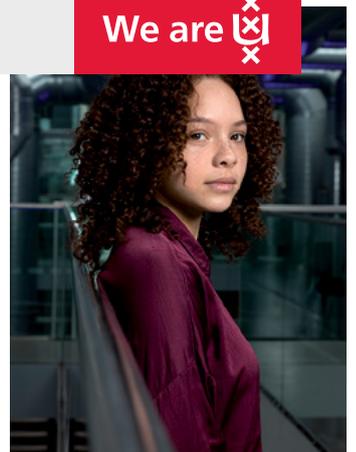
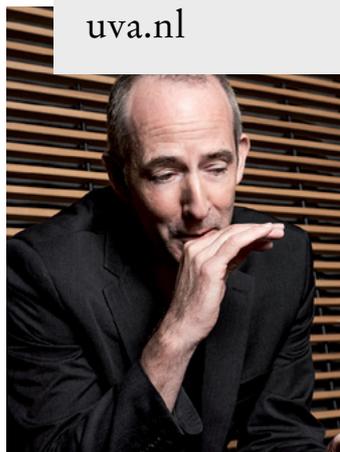




Annual Report 2018

uva.nl

We are 



Annual Report 2018

University of Amsterdam

Publication details

Published by

University of Amsterdam
May 2019

Composition

Strategy & Information Department

Design

April Design

Photography

Remie Bakker | Edward Berbee / Nikhef / KM3NeT |
Binary Burst | Bob Bronshoff | Liesbeth Dingemans |
ESO | Flickr CC | FNI | Folia | Dirk Gillissen | Monique
Kooijmans | KNAW | Marc Kruse | Sander Nieuwenhuijs |
NWO | Jeroen Oerlemans | Eric Peacock / Flickr CC |
Pixabay | Françoise Rondaj-Koch | Prerna Sudera / MPI-P |
Wilbert van Woensel

On the cover and inside

'Meet the UvA' - portrait series
Photography Robin de Puy

Information

University of Amsterdam
Communications Office
PO Box 19268
1000 GG Amsterdam
+31 (0)20 525 2929
www.uva.nl

No rights can be derived from the content of this Annual Report.

© University of Amsterdam

Contents

5	A. Foreword by the Executive Board
7	B. Key data
9	C. Message from the Supervisory Board
14	D. Members of the Executive Board and Supervisory Board
15	E. Faculty deans and directors of the organisational units
16	F. Details of the legal entity
17	G. Glossary of abbreviations
19	H. Organisational chart
21	1. Administration
27	2. Education
35	3. Research
43	4. Innovation
48	5. Sustainability
55	6. Human resources policy
61	7. Financial report
69	8. Accommodations Plan and financing
74	9. Continuity
78	10. Risks



EXECUTIVE BOARD

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

A. Foreword by the Executive Board

The University of Amsterdam and the city of Amsterdam have a ‘symbiotic relationship’, Mayor Femke Halsema wrote in her foreword to *De Universiteit en Amsterdam* (The University and Amsterdam) (2018), a publication with examples of collaboration between our researchers and the city. Some of these collaborations have arisen spontaneously, out of curiosity or a shared desire to solve a social problem. Others are the result of institutional partnerships. The Green Campus, with its focus on sustainability, is an example of the latter, as is the Ben Sajat Centre.

Collaboration with the municipality of Amsterdam was crucial to our launch of an AI hotspot at Amsterdam Science Park. Artificial Intelligence, or AI, is a priority for the UvA: in research, teaching and collaboration with companies. The UvA is affiliated with ELLIS, an international partnership which brings together leading AI researchers. Our belief in the importance of artificial intelligence was underscored by our recruitment of four University Professors, which is intended to give a major boost to the development of artificial intelligence within and between disciplines.

Like the city of Amsterdam, the UvA is a magnet for people from all over the world. The numbers of international researchers and staff members have been increasing steadily. International student numbers have also risen in recent years; today, a quarter of new students come from other countries. There are many positive aspects to internationalisation, but it also raises issues. During the University’s Dies Natalis celebrations in January 2018, we noted that monitoring the balance is essential. That was the prelude to a year of intensive debate about the reasons behind the increase in English-language degree programmes at the University, the preservation of Dutch, possible limits on the intake of international students and the consequences for Dutch students. The UvA is a bilingual university.

Closely linked to this fact is the serious shortage of student housing. We are working with the municipality to resolve this problem, and have found several short-term solutions such as temporary rooms in the former Bijlmerbajes prison complex and in holiday homes in Spaarnwoude. Together with other knowledge institutions in the city, we have been working on covenants with Amsterdam and Almere to find a more permanent solution to the shortage. We have also created 80 temporary student rooms in our Oudemanhuispoort complex, in collaboration with student accommodation provider DUWO and the municipality.

The issue of pressure on education surfaced a number of times this year. The annual UvA Health Week for students and PhD candidates focused on healthy living, but it also touched on burnout and stress. Staff members are right to draw attention to increasing workloads and inadequate funding in higher education, as they did through a series of open-air lectures in September as part of WOinActie.

In 2018, the UvA was again shown to be an outstanding university in many areas, with world-leading research, special partnerships and major grants awarded to our researchers. The second Institutional Quality Assurance Audit of education was completed with a positive opinion from the assessment panel to the Board of the NVAO¹, in which the panel praised our evidence-based approach. The NVAO Board followed the recommendations in the opinion, and in April 2019 decided to once again grant us Institutional Quality Assurance Audit approval.

The 2018 financial year ended with a profit of more than €4 million on revenues of €890 million. Over the next few years, investments in areas such as accommodation, ICT, additional policy commitments and facilities are on the agenda. Over time, we expect to see a little more leeway in the education budget, thanks to funding derived from what is known as the ‘student loan system’. With our highly engaged student and works councils, we have made quality agreements on how the available budget can best be used to reduce workloads, increase feedback and provide more small-scale education.

¹ Accreditation Organisation of the Netherlands and Flanders.

In the meantime, we have started work on the next Strategic Plan for 2021-2026. In mid-2018 we conducted a mid-term review of the current Strategic Plan, after extensive consultation within the University community. The review looked at a number of topics, including accessibility, diversity, sustainability, the relationship with Amsterdam, the interdisciplinary breadth of the UvA and our best future prospects.

We would like to thank our staff, our students and their representatives for their tireless commitment to teaching, research and to each other, and we look forward to working with them to shape the future.

Executive Board

Geert ten Dam, president

Karen Maex, Rector Magnificus and vice-president

Jan Lintsen, member of the Executive Board

B. Key data

	2014	2015	2016	2017	2018
Number of students enrolled at the UvA					
Total	31,186	30,611	31,019	32,588	34,067

	2014	2015	2016	2017	2018
Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)					
Bachelor's intake	6,024	5,406	6,267	7,007	7,063
Pre-Master's intake	562	589	455	521	490
Master's intake	4,824	4,917	5,466	5,326	5,351

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Exams taken per academic year					
Credits (ECTS) obtained by government-funded students	1,314,680	1,331,163	1,319,179	1,363,436	1,430,111
Bachelor's exams	4,217	4,558	4,350	4,390	4,300
Master's exams	4,779	5,552	5,559	5,699	5,827
Initial university degree (doctoraal) exams	149	94	171	10	0
Post-graduate Master's exams	306	260	200	336	323

	2014	2015	2016	2017	2018
Doctoral theses per calendar year					
Doctoral theses	496	478	546	543	535
<i>of which joint doctorates</i>	4	6	10	12 ¹	12
Design engineering certificates	15	16	13	13	8

	2014	2015	2016	2017	2018 ³
Publications per calendar year					
Academic publications	8,636	8,229	8,427	8,026	9,203
Professional journals	1,103	985	1,184	1,075	1,287

	2014	2015	2016	2017	2018
Key financial data (in €1 million)					
Equity (for the group, as at 31 December)	272	264	277	278	283
Solvency (for the group, definition applied by Ministry of Education, Culture and Science: equity plus provisions/ total assets)	41%	39%	40%	41%	41%
Transfer FdG ²	149	161	169	168	170
Other operating expenses (excluding group companies)	511	533	541	556	583
Total operating expenses (UvA individually plus transfer FdG)	666	694	710	724	753
Group result	(3.2)	(8.0)	12.3	1.1	4.5

¹ Of which 1 non-government-funded, due to the fact that the doctorate degree was conferred abroad.

² The government grant for the Faculty of Medicine (FdG) as an academic 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 FdG and total operating expenses in this *Key Data* overview.

³ The numbers are consistent with the definitions in the University Research Indicators (KUOZ) published by the Association of Universities in the Netherlands (VSNU). These definitions were changed in 2018 to include more types of publications than in previous years.

	2014	2015	2016	2017	2018
Staff (FTEs as at December, not incl. FdG)					
Academic staff	2,636	2,733	2,798	2,854	2,857
<i>m/f ratio</i>	58/42%	58/42%	57/43%	56/44%	56/44%
Support and management staff	1,870	1,900	1,940	1,981	1,960
<i>m/f ratio</i>	43/57%	43/57%	42/58%	42/58%	41/59%
Individual UvA total⁵	4,507	4,633	4,738	4,835	4,817⁴
Consolidated affiliated institutions	479	353	348	317	325
Consolidated UvA total	4,986	4,986	5,086	5,152	5,142

	2014	2015	2016	2017	2018
Absence due to illness, excl. FdG					
Academic staff	1.7%	2.1%	2.4%	2.4%	2.3%
Support and management staff	5.3%	5.6%	5.5%	5.8%	6.0%

	2014	2015	2016	2017	2018
Energy consumption and CO₂ emissions					
Gas (million m ³)	3.2	4.0	3.8	3.2	3.1
Electricity (million kWh)	36.0	36.2	37.2	36.8	36.8
<i>of which generated by the UvA (million kWh)</i>	0.5	3.1	2.6	2.6	2.7
Drinking water consumption (x1,000 m ³)	95.9	103.1	116.3	92.6	96.8
CO ₂ equivalent of gas consumption (tonnes)	5,725	7,527	7,171	6,010	5,765
CO ₂ equivalent of electricity consumption (tonnes)	21,475	17,384	18,029	18,251	22,537
Total CO₂ equivalent	27,200	24,911	25,200	24,225	28,302
<i>net CO₂ footprint (tonnes)⁶</i>	5,840	7,502	7,006	6,037	5,717

	2014	2015	2016	2017	2018
Waste removal					
Regular waste (tonnes)	1,207	987	960	919	964 ⁶
Chemical waste (tonnes)	44	44	49	46	46 ⁶
Total waste (tonnes)	1,251	1,031	1,009	965	1,010
<i>waste separation percentage</i>	33.4%	35.2%	27.1%	25.2%	25.7% ⁷

⁴ In 2018, 328 of these were also enrolled as students. Many of them were student assistants.

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

⁶ CO₂ footprint for gas, electricity and drinking water consumption, adjusted for the purchase of green energy.

⁷ This is a provisional indication of the 2018 figure.

In this Key Data section, the Faculty of Medicine (FdG) has been included in the education, research and financial data, but not in the staffing and operational management data, which falls under the AMC-UvA.

The Facts and Figures section on the UvA website features more detailed information on education, research, staff and finances at the UvA, along with specifications for each individual faculty and degree programme.

On the website, students and staff members can find information and hone in on their own organisational unit or degree programme by consulting UvAdata.

c. Message from the Supervisory Board

The Supervisory Board's role and tasks

The Supervisory Board's task is to monitor the work done, and powers exercised, by the University's Executive Board. It is the body to which the members of the Executive Board give account, and also serves as their employer. In addition, the Supervisory Board asks critical questions and provides the Executive Board with advice. The Executive Board is tasked with running and managing the University of Amsterdam, has administrative accountability for the UvA's business and makes decisions on the day-to-day running of the University. In our supervisory role, we must be independent and uninvolved in what happens in the University on the one hand, and knowledgeable and aware of what is going on in the organisation on the other. The UvA is a place where everyone's growth and development matter and are valued; it is a place where people are granted opportunities and encouraged to seize them. Our supervisory activities are informed by the need to ensure that the University stays that way.

Strategy and multi-year plan

In 2018 we held extensive discussions on multiple occasions with the Board concerning the progress of the 2015-2020 Strategic Plan, based in part on the midterm review and key performance indicators (KPIs). In retrospect, a number of KPIs in the Strategic Plan contained unrealistic target figures or conflicted with the accessibility of education. For the next Strategic Plan, therefore, it is important that the KPIs are in line with the long-term objectives and that the target figures are achievable. In the midterm review, the Executive Board placed an emphasis on the relationship between the UvA and the city of Amsterdam and on the comprehensive sustainability policy, indicating that the UvA's contribution to addressing social problems will feature more prominently in the policy. With the Executive Board we discussed what this means for the valorisation policy and the tools available under that policy, including the governance of UvA Holding and the other group companies. One of the action points from the Strategic Plan was the adjustment of the budget allocation model. This was carried out during 2018, in close consultation with the representative advisory bodies.

In April, the VSNU and the Ministry of Education, Culture and Science signed a sector agreement about the quality agreements between the universities and the Minister for the period 2019-2022. Each institution must draw up quality agreements setting out the quality improvements they will achieve using the additional funds that will become available under the Student Loans (Higher Education) Act (*Wet studievoorschot*). We discussed the extent to which this sector agreement impinges on institutions' autonomy. During the year, we followed the process of creating the quality agreements at the UvA and the associated consultation with the representative advisory bodies. A complicating factor was that the Higher Education Funding Advisory Committee (Van Rijn Committee) was set up after the sector agreement was signed. An opinion from this committee could lead to changes in the structure and distribution of the government grant, meaning that the additional funds for the quality agreements might be offset by cuts to core funding.

We discussed with the Executive Board the fact that, in due course, the University will have to give an account of its compliance with the quality agreements, and how it should do so. Our experience with the 2012-2016 performance agreements and the 2015-2017 'pre-investments' was that accountability reporting protocols for broad, quality-focused agreements tend to be simplified into a handful of measurable variables that can be presented in absolute terms by accountants or the Netherlands Court of Audit. As a result, there is a risk that the external assessment will underestimate the actual positive effects achieved within the institution.

At Amsterdam Science Park, once it became clear that the SRON (Netherlands Institute for Space Research) move would not go ahead, the Executive Board took the initiative to establish a new, interdisciplinary science complex devoted to artificial intelligence (AI). A new building will be constructed, with a financial contribution from the municipality of Amsterdam, where teaching, research and spin-offs will inspire each other in this fast-growing field.

In June 2018, the administrative merger of the AMC-UvA and VUmc took effect as the next step in the partnership between the two teaching hospitals, a process that began in 2011. We discussed with the Executive Board the possible impact of this merger on the Faculty of Medicine. The Executive Board explained that the administrative merger, and the future legal merger, of the two medical centres will not affect the structure and implementation of the study of medicine at either the UvA or VU Amsterdam, except in relation to the organisation of practice-based learning.

Quality assurance

Monitoring the quality of the teaching provided by the UvA is one of our priorities, especially given national and international developments. We spoke a number of times about the language policy, the increasing number of international students and the anticipated effects of each of these trends.

Internationalisation was among the themes targeted for in-depth consideration during the Institutional Quality Assurance Audit, which was conducted by the NVAO in late 2018. Preparation for this audit was a major focus throughout the year. The NVAO assessment panel spoke with delegations from every division of the University, including the Supervisory Board, and issued a favourable opinion to the NVAO Board. The opinion included a recommendation to the UvA to display more unity in the diversity that characterises the University. In April 2019, the NVAO followed the recommendations in the opinion and granted the UvA Institutional Quality Assurance Audit approval.

The quality of research and the use of rankings related to research were also on the agenda, in the form of an evaluation and expansion of the policies relating to our research priority areas, their relevance and significance to society, and our national and international ambitions.

The Education and Research Committee, formed by the Supervisory Board, met several times to discuss academic integrity and the policy to combat plagiarism, based on real-life situations at the UvA and other institutions.

The quality of teaching and research at the UvA is driven by its academic and other staff. For this reason, throughout the year we devoted a great deal of attention to implementing the 2017 strategic HR agenda and the 'Managing your workload' plan, and in 2018 a separate Governance, Staffing and Organisation Committee was created within the Supervisory Board.

Effective and justifiable use of resources

In their meetings, the Supervisory Board and the Audit Committee extensively discussed the introduction of the new allocation model, the 2017 Annual Statement of Accounts, the 2018 interim reports, the 2019 budget, the 2019 Treasury Plan and progress on the building construction and renovation projects carried out in accordance with the 2005-2020 Accommodations Plan.

The Auditor's Report on the 2017 Statement of Accounts and the verbal explanation by the auditor on the report made it clear that, once again, the financial processes at the UvA were properly organised, and the UvA's spending of public funds was both effective and legitimate. During 2018, there were no signs that a change in these important areas should be expected. The Executive Board also explained that the financial issues some faculties had been experiencing as a result of a drop in student numbers in previous years were now largely under control.

Towards the end of 2018 we decided, after a public tendering procedure and a careful selection process run jointly with the AUAS, to again engage PwC as the UvA's primary auditor for the 2019-2022 financial years, with an option of two extensions for two years each. This decision was made final in January 2019, after completion of the verification phase.

Now that we have entered the final phase of the 2005-2020 Accommodations Plan and planning for the next period is underway, we think it is important for the Executive Board to formulate its opinion on the desired levels for the accounting and actual reserves and on the University's solvency and its long-term development. In the area of funding stability, the Executive Board has successfully consolidated part of the portfolio of roll-over loans and interest rate swaps with BNG Bank into a small number of long-term loans. Aligning the terms of the swaps and loans further reduced the University's exposure to interest rate risk.

The Audit Committee devoted considerable attention to the structure of the audit function. Implementation of this function is expected to increase the visibility of risk management and the quality of the reporting cycle. In the business operations area, we sought information about the management of the ICT investment portfolio, information security, and measures and implementation in the context of the General Data Protection Regulation, which entered into force in May 2018.

Attention was also given to decision-making around large investments, particularly in relation to buildings. The statutory task of the Supervisory Board is limited to the annual approval of the Accommodations Plan as an appendix to the budget. However, in light of the risk profile for property investments, it was agreed that the Executive Board will consult the Supervisory Board (via the Audit Committee) before making decisions on investment commitments exceeding €10 million.

Internal dialogue

In 2018, the Executive Board again invested a great deal of time in consultation with the representative advisory bodies, which primarily represent the interests of staff and students. In addition, the Executive Board took a position in the nationwide discussion about whether funding for academic education is adequate, in light of the recent increase in student numbers and given the expectations that Parliament, the government and society have of such education.

Over the course of the year, due to a number of protests and brief sit-ins, attention at the UvA was drawn to policy areas such as diversity, and to policy implications such as the budget being decreased when student numbers fall. The Supervisory Board sought detailed information on these issues, but continues to stand away from the spotlight and outside of any debate, both internally and externally. Even in the event of such actions as these, responsibility for the day-to-day management and general affairs of the University rests with the Executive Board.

The statutory consultation ('WHW consultation') with the Central Works Council (COR) and Central Student Council (CSR) took place in June and November. At the Student and Works Councils' request, these are separate consultations attended by our chair and the member of the Supervisory Board appointed on the Councils' recommendation. The consultations are also attended by the president of the Executive Board and the Rector Magnificus. The membership of both councils changed in September, following elections held in April and May 2018. In the June consultations with the CSR and COR, we discussed the midterm review of the Strategic Plan; we also discussed the issue of workload with the COR, and the accessibility of education with the CSR. In November, the topics discussed with the CSR included sustainability, diversity, social safety and the quality agreements, while the objectives for the new term and the partnership with the AUAS were on the agenda for the consultation with the COR. We realise that both 2018 and the year before saw considerable consultation of the representative advisory bodies, and would like to take this opportunity to express our appreciation of their contribution and strong commitment to the University.

In addition to formal contact in the WHW consultation sessions, we use and organise many other, sometimes more informal opportunities to meet with the representative advisory bodies and their executive committees; the member who enjoy the exceptional confidence of the representative bodies plays a key role in these meetings.

