic Plan

High-quality education, research and innovation requires a solid financial basis. In view of the fact that financial policies are derived directly from our teaching and research targets, the UvA aims to restore the balance between education and research funding. This will involve efforts to stabilise the student population and to increase our research budget through the expansion and differentiation of revenues. We will also be critically assessing the matching scheme and funding mechanisms.

The UvA is carefully assessing new opportunities to share costs in order to maintain the quality of our degree programmes in the face of continuing declines in funding for academic performance. To this end, the UvA will expand and diversify its revenues from the second and third flows of funds, primarily through the acquisition of more large research projects and the establishment of research centres.

Business model of the UvA

In principle, the costs of education are covered by the income that students generate in the form of tuition fees and government funding. The workforce includes a flexible contingent to accommodate fluctuations in programme demand.

The UvA allocates tuition fees and the government grant to the faculties on the basis of the performance of their study programmes (as measured, mainly, in the form of credit totals).

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

The UvA's business model for research is comprised of three main components: a fairly constant government grant (first flow of funds), project-based grants from research councils (second flow of funds) and research contracts (third flow of funds). A specific portion of the government grant fluctuates in relation to the number of degrees and doctorates conferred, which is roughly reflected in its apportionment between the faculties.

The friction that naturally arises from an education funding mechanism based on varying student numbers and a more or less fixed schedule of funding for research is discussed in section 5.1, and has led the UvA to endorse the method of capacity planning and financing recommended by the Veerman Committee (2010).

Grants and contracts typically cover at least the marginal costs of research, but seldom the integral project costs. This creates a mutual dependency between the three funding flows that works to bind them together. By deploying its own resources (in cash or in kind) in research projects, the University cements the commitment between contracting and contracted parties and channels a portion of the first flow of funds into priorities under the second and third flows of funds.



21 MAY

US scientist Michael Shermer describes how UvA professor Rens Bod changed his views on the humanities in popular scientific magazine *Scientific American*

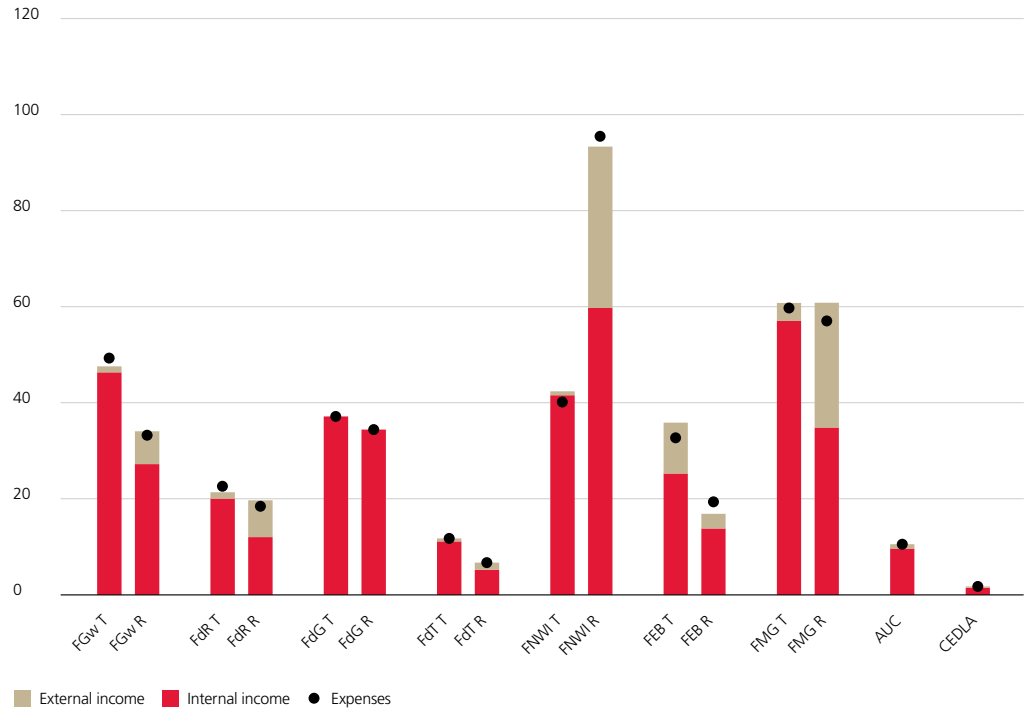
Allocation of funds for education and research

Income and expenses per faculty in 2015, subdivided between teaching and research

Amounts x €1 million, not including:

- government grant for the AMC-UvA as a workplace and AMR BV revenues
- VU University Amsterdam share in ACTA

Figures obtained from the UvAdata system, not audited for the accuracy of allocations



25 MAY

The NVAO and Association to Advance Collegiate Schools of Business (AACSB) sign a collaboration agreement on the accreditation of economics and business programmes



In practice, therefore, the UvA's research priorities – which by law are the responsibility of the deans – are partly determined by the decisions of the Netherlands Organisation for Scientific Research (NWO), the EU and other funding bodies and by the quality of the grant proposals submitted by individual research groups.

A national study conducted by EY, presented in March 2014, to investigate the relationship between these two forms of control – internal versus external – concluded that the UvA does not gain by further depleting the first flow of funds to benefit the second. Though it may sound like a good idea to immediately reward the quality of research in progress (in the form of awarding grant proposals), over the longer term this actually hollows out the infrastructural basis for fundamental and innovative research.

Governments in a number of countries, including France, Germany and Denmark, have substantially increased academic budgets in recent years. As significant budgetary growth once again cannot be expected in the Netherlands – as attested by the Vision for Science issued by the Dutch Cabinet in 2014 – the UvA's business model for research revolves around boosting internal quality and focus (priority area policy) and participation in external alliances (such as the AAA) as a means to generate additional social value.

In theory, cashing in on the value of intellectual property rights to research results could generate funds for new research. However, as a public institution, the UvA is of the opinion that society has already paid for these results through public taxation. Nonetheless, it is the UvA's policy to patent inventions with the potential to yield a profitable technological monopoly in order to keep that profit in public hands.

In economic terms, the UvA is a consumer organisation whose output is mostly intangible in nature, such as published research results and academically trained graduates. Its costs primarily consist of wage costs for employees and the costs of their office (and other) facilities and accommodation. The management of agreements with the University's main suppliers and contractors has long been the responsibility of the Purchasing Department and the Real Estate Development Office, through which the UvA exercises control over sustainability in its material supply chains, as described in section 3.3.

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

Revision and transparency of budget allocation

In terms of financial ambitions, the Strategic Plan 2015-2020 seeks to redress the balance between education and research funding, stabilise student numbers, achieve expansion and growth of the research budget, create new cost sharing opportunities and improve coverage while diversifying and increasing revenues from the second and third flow of funds.

As a part of the Strategic Plan 2015-2020, the UvA has prepared a plan to assess whether the current allocation model still reflects the University's present situation and strategy.

26 MAY

The Executive Board informs the UvAPro PhD council that it will not be submitting an application to the Ministry of Education Culture and Science to participate in an experiment involving doctoral students

The coming period will see broad debate on this subject within the University. A working group headed by Eric Fischer, interim dean of the Faculty of Social and Behavioural Sciences, will formulate proposals to this end.

Tuition fees

As of the 2011-2012 academic year, the government discontinued funding for second Bachelor's and Master's degree programmes (excluding teacher-training and healthcare programmes offered in follow-up to programmes in other disciplines). The UvA is currently responsible for setting institutional fees in these cases.

In early 2015, a task force including members of the Central Student Council commenced efforts to further develop the institutional tuition fee policy. The conclusions drawn by this task force formed the basis for a new method, which will be used to determine institutional tuition fees for a period of three years (as of 2016-2017).

Institutional tuition fees are basically set at the amount of the missed government grant for 2015 (including the research supplement) plus the statutory tuition fees for the relevant academic year. The fees for non-EEA students are subsequently increased with a supplement determined by the individual faculties. This amount is then indexed for the 2017-2018 and 2018-2019 academic years in accordance with the indexation method for statutory tuition fees. The tuition fees for part-time programmes are set at the same amount as those for full-time programmes.

The faculties have the option of submitting a reasoned request, petitioning the Executive Board to set a fee (determined by the faculty) for either all or specific programmes. The Executive Board will then reach a decision pursuant to the recommendations of a committee (including representatives of the faculties, Central Student Council and involved staff members). In accordance with current agreements, the Board/dean will submit a proposal on the institutional tuition fees for AUC, the PPLE, Tinbergen Institute Master of Philosophy in Economics, joint degrees and joint programmes to the Executive Board. The Board will then reach a decision with due observance of the request.

A group of students and prospective students unified in the SCAU Foundation for Collective Action of Universities instituted civil proceedings in 2012. The Dutch Supreme Court is expected to issue its ruling in May 2016. The appeal on the substantive aspects of the case has been delayed until May 2016. This appeal concerns the institutional tuition fee for second degree programmes and relevant substantiation provided by the institutions, as well as the question as to whether fees may exceed cost price.

The fees for UvA pre-Master's programmes are set in accordance with the 2013 amendment to the Higher Education and Research Act (WHW), which introduced a maximum fee for pre-Master's tracks. The integral costs of these tracks are not covered by the pre-Master's fees.

Internal control

The integration of documentation on the operational and financial control cycles has been completed, and improvements have been made to the periodic management reports issued by the organisational units. These reports incorporate a description of the risks and all implemented and planned control measures at the unit.

As of 2015, reports will be published on a quarterly basis. A new format will be used for integrated management reporting. The AUAS applies the same format and cycle. This new format is perceived as a positive development throughout the organisation. Standard formats for the integrated management report have been developed with the aid of the management information system. The quarterly reports will accentuate specific aspects in order to further strengthen the link between education and research.

In late 2014 the Executive Board decided to merge the UvA and AUAS financial staff departments under a single joint director as from 2015. The joint Finance Planning & Control (FP&C) Department was launched on 1 February. This new department offers added value in various areas:

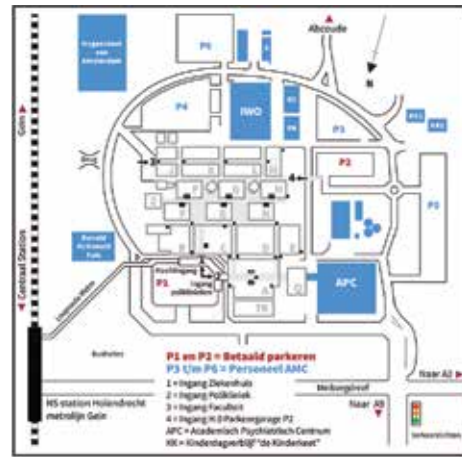
- The further professionalisation of control at both the UvA and AUAS. The UvA and AUAS's internal control roles and financial systems will remain separated; however, the new department will prioritise knowledge sharing and the strengthening of management control.
- The optimal alignment of financial procedures, systems and formats in aid of the collaborating service units. An assessment will be conducted in collaboration with the service units to establish how processes relating to the selection of services within the portfolio and setting of rates can be simplified.
- Financial specialisms, such as tax, risk management and treasury, will be more effectively embedded and structured in aid of both organisations.
- The management of UvA and AUAS real estate portfolios will be based around a system whereby facilities are shared between the two institutions. This will allow for the further reduction of costs.
- FP&C will serve to bundle the knowledge and expertise of the various staff members, ensuring that more and broader financial knowledge becomes available to the entire organisation.



1 JUNE

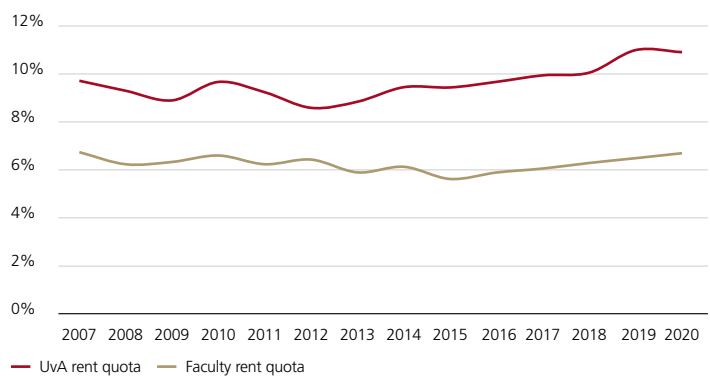
Matthijs Kalmijn, professor of Sociology and Theo Geijtenbeek, professor of Molecular and Cellular Immunology, are both awarded an Advanced Grant from the European Research Council (ERC)

2005-2020 Accommodations Plan



Rent quota (% of revenues spent on internal rent)

The graph shows the percentage of revenues spent annually on internal rent by the UvA and joint faculties. In accordance with current standards, this percentage should not exceed 10-12%. The actual percentage is slightly lower, due to the fact that since 2005 the spatial planning in the Accommodations Plan has not grown in proportion to the UvA's revenues. Direct rent expenses incurred by the faculties are lower than those incurred by the UvA as a whole, due to the fact that two major space usage categories (University Library and lecture halls) are attributable to the shared services.



2 JUNE

Statistics experts address questions on the work of social psychologist Jens Förster



2.3 Infrastructure

Ambitions outlined in the Strategic Plan

Inextricably linked to the city of Amsterdam for centuries, the UvA is developing four open city campuses to offer researchers, lecturers, students, alumni, collaboration partners and local residents a place to meet and interact. This will provide a boost to education, research and entrepreneurship, and thus also to local development. We will provide a varied range of services, including stable, high-quality ICT support. The UvA is proud of its city campuses, a fact reflected in our recruitment efforts and communications.

Campus policies

Real estate policy is guided by the Accommodations Plan 2005-2020, which provides that accommodations will successively be replaced or renovated so as to develop four core campuses (City Centre Campus, Roeterseiland Campus, Science Park Amsterdam and AMC, and with ACTA at the VU University Amsterdam Campus). The plan's sequential execution is intended to promote flexibility and phasing in both the construction and budget, as well as to curb the need for relocations and stopgap measures.

The UvA has opted for high-quality designs that are flexible and sustainable and that facilitate sharing and meeting up. In 2005 the Accommodations Plan was tested financially against benchmarks derived from the UK higher education Space Management Group, among other things. The results led to the implementation of a costing for the hiring of space and centrally organised room scheduling in order to promote an efficient use of space in 2006, and to the establishment of spatial standards for offices and classrooms in 2007.

The Accommodations Plan 2005-2020 as a whole aims for minimal solvency (definition applied by Ministry of Education, Culture and Science) of 30% and basic annual internal rent expenses for the joint faculties and service units amounting to 10-12% of their total turnover. This Annual Report confirms that the UvA is operating within these margins.

Roeterseiland Campus (REC)

At building REC E (home to the Faculty of Economics and Business), modification of the foyer, the entrance off Nieuwe Achtergracht and the office floors to be used by the Faculty of Economics and Business (which is housed in this building), Student Services and the intensive PPLE Bachelor's programme have all been completed. The entire building was taken into use in the summer of 2015.

The interior of REC G has been modified to accommodate part of the Faculty of Social and Behavioural Sciences (Psychology Department). The new building will be put into use in February 2016.

The outdoor area of the Roeterseiland complex will be renovated over the course of various phases. The eastern section between Nieuwe Prinsengracht and Nieuwe Achtergracht ('The Green Nose') was modified in 2015.

Cleanup and demolition activities in aid of the new on-campus Faculty of Law facility in building REC A have been completed. A new façade has also been installed. A new contractor has been selected for the finishing phase. Preparations for the construction effort were initiated in December. Actual construction work is set to start in June 2016 and should be completed by July 2017. The definitive entrance to building REC BCD will also be completed and fully commissioned as a part of the effort to finalise REC A.

3 JUNE

In the annual SustainaBul – a ranking of the most sustainable institutions of higher education – the University of Amsterdam (UvA) comes in thirteenth, two places above last year's ranking

The low-rise section of building REC A will be commissioned over the course of the 2016-2017 academic year. The relocation date for the Faculty of Law has not been determined as of yet.

The BBMR project group will be assessing the options for more efficient use of the REC BCD building and optimal allocation of communal spaces to the appropriate cost units.

Efforts have been made to prepare a Campus Development action plan that extends beyond the (physical) programme in support of the primary process. The plan includes a study to assess the scale of future demand from students and employees and the future supply of facilities, services, initiatives and activities.

The year 2015 also saw intensive efforts to maintain good relationships with local residents, the urban district office and campus users. Key points for attention included the provision of information on adjustments to the public space, the effective management of traffic flows and regulation of bicycle parking.

Frequent consultations were held with the municipality in order to discuss development of the public spaces around REC, the design of the Weesperplein and the safety and capacity of the Weesperplein metro station.

City Centre Campus

The City Centre Campus is concentrated at and around the Binnengasthuis premises and Oudemanhuispoort. Its development is the keystone of the UvA's accommodations strategy, which seeks to cluster related degree programmes at four campuses.

An integral programme has been drawn up for the City Centre Campus, offering a detailed picture of the various required facilities and services at and around the site. The programme will serve as a basis for the continued development and realisation of the City Centre Campus. It was confirmed that this programme was feasible within the existing building stock.

Once the renovation of BG2 (the former CREA building) in aid of the Arts and Culture Department has been completed, the next step will be to take a decision on the University Library and Study Centre. A final design for the University Library and Study Centre in building BG13 was completed in cooperation with internal and external stakeholders, and a physical environment permit has been issued.

However, the ten-point plan specifies that decision-making on the new University Library must be submitted to the academic community for review. The current design is one of the various alternatives. Another scenario whereby the new University Library is located at Oudemanhuispoort and the Faculty of Humanities is housed in BG13a/BG14 is also being elaborated. The process could potentially lead to an outcome whereby the University Library remains at its current location at Singel following renovations to the building.

If all goes to schedule, the academic community can be consulted over the course of 2016.

The full scope of investments at the City Centre Campus had not yet been fully determined upon publication of the 2005-2020 Accommodations Plan. The level of investment specified in the Accommodations Plan was increased by almost 30 million euros in the 2015 planning edition in order to accommodate aspects that were not elaborated in the previous version, with an additional 3-million provision to facilitate the preparation of superfluous buildings for lease to the KNAW.

The plans may take longer to implement as a result of the adjusted decision-making process, especially in view of the frameworks (10-12% rent expenses and 30% solvency) curtailing the Accommodations Plan. As a result, the phasing of renovation work on other buildings (Oudemanhuispoort and BG5) will have to be elaborated in further detail once a decision has been reached on the University Library/Study Centre.

Science Park

The completion of the new Amsterdam University College (AUC) building in 2012 marked the final capstone in the UvA's Accommodations Plan for Science Park. In 2014, activities mainly focused on the further development of the campus through closer collaboration with the institutes operating here, the Netherlands Organisation for Scientific Research (NWO), the City of Amsterdam and VU University Amsterdam, and by attracting new initiatives.

The year 2015 was marked by the relocation of UvA research groups to the VU campus and VU units to Science Park as a part of the ongoing collaboration between the two universities' science faculties. The establishment of joint degrees between six UvA and VU University Amsterdam programmes will also result in relocations.

The effort to commission the O12 building at VU campus in aid of the life sciences required a great deal of attention, largely due to the fact that the UvA and VU University Amsterdam apply different models for the attribution of accommodation costs. The UvA applies a cost allocation scheme for all owner's property charges, whereas VU University Amsterdam applies a building-based cost system in which the first few years of new construction are heavily weighted.

In 2006 the UvA concluded a collaboration agreement on land development with the municipality of Amsterdam in order to realise its ambitions for Amsterdam Science Park.

In 2015 preparations were made for the establishment of a Science & Business organisation with its own director. The organisation will be striving to attract more knowledge-intensive enterprise to the City of Amsterdam.

The Venture Lab, launched in 2013, is successfully providing support to 20 small businesses, all science-based startups generated by Amsterdam's knowledge institutions. The Lab programme comprises bootcamps, mentoring and support by other network parties and investors. Similar ideas are in development for Roeterseiland to make this social sciences campus more attractive to innovative parties.

Catering

The UvA aims to encourage students to spend time at its campuses outside of scheduled lessons. This notion is the basis for the accommodation concept, and is also applied to other facilities such as catering.

The current catering contracts are set to expire at the end of 2016. Preparations for a new tendering procedure were initiated in early 2015. The new ENJOY today service concept is set to be introduced as of 2017 and was developed through intensive collaboration with UvA and AUAS staff and students over the course of workshops, excursions and presentations.

3 JUNE

Cleaning staff at the UvA's Roeterseiland complex are granted more time and support in order to carry out their duties more effectively

The UvA and AUAS campuses will feature modern, local food formulas and offer more room for entrepreneurship. These formulas will be alternated between the various campuses in order to ensure variation and an up-to-date range of services. Although specific details will vary from campus to campus, the structure will be identical with 'bases' featuring coffee and food formulas and seating areas. These bases will be surrounded by 'districts' with coffee formulas offering a Grab & Go range and seating. There will also be 'neighbourhoods' with up-to-date vending machines, unmanned kiosks and seating corners.

4 JUNE

Initial results of a study on the relationship between the reading skills of parents and their children conducted by the UvA and Oxford University confirm that we have still not identified all the cognitive causes of dyslexia

JUNE



Sija de Toonder, Law student, was gripped by argumentation theory and the various techniques used to persuade others. She mentions Cicero as a key source of inspiration.

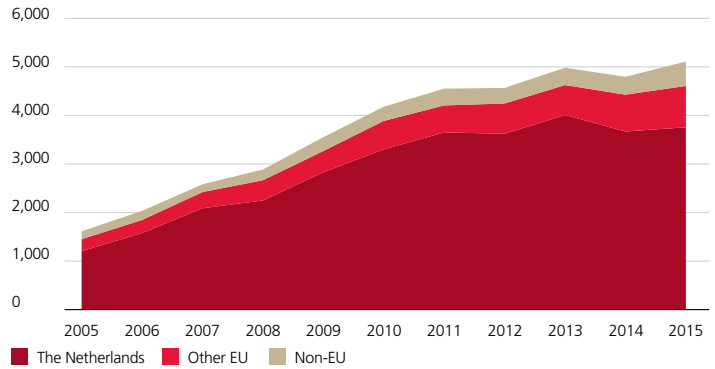
5 JUNE

Over 1,500 athletic students from around the Netherlands visit Science Park to attend the 57th edition of the Grand Dutch Student Championships (GNSK)

Data regarding internationalisation in education

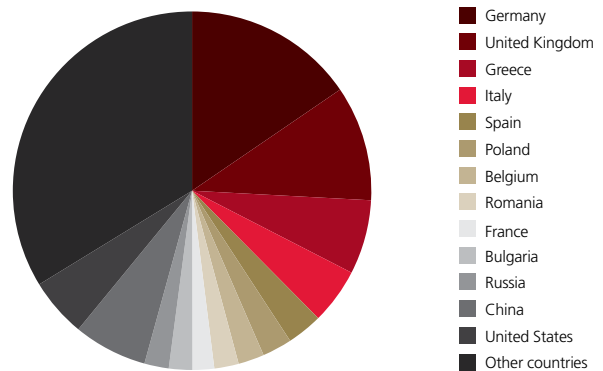
Master's intake by nationality

The graph shows the Master's student intake broken down by nationality. The number of foreign students has grown in step with the overall Master's intake and - as in 2014 - increased to a share of 23.5% over the course of 2015.



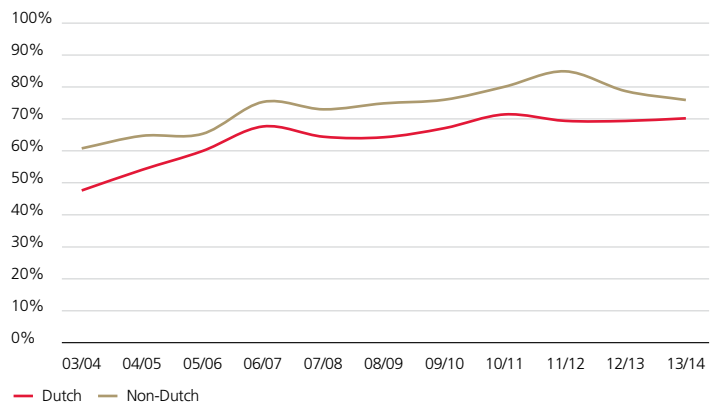
Nationality of international student intake in Master's programmes in 2015 (N=2089)

The graph shows the international Master's student intake in 2015 broken down by the most prevalent nationalities (out of a total of 101). Nationalities with an intake exceeding 40 Master's students are listed separately.



Study success rates in one-year Master's programmes, Dutch vs non-Dutch students

As the graph shows, the study success rates of international students (shown here for the one-year Master's programme after a period of two years) are higher than those achieved by Dutch students.



6 JUNE

The annual University Day is marked by lectures from various speakers including Robbert Dijkgraaf, Damiaan Denys, Renske Keizer and Rik van de Westelaken



3. Strategic themes

3.1 Internationalisation

Ambitions outlined in the Strategic Plan

Amsterdam is ranked among the top 20 most attractive European university cities and attracts talented Master's students, PhD students, researchers and lecturers. The UvA's international student intake at the Master's level grows to 30%, while that of international PhDs remains stable at 50%. International Bachelor's student intake also increases. International students and staff members are better integrated into the academic community.

Top researchers regard the UvA as a stepping stone for potential international appointments at other institutions, and leading academics are eager to obtain a permanent appointment in research areas in which the UvA is internationally acclaimed. The UvA successfully retains a large portion of these excellent scientists and scholars. The UvA's international position is oriented towards taking the lead in a number of large European research networks.

UvA graduates are also equipped to continue their development at leading universities around the world (the top 200) or to pursue an international career.

International students

The UvA is an international university offering students the opportunity to prepare for the global job market or international research community. The University is keen to welcome students and researchers of all nationalities, who play a valuable part in bolstering its international profile.

Almost 3,700 students from other countries are enrolled at the UvA, which also employs almost 700 foreign staff members (not including PhDs). At present, approximately 40% of doctoral students and 20% of Master's students come from abroad.

In 2015 the UvA focused on embedding and strengthening the lines of action from the Strategic Framework for Internationalisation and several current themes from the new Strategic Plan. At the UvA Summer School this helped to boost participation substantially in comparison with last year by more than 100 to a total of 635 students across 19 summer courses.

The UvA Summer School contributes to strengthening the University's profile abroad and recruiting foreign students, especially graduate students. Participants from the UvA's preferred partners in the LERU and U21 networks were offered grants in the amount of €500 per course. In order to ensure more effective harmonisation within Amsterdam, specific components will be coordinated with the recently launched AUAS and VU summer schools.

The new Strategic Plan 2015-2020 *Boundless Curiosity* sets out the objective of encouraging outbound student mobility among Bachelor's students, an aspect of the Strategic Framework for Internationalisation that had seen the least amount of progress so far. A working group established by the UCO published its report - featuring a set of 10 concrete recommendations - in December 2015 in an effort to create new opportunities for Bachelor's students seeking to study abroad. The UCO adopted these recommendations, which are set to be elaborated over the course of 2016.

A second cohort of students selected as a part of the prestigious Amsterdam Excellence Scholarship Programme (AES) started on Master's degree programmes at the UvA. Targeting excellent Master's students from outside Europe, the AES awards scholarships in the amount of €25,000 per academic year to selected candidates for Master's study at the UvA. A total of 11 new candidates were

selected during the 2015-2016 academic year, with another seven candidates set to continue their studies in the second year of the Master's programme.

The UvA also offers various other scholarship programmes for international students, such as the Amsterdam Merit Scholarships and Amsterdam Science Talent Scholarships. At international level, the UvA participates in the Holland Scholarship programme - co-funded in collaboration with the Ministry of Education, Culture and Science - and Orange Tulip Scholarships. The UvA offered scholarships to a total of more than 100 international students over the course of the 2015-2016 academic year.

The Ambassadors' Programme launched in 2014 received the EP Nuffic Orange Carpet Award for Higher Education in March 2015. In the programme, international exchange students and Dutch students back from an exchange work together on a variety of projects to inform other students (Students meet Students), improve the UvA website and more. In exchange for their efforts as ambassadors, the students jointly attend five professional skills training sessions offered by Students Services. As ambassadors, the students promote their home or host university, encourage integration and collaboration and develop their own talents.

In April, the UvA, Amsterdam Economic Board, AUAS, VU University Amsterdam and InHolland University of Applied Sciences co-hosted the second edition of the International Talent Event Amsterdam (ITEA), organised to help upcoming international graduates connect with employers and find out about job opportunities.

As part of its ongoing internationalisation efforts in research collaboration, the UvA is also investing in strategic relationships and projects with partners in high-potential countries and regions, including emerging knowledge economies such as China, India and Brazil. For example, the UvA participated in a joint mission to India headed by the municipality of Amsterdam in March 2015, resulting in agreements on more intensive cooperation with the Indian Institute of Science Bangalore and University of Mumbai.

Collaboration agreements with partners in the League of European Research Universities and Universitas 21 networks as well as other bilateral exchange agreements give students various opportunities to gain international experience during their studies at the UvA.

Ensuring affordable housing for foreign students is one of the priorities of the UvA's internationalisation policy.

3.2 Student experience

Ambitions outlined in the Strategic Plan

The UvA offers students a stimulating academic environment that motivates them to make the most of their potential. Our students are independent and well-informed, and actively develop social and intellectual networks over the course of their studies, for instance by joining study and student associations. Students continue to serve as ambassadors for the University after having completed their studies.

The city is a natural and ideal habitat for the University of Amsterdam: ‘Amsterdam is our campus’. Our open city campuses serve as meeting places. UvA students actively seek information and know their way around the organisation for matters relating to academic support, housing, health, participation in decision-making and extracurricular activities (sports and culture).

Our student population is increasingly international and intercultural. Students who play an active role in the academic community, for example by participating in representative advisory bodies or student associations or by working as student assistants, are encouraged and valued. Digitisation and the latest forms of social media are used to communicate with the entire academic community and serve to increase its coherence.

We also stimulate on-campus entrepreneurship among our students. The UvA aims for businesses, public organisations and research institutes to engage far more students in their research, development and innovation activities, offering work placements (including summer placements) and collaborative research opportunities, contributing to courses, and investing in student businesses.

Overview of policies

The UvA's efforts to continually educate new cohorts of graduates represent our broadest impact on the knowledge economy. The higher education sector is becoming increasingly competitive, and students are increasingly well-informed as to what they can expect in terms of education, support and service. Today's students are increasingly likely to pay for part of their own education, and are justifiably demanding more in terms of educational quality as a result. In order to safeguard its position on ‘the market’, the UvA must inevitably take these demands into account.

The ambitions outlined in the Strategic Plan offer some insight into the ideal profile of a typical ‘UvA student’. The UvA asks a great deal of its students, but also offers a lot in return to those who share in our ambitions.

What does the UvA have to offer?

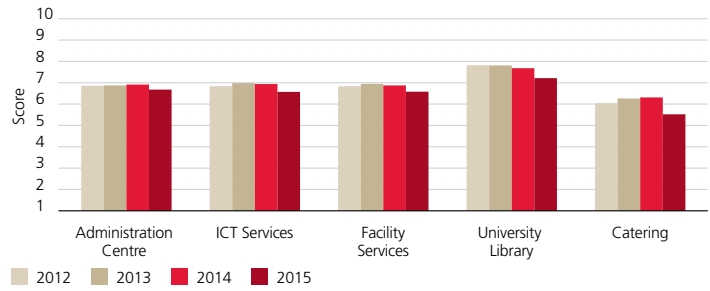
The UvA continually invests in lecturers, facilities and technology in order to ensure that time spent studying at the University yields optimal value. The UvA offers students the opportunity to learn from outstanding lecturers and researchers:

- the UvA's recruitment and career development policies place equal emphasis on the quality of both teaching and research
- The UvA has an extensive educational quality assurance system, in which student feedback plays a systemic role
- The UvA invests in the permanent education of its researchers, in order to help them be and remain enthusiastic teachers. This education is tailored to reflect the diverse life phases of our students

Data on satisfaction with facilities

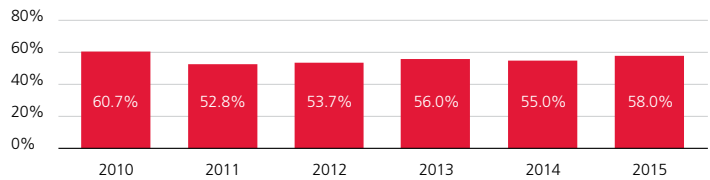
Staff satisfaction

The graph shows the scores given by respondents in the UvA Employee Monitor, for each service unit. Catering is the weakest link. The April 2015 Monitor coincided with the protests and occupation of the Maagdenhuis.



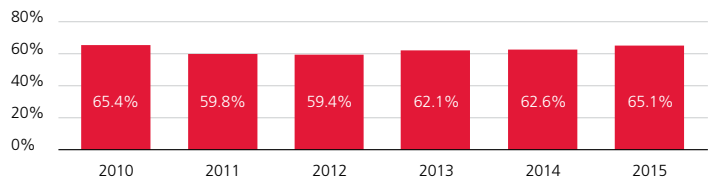
Satisfaction with study facilities (Master's students)

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



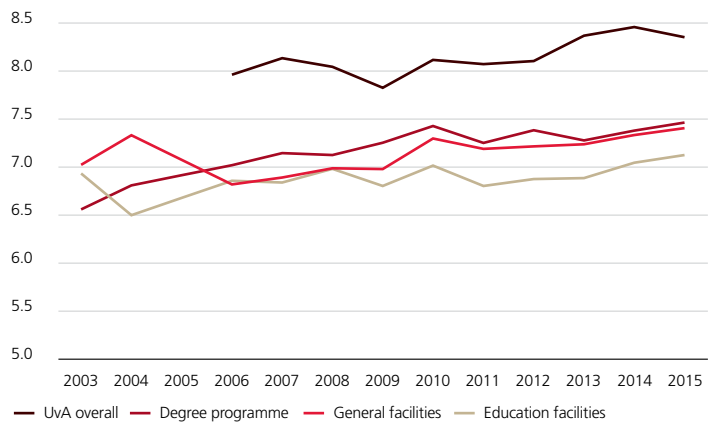
Satisfaction with study facilities (Bachelor's students)

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



Student satisfaction

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



- The UvA's Institute for Interdisciplinary Studies serves to facilitate educational and technological innovation
- The UvA encourages its lecturers to adhere to best educational practices by organising initiatives such as the Lecturer of the Year Award
- The UvA also offers its students outstanding physical facilities:
- The various UvA buildings are light, and designed to bring our vision on teaching and learning to life
- The layout and design of the UvA buildings encourages and facilitates planned and unplanned encounters between individual students and between students and lecturers (especially in the case of Master's students), both in the open areas and at research institutes
- The open areas and study places in the University Library can be used by students to work either individually or in groups outside of the scheduled lessons
- All UvA buildings are equipped with a powerful and fast ICT infrastructure
- The UvA also offers its students a learning environment that is not limited to scheduled lessons.
- The City of Amsterdam is basically our 'campus': a large number of UvA students reside, work and live in Amsterdam, and are thus never far from the UvA
- General and degree programme-specific study associations, tutors, study advisers, psychologists, student counsellors and all other UvA staff members are eager to help students find their way within the University's academic community
- This community offers specific services for international students through the Office of International Student Affairs

What steps is the UvA taking?

This notion of the city as a 'campus' is one of the unique benefits of studying in Amsterdam. However, this does make it more difficult to connect UvA students than would be the case at a traditional campus-based university. UvA students are basically responsible for managing their own studies. The UvA offers various forms of support to assist them in this process, including supervision to ease the transition from learning at school to learning as a student. This support is provided as follows:

- The UvA offers prospective students their first taste of studying at the UvA over the course of the Bachelor's Days, taster days and – more crucially - UvA Matching
- Academic career counselling during the first year links each student to a lecturer, and culminates in a candid recommendation around the Christmas period during which students are informed whether they can expect to complete their degree programmes within a reasonable timeframe
- Students who have completed an alternate preliminary phase can take part in UvA summer schools and pre-Master's programmes in preparation for the Master's phase

The UvA also helps students connect with the academic community:

- UvA students are encouraged to move to/remain in Amsterdam or its direct environment, and view their studies as a form of personal enrichment rather than a mere series of lessons
- In addition to scheduled student-lecturer contact hours, students' time at the UvA also consists of valuable student-student learning situations. This is further facilitated by the fact that our buildings and spaces are designed to encourage encounters and interaction

11 JUNE

Jan Hommen, troubleshooter
responsible for facilitating
reorganisations at ING and KPN,
takes part in Room for Discussion

- A great many academic skills are acquired and practised through interaction between students from successive cohorts; student associations, administrative positions, mentorships by senior students and teaching by student assistants are all key tools in this regard
- Students are strongly encouraged to take part in research activities during both Research Master's and the Bachelor's phase, through initiatives such as competitions for and publication of exceptional Bachelor's theses and the deployment of Research Master's students in Bachelor's education
- Participation in research projects and work placements at Amsterdam-based companies offer students a hands-on opportunity to actively develop critical problem-solving skills

The UvA also helps its students to prepare for a future on the national or international job market:

- Work placements abroad or stays at an international university for periods of four weeks or more are highly recommended as a part of the effort to prepare for an international future and develop the necessary self-help skills
- Teaching offers students an opportunity to practise the labour market skills expected of highly educated individuals, such as communication (both written communications and presentations), cooperation, analytical and problem-solving thinking, planning and decisiveness
- The UvA offers various minor programmes in preparation for future professional careers, such as the education minor and minor in Entrepreneurship
- Students enrolled in non-Research Master's are encouraged to complete a work placement at a regional business or institution as a part of their degree programme
- The UvA is working to strengthen its ties with alumni, and - through them - businesses and institutions

National Student Survey

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

Student satisfaction has been slowly improving over the past few years, both in absolute terms and in comparison with the Dutch average.