Our role as an employer and sounding board

In September, we held annual appraisal interviews with the individual members of the Executive Board. In preparation for these interviews, input was collected by both the Executive Board members and the Supervisory Board from a variety of stakeholders within the immediate working environment of the Executive Board. Both parties were satisfied with this arrangement.

The lowering of the legal cap on top salaries in the public sector in 2016 was naturally reflected in the remuneration of executive staff at the UvA. Since the cap was lowered, the Supervisory Board's policy has been to pay members of the University's Executive Board the maximum salary they are legally allowed to receive, or only slightly less. We feel that this is appropriate for a university that is ranked among the largest and most complex public entities in the country.

With effect from 2018, the expense claim, travelling allowance and facilities policy for members of the Executive Board has been adjusted to ensure that it is not more lenient than the model policy that was developed as a guideline by the VSNU in 2017. In fact, in some respects, the UvA's policies are more stringent than the VSNU's model policy.

We convened once without the Executive Board to discuss the performance of the Executive Board and its members, and to assess our own performance. In June, September and December we held informal meetings with the Executive Board. The themes of these meetings included internal relationships and working methods, the role of the UvA in the country as a whole and the crisis and security organisation within the University. Over the course of the year, the president of the Executive Board and the chair of the Supervisory Board regularly discussed the latest developments, the current state of affairs and the progress made on the numerous dossiers. Each member of the Supervisory Board had an informative individual conversation with one or two faculty deans. In July, the Supervisory Board organised a meeting with all deans and the Executive Board to discuss the topics of study programme feasibility and lecturers' workloads.

Composition and operation of the Supervisory Board

In 2018, the Supervisory Board had its full complement of five members, and there were no changes to its membership during the year. Edith Hooge, who since 1 October 2017 has been the member of the Supervisory Board enjoying the exceptional confidence of the representative advisory bodies, stepped down on 1 January 2019, in light of the impartiality associated with her new position as chair of the Education Council. We are extremely grateful for her positive and constructive contribution to discussions and decision-making within the Supervisory Board. At the time of writing, the procedure to appoint a replacement is still underway.

The members of the Supervisory Board collectively represent a variety of social, professional, cultural and business backgrounds, extensive management experience and a thorough understanding of the world of academia. For brief profiles of the members of the Supervisory Board and an up-to-date overview of their positions and ancillary activities, please refer to the UvA's website. We adhere to the principles outlined in the VSNU's Good Governance Code, including the principle of independence.

Arne Brentjes, who is also the Head of the Strategy and Information Department, served as Secretary to the Supervisory Board throughout the year.

In 2018, we had six regular meetings with the Executive Board, all of which were held in the presence of Moataz Rageb, the Executive Board's student assessor. On several occasions we chose to hold these meetings at a faculty; the faculty dean would then share information about developments within the faculty and the challenges it faces in the next few years. In May our meeting was attended by the external auditor, which reported on its findings with regard to the 2017 Annual Statement of Accounts and the 2017 Annual Report.

The Supervisory Board has three committees: the Education and Research Committee comprising Gerard Mols (chair) and Edith Hooge, the Audit Committee, which is chaired by Rob Becker (chair) and includes Pauline Meurs, and, since the autumn of 2018, the Governance, Staffing and Organisation Committee, which is chaired by Marise Voskens and includes Edith Hooge. The latter committee met once in 2018, the Education and Research Committee met three times, and the Audit Committee met six times, including three meetings with the external auditor.

In conclusion

In 2018, quality assurance (the Institutional Audit) and the quality agreements were central to our education policy. In terms of research, we have been working towards a new, updated vision; meanwhile, steps were taken in the areas of artificial intelligence and research into complex interdisciplinary issues such as global health, climate change and financial markets. As the broadest interdisciplinary university in the Netherlands, the UvA is fundamentally well-equipped to face a future in which the position and standing of universities will undergo major changes due to the arrival of open science. The UvA will continue to prepare for this future in 2019, including by drafting a new Strategic Plan for 2021-2026.

Our governance environment is also evolving, due in part to the arrival of the next Strategic Agenda from the Ministry of Education, Culture and Science in late 2019 and the Interdepartmental Policy Survey into the internationalisation of higher education. But above all, it is the lecturers and researchers, students and PhD candidates, representative advisory bodies and all members of staff and management who will shape and determine the future of the UvA.

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

Amsterdam, 10 May 2019

The Supervisory Board

Marise Voskens, chair

Rob Becker

Pauline Meurs

Gerard Mols

D. Members of the Executive and Supervisory Boards

At the time of the signing of this Annual Report for 2018, the Executive and Supervisory Boards were comprised of the following individuals:

Executive Board

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

Supervisory Board

POSITION		CURRENT TERM
Chair	M.S.F. Voskens	26 August 2016 – 25 August 2020
Member	Prof. P.L. Meurs	26 August 2016 – 25 August 2020
Member	R. Becker, MBA	26 August 2016 – 25 August 2020
Member	Prof. G.P.M.F. Mols	1 May 2013 – 30 April 2021

The ancillary positions held by the Executive Board members, either by virtue of their membership or in other capacities, have been disclosed on www.uva.nl. Likewise, the other positions held by members of the Supervisory Board can be found on www.uva.nl.

E. Faculty deans and directors of the organisational units

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

Executive staff

POSITION

Secretary General of the University	C. Euving, MBA
-------------------------------------	----------------

Faculty deans

FACULTY

Faculteit der Geesteswetenschappen	Prof. F.P. Weerman
Faculteit der Rechtsgeleerdheid	Prof. P.A. Nollkaemper
Faculteit der Geneeskunde	Prof. J.A. Romijn
Faculteit der Tandheelkunde	Prof. A.J. Feilzer
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	Prof. P.H. van Tienderen
Faculteit Economie en Bedrijfskunde	Prof. H.G. van Dissel
Faculteit der Maatschappij- en Gedragwetenschappen	Prof. A.H. Fischer

Shared service unit directors

SERVICE UNIT

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

F. Details of the legal entity

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

Telephone: +31 (0)20 525 9111
Website: www.uva.nl

BRIN number: 21PK
Competent authority number: 22222

Bank
Deutsche Bank NL48DEUT0444042342

Chamber of Commerce registration number
34370207

LEI (Legal Entity Identifier):
724500CFDCA9PSUM7351

ANBI number (Public Benefit Organisation):
003240782

VAT number:
NL0032.40.782.B01

EORI number (Economic Operators Registration & Identification):
NL003240782

G. Glossary of abbreviations

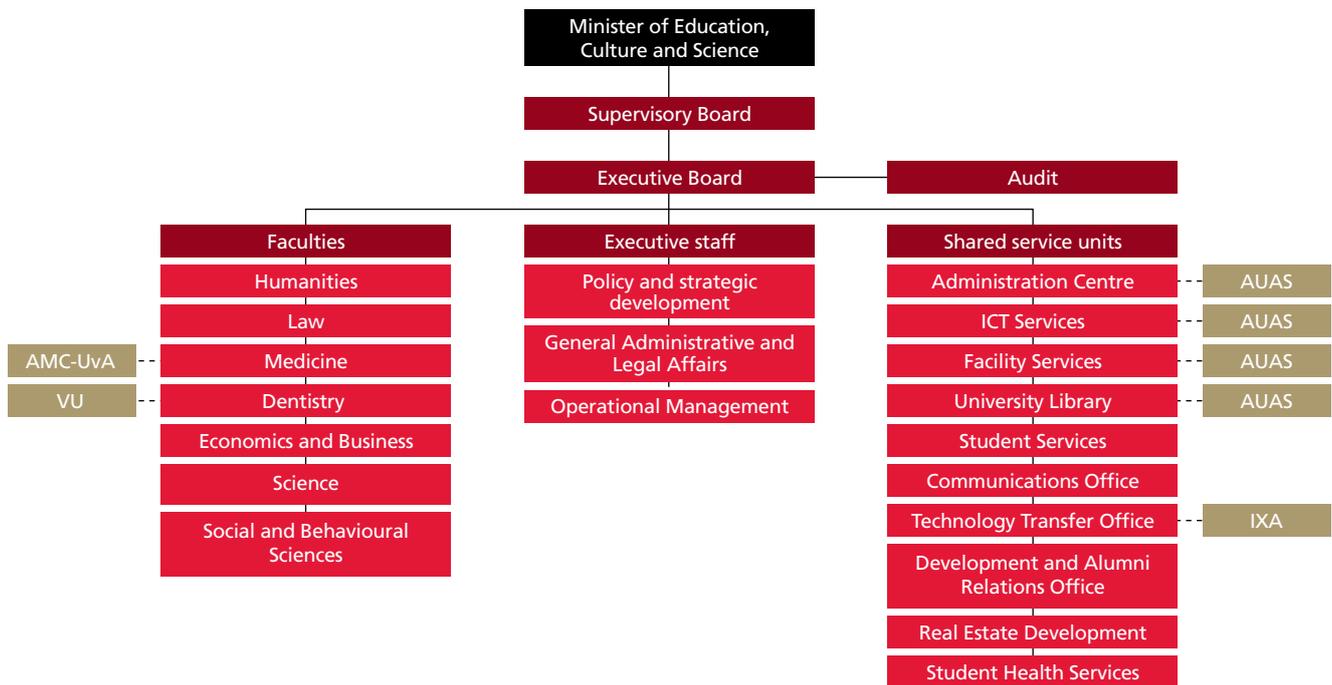
ABS	Amsterdam Business School
ACTA	Academic Centre for Dentistry in Amsterdam
ADP	Academic Diversity Programme
AMC-UvA	Academic Medical Center, the UvA's teaching hospital
APCA	Academic Proof of Concept Fund Amsterdam
ASP	Amsterdam Science Park
AUAS	Amsterdam University of Applied Sciences
AUC	Amsterdam University College
CAO-NU	Collective labour agreement for universities in the Netherlands
CBO	Central Executive Council (comprising the Executive Board and the faculty deans)
COR	Central Works Council
CSR	Central Student Council
CvB	Executive Board
D&D	Democratisation and Decentralisation Committee
DO	Diversity Officer
DSCR	Debt Service Coverage Ratio
EC or ECTS	Credit (European Credit Transfer System), measure of workload for a specific subject or degree programme
EEA	European Economic Area
ERC	European Research Council, an EU body
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
GV	Joint Meeting of the COR and CSR, within the meaning of Section 9.30a of the Dutch Higher Education and Research Act
IAS	Institute for Advanced Study
ICAI	Innovation Center for Artificial Intelligence
ICT	Information and Communication Technology
IDA	Interdisciplinary Doctorate Agreement
IIS	Institute for Interdisciplinary Studies
ITK	Institutional Quality Assurance Audit of Education
IvI	Informatics Institute
IXA	Innovation Exchange Amsterdam, collaborating Technology Transfer Offices in Amsterdam
KNAW	Royal Netherlands Academy of Arts and Sciences
LERU	League of European Research Universities
NIKHEF	National Institute for Subatomic Physics
NKI/AvL	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital
NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Netherlands Organisation for Scientific Research
O&O	Teaching and research
OBP	Support and management staff
OCW	Ministry of Education, Culture and Science
PBO	Public Benefit Organisation
REC	Roeterseiland Campus

RPAs	Research Priority Areas
RvT	Supervisory Board
UCLO	University Local Consultative Committee
UCO	University Committee on Education
UOC	University Committee on Research
UTQ	University Teaching Qualification
UvA	University of Amsterdam
VSNU	Association of Universities in the Netherlands
VU	VU Amsterdam
WO	Higher education at research universities
WOR	Works Councils Act
WP	Academic staff

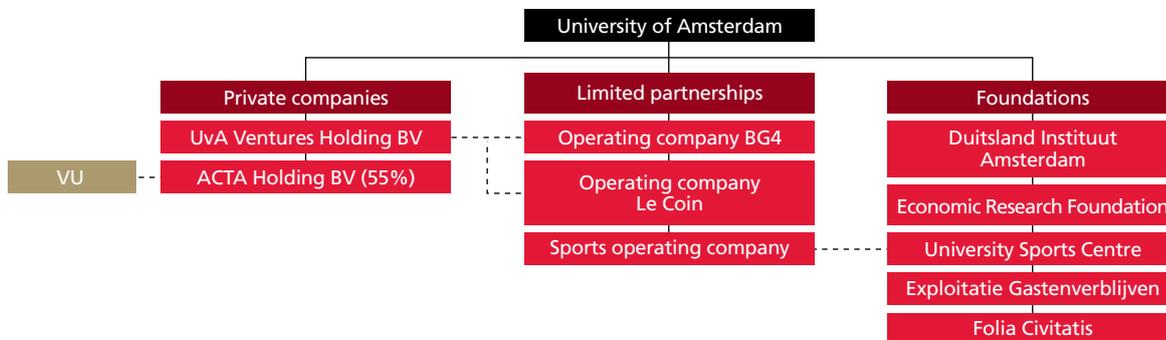
H. Organisational chart

UvA organisational chart

Internal structure



Group structure



Central Works Council: the year in review

2018 was a dynamic year for the Central Works Council (COR). On 1 September a new council took office, after being elected through a new voting system. Previously, half of the COR consisted of one representative from each faculty Works Council and from the executive staff and central service units (Joint Works Council for the Shared Service Units, GOR). The other half was made up of members selected through internal elections. This resulted in a disproportionate representation of the faculties. The new council is composed of two delegates from each faculty and from the GOR, with a maximum of sixteen members in total. To enable the new, decentralised works councils to select their two delegates with care, the new COR began two months after the decentralised councils took office.

The COR deepened its understanding of a wide range of portfolios in 2018, and consulted extensively on a range of issues. In terms of formal meetings, in 2018 the COR held fourteen internal meetings, nine consultative meetings with the Executive Board and two consultation sessions with the Supervisory Board. The Joint Meeting (GV) of the COR and the Central Student Council (CSR) also met frequently: in total, it held eleven internal meetings and five consultative meetings with the Executive Board.

Discussions in all meetings were dominated by concerns about the extremely high workload of employees and possible ways of reducing it. In early 2018 the COR discussed the action plan put out by the Workload Task Force, and for the remainder of the year it closely monitored the development of the 'Managing your workload' programme. The COR discussed this programme with the project leader every six months. In addition, when dealing with each of its portfolios, the COR expressly looked at the possible knock-on effects of a high workload.

The main theme in the spring of 2018 was the General Data Protection Regulation (GDPR), which took effect on 25 May 2018. Later than desirable, but earlier than many other organisations, the UvA investigated the consequences of the new regulation on its policies. This led to complex and lengthy discussions about the Privacy Policy, the Information Security Policy, the Rules for the responsible use of ICT facilities and the Camera Regulation. Protecting the personal data of our colleagues and students is important to the COR, which kept a close eye on this process, studied the proposed policies carefully and made specific suggestions to improve their contents. The COR ultimately approved the Privacy Policy, on the condition that it be subject to a thorough evaluation in 2019.

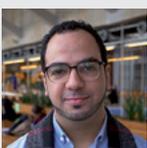
With regard to the education and research portfolios, the COR is pleased that after repeated requests in 2018 it obtained the right to be consulted on the Model Teaching and Examination Regulations (OER). The COR was also consulted on the critical reflection in preparation for the Institutional Quality Assurance Audit conducted by the NVAO. The Council examined this critical reflection and suggested a number of amendments, particularly with regard to the UvA Q teaching evaluation system.

The COR was also consulted on the Personnel Policy and gave its consent. In line with the HR Agenda, this consultation concerned the career development policy and the previously mentioned topic of workload. The COR also gave its consent to minor reviews to the Complaints Regulations and the updating of the Absence due to Illness Protocol.

Together with the CSR, in 2018 the COR approved the new allocation model. Furthermore, in the context of the GV, after robust consultation, steps were taken to start spending the quality funds released by the abolition of the student grants and loans system. Final decisions on this spending are expected to be made in early 2019.

For a complete overview of the activities of the COR, see www.uva.nl/cor.

Gerwin van der Pol, chair of the Central Works Council 2018-2021



2 JANUARY

Moataz Rageb takes up his position as student assessor of the Executive Board for 2018



8 JANUARY

The UvA celebrates its 386th anniversary and awards honorary doctorates to Barbara Partee, a woman with enormous global influence in the fields of linguistics and the philosophy of language, and Nora Volkow, an internationally-recognised expert in the field of addiction research

I. Administration

Administrative structure

The University of Amsterdam (UvA) is a legal entity under public law pursuant to Section 1.8(2) in conjunction with Annex 1(a) of the 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 Public Benefit Organisation.

The UvA's administrative structure is laid down in the WHW and in its own Management and Administration Regulations, and also conforms to the Good Governance Code for Universities drawn up by the Association of Universities in the Netherlands (VSNU). The UvA is managed by an Executive Board (CvB), appointed by the Supervisory Board (RvT). The Supervisory Board members are appointed by the Minister of Education, Culture and Science. A student assessor is assigned to the Executive Board; the annual appointment of the student assessor is based on a proposal from a committee whose members are selected by the Central Student Council (CSR), the Executive Board and the Supervisory Board.

Subjects are taught, and research is conducted, in seven faculties. Each faculty is managed by a dean appointed by the Executive Board. Faculty activities are organised in colleges (for Bachelor's programmes), graduate schools (for Master's programmes) and research institutes. Academic and support staff are organised in departments and capacity groups, from which they are allocated to the colleges, schools and institutes.

In the Central Executive Council (CBO), 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. The deans also use the CBO to coordinate their exercise of the powers attributed to them by statute.

Participation in decision-making is structured in accordance with Section 9.30(1)(a) of the WHW. This means that student and works councils have been established at both the faculty and central level. Half of the Central Student Council (CSR) is composed of representatives of the faculty student councils, while the other half comprises members who were elected directly. In accordance with the Dutch Works Councils Act (*Wet op de Ondernemingsraden*, WOR), the Central Works Council (COR) consists of representatives from the faculty works councils, the shared service units and the AMC-UvA. These bodies not only have the right to be consulted on various topics, but in some instances also have a right of approval. The right of approval applies only in the situations specified in the Act, including the approval of key aspects of the budget by the Joint Meeting (GV) of the CSR and COR.



18 JANUARY

UvA physicist Michael Walter designs new methods to generate interesting input states for quantum calculations and simulations

Central Student Council: the year in review

The year was dominated by the Institutional Quality Assurance Audit (ITK). The main focus of attention for the CSR was the situation of the programme committees, which in the view of the CSR were not given sufficient assistance to enable them to adequately perform their task. In addition, a delegation from the CSR participated in discussions with the NVAO panel.

The turnout for Student Council elections is decreasing. In 2018, only 15.6% of students voted across the University as a whole. To improve the provision of information about elections, a significant portion of the tasks and responsibilities previously performed by the CSR have been transferred to the Communications Office. 2018 was the first year in which Programme Committees were supposed to organise elections alongside the Student Council elections. However, in the end only one Programme Committee managed to successfully organise an election.

In March, the Joint Meeting (GV) gave its consent to a new allocation model, which marks the end of a long journey. An important point of discussion for the GV was the variability of the model, which was due to the key role played by credit-based funding.

In 2018, the CSR worked closely with Legal Affairs, in particular on creating new Model Teaching and Examination Regulations (OER). In addition to the Model OER, there were negotiations around the CSR Regulations and a working group was set up to review the Students' Charter. The CSR also worked closely with Academic Affairs in relation to internationalisation. In addition to active participation in the International Classroom working group, the CSR provided a comprehensive opinion on internationalisation. A key point made in this opinion was the need for clear information to be provided on matters such as the accommodation shortage in Amsterdam, an issue on which the CSR and faculty student councils wrote a joint letter to the political parties at the municipal level.

2018 saw a resurgence of activism. The University community united under the banner of WOinActie, a fast-growing movement opposed to the budget cuts in higher education implemented by the government. The CSR fully supported this movement, as did the Executive Board. In September, PC Hoofthuis was occupied by student activists. The CSR agreed with most of the occupiers' demands.

The basic student grant has been abolished and the resulting funds should be invested by the University in improving the quality of education. In 2018, the GV established a process in conjunction with the Executive Board, and in autumn it approved a preliminary memorandum. The GV did not initially agree with the memorandum, because it wanted the funds to be distributed differently among the faculties. After discussion with the Executive Board, the GV gave its approval.