Interviews with students have helped us identify various factors with a negative impact on student satisfaction levels. One is the heavier requirements that the UvA has imposed on students as a measure to increase study success, which also creates the expectation among students that the entire teaching and learning process will be extremely well-organised. Yet that expectation has not been sufficiently met. The UvA-wide curricular amendments have confronted the current student population with various transitional problems.

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

15 JUNE

Aukje Verhoeven, clinical psychologist and postdoctoral researcher at the UvA, receives the 2015 Creative Spirit Prize established by Freek and Hella de Jonge



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

In 2014 the UvA created a National Student Survey platform to bring together representatives from the faculties and support services to discuss each other's analyses and share good practices. Where necessary, the platform members will also work together to initiate improvements. The platform is sustained through regular meetings, a brochure providing National Student Survey analyses and guides and an intranet page.

Student housing

To be attractive to students and compete on this front with other global centres, a city must offer sufficient and affordable housing for its students. The 2014-2018 coalition agreement entitled *Amsterdam belongs to everyone* formulates considerable ambitions for the realisation of new housing in an effort to reduce the general scarcity on Amsterdam's housing market. Some of these measures are specifically targeted at students.

The 'Youth and student housing programme 2014-2018' published by the municipality, provides an overview of the past planning period and formulates targets for the period ahead. Though Amsterdam has achieved 85% of the 9,000 student residences targeted for the 2010-2014 period, opportunities for allocating existing housing stock to students (and other youth) appear to fall short of the programme's original estimates. The lion's share of new residences are new builds and converted vacant buildings, including offices. As regards the 2014-2018 period, the City aims to realise an additional 8,000 student units (through new construction or re-purposing).

According to the results of the 2015 National Student Housing Monitor (conducted by ABF Research), tensions on Amsterdam's student housing market have eased somewhat due to a decline in the number of students enrolled at the city's various education institutions.

The UvA has a major interest in ensuring sufficient accommodations for its students. A growing number of temporary (short stay) housing facilities will be needed in order to accommodate students enrolled in one and two-year Master's programmes. Efforts must also be made to increase the amount of temporary rental accommodation for doctoral students, partly in view of the UvA's international ambitions. The City has factored the growing demand from international students into its student housing objectives.

According to the National Student Survey, the limited availability and high price of housing is one of the issues on which Amsterdam's higher education institutions score significantly lower than similar institutions elsewhere. The City has formulated the following objectives for the new planning period in response to these points:

- at least 60% of housing targeting students aged up to 23 years, thus with a subsidy-eligible rent of no more than €389 per month (equivalent to a basic rent of €340 per month) and
- at least 80% has a basic rent of no more than €500 per month.



24 JUNE

Linguists Floris Roelofsen of the UvA and Donka Farkas of the University of California (Santa Cruz, USA) explain why we find it so difficult to say 'yes' or 'no'

Plans for approximately 3,500 student residences are already in progress. Meanwhile, various parties, old and new, have become active on the student housing market and a number of successful partnerships have been forged between private parties and housing associations.

To cater for shorter stays (exchange students) and conference rooms, the UvA and the AUAS have agreed a running rate discount with StayOkay.

Student objections and appeals

Students lodged 183 objections in 2015, 51 less than in 2014. In total, 21 of these objections were still being processed at the end of 2015, while 205 had been successfully handled (including several outstanding cases from 2014). The great majority related to the issue of enrolments and the termination thereof (UvA Matching, prior education, etc.), namely 190 of all objections to be processed.

Most were either resolved in mutual consultation (122) or withdrawn (22). Eight objections were founded, while another 23 were inadmissible. The remaining 27 were declared unfounded.

One case from 2014 was handled by the Higher Education Appeals Board (CBHO), which also processed nine new cases. This concerned a total of eight appeals and two applications for a provisional remedy. Three appeals were declared founded; three were unfounded, one was declared inadmissible and another is still being processed. Both applications for a provisional remedy were rejected, with the relevant cases declared unfounded. Two new cases brought before the CBHO in 2014 were also declared unfounded; another remains pending, and one application for a provisional remedy was rejected.

In 2015, 279 new appeals from UvA students were brought before the Examinations Appeal Board (COBEX), which admitted a total of 317 appeals including several that were still pending from 2014. A total of 46 appeals were still pending as at 31 December 2015. The number of submitted appeals is still rising.

As in the previous year, the majority of appeals to be submitted in 2015 were lodged by students at the Faculty of Economics and Business, namely 105 in total. Seventy-two appeals were lodged by Faculty of Law students. The number of cases to be settled or withdrawn remains considerable. In total, 137 of the 271 appeals that were processed in 2015 were withdrawn or settled.

The Higher Education Appeals Board (CBHO) admitted 14 new appeals and two applications for a provisional remedy in 2015. The Board ruled as follows on these appeals:

- seven unfounded
- one founded, whereby the previous decision by COBEX was reversed and the CBHO issued its own ruling on the case
- one appeal was withdrawn
- two applications for a provisional remedy were rejected

The CBHO also ruled on four appeals submitted in 2014. Of these appeals, one was declared inadmissible, one was declared unfounded and one was declared founded. The fourth appeal was declared founded, whereby the legal effects were upheld.

Nine students requested and received permission to access their personal data on the basis of the Personal Data Protection Act (*Wet bescherming persoonsgegevens*) in 2015.



7 JULY

Economist Eszter Czibor and theoretical physicist Benjamin Mosk receive Rubicon grants from NWO

3.3 High impact and low imprint

Ambitions outlined in the Strategic Plan

The UvA invests in a socially, economically and ecologically sustainable future, aiming to maximise its long-term impact and minimise its imprint. Building a future-proof UvA, Amsterdam and world is an issue that concerns us all.

All curricula are to include general and specialised modules (organised by the Institute for Interdisciplinary Studies (IIS)) aimed at increasing awareness and keeping abreast of the latest science on sustainability. Education, research and valorisation are all drawn upon to help build a sustainable future. As part of the Science for an Urban World agenda, the UvA and AUAS are working together on the themes of ‘a Sustainable Future’ and ‘the Future of Europe’ to develop solutions for urban regional economic, social, political, technological and logistics issues. Logistics solutions 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. The UvA will run its energy operations in collaboration with urban partners, making the most of its position in the city and its expertise in the areas of law, administration and behavioural sciences.

Social aims

The UvA adheres to the concept of sustainable development formulated 29 years ago in the UN report *Our Common Future*: ‘(...) meet the needs of the present without compromising the ability of future generations to meet their own needs’.

A large portion of the research conducted at the UvA revolves around sustainability issues. In fact, the notion of a Sustainable World is one of the University’s overarching profile themes. Sustainability thus represents a key interdisciplinary theme at the UvA.

The UvA invests in a socially, economically and ecologically sustainable future, both through its Sustainable World profile theme and through other programmes. In accordance with the Strategic Plan, the UvA aims to ‘maximise its long-term impact and to minimise its footprint’. How to be future-proof is an issue that concerns everyone at the UvA, not just the Accommodations Plan.

Degree programmes address the issue of sustainability in specific and more general modules, many of which are organised by the Institute for Interdisciplinary Studies with the aim to both raise awareness and present the latest scientific data and views.

The UvA deploys the full gamut of its study, research and valorisation programmes to help steer society’s institutions and people’s behaviour towards a sustainable future.

The UvA and the AUAS have connected the themes of ‘a sustainable future’ and ‘the future of Europe’ in an agenda aimed at developing solutions for urban regional economic, social, technological and logistics issues. Logistics and data crunching solutions play a key role in this regard. The UvA has also offered itself as a testing ground for research and concept proofing by students and staff.

As a public institution that seeks to lead by example, the UvA has defined a number of key sustainability aims that fit in with its institutional profile as a university. The UvA has placed its focus on the responsible consumption of energy and paper, sustainable construction and renovation, and a

sustainable human resources policy keyed to maximising talent, good working conditions and limiting work pressure. These key aims are linked to performance indicators and are also prompted by financial considerations: more sustainable working methods will also help the University cut costs. The aspect of reputation also plays a role in this regard, especially in the longer term.

Environmental impact of UvA activities

Our key aims are:

- 2% annual reduction in energy consumption relative to 2005;
- 3% annual reduction in the CO₂-emissions equivalent from UvA buildings as from 2010;
- Reduction in paper use and waste through the large-scale Digital Working project and other initiatives

Energy reductions are being achieved principally through the installation of geothermal heat pumps (GHP) during the building and renovation work at three of the UvA's campuses and through the use of building materials that deliver 10% higher energy efficiency relative to the values stipulated. Digital working methods in both the classroom and in archive and meeting processes contribute to a reduction in paper use and waste.

The coming years will focus efforts on influencing behaviour. In practice, student initiatives often provide a valuable springboard to this end.

Where possible, the figures featured in reports on our imprint are recalculated to the imprint per student or staff member. This method helps to make the UvA's imprint more 'tangible' and comparable, thus accommodating any institutional growth or shrinkage.

Construction and energy

The UvA also strives to ensure the sustainability of its buildings and operational processes. This ambition is based not only on national and European-level agreements but also on our own convictions and the notion that, as large education institutions, the UvA and AUAS should lead by example. The UvA is working to ensure reduced and more sustainable energy and material consumption. The University's campuses can also serve as testing grounds for sustainable innovation.

As one of the few entities to own a sizeable amount of land in Amsterdam, the UvA is working with the City to develop underground heat and cold storage systems in order to reduce its own carbon impact and that of its urban partners. Working in collaboration with Deloitte (new construction in Amsterdam's Zuidas district) the UvA installed cost-effective solar panels on large sections of its roof surfaces in late 2014. At the time, the UvA obtained the highest score for new buildings to have been issued anywhere in the world from the Building Research Establishment - the global organisation responsible for assessing sustainable buildings.

9 JULY

The UvA and AUAS Supervisory Boards decide to closely involve the representative advisory bodies in appointment procedures for a new Executive Board president and Rector Magnificus

CO₂ emissions

Following a correction to account for the purchase of 100% green energy, CO₂ emissions attributable to heating, air conditioning and electricity consumption totalled 241 kg per student in 2015. This is 77% lower than 2010 levels, but 30% higher in comparison with 2014.

The increase relative to 2014 is attributable to three factors:

- 1) The generally accepted emission factor for gas applied in the Netherlands was adjusted (+3%)
- 2) 2015 was colder (read: less warm) than 2014
- 3) Gas consumption increased (+25%) due to commissioning of the CHP systems at Roeterseiland

Combined heat and power (CHP) is regarded as a relatively sustainable method for the production of electricity and heat, offering higher yields than the combination of conventional thermal storage systems and boilers. However, CHP does result in higher gas consumption and thus higher emissions. The reduction in purchased electricity - partly achieved by means of CHP - does not affect emission figures due to the fact that the UvA purchases green energy.

The 77% reduction in CO₂ emissions relative to 2010 was partly achieved through the transition to electricity generated by Dutch wind turbines in 2013 and more intensive use of electrical and highly sustainable CHP-based air conditioning and heating systems.

The UvA aims to have reduced its CO₂ emissions by 85% relative to 2010 by the year 2020. Further reductions will be achieved through the greening of buildings during maintenance and more effective management of systems through the use of more intelligent ICT-based controls.

Energy efficiency

As a part of the Long-Term Agreements on Energy Efficiency with the Dutch Ministry of Education, Culture and Science, the UvA and its fellow higher education institutions have agreed to prepare Energy Efficiency plans. The UvA implemented the agreed measures over the course of 2015.

The long-term agreements are designed to achieve a 30% increase in efficiency relative to 2005 by the year 2020. The UvA measures its energy efficiency in terms of primary energy consumption per student in gigajoules. This figure includes both gas and electricity consumption. Primary energy consumption per student totalled 12.9 GJ in 2015, a 4% increase relative to 2014, but a 22% reduction compared to 2010. The increase in energy consumption per student relative to 2014 was attributable to the colder weather conditions. The amount of energy used for heating purposes - corrected for degree days - saw an extremely minor increase (+1.6%). This rise is attributable to commissioning of the newly renovated Roeterseiland complex.

In the 2015 SustainaBul annual sustainability benchmark organised by Studenten voor Morgen, the UvA ranked 13th, two places higher relative to 2014. A total of 21 higher education institutions took part in the ranking. The UvA scored well in the area of education (fifth place).

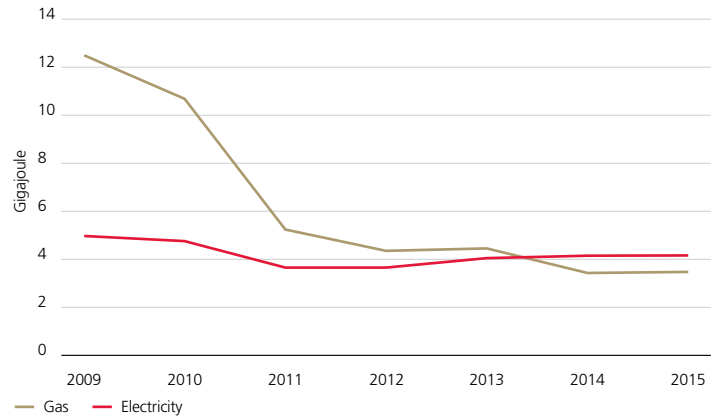
16 JULY

Fifteen ICT students take part in Seeds for the Future, a two-week teaching programme in China developed on the initiative of major ICT player Huawei, the UvA and TU Delft

Data on environmental impact

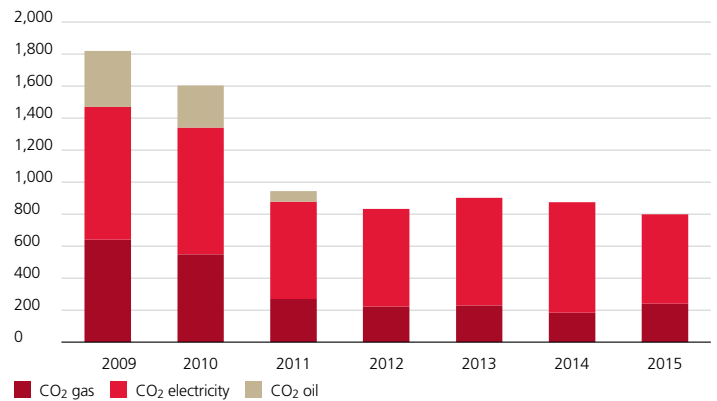
Energy consumption by student in GJ

The graph shows the actual consumption of gas and electricity in gigajoules per student. In order to avoid double counting, gas consumption in aid of electricity production (CHP) was not factored into the calculations.



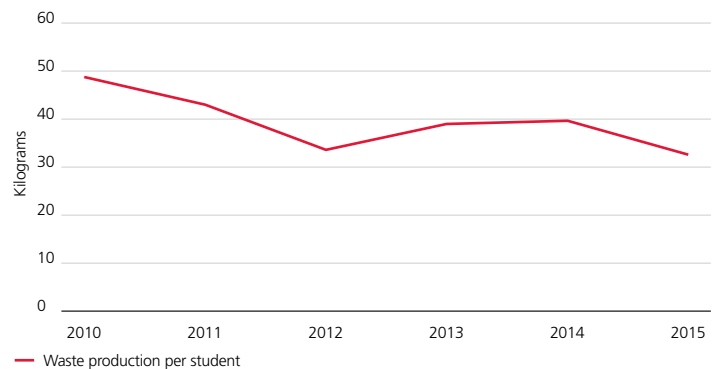
CO₂-equivalent in kg/student

The graph shows the CO₂ equivalents of gas, electricity and (up to end 2011) fuel oil consumption, and has not been corrected to account for the purchase of green electricity.



Waste production per student

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



16 JULY

The UvA establishes the Joep Lange Institute in commemoration of Joep Lange, professor of Internal Medicine, and Jacqueline van Tongeren, his partner and colleague at the AMC-UvA, who died in the MH17 air disaster; a Joep Lange chair and fellowship programme are also established

Sustainable purchasing

All tenders issued over the course of 2015 were based on the sustainability requirements adopted by the Ministry and Netherlands Enterprise Agency (RVO) as a part of the *Sustainable Purchasing* covenant. The UvA will exceed these standards where desirable and feasible. Among other efforts to this end, a study was conducted in collaboration with the AUAS's Logistics research group in order to find ways of reducing the number of kilometres driven by our suppliers. As it turns out, this can be achieved by bundling trips and orders and/or the centralised delivery of goods. Among other areas, this newly acquired knowledge will be applied to improve the tendering of internal post and parcel services. Intensive consultations are also being held with Electronic Watch in an effort to improve working conditions throughout the supply chain through the more conscious purchasing of ICT hardware.

The universities have developed a model for sustainable purchasing that goes beyond the current RVO system. This model will be used to assess the sustainability of our tenders in 2014 and 2015, and subsequently applied to assess our own quality on an annual basis. The maximum number of points is 1,000. The UvA-AUAS Purchasing Department will be seeking to annually improve its score by 10% as of 2016.

Refuse

In 2015, our waste footprint per student (measured so as to exclude incidental construction and demolition waste) decreased by 1.6% relative to 2014. This imprint was determined for the first time in 2015 on the basis of the LCA method applied in the Environmental Barometer. As a result, we now have a comprehensive picture of the (relative) imprint of various waste flows.

Unsorted residual waste represents 65% of our total waste flow volume, and made up no less than 92% of our overall waste imprint in 2015. The lower footprint in 2015 is thus directly related to the 1.6% decrease in the amount of unsorted residual waste per student. This reduction was achieved by increasing our waste separation percentage from 33.4% to 35.5%.

UvA Facility Services will be striving to reduce the UvA's waste footprint by 25% in the year 2020 through more effective waste separation and reduction. We will be striving to achieve a waste separation percentage of at least 50%. The amount of unsorted residual waste at the Roeterseiland complex was already reduced from 63% to 51% over the past year. Among other measures, this reduction was achieved by installing waste separation stations at various central locations.

Old and superfluous office furniture has been reused elsewhere, offered to charities and/or to staff members and students or recycled to make new furniture at the UvA's work experience and training company. What remains is dismantled and separated for disposal. Other usable waste products such as pallets and wood waste are recycled at Pantar's work experience and training company.

17 JULY

Twenty-three UvA and AMC-UvA researchers receive Veni grants from NWO

3.4 The academic community

Ambitions outlined in the Strategic Plan

In our 21st-century world, providing a university education to the vanguard of tomorrow, conducting ground-breaking and fundamental scientific research and developing practical applications for society calls for an effectively functioning collective. Through its education, research and innovation, the UvA wants to play a prominent role in the Netherlands and internationally. This requires engagement, a sense of community and effective participation in decision-making within our academic community

- Engagement is reflected in the close ties between science and society. UvA staff are visibly active outside the University, are directly and indirectly connected to thousands of researchers and hundreds of institutions in the Netherlands and abroad, and participate in social and scientific debates. As an organisation, the UvA itself is a constructive and reliable social partner for government bodies, knowledge institutions and businesses and actively seeks out partners for new alliances.
- The UvA is known for its individuality and for its open culture, in which freedom and inspiration flourish. This is a reflection of our tradition, of the City of Amsterdam, and of the institution's independent and original organisational culture. Our organisational -units are given the freedom to develop their education, research and innovation activities within set frameworks. We offer flexibility within a greater whole. At the same time, that whole – the collective – is greater than the sum of its parts, and the UvA can achieve far more by working together than we could ever hope to do individually.
- A sense of connection between management, researchers, lecturers and students is of vital importance. To foster that connection, management has to be founded on participation, both in formal and in informal decision-making procedures. In such a culture, decision-making processes and management evaluations are transparent and consistent, while offering sufficient room for innovative input.

Ten-point plan

The protests, manifestos and occupations in 2014 and 2015 clearly underlined the growing divide between Board members on the one hand and staff and students on the other.

The Executive Board responded on 10 March by publishing a ten-point plan. This document served to structure the arguments and debates, and ensure that words resulted in genuine commitment and concrete improvements within the University. At the time of publishing this Annual Report, the following progress had been made on each of the ten points:

Point 1: Investing in and strengthening participation in decision-making

- The Supervisory Board has requested that the AUAS's Central Works Council, Central Student Council and Central Representative Advisory Council approve job profiles for the recruitment of a new Executive Board president and Rector Magnificus. The representative advisory bodies have delegated a student and staff member from both institutions to each appointment advisory committee; the councils have the right to be consulted on appointments.
- The members of the Central Works Council have been granted more resources than previously.



- The new statutory right of approval over the main points of the Budget has been widely implemented. The allocation model and amendments thereof, the Framework Letter (Budget Guidelines) and Budget Book (including the updated Accommodations Plan) have all been designated as 'main points'. The representative advisory bodies have made use of this opportunity to remove a minor bonus for timely graduation from the allocation model, which was perceived to be a perverse incentive.
- The faculties have been requested to ensure that the recruitment process for Boards of Studies is more open and transparent (elections or application procedures involving the student council, instead of cooptation).
- The procedure for consulting with the representative advisory bodies has been adapted. The representative advisory bodies are involved in the process at an earlier stage in cases that are ultimately submitted to them for advice or approval. This will serve to ensure greater transparency and involvement in cases that affect the representative advisory bodies.

Point 2: A focus on further democratisation through measures including the establishment of a Democratisation task force

- A new approach to policy preparation on the basis of green papers has been introduced, whereby students and staff have an opportunity to respond before formal decision-making procedures are initiated by the Board, the Central Executive Council (CBO) and representative advisory bodies.
- In response to proposals by the activist groups and representative advisory bodies, a Democratisation and Decentralisation Committee headed by former National Student Union (LSVb) chair Lisa Westerveld has been established. Following a positive recommendation from the representative advisory bodies and approval by the Executive Board, the Committee has taken up its duties on the basis of a working plan and a budget of approximately 420,000 euros.
- The Executive Board expects the Democratisation and Decentralisation Committee to develop various scenarios to help the University involve the academic community more closely in its decision-making processes without diminishing the effectiveness of the governance model introduced by law in 1995. These scenarios should be partly based on examples from foreign institutions and reflect the applicable statutory frameworks.
- A Diversity subcommittee with a budget of €200,000 was set up in February to do research into diversity and inclusion within the UvA.

Point 3: Decentralisation of teaching and research

- Based on the white paper Dare to Share, an action plan which aims to create communities of lecturers who share information with each other around broad policy issues relating to education is currently being rolled out. The roll-out of educational innovations and implementation of a new electronic learning environment will serve as useful test-cases for the new knowledge sharing strategy in the short term.
- Based on the white paper Blend IT and Share IT, policy plans are being drawn up within the faculties to put the educational reforms into practice, among other things through the use of open educational resources. This will allow for a more tailored approach.

26 JULY

The UvA organises an international conference on the psychological and social aspects of HIV and AIDS in collaboration with the Amsterdam Municipal Health Service (GGD)

2015 through the eyes of the Central Student Council chair...

The year 2015 was a year of protests, demonstrations and a 'wave of democratisation' that swept the UvA. The confidential Joint Meeting in April marked a crucial moment for the representative advisory bodies, which expressed their lack of confidence in the Executive Board (based on its composition at the time). The activist groups also played a more significant role in comparison with previous years, and were occasionally capable of more directly representing specific student groups. The protests also resulted in the establishment of independent research committees that will be assessing the UvA's performance in areas such as democratisation & decentralisation and finances & accommodation. Despite the initial difficulties surrounding their establishment, the committees are currently hard at work. The results of their efforts are expected around the summer holiday period. As a part of the effort towards greater democratisation and transparency, a new appointment procedure for Executive Board members was also developed in collaboration with the Supervisory Boards.

In the second half of 2015 the representative advisory bodies focused on the Framework Letter and Budget. The Framework Letter was the subject of especially intensive negotiations with the Executive Board, resulting in an amendment of the N+1 degree definition and introduction of funding for all degrees. The Budget was also the subject of highly intensive discussions. Based on the outcomes, pre-investments must now be submitted to the representative advisory bodies for approval, while the Accommodations Plan will be reviewed and the faculty representative advisory body will be intensively involved in the subsequent budgeting process.

The student council also engaged in highly constructive collaborations with the Executive Board on various issues, extensively discussing the Study Advice questionnaire, the Internationalisation report, the Blend IT Share IT report and policies on people with a disability. The Lecturer of the Year Award organised by the student council and ASVA student union also attracted a record number of participants.

Naomi Appelman

Naomi Appelman, chair of the Central Student Council, 2015-2016

10 AUGUST

A large group of international researchers including UvA professor Joyeeta Gupta explains why the shift from local to global water management is more important than ever in an article in *Science*

- The function of Examinations Boards and Boards of Studies is being investigated in more depth in the light of the Inspection Reports from 2015. Among other measures, the guides for Examinations Boards have been updated, and the recruitment of Board of Study members will be conducted in a more transparent manner.
- As a part of this effort, the Democratisation and Decentralisation Committee is also assessing work pressure trends and perceived deteriorations in this area as a result of formal requirements imposed on the basis of current legislation and regulations.

Point 4: Full financial transparency

- The UvA website section on the Budget and Framework Letter now features an explanation for 'non-insiders'. Financial statistics have also been added to the public facts & figures on the website.
- Among other measures, the transparency of the financial decision-making process has been increased by inviting the entire academic community to submit suggestions on the Framework Letter and Budget prior to their approval. On 22 January 2015, the Joint Meeting approved the Budget for 2016 in the wake of this consultation.
- An action plan aimed at instigating University-wide debate on the allocation of resources was prepared in the autumn of 2015; a task force was established in order to oversee this process. The outcome of this debate may result in changes to the allocation model from the 2018 Budget onwards.
- A Finance and Accommodation Research Committee was established and allocated a budget of 460,000 euros with the approval of the Executive Board, following recommendations by the representative advisory bodies. This Committee will be working to assess the University's policies on finances, budget allocation, accommodations and funding over the 2006-2015 period.

Point 5: Present the decision to build a new University Library to the academic community for approval

- In order to facilitate an informed debate around this issue, a number of alternative scenarios are currently being developed to the same level of detail as the proposed plan for the University Library. These scenarios involve incorporating the University Library into the Oudemanhuispoort or keeping the University Library in its existing location. The academic community will be consulted over the various alternatives. Preparations to this end will continue over the course of 2016.

Point 6: Prioritising creativity and innovation in teaching and research

- Back in the autumn the Educational Reform and Blended Learning task force and the Knowledge Sharing in Education task force issued recommendations in the form of green academic community was given several weeks to submit comments on these recommendations. The task forces then responded to these comments, reviewed their recommendations and drew up a plan for their implementation. The Executive Board announced its policy positions on these recommendations in April of 2016. The task forces will now continue on as sounding board groups. As their first measure, the groups will request that faculties develop policy plans for educational innovation (based in part on the application of open educational resources) that reflect their current state of education.

12 AUGUST

Researchers including UvA scientist Katja Peijnenburg discuss their biology research project on mount Gunung Kinabalu in Sabah, Malaysian Borneo, in an article in *Nature*

- In addition to creativity and innovation, the quality of degree programmes remains key. The midterm review of the Institutional Quality Assurance Audit published in February 2016 plays an important role in this regard. A programme aimed at addressing the areas for improvement identified at each faculty is currently being developed.
- At the request of the Board, the University Committee on Education has set up a task force which will evaluate the measures to improve academic success introduced following a recommendation from the task force of the same name in 2009. The objectives of the programme have been amply achieved and are reported on in greater detail in chapter 6 of this Annual Report. This will pave the way for a continued focus on educational reform, academic development and research-intensive teaching.
- Researchers will be offered support in the process of independently determining relevant criteria for future research evaluations on the basis of the strategy for their specific discipline, within the scope offered by the SEP. This measure will help to further facilitate innovation in research.

Point 7: Strengthening the relationship between teaching and research; improving the status of teaching

- The Board has devoted a great deal of time to reviewing the HR policy in close consultation with the deans and the representative advisory bodies. This has resulted in an HR agenda which specifies the priorities and which has been approved by the Central Works Council. The key priorities are: an appropriate balance between permanent and temporary staff members, strategic staff planning in connection with work pressure issues, further development of the (academic) career development policy, improvement of the quality of annual consultations and continued leadership development. A task force will be established for each of these priorities; the resulting recommendations will be submitted to the Central Works Council by 1 September 2016 at the latest.
- Policies must also reinforce the link between teaching and research. This will be achieved by implementing the vision on teaching and learning and by establishing a University Committee on Education (UCO) task force which will prepare a handbook on translating research-intensive teaching into learning outcomes and assessment frameworks for degree programmes.
- The relationship between teaching and research will also be a key focus of the Allocation Model task force (despite the fact that this relationship does not play a role in external funding).

Point 8: Restricting the number of temporary employment contracts

- The Board has appointed a confidential adviser on individual legal status (VIR) to talk to staff members who believe that they have not been dealt with in accordance with the letter and spirit of the law and the Collective Labour Agreement for Dutch Universities (CAO NU). The VIR has made binding judgements in a number of HR cases and issued general recommendations on policy.
- Also, in December 2015, an independent research report on temporary contracts was published, to which the representative advisory bodies' Temporary Personnel Committee responded in April 2016.
- As stated in point 7, the ratio between permanent and temporary staff members is a key feature of the HR agenda.

14 AUGUST

Close to 1,000 international students from over 100 different countries receive a warm welcome from the UvA and AUAS on 14 and 17 August, at a special UvA/AUAS reception desk at Schiphol airport

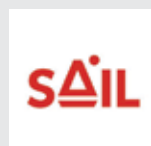


Point 9: The Maagdenhuis hall is available for debates

- The hall of the Maagdenhuis is available for debates relating to the reform process in the broadest sense of the word. A number of different debates are organised on a monthly basis, some of them on current government policy, others involving an external guest speaker (examples include: *Knowledge is market; University as a driver of empowerment and Flexible learning*).

Point 10: To remind the government of its responsibilities

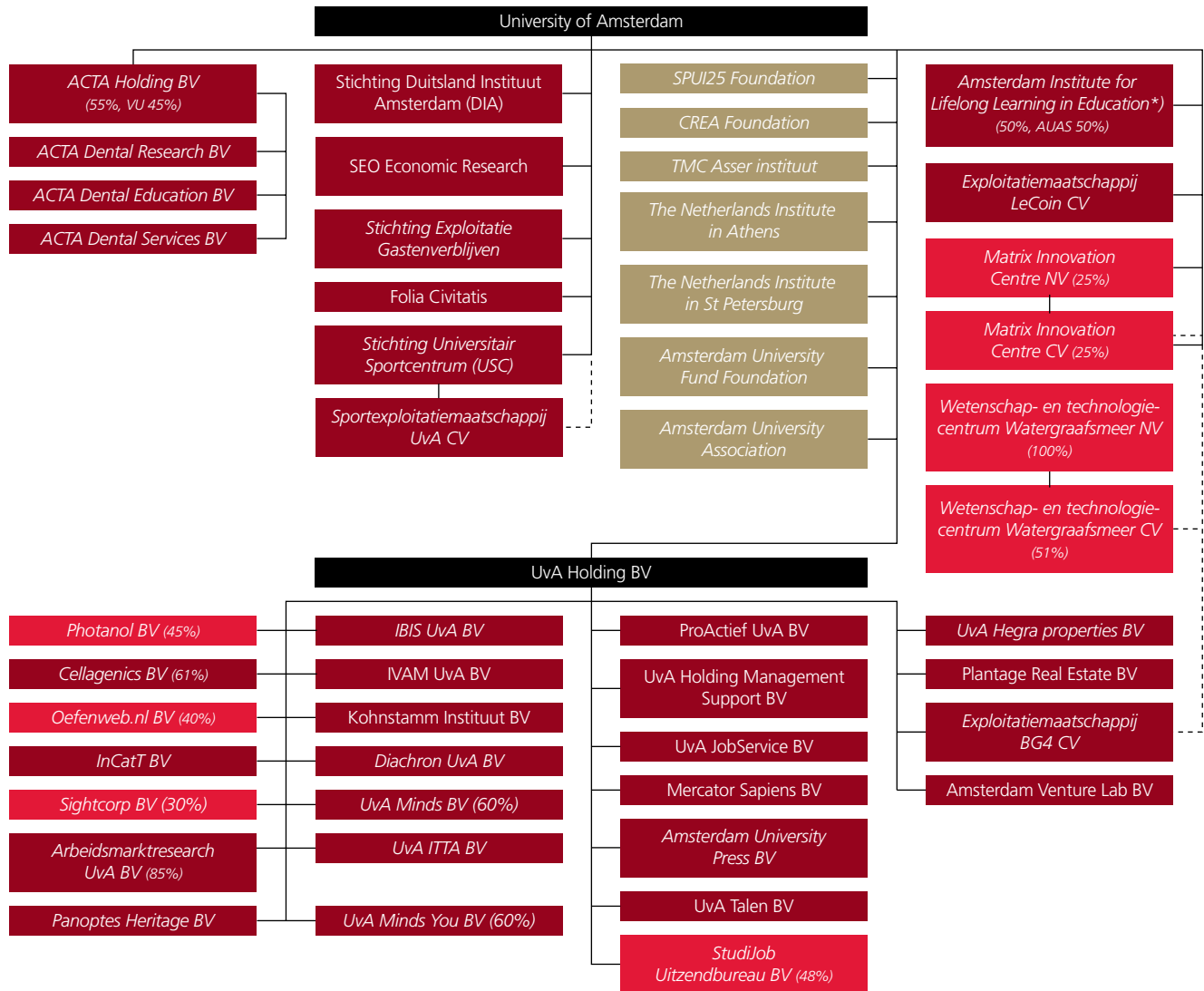
- Back in the autumn the Board helped draw up a motion which is designed to link funding for education more closely with actual teaching. Once the motion had been adopted, the Board entered into negotiations with the Ministry of Education, Culture and Science and MPs Duisenberg and Mohandis to put it into practice through a pilot project involving so-called flexible learning.
- Together with vice-rector Du Perron, members of the Board also talked to the spokespersons for education of a number of political parties. This resulted in a number of follow-up contacts.
- The minister attended a debate with lecturers on innovation of the current accreditation system. This meeting yielded the idea of conducting various pilot projects aimed at reducing the amount of bureaucracy and regulatory pressure involved in the accreditation process. However, these projects have currently been put on hold due to changes to the original plan. The conditions for implementation are currently being renegotiated with the Association of Universities in the Netherlands.



18 AUGUST

UvA astronomers set up telescopes along the waterfront at the EYE film museum during SAIL Amsterdam 2015, offering visitors an opportunity to gaze at the stars

The group chart of the University of Amsterdam



■ Consolidated in the Annual Statement of Accounts ■ Not consolidated, carried in the Annual Statement of Accounts ■ Not consolidated, not carried in the Annual Statement of Accounts

----- silent partnership

italics not part of the UvA's VAT group

*) discontinued as of 1 January 2016; activities transferred in part to the AUAS and in part to VU University Amsterdam

24 AUGUST

Over 3,000 first-year students take part in the Introduction Week under the supervision of senior students, featuring 25 activities at locations 'every student in Amsterdam should know'

4. Administration

4.1 Administration and management

The UvA is a legal entity under public law pursuant to Section 1.8, second paragraph, in conjunction with Annex 1(a) of the Dutch Higher Education and Research Act (WHW).

The UvA engages in the statutory duties of a university, including academic teaching and research, transferring knowledge to society and building awareness of social responsibility, and is a recognised institution for the general advancement of the public.

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

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

In response to the occupations in early 2015, the Executive Board was supplemented with a student board member serving in an advisory capacity (student assessor); the appointment -advisory committee consists of one Executive Board member, one Supervisory Board member and two members nominated by the Central Student Council.

The Executive Board:

- is charged with governance and control of the institution as a whole;
- approves the Strategic Plan and implements institutional strategy;
- determines the management structure;
- bears final responsibility for the quality of teaching and research;
- determines tuition fees and student policy;
- is charged with operational management and approves the Annual Budget, Annual Statement of Accounts, personnel policy and terms of employment;
- has a functioning system of internal control and risk management;
- provides legal protection for staff and students, as well as participation in decision-making.

Under the WHW, teaching and the pursuit of science and scholarship are organised within faculties, each headed by a dean appointed by the Executive Board.

In the 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.

Under a standard – and in some cases statutory – procedure, the Executive Board and the deans consult a number of bodies. These include, in the first place, the statutory staff and student representative advisory bodies (the Student and Works Councils at the faculty and central levels, as well as their joint meetings).