Diversity was a major topic in 2018. Right from the start, the CSR called for adequate support for the Faculty Diversity Officers, who are a long way from meeting the 0.2 FTE guideline.

All things considered, 2018 was an eventful year in which important projects were completed, including the allocation model and the ITK, and in which many new projects such as the quality agreements got underway.

For a complete overview of the activities of the CSR, see www.studentenraad.nl.

Roeland Voorbergen, chair of the Central Student Council, 2018-2019



19 JANUARY

Peter Sloot and Michael Lees from the UvA Institute for Advanced Study (IAS) and the UvA Informatics Institute (IvI) are appointed to lead an international research team taking a fresh look at poverty in India



23 JANUARY

The UvA and AUAS start a MOOC to help students learn to write better

Board membership

There were no changes in the membership of either the Executive Board or the Supervisory Board in 2018. Edith Hooge stepped down from the Supervisory Board with effect from 31 December due to her appointment as chair of the Education Council.

Moataz Rageb was the student assessor of the Executive Board in 2018. At the end of the year, Iris Kingma was appointed as his successor for 2019, having been nominated by an appointments committee of which the CSR had appointed half of the members.

Administrative renewal

In 2018 we implemented certain measures taken as part of our administrative renewal, the current status of which can be followed on the website.

In February 2018, the Strong Participation in Decision-Making Task Force presented its advisory report. This task force was set up following the publication of the report of the Democratisation and Decentralisation Committee (D&D) in late 2016. The key points in the advisory report were a fair reflection of the University community, alignment with developments across the institution and the need for an appealing environment for all staff and students. The purpose of healthy participation in decision-making is to represent the interests of the University community (academics, students and support staff) vis-à-vis the Board, and to provide a representative discussion partner for the Board in order to help shape the future of the UvA in such a way that the University community can broadly identify with it.

The University Forum experiment was launched in 2018. This discussion platform comprises 66 members: the Executive Board, deans, student assessor, Diversity Officer and 54 members chosen via a lottery system, taking into account the need for all faculties and all units to be represented. The University Forum met three times in 2018. The topics for discussion were drawn from current events and included the proposed Charter drawn up by the D&D Committee, the shared values of the UvA, the question of who owns science, dependence on and the impartiality of grant providers, and the future of funding. The intention is for the outcomes of the meetings to be used by the Executive Board and the deans to develop strategies and long-term plans, which will then be discussed with the standing advisory committees and representative advisory bodies.

Affiliated institutions

The Academic Medical Center (AMC-UvA) is the teaching hospital affiliated with the UvA. A legal entity under public law pursuant to Section 1.13 of the WHW. The AMC-UvA publishes its own annual report. The Faculty of Medicine (FdG) is part of the AMC-UvA.

The Joint Meeting of the Executive Boards of the UvA and the AMC-UvA is a joint policymaking body within the meaning of Section 9.20 of the WHW, bound by joint regulations (published in July 2013) laying down rules for the joint administration of medical teaching and research by the two institutions. The powers that the AMC-UvA's dean can exercise on behalf of the Executive Board are laid down in a decision on the dean's powers.



26 JANUARY

The UvA works with the design agency West 8 on redeveloping the University Quarter

Diversity

The position of Diversity Officer (DO) was set up in late 2017 and was further developed during 2018. The basic principle is that the Executive Board determines the policy frameworks and the DO advises the Executive Board on the one hand and promotes internal dialogue on the other. The role of DO is to foster the process of 'cultural change', to identify, encourage and implement initiatives as well as to 'guard' a number of these initiatives, and to keep the University and the Board accountable in relation to equality, inclusion and diversity. As well as a catalyst, the DO also acts as a link, a contact person in national and international networks and an expert.

The DO has created a team to support this role and to help put the UvA's diversity objectives into practice. Staff members in each faculty have been appointed as faculty diversity officers. They hold the Diversity portfolio within their faculty, keep diversity on the administrative agenda and support local initiatives. Together, the DO and the faculty diversity officers form a network for collaborating and for sharing and exchanging knowledge.

In 2018, the DO prioritised the following projects:

- launching the peer-to-peer Academic Diversity Programme. This was the result of collaboration with Student Services and Amsterdam United, the Amsterdam student platform for superdiversity;
- streamlining the reporting protocol and complaints procedure in the context of social safety for students and staff;
- collaborating with faculties, with a focus on breaking the glass ceiling for under-represented groups;
- positioning the UvA as one of the largest public organisations in the city with a social responsibility (through community-based initiatives such as homework support).



30 JANUARY

A team of analytical researchers – Peter Schoenmakers and Ron Peters (both UvA) and Govert Somsen (VU Amsterdam) – receives €1.7 million for its UNMATCHED project, focusing on improving biopolymer analysis

The dean is a member of the UvA's Central Executive Council (CBO). Academic medical teaching and research activities are periodically coordinated in a joint policy document (a covenant) agreed between the UvA and the AMC-UvA.

On 7 June 2018, the AMC-UvA entered into an administrative merger with the VUmc. Since that date, both teaching hospitals have been working together under the name Amsterdam UMC and are being managed by a Joint Executive Board, under the supervision of a Joint Supervisory Board. The administrative merger is a logical next step towards the alliance between the two hospitals that was announced in 2011. This step will have no direct impact on the relationship between the UvA and AMC-UvA, as long as the dean of the Faculty of Medicine remains the president of the Executive Board of the AMC-UvA.

The UvA's regulations on teaching and research also apply to the Faculty of Medicine. Medical students have the right to vote for members of the Central Student Council. In all other aspects, the AMC-UvA is governed by its own regulations and councils, in which patient care activities play a key role. The Academic Centre for Dentistry in Amsterdam (ACTA) brings together the respective Faculties of Dentistry of the UvA and VU Amsterdam. Teaching, research and patient care activities at both faculties are fully integrated and directed by a single dean. The ACTA was established as an unincorporated joint venture, of which the UvA bears 55% of the costs and VU Amsterdam 45%, in line with the student enrolment quotas imposed for each institution.

Amsterdam University College (AUC) provides the joint liberal arts programme offered by the UvA and VU Amsterdam. The UvA has accommodated this programme within the Faculty of Science. AUC, too, was established as an unincorporated joint venture, of which the UvA and VU Amsterdam each bear 50% of the costs – again, in line with statutory entry quotas.

The UvA clusters its non-statutory activities and spin-offs in fields such as applied research within group companies that are not government funded (in accordance with the Ministry of Education, Culture and Science memorandum *Clarity on the Higher Education Funding System*). This group structure is controlled mainly via the University's wholly-owned subsidiary, UvA Ventures Holding BV, of which the two employment agencies affiliated with the UvA are also part. In late 2018, the subsidiary Amsterdam University Press was sold to its director following restructuring. The group chart shows the group companies that are part of the UvA's consolidation base.

31 JANUARY

UvA researchers Jozefien de Leersnyder (Psychology) and Orhan Agirdag (Pedagogical and Educational Sciences) are appointed members of the Young Academy of Belgium



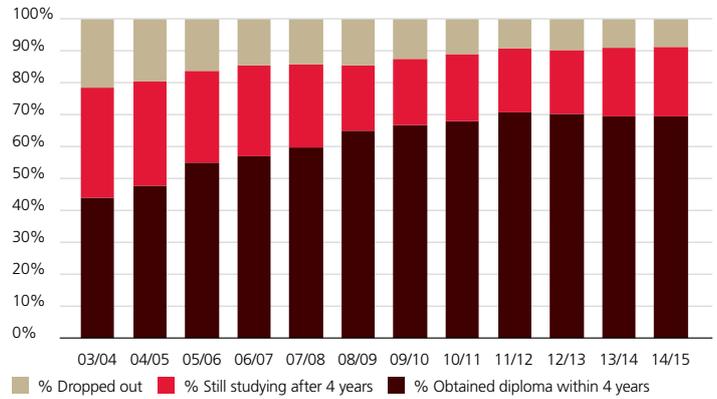
1 FEBRUARY

Abdelkader Benali, author and programme director, is named Honorary Fellow of the Faculty of Humanities

Development of Bachelor's success rates

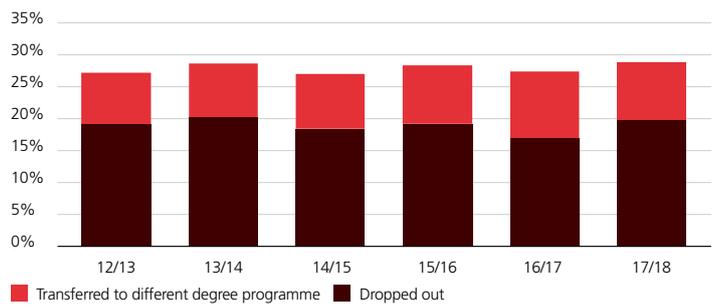
Study success rates in Bachelor's programmes after 4 years (students who re-enrolled in the second year)

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



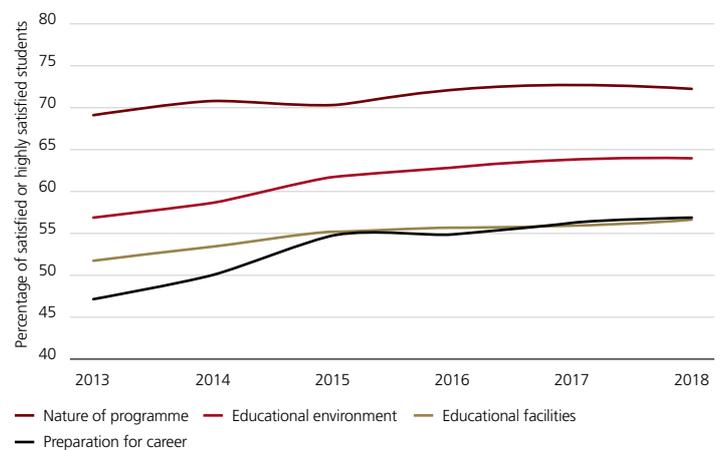
Drop-outs and first-year Bachelor's students switching degrees, by matriculation year

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



Student satisfaction rate

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



12 FEBRUARY

UvA physicist Rene Gerritsma receives a NWO START-UP grant for his project 'Trapped ions in a Fermi sea'



21 FEBRUARY

Marrit Leenstra, Future Planet Studies student, wins silver and bronze in ice-skating at the Olympic Games in Pyeongchang

2. Education

Study success

Study success is nationally measured on the basis of the dropout rate in the first year of the Bachelor's degree programme and the percentage of students who re-enrolled and obtained their Bachelor's degree within four years. In accordance with the 2012-2016 performance agreements, the UvA managed to increase the latter percentage to around 70%, while at the same time the first-year dropout rate has fallen slightly.

The 2015-2020 Strategic Plan had anticipated a greater improvement on these indicators, but this did not materialise. The UvA therefore reconsidered these targets in the midterm review of its Strategic Plan, after seeing an analysis in which other universities did achieve higher figures for these indicators than the UvA.

The analysis showed that a combination of three types of causes were to blame: the mix of disciplines, factors specific to studying at the UvA, and factors specific to the student population. The latter cause includes a higher proportion of male students, and a higher proportion of students taking a gap year or who had received a negative binding study advice from another university. The differences between the UvA and other universities in terms of the graduation rate after six years are much smaller than after four years. UvA Bachelor's graduates are not less successful in their studies; they simply take more time on average to complete them. In the Master's phase, UvA students do not take longer on average to complete their studies than students from other universities.

Moreover, at a national level the first-year dropout rate has remained more or less unchanged for the past ten years, in spite of tools such as the Options Guide (based on the National Student Survey) and 'study leaflets', and the introduction of the Study Check (UvA Matching) in 2014.

Institutional Quality Assurance Audit

In 2018, the UvA completed the Institutional Quality Assurance Audit of Education (ITK) with a positive opinion from the assessment panel to the Board of the Accreditation Organisation of the Netherlands and Flanders (NVAO). The NVAO's decision is expected in the first half of 2019. The Institutional Audit is an important audit for the UvA: successful completion of the ITK is a sign to outside observers that the quality assurance system is in order. Moreover, individual degree programmes can then use the restricted NVAO assessment framework during their accreditation procedures. The ITK, which must be completed once every six years, has a long lead time.

A programme team started preparing for the 2018 Institutional Audit in November 2016. Measures were taken to improve educational quality through fourteen sub-projects. For example, the Vision on Teaching and Learning was updated, management information in UvAdata was supplemented with teaching dashboards and risk maps, and policies will be written and implemented in a number of areas.

In 2018 a critical reflection was conducted among a large group of stakeholders, which resulted in a description of the current state of affairs of the quality assurance system at the UvA. Following up on this reflection exercise, in November and December the assessment panel made two multi-day visits, during which they spoke with many staff members and students. During the second, in-depth visit, the panel gave special attention to quality assurance in the Bachelor of Business Administration programme, the Bachelor of Theatre Studies programme, and the policy theme of internationalisation.

23 FEBRUARY

Eleven academics from the UvA and AMC-UvA each receive a Vici grant from NWO worth €1.5 million



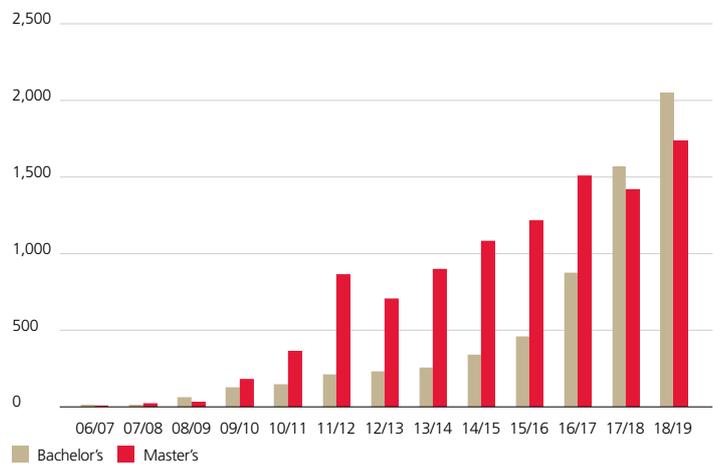
28 FEBRUARY

The UvA is named the best university in the world in Communication and Media Studies, in the QS Rankings by Subject

Internationalisation in education

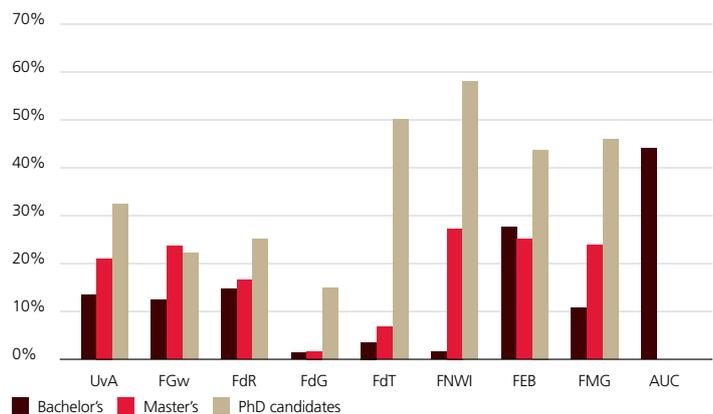
International student intake

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



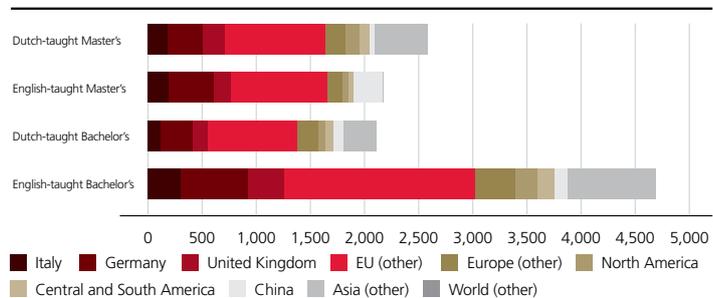
Percentage of international intake

The graph shows the percentage of non-Dutch students in the 2018 student intake (EOI) per faculty.



International students by nationality

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



1 MARCH

The municipality of Amsterdam signs an agreement to set up Sarphati Amsterdam, a research institute in which the GGD, AMC-UvA, VUmc, UvA, AUAS and VU Amsterdam will collaborate on 'research for healthy living'

2 MARCH

UvA physicist Pierfrancesco Butti is one of five winners of the ATLAS Thesis Award, a prize for doctoral theses that contribute to the ATLAS international particle detection experiment at CERN in Geneva



The panel commended the steps that the UvA has taken over the past few years, giving specific mention to the updating of the Vision on Teaching and Learning and the Strategic Framework for Internationalisation. The panel observed that the concept of the ‘international classroom’ is being put into practice with enthusiasm and creativity in many parts of the University.

The panel also made recommendations: it advised that the frameworks of the elements of the vision (particularly inclusive and internationally-oriented education and a professional educational culture) should be more clearly defined, and that the balance between unity and diversity should be monitored to ensure the UvA as a whole continues to present a strong profile. The panel also drew attention to the need for more qualitative criteria in monitoring. Finally, the panel expressed its appreciation of the way in which the UvA uses UvAdata and the UvA Q teaching evaluation system to monitor its quality assurance practices, and recommended greater coherence in the measures used in the UvA Q system to encourage responses. The opinion as a whole called for the use of professionalisation to promote cohesion within the UvA.

In April 2019, the NVAO decided to grant the UvA Institutional Quality Assurance Audit approval, valid until 25 June 2025.

Internationalisation

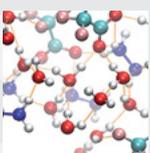
Last year, the UvA continued the development of its Strategic Framework for Internationalisation. The basic principle of the framework is that the UvA is educating Dutch students for a future in an international context. The participation of international students in UvA education is in service of both that goal and educational quality in general. In this context, priority has been given to developing a UvA model for the international classroom and the language policy.

The urgency with which these tools are being prepared stems from the sharp increase in the proportion of international students in Bachelor’s programmes. The increase is related to the recent expansion of the range of bilingual Bachelor’s programmes; 25% of first-year students now come from foreign countries. It is important to the UvA that international students settle in well to university life. For this reason, the International Student Barometer survey is now conducted annually instead of once every two years.

The UvA is a member of two international alliances of universities: the worldwide Universitas21 and the League of European Research Universities (LERU). Rector Karen Maex was appointed as a member of the LERU Board of Directors with effect from September 2018.

New Pre-Master’s policy

The legislature has determined that from the 2017-2018 academic year onwards the statutory tuition fees for pre-Master’s programmes may be applied for only once, and no additional government grant will be given. Facilitating transfer mobility is now a statutory duty. This has forced the UvA to review its pre-Master’s policy. The key principle behind the policy remains the accessibility of education at the UvA. Pre-Master’s programmes are particularly well-suited to promoting this goal, because they offer students the chance to complete a university Master’s programme following a degree programme with an applied emphasis, or a degree programme in an academic discipline that does not line up perfectly with their Master’s programme. Pre-Master’s programmes also contribute to diversity, because they attract a relatively high number of students with backgrounds that are under-represented at the UvA. This contribution to diversity is due partly to the fact that pre-Master’s preparatory education unites a diverse range of disciplines, and partly to the fact that pre-Master’s students from higher education programmes with an applied emphasis or from the professional environment bring with them complementary real-world experience.



8 MARCH

An experiment by UvA researchers and colleagues from Arizona State University confirms the existence of two types of deeply supercooled water



12 MARCH

The UvA and the municipality of Amsterdam commit to setting up an artificial intelligence hotspot at Science Park

Allocation and spending of student loan system funds

The table shows the changes in student loan system funds for 2018 and in the pre-investments left over from 2017, by faculty. Amounts x €1,000

FACULTY	ALLOCATION OF	PRE-INVESTMENTS	TOTAL TO	SPENT	EARMARKED
	STUDENT LOAN SYSTEM	LEFT OVER	BE SPENT	IN	FOR SPENDING
	FUNDS IN 2018	FROM 2017	IN 2018	2018	IN 2019
FFGw	783	199	982	841	141
FdR	390	279	669	572	97
FdT	297	-	297	329	-32
FdG	1,533	335	1,868	1,694	174
FNWI	1,123	737	1,860	676	1,184
FEB	592	747	1,339	557	782
FMG	1,112	-	1,112	1,112	-
AUC	288	56	344	52	292
Group	1,500	-	1,500	699	801
Total	7,618	2,353	9,971	6,532	3,439

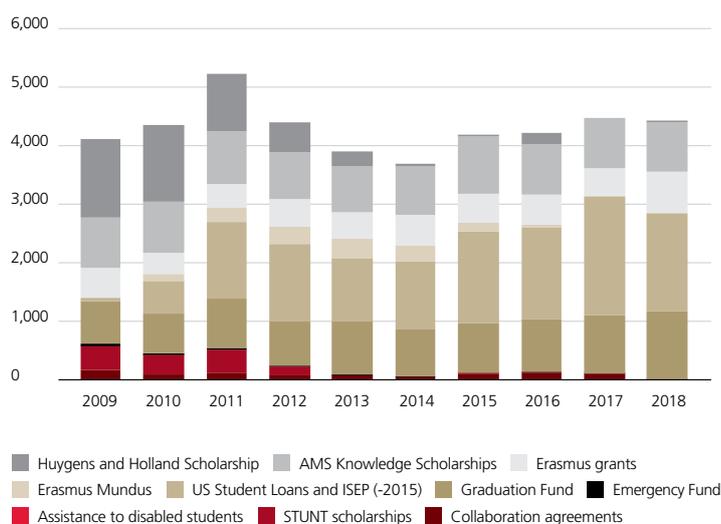
Spending

The table shows how these funds were actually spent, distributed across the various categories. Unspent funds have been set aside for 2019. These figures have not been audited.

FACULTY	TEACHING	STUDENTS	TALENT	EDUCATIONAL	LECTURERS	UNALLOCATED	TOTAL
			DEVELOPMENT	FACILITIES			
FFGw	254	272	59	-	256	-	841
FdR	153	284	60	-	75	-	572
FdT	228	37	-	30	34	-	329
FdG	890	388	23	187	206	-	1,694
FNWI	248	50	14	-	364	-	676
FEB	120	-	-	317	120	-	557
FMG	220	610	33	210	39	-	1,112
AUC	30	20	-	2	-	-	52
Group	40	-	67	42	550	-	699
Total	2,183	1,661	256	788	1,644	-	6,532

Contributions to students (x €1,000)

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



13 MARCH

An international team of plant researchers, including UvA researcher Frank Takken, clarifies a crucial step in plants' defence against viruses



19 MARCH

UvA physicists Rene Gerritsma and Wouter Waalewijn receive NWO Project Space Grants

In the new policy, the maximum scope of the pre-Master's track has been expanded (it may now comprise more than 30 ECTS). Some of the adjustments focused on providing pre-Master's preparatory education more efficiently, including by making better use of the minor course options in the Bachelor's programme and by offering online education. It was also decided to allocate €1,000 per pre-Master's student to degree programmes from the 2019-2020 academic year onwards, in addition to the tuition fees.

High-profile education projects

Frank Nack of the Faculty of Science was voted the UvA's Lecturer of the Year in 2018. He is an outstanding lecturer. According to the jury he also creates an informal atmosphere in lectures and tutorials, which makes students feel at ease and get inspired. The other faculties' shortlisted nominees were: Maarten Pieter Schinkel from the FEB, Paul Boersma from the FGw, Elias den Otter from the FMG and Tarlach McGonagle from the FdG.

Three teaching professionals from the UvA – Ilja Boor, Gaston Franssen and Lisa Gaikhorst – received a Comenius Senior Fellow grant of €100,000 for innovation in their programmes. In addition, four UvA lecturers – Joris Buis, Stephanie Medlock, Sanneke Stigter and Farid Boussaid – obtained a Comenius Teaching Fellowship worth €50,000 for innovation in a course component. The lecturers can use these grants to shape their visions and plans for educational innovation in higher education. The Senior Fellow projects run for 24 months, while the Teaching Fellow projects run for 12 to 18 months.

Every year, the Faculty of Science's Institute for Interdisciplinary Studies (IIS) organises the UvA Create a Course Challenge, in which students are encouraged to submit an idea for a particular subject, which they will then develop in association with the IIS's curriculum developers. The winner of the challenge will teach his or her course in the next academic year. The 2018 challenge was won by Nils Boonstra, Ida van Koolwijk, Tijmen Kuyper and Julie Maas with the course *Biotechnology: From Medicine to Frankenstein*.

Student loans and pre-investments

The cutbacks to the student grant system will yield the Ministry of Education, Culture and Science cost savings from 2018 onwards. The Ministry has pledged to reinvest these funds in measures to improve education through the higher education institutions, with a focus on expanding the number of teaching hours. This budgetary expansion, often referred to as 'student loan system funds', is expected to increase to 15% over time. This is approximately equal to the discrepancy between the government grant and educational production that has arisen since the start of the century. The student organisations have received assurances that the allocation of these additional funds will be transparent, and subject to the representative advisory bodies' right of consent over the main aspects of the budget.

The Ministry of Education, Culture and Science's Strategic Agenda sets out the following potential budget allocation areas: small-scale and intensive education ($\geq 50\%$), talent programmes ($\leq 10\%$), education-related research (20%), study facilities and digitalisation (10%) and specific measures aimed at furthering national priorities (10%).

In 2018, the UvA received funds from the student loan system for the first time, in the amount of €7.6 million. Including the funds left over from 2017, this amounted to €9.4 million. The table below shows the allocation and depletion of these funds in 2018. Around 70% of the budget was spent by the end of 2018; the remainder will be available in 2019.

In the spring of 2018, the universities and the Ministry of Education, Culture and Science signed the 2019-2022 Sector Agreement on Research-oriented Higher Education. According to this agreement, the universities, with the consent of their representative advisory bodies, will make quality agreements with



27 MARCH

UvA biologists are part of a research team which shows that as well as DNA building blocks, a difference in the amount of chemical modifications can also result in better attributes in humans

the Ministry on how the student loan system funds are to be used. The NVAO will play an evaluative role in this process. These quality agreements were to be drawn up in early 2019, meaning that in 2018 they were not yet in effect; 2018 was therefore a transition year. Both in its 2019-2022 quality agreements and in 2018 the UvA opted for decentralised spending of the funds, since the needs and issues of each faculty vary widely.

Intensive consultation was conducted with the representative advisory bodies; this consultation contributed to improving the quality of the policy. Opinions differed on the allocation formula to be applied for distributing the funds among the faculties and whether the levels of the government grant should be taken into account. The Joint Meeting ultimately agreed with the Executive Board's proposal to distribute the funds according to the standard allocation model.

The way in which the faculties choose to spend the student loan system funds must be in line with the core ambitions expressed in the Sector Agreement, which were distilled into the following five themes:

- more intensive and small-scale education;
- more and better supervision of students;
- focus on talent development, within and outside of the programme;
- suitable and high-quality teaching facilities;
- further professionalisation of lecturers.

Since the development needs of every faculty are different for each theme, the faculties are free to determine for themselves what proportion of the funds they will dedicate to the various themes. In accordance with the agreement with the CSR, each faculty must make this determination in consultation with the relevant faculty student council. The faculties must account for the allocation of their funds in an identifiable manner, to ensure retrospective transparency that the funds have been spent as agreed.

The Faculty of Science decided to spend most of its funds on the 'more intensive and small-scale education' theme. The Faculties of Humanities, Medicine and Social & Behavioural Sciences allocated a substantial portion of their budgets to 'more and better supervision of students'. The Faculty of Medicine and the Faculty of Economics and Business allocated the majority of their respective budgets to 'suitable and high-quality teaching facilities'. The theme of 'further professionalisation of lecturers' attracted the interest mainly of the Faculties of Humanities and Science (including Amsterdam University College).

Over the period 2015-2017 the UvA committed an additional €4 million per year, drawn from the reserves where necessary, to be spent on education as a 'pre-investment' of the student loan system funds. The UvA considers expenditure in excess of the standard allocation model to be a pre-investment of this type. Partly due to the time involved in reaching an agreement with the faculty student councils about how the pre-investments should be used, not all of this money could be spent before the end of 2017. The remaining €1.8 million was added to the student loan system funds for 2018.

Student financial assistance

In 2018, the UvA provided financial support to hundreds of students. A portion of this amount consisted of loans to 113 American and 5 British students. These loans were covered by the United States and the United Kingdom. The 584 Erasmus grants for outgoing students were covered by the EU, and 50% of the value of the 32 incoming and 47 outgoing Holland Scholarships was covered by the Ministry of Education, Culture and Science.

The UvA also provided just under €1.9 million in support from its general funds in 2018, under Sections 7.51 to 7.51h of the WHW (also known as the Profiling Fund). Of those funds, around €700,000 was earmarked for knowledge grants (known as Amsterdam Merit Scholarships and Orange Tulip Scholarships) for 57 incoming students from outside the European Economic Area (EEA).



30 MARCH

A team of chemists from the Rijksmuseum and Van 't Hoff Institute for Molecular Sciences uncovers new details about the ageing process in oil paintings



5 APRIL

Else Vogel, a former post-doctoral student in Anthropology, wins the 2018 Dissertation Prize with her doctoral thesis 'Subjects of care: Living with overweight in the Netherlands'

From the Profiling Fund, administrative body membership grants were then paid to around 900 students because they were members of student councils, programme committees or student or study society boards. Around 100 students received an allowance because they had fallen behind in their studies due to special circumstances, such as illness, disability or pregnancy; three students were awarded an allowance allowing them to engage in top-class sport, while 47 students received an allowance because they were taking a dual Master's degree with a workload greater than 60 ECTS.

Last but not least, approximately €4,000 from the Emergency Fund was granted to twelve individual students who needed assistance.

10 APRIL

UvA and AMC-UvA researchers Camille Creighton (History/Cultural Studies), Ralf Harskamp (Medicine), Mischa Huson (Medicine) and Hadassa Noorda (Law) receive Rubicon grants from NWO to conduct research at a foreign research institute

Broad range of UvA disciplines

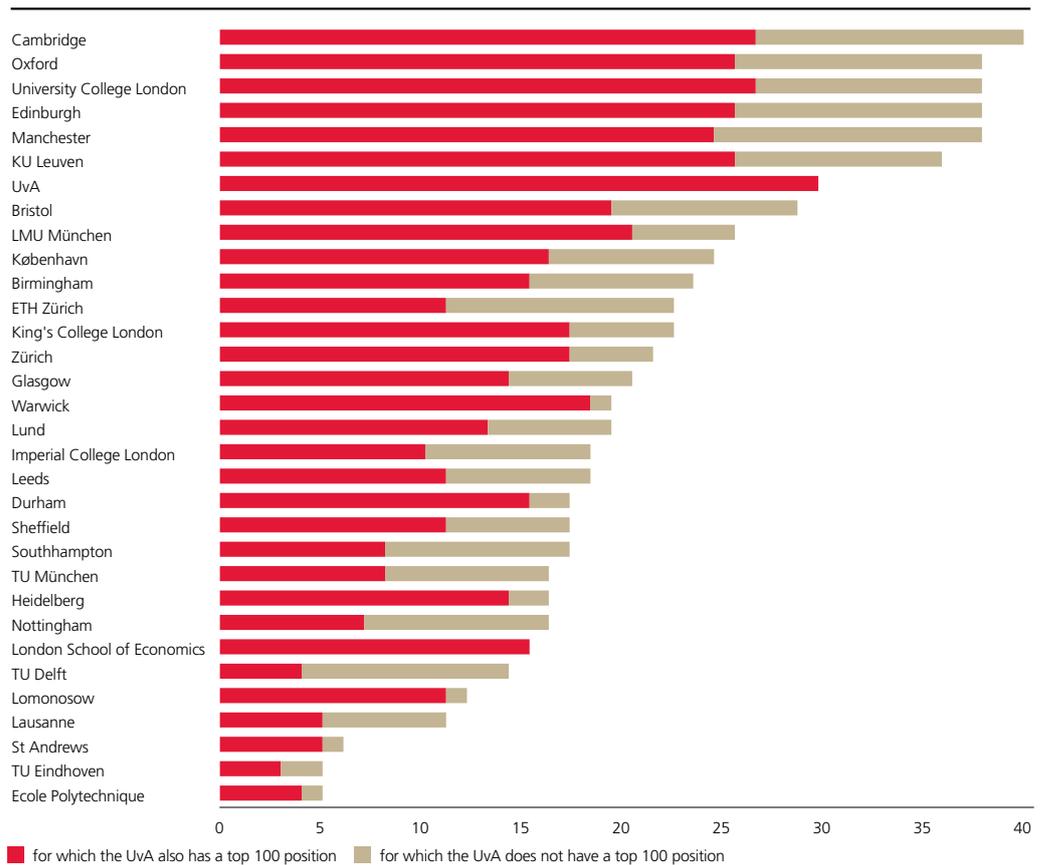
Quacquarelli Symonds (QS) publishes rankings for each of 48 academic disciplines. In the 29 disciplines listed in this table (February 2019 edition), the UvA was in the top 100 worldwide.

Places 1-20	Places 21-50	Places 51-100
<ul style="list-style-type: none"> • Anthropology • Communication & Media • Dentistry • Geography • Library & Information Management • Linguistics • Psychology • Sociology 	<ul style="list-style-type: none"> • Development Studies • Education • English • History • Law • Medicine • Philosophy • Politics and International Studies • Social policy and Administration • Statistics 	<ul style="list-style-type: none"> • Chemistry • Physics and Astronomy • Computer Science • Mathematics • Biology • Accounting and Finance • Archaeology • Business and Management • Economics and Econometrics • Modern languages • Theology and Religion Studies

Number of disciplines listed in top 100

This ranking enables a peer analysis of which universities are higher or lower than the UvA in terms of their profile. Of the European universities¹ in the top 100 of the QS ranking, the diagram shows in how many of 48 disciplines they appeared in the top 100 and how many of those disciplines matched the 29 disciplines listed above for which the UvA holds a top 100 position.

¹ QS does not provide a ranking by discipline for certain Parisian universities, so those universities are excluded from this graph.



10 APRIL

UvA professors Hal Caswell and Dennis Rodgers receive Advanced Grants from the ERC



3. Research

The research policy

In terms of research, the key ambitions of the UvA are to conduct high-quality research with social impact over the short or long term, attract more indirect government funding and contract research funding, exploit the full potential of interdisciplinarity and intensify collaboration.

To compensate for the imbalance between teaching and research in the government grant, the UvA has to exploit all possible funding options, including external funding from NWO and the EU and contract research funding. Traditionally, UvA researchers do a good job of securing individual grants and awards, but the UvA is less successful at competing for large project grants that require intensive and structural collaboration – such as the NWO Gravitation Programme or the National Research Agenda. As there is plenty of competition in the outside world, internally the UvA seeks to encourage collaboration rather than competition. The UvA can derive enormous benefit from teamwork and effective team composition in pursuit of a variety of goals, such as managing workloads or creating the right conditions for interdisciplinary research.

For that reason a new research policy document is being drafted, centred around the UvA's unique strength of combining strong science and medical faculties with the biggest and strongest arts, humanities and social science faculties in the country, and its symbiotic relationship with NWO, KNAW, Sanquin, NKI and VU Amsterdam. If there is one university in a good position to quickly respond to the changing and interdisciplinary requirements posed by social issues, that university is the UvA. In 29 of the 48 disciplines identified by the most popular ranking system (Quacquarelli Symonds, QS), the UvA is in the top 100 worldwide. In addition to Cambridge, Oxford and Paris, only four European universities appear more frequently in the top 100 than the UvA: University of Edinburgh, University of Manchester, University College London and KU Leuven.

In the area of international research collaboration, the UvA has expanded its existing partnership with the University of Edinburgh by signing a collaboration agreement focusing on cooperation in the following fields: Artificial Intelligence & Law; Logic, Cognition & Ageing; and Carbon Capture & Sustainability.

Research assessments

Every research unit (faculty, research institute or research group) is evaluated once every six years by an assessment panel based on the Standard Evaluation Protocol 2015-2021. This evaluation may be performed at a national level. The assessment panel consists of experts from the discipline concerned. The panel reads the self-evaluation written by the research unit and visits the institution(s) concerned to speak with executive staff, researchers, lecturers and PhD students associated with the research unit. The panel pays particular attention to the academic quality, social relevance and viability of the research unit. The chief aim of these assessments is to identify the academic quality and social relevance of the research and make improvements where necessary.

In 2018, six research units underwent assessments by an international panel, including the Institute for Logic, Language and Computation, the Amsterdam School for Cultural Analysis, the Amsterdam School of Historical Studies and the Amsterdam School for Regional, Transnational and European Studies. A number of research schools were also evaluated. The panels assessed the academic quality, social relevance and viability of the units as being either 'very good' or 'excellent'.



10 APRIL

Cell biologists from the Swammerdam Institute for Life Sciences unravel the germination strategy of bacterial spores



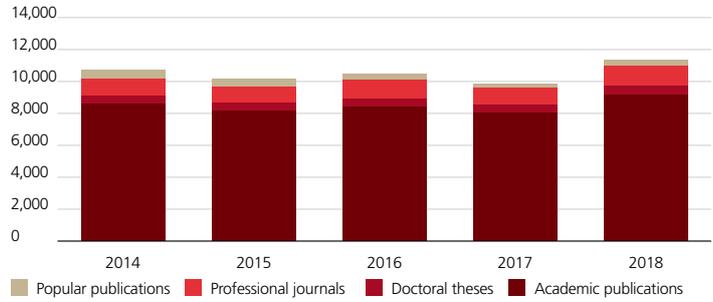
10 APRIL

A number of UvA researchers are part of the Dutch team working on the neutrino telescope KM3NeT, which receives an investment grant of €12.7 million

Development of research output

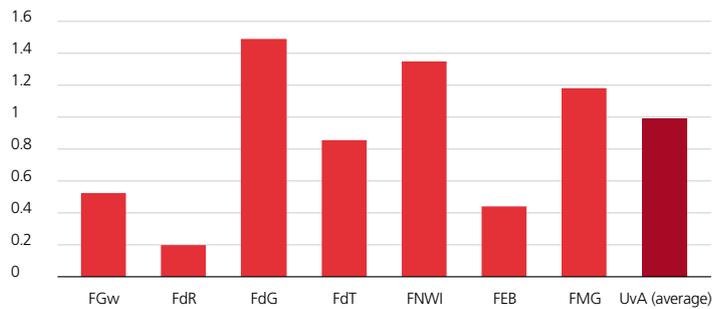
Number of publications

The graph shows the number of publications by the UvA including the Faculty of Medicine on the basis of the VSNU's university research indicators (KUOZ).



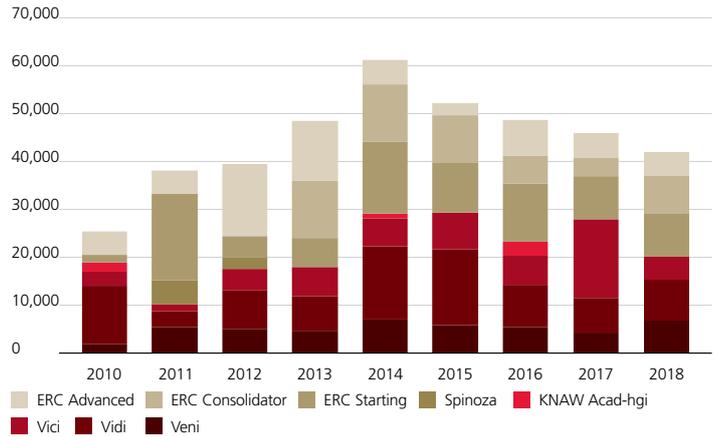
Number of doctoral theses supervised per full professor in 2018

The UvA conferred 535 doctorates in 2018. The graph shows that each full professor supervised an average of one doctorate, with considerable differences between the faculties.