These bodies not only have advisory rights on various topics, but in some instances also the right of approval.

28 AUGUST

The damages caused by the occupations of the Bungehuis, Maagdenhuis and BG3 are fully reimbursed by insurers (following the deduction of compulsory excess), at a total of 668,000 euros

Recommendations issued by the internal advisory committees in 2015

Senate	<ul style="list-style-type: none"> • Recommendations in response to the Maagdenhuis occupation
University Committee on Education	<ul style="list-style-type: none"> • The accreditation system and institutional accreditation process • The policy rule on Efficiency in Higher Education • The ten-point plan • Ongoing lecturer professionalisation • Outbound student mobility • Pre-investments in 'yields' from student loan system
University Committee on Research	<ul style="list-style-type: none"> • Recommendations on the basic principles and structure of the university allocation model, especially with regard to research resources • Recommendations in support of the allocation of additional funding to university research priority areas • Recommendations in support of the administrative response to the Research Review Dental Research • Recommendations in support of the administrative response to the Research Review Political Science
University of Amsterdam Ethics Committee	<ul style="list-style-type: none"> • Independence of research and IP rights for UvA researchers • Ethical issues in the area of learning analytics and data governance

The Joint Meeting has had statutory right of approval with regard to the main points of the Budget since the spring of 2015. For 2016, the Joint Meeting will exercise its right by deciding on the following:

- the 2016 budget allocation model;
- the 2016 Framework Letter deriving from it;
- the resulting 2016 Budget Book

Other standard central advisory bodies are:

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

The Executive Board works under the supervision of a Supervisory Board appointed by the Dutch Minister of Education, Culture and Science. The Supervisory Board appoints and dismisses members of the Executive Board, approves the Strategic Plan, Annual Budget and Annual Statement of Accounts and ensures that the quality assurance system is effectively structured.

The Supervisory Board has an Audit Committee, a Governance Committee and an Education and Research Committee. The Board meets around five times a year. Twice yearly the entire Supervisory Board or delegated members also meet with the central representative advisory bodies.

Remuneration policy and the figures and terms of appointment for individual members of the Executive Board are provided in section 4.2, as are the allowances for members of the Supervisory Board. Ancillary activities of members of both boards are listed on the UvA's website.

Academic Medical Center

The Academic Medical Center (AMC-UvA) is the teaching hospital affiliated with the UvA. The AMC-UvA is a legal entity under public law pursuant to Section 1.13 of the Dutch Higher Education and Research Act (WHW) and publishes its own annual report.

The joint meeting of the Executive Boards of the UvA and AMC-UvA is a joint policy-making body as referred to in Section 9.20 of the WHW, bound by joint regulations laying down rules for the joint administration of medical teaching and research by the two institutions.

Under an agreement between the UvA and AMC-UvA, the latter is designated as the joint executive body as referred to in Section 9.22. It further provides that the dean of the Faculty of Medicine is also the chair of the Board of the AMC-UvA and exercises the office of dean within the context of the Executive Board, and also determines the powers he or she is authorised to exercise on behalf of the Executive Board. As dean, he or she also takes part in the University's Central Executive Council meetings.

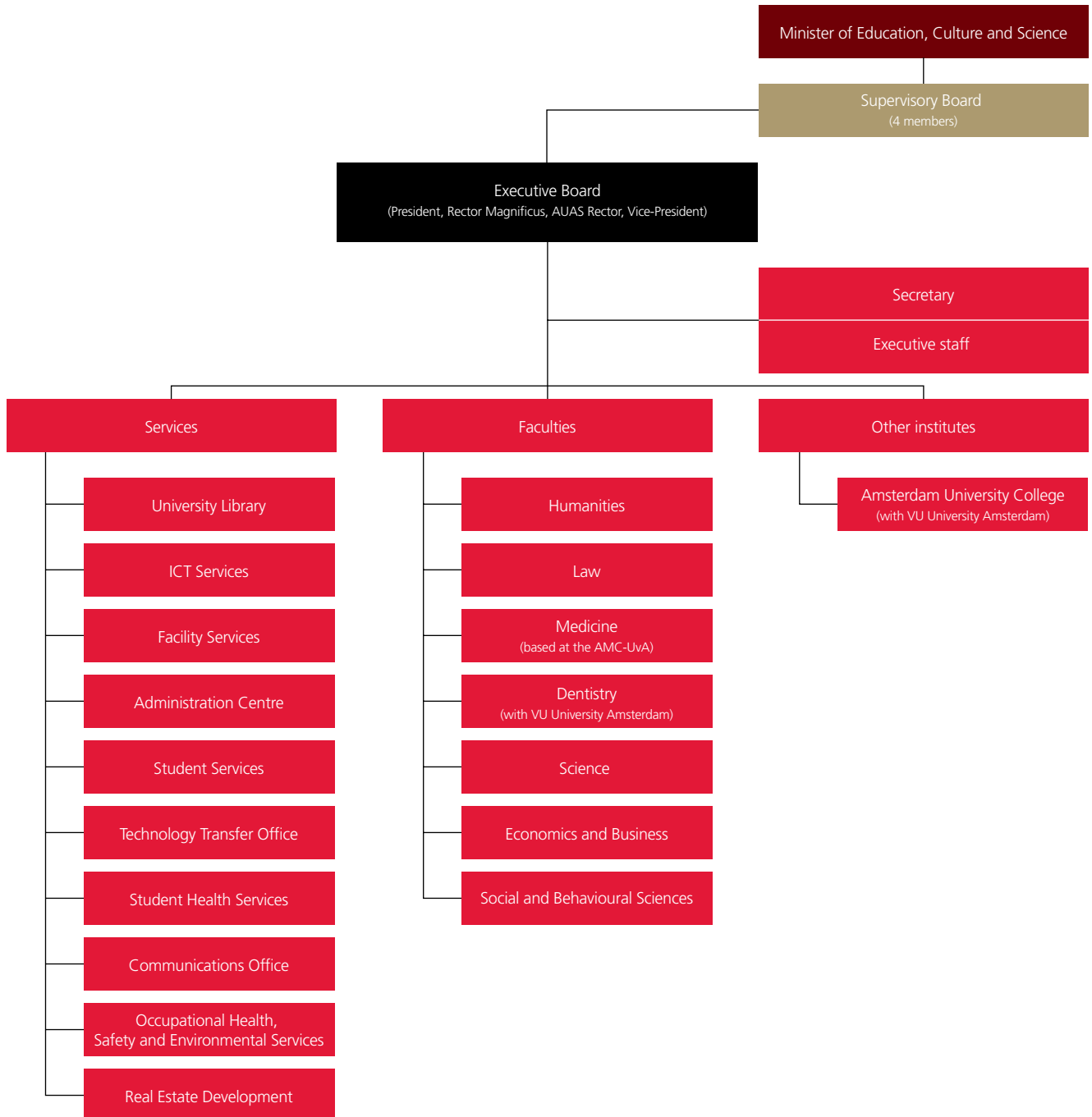
Academic medical teaching and research activities are periodically coordinated in a joint policy document (a covenant) agreed between the UvA and AMC-UvA.



31 AUGUST

Official opening of the 2015-2016 academic year, featuring guest speaker Geoffrey Boulton, emeritus professor at the University of Edinburgh

Internal structure of the University of Amsterdam



1 SEPTEMBER

Lianne Schmidt, student at the Research Master's in International Development Studies, takes up her position as student assessor to the Executive Board

The UvA's teaching regulations apply equally to the Faculty of Medicine, whose students also have the right to vote in the Central Student Council elections. The AMC-UvA Works Council also has at least one representative (employed by the faculty) on the Central Works Council. All other aspects of the AMC-UvA are governed by its own regulations and councils, in which patient care activities play a key role.

Intensive collaboration with the Amsterdam University of Applied Sciences

Since 1998, the UvA and the Amsterdam University of Applied Sciences (AUAS) have been working closely together to offer students in Amsterdam a targeted and differentiated range of higher education degree programmes. Since the autumn of 2003, the two institutions have also had a single Executive Board, and for this reason have been allowed to deviate from the Dutch Higher Education and Research Act and appoint the rector of the AUAS as an additional fourth Board member.

The Supervisory Boards and their respective committees have not been merged, but are chaired by the same person and attend each other's meetings.

The UvA and AUAS's support services are legally separated, but operate as if they were practically a single entity under joint management. The services offer the most effective possible support to both institutions in an effort to optimise efficiency.

UvA-VU University Amsterdam joint institutes

The Academic Centre for Dentistry in Amsterdam (ACTA) brings together the respective faculties of dentistry of the UvA and VU University Amsterdam. Teaching, research and patient care activities at both faculties are fully integrated and directed by a single dean.

ACTA was established as an unincorporated joint venture of which the UvA bears 55% of the costs and VU University Amsterdam 45%, in line with the student enrolment quotas imposed for each institution.

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

As from 2014, the UvA and VU University Amsterdam have appointed a joint dean of their science faculties.

Group structure

The UvA clusters its non-statutory activities and spinoffs in fields like applied research within group companies. These group entities are 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.

1 SEPTEMBER

The degree programme offered by Duisenberg School of Finance (DSF) is merged with UvA and VU University Amsterdam's honours programme

Aside from UvA Holding, the group structure consists of holdings in:

- ACTA Holding BV;
- SEO Economic Research;
- T.M.C. Asser Institute for European and International law in The Hague;
- Amsterdam Institute for German Studies (DIA);
- Netherlands Institute in Athens;
- Netherlands Institute in St Petersburg (a Russian legal body);
- CREA Foundation;
- University Sports Centre (USC) Amsterdam Foundation and the sports operating company UvA CV;
- Amsterdam University Association, with membership open mainly to alumni;
- Amsterdam University Fund Foundation (AUF), which manages approximately 60 funds legated or otherwise designated for a purpose tied to the UvA;
- several smaller entities.

The Annual Report features a diagram of the group structure, showing which affiliated parties are part of the consolidation base for the Annual Statement of Accounts and which are part of the VAT group.

The Annual Statement of Accounts contains an additional list of organisations – mainly foundations – affiliated in some way with teaching and research at the UvA but not considered to be part of the UvA group on account of their Board structure or financial relationship with the UvA.

Internal structure

The UvA has seven faculties, including those at the AMC-UvA and ACTA. Faculty activities are organised in colleges (Bachelor's programmes), graduate schools (Master's programmes) and research institutes. Academic and support staff are organised in departments and support and management staff capacity groups (also called faculty offices), respectively, and are hired by the colleges, schools and institutes.

Most internal services are assigned to the shared service units, which are responsible for providing suitable and reliable administrative, facility, automation and other services as efficiently as possible.

The University Library is also a shared service and incorporates the Allard Pierson Museum for archaeology, the Special Collections, the University Museum and around 40 other collections.

Costs of running the shared service units are charged to users at the faculties and other services, with the exception of services provided by the Executive Staff.

The Executive Staff, which is the secretariat to the Executive Board and the UvA's policy and advisory body, headed by the Secretary General of the UvA, is covered by a small percentage withheld from the government funding apportioned to the faculties.



4 SEPTEMBER

Camilla Dreef, Master's student in Biological Sciences at the UvA, participates in a new NPO1 programme in which teams of two students vie to see who is the best bird watcher

SEP

Management control

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

The Executive Board bears ultimate responsibility. The internal control system encompasses a full planning and control cycle, internal budgeting, monthly reporting and quarterly analyses and prognoses of income, expenses and cash flows.

Each faculty and shared service has its own controller who reports to the CFO by way of the relevant dean or director, who then informs the Executive Board.

The tasks, authorities and responsibilities making up this framework are laid down in the Standard Operational Management Mandate and the Financial Management Regulations.

The Supervisory Board's Audit Committee monitors the system's functioning and results.

Under this integral management structure, each unit is expected to have its own systems and processes through which to verify the quality of performance and compliance with rules. As from 2015 the central audit activities of the UvA and the AUAS have been merged and organised as an independent internal Audit division.

Audits are intended to enable the Executive Board to examine and assess how well various facets of the integral management system are functioning, as well as other aspects. Having obtained institutional accreditation in 2013, they will also play a role in quality assurance in research and especially teaching. The Audit Department is also responsible for ensuring ongoing development of the risk management system.

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

Codes of conduct and a transparent academic culture play a crucial role in the University's risk management system, with transparency serving as a key guiding principle in all the UvA's activities. The UvA subscribes to the Dutch Code of Conduct for Scientific Practice, the Code of Conduct for the Use of Personal Data in Scientific Research and the Code for Transparency on Animal Testing.

The Academic Integrity Complaints Regulations provide guidelines for reporting breaches of these codes. The UvA's Regulations on Ancillary Activities lay down rules for releasing information about potential conflicts of interest of researchers and other staff members. Internal policies for the prevention of fraud and risks further include the UvA-Amsterdam University of Applied Sciences Whistleblower Scheme.



7 SEPTEMBER

Freek de Jonge explores key issues from a humanities perspective over a series of public workshops entitled *Freek de leek* starting in September

Remuneration of Executive Board in 2015

	DR. L.J. GUNNING-SCHEPERS	PROF. D.C. VAN DEN BOOM	PROF. H.M. DE JONG	PROF. H.M. AMMAN
Position	President	Rector Magnificus and Acting President of the UvA since 19 April 2015	Member, AUAS Rector	Vice-President
Term commenced	1 April 2012	1 October 2007	1 March 2013	1 February 2014
Current term ends	18 April 2015	unspecified	28 February 2017	31 January 2018
Working hours	38/week	38/week	38/week	38/week
Gross salary	49,079	192,247	185,428	196,505
Taxed reimbursements	0	0	0	0
Pension contribution (employer)	5,250	17,166	17,083	17,408
Total relevant under WNT	54,329	209,413	202,511	213,913
(WNT maximum)	(68,195)	(230,474)	(230,474)	(230,474)

FOR THE EXPENSE OF	UVA	AUAS	TOTAL
Dr. L.J. Gunning-Schepers	27,165	27,164	54,329
Prof. D.C. van den Boom	104,707	104,706	209,413
Prof. H.M. de Jong	101,255	101,256	202,511
Prof. H.M. Amman	106,956	106,957	213,913

Expense claims Executive Board

	DR. L.J. GUNNING-SCHEPERS		PROF. D.C. VAN DEN BOOM		PROF. H.M. DE JONG		PROF. H.M. AMMAN	
	UvA	AUAS	UvA	AUAS	UvA	AUAS	UvA	AUAS
Chargeable to								
Representation expenses	0	0	2,180	0	0	0	485	324
National travel expenses	23,723	0	16,661	0	0	16,706	0	41,082
International travel expenses	0	0	1,813	0	0	948	0	0
Other costs	540	0	1,800	0	0	1,800	0	2,179
Total	24,263	0	22,454	0	0	19,454	485	43,585

9 SEPTEMBER

The *Growth Hacking* pilot programme is launched; among other skills, participating students and recent graduates learn how to set up a successful start-up company

SEP

4.2 Remuneration data

Executive Board

From 1 September 2003, the UvA and the Amsterdam University of Applied Sciences (AUAS) have been governed by a single, joint Executive Board comprising four members. Consent for deviating from the statutory three-member board was granted by the Dutch Minister of Education, Culture and Science on 22 November 2002.

The president and Rector Magnificus are both employed by the UvA, while the vice-president and the fourth member, who is also the rector of the AUAS are employed by the AUAS.

In a letter dated 18 August 2013, the Minister of Education, Culture and Science classed the AUAS as a research university for the purposes of the Dutch Executives' Pay (Standards) Act (WNT) (pursuant to Section 2.7, third paragraph of the WNT). The maximum remuneration permitted under the WNT in 2015 was €230,474 for both the UvA and the AUAS.

Pursuant to the WNT, education will be classified on the basis of a system of complexity points rather than sub-sectors as of 2016. The UvA and AUAS both score the maximum of 20 complexity points. The underlying calculation is included in appendix 7.

The policy governing remunerations for Board members is based on the Decision dated 6 August 1998 on the legal status of public university executive boards members (now repealed, Bulletin of Acts and Decrees 518).

Board members are not entitled to bonuses, performance-based supplements, other performance-based remunerations or taxable reimbursements for expenses.

The table below gives an overview of remunerations of the Executive Board members in 2015, in the form prescribed in the WNT. A full overview in the form prescribed by Sections 4.1 and 4.2 of the WNT is provided in Appendix 7.

Effective 19 April 2015, the president of the Executive Board, Dr L.J. Gunning-Schepers, stepped down to make way for modernisation of the Board on the basis of the ten-point plan. Ms Gunning-Schepers took up her former position as University Professor at the UvA.

The Supervisory Board subsequently appointed the Rector Magnificus, Prof. D.C. van den Boom to serve as acting president pending the appointment of a new president and Rector Magnificus. This appointment date has since been set at 1 June 2016.

The remuneration of Board members is shared between the UvA and the AUAS based on a 50:50 distribution formula.

Board members are reimbursed for expenses in accordance with the rules that apply to all staff members at the institution at which they are employed. In late 2015, the Supervisory Board adopted a specific and austere set of Regulations on Expenses Reimbursement, Travel Expenses and Facilities for Executive Board members, establishing more detailed standards and instructions. Over the year 2015, the Board members submitted the above expense claims to the UvA and the AUAS.

The statement includes:

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

Of these expenses, the item ‘national travel expenses’ almost entirely comprises the use of hired cars.

The item ‘international travel expenses’ includes a number of working visits within Europe.

Supervisory Board

The Supervisory Boards of the UvA and the AUAS have not been merged, but are chaired by the same person and attend each other’s meetings.

The reimbursements for Supervisory Board members are determined in accordance with Section 14a of the Regulations on the Financing of Higher Education, which was revoked effective 2013 and has not been amended since that time.

As both UvA and AUAS Supervisory Board members attend each other’s meetings and consultations in the capacity of advisers they also receive a consultancy reimbursement from the other institution.

The table below shows the allowances and consultancy fees paid over the Board year 2015 (excluding VAT, where applicable). A full overview in the form prescribed by Section 4.1 of the WNT is provided in Appendix 7.

Remuneration of the Supervisory Board in 2015

SUPERVISORY BOARD	TERM		ALLOWANCE PAID	ALLOWANCE PAID	CONSULTANCY	CONSULTANCY
	START	END	BY THE UVA	BY THE AUAS	FEE ALLOWANCE UvA	FEE ALLOWANCE AUAS
A. Nicolai, chair	July 2012	June 2016	15,000	7,500	3,500 3,208	3,500 3,500
L.M.T. van Velden	July 2012	June 2016	10,000		3,500	
Prof. S.W.J. Lamberts	Nov. 2012	Oct. 2016	10,000			
M.A.M. Barth ¹	Apr. 2014	Apr. 2017		10,000		
R. de Jong RA	Feb. 2015	Jan. 2019		9,167		3,500
M.R. Milz MBA	Oct. 2008	Sept. 2016		10,000		
Prof. G.P.M.F. Mols	May 2013	Apr. 2017	10,000			

¹ adviser since May 2013



10 SEPTEMBER

UvA researcher Guido van 't Noordende launches the Whitebox pilot project, an alternative to the National Coordination Point (LSP) aimed at securing the transfer of medical data

5. Financial report by the Executive Board

5.1 The UvA's financial position

At the time of - and prior to - the 2015 protests, it was widely assumed that the entire UvA organisation would have to make major cuts. This graph shows the UvA's total revenues since 2003, with transfers to AMC-UvA for the Faculty of Medicine represented separately. Overall, the UvA did not experience any shrinkage over the recent period. On the contrary, revenues gradually increased - a development that can be mainly attributed to the rise in student numbers (by approximately 50% over the course of this period). The graph also shows the growth of our academic workforce (over 25%) enabled by the increase in revenues. Naturally, the expansion of our workforce did not keep pace with the growth of our revenues, which were also partly used to cover wage and premium increases.

Despite this overall growth, individual faculties still face cutbacks especially those with declining student numbers. Both the UvA's external revenues and the internal funding of its faculties tend to fluctuate - following a minor adjustment period - to reflect education demand.

Regular education is financed through the first flow of funds (government grant plus tuition fees). The graph below shows the development of this first flow of funds, corrected for the rise in contract wages since 2002.

The education budget (teaching component of the government grant plus tuition fees) has visibly grown in step with the number of students, but has failed to keep pace with education demand (measured in the form of the number of credits obtained). The average student receives more education as compared to ten years ago, a development undoubtedly attributable to the fact that policies have emphasised study success rates and study pace since 2007. Although funding per student has not decreased over the past ten years, the teaching budget has failed to keep pace with education demand. According to this graph, this effect is around 15% at the UvA.

As the graph also shows, the first flow of funds for research (research component of the government grant) has not kept pace with the teaching budget. In fact, the research component actually decreased around 2008, when 100 million from the first flow of funds was transferred to the NWO. In real terms, the total government grant per student has thus decreased by 28% since 2000 according to the Association of Universities in the Netherlands (VSNU).

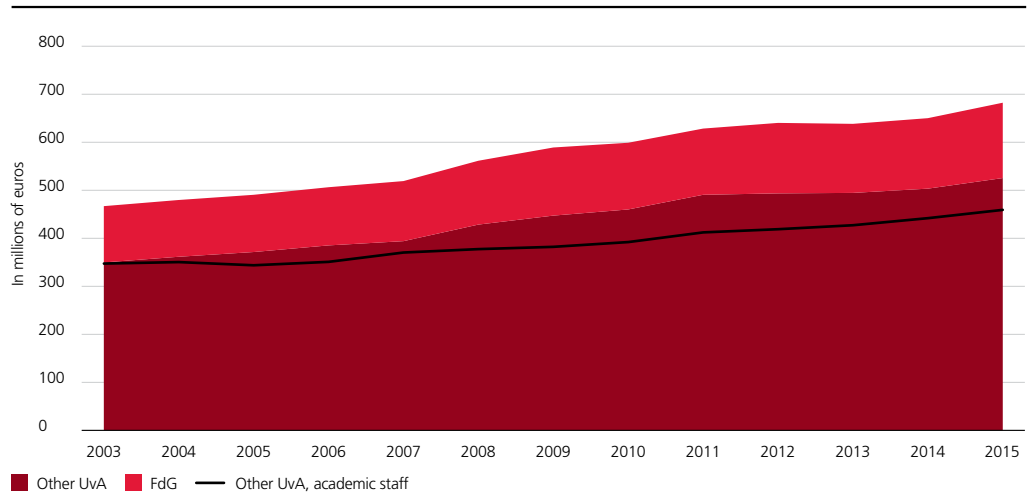
This major discrepancy between teaching and research budgets and the resulting need to deploy temporary teaching staff in order to accommodate education demand inevitably cause friction in an academic world where teaching and research are deemed to be equivalent. These developments - combined with the fact that research is increasingly project-based and thus inherently temporary - played a crucial part in the growing tensions surrounding academic careers policies that eventually spilled over into protest. At the time of the Veerman Committee (2010), the VSNU made efforts to stem the growing divergence between teaching and research by introducing the concept of 'capacity-based funding'. However, the Ministry of Education, Culture and Science failed to take up the initiative.

However, the graph does not show the additional tensions caused by the fact that (a) the growth of education demand does not reflect the research agenda and (b) emphasis is increasingly shifting towards the acquisition of external, project-based research funding, resulting in a growing divide between research groups of which the 'rich' (Spinoza, Vici and ERC grant recipients) are becoming richer as the 'poor' get poorer.

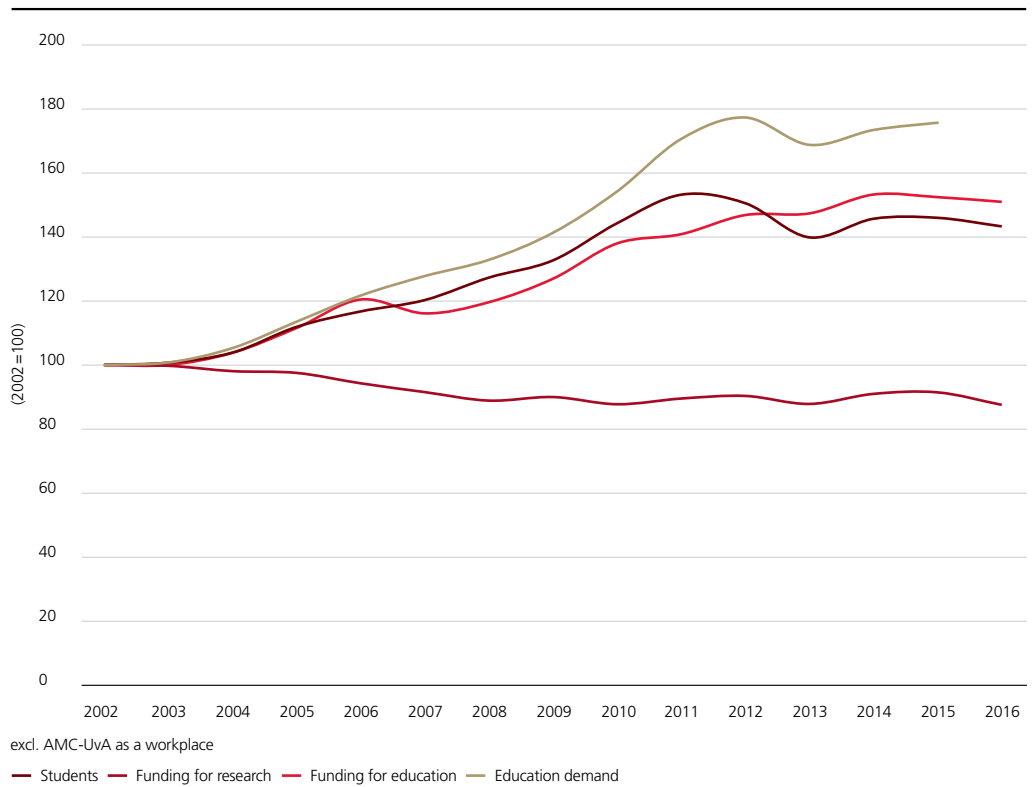
Despite these financial tensions - both within education itself and between teaching and research - the UvA's equity has seen substantial growth since 2006. This is shown in the graph, divided over the two reserves set aside as a part of the Accommodations Plan and other reserves.

Long-term financial trend outlook (1)

Increase in UvA revenue, with and without Medicine



Development of first flow of funds and education demand since 2002 (corrected for inflation)



15 SEPTEMBER

The UvA holds 55th place in the QS World University Rankings



The reserves set aside for purposes not related to the Accommodations Plan increased from 142 million euros in late 2005 to 230 million euros in late 2014. This 88-million capital appreciation was the result of prudent financial management. The increase mainly took place over the post-2008 period, after initial problems relating to the new shared services structure had been resolved.

This prompts the question as to how much equity the UvA actually needs to carry out its statutory duties and implement its strategy. The UvA has not formulated any objectives in this area, and no external standards have been set to establish a maximum threshold for universities' equity. In 2009, the Committee on Asset Management at Education Institutions (Don Committee) developed standards for the primary and secondary education sector in order to establish how much equity should be deemed sufficient. As regards the higher education sector, however, the Committee merely recommended that further studies be conducted. Naturally, an education institution is not a 'savings fund'; the resources entrusted to it serve a statutory purpose.

Minimum thresholds for the requisite amount of equity can be derived from the frameworks for building financing, discussed in a subsequent section of this document. As this section will show, the University's current equity is substantial enough to finance the Accommodations Plan.

The UvA tends to apply prudent budgeting strategies: the faculties and service departments are generally managed in a risk-averse manner. The long-term budget is also conservative, as it accommodates potential government and institutional cutbacks in advance, applies conservative estimates of the University's revenues and inadequately elaborates the relationship between income and expenditure and the estimated volume of students and staff. As a precaution, revenues for which the exact amount and timeframe are uncertain, such as the divestment of surplus buildings, are also no longer presented as revenues. As a result, the outlook presented in the long-term budget for 2015-2018 led the UvA community to believe that a total of 83 million euros in cutbacks would have to be made over this period.

In practice, however, financial outcomes consistently exceed the budget by approximately 10 million. The outliers in the graph are all directly related to incidental items that were not included in the published budget, such as the dissolution of the 'bamabult' (the unintended reallocation of funds between universities in as a result of changes in the funding model during transition to the Bachelor's-Master's structure) in 2010 and profit on sale of the ACTA building, or the additional budgetary allocation of approximately 10 million euros to the AMC-UvA in 2012 and postponement of the sale of ZMA buildings until 2013. The surplus was actually even greater in 2014 and 2015, due to the fact that wage indexation in the government grant was not spent.

Accordingly, the 83-million budget deficit over the four-year period (33 million of which comprised the scheduled withdrawal from previous savings in the Accommodations Reserve) would not have caused the same degree of unrest if the interpretation of long-term figures had been communicated more effectively. Paradoxically enough, the growing degree of transparency - the UvA did not publish long-term budgets until recently - sparked unrest despite the fact that the UvA's economic situation had not worsened in any way.

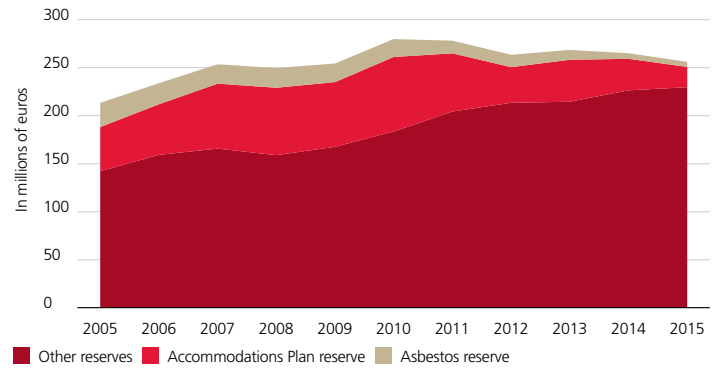
Despite all these developments, the UvA's financial management has been gradually improving since 2006.

In 2006, the UvA made sweeping changes as it transitioned to the attribution of integral costs, an allocation model driven by education demand and an organisational structure with professionally-managed shared services. These changes were embedded over the 2006-2008 period through

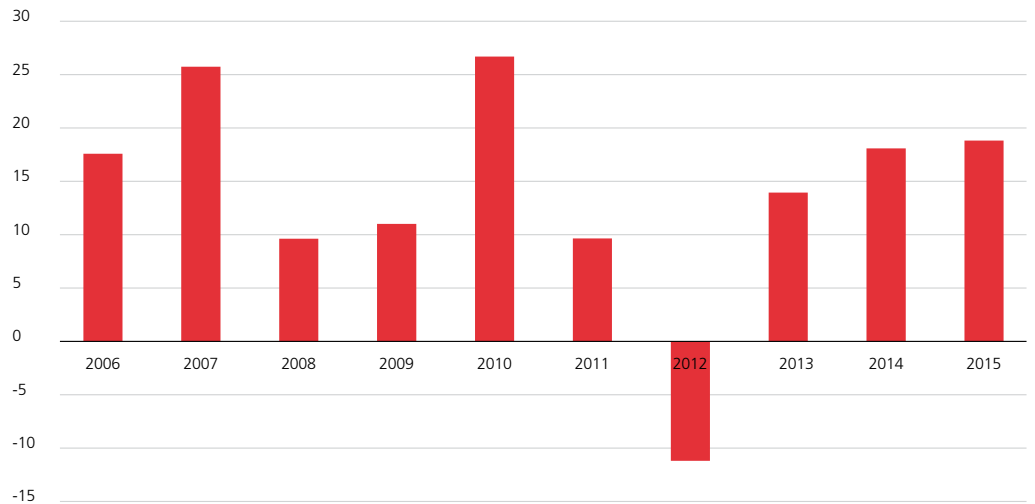
Long-term financial trend outlook (2)

Increase in equity (UvA non-consolidated)

The graph shows the figures at the end of 2005-2007, corrected for adjustment of the valuation principles introduced by the Ministry of Education, Culture and Science in 2008 (RJ660).



Difference between actual and initial budget, amounts x €1 million



15 SEPTEMBER

To what extent is education correlated with labour market inequality? Sociologist Herman van de Werfhorst and fellow researchers address this question in their book *Een kloof van alle tijden*

restructuring of the SAP ERP system, a solution that was issued EU certification for full cost accounting in 2010.

The establishment of the Administration Centre and subsequent introduction of internal settlements (instead of internal invoices) and application of stringent monthly closure procedures served to significantly improve financial discipline. The subsequent 2010-2011 period was spent strengthening the control function of the faculties and service departments.

The deficits at the Faculty of Economics and Business in 2009 and - more recently - at the Faculty of Humanities and Faculty of Law would appear to contradict this general improvement in terms of financial discipline; however, it should be pointed out that these faculties were most reticent in terms of implementing the UvA governance model and imposing the associated financial discipline.

24 SEPTEMBER

The Finance and Accommodation Committee headed by auditor Hendrik van Moorsel is officially launched; among other aspects, the committee will be assessing the Accommodations Plan 2005-2020 and the UvA's policies on financial reserves and capital

Financial result 2015

RESULT, AMOUNTS X €1 MILLION	REALISATION 2015	2015 BUDGET
Education and research	2.1	-12.7
Property	-14.2	-18.2
Treasury	3.3	3.1
<i>Non-consolidated UvA result</i>	-8.8	-27.8
<i>Result from other consolidated affiliates</i>	0.8	-
<i>Consolidated UvA result</i>	-8.0	-27.8

NORMALISED RESULT, AMOUNTS X €1 MILLION	2015	2014
Consolidated result according to the Annual Statement of Accounts	-8.0	-3.2
Expenditures for asbestos removal	0.5	1.4
Costs incurred due to delay of renovations at Roeterseiland complex	-	2.7
Disposals in relation to Roeterseiland complex	1.6	-
Creation of reorganisation provisions minus releases	1.7	1.1
Temporary lease of classrooms and office space	3.2	-0.6
Movement in reserved fund for local terms of employment	0.7	-
Lower energy costs due to decrease in degree days	-0.2	-0.9
Maintenance costs	-	1.4
Release of provision for bad debts	-	-0.7
Dissolution of VOF CNA	3.0	-
Payment of Invention Scheme funds to Euclid Vision Technologies BV	0.9	-
Ineffectiveness hedge	0.7	-
Revenues from Amsterdam Science Park land lease	-1.2	-
One-off compensation for pension accrual by employees earning in excess of 100,000 euros a year *)	0.3	-
Normalised result	3.2	1.2

*) In connection with the capping of pension accrual on income exceeding 100,000 euros effective 2015, agreements were reached with the employee organisations over the course of CAO negotiations, specifying that the resulting benefits to the employer would be disbursed to the employees affected in the form of one-off gross salary payment in 2015. This payment was not effectuated until March 2016 and is thus recognised as debt on the final balance sheet for 2015

28 SEPTEMBER

The Executive Board holds consultations with the academic community to discuss the issues of blended learning and knowledge sharing

SEPTEMBER

5.2 Financial result for 2015

The UvA's result over 2015 is composed in accordance with the following table. The UvA's budgeted non-consolidated result for 2015 closed with a negative balance of - €27.8 million, comprising a budgeted negative operating result for teaching and research of - €12.7 million, a negative result of - €18.2 million for Property and a positive result for Treasury of €3.1 million.

- The realised non-consolidated result over 2015 of - €8.8 million was considerably higher than budgeted. This is largely attributable to the following factors:
- A more sizeable government grant (€7.3 million), largely due to adjustment of the reference estimate and addition for wage and price adjustments;
- Higher than budgeted income from tuition fees (€1.9 million);
- The income from 'work performed for third parties' was approximately €15.2 million higher than budgeted; this result is partly attributable to income from contract teaching; more intensive deployment of staff financed through the first flow of funds to research projects financed through the second and third flows of funds also yielded higher than budgeted results for the first flow of funds;
- Other income was lower than budgeted (-€5.2 million); this is mainly attributable to a decline in secondment and service provision to third parties;
- Depreciation was lower than budgeted (€3.8 million), while accommodation costs (€4.3 million) and other expenses (€9.7 million) were higher than budgeted; the other expenses item also includes a provision for the dissolution of VOF Amsterdam Institute for Lifelong Learning in Education (€3.0 million). Accommodation costs and other expenses at the Faculty of Medicine also increased;
- Financial income and expenses are almost in line with the budget.

A more detailed breakdown of the result is provided in a subsequent section of this document.

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

Equity

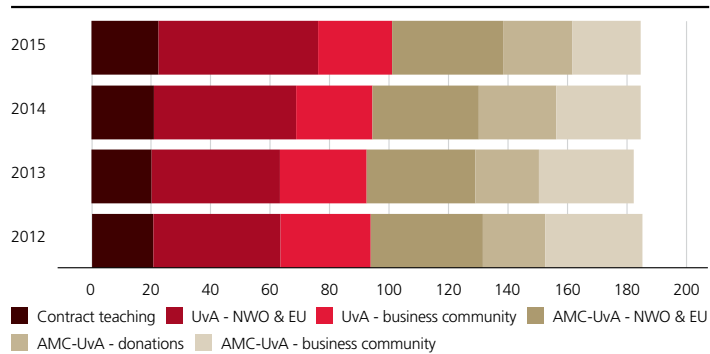
In 2015, consolidated equity saw a net decrease from €272.4 million to €264.4 million (including a third-party share of €0.1 million). The consolidated result includes a third-party share comprised mainly of VU University Amsterdam's stake in ACTA Holding BV.