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

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



16 APRIL

From Monday 16 to Friday 20 April the focus is on the well-being of students and PhD candidates during UvA Health Week



Priority areas

In 2008, the UvA began to identify a number of research priority areas, in relation to the national movement that aimed to bring a greater focus and critical mass to research. The priority areas were evaluated for the second time in 2017-2018. The overall picture was that these partnerships centred around academic quality, attracting and retaining international talent and raising external funds showed very strong results. Across the board, the funding was spent on high-quality research by excellent researchers.

Partly based on this evaluation and recommendations from the University Committee on Research (UOC), a review of the priority area policy was started in 2018. In the new policy, the priority areas form part of the research strategy of each faculty. At a central level, funds will be set aside each year for inter-faculty collaboration. Rather than being geared towards achieving focus and critical mass, the new policy focuses on interdisciplinary collaboration and innovation. With this in mind, the term priority area has been changed into Research Priority Area (RPA).

Doctorate conferrals and joint doctorates

In 2018, 535 doctoral theses were defended at the UvA. Women were again in the majority, with 298 women obtaining doctorates (56%) and 237 men (44%). It appears that the trend of more women obtaining doctorates than men is continuing. Of the 535 PhD graduates, almost 35% (186) were from foreign countries. The 'cum laude' designation was awarded in a total of 27 cases (5%).

In 2018, twelve joint doctorates were successfully completed with ten different partner universities in eight countries (including the Netherlands).

In November 2017, the Doctorate Board decided to grant *ius promovendi* to associate professors under certain conditions. In 2018, fourteen doctorates were conferred where *ius promovendi* had been granted to the supervisor or co-supervisor on the basis of this expansion.

In 2017, the UvA developed the tool of interdisciplinary doctoral positions to strengthen the connection between interdisciplinary education (the broad Bachelor's programmes) and research. In 2018, twelve requests for an Interdisciplinary Doctorate Agreement (IDA) were honoured.

To mark the 385th anniversary of the UvA, several commemorative grants for PhD candidates were awarded in 2017. Following a successful first round in 2017, a second round took place in 2018. Twelve applications were granted in total. The second round will run until 1 September 2019.

High-profile research projects

In 2018, an ERC Starting Grant (of around €1.5 million) was awarded to biologist Silke Allmann, astronomer Jayne Birkby, psychologist Wouter van den Bos and historian Alfrid Bustanov.

Four researchers received a Consolidator Grant (of around €2 million): Raquel Fernández for her research *Distributed Dynamic Representations for Dialogue Management*, Shanshan Lan for *The Reconfiguration of Whiteness in China – Privileges, Precariousness and Racialised Performances*, Benjamin van Rooij for *Homo Juridicus: Correcting Law's Behavioural Illiteracy* and Colin Russell for *Navigating the Evolutionary Routes of Influenza Viruses*.

The Advanced Grants (€2.5 million) for the 2018 instalment were not announced until early 2019. Jan de Boer received one for his research project *Can I See Quantum Gravity?* and Daniel Bonn received one for *Probing Stresses at the Nanoscale*.

Eight researchers were awarded Marie Curie-Skłodowska Grants worth €180,000 by the EU to gain research experience abroad. Three UvA researchers received a Vici grant from NWO in 2018 of up to



19 APRIL

UvA teaching professionals Ilja Boor, Gaston Franssen and Lisa Gaikhorst receive a Comenius Senior Fellow grant of €100,000 for innovation in their programmes



19 APRIL

UvA Professor Connie Bezzina is elected as a member of KNAW

Consuela Cambridge
Chemistry and teacher-training programme alumna



24 APRIL

UvA physicist Corentin Coulais is nominated by New Scientist magazine for the title of Science Talent 2018

APRIL

€1.5 million each: neurologist Diederik van de Beek for his research *New Treatment for Bacterial Meningitis*; psychologist Denny Borsboom for *Network Theory* and cellular biologist Jaap van Buul for *Gatekeepers of the Vasculature*.

NWO awarded Veni grants to 27 UvA and AMC-UvA researchers in 2018, as well as Vidi grants to 11 researchers. The Veni grant of up to €250,000 is awarded to recent doctoral graduates, who are free to use the amount to develop their own research concepts over a three-year period. The Vidi grant is an amount of up to €800,000, which recipients may use to establish their own research group or develop a new line of research.

The KNAW appointed the physician Connie Bezzina as a new member.

UvA Institute for Advanced Study

The UvA Institute for Advanced Study (IAS) was set up in the summer of 2016. The Institute supports researchers to work on complex scientific issues and societal challenges, unrestricted by the boundaries between individual disciplines. The IAS focuses on large-scale research questions that require an integrated, systemic approach to understand the effect of possible interventions. This requires a new way of doing research that cuts right across the arts, humanities, science and social sciences.

The IAS has been fully operational since January 2018, which has created a new dynamic in the institute. In 2018 the IAS organised more than fifty events in total, ranging from think tanks, lectures and networking events to slow science days. The aims included promoting synergy and the exchange of knowledge, creating new research methods and ideas, and forging new research partnerships.

The IAS has a fellowship programme which gives guest researchers an opportunity to work in Amsterdam for a period of time (2-6 months). In 2018 a total of fourteen research fellows were associated with the IAS: five UvA researchers, three external researchers from the Netherlands and six external researchers from abroad. There are already nine alumni from the fellowship programme.

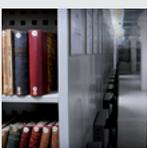
The results of the fellows' activities include the acquisition of research funding (indirect government funding and contract research funding), long-term research partnerships, new networking relationships and various articles in high-impact journals.

Academic integrity

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

Each year, this committee renders account on behalf of the University in its publicly-accessible annual report. This annual report discusses the complaints on which the committee has issued recommendations. It also contains a summary of these complaints and the manner in which they were handled by the committee. All cases that were deemed admissible by the committee and prompted recommendations to the Executive Board are posted on the VSNU website in anonymised form. In 2018, the Executive Board made decisions in three cases of complaints; all three complaints were declared to be unfounded.

During 2018, the faculties put in a great deal of work in response to the advisory report of the Academic Integrity Working Group, under the leadership of Professor Frans Oort; the report was published in late 2017. The faculties now have appropriate policies covering all aspects on which the



25 APRIL

Arjen Versloot, UvA professor of Germanic Linguistics, discovers a 17th-century text from Amsterdam which shows the use of the Frisian language in Holland, shedding new light on linguistic history



26 APRIL

The Innovation Centre for Artificial Intelligence (ICAI) opens at Amsterdam Science Park

2018 Annual Report of the Confidential Advisers for Academic Integrity

I. Foreword

The University of Amsterdam endorses the principles of the Netherlands Code of Conduct for Scientific Practice (Association of Universities in the Netherlands (VSNU)), 2004, as amended in October 2014. In accordance with the National Model Regulations for Complaints Regarding Academic Integrity, the UvA drew up its own academic integrity complaints procedure, based on the VSNU's Code of Conduct, in 2013. In 2018, the UvA appointed five Confidential Advisers for Academic Integrity, to serve at the ACTA, AMC-UvA, City Centre, Roeterseiland and Science Park campuses. They are:

- City Centre Campus: Prof. Frans Grijzenhout
- Roeterseiland Campus: Emeritus Prof. A.M.B. de Groot
- AMC-UvA: Prof. E.T. van Bavel (temporary replacement for Prof. Hanneke de Haes)
- ACTA: Prof. C. van Loveren
- Science Park: Prof. J.A.E.F. van Dongen

This ensures adequate representation for the various fields of research at the UvA (Arts & Humanities, Science, Social Sciences and Medicine). The confidential advisers have expertise in one of these fields, but work institution-wide; staff, students and other interested parties can consult a Confidential Adviser from a different discipline/campus if they wish.

The confidential advisers act as contact persons for queries and complaints regarding academic integrity, provide advice on integrity-related matters, seek to mediate or arrive at some other amicable solution and/or inform the complainant regarding the procedure for submitting a complaint to the Academic Integrity Committee.

II. Cases handled

The UvA Confidential Advisers handled a total of fifteen cases over the course of 2018.

These cases concerned allegations of:

- i. incorrect presentation of the nature and subject of research projects or of the researcher's degree of independence (four complaints);
- ii. ownership of resources and authorship (two complaints);
- iii. disputes regarding the objectivity and interpretation of data, or regarding a researcher's degree of independence (three complaints);
- iv. plagiarism by a foreign researcher (one complaint);
- v. the wrongful publication of data (one complaint);
- vi. plagiarism and the appropriation of intellectual property (three complaints);
- vii. views on an issue in the public domain (one complaint).

They issued fifteen substantive opinions in relation to these cases, and were involved in the proceedings in all cases.



4 MAY

The Amsterdam university incubator ACE is voted the No. 1 incubator in the Netherlands by the Emerce journal

report provided clear advice. In 2018, the faculties assessed their existing policies and developed new policies where necessary, using the criteria and relevant paragraphs from the advisory report. This included the following aspects:

- embedding academic integrity in all phases of education,
- academic integrity in training for PhD candidates and other staff,
- research questions,
- dealing with research participants,
- data analysis and reporting,
- research data management, in consultation with the specified expert group,
- the use of texts and ideas,
- authorship,
- communication about research with the wider public, and
- assessment of manuscripts and research proposals.

The inset box sets out the annual report of the Confidential Advisers for Academic Integrity.



5 MAY

Birte Forstmann, UvA professor of Neuroimaging in Cognitive Neuroscience, receives the ERC Proof of Concept grant for her research into the subcortex



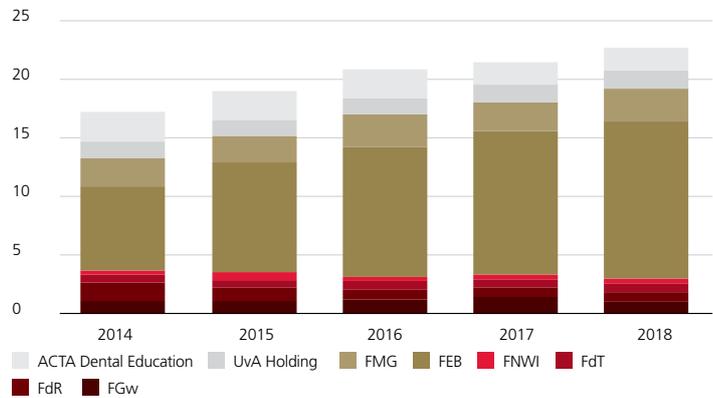
7 MAY

A team of Earth Sciences alumni and UvA Master's students win the international *GBDX for Sustainability Challenge*

Valorisation indicators 'people'

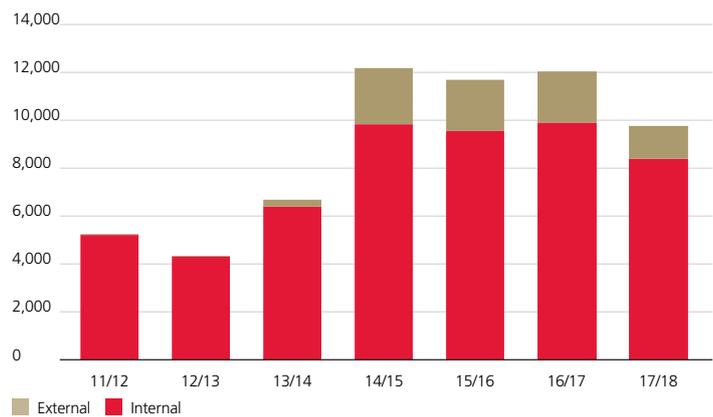
Contract teaching at the UvA (x €1 million)

The graph shows revenues from contract teaching (non-government-funded education) for each faculty. The Amsterdam Business School and ACTA Dental Education generate the greatest revenues in this segment. Since 2016, the Amsterdam Institute for Lifelong Learning in Education (CNA) is no longer part of the UvA Group and has therefore been left out of the graph, as has the Sports Centre revenue.



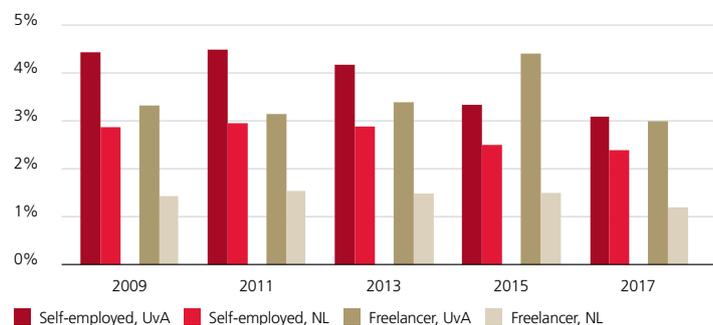
Credits obtained for entrepreneurship-related subjects

The graph shows the number of credits obtained by UvA students within and outside of the UvA for subjects in the area of entrepreneurship. In 2017-2018, this concerned courses completed by 630 students.



WO Monitor: students starting their own business

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



14 MAY

Research by an international team led by UvA linguistics researcher Frank Seifart shows that using nouns makes people speak more slowly



17 MAY

Ate Kloosterman, Special Chair of Forensic Biology at the UvA, is named Knight in the Order of the Netherlands Lion

4. Innovation

Valorisation policy

The law defines the transfer of knowledge for the public good as a university's 'third' statutory duty. However, the UvA views this aspect as an integral part of its primary teaching and research tasks, in a two-way interaction with the demand side. This means knowledge utilisation does not take place at a separate location, but is integrated into the work carried out by the schools, colleges and research institutes. The creation of the Innovation Centre for Artificial Intelligence (ICAI) at Amsterdam Science Park is a great example of the integration of teaching and research with space for start-ups and more established companies.

Knowledge utilisation creates synergy and leads to the improvement of teaching and research. Naturally, academic research and the education of new generations represent the University's most important contributions to the future of our world, in terms of both economic and general value. The increasingly central position of universities in today's knowledge society has also intensified our focus on the direct application of knowledge and the importance of a lively knowledge cycle. This development is reflected in national policies in the form of a greater focus on the priority sectors, and regional alliances with the municipality and the business community within the Amsterdam Economic Board.

In 2018, the UvA Regulations Governing Knowledge Utilisation came into effect. These regulations stipulate the areas in which the UvA will seek to work with companies and other third parties in its environs. Knowledge exploitation occurs when a third party obtains the rights to knowledge that was developed at the University. To ensure knowledge exploitation happens successfully, it is sometimes necessary to protect the knowledge with patents or confidentiality agreements. However, the UvA wishes to prevent others from making the knowledge exclusive: in principle, knowledge developed at the UvA is at least partly financed with public funds and should therefore be publicly available.

IXAnext: A Talent for Innovation

Innovation Exchange Amsterdam (IXA) is a partnership between the Technology Transfer Offices of Amsterdam's universities, teaching hospitals and universities of applied sciences. In addition to ongoing programmes, in 2016 IXA initiated a new valorisation programme in collaboration with the municipality of Amsterdam and the NWO institutes AMOLF and NIKHEF. The programme, *IXAnext: A Talent for Innovation*, aims to give a major boost to entrepreneurship, innovation and valorisation. It also aims to promote enterprise and entrepreneurship in teaching and research.

Various initiatives have been launched within the programme framework. For example, innovation labs have been established at Amsterdam Science Park (ASP) and the VU Amsterdam campus. These labs enable the universities to provide companies with access to lab space, scientific supervision and research facilities, giving them the opportunity to make use of the latest scientific expertise. Within the Demonstrator Lab, a facility for Amsterdam students and researchers in Physics at the VU Campus, a fund was made available in 2018 through the Physics-to-Market Grant and the Flagship Grant to further develop new ideas for the business sector.



18 MAY

UvA biologists discover a new male variant of the bulb mite: the 'mega-scrambler'

Valorisation indicators 'results'

IXA SUPPORTED VALUE CREATION FROM UvA RESEARCH

57	Screening of new ideas
46	ERC grant applications
7	Invention disclosures * Science and Innovation Award applications
9	IP licence contracts
7	Patent application
4	Physics2Market Grants
1	APCA
6	New ventures established
2	Proof-of-concept funding
€335,000	Total amount of proof-of-concept funding
13	Breakfast workshops

AMSIA FINALISTS 2018

AMSIA is the Amsterdam Science & Innovation Award, an annual competition for the most innovative research-based idea with a social and/or commercial application.

The competition is organised by IXA, in collaboration with the municipality of Amsterdam, the NKI and Amsterdam Science Park.

André Baart

Kasadaka: A Voice-Service Platform to Bridge the Digital Divide

Berno Bucker

Attention Architects: Eye-Tracking Research in the Outside World and Mixed Reality

Oscar Franken

Experimental Setup to Simulate Effects of Climate Change on Ecosystems

Wouter Potters & Jonathan Coutinho (winners)

EEG Controlled Triage in the Ambulance for Acute Ischemic sStroke (ELECTRA-STROKE)

Adriana Zekveld

The First Listening Effort Test

IMPACT AWARD 2018

The Impact Award is bestowed on Amsterdam-based researchers who make a significant contribution to society through their research.

Erik Scherder from VU Amsterdam

Peter Weijs from the Amsterdam University of Applied Sciences

Philip Scheltens from the AMC-UvA

Sophia Kramer from the VUmc

Marcel van Herk from the Antoni van Leeuwenhoek Hospital

René Bernards from the Antoni van Leeuwenhoek Hospital



21 MAY

UvA physicist Ellen Backus receives the Nernst-Haber-Bodenstein Prize

MIA

Incubators have also been created, offering students and researchers support in their efforts to launch and expand their own companies, both at physical on-campus spaces and through entrepreneurship programmes. In 2018, the Venture Lab Humanities pilot was evaluated and extended for a further four years.

Development was also begun on the Law Hub at Roeterseiland. This hub stems from a legal experience education programme, the Amsterdam Law Practice. Students work under supervision on small legal cases in a free legal advice clinic or on larger legal cases in the Amsterdam Law Clinic, in collaboration with social organisations. In addition to investments by the knowledge institutions themselves, the municipality has earmarked €2 million in subsidies over the next five years in support of the Law Hub.

Academic Proof of Concept Fund Amsterdam

In 2016, the municipality of Amsterdam made financial resources available through IXA for the Academic Proof of Concept Fund Amsterdam (APCA). This fund, which is managed by IXA, offers employees and external partners of IXA-affiliated knowledge institutions the opportunity to conduct a conceptual, social, technological and/or economic feasibility study (proof of concept) for their innovative idea or invention. The study will indicate whether the idea or invention can be made marketable. Applications can be submitted up to a maximum of €5,000, of which the first half is provided in the form of a loan with the applicant responsible for raising matching funds. In 2018, three UvA feasibility studies were financed through APCA.

Amsterdam Science & Innovation Award

In 2018, IXA organised the thirteenth edition of the Amsterdam Science & Innovation Award, featuring an expert jury led by Professor Barbara Baarsma. This annual event is used to scout for ideas and innovations that can be commercialised. Entrepreneurship plays a key role here; in addition to meeting a need, the idea must also be implemented in practice. The competition is open to researchers and students from all Amsterdam-based knowledge institutions. In addition to the higher education institutions, NKI/AvL, Sanquin, Amsterdam Science Park and the municipality of Amsterdam also took part in the alliance.

In 2018 there were fifty submissions for the award, culminating in a well-attended final with an audience of 175 visitors. During the final, there was an exhibition of around twenty portraits of successful scientists affiliated with the Amsterdam-based knowledge institutions.



22 MAY

Action group Humanities Rally organises a Night of Protest at the Oudemanhuispoort against budget cuts and increasing workloads



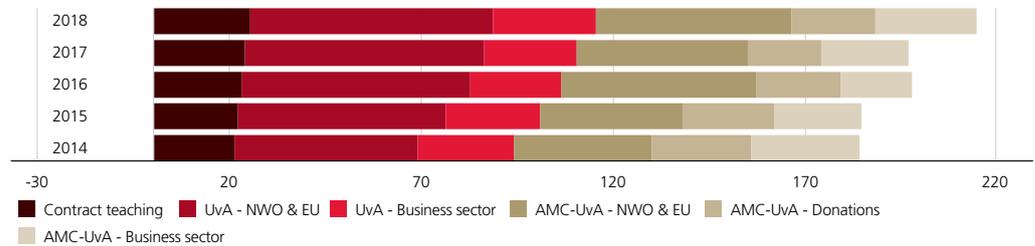
24 MAY

UvA Psychology lecturer Jessie Koen receives a grant from the Gak Institute to carry out research over the next four years into the psychology of increased flexibility in the labour market

Valorisation indicators ‘collaboration’

Development of external income, x €1 million, UvA group

The graph shows external revenues from teaching and research, including the FdG, AMR and group companies (UvA Holding, ACTA Holding, SEO).