Non-consolidated equity decreased from €265.4 million in 2014 to €256.6 million in 2015. Solvency (equity as a percentage of the balance sheet total) dropped from 38.0% to 35.1% in 2015. Solvency according to the definition applied by the Ministry of Education, Culture and Science (equity plus provisions as a percentage of the balance sheet total) dropped from 41.2% in 2014 to 38.8% in 2015. The DSCR is 3.5.

Data on the second and third flows of funds

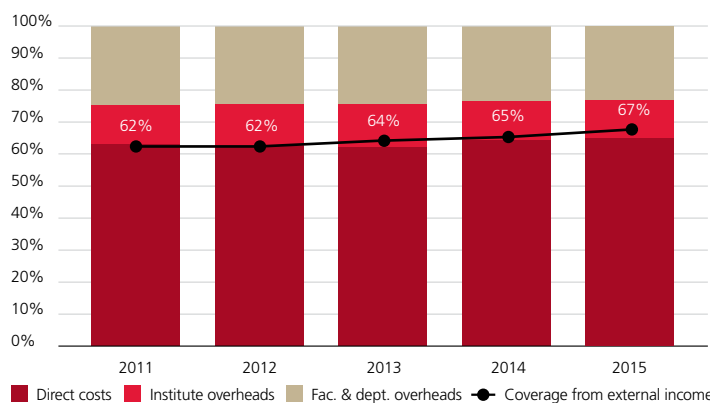
Development of external income, UvA group and AMC-UvA, amounts x 1 million

The graph shows external revenues from teaching and research, including the AMC-UvA, the AMR and group entities (UvA Holding, ACTA Holding, SEO). Growing revenues from the second flow of funds are offset by declining income from the third flow of funds.



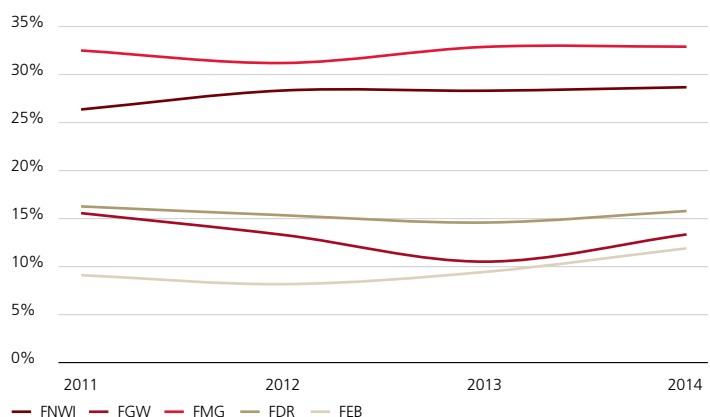
Development of external income, UvA group and AMC-UvA, amounts x 1 million

The graph shows the relationship between direct and indirect costs and the funding ratio of the total costs arising from external income for research conducted at the UvA funded through the second flow of funds (not including the Faculty of Medicine and Faculty of Dentistry). This income has increased slightly on average and is in any case sufficient to cover direct costs.



Share of 2nd flow of funds (NWO & EU) in research income from 1st + 2nd flows of funds

The graph shows the second flow of funds at each faculty as a percentage of the first and second flows of funds combined. Although this ratio is increasing slightly, the intended timeframe established in the Strategic Plan 2011-2014 is not being met.



Equity will be combined with the Accommodations Plan Reserve in order to realise the Accommodations Plan, and create a buffer for delayed disbursement of the government grant, operational fluctuations and setbacks, and unforeseen risks. The Education Inspectorate assessed the UvA's financial position as a part of its efforts to monitor the continuity of higher education. Based on the outcomes, the Inspectorate reached the following conclusions in January 2016: '(...) that we do not expect any urgent financial problems at the UvA. However, the current and projected development of the institution's financial position is negative, and calls for vigilance and attention.'

An amount of €123.9 million of the UvA's equity has been earmarked as faculty reserves (€68.8 million in general reserves and €55.1 million in special purpose reserves). This figure exceeds the standard established in the Financial Management Regulations (10% of revenues).

The Executive Board adopted the Reserve Policy Memorandum in late 2010. The section below describes the conditions under which the Executive Board intends to permit appropriation of the reserves (and, by extension, a negative budgeted result) of units. The most important conditions are a sufficient general buffer (10% of revenues), 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. If all faculties were to appropriate special purpose reserves simultaneously, this would endanger 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.

The units have been requested to indicate the purposes for which they intend to use their reserves in excess of target. The outcome has been processed in the equity breakdown presented in the balance sheet, in which the movements realised by the units have been taken to the special purpose reserves.

This policy makes it possible to monitor the UvA's long-term operating result as reflected in the balance of the general reserves.

Government grant

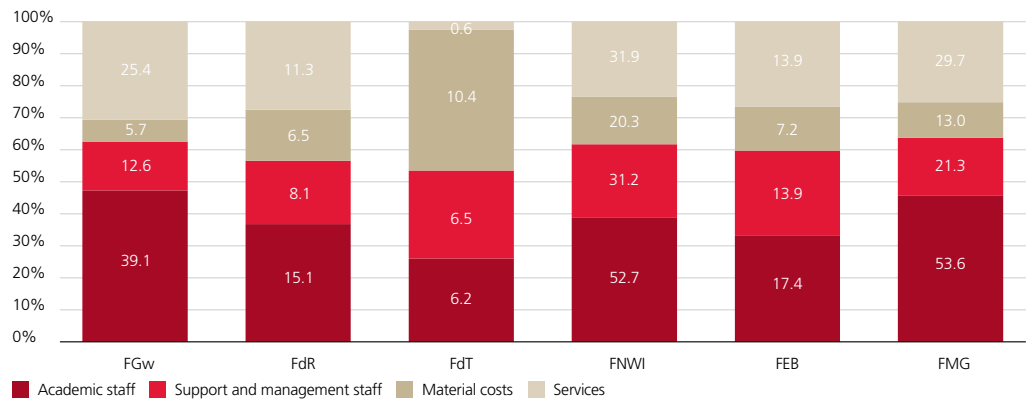
With respect to the government grant, the years since 2008 have posed a challenge from a financial point of view, and have forced the UvA to implement efficiency measures and streamline education. This is primarily attributable to the mechanics of the reference estimate defined by the Ministry of Finance, whereby improved study success rates cause the government grant to decline relative to education demand.

In recent years, the total funding for teaching has been more or less in line with the trend in student numbers. As the graph in section 1.1 shows, however, the research component of the government grant is failing to keep pace with the teaching component.

Data on costs and results per organisational unit

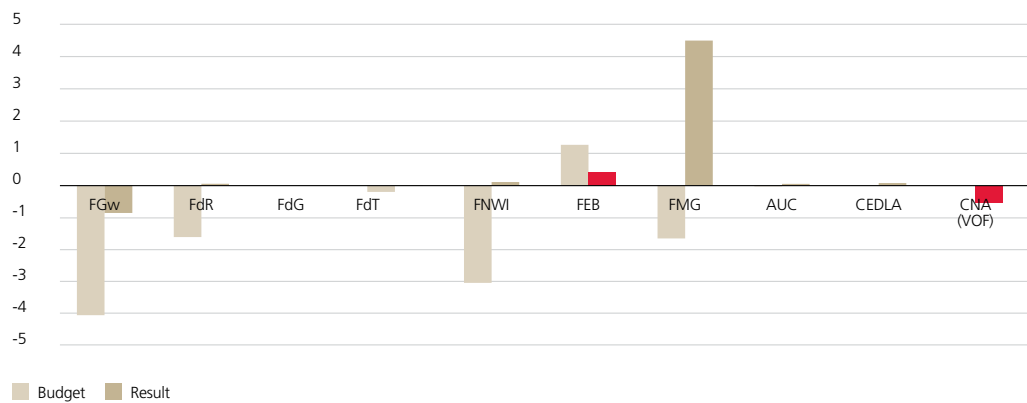
Faculty cost structure 2015, amounts x €1 million

The graph shows differences between the cost structures at each faculty, divided over the main categories academic staff (WVP), support and management staff (OBP), direct material costs and indirect material costs (overhead charged by the service units).



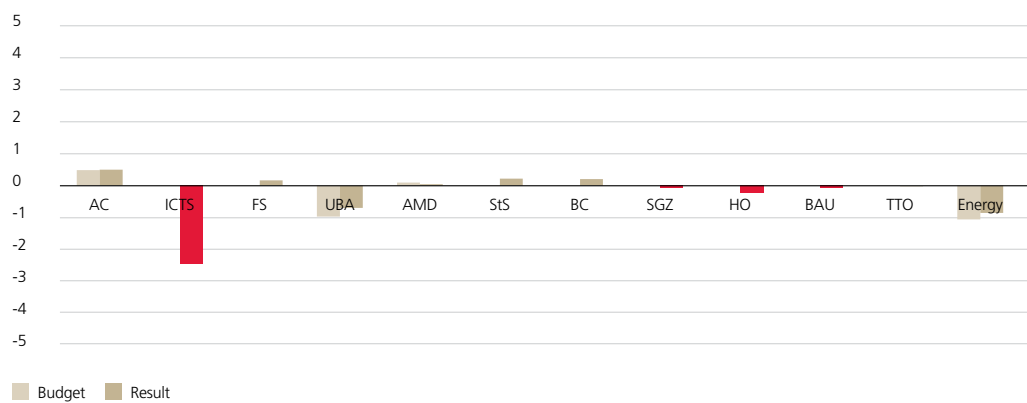
2015 budget and result by faculty

The graph shows the 2015 budget and operating result for each faculty; results represented in red were lower than budgeted. See the explanation in the text.



2015 budget and result by service unit

The graph shows the 2015 budget and operating result for each service; results represented in red were lower than budgeted. See the explanation in the text.



Second and third flows of funds

The consolidated income derived from contract teaching increased to €22.2 million in 2015 (2014: €21.0 million).

Total consolidated income derived from contract research, including transfers, decreased relative to 2014, from €176.0 million to €171.2 million (including revenues from AMR BV). The year 2015 also saw several shifts between the various forms of contract research. Income from donations, EU subsidies and grants and NWO turnover showed an especially marked increase. Revenues from research activities conducted on behalf of companies declined. As regards the latter, we should point out that a portion of our research collaboration activities are not administratively processed by the UvA. For example, ARCNL (nanolithography), a collaboration with ASML, is accounted for on the balance sheet of Fundamental Research on Matter, a part of the NWO.

Breakdown of operating result

Teaching and Research recorded a financial result of €2.1 million, €14.8 million above the budgeted - €12.7 million. The following breakdown applies:

- The faculties and institutes posted a result of €3.8 million (against the budgeted - €9.2 million);
- The shared service units posted a result of - €3.3 million (against the budgeted - €1.4 million);
- The result for the Board, executive staff and central policy budgets was - €1.2 million (against the budgeted - €0.1 million);
- At central level, a total of €3.5 million remained as surplus (against the budgeted - €2.1 million).

The UvA allocates teaching resources from the first flow of funds (tuition fees and the teaching component of the government grant) to the faculties on the basis of the performance of their degree programmes: the number of credits and degrees earned and the number of first-year Bachelor's students. A different funding level, reflecting differences in the average teaching intensity, applies to each faculty. The broad, intensive Bachelor's programmes, teacher-training programmes and the small-scale language programmes are allocated an additional budget.

Although the allocation of resources from the first flow of funds partly to research (return on equity and research component of the government grant) is partly based on performance (doctorates conferrals, degrees and the second flow of funds) the majority of the funds are allocated to policy budgets, the annual movements in which are determined by the policy defined for the research priority areas.

Faculties and institutes

The graph shows the results for the faculties and institutes against budget. On balance, in 2015 the faculties achieved a result of €3.8 million compared with a budgeted result of - €9.2 million. This positive result is largely attributable to:

- savings;
- the conservative and (highly) risk-averse budgeting of costs and revenues;
- the shift of staff from the first flow of funds to the second or third flow of funds, resulting in a situation where costs can be covered from contract revenues;
- the creation or less intensive use of special purpose reserves (often in terms of a transfer of expenditure after the year-end cut-off date);
- the time required to recruit and appoint good academics to positions.

1 OCTOBER

Excellent students with a UvA scholarship are awarded certificates during a special ceremony at the Maagdenhuis

In addition to these general causes, several faculties show signs of a number of specific developments. For instance, the Faculty of Humanities, Faculty of Law and Faculty of Social and Behavioural Sciences are facing major financial challenges due to a significant decline in student numbers. Despite having processed part of the requisite cutbacks in its 2015 budget, the Faculty of Humanities achieved a result (- €0.8 million) in excess of the budgeted figure (- €4.0 million). This is largely attributable to a recruitment freeze for support and management staff (OBP) in 2014 and a similar measure for academic staff (WP) in 2015.

The Faculty of Law published a Faculty reorganisation discussion document in November 2015, outlining its cutback and reorganisation plans. The result achieved by the Faculty of Law in 2015 (€0.1 million) was better than budgeted (- €1.6 million) as a result of non-recurring income from projects financed from the third flow of funds.

The Faculty of Social and Behavioural Sciences' 2016 budget features an investment plan aimed at preventing (major) future deficits. The Faculty of Social and Behavioural Sciences' result for 2015 (€4.5 million) was better than budgeted (- €1.6 million), largely due to a successful effort to keep personnel costs below budget. The three faculties' reserves are large enough to bear the cost of the various planned cutbacks and reorganisations.

The Faculty of Science's result for 2015 (€0.1 million) was better than budgeted (- €3.0 million). This is mainly attributable to lower personnel costs, higher other income and € currently still underutilised € targeted allocations from the UvA.

The Faculty of Economics and Business' result for 2015 (€0.4 million) was lower than budgeted (€1.3 million). This is mainly attributable to the establishment of a reorganisation provision (€2.0 million).

Pursuant to the contractual agreements with AMC-UvA on the Faculty of Medicine, AMC-UvA bears the full operational risk. Owing to these agreements, therefore, the result for this faculty is nil by definition.

The results achieved by ACTA, AUC and the other institutes are more or less in line with the budget.

The Amsterdam Institute for Lifelong Learning in Education (CNA) achieved an operating result of - €0.5 million (budgeted: (€0.0 million). A decision was taken in 2015 to dissolve the VOF CNA. This resulted in an additional one-off charge of €3.0 million, which was accounted for at corporate level.

Shared service units

The service units jointly achieved a result of - €3,3 million. Of this amount, - €1.4 million was budgeted. As regards the service units, the result at ICTS stands out most: a - €2.5 million result relative to a budgeted result of €0.0 million. Two digital testing facilities were introduced over the course of the past financial year. The resulting costs were not incorporated into the budget (€0.8 million).

The introduction of more stringent internal activation guidelines for ICT projects had a negative impact on the result (€0.6 million). The remaining budget overruns can be mainly attributed to additional expenditures relating to the organisational restructuring effort and higher staff expenses.



2 OCTOBER

Carsten de Dreu, professor of Labour and Organisation Psychology at the UvA, is awarded the Dr Hendrik Muller Prize for behavioural and social sciences by the KNAW

Executive Board, executive staff and central policy budgets

The result posted by the Executive Board and executive staff is - €0.4 million (budgeted: €0.4 million). Realisation of the central budgets totalled - €0.7 million (budgeted: (- €0.3 million).

This deviation from the budget for the Executive Board and executive staff is largely attributable to the hire of external staff and various non-recurring unbudgeted allocations to faculties. Several non-recurring expenditures relating to the Maagdenhuis occupation and subsequent democratisation processes also contributed to a lower result.

Following consultations with the unions for all staff members, an agreement was concluded with Surfspot in 2015: all staff members will receive an annual 125 euro credit to be redeemed at Surfspot over the course of the 2015-2019 period. An amount of €0.6 million was allocated to this end from the reserved funds for terms of employment in 2015 (budgeted: €0 million). This constitutes the main justification for overrun of the central policy budgets.

Corporate level

The result posted at the corporate level (excluding Treasury) was €3.5 million. The budget variance (€5.6 million) is the balance of a €6.7 million increase in government grants and a €1.9 million increase in tuition fees and €2.8 million distributed in excess of budget.

Real estate and treasury

The result from real estate totalled - €14.2 million, against a budgeted amount of -€18.2 million. The budgeted proceeds from sale (€0.8 million) were not realised during the 2015 financial year. This was offset by unbudgeted revenues from Amsterdam Science Park land lease. Delays and postponement of construction projects resulted in lower costs (depreciation, interest, environmental and programme management). These factors - combined with lower asbestos removal costs - helped achieve a better than budgeted result.

The net result for treasury over 2015 was €0.2 million better than budgeted (€3.1 million). A non-recurring cost item of €0.9 million resulting from the 2014 divestment of shares in an entity recognised as part of UvA Holding BV was borne by the treasury division in 2015. This was offset by a higher than budgeted share in the result of associates (€0.2 million) and a better than budgeted balance of financial income and expenses (€1.1 million). Interest income and expenditure have been recognised under the treasury division net of capitalised interest.

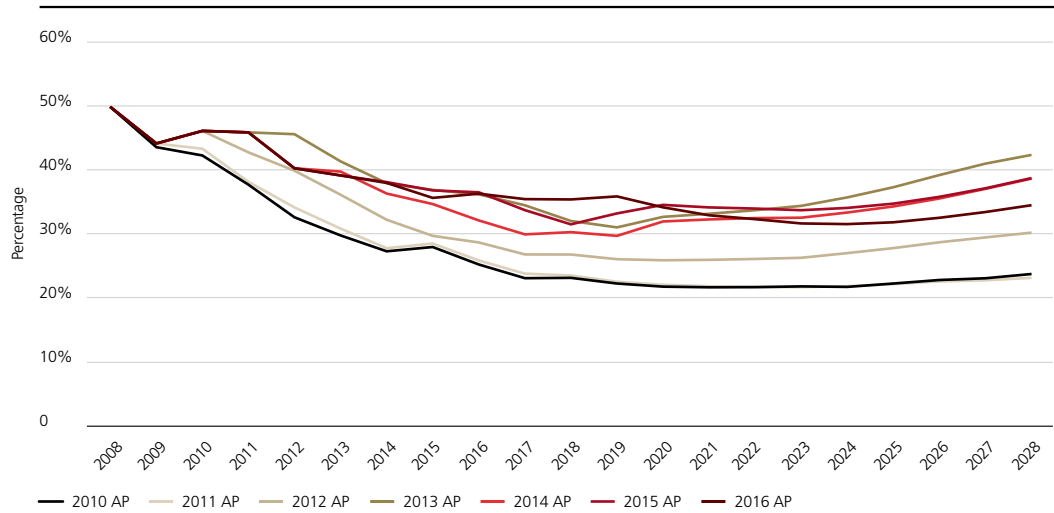
The costs of asbestos removal will be charged to the asbestos reserve. Revenues from Amsterdam Science Park were added to the general Real Estate reserves. The remaining result will be charged or added to the special purpose reserve for the Accommodations Plan, respectively.

8 OCTOBER

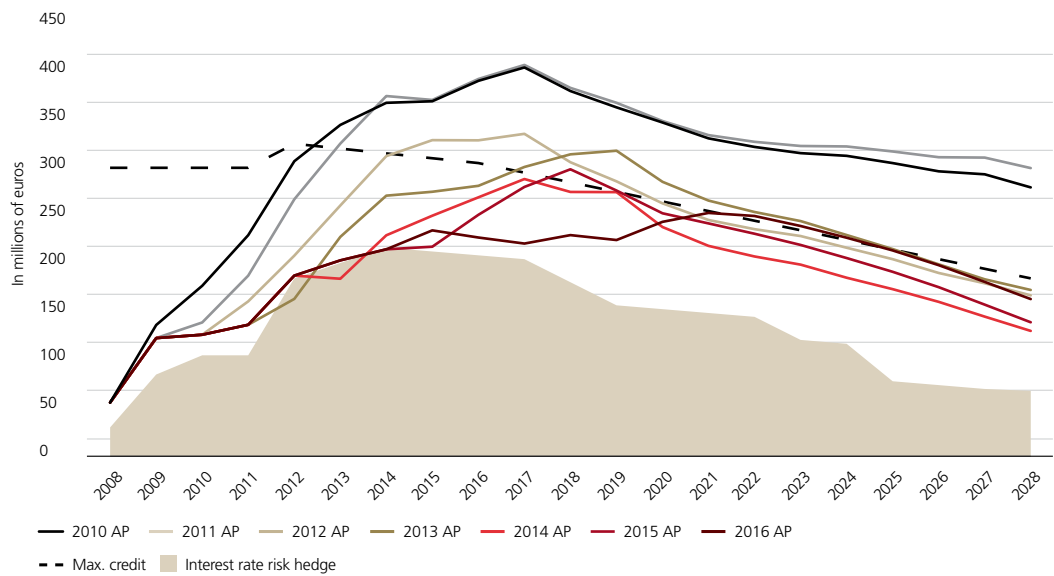
UvA students prepare an EU teaching programme for secondary school pupils; over twenty schools from Amsterdam - ranging from preparatory secondary vocational education (VMBO) to gymnasium level - take part in the project

Financial policy

Forecast solvency in successive budget years



Forecast bank loans in successive budget years



Financial policy

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

13 OCTOBER

The Central Works Council holds a meeting for all UvA staff members in order to discuss the job profiles for the new Executive Board president and Rector Magnificus



5.3 Treasury

The UvA has been forced to borrow funds in connection with the Accommodations Plan since 2008, and will have to continue doing so for many years to come.

In the context of its transition from net lender to net borrower, the University amended and re-adopted the Treasury Statute and the associated banking operations regulations in the autumn of 2008. In 2010 the UvA's Treasury Statute was adjusted to conform with the Regulations for Making Investments and Raising Loans (Regeling beleggen en belenen) that were issued by the Ministry of Education, Culture and Science and tightened in 2009.

The institution's debt to credit institutions totalled €217 million at the start of 2015. This figure had increased to a total of €239 million by the end of 2015 due to consolidation of the financing arrangement with BNG Bank originally agreed upon in 2008. The operating cash flow was more favourable than anticipated due to the operating result, while investments were lower than planned due to the delayed renovation of Building A at the Roeterseiland Campus. This resulted in a considerable temporary increase of liquid assets, from €44 million to €77 million.

Implementation of the Accommodations Plan, and particularly the full renovation of the Roeterseiland Campus and City Centre Campus, will continue to require strict financial management throughout the organisation in the years to come.

The credit crisis has caused banks to restrict their lending policies and made it essential to carefully manage solvency and the debt service coverage rate (DSCR). As evidenced by the long-term budget for 2016-2019, the UvA expects both indicators to remain well above the minimum threshold values established in our covenants with the banks. The minimum solvency threshold (definition applied by the Ministry of Education, Culture and Science) is expected to remain above 30% during implementation of the Accommodations Plan.

Our current credit arrangements are favourable, and the UvA wishes to ensure that this remains the case in future. The University wishes to avoid the risk of losing its current favourable credit arrangements by applying for a higher credit limit. For that reason, the execution of the plans will have to be phased within the framework of the credit limits agreed in 2008 and adapted in 2011. Several years ago, the UvA was still operating on the assumption that the City Centre Campus would require additional financing. This is no longer the case due to the steady growth of equity (see section 1.1), so that the entire Accommodations Plan can now be implemented within the existing credit facilities.

As agreed, the €100 million committed credit facility with Deutsche Bank was converted into two 20-year roll-over loans amounting to €35 million and €65 million respectively in 2013. The maximum credit facility available from BNG Bank totals €225 million, and consists of current account and cash facilities and long-term roll-over loans, always at money market interest rates. At year-end 2015, €150 million of this amount had been converted into a total of five roll-over loans. The Annual Statement of Accounts features explanatory notes on the various loans and credit facilities, under long-term liabilities.

The UvA uses (forward) payer swaps as a long-term hedge against fluctuations in the money market interest rate. The target to keep the interest costs below 5% (being the interest rate used in the Accommodations Plan) has been laid down in the Treasury Statute.

Between 2002 and 2011 the UvA already engaged in several long-term swap transactions with various terms and commencement dates in order to cover the interest rate risk incurred on the new



13 OCTOBER

Minister Asscher of Social Affairs and Employment writes a letter to the House of Representatives quoting insights by UvA researchers Bertjan Doosje and Allard Feddes on the causes of radicalisation among vulnerable youths

construction of the Faculty of Science and renovation of the Roeterseiland Campus. As no new investment decisions have been made since this time, no new swap transactions were concluded either.

The UvA applies hedge accounting to the swap contracts and has hedged a considerable part, but less than 100%, of the interest rate risk on the total credit requirement over the term of the Accommodations Plan.

The UvA's swap portfolio currently has a negative market value due to the fact that the average interest rate for our existing payer swaps exceeds the current yield curve. This is offset by the fact that the UvA has taken measures to ensure the long-term availability and fixed pricing of long-term debt capital. The UvA is thus not under any obligation to make additional payments towards any of its current swaps.

At year-end 2015, the market value of our swaps was less negative relative to the situation at the end of 2014. This is mainly attributable to the fact that the interest rate curve for swaps with a maturity period of seven years or more increased in late 2015. The UvA does not have any swaps with a shorter maturity period.

The Annual Statement of Accounts includes explanatory notes on our current interest rate swap contracts, stating their market value at the going rate on 31 December 2015.

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 due to the fact 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 coming years will total €0.7 million. This has been accommodated through inclusion of an item in the balance sheet, under long-term liabilities. The obligation to report on this item is of a technical nature and ensues from the reporting guidelines. This concerns an adjustment to the valuation applied in the Annual Statement of Accounts based on accepted valuation practices and does not constitute a loss on the contract portfolio.

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.

The graph shows the need for long-term debt capital to finance the real estate assets arising from the 2015 edition of the Accommodations Plan. The coloured box shows the amounts and terms of the interest rate risk hedge based on payer swaps (at an average interest rate of 3.59%, excluding debtor and liquidity surcharges). At year-end 2015, current swaps totalled €213 million.



16 OCTOBER

The League of European Research Universities, of which the UvA has held membership since 2006, calls for signing of the *Open Access* statement

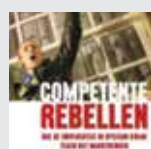
Jeroen Struving, Biology student, has been fascinated by the natural world since he was a child, and aims to turn his passion into a career.



TOBER

Long-term budget for 2016-2019 (UvA non-consolidated)

FORECAST FIGURES	2015	2016	2017	2018	2019
- Academic staff	2,719	2,743	2,757	2,708	2,704
- Support staff	1,860	1,877	1,886	1,853	1,850
- Executive Board and management	59	59	60	59	59
Total staff	4,638	4,680	4,703	4,620	4,613
Students	30,466	31,112	31,052	31,360	31,360
Space used in m ² (LFA)	252,945	253,661	257,922	266,888	265,863
OPERATING RESULT X €1 MILLION	2015	2016	2017	2018	2019
Government grant	410.0	402.5	399.8	404.8	402.9
Other government grants and subsidies	-	-	-	-	-
Tuition fees	65.9	66.0	66.2	66.2	66.3
Work performed for third parties	102.3	80.2	82.1	84.4	86.0
Other income	25.2	47.1	46.0	46.3	45.7
Total income	603.4	595.9	594.1	601.7	600.9
Staff expenses	394.7	407.6	409.6	402.4	401.8
Depreciation	39.8	44.7	42.5	44.0	46.6
Accommodation expenses	43.0	36.4	34.8	33.9	32.1
Other expenses	127.0	120.5	115.1	112.5	111.6
Total income	604.5	609.2	602.1	592.8	592.2
Balance of income and expenses	-1.1	-13.3	-7.9	8.9	8.8
Balance of financial income and expenses	-8.4	-5.7	-5.7	-6.2	-7.8
Non-recurring income	-	21.5	-	-	-
Result	-9.5	2.5	-13.7	2.7	0.9
Taxation	-	-	-	-	-
Share in result of associates	0.7	0.5	1.0	1.5	1.5
Result after tax	-8.8	3.0	-12.7	4.2	2.4



21 OCTOBER

Casper Thomas presents his book *Competente rebellen. Hoe de universiteit in opstand kwam tegen het marktdenken* in the hall of the Maagdenhuis

5.4 Continuity

2016 budget and long-term budget for 2017-2019

In its meeting of 14 December 2015, the Executive Board adopted the non-consolidated budget for the UvA (i.e. excluding associates) for 2016 together with the long-term budget for 2017-2019. The Supervisory Board approved the budget on 18 December 2015.

In January 2016 the Joint Meeting approved the broad outlines of the 2016 budget following inclusion of a pledge by the Executive Board that - in contrast to 2014 and 2015 - degrees earned after the nominal duration plus one year would also count towards the budget allocation.

In aid of this continuity section, the long-term budget has been adjusted on the basis of the latest insights. The table provides a summary of the 2015 Annual Statement of Accounts, the 2016 budget and the long-term budget for 2017-2019 in millions of euros (UvA non-consolidated), including the relevant financial ratios. The realised result for 2015 exceeds the forecast incorporated in the 2016 budget. As a result, solvency is developing along more positive lines than would be expected on the basis of the 2016 budget. The DSCR remains above the minimum threshold of 1 agreed upon with the banks.

The long-term figures are based on forecasts drawn up by the faculties and shared service units with respect to student numbers and academic performance, staffing levels and the services to be purchased. The key forecasts are featured in the table. The projected FTE figures do not include the Faculty of Medicine.

The Faculty of Humanities, Faculty of Law and Faculty of Science expect to see a rise in student numbers; the Faculty of Social and Behavioural Sciences expects to see a decline. Projected student numbers are unchanged from the figures presented in the 2016 budget. This figure is based on the tally conducted on 1 October, and exclusively includes students that pay tuition fees to the UvA. The projected student numbers for 2019 are assumed to be equal to the expected number of students for 2018.

Faculty staffing levels will rise in the next few years, mainly at the Faculty of Science. This increase will be covered using funding from the first, second and third flow of funds. The Faculty of Humanities and Faculty of Social and Behavioural Sciences expect to see their staffing levels fall as a result of declining student numbers. The service departments expect to see their staffing levels decline slightly as a part of the cutbacks on indirect costs outlined in the Strategic Plan.

Numerous external developments will affect the University in the years ahead, including government policy, study choice trends and the collaboration with parties in the Amsterdam Metropolitan Area. Because education in general, and higher education in particular, features prominently on the government agenda and it is generally accepted that the future of the Dutch economy will be knowledge intensive, the UvA anticipates that the government budget for the universities will reflect a high degree of continuity.

As the table shows, the income side of the 2016 budget and long-term budget for 2017-2019 takes account of the announcements made by the Minister of Education, Culture and Science on the government grant.

Long-term balance sheet forecast 2016-2019 (UvA non-consolidated)

BALANCE SHEET, AMOUNT X €1 MILLION	2015	2016	2017	2018	2019
Intangible fixed assets	7.2	5.3	3.9	2.5	1.1
Tangible fixed assets	492.6	508.7	511.7	528.3	529.3
Financial fixed assets	68.4	71.9	69.6	67.2	64.9
Total fixed assets	568.2	585.9	585.2	598.0	595.3
Stocks	0.4	0.4	0.4	0.4	0.4
Receivables	84.6	80.5	80.3	80.3	80.3
Marketable securities	-	-	-	-	-
Cash at bank and in hand	77.1	43.0	25.0	25.0	25.0
Total current assets	162.1	123.9	105.7	105.7	105.7
Total assets	730.3	709.8	690.9	703.8	701.0
Equity	256.6	259.6	246.9	251.1	253.5
Provisions	26.7	22.1	22.1	22.1	22.1
Non-current liabilities	234.9	227.5	221.3	230.0	224.9
Current liabilities	212.1	200.5	200.5	200.5	200.5
Total debt capital	473.7	450.2	443.9	452.7	447.5
Total liabilities	730.3	709.8	690.9	703.8	701.0
FINANCIAL RATIOS	2015	2016	2017	2018	2019
Solvency I *)	35.1%	36.6%	35.7%	35.7%	36.2%
Solvency II **)	38.8%	39.7%	38.9%	38.8%	39.3%
Liquidity (current ratio)	0.8	0.6	0.5	0.5	0.5
Profitability	-1.5%	0.5%	-2.1%	0.7%	0.4%
Profitability - economic value	-3.4%	1.1%	-5.1%	1.7%	1.0%
Debt service coverage ratio	3.5	1.5	2.0	3.0	3.2

*) equity as a percentage of the balance sheet total

**) definition applied by the Ministry of Education, Culture and Science, whereby provisions are considered as



26 OCTOBER

Geert Janssen, professor of Early Modern History, receives the Gerald Strauss Prize in recognition of his book *The Dutch Revolt and Catholic Exile in Reformation Europe*

The results and prognoses in the UvA's 2016 budget show great improvement compared to the 2015 budget. The 2015 budget assumed policies would remain unchanged. Therefore, the effects of the improvement measures being considered at that time in order to avert a shortfall were not accounted for. However, the 2016 budget factors in the effects of the following measures:

- All organisational units have been requested to prepare more realistic budgets. In recent years, actual figures have proven to be better (sometimes significantly so) than budgeted. From 2016, actual figures are predicted to be more in line with the budget.
- The faculties, service departments and staff are jointly assessing the potential for further savings on indirect costs.

The 2016 budget also includes non-recurring income from the sale of the Bungehuis, and estimated rental income from buildings not used by the UvA. In addition to the above measures, several of the projects described in the Accommodations Plan have been delayed or postponed. This has also contributed to the improvement of long-term budget results.

The UvA expects to realise a result of €3 million in 2016; when corrected for the result of the sale of Bungehuis, the underlying result is estimated - €19 million. This result is expected to improve over the coming years as a result of policies introduced in the 2016 Framework Letter. Positive results are expected from 2018 onwards. In each year, solvency (definition applied by the Ministry of Education, Culture and Science) will remain well above the alert level of 30%.

These measures will help the University to achieve its long-term ambitions. However, the entire academic community must continue to find ways of improving the UvA's financial situation over the coming period, as outlined in the budget.

The Minister of Education, Culture and Science has announced that research universities and universities of applied sciences can expect to receive higher budgets as of 2018, as cutbacks on student grants are ploughed back into the education system. The UvA's long-term figures estimate this increase at 6 million euros, effective 2018. In preparation for these changes, the minister has requested that as of 2016 the institutions make 'pre-investments' in the quality and intensity of education from their own reserves. The UvA budget for 2016 contains a provision for such pre-investments totalling €4 million for 2016 and €4 million for 2017. These resources were allocated to the faculties on the basis of their respective student populations. The faculties then determined how the funds could be applied most effectively in consultation with their student councils. Among other aspects, their plans extend to:

- Blended learning, intensive education
- Feedback and assessment
- Lecturer professionalisation and knowledge sharing
- Labour market alignment
- Research-intensive education
- Internationalisation

27 OCTOBER

The LGBT community does not feel safer in comparison with one year ago, according to the 2015 Safety Monitor conducted by COC Amsterdam and the UvA

External dependencies

PESTLE	LOCAL	NATIONAL	INTERNATIONAL
Politics	<ul style="list-style-type: none"> - Council programme for 2014-2018 (student housing, the position of the municipality in relation to existing knowledge-institutions). 	<ul style="list-style-type: none"> - Conversion of student grant system into a (partial) student loan system; - sustainability of the 'Top Sectors' policy; - choices in the 2015 Science Agenda regarding the future and funding of the system; - VAT charges associated with collaboration within the sector. 	<ul style="list-style-type: none"> - Growing investment in research and higher education in the BRIC nations as well as Germany, France and other European countries.
Economics	<ul style="list-style-type: none"> - Upward pressure on city-centre construction costs. 	<ul style="list-style-type: none"> - Adjustments to the pension system; - inadequate adjustment for inflation. 	<ul style="list-style-type: none"> - Impact of capital requirements imposed on banks (Basel Committee).
Society	<ul style="list-style-type: none"> - Development of demand on the regional labour market; - demographic developments in the North-West Netherlands. 	<ul style="list-style-type: none"> - Abolition of civil servant status at public universities. 	<ul style="list-style-type: none"> - Position and authority of science and scholarship (including the concept of integrity).
Technology	<ul style="list-style-type: none"> - Municipal ambitions (Amsterdam Metropolitan Solutions); - collaboration with other Amsterdam-based institutions regarding the use of large equipment (HTIF, Spinoza Centre, etc.). 	<ul style="list-style-type: none"> - National investment policy on high performance computing (HPC). 	<ul style="list-style-type: none"> - Developments in distance learning technology (MOOCs etc.).
Legislation	<ul style="list-style-type: none"> - Implementation of the environmental and safety regulations by the local authorities. 	<ul style="list-style-type: none"> - Increasing involvement of the Education Inspectorate, the Netherlands Authority for Consumers and Markets (ACM) and the Dutch Healthcare Authority (NZA) in higher education and research; - continuing decline of institutional autonomy. 	<ul style="list-style-type: none"> - Distortion of competition within Europe due to implicit subsidies (buildings, pensions and VAT) granted to universities in other countries.
Environment	<ul style="list-style-type: none"> - Attractiveness of Amsterdam in recruiting and retaining top talent; - municipal traffic policy (public transport and bicycle). 	<ul style="list-style-type: none"> - Tightening of environment-related requirements for buildings. 	<ul style="list-style-type: none"> - Competition in respect of image arising from sustainable campuses.