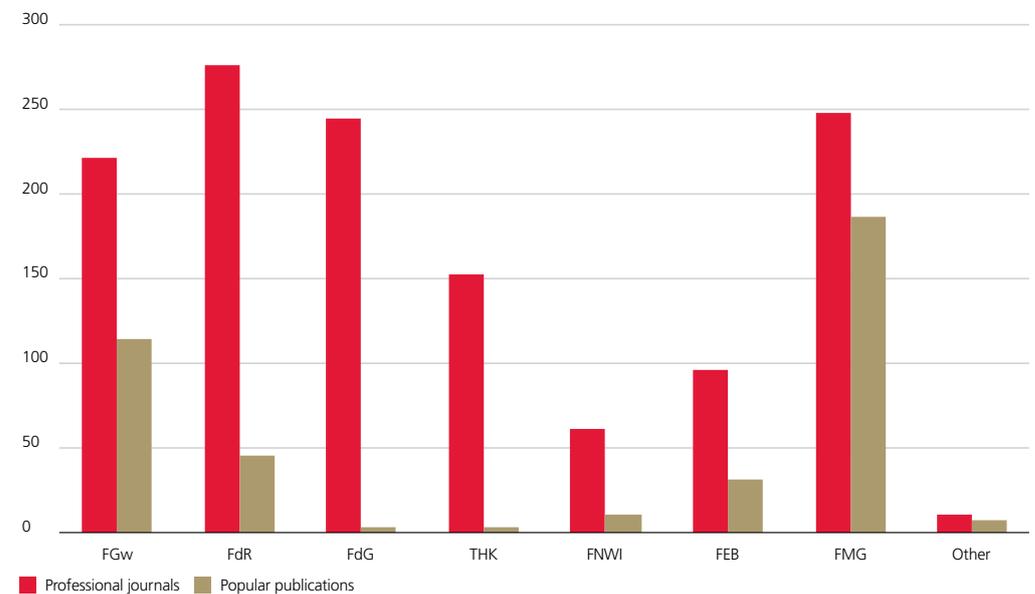
Scientific collaborations

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

SCIENTIFIC COLLABORATIONS	2015	2016	2017	2018
% co-publications with other institutions	82.6%	83.7%	85.1%	86.2%
of which international	52.4%	53.9%	53.5%	57.7%
of which business sector	5.7%	5.8%	5.6%	6.3%

Publications for a wider audience, 2018

The graph shows the number of professional and popular publications (classification in accordance with VSNU definition) per faculty. These are publications intended for a professional and general audience. At this stage, the FdG does not record the number of popular publications.



28 MAY

Eighty students and four lecturers from the Human Geography and Urban and Regional Planning programmes research the reception of asylum seekers in Winterswijk



Social impact of the Arts, Humanities and Social Sciences

The UvA is a broad-based university that is highly regarded internationally in the fields of the arts, humanities and social sciences. Different benchmarks are used to measure the added social value of research in the arts, humanities and social sciences to those used in scientific and medical research. In 2018, an internal study was performed to develop these benchmarks further.

Among other things, this study looked at how researchers interact with the target group. The study revealed that UvA researchers use a wide range of 'social products', such as lectures, presentations and articles in the media, professional publications, blogs, forums, workshops and reports. It also showed that policymakers and professionals (in other fields) are important 'customers' of research results. The general public is another key target group.

Although the social effects of research cannot always be measured, researchers have identified: changes in the practices of professional practitioners, the introduction of new methods and ways of working for professionals, an increase in understanding or awareness of a certain subject and evidence-based policy development. The study also looked at social recognition of academia, including invitations to deliver lectures and membership of social administrative bodies, boards and network organisations.



31 MAY

An international team, whose leaders include UvA neuroscientist Frank Jacobs, identifies a unique human gene family that appears to play an important role in the development of the cortex



1 JUNE

Eleven experienced UvA and AMC-UvA researchers receive Vidi grants worth €800,000 from NWO

5. Sustainability

The UvA's sustainability policy

The concept of 'sustainable development', as described some thirty years ago in the UN report *Our Common Future*, is more relevant than ever: '(...) development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Education, research and valorisation are used at the UvA to build a sustainable future based around awareness and the latest scientific developments. The Central Student Council is a constructive partner for the UvA in these efforts.

The UvA has identified four focal points for its responsibilities and activities:

- sustainability in the range of degree programmes offered;
- sustainability in research priority areas and chairs;
- raising awareness of sustainability issues among all students and staff, e.g. through UvA Green Office's debates and lectures;
- sustainability in operational management.

Sustainability in the updating of the Strategic Plan

In view of the urgency of sustainability issues, in the midterm review of the 2015-2020 Strategic Plan in 2018 the UvA set the following ambitions: 'The UvA wishes to take on a pioneering role and develop a clear, ambitious vision of sustainability concepts that is reflected in all aspects and layers of the organisation (...) the UvA will pursue sustainable development goals in its day-to-day practice, from services to teaching and from the campuses to research.'

To realise these ambitions, the UvA has identified the following specific actions for the remaining duration of the Strategic Plan:

- We will set up a sustainability programme that spans teaching, research, impact and operational management and that has a clear and ambitious vision, shared goals and concrete strategic development.
- We will set up a staff unit that will be responsible for and equipped to implement this programme, and that will help inject sustainability into all UvA policies.
- Successes and initiatives in the area of sustainability will be regularly communicated to staff and students; a 'sustainability dashboard' will provide a visual representation of the implementation of the programme and of sustainability at the UvA.
- A platform will be set up where students and staff can express ideas and opinions about the implementation of sustainability.



1 JUNE

Professor Rolf Bak wins the ISRS Award for his worldwide research into coral reefs over the past forty years

Sustainability in education, research and valorisation

The UvA produces graduates with specialised knowledge of sustainability issues. We offer education on this subject throughout all phases of our programmes. Our courses include both general and more specific modules on sustainability issues. These modules are often organised by the Institute for Interdisciplinary Studies (IIS). The IIS's courses are open to students from all faculties, as well as staff members and interested parties not affiliated with the UvA.

Degree programmes with a significant sustainability component include the Bachelor's in Future Planet Studies, the minor programme in Science for Sustainability and the Master's in International Development Studies. Sustainability is also included in the curriculum of various other degree programmes, such as the Business Administration programme.

UvA Green Office

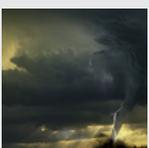
The UvA student Green Office initiative opened its doors in 2016. In 2018, this organisation contributed to making the University more sustainable by organising the Sustainable Fashion Event, the Urban Food Symposium and various lectures, and by initiating an Honours course on increasing sustainability in collaboration with secondary education networks. It also arranged for students to participate in sustainable projects in the city and dared them to change their behaviour through a series of challenges. Finally, a new list of sustainable UvA degree programmes and modules was drawn up, and the Green Office committed to ensuring more sustainable operational management, for instance by coming up with better ways to separate waste.

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

UvA spin-off Photanol building a demonstration factory with AkzoNobel in Delfzijl

In 2018, Photanol BV announced that it wants to build a factory where the production of organic compounds from CO₂ and sunlight can be tested on an industrial scale. Photanol is a spin-off formed in 2008 by UvA Ventures Holding and the FNWI's Swammerdam Institute for Life Sciences. The company's focus is on developing chemicals that can be efficiently and sustainably produced with the help of cyanobacteria, which use sunlight and CO₂ as raw materials. The goal is to manufacture biofuels, biochemical products and semi-finished goods that meet 21st-century sustainability and energy-efficiency requirements.

The UvA has incorporated the themes of *A Sustainable Future* and *The Future of Europe* into an agenda aimed at developing solutions for urban regional economic, social, technological and logistics issues. The UvA itself provides a testing ground for research and concept proofing by students and employees. For instance, some of the UvA's supplies are delivered by electric vehicles from a warehouse on the outskirts of the city.



4 JUNE

UvA physicists and the research institute AMOLF capture light in the eye of the storm



5 JUNE

Thirty talented young UvA and VU Amsterdam researchers start the Amsterdam Young Academy (AYA)

Sustainability in operational management

As a public institution that seeks to lead by example, the UvA has defined a number of key sustainability targets. These targets were selected based on the type of institution that a university is, taking account of the structure of our environmental footprint, laws and regulations, and the options for reducing our environmental impact in an effective and cost-efficient way.

Our targets for sustainability in operational management are:

- a 2% annual reduction in energy consumption relative to 2005;
- an 85% reduction in CO₂ emissions per student by 2020, relative to 2010;
- sustainable construction and renovation: circular and energy-efficient, the aim is to be energy neutral in new constructions and renovations;
- a reduction in material flows, including waste, or an increase in their sustainability;
- use of our own campuses as a testing ground for sustainable innovations.

Performance assessments will be linked to these targets. When measuring our performance, we try to calculate our footprint per student or per staff member. This helps ensure that our imprint is more 'tangible' and comparable in the event of institutional shrinkage or growth.

Energy efficiency, CO₂ reduction and sustainable electricity generation

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

The UvA measures energy efficiency on the basis of its primary energy consumption, the sum total of gas consumption and the primary energy equivalent of electricity consumption. The UvA's primary energy consumption was 9% lower in 2018 than in 2005. This decline is relatively modest due to the considerable growth of our institution over this period. If we correct the figures to account for the UvA's growth by dividing energy consumption by the number of students, it is clear that our energy efficiency improvements exceeded the target in the Energy Efficiency Plan: our primary energy consumption per student dropped by 35% over the period 2005-2018.

The UvA's primary energy consumption was 0.9% lower in 2018 than in 2017. With virtually the same number of cold days as in 2017 but a hot summer, the impact of the weather was mainly noticeable in the slight increase in electricity consumption of 0.5%. This increase can be partially attributed to better use of the heat pump in the central energy facility at the Roeterseiland campus. Partly due to the use of this heat pump, gas consumption fell by nearly 7%.

By 2020, the UvA aims to have reduced its CO₂ emissions per student by 85% compared to 2010. At 157 kilos per student, emissions in 2018 were 83.7% lower than in 2010, and 7.5% lower than in 2017. The greatest decrease compared to 2010 figures was achieved through energy efficiency measures, and – more significantly – the transition to wind power in 2013, which means our energy consumption no longer has an impact on our CO₂ emissions.

In the summer of 2016, we had solar panels installed on the roofs of the Amsterdam Business School (ABS), Faculty of Science and AUC buildings. In 2018, we put a contract out to tender for installing solar panels on the roof of the REC J/K Building. These panels will be installed in 2019.



8 JUNE

A demonstration at the REC against budget cuts ends in eviction by the police, after activists refused to dismantle the camp they had set up



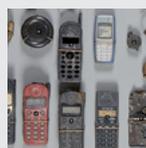
12 JUNE

David Dalenberg, alumnus of International and European Law, wins the 2018 UvA Thesis Prize for his research into preventing discrimination through targeted job ads

Remieg Aerts
Professor of Dutch History



JUNE



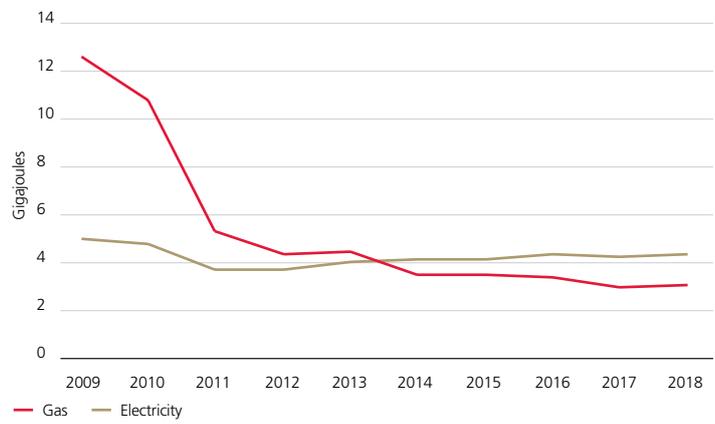
15 JUNE

Under the leadership of urban archaeologist and UvA Professor Jerzy Gawronski, archaeologists make around 700,000 finds during construction of the North-South Line

Data on environmental impact

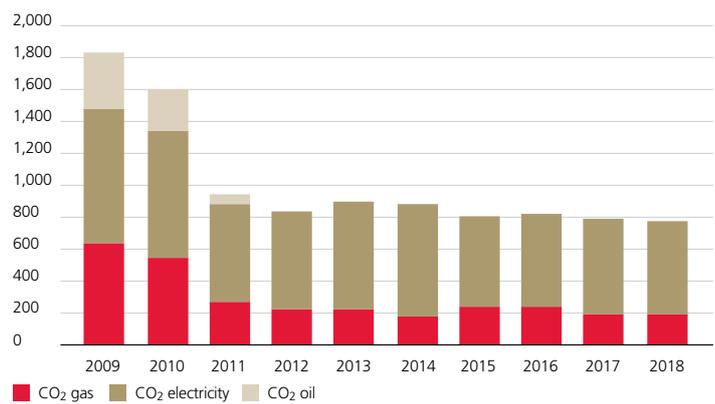
Energy consumption per student in GJ

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



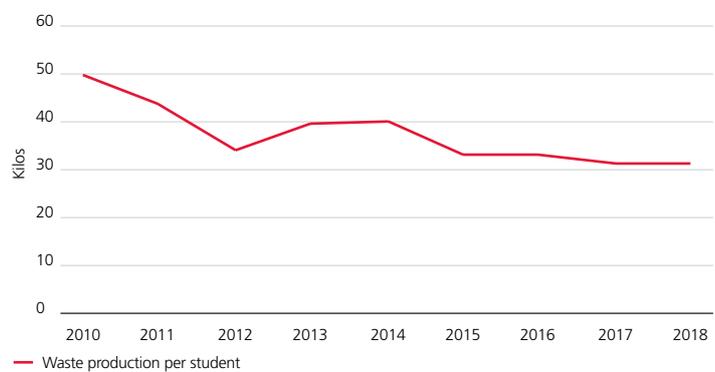
CO₂ equivalent in kg/student

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



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.



26 JUNE

PhD candidate Lianne Cremers makes a documentary about her doctoral research into TBC



To achieve more significant energy savings, in 2017 the UvA sought bids for the management and maintenance of its premises through an innovative energy performance contract, whereby the contracting party is contractually bound to further reduce our energy consumption. This contract was supposed to start in 2018, but required an expansion to cover the availability of measurement data. The contract aims to reduce our energy consumption by at least 7.5% in the first and second year, and by 2.5% per year thereafter. Alongside this contract we have also invested in other energy-saving measures, such as more efficient ventilation control in the fume cupboards, insulation of fittings and LED lighting.

Procurement

In 2018, the UvA participated in circular procurement. This project was an initiative of the Amsterdam Economic Board. Its aim was to give a boost to circular procurement in the Amsterdam Metropolitan Region, meaning that the raw materials in products that have reached the end of their useful life should be reused as much as possible. The first tendering procedures, including for service bicycles, office supplies and office furniture, have been started or were recently completed. More circular projects will be launched over the next few years. Moreover, the requirements and (in some cases) sustainability criteria of the Dutch government were applied this year in various European tendering procedures.



12 JULY

'A failure to invest in education and research is mortgaging our future' writes the UvA Executive Board in a direct letter to the Ministry of Education, Culture and Science



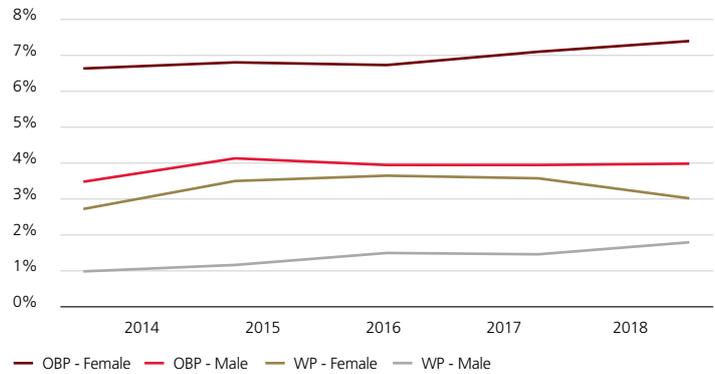
12 JULY

The UvA recruits four new university professors to study the impact of artificial intelligence

Key social policy figures

Absences due to illness for academic staff (WP) and support and management staff (OBP), excl. FdG

Absences due to illness among academic staff totalled 2.3%, with the figure for support and management staff at 6.0%. The graph shows the development in the rate of absences due to illness in recent years.



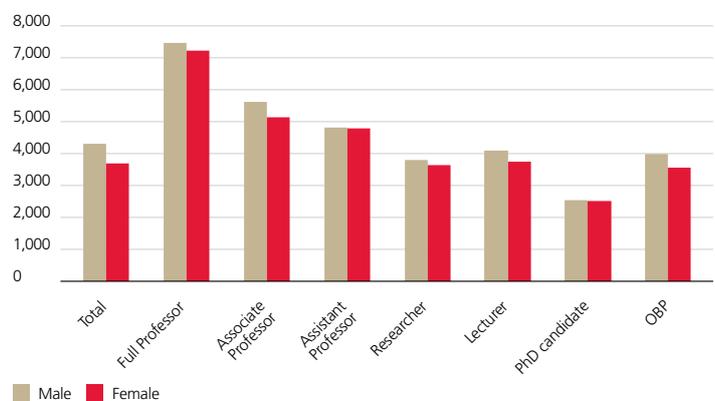
Women high on the salary scale

The graph shows the development in the percentage of women in the top 10% of the highest-ranking positions. For academic staff, this equates to around 300 positions at Scale 15 or higher (nearly all of which are professorships). For support and management staff, there are around 145 managerial and senior positions at scale 13 or higher.



Average gross salary per month per FTE, in euros, excl. FdG

The graph shows the remuneration ratio between men and women by type of position for the UvA as a whole in 2018. There is hardly any difference (less than 10%) for most positions. In instances where there is a difference, this is generally due to differences in age. The fact that the difference for the UvA as a whole is 18.0% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



16 JULY

Twenty-seven UvA and AMC-UvA researchers who recently obtained their doctorates receive Veni grants from NWO worth up to €250,000



19 JULY

Evelien Gans, emeritus professor of Contemporary Judaism, its history and culture, dies

6. Human resources policy

The strategic HR agenda

After establishing the policy plans for career development, annual consultations, leadership development and strategic personnel planning, in 2018 human resources policy was devoted to implementing these plans. The basic principle behind the UvA's career development policy is that employees should be provided with as much clarity as possible about their career prospects and be empowered to have more control over their careers.

In 2018, we looked at how the balance between the valuation of teaching and research could be improved. In addition, we considered improvements to the career prospects of beginning academics on temporary contracts. In this regard, we have created a Tenure Track Toolbox and a Career Events Guide. For support and management staff the emphasis is on talent development, long-term employability and mobility. Examples from sub-projects for 2019 include: strengthening the internal labour market and offering a talent programme for support and management staff. In the context of learning and development, in 2018 the GoodHabit online learning platform, featuring more than a hundred online training modules, was made available to all UvA staff. Already, 1,500 staff members have completed more than 5,400 modules.

A key component of achieving a good HR policy is the performance review cycle. Supervisors and employees have informal conversations throughout the year about how things are going, while the annual performance review consultation is an opportunity to explore in greater depth the employee's motivation and working conditions, current tasks, future advancement and career prospects. In 2018, the UvA introduced a new style of annual consultation. Annual consultations should focus on the future, with a reflection on the year that has gone. In the annual consultation supervisors and employees should try to have an open dialogue, which should result in clear conclusions and specific agreements. The Faculties of Law, Science, and Social and Behavioural Sciences have already started implementing the new style of annual consultation; the shared service units, executive staff and Faculties of Humanities and Economics and Business will follow suit in 2019.