30 OCTOBER

Niek van Sas, emeritus professor of History, is appointed Officer in the Order of Orange-Nassau

5.5 Risks

For the sake of clarity, this Annual Report summarises the main internal and external risks and uncertainties affecting the University in the featured PESTLE diagram, along with the most important policy guidelines and control measures. The internal risk management and management control systems have been described in a previous section of this document (section 4.1). The report also explains the Supervisory Board's procedures for supporting the Executive Board and providing advice on major policy issues and financial challenges (Message from the Supervisory Board).

The external risks emanate from a political and administrative context and the need to invest in quality and progress to enable the UvA to keep pace with developments in academia. Party due to the disparity between Teaching and Research funding described earlier, the quality agenda, which is based on the above aspects, will be confronted with internal stakeholders with an interest in the status quo of the agenda items and internal 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 debate is based on 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. The UvA also has a recognised position in international and other academic networks, enjoys an excellent reputation across the globe and benefits from its many academic relationships. Its strong arts and sciences profile means that ample interdisciplinary developments are possible.

Amsterdam, 31 May 2016

The Executive Board

Dymph van den Boom

Rector Magnificus and Acting President of the UvA

Huib de Jong

Member and Rector of the Amsterdam University of Applied Sciences

Hans Amman

Vice-President

I NOVEMBER

Frank Vandenbroucke is appointed University Professor; he will be working to promote research on the social significance of the EU

External risks affecting the UvA

RISKS/UNCERTAINTIES	POLICY/MEASURES
Risks facing teaching and research	
- Reputational damage arising from incidents involving scientific integrity	- Renewed complaints regulations and procedure - Research Code to be drawn up by the UvA - Establishment of academic integrity task force - Research Data Management project
- Reputational damage arising from incidents involving the quality of teaching and incident-based audits by the Inspectorate	- Safeguarding the 'Institutional Quality Assurance Audit' programme - Institutional Quality Assurance Audit mid-term review (published in early 2016)
- Decreasing autonomy in the area of science and scholarship will continue due to the increasingly complex regulations - Growth in compulsory courses, for which there is no or insufficient funding	- Take a position in the social debate, including through the VSNU and the Netherlands Association of Universities of Applied Sciences - Utilisation of the debates sparked by protest movements in the autumn of 2014 and 2015
- Threats to our global position as a research-intensive university as a result of lower budget growth than elsewhere in Europe and the emergence of the BRIC countries	- Amsterdam Academic Alliance - Quality-oriented talent policy - Qualitative leap forward in research priority areas
- Relative unattractiveness of Amsterdam as a student city among international students	- Enhance the use of English - Include internationalisation as a strategic theme in the 2015-2020 Strategic Plan
- Availability of sufficient accommodation for students and temporary researchers	- Collaboration with the municipal executive and investors (housing associations)
- Internal financial tension due to the disparity between the growth in student numbers and the research agenda	- Coordination and diversification of the range of Bachelor's programmes offered in connection with the Amsterdam Academic Alliance (AAA) - Project aimed at evaluating and adjusting the 2017 allocation model
- Performance of representative advisory bodies	- Recommendation by Democratisation and Decentralisation Committee (expected in autumn of 2016)
- Too much fragmentation of Board attention	- Evaluation of collaboration between UvA-AUAS and joint Executive Boards
- Too few additional programmes offered for top students and top employees	- Establish Honour's and Excellence tracks - Apply selection to all Master's programmes,

2 NOVEMBER

The UvA's Society for the Promotion of Physics, Medicine and Surgery awards the 2015 Snellius Medal to the Dutch ATLAS group for their contribution to research resulting in discovery of the Higgs particle



RISKS/UNCERTAINTIES	POLICY/MEASURES
<ul style="list-style-type: none"> - Volume drop in student numbers, e.g. as a result of tightening the student financial assistance policy and the student public transport pass - Fluctuating demand for study programmes per discipline 	<ul style="list-style-type: none"> - focusing on more homogeneous groups and a stronger international profile - AAA Fellowship Fund for making offers to top international talent - Flexible workforce allowing for the adjustment of cost levels within a reasonably fast time-frame - Increase the lecturer deployment in multi-disciplinary programmes - Enhance the attractiveness of the range of Master's programmes offered, including for international students, companies and for life-long learning purposes; to be achieved by offering more English-language education, among other measures
<ul style="list-style-type: none"> - Undervaluation of teaching ('burden') compared with research ('space') in the eyes of a substantial number of academic staff - Developments in digital courses/education (such as MOOCs) 	<ul style="list-style-type: none"> - Strengthening of teaching qualities as part of annual consultations and career prospects - Continue to adhere to the University Teaching Qualification policy - Implementation of recommendations by Educational Reform and Blended Learning task force - Increase the volume of investments in ICT Develop distance learning recognition scheme in association with LERU
Risks and uncertainties relating to funds, accommodation and staff	
<ul style="list-style-type: none"> - Policy-related and insidious ('zero growth') cutbacks in the government grant - Development of staff costs (CAO Collective Labour Agreement and pension contribution) - Increase in non-recoverable VAT costs - Rising compliance costs - Workload of academic staff 	<ul style="list-style-type: none"> - Diversification of sources of income (more income from second and third flows of funds and tuition fees) - Reduce the number of wasted teaching efforts (dropouts, time lost on account of pre-Master's year). - Focus on the quality (rather than quantity) of academic publications - Strengthen the governance model (lower the administrative pressure) - The introduction of work pressure (administrative burden) as an assessment criterion for new and existing policies

RISKS/UNCERTAINTIES	POLICY/MEASURES
<ul style="list-style-type: none"> - Shift the second flow of funds to the natural and medical sciences (e.g. as a result of the Top Sectors policy) - Falling UvA market share in the second flow of funds, particularly for larger projects 	<ul style="list-style-type: none"> - Boost interdisciplinary research so that humanities and social sciences can also benefit - Strengthen organisational competence in teaching as a key objective in the 2015-2020 Strategic Plan
<ul style="list-style-type: none"> - Permanently low cost coverage ratio of NWO grants, reinforced by the possible abolition of the doctorate conferrals component in the government grant 	<ul style="list-style-type: none"> - Shift from EU and third flow of funds to personal grants - Plea for conversion of doctoral component into overhead reimbursement by NWO
<ul style="list-style-type: none"> - Development of the costs of the Accommodations Plan (the Plan allows for 1% above the CPI) 	<ul style="list-style-type: none"> - Internal separation of Real Estate Control and the Real Estate Development Office - Quarterly progress reports on the Accommodations Plan
<ul style="list-style-type: none"> - Effect of changes in public service law and labour law on the flexibility of appointments 	<ul style="list-style-type: none"> - Solutions in association with the VSNU or by forming alliances

7 NOVEMBER

This year's edition of the annual AUV members' day is themed 'Freedom'

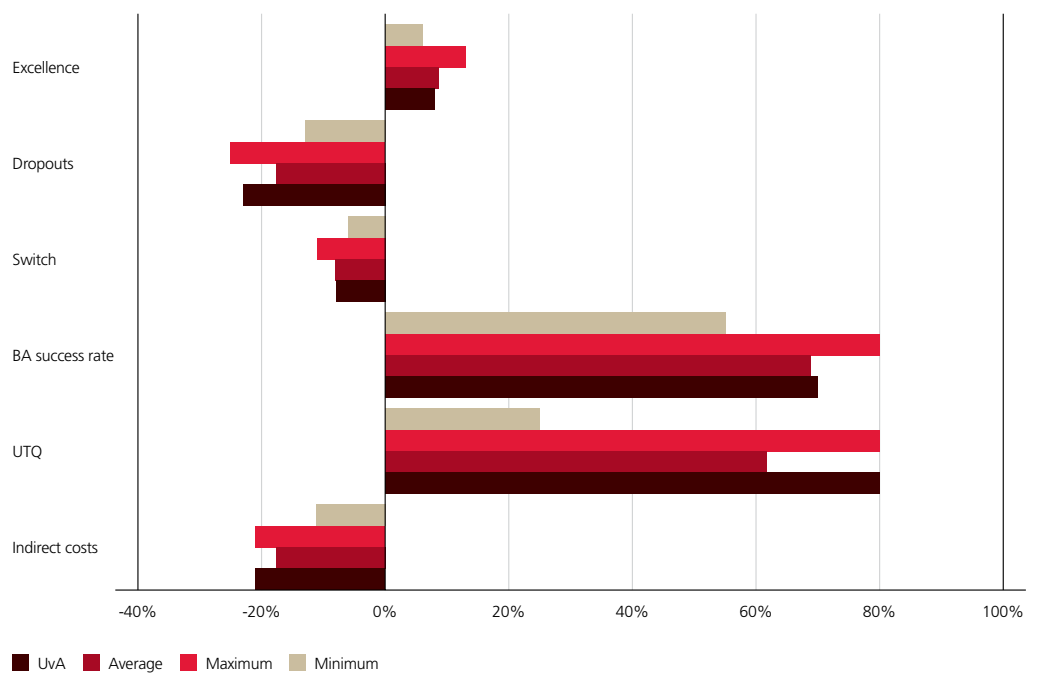


MEMBER

UvA performance agreements

UVA PERFORMANCE AGREEMENTS	BASELINE MEASUREMENT 2011	ACTUAL 2015	AGREED FOR 2015
% students (re-enrollees, pre-university pupil intake) who obtain a Bachelor's degree within 4 years	60.9%	71.6%	≥70%
% students who drop out in the first year	22.6%	26.2%	≤31%
% students who switch programmes within 1 year	8.3%		
number of Bachelor's programmes with less than 12 contact hours per week (excl. exam weeks)	32	0	0
% teaching staff with University Teaching Qualification (excl. doctoral candidates, student assistants)	23.2%	80.5%	≥80%
% participation in Honours tracks	7.5%	11.8%	≥8%
% indirect staff, excl. teaching & research support staff	20.9%	19.8%	≤21%

Performance agreements with other universities



9 NOVEMBER

Murray Pratt is appointed dean of Amsterdam University College, effective February 2016

6. Accountability for profile and performance agreements

6.1 Profile and performance agreements

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

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

With particular regard to education, universities are called on to:

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

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

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

These profile themes have different objectives than the previously mentioned UvA research priority areas (see also section 1.3). The profiles are intended as an 'inclusive statement' designed to help the UvA distinguish itself from other Dutch universities and should be reflected in the majority of research conducted at the UvA. The research priority areas, on the other hand (competitive advantages) are of an 'exclusive' nature. Among other aspects, they serve to describe the research areas in which the UvA leads the international field. Naturally, each research priority area is related to at least one of the profile themes.

The profile document also specifically details policy regarding the valorisation of knowledge (Technology Transfer, Science Park Amsterdam, Amsterdam Center for Entrepreneurship) and the alliance with VU University Amsterdam.

Regarding its vision on teaching and learning, the UvA continued to pursue existing policies and expand on these in several areas (excellence, reducing dropout rates and switching in the first year). Though the links between the degree programmes and research themes have been made explicit,

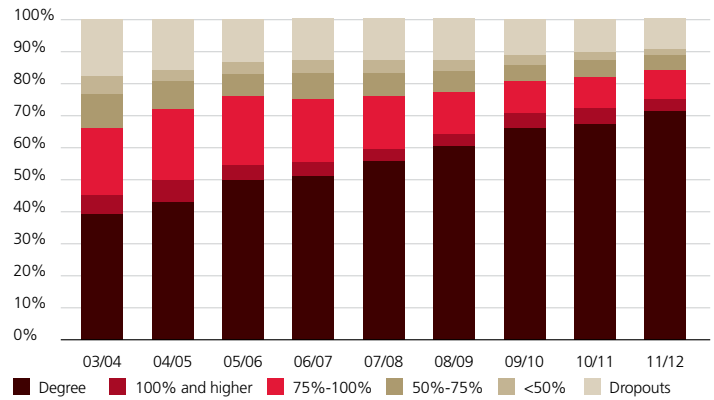
13 NOVEMBER

The attempt to squat part of the UvA building at Oude Turfmarkt is ended quickly and peacefully

UvA performance agreements

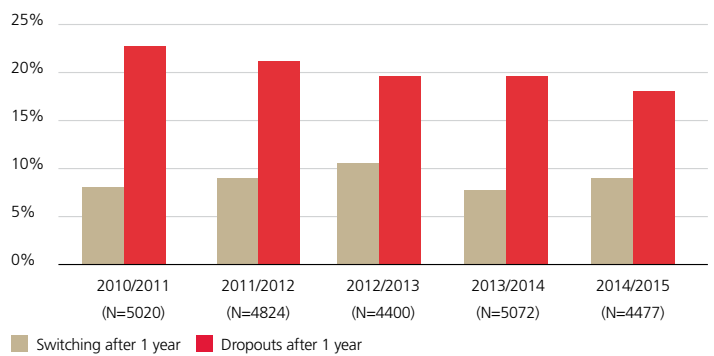
Increase in study success after 4 years (PA cohort)

The graph shows the percentage of students per cohort who obtained their degree after four years. It also shows the percentage that dropped out after the third or fourth year and the percentage that was still active. For the 2011 cohort, the graph shows the situation as at end August 2015.



Dropouts and switches in the 1st year

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



15 NOVEMBER

Rector Dymph van den Boom expresses her sympathy with those affected by the shocking attacks in Paris on behalf of the Executive Board



this does not imply that programmes with less visible links to research are superfluous, given that their value may lie elsewhere – such as in the human capital agenda and the Amsterdam regional labour market.

The performance agreements also include measurable targets for the six key progress indicators (KPIs) pertaining to Bachelor's programmes and one KPI relating to indirect costs. These KPIs are listed in the first table featured in this chapter, showing the starting values for 2011 and the values at the end of 2015.

Compared with the average across all Dutch universities, the UvA has committed to target values that are more ambitious in respect of Bachelor's study success rates and lecturer quality and less ambitious with respect to other indicators. Naturally, this is partly due to the UvA's broad nature and the original starting position in 2011.

This chapter contains a more detailed report on the UvA's profile and performance agreements. Thanks to continued and steady efforts, the UvA had more or less achieved the results expected and agreed upon in the spring of 2012 at year-end 2015. This alone testifies that the performance agreements are not isolated numeric targets to be ticked off a list, but a reflection of the stability of the course which the UvA had already charted at the time the agreements were made. Clearly, it would be no accomplishment to set low targets and end up far surpassing them or high targets too ambitious to attain.

6.2 Performance indicator scores

Agreement 1. Bachelor's study success rates

The percentage of students that obtains a Bachelor's degree before 1 October at the end of the fourth academic year will be 70% in 2015 (2011 cohort). As the keystone on measures to promote an ambitious study culture, the UvA will implement a binding (negative) advice regarding continuation of studies (BSA) University-wide in 2014, with a 42-credit minimum (this minimum may be set at 48 at the discretion of individual deans).

Indicator

Denominator: first-year intake in degree programme/institution of students enrolling from pre-university education, who are enrolled in a single full-time degree programme and who re-enrol for the second year at the UvA. Source: 1cijferHO.

Numerator: the number of these students that obtains a Bachelor's degree in or before the fourth year. Source: 1cijferHO.

Baseline measurement and final scores

The percentage was 60.9% for the 2007 cohort and 71.6% for the 2011 cohort.

Agreement 2. Dropout and switching in the first year

In 2014, every faculty will offer 'taster days' or other intake programmes before the start of the academic year designed to give prospective Bachelor's students a realistic impression of the scope and content of their preferred degree programme and to help them choose the most suitable programme.

16 NOVEMBER

Efforts to recruit a new Executive Board president and Rector Magnificus are initiated

The dropout rate among first-years in the 2014 cohort and the percentage of students that transfers to a different degree programme in the first year must not exceed the 23% plus 8%, respectively, of the 2010 cohort, but may also not be much lower in view of the BSA and the fact that it is not possible to select at the gate. Dropout and switching will be limited as much as possible to the first semester so that their occurrence after 1 February of the first year will be below 10% and 4%, respectively (of the KUO cohort).

Indicator

Denominator: first-year Bachelor's students enrolling directly from pre-university education who are enrolled in a single degree programme. Source: 1cijferHO.

Numerator: the number of these students that does not re-enrol in the same degree programme the following year. Source: 1cijferHO.

Baseline measurement and final scores

The percentage for the 2010 cohort stood at 30.9% as compared to 26.9% for the 2014 cohort, of which 14.3% was measured before 1 February and 12.6% after 1 February. UvA Matching was implemented in all non-selective Bachelor's degree programmes effective 2014.

Agreement 3. Excellence

The UvA and VU University Amsterdam will continue to pursue the objectives of the Sirius Programme 2009-2012 (Higher Education & Student Finance Department Decision/70971 of 31 October 2008) through to the end of 2015. All excellent Bachelor's students (defined as: enrolled with an average pre-university final exam mark of 8 or higher, or obtained 60 credits with an average mark of 7.5 or higher in the first academic year) will be offered a place in an Honours track or other Excellence programme (other promising students may also be invited to take part). Honours programmes participation under the extended Sirius Programme will be settled in accordance with the provisions of the original Sirius decision and the further refinements subsequently agreed with the funding body (including to link the participation rate to the KUO cohort of students who re-enrol). However, agreements made under the Sirius Programme as regards the percentage of students that successfully obtains an Honours degree do not form part of this performance agreement with the Education Ministry.

The UvA will expand the number of places in broad, intensive Bachelor's programmes from the current 259 (in Liberal Arts and Sciences and the Bachelor's in Natural and Social Sciences) to 400 in the 2015-2016 academic year. The number of Research Master's places will be expanded from 314 currently to 400 in 2015-2016.

Indicator

Nominator: the same students covered by agreement 1, including those re-enrolling at AUC.

Numerator: the number of these students that has been admitted to the Amsterdam University College faculty Honours programme. Source: SIS.

Definition of intake in intensive Bachelor's programmes and Research Master's programmes: full-time, first-year intake in degree programme/institution, regardless of students' funding status. Source: 1cijferHO.

17 NOVEMBER

Six UvA researchers receive an ERC Starting Grant: Philippe Corboz, Wouter Waalewijn, Jean-Michel Desert, Floris Roelofsen, Heleen Slagter and Ivan Titov



Definition of broad, intensive Bachelor's programmes: broad Bachelor's programmes in the higher government funding category (Liberal Arts and Sciences, Bachelor's in Natural and Social Sciences, Future Planet Studies and, from 2014, Politics, Psychology, Law and Economics).

Baseline measurement and final scores

The participation rate was 7.5% in 2011 (source: Sirius Monitor). In the 2014-2015 academic year, this figure was 11.8%. This concerns the 2014 cohort: 263 participating regular Honours students plus 140 AUC students (students re-enrolling in the second year), as a percentage of 3,429 students who re-enrolled in the second year. The intake in broad, intensive Bachelor's programmes was 259 in 2011 and 569 in 2015 (AUC, Bachelor's in Natural and Social Sciences, Future Planet Studies and PPLE). The intake in Research Master's was 314 at the time of the baseline measurement and 348 in 2015-2016.

Agreement 4. Lecturer quality

At the start of the 2015-2016 academic year, 80% of the teaching staff (headcount) will hold a University Teaching Qualification (UTQ).

Indicator

Denominator: all UvA-employed staff holding an appointment as lecturer, assistant professor, associate professor or professor for more than one year and a teaching load of at least 0.1 FTEs (160 hours annually). Source: UvA personnel database, including registered data on teaching hours.

Numerator: the number of these employees that holds a UTQ or Advanced UTQ certificate. Source: UvA personnel database, including registered data on UTQ/Advanced UTQ certifications.

AMC-UvA: At the Faculty of Medicine this agreement pertains to all teaching professors, associate professors, assistant professors and academic medical specialists with government funding and the share registered in the AMC-UvA records as holding a UTQ/Advanced UTQ.

Baseline measurement and final scores

The percentage for the UvA stood at 23.2% at year-end 2011, compared to 32% at the Faculty of Medicine. This percentage stood at 80.5% at year-end 2015, including the Faculties of Medicine and Dentistry.

Agreement 5. Contact hours

In the 2015-2016 academic year, the first year of every Bachelor's programme will have at least 12 scheduled lesson hours per week on average as calculated over both semesters of 20 weeks each, with the exception of exam weeks. At the end of the first semester, each first-year student (or at least 90%) will receive a candid recommendation and a judgement regarding whether he or she will be able to complete the programme within a reasonable time frame.

Indicator

Denominator: for all Bachelor's programmes: 40 weeks minus the weeks (generally six) reserved solely for testing. Source: UvA Online Course Catalogue.

Numerator: the number of scheduled contact hours (including scheduled testing and tutoring) during these weeks. Source: UvA Online Course Catalogue.



18 NOVEMBER

UvA professor Wim Sinke is named Knight in the Order of the Netherlands Lion in recognition of his exceptional contributions to society through research on sustainable energy generation

Baseline measurement and final scores

In 2011, 32 programmes in the lower government funding category did not comply with this characteristic; all Bachelor's programmes will comply as of the 2015-2016 academic year.

Agreement 6. Support staff

Pursuant to large cuts amounting to €23 million annually in the UvA's indirect costs over the period 2005-2012, non-O&O Service Group staff will be maintained at the current level of a 20.9% share of the total staff positions (first definition of the Berenschot consulting firm). The current number of staff positions is based on the UvA's current projects, principally related to ICT and the Accommodations Plan 2005-2020 and comprising investments totalling €620 million. Decisions on long-term cuts will be made in 2015, after most of the Accommodations Plan has been completed.

Indicator:

Denominator: the number of full-time equivalent (FTE) staff positions contracted by the UvA.

Source: UvA personnel database.

Numerator: the number of non-O&O Service Group staff calculated according to the Berenschot method. Source: UvA classification of all support and management staff positions into those that are and are not linked to teaching and research, according to the method applied by Berenschot.

Baseline measurement and final scores

The baseline measurement was 20.9%. According to the UvA's internal reconstruction of the Berenschot method, the interim figure was 19.8% at the end of 2015. The long-term budget sets out a 5-million euro cutback on support staff positions over the 2015-2018 period.

Agreement 7. Institutional Quality Assurance Audit

In 2013, the UvA underwent an Institutional Quality Assurance Audit by the Accreditation Organisation of the Netherlands and Flanders (NVAO). Any issues signalled in the findings are to be corrected by the end of 2014.

Current status

The NVAO Institutional Quality Assurance Audit issued a positive decision on 26 June 2013, without setting any preconditions or points for improvement.

Agreement 8. Financial transparency

As from 2012 the UvA publishes information about faculty expenditures broken down by the provenance of the funding source (flow of funds) and the designation (education, research and other purposes such as museums and general administration and management), in accordance with its EU Certificate on the Methodology of Full Cost Accounting.

Current status

In its performance agreements with the Dutch Minister of Education, Culture and Science, the UvA committed to supply a breakdown of its income and expenditures based on funding flows and its main tasks in education and research. The overview for 2015 provides details on the UvA as a whole and its individual faculties; the table featured on the next page provides a specification of all cash flows per faculty.

19 NOVEMBER

Five scientific fields represented at the UvA are listed in the top 100 of the Times Higher Education World University Rankings by Subject 2015-2016, as compared to three last year

Conditions under which the UvA concluded the agreements

- The amendments to the Dutch Higher Education and Research Act (WHW) agreed in the General Agreement will become effective in September 2014. Further to these changes, Agreement 2 is subject to the condition that the registration date for new students will be 1 May as from the 2014-2015 academic year.
- Agreement 5 (contact hours) is subject to the condition that the price per student does not decline relative to the price level in 2011. 'Price per student' is defined as the statutory tuition fee multiplied by four plus the variable teaching component of the government grant for a full-time, four-year (BA+MA) degree programme in the lower government funding category (in 2011: €29,217). The price level is measured against the Netherlands Bureau for Economic Policy Analysis (CPB) standard consumer price index.

Compliance

The Ministry of Education, Science and Culture has met the main conditions of the statutory framework. The agreements on tuition fee differentiation and doctoral students have not yet been implemented and the legislature has restricted universities' means for covering the costs of Pre-Master's students relative to the terms of the General Agreement. The UvA does not see these deviations as requiring any changes to the agreements as they were not contingent on each other. The condition relating to funding was not satisfied: The price per student as referred to in the agreement was €28,528 in 2015, which, after correction for inflation (6.1%), is approximately 8% lower than the 2011 price of €29,217. This decrease is mainly relevant to the agreement on contact hours, as the same number of hours cannot be taught for less money.

6.3 Range of programmes offered

The UvA has not made any concrete agreements with the Ministry of Education, Culture and Science to reduce the range of study programmes it offers. This is because Amsterdam has by far the country's largest higher education market, and in any instance where the number of institutions offering a field of study is curtailed, Amsterdam is likely to be among those remaining.

Nonetheless, relative to 2012 (baseline measurement for the performance agreements), the number of Bachelor's programmes has fallen from 59 to 57 and the number of Master's programmes from 134 to 114, in the latter case due mainly to the restructuring and clustering of smaller humanities programmes. At the start of 2016, an application was submitted requesting that a large portion of the current 23 one-year secondary education teacher-training Master's be converted into two integrated two-year teacher-training programmes (one for languages and one for non-language subjects), thus implying a substantial further reduction of the number of degree programmes. The establishment of joint degree programmes (see below) will also lead to a reduction of the number of programmes.

The UvA offered 57 Bachelor's programmes in September 2015, including:

- interdisciplinary degree programmes such as Politics, Psychology, Law and Economics, Natural and Social Sciences, Future Planet Studies, Psychobiology, and the Liberal Arts and Sciences programme at Amsterdam University College, offered jointly with VU University Amsterdam;



19 NOVEMBER

Jan-Werner Mueller, professor of Political Science at Princeton University, holds the very first Jos de Beus lecture at the UvA entitled: *What is Populism?*

UvA profile themes in relation to economic policy

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



19 NOVEMBER

Frans Grijzenhout, professor of Early Modern Art History, discovers the original location of Vermeer's world-famous painting *The Little Street*



- broad degree programmes such as Interdisciplinary Social Sciences, Cultural Studies and European Studies;
- disciplinary degree programmes such as Art History, Mathematics and Sociology;
- degree programmes strongly keyed to academic professions (having civil effect, i.e. granting admittance to licensed professions) such as Dentistry, Medicine and Law.

A total of 24 Bachelor's programmes at the Faculty of Humanities and Faculty of Law also offer part-time variants. However, the Faculty of Law will be terminating intake into part-time programmes as of the 2016-2017 academic year. The number of part-time students enrolled in undergraduate degree programmes has been drastically reduced as a result of government policies. In almost all degree programmes, figures have declined to the extent that it is not worth organising separate part-time education. However, the UvA does offer postgraduate programmes part time, including several at the Faculty of Economics and Business.

As from September 2015, the UvA offers 69 one-year Master's programmes, alongside 20 Research Master's programmes and 18 other two-year Master's programmes. Seven Master's programmes were offered exclusively as dual programmes, and nine Executive and Advanced Master's programmes were offered in 2015.

The NVAO accredited the postgraduate International Tax Law programme in 2015. The new Business in Society Research Master's programme - a joint degree offered in collaboration with VU University Amsterdam - was previously accredited in 2014. Both programmes commenced on 1 September 2015. The NVAO also granted the UvA and VU University Amsterdam permission to convert six degree programmes offered by the science faculties into joint degree programmes in 2015. These joint degree programmes are set to launch on 1 September 2016.

Appendix 1 contains a complete overview of all degree programmes offered at the UvA. A small number of programmes were reaccredited in 2015; Appendix 2 contains an overview of the accreditation scores in 2015.

No new international joint degree programmes were introduced in 2015, but existing collaborative programmes such as the Honours education offered by the UvA and VU University Amsterdam, were continued.

The UvA is not an advocate of developing double degrees - programmes offered by two institutions - as it cannot take responsibility for the ongoing quality of the qualification issued at the partner institution or ensure that qualification is always independently certified.

6.4 Profile of the UvA

In response to calls for more focus and mass, the UvA introduced a policy of research priority areas in 2008 (also see section 1.3) that since then has formed a consistent part of its strategy. These priority areas enable the University to bolster its competitive strength worldwide whilst enhancing its regional impact and relevance.



To consolidate its position as a research university, the UvA has effected a gradual shift within its finite research budgets towards these priority areas since 2009, with the aim of retaining excellent research and expanding it in selected areas. Each of these areas has been conceived in relation to current major scientific and societal challenges and to issues and problems facing practitioners in the particular field.

After the first evaluation in 2011-2012, the areas were more narrowly delineated, with their composition assessed in the manner standard in each discipline: Bibliometric in the exact sciences and peer review in the humanities. Each priority area prepared a self-evaluation that was assessed by an international panel.

This evaluation was closely aligned with the profile and performance agreements for 2012: the 20 priority areas served as a basis for identifying the seven overarching profile themes.

6.5 Collaboration in Amsterdam

Amsterdam boasts an academic and knowledge infrastructure that is unique in the Netherlands. Not only does it have two major universities, each with its own large medical centre, it is also home to the AUAS, the Amsterdam School of the Arts, the Gerrit Rietveld Academie, various Inholland University of Applied Sciences locations and a large number of national research institutes, from NWO and KNAW institutes to Sanquin and the Netherlands Cancer Institute (NKI).

Together, these institutions employ a scientific workforce of approximately 7,500 FTEs or nearly 10,000 people, when higher professional and art education teaching staff are included.

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

In 2012, this led the UvA and VU University Amsterdam to spearhead the creation of the Amsterdam Academic Alliance (AAA) as the next logical step in their ongoing collaboration. The performance agreements coincided with the signing of a declaration of intent for more intensive collaboration between the UvA and VU University Amsterdam, in follow-up to a similar agreement by both teaching hospitals in September 2011.

The objective for each sub-area will be to combine the best of both worlds. The following key objectives were formulated: the joint programming of research activities in areas where the two institutions can strengthen and supplement one another, collaboration in Master's education and the establishment of an integrated science faculty.

The UvA and VU University Amsterdam have since established alliances in various academic disciplines that exceed the sum of their parts or offer potential for excellence. A total of twelve AAA initiatives have been launched so far.

The UvA and VU University Amsterdam pooled the selective funds provided as a part of the profile agreements in an AAA fund, with a scope of 24 million euros for the 2013-2016 period.



20 NOVEMBER

Alexander van de Minne earns his doctorate for research on the factors affecting house price valuations

This AAA fund will serve the following key objectives:

- Attracting talented students and scientists from around the world;
- Recruiting more competitive funds from Europe and other external sources;
- Building a stronger regional knowledge base in aid of the business sector and creative industries;
- Turning out more and more highly-qualified graduates on behalf of the region.

As of 2013, resources from this profiling fund have been allocated to initiatives by collaborating faculties and institutes that contribute to these objectives. The allocated resources serve as seed funding for activities that can subsequently be integrated into the regular budget or independently generate income.

The next table lists these collaborations and summarises the results achieved. Approximately €14.5 million of the allocated total of €23.2 million will have been spent by the end of 2016; the remaining €8.7 million will be gradually spent over the course of 2017 and 2018.

The AAA Fellowship Programme was established as a part of this collaboration, in order to facilitate the external recruitment of leading international scientists for a period of three years within one of the various AAA Fund initiatives. Once the fellowship has concluded, the candidates will be incorporated into the permanent academic staff and funded through the relevant faculties or independently generated resources.

Ten leading international scientists have since been attracted, including four ERC Starting Grant recipients. The ten fellows will serve as linchpins within the UvA-VU collaboration (see the text boxes in the following section).

6.6 Accountability for AAA initiatives

1. Collaboration between Amsterdam science faculties

The joint science faculties of the UvA and VU University Amsterdam have been overseen by a single dean recruited abroad since 1 January 2014. Comprehensive integration of the faculties, as originally intended, failed to win the approval of the representative advisory bodies. The bodies indicated that the educational consequences had not been sufficiently identified and that the immediate added value of the collaboration would not yield equal benefits to all sub-areas. In practice, the joint dean proved to be an effective catalyst for collaborations that did prove to offer sufficient added value.

The AAA fund has enabled the Amsterdam science faculties to invest in further strengthening of the city's scientific landscape. Among other initiatives, this involved the formulation of joint research priorities, external alliances and the integration of education. These efforts were initiated within the framework of four joint domains: Fundamentals of Science, Science for Sustainability, Human Life Science and Information Science.

The UvA and VU University Amsterdam have decided to integrate several of their science programmes, which will now be offered in the form of joint degrees. These programmes offer a degree of breadth and depth that the two universities were unable to achieve or maintain individually.



25 NOVEMBER

The UvA Student Careers Centre launches the UvA Job Board, a web portal designed to help UvA students and alumni find job and work placement vacancies

AAA collaborations and results

#	AAA INITIATIVE	MAIN DOMAIN
1	Collaboration between Amsterdam science faculties	Sciences
2	Amsterdam Data Science	Natural sciences, Economics, Humanities
3	Amsterdam Water Science	Sciences
4	Solardam	Sciences
5	Amsterdam Brain and Mind Project (ABMP)	Medical and Behavioural Sciences
6	Amsterdam Centre for Contemporary European Studies (ACCESS Europe)	Social Sciences
7	Amsterdam Universities Business School (AUBS)	Economics
8	UMCA Alliance PhD fellows	Medical sciences
9	Health MBA	Medical sciences
10	Humanities	Humanities
11	Market, Regulation & Behaviour	Law
12	Sports & Movement	Human Movement and Behavioural Sciences

AAA OBJECTIVES	RESULTS
1. Attract talented students and scientists from around the world	<ul style="list-style-type: none"> Appointed 10 AAA fellows, all from other countries Four ERC Starting Grants awarded to AAA fellows Created 47 postgraduate positions (of which 32 have since been filled) Created 33 PhD positions (of which 32 have since been filled)
2. Recruit more competitive funds from Europe and other external sources	<ul style="list-style-type: none"> Seven ERC Starting Grants, two ERC Consolidator Grants Four Veni grants, three Vidi grants, one Vici grant Data Science: NWO Humanities and Exact Sciences
3. Stronger regional knowledge base in aid of the business sector and creative industries	<ul style="list-style-type: none"> ARCNL: STW grant AISS (Sport Science): ZonMw grant ACCESS Europe: NWO, Horizon 2020, Erasmus+, Jean Monnet Centre of Excellence, Marie Curie Establishment of ARCNL in collaboration with ASML Collaboration with IQU, ORTEC, Qualcomm and Philips (Data Science)
4. A greater number of more highly-qualified graduates trained on behalf of the region	<ul style="list-style-type: none"> Three Master's programmes (Archaeology & Heritage Studies, Law, Market, Behaviour, and Sport Sciences & Coaching) Two joint degree programmes (Bachelor's in Chemistry and Bachelor's in Physics and Astronomy) Two Master's tracks (Data Science, Big data Engineering) One MSc course (Biological Oceanography) Two minors (Digital Humanities, Performance Psychology)



25 NOVEMBER

Jason Hessels, astrophysicist at the UvA and ASTRON, is appointed a new member of Young Academy of the KNAW

As of 2013, the Bachelor's in Chemistry will be offered as a joint degree programme. The Bachelor's in Physics and Astronomy will be offered as a joint programme as of 2014. The number of Chemistry students has grown from 160 in 2010 to 200 in 2016. The number of Physics and Astronomy students has grown from 300 in 2010 to 375 in 2016; as a result, the programme is now the largest of its kind in the Netherlands.

The Master's degree programme in Data Science is set to launch in September 2016. A total of 50 Master's students are expected to enrol in the first year, of which half will be international students. The two-year Master's track in Big Data Engineering is set to start in September 2016.

The collaboration among science faculties has served to intensify cooperation with businesses in the Amsterdam region. Among other key outcomes, this resulted in establishment of the Advanced Research Centre for Nanolithography (ARCNL) in collaboration with chip manufacturer ASML in 2014. ARCNL is a research consortium with ASML and AMOLF. The centre conducts fundamental research in the area of nanolithography, with a special focus on applications for the semiconductor industry. The centre will initially focus on the physical and chemical processes crucial to extreme ultra-violet lithography.

In late 2015, ARCNL employed 6.3 FTE senior researchers (group leaders and tenure trackers), 18.7 FTE doctoral candidates and 4 FTE postdocs. The centre is independently situated and equipped with its own research infrastructure. ARCNL has since received a grant from the FOM IPP programme and receives a TKI allowance. ARCNL was also awarded a start-up grant from the municipality of Amsterdam and province of North Holland in lieu of its status as a major asset to the knowledge economy and region.