The other key component of the HR policy is leadership development. A good supervisor creates an inspiring, safe environment and an engaging vision for the discipline. For this reason, one of the UvA's focuses is on developing and maintaining leadership skills. In this context, the first course in the Academic Leadership programme for department chairs, College/Graduate School directors and research directors has been completed, and the second edition of this course is underway. Meanwhile, we worked on expanding the range of leadership options for other academic staff and for support and management staff.

Greater attention is being given to what 'good leadership' means in terms of achieving teaching and research objectives; this increased attention is reflected in decentralised induction programmes for new supervisors, and themed meetings and networking events for all supervisors.

The application of a form of strategic personnel planning (SPP) is a way of anticipating developments and the mix of staff over the medium term. The goal is to either introduce or professionalise the practice of working with SPP in each unit. The year 2018 was spent on gaining experience with the implementation of SPP. The focus was on organisational units where the need for SPP was greatest. Three SPP pilots were run: at the Faculty of Law (for academic staff), the Faculty Office of the Faculty of Social and Behavioural Sciences and the Administration Centre. These pilots will be evaluated in 2019.



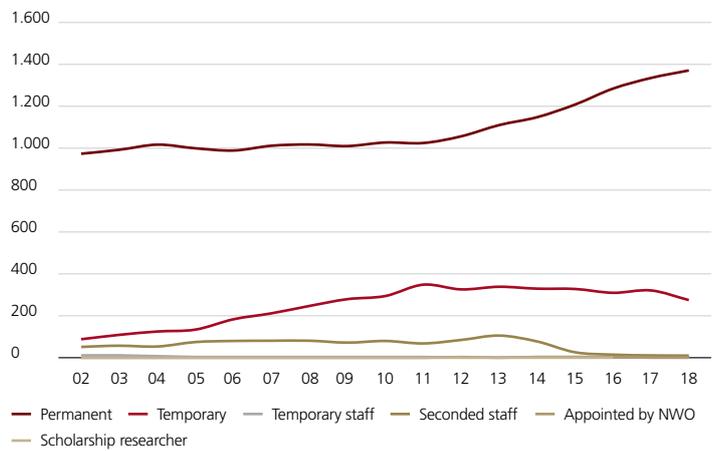
23 JULY

Physicist Peter Schall and chemist Peter Bolhuis receive a NWO Project Space Grant for their proposal 'Activating viscoelastic colloidal architectures'

Temporary appointments in teaching positions

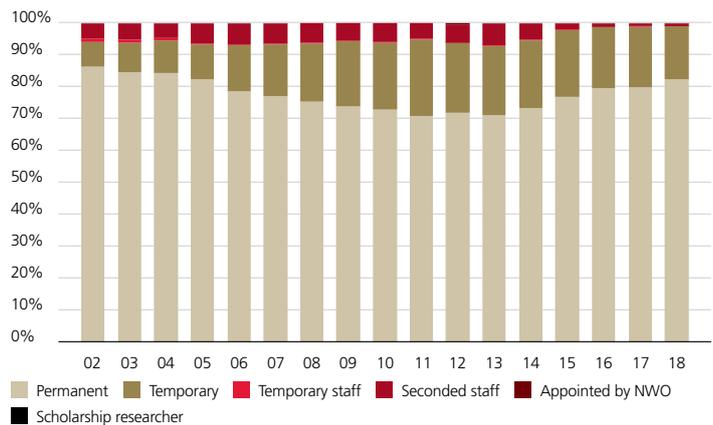
Teaching staff at the UvA by type of employment contract, excl. FdG

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



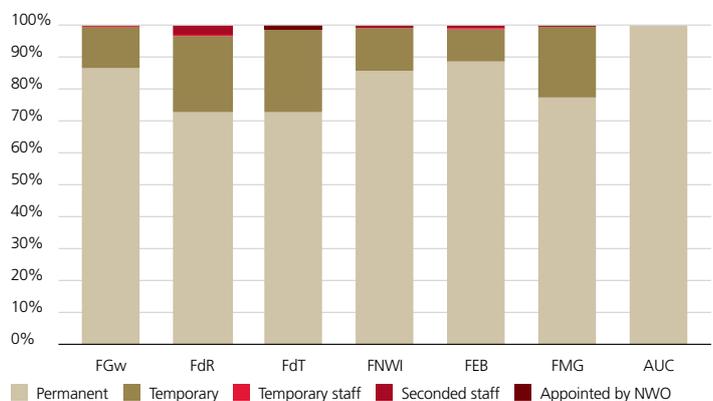
Teaching staff at the UvA by type of employment contract, excl. FdG

The graph shows the distribution of the number of FTEs in the ranks of full professor, associate professor, assistant professor and lecturer for the various contract types.



Temporary teaching staff by faculty, excl. FdG

The graph shows the distribution of the number of FTEs in the ranks of full professor, associate professor, assistant professor and lecturer for the various contract types, by faculty (reference date: end of 2018).



24 JULY

Edo Dooijes, curator of the UvA Computer Museum since retiring in 2001, dies



8 AUGUST

UvA researchers Silke Allmann, Jayne Birkby, Wouter van den Bos and Alfrid Bustanov receive Starting Grants from the ERC

Workload

In parallel to the above initiative, the 'Managing your workload' programme is being run in 2018 and 2019. It consists of four lines of action: Identifying the causes of high workloads, Creating balance at work, The power of simplicity and Recognising and acknowledging high workloads. The programme is following on from the plan put out by the Workload Task Force, which was set up in late 2017 in response to the provisions in the Collective Labour Agreement around tackling high workloads in Dutch universities. The object is to identify the key factors behind the general feeling that workloads are too high, and to develop a set of short and long-term measures to help our staff deal with high workloads and reduce their work stress.

As part of the programme, in September 2018 individual training sessions and coaching were made available for staff experiencing high workloads. To ensure low-threshold access for staff members, this training and coaching will be funded from the central budget until 2020. The range of options has been well received and the take-up rate is increasing. Ninety staff members have started multi-day time management or mindfulness training, which will continue until April 2019.

UvA Seniors network

The UvA Seniors network was set up in 2012. Its aim is to keep retired staff members involved in the UvA and to maintain and strengthen their ties with the University and each other. Both academic staff and staff members from the support services can become members after retirement. Members receive the digital magazine 'Uitdienstbode' three times a year and can participate in around ten activities in the network each year.

The University Local Consultative Committee (UCLO) supported the creation of the UvA Seniors network and believes the network is an important initiative. The network has close to five hundred members, from which it can be concluded that retired staff members feel the need to be kept informed of developments at the UvA.

This year the network arranged a visit to the Crossroads exhibition at the Allard Pierson Museum and to the EYE Collection Centre. During lectures organised by the network, Emeritus Professor Annette de Groot spoke about the anglicisation of higher education and Calluna Euving spoke about her current role as Secretary General of the University.

Social report

Staffing numbers at the UvA decreased slightly in 2018 for the first time since 2005, falling by 18 FTEs to a total of 4,817 FTEs. This decrease is entirely due to a drop in the number of support and management staff in the workforce. The proportion of academic staff remains at 59% (rounded figure). Staff numbers increased in the Faculty of Economics and Business and the Faculty of Law, while the number of staff members in other faculties declined.

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 includes a salary scale with 18 steps. In 2018, the annual gross salary of the highest-paid employee was 4.86 times the average; the highest-paid executive staff member received 3.00 times the average.

There is no variable or performance-based remuneration. In 2018, the UvA paid out €7.72 million in additional allowances to its employees. This constitutes 2.29% of the University's wage bill, including:

- 0.86% for individual allowances on the basis of CAO NU provisions;
- 0.21% for compensation for restrictions on pension accrual for higher incomes;
- 0.16% for expense allowances.



22 AUGUST

On behalf of the UvA, student accommodation provider DUWO starts construction on the Oudemanhuispoort university complex where 80 temporary student rooms will be created

In mid-2018, the VSNU and the national unions signed a new CAO NU for the period from 1 July 2017 to 31 December 2019. The new CAO includes a salary increase of 4.6%, payable in two stages (May 2018 and February 2019). The new CAO also included provisions on staff mobility and long-term employability, and better career prospects and job security for junior lecturers and postdoctoral researchers. To promote healthy and energetic employees a Vitality Pact has been agreed, covering the period from 1 January 2019 to 1 July 2020. Under the pact, starting from five years before the age of entitlement to the state pension staff members have the option of working less while still maintaining their rate of pension accrual. The resulting extra staffing numbers will be absorbed by incoming and promoted staff.

The Public Servants (Standardisation of Legal Status) Act (Wet normaliserende rechtspositie ambtenaren) aims to bring civil servants within the scope of ordinary labour law, governed by the Civil Code, by 2020. In preparation for this change local schemes and procedures, systems and processes have to be adjusted, and personnel advisers will require extra training. An impact analysis along with legal and substantive development of the details are being performed at both the national and University level, with an emphasis on collaboration with other universities.

The key aims of the UvA's internal social policy are:

- *An increase in the number (FTEs) of female professors to 25% by 2020*

The UvA has committed to increasing the employment rate of women in top-level academic positions. By the end of 2018, the percentage of female professors had increased to 24.1%, partly because in early 2018 the UvA appointed eleven female professors (in five faculties) as part of the Westerdijk Talent Boost. The current objective is 25% by the end of 2020 (without counting the 'Westerdijk professors'). In 2019, the UvA will establish a University-wide Diversity Policy, with guidelines and measures, to increase this percentage even further.

- *Absence due to illness percentages*

In 2018, the rates of absences due to illness (3.8%) and the reporting frequency (0.7) remained the same as in the previous year. The percentage of staff members who did not report sick at all fell from 70% to 69%. For academic staff, the rate of absences due to illness remained more or less the same, at 2.3%. There was a slight increase among support and management staff, with the rate rising from 5.7% to 6%. This seems to have mainly been caused by an increase in the number of cases of long-term illness. The percentage of staff members who did not call in sick at all during the year remained constant at 82% among academic staff and dropped from 54% to 52% among support and management staff. The rate of absences due to illness among support and management staff is an area of concern. In 2019, in collaboration with the Occupational Health and Safety Service we intend to identify the causes of this growing rate of absences due to illness and support the organisational units concerned to take suitable measures.

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

The UvA is working with its suppliers to encourage the hiring of people distanced from the labour market for contracts with the UvA and AUAS. The UvA has also worked for many years with Pantar; through this collaboration, around a hundred people distanced from the labour market have been employed in providing services to the UvA and AUAS. In 2018, the UvA filled 121 disability positions for people with an occupational impairment, which means we have already reached our 2024 target. That was not the case in the public sector across the nation as a whole, leading to a risk that the 'quota regime' from the Participation Act (Participatiewet) may be activated; if it were, the 2024 target would increase to 218 jobs for people with disabilities. In the meantime, the House of Representatives has voted to remove the distinction between the public and private sectors, which means this risk has now abated.



29 AUGUST

The UvA Institute for Advanced Study and TNO sign an agreement to endorse the creation of a new research partnership: 'Policy by Simulation'



30 AUGUST

Treasurer-General Hans Vijlbrief obtains a Special Chair in European Economic and Financial Policy at the UvA

- *Focus on social safety*

In the context of social safety, the UvA commissioned a quick scan of the design of the confidential adviser system. The role of the confidential advisers is to help and assist people who report undesirable behaviour; they are an essential element of our efforts to create a safe work and study environment for staff and students. The quick scan did not reveal any issues relating to the design and structure of the confidential adviser system at the UvA. However, a number of recommendations were made to help strengthen the current system. These will be implemented in 2019.

In parallel to the quick scan, we identified the in-house facilities and support we have at the UvA for ensuring social safety. These cover a wide range, from confidential advisers and complaints regulations to training courses and physical facilities in various buildings. All of these were combined in a summary memorandum, with the aim of collating and sharing this information. The memorandum will also serve as an aid to further improvement, including by stimulating discussions within the University on the theme of social safety, both at a central level and in the faculties.

- *Striking the right balance between permanent and temporary staff*

The ratio of permanent to flexible employment contracts has been an area of concern for a number of years. In 2018, the percentage of temporary employment contracts for teaching staff job categories (professors, associate professors, assistant professors and lecturers) dropped to 16.7%, well below the 22% cap agreed in the previous CAO and the second-lowest percentage in the sector; 67% of these contracts were held by lecturers in the early stages of their career (lecturer pay scales 3 and 4). The UvA applies the principle that if a candidate has the right qualifications (a PhD) and skills (holds a UTQ) and is asked to work for the University on a regular basis, he or she must be offered a permanent employment contract.

UvA policies to control the cost of payments following termination of employment

Having opted out of the state Sickness Benefits Scheme, and so having become its own insurer in this regard, the UvA is responsible for the reintegration into the job market of any of its employees who are about to lose their jobs. The UvA has outsourced its reintegration activities to ProActief BV, subject to a centrally-financed agreement (the 'Benefits Project'). These activities consist of personal supervision and group training focused on broadening horizons and providing job application assistance, as well as support during placements and trial placements. By helping employees who are about to be made redundant find new jobs at an early stage, the UvA can minimise the unemployment benefits and transition allowances it has to pay to its former employees.

In addition to the re-employment efforts set out in the CAO NU, the Framework for Social Policy during Restructuring applies to the UvA. The basic purpose of this framework is to prevent compulsory redundancies in the event of restructuring wherever possible. The starting point is for the employer and employee to work together to find an alternative and suitable position for the employee concerned and strengthen his or her position on the labour market. In addition, employees should be encouraged to pursue timely professional development, in anticipation of entering a rapidly-changing job market.

In 2018, consultation was started with the UCLO on a new Social Framework, which resulted in the 2018 UvA Social Policy Framework Discussion Document. The basic principles are comparable to the ones that underpinned the previous framework, but they are now aligned with the 2015-2020 HR Agenda. One key adjustment is a shift in focus towards prevention and – where possible – achieving gradual organisational change.



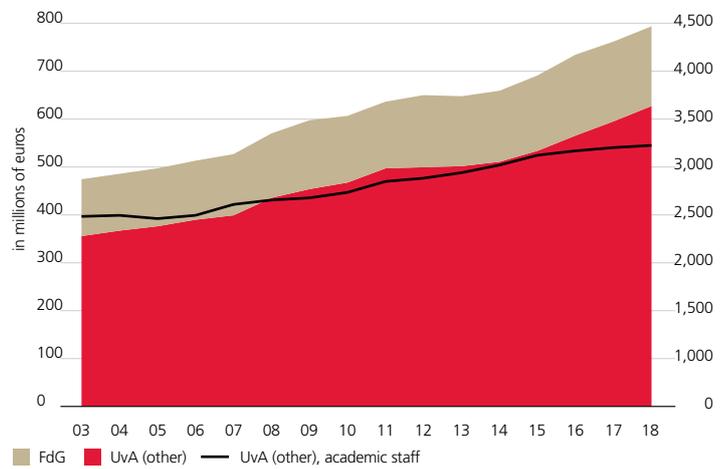
1 SEPTEMBER

Professor Rohini Godbole of the Indian Institute of Science visits Amsterdam for three months as part of the Visiting Professorship programme at the Physics and Astronomy institutes of the UvA and VU Amsterdam

Long-term financial trend outlook

Increase in UvA revenues with and without FdG

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



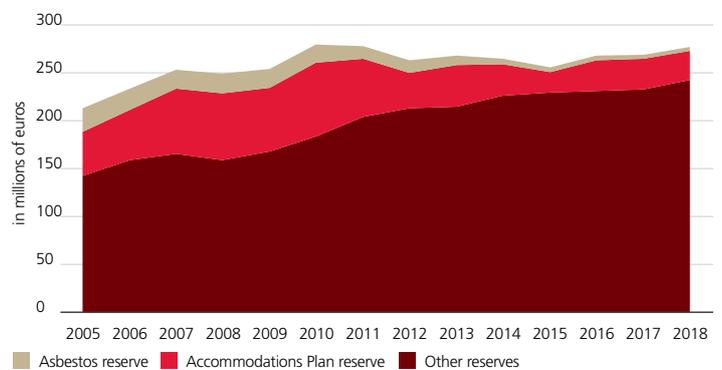
Development of government funding and educational demand since 2002 (corrected for inflation)

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



Increase in equity (UvA, non-consolidated)

The UvA's total assets remained relatively stable despite the spending of a portion of the Accommodations Plan reserve. The figures in this graph were corrected at the end of 2005-2007 to reflect the adjusted valuation principles introduced by the Ministry of Education, Culture and Science in 2008 (RJ660).



1 SEPTEMBER

Maarten de Rijke is appointed professor of AI and Information Retrieval at the UvA



7. Financial report

The UvA's financial position

Over the past fifteen years, both revenue and academic staff numbers at UvA have consistently increased, primarily due to the rise in student numbers (by more than 50% over this period). The rise is not evenly distributed across the faculties. Sometimes faculties have had to cut costs, particularly where their student numbers have declined. Other faculties have experienced an increase in both staff and students. Each faculty has had to deal with its own dynamics in terms of growth and decline, and within that situation, with its own dynamics in terms of changes in funding for education and research.

Regular degree programmes are state-funded (from the government grant plus tuition fees). The centre graph shows trends in government funding, adjusted for contract wage increases since 2002.

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

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

The coalition agreement stated that the funding system for higher education will be reviewed during this parliamentary term. To this end, the Higher Education and Research Funding Advisory Commission (Van Rijn Commission) was set up in the autumn and tasked with considering four themes, namely:

- issues with the funding of science and technical education and the interdependence of research and education;
- accessibility and equal opportunities in higher education;
- financial incentives in educational funding with regard to student numbers;
- the distribution of research funding for universities in relation to research efforts, academic quality and impact, as well as the distribution of funds for practice-oriented research at universities of applied sciences.

Solvency I (equity as a percentage of the total balance sheet) at the group level fell by 0.7% to 36.3% in 2018, which is well below the Dutch university average of 49% (reference year: 2017).

Solvency II (equity plus provisions as a percentage of the total balance sheet) increased by 0.1% to 40.9%.



3 SEPTEMBER

The 2018-2019 academic year opens with a theme based on the link between the UvA and the city of Amsterdam



4 SEPTEMBER

The UvA and the Kohnstamm Institute start new practical research into education and school development

2018 financial result

RESULT - AMOUNTS X €1 MILLION	2018 RESULT	BUDGETED FOR 2018	DIFFERENCE
Faculties and institutes	2.0	-1.8	3.8
Shared service units	-6.2	-0.3	-5.9
Board and executive staff	-0.9	-0.3	-0.6
Allocation	16.3	8.1	8.2
Total Teaching and Research	11.2	5.7	5.5
Real Estate and Treasury Administration	-7.0	-5.7	-1.3
Non-consolidated result	4.2	0.0	4.2
Result from other consolidated affiliates	0.3	-	0.3
Consolidated result	4.5	0.0	4.5

NORMALISED RESULT	2018	2017
Consolidated result according to the Annual Statement of Accounts	4.5	1.0
Sale of Kunsthistorisch Instituut and Artis Library	-	-8.3
Expenditures for asbestos removal	-	0.3
Claim for maintenance arrears	-	-0.5
Revaluation of Central Energy Facility	2.4	-
Movements in personnel provisions	4.6	0.7
Dissolution of VOF CNA	-0.3	-0.3
Movement in earmarked fund	0.8	0.6
Divestment of assets (catering contract)	0.0	0.9
Movement in provisions (old contracts)	7.6	2.4
Valuation of share portfolio	-	-0.8
Additional grants to affiliated institutions	-	0.3
Temporary measures, REC A accommodations	-	0.9
Hedge ineffectiveness	-	-0.3
Normalised result	19.6	-3.1



6 SEPTEMBER

José Komen steps down as business director of the Amsterdam Institute for Social Sciences and receives a Stapenning honorary medallion



7 SEPTEMBER

Oefenweb, a UvA spin-off, is acquired by Prowise BV, a Dutch company that invests in innovation, quality and reliability in the area of digital learning solutions

To be able to better monitor the state of affairs around solvency and enable agreements on the numerical trends, the UvA uses internal alert thresholds. The use of alert thresholds was introduced by the Education Inspectorate. Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution is experiencing a financial or continuity risk. The Solvency II alert threshold applied by the Education Inspectorate is 30%. Internal thresholds are less about the continuity risk (which is already catered for in other ways), and more about the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The frame of reference for these thresholds is the internal Treasury Policy and the Treasury Plan. Given its society-oriented character, the UvA applies both upper and lower limits to its internal alert thresholds. This creates a range within which solvency can fluctuate over the planning period. For the internal alert values for Solvency II, 38% is applied as the lower limit and 44% as the upper limit (based on the current valuation principles).