The science faculties also intensified clustering in the Fundamentals of Science, Science for Sustainability, Human Life Science and Information Science domains in an effort to generate more critical mass at both the UvA and VU University Amsterdam. VU University Amsterdam, VUmc and the UvA will be jointly accommodating their human life sciences research in the new OI2 building in Amsterdam's Zuidas district. In the first quarter of 2016 the UvA's Cell & Systems Biology research groups will relocate from the Science Park to the OI2 building.

AAA funding has also lent an important impetus to the Chemical Biology Platform (CBP). This platform serves to efficiently link chemistry and biology, facilitating the identification of new chemical-biological instruments and medicines available. The CBP is set to relocate to the new OI2 building in March 2016.

AAA funding also enabled the UvA to bring two leading foreign scientists to Amsterdam, namely Garry Corthals and Michelle Camenzuli, and facilitated the purchase of an advanced TripleTof mass spectrometer. These developments have served to stimulate new collaborations between researchers at the AMC-UvA, Netherlands Forensic Institute, NICAS, Rijksmuseum and NKI.

Edan Lerner

The physicists at the UvA and VU University Amsterdam worked with AMOLF to establish the Amsterdam Soft-Bio Initiative (ASBI). The close links between biophysics and soft matter, on the one hand, and between experiment and theory, on the other, will allow the collective behaviour of complex biological systems to be studied from within a coherent framework. The expertise contributed by Edan Lerner forms the linchpin within the UvA-VU collaboration, especially with regard to the potential for valorisation.

Allocation of € 24 million in AAA resources

INITIATIVE	UVA FACULTIES	VU UNIVERSITY AMSTERDAM FACULTIES	OTHER PARTIES	ALLOCATIONS IN THOUSANDS OF €					TOTAAL
				2013	2014	2015	2016	2017	
AA Fellowships	AMC/FEB-FNWI	FALW/FEW/FEWEB/ VUmc			875	1,749	1,749	438	4,811
ABMP	Faculty of Social and Behavioural Sciences	NCA			30	1,000	1,000	1,000	3,030
ACCESS Europe	FMG	FSW		500	500	500	500		2,000
AUBS	FEB	FEWEB		250					250
AWS - Amsterdam Water Science	FNWI	FALW			30	475	495		1,000
Data Science	FEB/FGw-FNWI	FALW/FEW/FEWEB/LET				1,023	1,023	1,023	3,069
Humanities	FGw	LET		234	548	399			1,181
Law	FdR	RCH		320					320
Collaborating science faculties	FNWI	FALW/FEW		3,000					3,000
Solardam	FNWI	FEW	AMOLF/ECN			500	500		1,000
Sports & Movement	FMG/AMC-UvA/ AUAS	FBW/VUmc		117	117	117			351
Summer schools	UvA	VU University Amsterdam				78			78
Tinbergen	FEB	FEWEB				400			400
UMC MBA	AMC-UvA/FEB	VUmc		285	535	285			1,105
UMC PhD	AMC-UvA/FEB	VUmc		416	416	416	416		1,664
Total required				5,122	3,051	6,942	5,683	2,461	23,259
Total available				6,042	6,042	6,042	6,042	0	24,168
Remainder				920	2,991	-900	359	-2,461	909



26 NOVEMBER

UvA sociologist Marieke Sloom is awarded the Best Sociology Doctoral Thesis Award for 2013 and 2014 by the Dutch Sociology Association

Jean-Michel Désert

As a part of the current plans to accommodate SRON at Amsterdam Science Park, a collaboration has been initiated between Earth Sciences (FALW), the Anton Pannekoek Institute (FNWI) and SRON. Jean-Michel Désert will serve as a key linchpin within this alliance in his capacity as an expert on exoplanets.

Tom Grossman

Effective 1 January 2016, Tom Grossman took up his new position at the Biomimetic Synthesis for Molecular Complexity chair. Grossman's research focuses on the organic synthesis of complex molecular models, and got off to a flying start thanks to a recently acquired ERC Starting Grant. The new chair will serve as an effective bridge between organic synthesis and molecular cell biology, microbiology and systems biology.

Sebastiaan Luysaert

Sebastiaan Luysaert is an internationally-renowned researcher specialising in the modelling of feedback between climate and forest ecosystems and sustainable land and forest management. His profile is an excellent match for the Sustainability cluster at VU University Amsterdam and UvA's collaborating science faculties. Luysaert's systems approach extends to biogeochemical cycles in the soil, vegetation and atmosphere, serving to connect various chair groups at VU University Amsterdam and the UvA.

Daniel Baumann

Daniel Baumann's scientific work encompasses all aspects of cosmology. He is ideally positioned to serve as a linchpin between various renowned research groups: the UvA's String Theory group, the Dark Matter group within the UvA's GRAPPA research priority area and Virgo, a research programme embedded in Nikhef headed by VU professor Jo van den Brand. Having transferred to Amsterdam from Cambridge with an ERC Starting Grant under his belt, Baumann will undoubtedly strengthen our capacity to attract both grants and talented researchers within the field.

2. Amsterdam Data Science

The AAA Data Science programme is an initiative developed by the UvA and VU University Amsterdam's Science, Economics and Business and Humanities faculties. The programme will serve to intensify cooperation between the universities and collaboration with other regional knowledge institutes (AUAS, CWI). In February 2015, the programme received funding for new modelling and analysis methods aimed at distilling meaningful information from the sea of data that surrounds us.

Funding from the AAA fund was used to create a total of sixteen positions, for eleven postdocs and five doctoral candidates. Seven positions span multiple scientific domains, while three involve collaborations with local industry (IQU, ORTEC, Philips). International candidates were recruited for the positions of university lecturer, postdoctoral researcher and various tenure track positions over the course of 2014 and 2015.

Researchers at Amsterdam Data Science were closely involved in developing the Data Science curriculum for the joint UvA-VU Data Science track at the Information Studies Master's programme set to start in September 2016.

Amsterdam Data Science has since acquired €1.2 million in external funding. NWO awarded a grant to the MediaNow project, a collaboration between the UvA, VU University Amsterdam and Netherlands Institute for Sound and Vision Foundation (750,000 euros) and the ReSearch project, a collaboration between the UvA, VU University Amsterdam and Elsevier (750,000 euros).

30 NOVEMBER

Four talented UvA students in the natural and technical sciences receive a 500 euro incentive prize from the Royal Holland Society of Sciences and Humanities (KHMW) in Haarlem

Recruited AAA Fellows

#	AAA FELLOW	INSTITUTE	RESEARCH DISCIPLINE
1	Daniel Baumann	University of Cambridge	Astroparticle Physics
2	Reinier Boon	Goethe-Universität, Frankfurt am Main	Cardiovascular diseases
3	Jean-Michel Désert	University of Colorado	Exoplanets
4	Jan Engelmann	Universität Zürich	Neuro-economics
5	Efstratios Gavves	KU Leuven	Computer Vision by Machine Learning
6	Tom Grossman	TU Dortmund	Organic Synthesis
7	Frank Kleibergen	Brown University	Econometrics
8	Edan Lerner	New York University	Soft Matter
9	Sebastiaan Luyssaert	Laboratoire des Sciences du Climat et de l'Environnement (LSCE)	Sustainability
10	Bruno Reversade	Institute of Medical Biology Singapore	Reproduction & Development



2 DECEMBER

The European Space Agency ESA launches the LISA Pathfinder spacecraft as part of an effort to measure gravitational waves; scientists from the UvA and VU University Amsterdam are taking part in the research project

The importance of data science research is also underlined by the recent allocation of three NWO grants to AAA Data Science researchers, namely Maarten de Rijke (UvA), Frank van Harmelen (VU University Amsterdam) and Rens Bod (UvA).

Collaboration with local industry and government agencies is crucial to Amsterdam Data Science. New projects were also initiated in collaboration with local industry partners such as IQU and Philips. Close collaborations - such as the Data Lab initiative - were also established with urban government parties.

Efstratios Gavves

The Informatics Institute has built a strong international profile in the area of Intelligent Systems. Among other areas, research activities are focused around language processing, computer vision and autonomous systems/machine learning. Long-term, large-scale research collaborations have been initiated in the latter two areas by UvA and Qualcomm under the name QUVA Lab. Efstratios Gavves will be charged with overseeing research within the AAA Data Science initiative, and maintaining contacts with Qualcomm, grant providers and other relevant groups at VU University Amsterdam's Informatics Department.

Jan Engelmann

A second AAA fellow was recruited to Data Science in order to further strengthen collaboration between the UvA and VU University Amsterdam within the field of neuro-economics. Engelmann will mainly be contributing to UvA-VU collaboration within the Tinbergen Institute, the joint graduate school administered by the faculties of economics of the UvA, VU University Amsterdam and Erasmus University Rotterdam, as a part of his activities at the Behavioural and Experimental Economics Research Group.

3. Amsterdam Water Science

Amsterdam Water Science is an integrated UvA-VU knowledge centre specialising in the field of water science. The new location will serve to achieve major quality improvements in terms of regional research, education and enterprise. A total of four postdocs have been appointed, of which one will be charged with strengthening cooperation with the Royal Netherlands Meteorological Institute (KNMI). Research activities will focus on the modelling of extreme precipitation. Regional projects have been initiated in close collaboration with Deltares, Waternet, Water Boards, the Directorate-General for Public Works and Water Management (Rijkswaterstaat) and the Dutch National Forest Service (Staatsbosbeheer).

The research will have two main areas of focus: interactions between sediment and water, and interaction between water and air.

The new joint MSc course in Biological Oceanography is set to start in the autumn of 2016. This course will be offered to both UvA and VU students.

4. Solardam

The Solardam consortium is an alliance between the UvA, VU, AMOLF and ECN that conducts research on the innovative application of solar power. A total of eight postdoc positions have been created through AAA funding. Close to 200 candidates from around the world applied for these job openings. Four postdocs have since been appointed. All postdocs will operate under joint UvA-VU supervision. An NWO Gravitation grant application for Solardam will be prepared over the course of 2016.

3 DECEMBER

The UvA and AUAS decide to install over 2,500 solar panels on the roofs of five buildings; the panels will generate approximately 600,000 kWh of energy on an annual basis (enough for approx. 200 households)

5. Amsterdam Brain and Mind Project (ABMP)

The ABMP facilitates collaboration between Neuroscience Campus Amsterdam (VU) and the UvA Brain and Cognition research priority area. Ten proposals were selected from a total of 33 internal submissions on the basis of a review procedure involving independent international reviewers. The international recruitment of postdocs was subsequently initiated in 2015. These postdocs will be appointed to either the UvA or VU University Amsterdam, and will be appointed as guest researchers at the other institute. In addition to more intensive collaborative research, the establishment of this programme also resulted in a joint NWO Gravity application in cooperation with other research centres in the Amsterdam region and the development of a series of joint lectures, summer schools and courses.

6. Amsterdam Centre for Contemporary European Studies (ACCESS Europe)

ACCESS Europe is an alliance between 140 researchers from five UvA and VU faculties. As of 2015, a total of nine postdocs were appointed of whom four have since been promoted to the position of university lecturer.

Eleven leading visiting scholars recruited from foreign institutions also teach research seminars and PhD master classes. In 2014 and 2015, researchers affiliated with ACCESS Europe acquired a total of two ERC Starting Grants, two ERC Consolidator Grants, four Veni grants, three Vidi grants and one Vici grant. Funding was also acquired from the following European programmes: Horizon 2020, Erasmus+, Marie Curie and Jean Monnet Centre of Excellence. Since the launch in January 2014, some 60 academic events and over 50 public events have been organised, including two projects conducted during the Dutch EU chairmanship in the first half of 2016.

7. Amsterdam Universities Business School (AUBS)

The UvA and VU University Amsterdam have reached agreements with the AUBS alliance in an effort to intensify their collaboration in the (postgraduate) business education sector. However, no new joint educational institute was ultimately established due to the technical bankruptcy of a third partner, the Duisenberg School of Finance. Instead, ongoing collaboration with the Tinbergen Institute was further intensified and several honours tracks were developed within the framework of existing programmes.

Frank Kleibergen

Frank Kleibergen was recruited from Brown University in Providence to serve as professor of Econometrics and further strengthen collaboration between the Amsterdam business schools. Kleibergen is employed by the Tinbergen Institute, the joint graduate school administered by the faculties of economics of the UvA, VU University Amsterdam and Erasmus University Rotterdam.

8. UMC Alliantie Fellows

The AMC-UvA and VUmc have been collaborating intensively since the two teaching hospitals first signed a statement of intent in September 2011. Their cooperation is underpinned by developments in the care sector and academic synergy. After all, why should Amsterdam have two separate teaching hospitals? The two hospitals' long-term accommodation strategies also serve as a catalyst for further collaboration.



3 DECEMBER

QuSoft, a new research centre for quantum software, is officially launched; the centre is a joint initiative by the UvA, VU University Amsterdam and the CWI



At minimum, the partners aim to implement a merger at the level of their Executive Boards and faculty deans in order to ensure effective collaboration. Such measures take time to realise. As a first step in this process, VUmc had to be legally separated from VU University Amsterdam; this measure was effectuated at the start of 2016. Secondly, various official bodies such as the Netherlands Authority for Consumers and Markets (ACM) and Dutch Healthcare Authority (NZa) had to approve the collaboration.

The hospitals have already started merging and exchanging specialisations at workplace level. The UvA and VU University Amsterdam are also actively encouraging cooperation through the allocation of resources from the AAA Fund and other measures.

Eight doctoral candidates were recruited following a joint call for proposals by the AMC-UvA and VUmc. These ‘alliance candidates’ serve to bridge the gap between research at the AMC-UvA and VUmc. Assessment criteria applied during selection included scientific excellence - as determined by external sponsors - and the extent to which research proposals would serve to strengthen collaboration between the two hospitals. Four doctoral candidates have since been appointed to the AMC-UvA, with another four appointed at VUmc. All doctoral candidates are employed within the participating research institutes’ joint lines of research.

Reinier Boon

Reinier Boon was appointed to VUmc’s Physiology Department effective 1 January 2016. He currently works in both Frankfurt and Amsterdam in order to ensure that his group can be efficiently transferred to Amsterdam while maintaining effective cooperation with its German counterparts. Two doctoral candidates started on a Boons ERC Starting Grant in Germany over the course of 2015. A postdoctoral researcher and a doctoral candidate are set to start in Amsterdam in 2016. The entire group will have relocated to Amsterdam by 1 January 2017.

Bruno Reversade

Bruno Reversade will be appointed to the AMC-UvA’s Centre for Reproductive Healthcare, focal point of the Amsterdam Reproduction & Development research institute. During the first two years, Reversade will retain a part-time appointment at his current institute in Singapore with a view to promoting direct cooperation between Amsterdam and Singapore

9. Health MBA

The Health MBA programme offers students and staff at the Medicine faculties an opportunity to participate in a special Healthcare and Science Management track. This track offered by the Amsterdam Business School was designed to solidify cooperation between the AMC-UvA and VUmc over the coming years. Academic medical professionals generally do not acquire business skills as a part of their training. The MBA |Healthcare Management programme seeks to fill this gap while offering participants an opportunity to develop their skills and knowledge at academic Master’s degree level. The two-year MBA programme at the Amsterdam Business School is tailored to the specific needs of teaching hospitals.

10. Humanities

From 2013 onwards, the UvA and VU University Amsterdam’s Humanities faculties have been working to intensify their teaching and research collaboration in three areas, at the Amsterdam Centre for Ancient Studies and Archaeology (ACASA), and within the fields of Heritage Studies and Digital Humanities.

ACASA has been offering joint Master's programmes since 2012. Efforts were subsequently initiated in 2013 to merge the Bachelor's programmes in Archaeology. These programmes will be offered on a joint basis from the 2016-2017 academic year onwards. The UvA's Archaeology Research Master's programme has also been converted into a joint Master's in Archaeology and Heritage Studies, which is set to start in 2017.

The two faculties have also been collaborating in the area of Digital Humanities since 2013. Among other initiatives, joint online education formats and a joint minor programme in Digital Humanities have been developed. The Centre for Humanities and Technology, a public-private partnership between the UvA, VU, KNAW and IBM focusing on the development of technology for unstructured data, also constitutes a key initiative in this regard.

11. Market, Regulation and Behaviour

The UvA and VU University Amsterdam's Law faculties have established a joint Master's in Law, Markets and Behaviour. This selective English-language Master's degree programme applies a multidisciplinary approach to the triumvirate of market, regulation and behaviour. The programme caters to the demand for ethical and principled leadership in the wake of the economic and banking crisis. The establishment and provision of this joint Master's programme reflects the faculties' ambition to collaborate on postgraduate and undergraduate programmes centred around business services in Amsterdam (law offices, the judiciary, financial institutions, etc.) and will serve to strengthen the complementary focus areas at both universities' faculties.

12. Sports & Movement

The Amsterdam Institute of Sport Science (AISS), a network institute established by VU University Amsterdam, the UvA, VUmc, AMC-UvA and the AUAS, was designated one of the Netherlands' three leading Sports Innovation Centres by ZonMw following a nomination by Topteam Sport. The AMC-UvA has established an Amsterdam-based sports polyclinic for professional and talented athletes in cooperation with VUmc and the CTO Amsterdam Centre for Championship Sports (a collaboration between the municipality of Amsterdam, the Ministry of Health, Welfare and Sport and NOC*NSF). A new minor programme in Performance Psychology and an MSc in Sport Science & Coaching have also been developed. Entrepreneurship education has also been strengthened through initiatives such as the establishment of new venture lab and a Sport Business & Innovation bootcamp for students and researchers. Three newly-established special research groups have also been assigned teaching and research tasks in line with the AISS objectives, aimed at promoting closer cooperation between universities of applied sciences and research universities.



9 DECEMBER

Beate Volker (UvA) and Wouter Steenbeek (NSCR) demonstrate that scientific journal PNAS was premature to conclude that the allocation of Veni grants is subject to gender inequality

6.7 Embedment of valorisation within the UvA

As the above and section 1.4 demonstrate, impact is clearly demonstrated by numerous practical examples. However, the UvA does not have any organic ties with actors at the regional (or other) levels embedded in its management structure. The societal agenda of the institutional management is mainly shaped by factors such as the OECD Review, government funding conditions and the policy priorities of the NWO and EU.

The UvA also does not have a specialised policy department to direct a social agenda and the ‘demand’ side of education and research. Indeed, it was only under external pressure from the General Agreement between the Association of Universities in the Netherlands and the Dutch Ministry of Education, Culture and Science that the UvA began developing indicators to measure societal impact. Much like England’s REF, the new SEP Protocol puts external pressure on research units to make their societal significance more explicit, albeit predominantly in the form of narratives and examples rather than numbers and financial figures.

As a consequence, at the UvA valorisation happens not at the institutional level but lower down in the organisation through the myriad of ties and networks of individual academic staff. Scores of individual staff members have connections with diverse strata of society, as also evidenced by the examples given in the previous section. In a 2013 survey, 63% of professors and associate professors stated that their valorisation activities were motivated by external partners, 85% were motivated by their own standards and values, and 71% by their colleagues. Conversely, only 65% were motivated by their institute and less than 30% by their supervisor or the UvA in general.

Valorisation is a component of the UFO job description for all academics, despite having been described in highly general terms (‘disseminating knowledge through various media’). The UvA applies an Invention Scheme under which researchers are entitled to 33% of the economic value of their results. The UvA also offers ample part-time opportunities such that an academic position can be combined with work outside the academic environment.

The Regulations Governing Ancillary Activities and publication of ancillary activities on the UvA website serve to prevent conflicts of interest and any compromise of independence.

The approximately 180 professors by special appointment who hold chairs established (and often also funded) by partners with a social incentive represent another example of our efforts to embed valorisation within the organisation. Appendix 4 features an overview of these professors by special appointment and the various sponsored chairs; eight regular chairs on the basis of external funding.

The majority of these appointments are for one day per week and benefit both parties. They offer the UvA a means to bring specialised knowledge on board in areas in which there is no full-time professor. For the establishing organisations, after which these chairs are occasionally also named, they afford a means to boost their reputation and give them a front row ticket to meet the best students. These chairs tend to be the culmination of long-running collaborations between the UvA and the organisation concerned. The professorial appointment itself always remains the exclusive right of the University and is made based on its own academic standards.

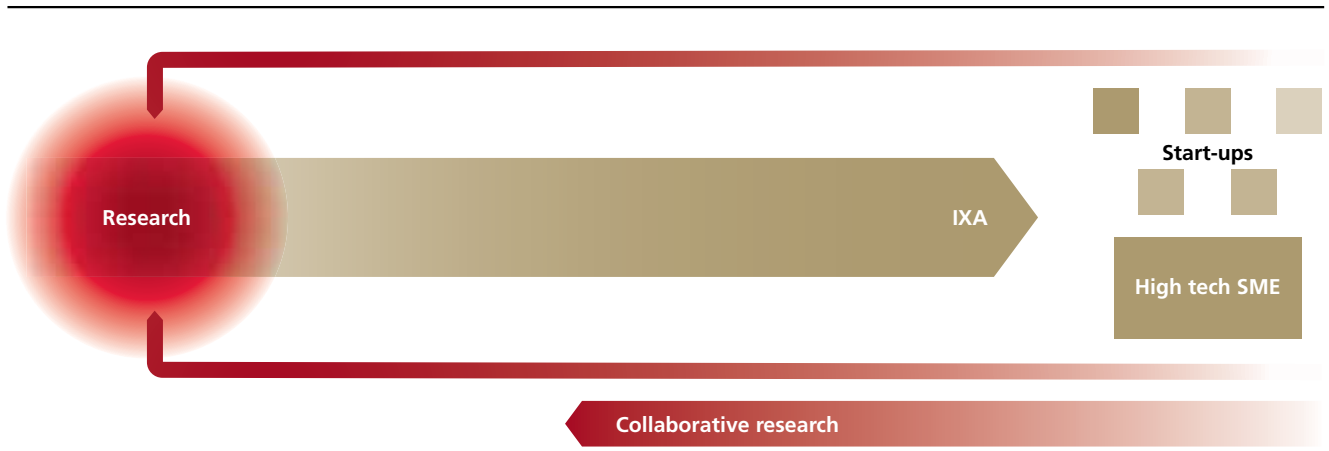
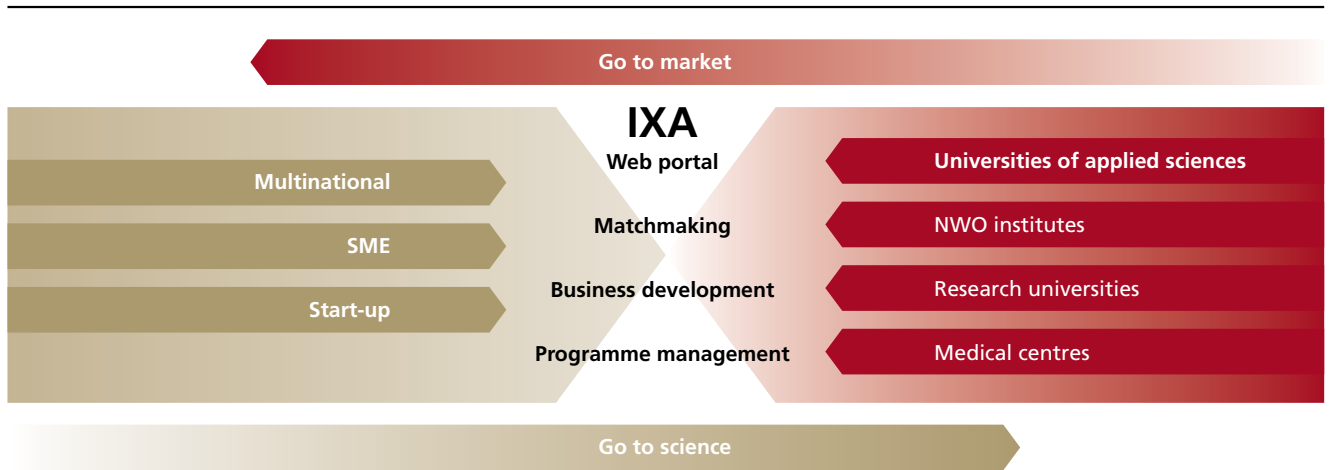
The Technology Transfer Office (TTO) plays an especially crucial role in terms of valorisation, combining an advisory role in the area of legal matters and subsidies with business development duties.



10 DECEMBER

Research by UvA doctoral candidate Wilma Bakker shows that co-parents are often highly educated and enjoy relatively high income levels as part of double income households

Talent for Innovation valorisation programme



The UvA and AUAS also have a joint Grant Support Team charged with encouraging grant applications at all UvA and AUAS faculties (grant-support.uva.nl). The grant advisers all have doctorate degrees and work from both central locations and within the individual faculties. As a result, they are ideally positioned to offer UvA researchers advice on strategic grant acquisition as a part of their career development process. They are deployed in a manner that contributes to the promotion of interdisciplinarity within the UvA organisation.

In projects involving the creation of a spinoff, UvA Holding, which is a subsidiary of the UvA, can retain a share in the spinoff during the incubation phase to facilitate the launch of operations. UvA Holding is a seed fund for new ventures and provides start-up risk capital in exchange for participation.

The TTO grew from 13 to 16 FTEs in 2015. In addition to nine grant advisers and three lawyers, the TTO also employs three business developers. This is not large compared to similar offices around the world. The TTO's business development work is carried out in close collaboration with its counterparts at the AMC-UvA and VU University Amsterdam in a pan-Amsterdam alliance established as the Innovation Exchange Amsterdam (IXA) in November 2014. IXA showcases the UvA, VU and AUAS to external parties looking to collaborate with these knowledge institutes. The centre is managed by an IXA Board composed of administrative representatives of the UvA, VU, AUAS, AMC-UvA and VUmc.

In 2012 a joint grant proposal was submitted under the Ministry of Economic Affairs, Agriculture and Innovation's valorisation programme and subsequently awarded in two tranches of €5 million each, which the institutions had to match with their own funds. The IXA collaboration culminated in submission of the Talent for Innovation valorisation programme - an initiative by various Amsterdam-based knowledge institutions, the UvA, VU, AUAS and NWO institutes - in late 2015. The programme will establish two new project lines in an effort to boost cooperation with the business sector and non-profit organisations: Go to Science and Go to Market.

The Go to Science programme will offer businesses better access to and enhanced cooperation with knowledge institutions. Innovation Labs will play a key role in the new, more demand-based approach. The first lab's activities will centre around physics: Amsterdam Physics Research and Innovation Lab (APRIL).

The Go to Market programme will support enterprising researchers in the process of developing their start-up. This support will consist of a practice-oriented supervision programme at a physical location: the Amsterdam University Incubator, which - among other initiatives - organises meetings between start-ups and the business community.

IXA, the joint Amsterdam-based knowledge institutions' expertise centre for valorisation, will serve as the central point of contact. The UvA and AUAS's Grant Support Team is also accommodated under IXA.



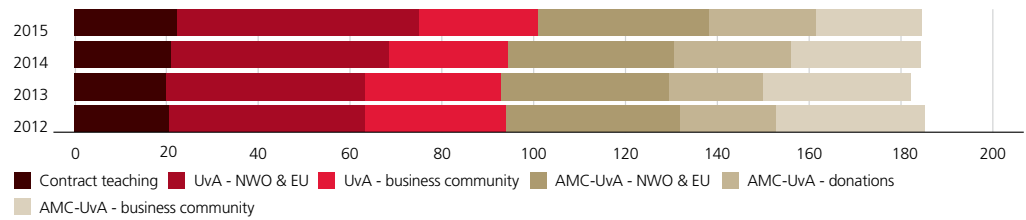
10 DECEMBER

UvA researcher Marthe Straatemeier receives the Abbas Dissertation Prize for her research on the development of arithmetic skills in children

Valorisation indicators for 'collaboration'

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

The diagram shows external income from teaching and research, including AMC-UvA, AMR and group companies (UvA Holding, ACTA Holding, SEO). The second flow of funds is increasing while the third flow of funds at the UvA has declined.



Scientific collaboration

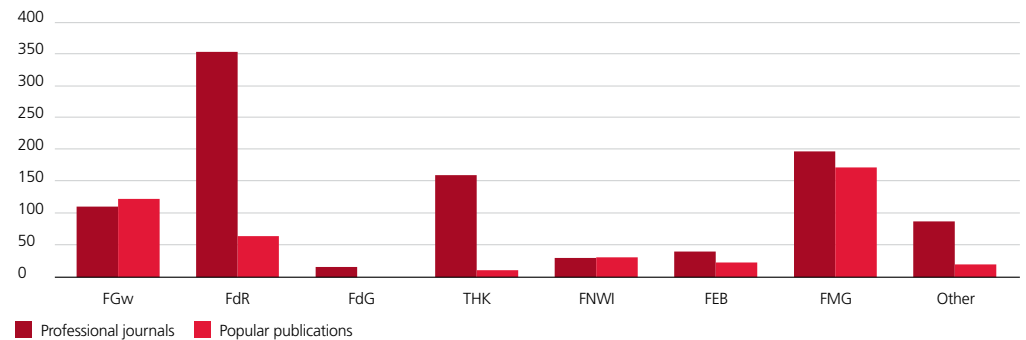
The table reflects the percentage of UvA academic publications in the CWTS database co-authored with researchers from outside the UvA.

SCIENTIFIC COLLABORATION	2013	2014	2015
% co-publications with other institutions	79.9%	82.0%	83.0%
* of which international	49.8%	52.2%	52.4%
* of which corporate sector	6.1%	5.7%	5.7%

Source: CWTS Leiden

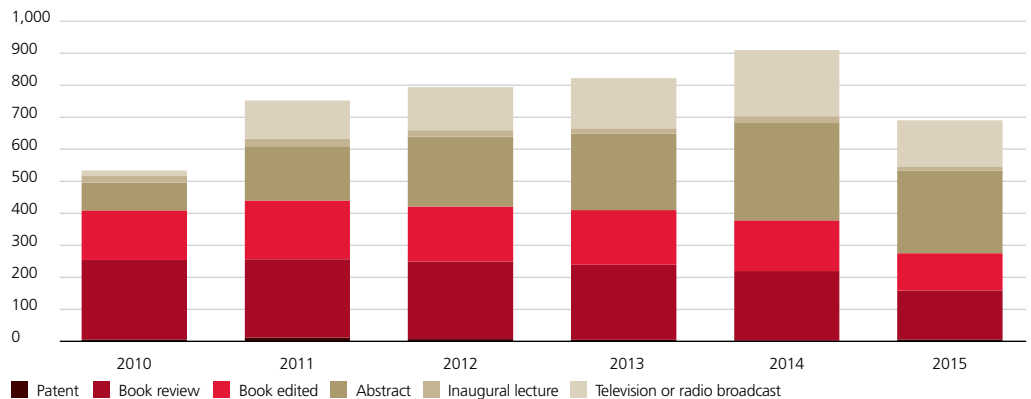
Publications for wider audience, 2015

The diagram shows the number of articles in professional journals and popularised publications (as defined by the VSNU), per faculty. This concerns publications for professionals and for a wider audience of interested individuals, respectively.



Recorded results other than publications

The diagram reflects the number of registered research results, other than written publications, broken down according to a number of VSNU categories.



11 DECEMBER

The VSNU concludes partly on behalf of the UvA and AUAS an agreement in principle on the issue of *Open Access* with scientific information provider Elsevier

Among other responsibilities, the expertise centre is authorised to implement programme management by the institutional administrations. Businesses with a knowledge question may turn to IXA, which will then connect them with the appropriate researcher and/or technology/equipment (Go to Science). IXA also helps university start-ups (Go to Market) and encourages students to be more enterprising.

Talent for Innovation plays a key role in the process of building bridges between knowledge and society. This new programme, which builds on existing valorisation programmes at Amsterdam's various knowledge institutions, will be focusing additional attention on encouraging collaborations with the business community and spinoffs.

6.8 Valorisation indicators

In line with the General Agreement between the Association of Universities in the Netherlands (VSNU) and State Secretary Zijlstra in December 2011, the universities were expected to develop and test a widely-supported set of indicators for the measurement and description of valorisation activities in various fields of science over the course of 2015.

The VSNU took a first step in this process with the development of a Framework for Valorisation Indicators, including a menu with 12 indicators and approximately 80 supporting criteria.

At the time the Valorisation memorandum was drawn up on 25 May 2013, the UvA had not yet made a selection of specific indicators around which to frame its profile. This memorandum, prepared on the basis of extensive consultations with the Central Executive Council (CBO) and other bodies, concerns the various valorisation policies and instruments available to the UvA.

The deans were subsequently invited to submit a limited number of indicators formulated by their own faculties in the summer of 2013. As this inventory clearly demonstrates, valorisation is a highly relevant current issue taking concrete form in numerous social and economic areas.

The UvA, VU University Amsterdam and both teaching hospitals subsequently acquired two €5 million grants as a part of the valorisation programme initiated by the Minister of Economic Affairs, Agriculture and Innovation. Despite being too extensive for the current purpose, the list of indicators monitored in connection with the grant did provide useful input. A valorisation profile with three main themes was then defined on the basis of the agreements with the Ministry and the responses received from the deans, Technology Transfer Office and UvA. These themes consist of:

- 'Collaboration', research (e.g. contract-based) with and for commercial enterprises and institutions,
- 'Results', significance to the public sector and social organisations, and
- 'People', contribution to a highly-educated and enterprising workforce.

These main themes match up with the selected set of indicators. Data is available on some of these indicators, and has been featured in the tables adjacent to this section (and the table on UvA scientists in public committees and councils – section 1.4).



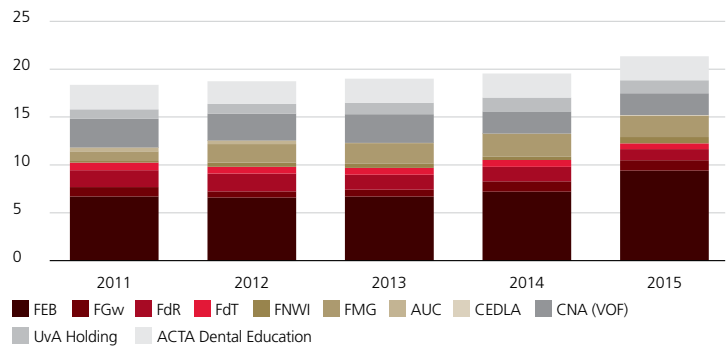
11 DECEMBER

Scientific journal PLOS ONE publishes the results of an innovative language training course developed by UvA researchers, which stimulates the automatic process whereby letters are linked to speech sounds

Valorisation indicators for 'people'

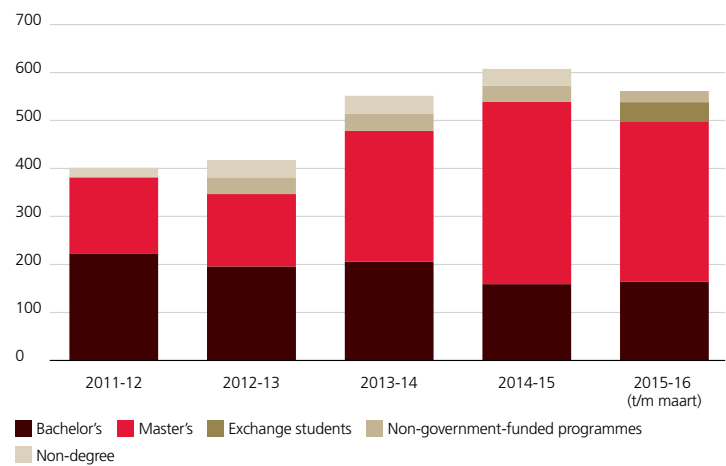
Contract teaching at the UvA

The graph shows revenues from contract teaching (non-government funded) per faculty. The Business School, Amsterdam Institute for Lifelong Learning in Education (CNA) and ACTA Dental Education generated the highest revenues in this segment. Effective 2016, the Amsterdam Institute for Lifelong Learning in Education (CNA) no longer makes up part of the UvA group.



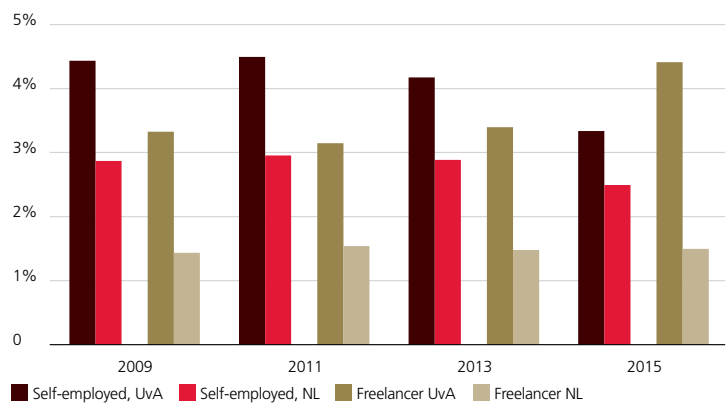
Number of entrepreneurship students

The graph shows the number of students to have enrolled in and completed one or more entrepreneurship courses for each year, divided over the various study phases.



University Education Monitor: students who started a business

The graph shows the percentage of Master's students to have started their own company one to two years after graduating, based on figures from the University Education Monitor. The percentage achieved at the UvA is considerably higher than the national average.



14 DECEMBER

The UvA and AUAS decide to participate in a pilot project on flexible studying, whereby students exclusively pay tuition fees for the courses they actually attend



The following internal information projects will have to be initiated as a part of the effort to activate and standardise specific indicators:

- The establishment of a contract register recording contracts with other individuals and legal entities, to be aligned with the UvA's Digital Working project.
- The classification of registered ancillary activities into a few specific categories;
- The establishment of a register to record the origin and destination of employees entering into and terminating an employment relationship.

These projects are currently all underway. The contract register is of especial significance, containing data on existing contracts (and contacts) with a minimum value of 10,000 euros for each faculty. In addition to featuring key data on the various partners, this register should also offer insight as to which parties within the University maintain contacts with which partners. A digital system should eventually be created to allow users to view and access this information. Two pilot projects to this end are currently underway.

The selected valorisation indicators have been incorporated into the Strategic Plan 2015-2020, in the sense that each faculty was requested to select three indicators from the aforementioned set to measure its social impact. Each faculty will provide annual progress reports on the three selected indicators.

A conscious decision was made not to include these indicators as mandatory criteria for self-studies in aid of SEP audit assessments. After all, the SEP operates on the principle that each unit should select indicators that reflect its strategy and do not necessarily have to match those applied by the broader faculty or university.



15 DECEMBER

Juliette Daniëls of the Real Estate Development Department is awarded a Stapenning honorary medallion in recognition of her exceptional contributions towards real estate development at the UvA and new construction plans for the University Library

Valorisation indicators for 'results'

IXA SUPPORTED VALUE CREATION FROM UVA RESEARCH

46	Screening of new ideas
45	Veni, Vidi, Vici applications
86	Invention disclosures
* of which 73	* Science and Innovation Award applications
9	IP licence contracts
8	Patent applications
2	New ventures established
5	Proof-of-concept funding
€ 373.000	Total amount of proof-of-concept funding
25 (5 over 250k)	Research agreements industrial parties
13	Confidentiality agreements
36	Consortium agreements (public-private partnerships and project subsidies)

AMSIA FINALISTS 2015

AMSIA is the Amsterdam Science & Innovation Award, an annual award for the most innovative research-based idea with a social and/or commercial application.

This competition is organised by IXA, in collaboration with the municipality of Amsterdam, the NKI and Science Park Amsterdam.

The jury had a choice between 73 submissions in 2015.

Paul Govaerts | VU - Faculty of Arts - Dept. of Applied Linguistics

Coding Speech with a Cochlear Implant: A Good Reason for Human Intelligence to Go Artificial

Katinka van der Kooij | VU – Faculty of Human Movement Sciences

'Fake It 'till They Make It'

Karla de Bruin (Nick Laan) | UvA – Faculty of Sciences

Crime Scene Reconstruction Based on Bloodstain Patterns

Daan Mes (Noortje Grijseels, Alje v. Dam) | UvA - Institute for Interdisciplinary Studies

Circular Economy and Clean Water: Sustainable Aquaculture in the Port of Amsterdam

Laila Blömer (Sophie Louise Koopmans, Laurens Samson, Mathijs Smeets) | UvA - Faculty of Sciences

Brewers Spent Grain in Bread

Giuseppe Procaccianti | VU - Faculty of Sciences - Dept. of Computer Science

GREENSWEEP, Guided Recognition and Evaluation of SoftWare EnErgy hotSPots

Pico van Heemstra (René Bohnsack, Hamdullah Handulle) | UvA & HvA

Me2, the Future of Urban mobility and Electricity

Jochem de Boer | UvA – Ace Venture Lab

CTcue, Patient-Trial Matching Platforms

Jurre den Haan (Femke Bouwman) | VUmc - Alzheimer Center - Dept. of Neurology

Visualizing Alzheimer in the Eye with Curcumin

Rik Olde Engberink (Bert-Jan van den Born, Liffert Vogt) | AMC - Dept. of Nephrology

Improving Blood Pressure Control by Targeting the Endothelial Surface Layer

18 DECEMBER

The UvA and AUAS Supervisory Boards decide to extend Dymph van den Boom's appointment as a member of the Executive Board until the position has been filled

6.9 Conclusion

The Study Success task force proposed substantive educational improvements in 2009 in follow-up to the strategic memorandum issued by Minister Plasterk. The UvA then structurally prioritised educational quality as a policy objective within the framework of the Institutional Quality Assurance Audit and associated performance agreements. The Institutional Audit - and, more crucially, the process leading up to it - has led to a strong sense of educational solidarity. The UCO has come to play a leading role in this process.

The position of education is almost equivalent to that of research in terms of both policy and the day-to-day practice, while the broad roll-out of the University/Advanced University Teaching Qualification and Education Leadership learning track have established investment in the quality of lecturers and teaching as the de facto standard.

The ambition of ensuring that the average student completes their degree programme within the specified timeframe has been - and still is - the subject of much debate. Despite this ongoing discussion, the system of performance agreements has been effectively applied to improve quality in line with the Strategic Plan 2011-2014. As the UvA's successful efforts to meet most of these agreements without any major deviations underline, the original goals were genuinely 'SMART' (Specific, Measurable, Achievable, Relevant & Time-driven) and the University is in control of its main tasks.

Agreements with the Ministry of Education, Culture and Science in the area of profiling and valorisation proved to be of less significance to the UvA. This is partly due to the fact that science is not constrained to the Netherlands, and takes place at both global and local level. When distance is no longer a factor, location becomes key. The UvA's development is determined by the success of its researchers in the wider world and face-to-face interactions within the Amsterdam region; accordingly, the expansion of academic alliances within Amsterdam and cooperation with social partners and businesses within the region play a prominent role in the profile agreements.

Furthermore, the Amsterdam region boasts far more scientific activity than any other city in the Netherlands. As a result of national academic profiling, Amsterdam is thus still likely to be among the cities offering any specialisations or subjects that are exclusively researched and taught in select locations around the Netherlands.

In 2012, the Higher Education and Research Review Committee somewhat cautiously rated the UvA's plans as 'good'. Despite this initial assessment, the UvA was rated best general university in the Netherlands in both the QS and THES rankings in 2015.

The UvA expects to see greater differentiation within the Dutch education landscape over the coming policy period, due to the new SEP protocol developed under the supervision of its Rector Magnificus. This protocol places the emphasis on the strategies of individual research units. As a result, quality will have to be defined in more absolute terms (international competitive advantages) rather than national comparisons with other Dutch universities.



21 DECEMBER

UvA professor Geert ten Dam becomes a Crown-appointed member of the Social and Economic Council of the Netherlands (SER) following approval from the Dutch Cabinet

Annebel van der Vlugt,
Pedagogical Sciences student,
wants to help children
improve their learning skills
using creative methods that
put a smile on their face.



Appendix 1

Range of programmes offered

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
THK	56560	Dentistry	B	
THK	66588	Dentistry	M	
FdG	56551	Medicine	B	
FdG	56573	Medical Informatics	B	
FdG	66551	Medicine	M	
FdG	66573	Medical Informatics	M	
FdG	75059	Evidence-Based Practice	M (EXEC)	
FNWI	50014	Psychobiology	B	
FNWI	50250	Natural and Social Sciences	B	
FNWI	50425	Future Planet Studies	B	
FNWI	56842	Information Science	B	
FNWI	56857	Chemistry	B	
FNWI	56860	Biology	B	
FNWI	56978	Computing Science	B	
FNWI	56980	Mathematics	B	
FNWI	56981	Artificial Intelligence	B	
FNWI	56984	Physics and Astronomy	B	
FNWI	56990	Biomedical Sciences	B	
FNWI	60202	Physics	M	
FNWI	60225	Life Sciences	M	
FNWI	60226	Logic	M	
FNWI	60227	System and Network Engineering	M	
FNWI	60228	Software Engineering	M	
FNWI	60229	Information Studies	M	
FNWI	60230	Astronomy and Astrophysics	M	
FNWI	60232	Mathematical Physics	M	
FNWI	60299	Computational Science	M	
FNWI	60323	Brain and Cognitive Sciences	RM	
FNWI	60338	Forensic Science	M	
FNWI	60707	Biological Sciences	M	
FNWI	60801	Stochastics and Financial Mathematics	M	
FNWI	66857	Chemistry	M	
FNWI	66980	Mathematics	M	
FNWI	66981	Artificial Intelligence	M	
FNWI	66986	Earth Sciences	M	
FNWI	66990	Biomedical Sciences	M	
FEB	50905	Economics and Business	B	
FEB	56402	Fiscal Economics	B	
FEB	56411	Actuarial Sciences	B	
FEB	56833	Econometrics and Operational Research	B	
FEB	60162	Tinbergen Institute Master of Philosophy in Economics	RM	
FEB	60177	Econometrics	M	
FEB	60644	Business Administration	M	
FEB	60900	Accountancy and Control	M	
FEB	60901	Business Economics	M	
FEB	65006	Entrepreneurship	M	VU
FEB	65008	Business in Society	RM	VU
FEB	66401	Economics	M	
FEB	66402	Fiscal Economics	M	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FEB	66411	Actuarial Sciences	M	
FEB	75000	Insurance Science	M	
FEB	75016	International Finance	M	
FEB	75017	Business Administration	M (EXEC)	
FEB	75019	Executive Master's in Finance and Control	M (EXEC)	
FEB	75094	Management Studies, part-time	M (EXEC)	
FEB	75117	Actuarial Science and Mathematical Finance	M (EXEC)	
FDR	50700	Law	B	
FDR	56827	Tax Law	B	
FDR	59312	Politics, Psychology, Law and Economics	B	
FDR	60219	Private Law	M	
FDR	60220	Public Law	M	
FDR	60222	Labour Law	M	
FDR	60223	Information Law	M	
FDR	60224	International & European Law	M	
FDR	60366	Information Law	RM	
FDR	60369	Public International Law	RM	
FDR	60412	European Private Law	M	
FDR	66456	International Criminal Law	M	
FDR	66827	Tax Law	M	
FDR	66828	Notarial Law	M	
FMG	50035	Cultural Anthropology and Development Sociology	B	
FMG	56601	Sociology	B	
FMG	56604	Psychology	B	
FMG	56606	Political Science	B	
FMG	56607	Pedagogical Sciences	B	
FMG	56613	Educational sciences	B	
FMG	56615	Communication Science	B	
FMG	56631	Interdisciplinary Social Sciences	B	
FMG	56838	Human Geography and Urban and Regional Planning	B	
FMG	60163	Communication Science	RM	
FMG	60198	Medical Anthropology and Sociology	M	
FMG	60211	Contemporary Asian Studies	M	
FMG	60212	Child Development and Education	RM	
FMG	60214	Social Sciences	RM	
FMG	60216	Health Care Psychology	M	
FMG	60217	Urban Studies	RM	
FMG	60218	International Development Studies	RM	
FMG	60329	International Development Studies	M	
FMG	60383	Psychology	RM	
FMG	66601	Sociology	M	
FMG	66604	Psychology	M	
FMG	66606	Political Science	M	
FMG	66607	Pedagogical Sciences	M	
FMG	66613	Educational sciences	M	
FMG	66614	Cultural and Social Anthropology	M	
FMG	66615	Communication Science	M	
FMG	66620	Human Geography	M	
FMG	66622	Urban and Regional Planning	M	
FMG	69314	Conflict Resolution and Governance	M	
FMG	75082	Erasmus Mundus Master's in Journalism, Media and Globalisation	M (EXEC)	Arhus
FMG	various	Teacher-Training Programmes (23)	M	
FGw	50010	Media and Information	B	
FGw	50901	Hebrew Language and Culture	B	
FGw	50902	Religious Studies	B	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FGw	50906	Media and Culture	B	
FGw	56003	Greek and Latin Language and Culture	B	
FGw	56034	History	B	
FGw	56040	Arabic Language and Culture	B	
FGw	56051	European Studies	B	
FGw	56081	Philosophy	B	
FGw	56700	Musicology	B	
FGw	56702	Theatre Studies	B	
FGw	56802	Literary Studies	B	
FGw	56803	General Linguistics	B	
FGw	56804	Dutch Language and Culture.	B	
FGw	56805	German Language and Culture	B	
FGw	56806	English Language and Culture	B	
FGw	56807	Scandinavian Languages and Cultures	B	
FGW	56808	French Language and Culture	B	
FGw	56809	Italian Language and Culture	B	
FGw	56810	Spanish Language and Culture	B	
FGw	56813	Slavonic Languages and Cultures	B	
FGw	56814	Modern Greek Language and Culture	B	
FGw	56816	Latin Language and Culture	B	
FGw	56823	Cultural Studies	B	
FGw	56824	Art History	B	
FGw	56825	Archaeology and Prehistory	B	
FGw	60087	Arts and Culture	M	
FGw	60128	Philosophy	RM	
FGw	60133	Archaeology	RM	
FGw	60139	History	RM	
FGw	60284	European Studies	M	
FGw	60335	Conservation and Restoration of Cultural Heritage	M	
FGw	60805	Archaeology	M	
FGw	60808	Heritage Studies	M	
FGW	60813	Literary Studies	M	
FGw	60814	Literary Studies	RM	
FGw	60815	Linguistics	M	
FGw	60817	Linguistics	RM	
FGw	60821	Classics and Ancient Civilisations	M	
FGw	60822	Philosophy	M	
FGw	60823	Philosophy	M	
FGw	60824	Theology and Religious Studies	M	
FGw	60827	Theology and Religious Studies	RM	
FGw	60828	Arts and Culture	M	
FGw	60829	Arts and Culture	RM	
FGw	60830	Media Studies	M	
FGw	60831	Media Studies	M	
FGw	60832	Media Studies	RM	
FGw	60833	Communication and Information Studies	M	
FGw	60834	Communication and Information Studies	RM	
FGw	60835	Heritage Studies	M	
FGw	60836	Heritage Studies	M	
FGw	60842	Middle Eastern Studies	M	
FGw	60849	Dutch Studies	M	
FGw	60850	Dutch Studies	M	
FGw	60851	Dutch Studies	RM	
FGw	66034	History	M	
AUC	50393	Liberal Arts and Sciences	B	VU

Appendix 2

Accreditation profile

Assessments within the accreditation system applicable from 1 January 2011

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	DATE OF ACCREDITATION	1. Designated exit qualifications	2. Teaching environment	3. Testing	Final assessment
FMG	56604	Psychology	ba	20-02-13	s	g	s	s
FMG	56607	Pedagogical Sciences	ba	30-05-13	g	s	s	s
FMG	50035	Cultural Anthropology and Development Sociology	ba	18-04-13	s	g	s	s
FMG	56631	General Social Sciences	ba	28-05-13	s	s	s	s
FMG	56613	Educational Sciences	ba	20-06-13	s	s	s	s
FMG	56601	Sociology	ba	28-05-13	s	s	s	s
FMG	56615	Communication Science	ba	26-08-13	s	g	s	s
FMG	56838	Human Geography and Urban and Regional Planning	ba	31-12-14	s	s	s	s
FMG	66615	Communication Science	ma	26-08-13	s	g	s	s
FMG	66604	Psychology	ma	20-02-13	s	s	s	s
FMG	60216	Health Care Psychology	ma	20-02-13	s	s	s	s
FMG	66607	Pedagogical Sciences	ma	30-05-13	g	s	s	s
FMG	66613	Educational Sciences	ma	20-06-13	s	s	s	s
FMG	66614	Cultural Anthropology and Sociology of Non-Western Society	ma	18-04-13	s	s	s	s
FMG	60211	Contemporary Asian Studies	ma	18-04-13	s	s	s	s
FMG	60198	Medical Anthropology and Sociology	ma	18-04-13	s	g	s	s
FMG	66601	Sociology	ma	28-05-13	s	s	s	s
FMG	div	Teacher Training Programmes	ma	31-07-15	s	s	s	s
FMG	66620	Human Geography	ma	31-12-14	s	s	s	s
FMG	66622	Urban and Regional Planning	ma	31-12-14	s	s	s	s
FMG	60212	Educational Sciences	res-ma	14-12-12	s	s	s	s
FMG	60163	Communication Science	res-ma	30-04-15	s	s	s	s
FMG	60214	Social Sciences	res-ma	30-11-2015	s	g	s	s
FMG	60217	Urban Studies	res-ma	30-11-2015	s	g	s	s
FMG	60218	International Development Studies	res-ma	30-11-2015	s	s	s	s
FMG	60383	Psychology	res-ma	28-11-2014	g	s	g	g
FNWI	56980	Mathematics	ba	30-09-14	s	g	s	s
FNWI	56857	Chemistry	ba	30-05-13	g	s	s	s
FNWI	50250	Natural and Social Sciences	ba	09-04-13	g	s	g	g
FNWI	56978	Computing Science	ba	31-07-14	s	s	s	s
FNWI	56842	Information Science	ba	31-07-14	s	s	s	s
FNWI	56981	Artificial Intelligence	ba	31-10-14	g	g	s	s
FNWI	56984	Physics and Astronomy	ba	31-12-14	s	s	s	s
FNWI	66980	Mathematics	ma	30-09-14	g	s	s	s
FNWI	60801	Stochastics and Financial Mathematics	ma	30-09-14	s	s	s	s
FNWI	60232	Mathematical Physics	ma	30-09-14	s	s	s	s
FNWI	66986	Earth Sciences	ma	30-08-13	s	s	s	s
FNWI	66857	Chemistry	ma	30-05-13	g	s	s	s
FNWI	60299	Computational Science	ma	31-07-14	g	s	s	s
FNWI	60228	Software Engineering	ma	31-07-14	g	g	g	g
FNWI	60227	System and Network Engineering	ma	31-07-14	g	exc	g	g

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	DATE OF ACCREDITATION	1. Designated exit qualifications				
					2. Teaching environment	3. Testing	Final assessment		
FNWI	60226	Logic	ma	31-07-14	g	exc	exc	exc	
FNWI	60229	Information Studies	ma	31-07-14	s	s	s	s	
FNWI	66981	Artificial Intelligence	ma	31-10-14	g	s	s	s	
FNWI	60202	Physics	ma	31-12-14	s	s	s	s	
FNWI	60230	Astronomy and Astrophysics	ma	31-12-14	s	s	s	s	
FGw	56825	Archeology and Prehistory	ba	30-06-14	s	s	u	u	remediation period
FGw	50906	Media and Culture	ba	31-03-14	s	s	s	s	
FGw	56034	History	ba	30-06-14	s	s	s	s	
FGw	56051	European Studies	ba	30-06-14	s	s	s	s	
FGw	56824	Art History	ba	30-06-14	s	g	s	s	executive agreement
FGw	56700	Musicology	ba	30-06-14	g	s	s	s	executive agreement
FGw	56823	Cultural Studies	ba	30-06-14	s	s	u	u	remediation period
FGw	56702	Theatre Studies	ba	30-06-14	s	s	u	u	remediation period
FGw	50010	Cultural Information Studies	ba	30-06-14	s	o	s	s	remediation period
FGw	56003	Greek and Latin Language and Culture	ba	30-06-14	g	g	g	g	executive agreement
FGw	56816	Latin Language and Culture	ba	30-06-14	g	g	g	g	executive agreement
FGw	56040	Arabic Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	50901	Hebrew Language and Culture	ba	30-06-14	g	s	s	s	executive agreement
FGw	56814	Modern Greek Language and Culture	ba	30-06-14	g	g	g	g	executive agreement
FGw	50902	Religious Studies	ba	30-06-14	s	s	s	s	executive agreement
FGw	56805	German Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	56806	English Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	56808	French Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	56802	Literary Studies	ba	30-06-14	s	s	s	s	executive agreement
FGw	56809	Italian Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	56807	Scandinavian Languages and Cultures	ba	30-06-14	s	s	s	s	executive agreement
FGw	56813	Slavonic Languages and Cultures	ba	30-06-14	s	s	s	s	executive agreement
FGw	56810	Spanish Language and Culture	ba	30-06-14	s	s	s	s	executive agreement
FGw	56803	Linguistics	ba	30-06-14	s	s	s	s	executive agreement
FGw	56804	Dutch Language and Culture	ba	30-06-14	s	g	s	s	executive agreement
FGw	60805	Archeology	ma	30-06-14	s	s	s	s	
FGw	60830	Media Studies (60 ECTS)	ma	31-03-14	s	s	s	v	
FGw	60831	Media Studies (90 ECTS)	ma	18-03-14	s	u	s	u	remediation period
FGw	60833	Communication and Information Studies	ma	31-03-14	s	s	s	s	
FGw	66034	History	ma	30-06-14	s	s	s	s	
FGw	60284	European Studies	ma	30-06-14	s	s	s	s	
FGw	60087	Arts and Culture (60 ECTS)	ma	30-06-14	s	s	s	s	executive agreement
FGw	60828	Arts and Culture (90 ECTS)	ma	30-06-14	g	g	s	s	executive agreement
FGw	60808	Heritage Studies (60 ECTS)	ma	30-06-14	s	s	s	s	executive agreement
FGw	60835	Heritage Studies (90 ECTS)	ma	30-06-14	s	s	s	s	executive agreement
FGw	60836	Heritage Studies (120 ECTS)	ma	30-06-14	g	s	s	s	executive agreement
FGw	60821	Classics and Ancient Civilisations	ma	30-06-14	s	g	g	g	executive agreement

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	DATE OF ACCREDITATION	1. Designated exit qualifications	2. Teaching environment	3. Testing	Final assessment	
FGw	60842	Middle Eastern Studies	ma	30-06-14	s	s	s	s	executive agreement
FGw	60824	Theology and Religious Studies	ma	30-06-14	s	s	s	s	executive agreement
FGw	60813	Literature	ma	30-06-14	s	s	s	s	executive agreement
FGw	60815	Linguistics	ma	30-06-14	s	s	s	s	executive agreement
FGw	60849	Dutch Studies	ma	30-06-14	s	s	s	s	executive agreement
FGw	60850	Dutch Studies (Editor)	ma	30-06-14	g	g	s	s	executive agreement
FGw	60816	Linguistics (Dual)	ma	30-06-14	g	g	s	s	executive agreement
FGw	60823	Philosophy (120 ECTS, philosophy of a given academic field)	ma	30-04-14	s	s	s	s	
FGw	60335	Conservation and Restauration of Cultural Heritage	ma	31-07-14	s	g	s	s	
FGw	60128	Philosophy	res-ma	30-04-15	s	s	s	s	
FGw	60133	Archeology	res-ma	31-07-15	s	u	s	s	
FGw	60139	History	res-ma	30-04-15	s	s	s	s	
FGw	60814	Literary Studies	res-ma	30-04-15	s	s	s	s	
FGw	60817	Linguistics	res-ma	30-04-15	s	g	s	s	
FGw	60827	Theology and Religious Studies	res-ma	30-04-15	s	s	s	s	
FGw	60829	Art and Culture Studies	res-ma	30-04-15	s	s	s	s	
FGw	60832	Media Studies	res-ma	30-04-15	s	s	s	s	
FGw	60834	Communication and Information Studies	res-ma	30-04-15	s	s	s	s	
FGw	60851	Dutch Studies	res-ma	30-04-15	s	s	s	s	
FEB	50905	Economics and Business	ba	14-10-13	s	s	s	s	
FEB	60902/ 60644	Business Studies / Business Administration (new name)	ma	14-10-13	s	s	s	s	
FEB	60162	Tinbergen Institute Master of Philosophy in Economics	res-ma	30-01-15	g	g	s	s	
FEB	75016	International Finance	ma (pi)	19-12-13	s	s	s	s	
GNK	56551	Medicine	ba	23-07-13	s	u	s	s	
GNK	66551	Medicine	ma	23-07-13	s	s	s	s	
GNK	75059	Evidence-Based Practice	ma (pi)	29-08-14	exc	g	g	g	
FdR	66456	International Criminal Law	ma	27-01-14	s	s	s	s	
FdR	60369	Public International Law	res-ma	30-06-14	s	u	s	u	remediation period
FdR	60366	Information Law	res-ma	30-06-14	s	u	s	u	remediation period
AUC	50393	Liberal Arts and Sciences	ba	27-01-14	g	g	g	g	
THK	56560	Dentistry	ba	03-04-13	s	g	s	s	
THK	66588	Dentistry	ma	31-12-14	s	s	s	s	

Appendix 3

Research assessments since 2011

YEAR	PROGRAMME	EVALUATION PERIOD	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
2011	Chemistry	2001-2009				
	Bio-molecular Synthesis		4	4	4	4
	Catalysis		4	5	5	5
	Computational Chemistry		5	5	5	3
	Macromolecular and Biosystems Analysis		4	4	5	3
	Molecular Photonics		4	5	4	5
2011	NOVA and Astronomy	2004-2009				
	Astronomical Institute Anton Pannekoek		5	4,5	4,5	4,5
2011	Institute for Migration and Ethnic Studies	2002-2007	4	4	4	4
	Migration, transnationalism and governance		4	4	4,5	3,5
	Governance of ethnic & religious diversity		4	4	4,5	4
	Multicultural democracy					
	Radicalization & extremism					
	Social relations & urban public space		4	4	4	4
	Labor & entrepreneurship		4	4	4	4
	Life courses & generational change		4,5	4	4	4
	History (discontinued in 2007)		5	4	4	-
2012	Physics	2001-2009				
	Hard Condensed Matter		4	4	4	4,5
	Soft Condensed Matter		5	5	5	5
	Quantum Gases & Quantum Information		5	3	3,5	3
	Particle Physics, Cosmology and Quantum Gravity		5	4	4	5
	Quantum Matter and Complex Systems		4	4,5	4	4
	Particle and Astroparticle Physics		5	5	4	5
2012	Biology	2005-2010				
	Aquatic Ecology and Ecotoxicology		3	3	4	3
	Aquatic Microbiology		5	5	5	5
	Biodiversity & Evolution		4	4	4	4
	Computational Geo-Ecology		5	4	5	5
	Earth Surface Science		3,5	4	4	4
	Paleo-Ecology & Landscape Ecology		4	4	5	3
	Population Biology & Theoretical Ecology		5	5	5	5
	Systems Biology of the Living Cell 1		4	4	5	4
	Systems Biology of the Living Cell 2		5	5	4,5	4,5
	Plant Signalling		4,5	4,5	4	5
	Neurosciences		4,5	5	4	5
	Life Science Technologies		4	4	4	3,5
2012	Psychology	2005-2010				
	Clinical Psychology		5	5	5	4,5
	Developmental Psychology		4,5	3,5	5	4
	Quantitative Methods		5	4,5	5	5
	Brain and Cognition		5	5	5	4,5
	Social Psychology		5	4	5	5
	Work and Organizational Psychology		4	4	5	4
2013	Institute for Logic, Language and Computation	2006-2011				
	Logic & Language		5	5	5	4
	Logic & Computation		5	5	4	5
	Language & Computation		5	5	5	5

YEAR	PROGRAMME	EVALUATION PERIOD	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
2013	Humanities	2006-2011				
	Amsterdam Centre for Language and Communication		5	5	5	4
	Amsterdam School for Cultural Analysis		5	5	4	5
	Institute of Culture and History					
	* Archaeology		4	3.5	4	4
	* History		5	5	5	5
	* Literature		4	4	2	2
	* Art		2	2	2	3
	* European Studies		5	5	5	4
	* The Dutch Golden Age		5	5	5	5
2013	Pedagogics & Education Sciences	2006-2011				
	Child Development		4.5	5	4.5	4
	Education		4.5	4.5	4	4
2014	Cultural Anthropology	2007-2012				
	Mobilities, Embodiment and Materiality		5	4	4	5
2014	Sociology	2007-2012				
	Dynamics of Institutions: Life Course, Culture and Citizenship		4,5	4	4,5	5
2014	Human Geography and Planning	2007-2012				
	Governance and Inclusive Development		4	4	5	4
	Geographies of Globalisations		5	5	4	4
	Urban Geographies		5	5	4	4
	Urban Planning		4	5	5	4
2014	Communication Science	2008-2013				
	Persuasive Communication		4,5	5	4,5	4,5
	Political Communication & Journalism		5	5	4,5	4
	Youth & Media Entertainment		5	4,5	4,5	4,5
2014	Political Science	2007-2012				
	Transnational Governance, Political Economy and Democracy		4,5	4	4	4
2014	Dental Research *)	2007-2013				
	Oral Infections and Inflammation		1	-	2	2
	Oral Regenerative Medicine		1	-	2	2

*) Met ingang van deze evaluatie is het nieuwe SEP-protocol 2015-2021 van toepassing

Description of the SEP 2015-2021 categories:

CATEGORY	MEANING	ACADEMIC QUALITY	RELEVANCE TO SOCIETY	VIABILITY
1	World leading/ excellent	The research unit has been shown to be one of the few most influential research groups in the world in its particular field.	The research unit makes an outstanding contribution to society.	The research unit is excellently equipped for the future.
2	Very good	The research unit conducts very good, internationally recognised research.	The research unit makes a very good contribution to society.	The research unit is very well equipped for the future.
3	Good	The research unit conducts good research	The research unit makes a good contribution to society.	The research unit makes responsible strategic decisions and is therefore well equipped for the future.
4	Unsatisfactory	The research unit does not achieve satisfactory results in its field.	The research unit does not make a satisfactory contribution to society.	The research unit is not adequately equipped for the future.

Appendix 4

Overview of special and sponsored chairs

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
FGw	Archaeology of pre-Roman cultures in central Italy	Allard Pierson Foundation	Prof. M. Gnade	
	Business History, including social aspects	Nederlands Economisch-Historisch Archief	Prof. J.P.B. Jonker	
	Relations between Christianity and philosophy	Thomas More Foundation	Prof. R.A. te Velde	
	Library Science, with a focus on public libraries	National Library of the Netherlands	Prof. F.J.M. Huysmans	
	Book trade	Vereniging Koninklijke Nederlandse Boekverkopersbond	Prof. J. Boter	
	Culture, landscape and nature	Stichting Natura Artis Magistra, in collaboration with M.A.O.C. Gravin van Bylandt Stichting	Prof. E.A. de Jong	
	History and theory of international relations	Nederlands Genootschap voor Internationale Zaken (NGIZ)	Prof. R.J. van der Veen	
	History of Dutch radio and television	Stichting Erik en Hans and Netherlands Institute for Sound and Vision Foundation	Prof. H.B.M. Wijffjes	
	History of the Jewish book	Amsterdam University Fund Foundation	Prof. E.G.L. Schrijver	
	History of publishing and the book trade	Dr. P.A. Tiele-stichting	Prof. J.A. Baggerman	
	Theory of history and the history of historiography	Amsterdam University Association	Prof. W.R.E. Velema	
	Contemporary Judaism, its history and culture	Menasseh Ben Israel Institute Foundation	Prof. E.E. Gans	
	Hittite and related Anatolian languages and cultures and the history of pre-classical Anatolia	Allard Pierson Foundation	Prof. J.J.M. Hazenbos	
	Historical cartography	Stichting Cartographiae Historicae Cathedra	Prof. B.J. Vannieuwenhuyze	
	Illustration	Fiep Westendorp Foundation	Prof. S.F.M. de Bodt	
	Interlinguistics and Esperanto	Universala Esperanto-Instituto	Prof. F. Gobbo	
	Colonial and postcolonial literary and cultural history	Stichting Indisch Herinneringscentrum	Prof. R. Raben	
	Modern transatlantic relations from a historical, economic and cultural perspective, with an emphasis on relations between Europe and North America in the period after 1945	Netherlands Atlantic Association Foundation	Prof. M. van Leeuwen	
	Dutch as a Second Language and Multilingualism	City of Amsterdam	Prof. F. Kuiken	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Dutch-Caribbean Literature	Maatschappij der Nederlandse letterkunde, in collaboration with the KITLV and Stichting Framed	Prof. M.H.G. van Kempen	
	Political history of gender in the Netherlands	Stichting Wilhelmina Drucker Fundatie	Prof. W.D.W. Aerts	
	Linguistic variation within the Netherlands	Meertens Institute - KNAW	Prof. H.J. Bennis	
	Manuscript studies in relation to the history of civilisation, with a focus on the Middle Ages	Prof. mr. Herman de la Fontaine Verwey Stichting and the National Library of the Netherlands	Prof. J.A.A.M. Biemans	
	South African literature	Stichting ZASM	Prof. E. Jansen	
FGw	Total			24
FdR	Procurement law	Nederlandse Vereniging voor Aanbestedingsrecht	Prof. G.W.A. v.d. Meent	
	The legal profession	Stichting Leerstoel Advocatuur	Prof. B. Böhler	
	Special aspects of private law	M.H. Bregstein Stichting	Prof. J.E. Jansen	
	Special topics in notarial law	Stichting tot Bevordering der Notariële Wetenschap	Prof. W. Broomhaar	
	Special topics in notarial law	Stichting tot Bevordering der Notariële Wetenschap	Prof. S. Perrick	
	Criminology, with a focus on research on crime policy	Stichting Wetenschappelijk onderzoek criminaliteitsbeleid	Prof. D.J. Korf	
	The government as a labour organisation	Stichting Ien Dales leerstoel	Prof. A.H.L. de Becker	
	Derivatives law	Stichting Effecten, Markten en Regulering	Prof. M.G.C.M. Peeters	
	German-Dutch legal relations	Stichting Duitsland Instituut	Prof. A. Hagedorn	
	Implementation of financial rules of conduct	Stichting Leerstoel Financiële Dienstverlening	Prof. R.J. Schotsman	
	International aspects of collective property (and other) investment institutions	Amsterdam School of Real Estate	Prof. H. Vermeulen	
	Military law of cyber security and cyber operations	Stichting Wetenschappelijk Onderwijs en Onderzoek NLDA (SWOON)	Prof. P.A.L. Ducheine	
	Notarial Law	Stichting tot Bevordering der Notariële Wetenschap	Prof. B.C.M. Waaijer	
	Public Prosecution Service	Prosecutor General/Public Prosecution Service	Prof. M. de Meijer	
	Organisation of legal services	Stichting Leerstoel Advocatuur	Prof. R.C.H. van Otterlo	
	Regulating energy markets	Stichting Lorentz- van Iterson Fonds TNO (LIFT)	Prof. A.E.H. Huygen	
	Social legal aid	Raad voor Rechtsbijstand	Prof. M. Westerveld	
	Insurance law	Stichting Verzekeringswetenschap	Prof. W.M.A. Kalkman	
	Financial criminal law	Stichting voor Strafrechtelijk Onderzoek	Prof. R.C.P. Haentjens	
FdR	Total			19

FACULTEIT	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
FNWI	Action Spectroscopy	Stichting Physica	Prof. J. Oomens	
	Ambient Robotics	Stichting Bèta Plus	Prof. B.J.A. Kröse	
	Amsterdam-China Logic Chair	Amsterdam University Fund Foundation	Prof. F. Liu	
	Analytical divisions of biomacromolecules	Stichting Bèta Plus	Prof. J.G.M. Janssen	
	Atomic and molecular physics	Stichting ter Bevordering der Atoom- en Molecuulfysica	Prof. A.F. Koenderink	
	Biology of glia and neural stem cells	NIN-KNAW	Prof. E.M. Hol	
	Biological and biomedical information studies, with a focus on medical bio-informatics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. A.H.C. van Kampen	
	Bioterrials analysis	Stichting Bèta Plus	Prof. R. Peters	
	Computational semantics	Stichting Bèta Plus	Prof. D.J.N. van Eijck	
	Conservation of the great apes	World Wide Fund for Nature	Prof. S.A. Wich	
	Experimental high-energy physics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. W.J.P. Beenakker	
	Experimental oncology	Netherlands Cancer Institute (NKI)	Prof. J. Borst	
	Forensic Data Science	Stichting Leerstoel Criminalistiek	Prof. Z.J.M.H. Geradts	
	Forensic analytical chemistry	Stichting Leerstoel Criminalistiek	Prof. A.C. van Asten	
	Forensic biology	Stichting Leerstoel Criminalistiek	Prof. A.D. Kloosterman	
	Forensic statistics	Stichting Leerstoel Criminalistiek	Prof. M.J. Sjerps	
	Functional biodiversity	Naturalis Biodiversity Center Foundation	Prof. J.C. Biesmeijer	
	Phytopathology, with a focus on plant virology	Bioseeds BV	Prof. M.W. Prins	
	Pharmaceutical research	Stichting Bèta Plus	Prof. C.G. Kruse	
	High-energy emission from Milky Way solar systems	Amsterdam University Fund Foundation	Prof. M. Gilfanov	
	High-resolution microscopy	Genootschap t.b.v. natuur- genees- en heelkunde	Prof. K. Jalink	
	Human cognition	Stichting Bèta Plus	Prof. O. Jensen	
	Industrial molecular microbiology	Stichting Bèta Plus	Prof. J. Hugenholtz	
	Industrial mathematics	Stichting Bèta Plus	Prof. R. Nunez Queija	
	Instrumentation in high-energy physics	Stichting Hoge Energie Fysica	Prof. E.N. Koffeman	
	Marine microbiology	Amsterdam University Fund Foundation	Prof. L.J. Stal	
	Molecular cell biology	Sanquin Blood Supply Foundation	Prof. P.L. Hordijk	
	Molecule spectroscopy	Stichting John van Geuns Fonds	Prof. S. Woutersen	
	Numerical Analysis and Dynamical Systems	Stichting voor Hoger Onderwijs in de Toegepaste Wiskunde	Prof. D.T. Crommelin	
	Pathology of the nervous system, focusing on epileptic conditions	Stichting Nationaal Epilepsie Fonds	Prof. E.M.A. Aronica	
	Protein Mimetic Chemistry	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. P. Timmerman	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Sustainable Energy Technology	Stichting Physica	Prof. B. v.d. Zwaan	
	Toegepaste kwalitatieve genetica	Stichting Seed Valley	Prof. J.J.B. Keurentjes	
	Toegepaste sensornetwerken	LIFT fund (TNO)	Prof. R.J. Meijer	
	Ultrafast Dynamics of Condensed Matter Systems	Stichting Bèta Plus	Prof. M. Bonn	
	Ultrafast X-ray Science	Stichting Bèta Plus	Prof. H.A. Durr	
	Viral Ecology	Stichting Koninklijk Nederlands Instituut voor Onderzoek der Zee (NIOZ)	Prof. C.P.D. Brussaard	
	Wetland Restoration Ecology	Stichting Dienst Landbouwkundig onderzoek	Prof. P.F.M. Verdonschot	
	Waterfowl Movement Ecology	Nederlands Instituut voor Ecology (NIOO-KNAW)	Prof. B.A. Nolet	
FNWI	Total			39
FEB	Economics of social security	Stichting Instituut GAK	vacant	
	Enterprise risk management	Stichting Verzekeringswetenschap	Prof. A.E. Ronner	
	Industrial development and innovation policy	Stichting Industriebeleid en Communicatie	vacant	
	Project and programme evaluation for international development	Appointment at VU University Amsterdam for 0.2 FTE by the Amsterdam Institute for International Development Foundation	Prof. M.P. Pradhan	
	Property studies	Stichting voor Beleggings- en Vastgoedkunde	Prof. P. van Gool	
	Housing market	Amsterdam School of Real Estate Foundation	Prof. J.B.S. Conijn	
FEB	Total			6
FMG	Active citizenship, with a focus on competence development and training issues	Stichting Actief Burgerschap	Prof. M. Kremer	
	Labour relations	Henri Polak Stichting	Prof. P.T. de Beer	
	Autism: cognition over the lifespan	Stichting Dr. Leo Kannerhuis	Prof. H.M. Geurts	
	Professional training for healthcare psychologists	Stichting Postdoctorale Beroepsopleidingen/GGZ Amsterdam	Prof. S. Visser	
	Population dynamics and spatial developments	Planbureau voor de leefomgeving	Prof. D. Manting	
	Brazil studies	Stichting Internationaal Amerikanisten Congres	Prof. C.G. Koonings	
	Cognitive developmental psychology, with a focus on science learning in non-formal situations	Stichting Nationaal Centrum voor Wetenschap en Technologie (NCTW)/Science Center NEMO	Prof. M.E.J. Raijmakers	
	The role and pedagogical significance of fatherhood	Het Vader Kennis Centrum	Prof. R. Keizer	
	Developments in democratic socialism in relation to science and society	Dr J.M. den Uyl Chair	Prof. F.I.G. Vandenbroucke	
	Demographics, with a focus on demographic and spatial aspects of relationship and family formation	Mr. dr. J.H. van Zantenstichting	Prof. J.J. Latten	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Social and economic history of Southeast Asia	Koninklijk Instituut voor Taal-, Land- en Volkenkunde	Prof. G.A. van Klinken	
	Education for all	Stichting voor Onderwijs, Onderzoek en Beleid in Internationale Ontwikkelingen (STOOBIO)	Prof. F.X. Bonal	
	Electoral politics, with a focus on the relationship between electoral processes and their economic, cultural-ethical and social context	Stichting Kiezersonderzoek Nederland (SKON)	Prof. J.N. Tillie	
	Employability in work relationships	Nederlandse Stichting voor Psychotechniek	vacant	
	Ethnic entrepreneurship	Stichting VNO-NCW	Prof. V.A.J.M. Schutjens	
	Forensic child and youth care sciences diagnostics and treatment	Van der Hoeven Stichting	Prof. J. Hendriks	
	Area development	Amsterdam School of Real Estate Foundation	vacant	
	Gender and women's same sex relations in cross-cultural perspective	Stichting Lesbische en Homostudies	vacant	
	Urban challenges, with an emphasis on Amsterdam	City of Amsterdam	Prof. J.J.M. Hemel	
	Large cities and healthcare	Stichting Bureau SIGRA Dienstverlening	Prof. A.P. Verhoeff	
	ICT & curriculum	SLO Netherlands institute for curriculum development	Prof. J.M. Voogt	
	Early childcare and education services	Stichting kinderopvang en educatieve voorzieningen voor het jonge kind	Prof. R.G. Fukkink	
	Quality of life in chronic and/or life-threatening illnesses	Amsterdam Collaborating Center on Quality of Life Foundation	Prof. N.K. Aaronson	
	Long-term care and dementia	Stichting Gieskes-Strijbis Fonds	Prof. B.A.M. The	
	Management of change in organisations	Sioo, inter-university centre for change management and organisational processes	vacant	
	Educational sciences	Stichting Nederlandse School voor Onderwijsmanagement, FMG	Prof. F.P. Geijssel	
	Educational Sciences, with a focus on curricular design for vulnerable children and teenagers	Stichting APS	Prof. S.E. Severiens	
	Educational learning processes	Amsterdam University of Applied Sciences Foundation	Prof. R.J. Oostdam	
	Old and new media in an ageing society	Algemene Nederlandse Ouderenbond	Prof. E.F. Loos	
	Pension sociology	Netherlands Interdisciplinary Demographic Institute (NIDI)	Prof. C.J.I.M. Henkens	
	Political ecology of water in Latin America	Stichting Internationaal Amerikanisten Congres	Prof. R.A. Boelens	
	Psychometry, with a focus on the construction, analysis and application of educational tests (A.D. de Groot Chair)	Instituut voor Toetsontwikkeling Cito	Prof. G.K.J. Maris	
	Radicalisation studies	Stichting FORUM	Prof. E.J. Doosje	
	Religion and sexuality in Africa	African Studies Centre	Prof. R.A. van Dijk	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Social and organisational psychology aspects of prosocial behaviour	Van der Gaag Stichting	Prof. G.A. van Kleef	
	Socio-psychological aspects of food choices	Netherlands Nutrition Centre Foundation	Prof. R.W. Holland	
	Socio-economic and spatial development of new urban areas	Stichting Han Lammers Leerstoel	Prof. A. Reijndorp	
	Social theory, humanism and materialities	Stichting Socrates	Prof. A.J. Pols	
	Strategic communication	Stichting Logeion	Prof. M.N.C. Aarts	
	Anthropology of Islam in Africa and its diaspora	ASC, Leiden	vacant	
	Supervision and socialisation	Dutch Education Inspectorate	Prof. A.B. Dijkstra	
	Refugees and health	Pharos	vacant	
	Water governance	UNESCO-IHE Institute for Water Education Foundation	Prof. M.Z. Zwarteveen	
	History of social movements	International Institute of Social History	Prof. M.M. van der Linden	
	Kohnstamm rotating chair	Vereniging tot Bevordering van de Studie der Pedagogiek (VBSP)	Prof. L.A. van der Ark	
FMG	Total			45
FdT	Anxiety and behavioural disorders in dental practice	Stichting Bijzondere Tandheelkunde	Prof. Jongh A. de	
	Quality of oral care in practice	Nederlandse Maatschappij tot Bevordering der Tandheelkunde (NMT).	Prof. Bruers J.J.M.	
	Maxillofacial oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. L.E. Smeele	
	Medical dental interaction	Stichting Aja Ramakers-Koning	Prof. Rozema F.R.	
	Oral care and quality of life	Stichting Lorentz - van Itersonfonds	Prof. Verrips G.H.W.	
	Oral systems biology	Stichting Lorentz - van Itersonfonds	Prof. B.J.F. Keijser	
	Dental Sleep Medicine	Stichting Apneu Research	Prof. N. de Vries	
	Preventive dentistry	Ivoren Kruis, Dutch association for oral and dental hygiene	Prof. Loveren C. van	
FdT	Total			8
FdG	4D image processing in oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. M.B. van Herk	
	Labour and occupational medicine	Netherlands Society of Occupational Medicine (NVAB)	Prof. C.T.J. Hulshof	
	Biology and epigenetic regulation of normal and cancerous stem cells	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. M.S. van Lohuizen	
	Cellular hemostasis	Sanquin Blood Supply Foundation	Prof. J.J. Voorberg	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	CCirculatory physics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	vacant	
	Cognitive neuroscience of brain stimulation	Netherlands Institute for Neuroscience of the KNAW	Prof. P.R. Roelfsema	
	Epidemiology and combating poverty and poverty-related infectious diseases	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. F.G.J. Cobelens	
	Forensic biophysics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. M.C.G. Aalders	
	Physiotherapy, with a focus on the healthcare chain of complex patients in hospital care	Royal Dutch Society for Physical Therapy (KNGF)	Prof. R.H.H. Engelberts	
	Genetics in psychiatry	Stichting Volksbond Rotterdam	Prof. E.M. Derks	
	Global child health	Stichting Simavi	Prof. M. Boele van Hensbroek	
	Surgical oncology, with a focus on the diagnostics and treatment of mamma carcinoma	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. E.J.Th. Rutgers	
	First-line treatment for HIV and STIs	STI AIDS Netherlands Foundation	Prof. J.E.A.M. van Bergen	
	Head and neck surgical oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. A.J.M. Balm	
	Skin infections, with a focus on leprosy (previously Tropical dermatology)	Q.M. Gastmann-Wichers Stichting	Prof. H.J.C. de Vries	
	Immunopathology and haematopathology	Sanquin Blood Supply Foundation	Prof. S.T. Pals	
	Innovative gastrointestinal endoscopy	Stichting Sint Antonius Ziekenhuis	Prof. B.L.A.M. Weusten	
	Internal medicine, with a focus on the quality of HIV care	Stichting Teaching hospital AMC-OLVG	Prof. K. Brinkman	
	Paediatric urology	Stichting Steun Emma Kinderziekenhuis AMC	Prof. T.P.V.M. de Jong	
	Clinical oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. S. Rodenhuis	
	Quality in the final phase of life and of dying	Nederlandse Vereniging voor een Vrijwillig Levensende	Prof. S. van de Vathorst	
	Molecular genetics of multifactorial eye disorders	Algemene Nederlandse Vereniging ter Voorkoming van Blindheid	vacant	
	Maxillofacial oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. L.E. Smeele	
	Neurobiological mechanisms of prevention and treatment in trauma and PTSS	Stichting Arq Psychotrauma Onderzoek (APO)	Prof. M. Olf	
	Neurology, with a focus on consultative neurology	Stichting Teaching hospital AMC-OLVG	Prof. P. Portegies	
	Ocular angiogenesis	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. R.O. Schlingemann	
	Pulmonary oncology	Netherlands Cancer Institute (NKI)	Prof. P. Baas	
	Rehabilitation and labour, with a focus on those with acquired brain injury	Stichting Heliomare	Prof. C.A.M. van Bennekom	
	Guideline development in mental healthcare	Trimbos Institute Foundation	vacant	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Modes of action and treatment of addictive behaviour	Stichting Arkin	Prof. A.E. Goudraan	
	Donor medicine	Sanquin Blood Supply Foundation	Prof. W.L.A.M. de Kort	
	Forensic radiology, with a focus on forensic paediatric radiology	Stichting Leerstoel Criminalistiek	Prof. R.R. van Rijn	
	Ultra-high field neuroimaging	Netherlands Institute for Neuroscience of the KNAW (NIN-KNAW)	Prof. R. Turner	
	Registration and statistics of causes of death	Statistics Netherlands (CBS)	Prof. J.W.P.F. Kardaun	
	Evidence Based Practice	Amsterdam University of Applied Sciences Foundation	Prof. C. Lucas	
	Telemedicine	Royal Dutch Medical Association (KNMG)	Prof. L. Witkamp	
	Anaesthesiology, with a focus on hyperbaric and diving medicine	Royal Netherlands Marines	Prof. R.A. van Hulst	
	Early Life Nutrition	Stichting Nutricia Research Foundation	Prof. R.M. van Elburg	
	First-line Forensic Medicine	Amsterdam Municipal Health Service	Prof. U.J.L. Reijnders	
	Complex Care, with a focus on heart patients	Amsterdam University of Applied Sciences Foundation	Prof. W.J.M. Scholte op Reimer	
	Professor Joep Lange rotating chair and fellows programme	Ministry of Foreign Affairs Stichting Joep Lange Institute for Global Health and Development	vacant	
FdG	Total			43
UvA	Total			184

FACULTY	CHAIR	SPONSOR	NAME	TOTAL
FGw	History of Hermetic philosophy and related currents	Stichting Leerstoel Geschiedenis van de Hermetische filosofie en verwante stromingen	Prof. W.H. Hanegraaff	
FdR	Consumers and energy		vacant	
FdR	European and comparative insurance law	Dutch Association of Insurers	Prof. J.G.J. Rinkes	
FdR	Migration law	Stichting Ammodo and Stichting Migratierecht	Prof. B. de Hart	
FMG	Health communication	Trimbos Institute	Prof. S.J.H.M. van den Putte	
FEB	MN Chair in Pension Economics	MN Services N.V.	Prof. R.M.W.J. Beetsma	
FEB	Insurance economics	Dutch Association of Insurers	Prof. R.J.A. Laeven	
FEB	Policies, Institutions and Markets	DNB	Prof. A.C.F.J. Houben	
UvA	Total			8

Appendix 5

Facts and figures

Faculty of Humanities

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	1,537	1,191	1,454	1,247	1,041
<i>of whom EI</i>	1,330	1,014	1,252	1,012	846
Pre-Master's intake (EOI)	-	20	20	17	17
<i>of whom EI</i>	-	14	18	15	16
Master's intake (EOI)	950	959	1,004	910	948
<i>of whom EI</i>	312	358	332	369	430
Enrolled students	7,781	6,930	6,923	6,483	6,102
<i>of whom international students</i>	449	399	404	427	550
<i>estimated in FTEs</i>	6,263	5,482	4,695	4,453	
Bachelor's exams	1,205	1,153	994	1,078	
Master's/initial university degree (doctoraal) exams	1,155	848	853	900	
Professional exams	-			-	
First-year Bachelor's dropout rate	26%	25%	29%	29%	
Success rate of re-enrolled Bachelor's after 4 years	63%	63%	57%	67%	
Success rate of 1-year Master's after 2 years	70%	65%	64%	62%	
Success rate of 2-year Master's after 3 years	66%	69%	65%	61%	
PhD after Master's	9%	-	8%	-	
Paid employment after Master's	64%	-	68%	-	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	48	58	57	44	50
Design certificates	3	12	19	15	16
Academic publications	730	954	874	665	751
Professional journals	213	356	298	149	110
Popular publications	133	183	177	146	122
Total professors	67	72	80	82	89
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	520	539	534	532	532
<i>of whom women</i>	265	268	260	260	263
Support and management staff	153	163	160	155	152
<i>of whom women</i>	107	113	118	116	115
Absence due to illness – academic staff	2.6%	2.0%	2.2%	2.2%	2.9%
Absence due to illness – support and management staff	4.6%	2.9%	4.4%	4.3%	4.4%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	70.9	72.3	76.9	74.5	71.9
Contract teaching	1.0	0.6	0.7	1.1	1.1
Indirect government/contract-funded research	7.8	5.8	3.7	5.0	5.2
Other income	2.8	5.0	3.1	3.6	3.8
<i>Operating profit</i>	5.6	-0.7	-0.6	-2.0	-0.8

Faculty of Law

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	774	735	590	585	636
<i>of whom EI</i>	643	636	531	472	553
Pre-Master's intake (EOI)	1	2	1	-	6
<i>of whom EI</i>	-	1	1	-	6
Master's intake (EOI)	641	621	561	582	628
<i>of whom EI</i>	223	202	211	304	345
Enrolled students	3,909	3,459	3,324	3,376	3,308
<i>of whom international students</i>	197	171	162	229	319
<i>estimated in FTEs</i>	3,902	2,901	1,995	2,275	
Bachelor's exams	498	455	353	425	
Master's/initial university degree (doctoraal) exams	1,001	642	623	973	
Professional exams	-				
First-year Bachelor's dropout rate	46%	40%	38%	46%	
Success rate of re-enrolled Bachelor's after 4 years	68%	69%	65%	72%	
Success rate of 1-year Master's after 2 years	71%	65%	60%	68%	
Success rate of 2-year Master's after 3 years	10%	100%	33%	60%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	13	14	12	22	18
Design certificates	-	-	-	-	-
Academic publications	468	511	771	467	441
Professional journals	311	407	547	348	351
Popular publications	27	46	147	114	64
Total professors	48	56	60	59	62
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	221	218	206	212	195
<i>of whom women</i>	111	106	100	105	98
Support and management staff	94	97	94	109	89
<i>of whom women</i>	63	66	67	73	62
Absence due to illness – academic staff	2.0%	3.0%	2.4%	2.1%	3.1%
Absence due to illness – support and management staff	3.3%	4.0%	4.1%	4.4%	4.1%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	31.8	33.2	33.6	30.7	31.3
Contract teaching	1.8	1.9	1.6	1.5	1.2
Indirect government/contract-funded research	4.6	4.5	3.8	4.5	5.0
Other income	2.7	2.9	2.8	2.5	3.2
<i>Operating profit</i>	2.1	3.2	0.5	-1.4	-0.6

Faculty of Medicine

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	362	371	388	374	373
<i>of whom EI</i>	288	311	334	320	326
Pre-Master's intake (EOI)	-	-	-	1	-
<i>of whom EI</i>	-	-	-	-	-
Master's intake (EOI)	9	55	116	90	26
<i>of whom EI</i>	1	5	9	4	6
Enrolled students	2,513	2,281	2,321	2,320	2,487
<i>of whom international students</i>	28	28	32	37	35
<i>estimated in FTEs</i>	2,215	2,040	1,954	2,017	
Bachelor's exams	183	317	318	384	
Master's/initial university degree (doctoraal) exams	301	299	61	40	
Professional exams	313	334	301	260	
First-year Bachelor's dropout rate	5%	4%	5%	5%	
Success rate of re-enrolled Bachelor's after 4 years	*)	69%	80%	81%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	80%	45%	67%	69%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	168	186	238	220	217
Design certificates	-	-	-	-	-
Academic publications	3,789	4,120	4,285	4,513	4,062
Professional journals	-	-	21	31	16
Popular publications	-	-	-	-	-
Total professors **)	161	170	160	157	147
	2011	2012	2013	2014	2015
Staff in FTEs ***)					
Academic staff					
<i>of whom women</i>					
Support and management staff					
<i>of whom women</i>					
Absence due to illness – academic staff					
Absence due to illness – support and management staff					
	2011	2012	2013	2014	2015
Finances x €1 million ***)					
Government funding	56.6	67.6	60.1	61.4	71.8
Contract teaching					
Indirect government/contract-funded research					
Other income	0.0	0.0	0.0	0.0	0.0
<i>Operating profit</i>					

*) The Bachelor's programme in Medicine started in 2009.

**) Includes core and strategic professors.

***) The UvA does not have staff and financial data for the Faculty of Medicine at the AMC-UvA.

Faculty of Dentistry

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	65	64	64	61	68
of whom EI	50	58	57	58	63
Pre-Master's intake (EOI)	-	-	6	-	-
of whom EI	-	-	5	-	-
Master's intake (EOI)	38	56	46	49	37
of whom EI	2	-	3	-	1
Enrolled students	442	430	451	450	442
of whom international students	18	17	16	14	11
<i>estimated in FTEs</i>	443	429	450	449	
Bachelor's exams	79	53	64	66	
Master's/initial university degree (doctoraal) exams	76	47	41	72	
Professional exams	-	-			
First-year Bachelor's dropout rate	2%	10%	9%	6%	
Success rate of re-enrolled Bachelor's after 4 years	74%	94%	84%	91%	
Success rate of 2-year Master's after 3 years	97%	100%	-	-	
Success rate of 3-year Master's after 4 years **)			92%	86%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	7	8	10	7	11
-	-	-	-	-	-
Academic publications *)	214	222	266	261	314
Professional journals *)	169	134	159	151	159
Popular publications *)	9	12	9	14	11
Total professors	4	4	6	6	6
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	95	84	87	77	81
of whom women	39	33	36	33	35
Support and management staff	93	98	101	95	97
of whom women	60	67	67	63	65
Absence due to illness – academic staff				2%	3.0%
Absence due to illness – support and management staff				9.2%	9.4%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	16.2	17.2	16.0	17.4	16.4
Contract teaching ***)	0.8	0.7	0.7	0.7	0.6
Indirect government/contract-funded research	1.5	1.7	2.0	1.4	1.5
Other income	6.3	5.5	5.5	4.9	4.5
<i>Operating profit</i>	-1.1	-0.4	-0.9	0.0	0.0

*) Figures for ACTA, i.e. combined total of the faculties of dentistry at the UvA and VU University Amsterdam.

**) ACTA has exclusively offered a 3-year Master's degree programme since 2010. The 4-year success rates for this programme were calculated for the first time in 2013-14.

***) Excluding ACTA Dental Education BV.

Faculty of Science

	2011/12	2012/13	2013/14	2014/15	2014/15
Education					
Bachelor's intake (EOI)	958	1,186	1,363	1,250	1,134
<i>of whom EI</i>	881	956	1,243	1,136	1,014
Pre-Master's intake (EOI)	16	17	2	10	17
<i>of whom EI</i>	16	14	2	10	16
Master's intake (EOI)	521	574	700	735	730
<i>of whom EI</i>	264	309	349	386	436
Enrolled students	3,789	4,123	4,870	5,275	5,548
<i>of whom international students</i>	377	461	476	464	507
<i>estimated in FTEs</i>	3,213	3,473	3,537	4,118	
Bachelor's exams	495	530	571	616	
Master's/initial university degree (doctoraal) exams	460	425	508	575	
Professional exams					
First-year Bachelor's dropout rate	36%	34%	26%	24%	
Success rate of re-enrolled Bachelor's after 4 years	64%	68%	69%	69%	
Success rate of 1-year Master's after 2 years	77%	73%	78%	87%	
Success rate of 2-year Master's after 3 years	74%	65%	65%	62%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	85	85	106	104	100
Design certificates	-	-	-	-	-
Academic publications	1,447	1,533	1,504	1,459	1,464
Professional journals	48	31	43	68	30
Popular publications	24	16	19	39	31
Total professors	89	91	95	103	103
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	641	677	705	774	856
<i>of whom women</i>	172	182	185	208	250
Support and management staff	326	319	311	337	343
<i>of whom women</i>	143	151	154	172	178
Absence due to illness – academic staff *)	1.1%	1.0%	1.1%	0.9%	1.4%
Absence due to illness – support and management staff *)	3.8%	5.1%	4.3%	5.0%	4.1%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	84.0	88.8	90.4	94.3	99.5
Contract teaching	0.2	0.4	0.4	0.3	0.7
Indirect government/contract-funded research	31.3	29.1	28.9	26.2	28.3
Other income	5.5	3.7	3.8	4.6	7.7
<i>Operating profit</i>	5.5	1.9	-0.8	-1.6	0.1

*) Through end 2010 excluding the IIS.

Faculty of Economics and Business

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	834	892	1,107	1,040	925
<i>of whom EI</i>	773	797	1,031	968	836
Pre-Master's intake (EOI)	65	127	161	216	207
<i>of whom EI</i>	53	112	132	187	174
Master's intake (EOI)	799	780	1,000	973	1,039
<i>of whom EI</i>	317	400	523	501	560
Enrolled students	4,134	3,941	4,544	4,817	4,844
<i>of whom international students</i>	709	688	733	833	924
<i>estimated in FTEs</i>	3,106	3,559	3,130	3,795	
Bachelor's exams	439	425	499	501	
Master's/initial university degree (doctoraal) exams	1,063	797	960	1,238	
Professional exams	-			-	
First-year Bachelor's dropout rate	43%	42%	39%	36%	
Success rate of re-enrolled Bachelor's after 4 years	64%	61%	70%	68%	
Success rate of 1-year Master's after 2 years	76%	70%	76%	80%	
Success rate of 2-year Master's after 3 years	75%	90%	92%	85%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	20	32	23	15	17
Design certificates	-	-	-	-	-
Academic publications *)	356	226	248	178	150
Professional journals	106	157	205	42	40
Popular publications	102	60	83	27	23
Total professors	54	52	53	59	61
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	194	196	207	218	220
<i>of whom women</i>	43	48	49	52	52
Support and management staff	92	99	89	92	94
<i>of whom women</i>	68	70	65	68	71
Absence due to illness – academic staff	1.2%	0.7%	0.8%	0.8%	0.9%
Absence due to illness – support and management staff	5.3%	4.0%	5.3%	7.1%	5.4%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	31.4	32.4	36.7	35.9	36.9
Contract teaching	6.7	6.6	6.7	7.2	9.4
Indirect government/contract-funded research	2.4	2.0	2.1	3.8	2.7
Other income	3.9	3.5	4.6	3.4	3.9
<i>Operating profit</i>	2.0	3.3	7.0	3.2	0.4

*) Through the end of 2010, the FEB also counted working papers as academic publications.

Faculty of Social and Behavioural Sciences

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	1,762	1,410	1,586	1,299	1,030
of whom EI	1,546	1,228	1,425	1,124	852
Pre-Master's intake (EOI)	56	64	80	307	339
of whom EI	40	55	75	264	308
Master's intake (EOI)	1,592	1,515	1,557	1,458	1,450
of whom EI	368	524	651	699	566
Enrolled students	9,302	8,282	8,305	8,022	7,423
of whom international students	499	549	591	653	677
estimated in FTEs	7,535	6,920	6,397	6,322	
Bachelor's exams	1,546	1,241	1,270	1,257	
Master's/initial university degree (doctoraal) exams	1,988	1,837	1,766	1,760	
Professional exams	-				
First-year Bachelor's dropout rate	24%	28%	22%	23%	
Success rate of re-enrolled Bachelor's after 4 years	67%	68%	72%	75%	
Success rate of 1-year Master's after 2 years	80%	84%	80%	81%	
Success rate of 2-year Master's after 3 years	78%	78%	74%	83%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	64	66	71	85	65
Design certificates	-	-	-	-	-
Academic publications	1,777	1,647	1,602	1,197	1,408
Professional journals	305	300	331	228	196
Popular publications	249	270	182	143	171
Total professors	67	67	70	70	72
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	732	723	743	772	781
of whom women	411	402	412	429	437
Support and management staff	223	236	246	245	252
of whom women	152	162	169	163	168
Absence due to illness – academic staff *)	2.3%	2.3%	1.8%	2.2%	2.7%
Absence due to illness – support and management staff *)	3.3%	4.3%	3.7%	3.8%	5.1%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	81.1	84.9	91.3	87.9	88.8
Contract teaching	1.0	1.9	2.2	2.4	2.3
Indirect government/contract-funded research	17.1	17.3	20.2	18.2	21.8
Other income	7.1	7.6	5.3	8.0	9.1
Operating profit	1.4	7.4	9.1	1.5	4.5

*) Through the end of 2010 excluding the ILO.

Amsterdam University College

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	100	154	133	168	159
<i>of whom EI</i>	100	154	132	163	155
Pre-Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Enrolled students	295	337	385	443	457
<i>of whom international students</i>	177	226	245	294	308
<i>estimated in FTEs *)</i>	505	612	655	799	
Bachelor's exams	132	184	152	232	
Master's/initial university degree (doctoraal) exams	-	-	-	-	
Professional exams	-	-	-	-	
First-year Bachelor's dropout rate	6%	10%	8%	5%	
Success rate of re-enrolled Bachelor's after 4 years	-	95%	97%	93%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	-	-	-	-	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	-	-	-	-	-
Design certificates	-	-	-	-	-
Academic publications	-	-	-	-	-
Professional journals	-	-	-	-	-
Popular publications	-	-	-	-	-
Total professors	1	-	-	-	-
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	20	25	30	34	36
<i>of whom women</i>	9	12	14	15	15
Support and management staff	10	14	15	12	11
<i>of whom women</i>	8	9	9	7	6
Absence due to illness – academic staff	1.4%	0.2%	0.3%	0.9%	1.8%
Absence due to illness – support and management staff	3.2%	2.0%	4.9%	3.2%	7.4%
	2011	2012	2013	2014	2015
Finances x €1 million					
Government funding	2.8	4.3	6.6	7.8	9.7
Contract teaching	0.4	0.3	0.0	0.0	0.0
Indirect government/contract-funded research	0.0	0.0	0.0	0.0	0.0
Other income	0.2	-0.3	-2.6	-3.2	-4.4
<i>Operating profit</i>	0.5	0.3	-0.4	-0.4	0.1

*) Including VU University Amsterdam students at AUC.

University of Amsterdam

	2011/12	2012/13	2013/14	2014/15	2015/16
Education					
Bachelor's intake (EOI)	6,392	6,003	6,685	6,019	5,364
<i>of whom EI</i>	5,611	5,154	6,005	5,253	4,645
Pre-Master's intake (EOI)	138	230	270	551	586
<i>of whom EI</i>	109	196	233	476	520
Master's intake (EOI)	4,550	4,560	4,984	4,797	4,858
<i>of whom EI</i>	1,487	1,798	2,078	2,263	2,344
Enrolled students	32,165	29,783	31,123	31,186	30,611
<i>of whom international students</i>	2,526	2,567	2,659	2,951	3,362
<i>estimated in FTEs</i>	27,182	25,416	22,813	24,228	
Bachelor's exams	4,577	4,358	4,221	4,559	
Master's/initial university degree (doctoraal) exams	6,044	4,895	4,918	5,558	
Professional exams	313	334	301	260	
First-year Bachelor's dropout rate	30%	30%	27%	27%	
Success rate of re-enrolled Bachelor's after 4 years	65%	66%	68%	72%	
Success rate of 1-year Master's after 2 years	75%	74%	73%	76%	
Success rate of 2-year Master's after 3 years	74%	69%	67%	66%	
	2011	2012	2013	2014	2015
Research					
Doctorates conferred	405	449	517	497	478
Design certificates	3	12	19	15	16
Academic publications (duplicates removed)	8,713	9,129	9,457	8,636	8,229
Professional journals (duplicates removed)	1,195	1,411	1,635	1,103	985
Popular publications (duplicates removed)	553	590	619	502	441
Total professors	503	525	539	384	546
	2011	2012	2013	2014	2015
Staff in FTEs					
Academic staff	2,458	2,498	2,548	2,636	2,733
<i>of whom women</i>	1,063	1,065	1,070	1,109	1,161
Support and management staff	1,828	1,847	1,862	1,870	1,900
<i>of whom women</i>	1,001	1,031	1,067	1,059	1,081
Absence due to illness – academic staff	1.8%	1.7%	1.6%	1.7%	2.1%
Absence due to illness – support and management staff	4.7%	4.9%	4.5%	5.3%	5.6%
	2011	2012	2013	2014	2015
Finances x €1 million *)					
Government grants and tuition fees	430.1	438.1	449.8	459.4	475.8
Contract teaching	14.7	15.5	15.1	15.8	17.0
Indirect government/contract-funded research	65.6	62.7	60.7	61.2	66.5
Other income	40.0	39.1	47.8	36.4	43.5
<i>Operating profit</i>	-1.7	-14.7	5.1	-3.6	-8.9

*) In conformity with the non-consolidated Annual Statement of Accounts.

Appendix 6

Statement pursuant to the Executives' Pay (Standards) Act

Statement of the remuneration of executive officers and former executive officers pursuant to Section 4.1 of the Executives' Pay (Standards) Act (*Wet normering topinkomens, WNT*)

All officers held their positions throughout 2014 and 2015, unless otherwise stated. There were no payments to executive officers or former executive officers in connection with terminations of employment.

	2015					2014				
	SCOPE OF EMPLOYMENT	BREMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL	SCOPE OF EMPLOYMENT	BREMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL
EXECUTIVE OFFICIAL										
L.J. Gunning-Schepers President of the Executive Board through 18 April 2015, subsequently professor	100%	160,477	17,130	-	177,607	100%	184,761	32,293	-	217,054
Prof. D.C. van den Boom Rector Magnificus	100%	192,247	17,166	-	209,413	100%	200,353	32,513	-	232,866
Prof. H.M. de Jong AUAS Rector 1)	100%	185,428	17,083	-	202,511	100%	186,276	31,250	-	217,526
Prof. H.M. Amman Executive Board Vice-President 2)	100%	196,505	17,408	-	213,913	100%	174,010	28,793	-	202,803
Prof. K. van der Toorn Professor, former Executive Board President 3)	100%	126,086	15,373	-	141,459	100%	122,722	20,860	-	143,582
Mr. A. Nicolai Board Chair 4)	7,5%	15,000	-	-	15,000	7,5%	15,000	-	-	15,000
Prof. S.W.J. Lamberts Supervisory Board Member 5)	5%	10,000	-	-	10,000	5%	10,000	-	-	10,000
L.M.T. van Velden Supervisory Board Member 6)	5%	10,000	-	-	10,000	5%	10,000	-	-	10,000
Prof. G.P.M.F. Mols Supervisory Board Member 7)	5%	10,000	-	-	10,000	5%	10,000	-	-	10,000

1) Paid by the AUAS.

2) From 1 February 2014, paid by the AUAS.

3) President of the Executive Board until 1 August 2011.

4) From 1 July 2012.

5) From 1 November 2012.

6) From 1 July 2012.

7) From 1 May 2013.

Statement pursuant to Section 4.2, paragraph 1 of the Executives' Pay (Standards) Act of the remuneration of persons whose annualised remuneration exceeded the threshold set out in Section 2.3 of the Act (€78,000 excluding social security contributions)

All held their positions throughout 2014 and 2015, unless otherwise stated.

TITLE	2015					2014				
	AVERAGE SCOPE OF EMPLOYMENT, IN FTES	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL	AVERAGE SCOPE OF EMPLOYMENT, IN FTES	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL
Professor 8)	0,9	197.439	16.306	-	213.745	0,9	192.503	33.903	-	226.406
Professor 9)	0,1	22.534	1.891	-	24.425	0,1	21.969	3.864	-	25.833
Professor 10)	0,5	97.496	9.079	-	106.575	0,5	97.939	16.693	-	114.632
Physician 11)	1,0	127.961	8.179	-	136.140	1,0	91.985	15.298	-	107.283
Dean 12)	0,5	81.881	8.241	-	90.122	0,5	76.722	13.824	-	90.546

8) Performance-based allowance.

9) Allowances on other grounds in accordance with article 3.16 of the Collective Labour Agreement.

10) Labour market allowance and substitution bonus.

11) Disbursement of holiday entitlements upon termination of employment at the end of August 2015.

12) Appointment starting on 1 November 2013. Existing employment benefits amended on the basis of the Collective Labour Agreement thus apply, and will be scaled back in 2016 in accordance with the WNT threshold. The specified amount is the actual amount to be paid out in 2015. The relevant official repaid the amount disbursed in 2015 in excess of the WNT threshold in 2016. This repayment has not been included in the overview for 2016 in accordance with the WNT.

Specification of number of complexity points

The Minister of Education, Culture and Science provided information on application of the Executives' Pay (Standards) Act (WNT) in the education sector as of 2016 in her letter of 21 December 2015 (reference number 853446). The official announcement was published in Government Gazette 40838 on 17 November 2015.

As a part of the new regulations, all institutions must allocate themselves 'complexity points' on the basis of a specific system. This information must then be included in the financial report and used to determine the relevant classification for application of the WNT.

Based on the information below, the UvA concludes that it should be awarded a total of 20 complexity points - the maximum score (category G) - resulting in a maximum WNT threshold of €179,000 for 2016.

The AUAS is also eligible for a total of 20 complexity points. Accordingly, the 2013 letter from the Ministry of Education, Culture and Science designating the AUAS as a university for the purposes of the WNT no longer applies.

YEAR	TOTAL INCOME	NUMBER OF STUDENTS	NUMBER OF
	(UVA NON-CONSOLIDATED)	AS AT 1 OCTOBER	EDUCATION SECTORS
2012	555.4 M€	29,873	8
2013	573.3 M€	31,123	8
2014	572.8 M€	31,186	8
2012-2014 average	567.2 M€	30,727	8

Average non-consolidated revenues over 2012-2014 exceeded €200 million, yielding a total of 10 complexity points. The average number of students exceeded 20,000, yielding a total of 5 complexity points. The UvA provides education in eight HOOP (Higher Education and Research Plan) sectors (education, health, language and culture, law, economics, behaviour and society, nature and cross-sectoral). This yields 3x8=24 'weighted sectors of education' and a resulting total of 5 complexity points.