2018 financial result

The result achieved for the 2018 financial year was a positive result of €4.5 million. The expectation in the 2018 budget was that the University would only break even. The higher-than-expected government grant money and contract income more than made up for the setbacks and facilities requirements.

Each year the UvA also has non-recurring income and expenditure, which are recorded in the Annual Statement of Accounts under the result from ordinary operational management. If the key incidental income and expenses are taken into account in the 2018 result, the normalised operating result is €19.6 million. This gives a better understanding of the composition of the result and the underlying movements that had an impact on the multi-year trends of our results. A breakdown of the result is shown in the table.

Internal policy on reserves

The positive result of €4.5 million was added to the equity. In accordance with a commitment to the representative advisory bodies, a special-purpose reserve to address the workload issue was formed using €2.5 million of the surplus from the non-consolidated Annual Statement of Accounts. An amount of €133 million of the equity has been earmarked for faculty reserves (€96 million for general reserves and €37.1 million for special-purpose reserves). This figure is well above the standard of 10% of revenue established in the internal Financial Management Regulations.

The positive balances from previous years were spent by the faculties and the holding company on the formation of special-purpose reserves or to strengthen the general reserve position, which means funds have been freed up for significant and necessary future investments. The special-purpose reserves were earmarked at the faculty level and in 2018 were also partially used to strengthen teaching and research. The special-purpose reserve for the real estate administration is the equalisation reserve for the implementation of the Accommodations Plan. The accompanying summary shows the progression of the special-purpose reserves during 2018.

Breakdown of the result

Faculties and institutes

With the exception of the Faculty of Social and Behavioural Sciences, in 2018 the faculties achieved a higher-than-budgeted financial result. The Faculty of Science and the Faculty of Economics and Business in particular achieved positive results as a result of:

- lower staffing costs, due to the amount of time it takes to attract good academics and fill vacancies;
- not spending all of the student loan system funds for 2018; and
- higher income from contract activities.



10 SEPTEMBER

Stefania Milan, associate professor in New Media and Digital Culture, receives a Proof of Concept grant from the ERC

Wouter van Herwaarden
Art History alumnus



11 SEPTEMBER

Dean Hans Brug of the Faculty of Social and Behavioural Sciences is named Director-General of the National Institute for Public Health and the Environment (RIVM)

SEPTEMBER

The Faculty of Humanities, too, achieved a better-than-budgeted result. For 2019, a number of measures will be taken to effectively implement the final phase of the budget cuts and increase the financial resilience of the degree programmes.

The Faculty of Social and Behavioural Sciences reduced its financial deficit from €8.1 million in the 2017 financial year to €4.9 million. This is €0.4 million less than was budgeted for 2018, but is in line with the goal of balancing the budget by the end of 2020.

Pursuant to the contractual agreements with the AMC-UvA concerning the Faculty of Medicine, the AMC-UvA bears the full operational risk. In view of these agreements, the result for this faculty is nil by definition. The budget allocated to the Faculty of Medicine is higher than budgeted due to price adjustments, and the recognised expenses of the Faculty of Medicine are also correspondingly higher. In addition, the allocation of staffing, accommodation and other expenses for which the AMC-UvA is responsible differs from what was stated in the budget.

Shared service units

Collectively, the shared service units recorded a loss of €6.2 million. A revaluation of the Central Energy Facility was performed in late 2018, which resulted in a one-off expense of €2.4 million. Facility Services had a lower result of €1.3 million, mainly due to underfunding of activities, both internally and externally. For 2019 and beyond, appropriate agreements will be made and the support processes further optimised. The ICT Services result for 2018 was negatively impacted by a number of incidental, non-budgeted investments and the resulting expenses. Student Services expenses were higher than budgeted due to an expansion of the services offered. These new services will be included in the budget for 2019.

Executive Board, executive staff and central policy budgets

The financial result for the Executive Board and executive staff was slightly negative, due to the use of the terms of employment funds reserve.

Allocation

The result in the allocation model was substantially higher than budgeted. The government grant money increased during the year more steeply than anticipated in the budget, and the rise in the number of students led to a higher revenue from tuition fees.

Real Estate and Treasury Administration

The UvA records accommodation and financing expenses as a strictly separate entry from other expenses. The real estate administration result for 2018 was in line with the budget. The costs of asbestos removal will be charged to the asbestos reserve. The remaining result will be added or charged to the Accommodations Plan special-purpose reserve.

The 2018 result recorded by the Treasury Administration was more than €1 million lower than the budgeted result. This is mainly due to lower results from associates. In addition, less interest was capitalised as construction interest than budgeted, due to a later start to the implementation of projects.

Internal control

The faculties, shared service units and other units prepare a quarterly integrated management report based on a fixed format, in which the substantive and financial management cycles have been integrated. A description of inherent risks is an integral part of such reports. The unit indicates what kinds of control measures it has implemented or is planning to implement. The faculties and shared service units use standard data reports derived from the management information system to prepare the reports.



17 SEPTEMBER

Remieg Aerts, professor of Dutch History, wins the 2018 Prinsjes-boekenprijs for his Thorbecke biography 'Thorbecke wil het'



24 SEPTEMBER

In WOinActie week, university teaching staff and students protest against spending cuts in academic education

Faculty reserves 2018

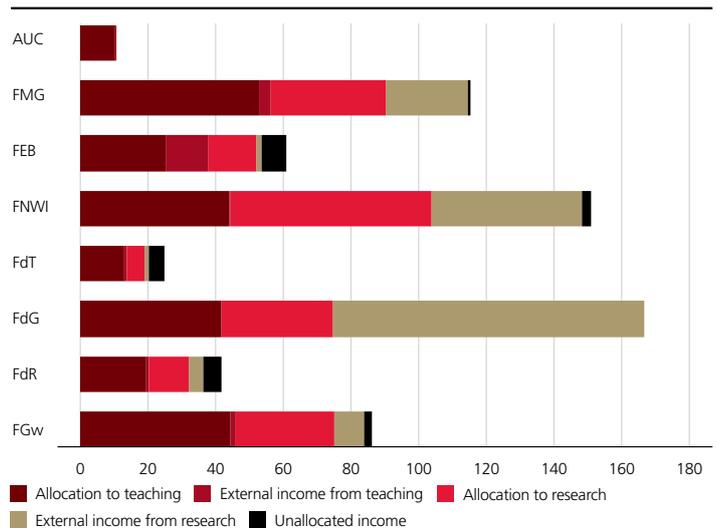
PUBLIC SPECIAL-PURPOSE RESERVES (AMOUNTS X €1 MILLION)	YE 2018	YE 2017	2018 MOVEMENT
Faculty of Humanities	6.4	5.1	1.3
Faculty of Law	1.5	1.7	-0.2
Faculty of Science	8.1	12.1	-4.0
Faculty of Economics and Business	3.2	3.5	-0.2
Faculty of Social and Behavioural Sciences	17.7	22.7	-5.1
Amsterdam University College	0.2	-	0.2
Faculties subtotal	37.1	45.1	-8.0
Accommodations Plan reserve	25.5	31.9	-6.4
Asbestos reserve	4.2	4.6	-0.4
Reducing workloads	2.7	-	2.7
Other	1	0.2	0.8
Total public special-purpose reserves	70.5	81.8	-11.3

OVERVIEW OF FACULTY RESERVES (AMOUNTS X €1 MILLION)	YE 2018	YE 2017	2018 MOVEMENT
Total special-purpose reserves	37	45	-8
Total other reserves	96	79	17
Total reserves	133	124	9

Breakdown of the faculty budgets

Faculty income (amounts x €1 million)

The graph shows the allocation of income by faculty, based on the faculties' internal budgets, to teaching and research or to central budgets (at faculty level).



28 SEPTEMBER

A brief occupation of the PC Hoofthuis building is ended by police over the course of the day



2 OCTOBER

UvA astronomers come up with a new explanation for why our planet contains ten thousand times less carbon than expected

Clarity

The memoranda on 'Clarity on the Higher Education Funding System' issued by the Ministry of Education, Culture and Science require certain themes to be reported on in the Annual Report. This section explains the UvA's activities in relation to these themes.

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

The UvA did not outsource any components of government-funded education to private organisations in 2018.

- *Investing public funds in private activities*

In 2018, the UvA did not use any government grant funds for investments in private activities that are not in line with its statutory tasks of education, research and knowledge transfer.

- *Funding for international students*

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

- *Funding of tailor-made programmes*

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

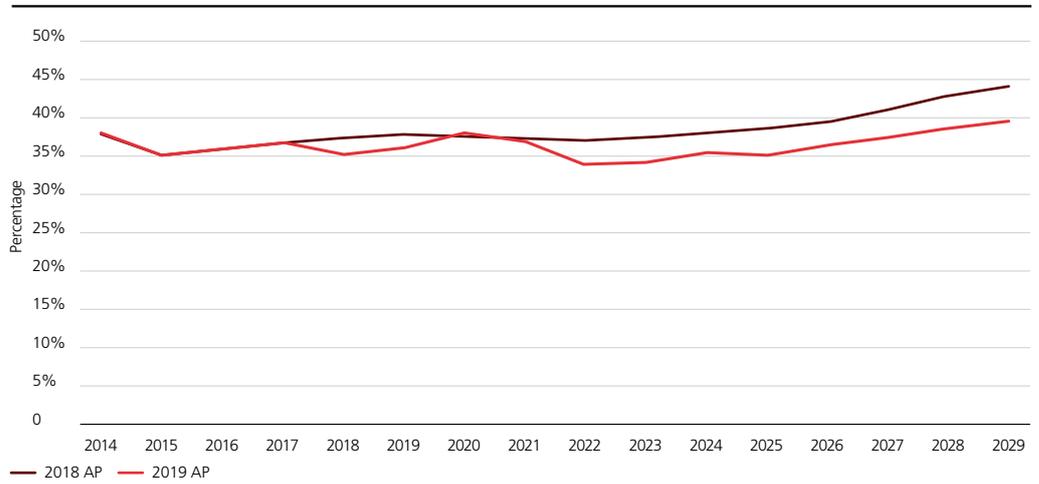


4 OCTOBER

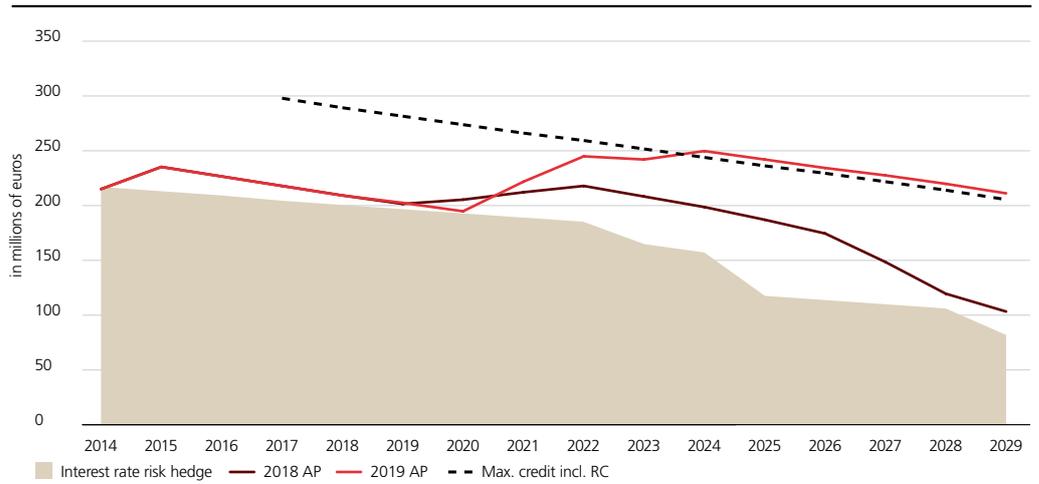
Research by a national research team led by UvA researchers shows that many Dutch people are concerned that artificial intelligence will lead to manipulation, risks or unacceptable results

Financial policy

Forecast solvency in successive budget years



Forecast bank loans in successive budget years



8 OCTOBER

UvA palaeoecologists reconstruct the diet of the extinct giant deer using plant remains found in a deer's molar



11 OCTOBER

UvA psychologists and communication scientists develop a virtual supermarket specially designed for people with Type 2 diabetes

8. Accommodations Plan and financing

Accommodations Plan

In 2018, activities in the context of the Accommodations Plan were mainly focused on developing plans and preparing projects, including in the University Quarter. We have engaged in a wide-ranging discussion with the faculties about their evolving space requirements over the next few years, and what this means for the different campuses. The outcomes were incorporated in the multi-year investment programme in the 2019 budget.

A strategic master plan has been drafted for the development of the University Quarter. This will serve as a starting point for the individual buildings and the outdoor spaces. A number of open-participation meetings were held – both internally and externally – to discuss the master plan. The hopes and concerns of local residents were collected during neighbourhood meetings and were translated into the initial sketches of the future design. The final planning will be completed in 2019. The municipality of Amsterdam and the UvA will work closely together on the redevelopment of the University Quarter. In a covenant signed in early 2018, the parties agreed that they would jointly make every effort to give shape to the quarter; the UvA will invest in the buildings and the municipality of Amsterdam will invest in the outdoor spaces.

In 2018, the preparations for construction of the new University Library in the University Quarter were completed. Pipes and cables were laid and asbestos removed. The tendering procedure for the next construction phase, in which new foundations will be laid and a basement will be created, took place in early 2019.

The Oudemanhuispoort complex, which became available in 2017, was partially rebuilt in 2018 to turn it into temporary student accommodation. The student accommodation provider DUWO is letting out the 80 or so rooms for around three years.

Social challenges in the area of informatics and artificial intelligence require collaboration with the business community and social partners. To respond to these challenges and to expand the Faculty of Science, an artificial intelligence hotspot has been created at Amsterdam Science Park (ASP), which will house both the Faculty of Science's Informatics Institute (IvI) and the Amsterdam Innovation Centre for Artificial Intelligence (ICAI). The tendering procedures for an architect and for structural engineering and installation consultants for this ambitious project have now been completed.

A range of co-creation facilities will be set up in the building, to enable collaboration with partners such as SMEs. To encourage SMEs to establish themselves at the site, the municipality of Amsterdam is providing an operating grant.

Pending the opening of the new building in 2021, part of the IvI will be given a temporary home in the ASP, where a number of ICAI labs will also be set up (in the summer of 2019).

In November, a mixed-use complex with 240 temporary dwellings for students, young people and holders of residence permits was opened at Amsterdam Science Park.

An analysis has revealed that space requirements at the Roeterseiland Campus (REC) will continue to increase over the next few years. There are sufficient options in the portfolio for us to be able to absorb this additional demand.

Building P at the Roeterseiland Campus (REC P) was the first to be made available for use, meaning that planning for the redevelopment of this building was able to get underway in 2018. In 2018, 45

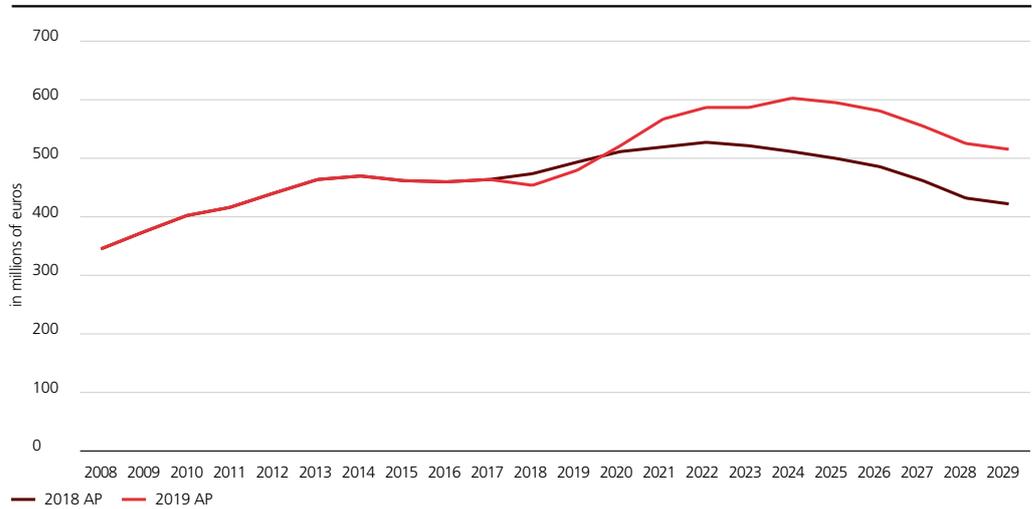


11 OCTOBER

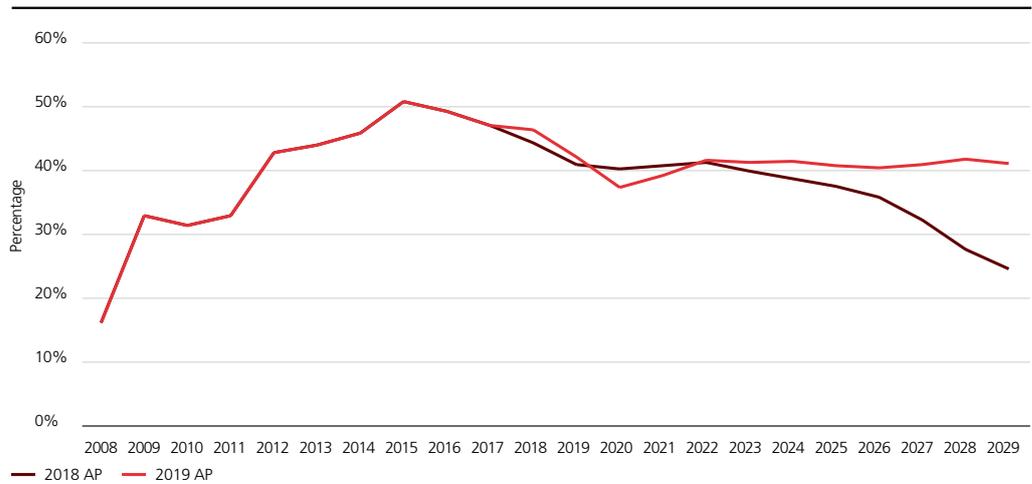
A research team led by UvA Professor Peter Sloot unravels the mechanism behind immune responses in open heart surgery with the aid of a computer model

Investment policy

Forecast tangible fixed assets in buildings



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



Investment policy

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



24 OCTOBER

UvA researcher Eddie Brummelman wins the National Postdoc Prize for his research into narcissism and the development of self-image in children

residential units were opened for use. Students can stay here until the renovations begin. For the first few years after the renovations, this building will be used to house executive staff; it will then be made available for teaching, research and valorisation.

As part of the redesign of the parking facilities at the campus, 500 additional underground bicycle parking spaces were created. In the atrium of the REC A building a range of campus support facilities will be set up, as well as the Faculty of Law's alliance with partners in the Law Hub.

At the Roeterseiland Campus, further work was done on planning for a new flexible education building to accommodate the growing influx of students. Based on programmes' needs, lectures could be given in this building to groups of 300 to 1,000 students; programme information days, events and examinations could also be held there. An application for a building permit was lodged in the autumn, but the UvA is still considering the business case for the investment.

Implementation of the multi-year accessibility programme began in 2018. Physical adjustments were made in many different places within our buildings to improve access for people with disabilities. The adjustments were selected and implemented in close consultation with the user organisation.

Student housing

The student housing shortage requires ongoing attention from the UvA, in collaboration with the ASVA Student Association. While temporary facilities were created in 2018, steps were also taken to develop a larger pool of student housing over the long term. The UvA does not itself invest in student housing. Instead, its contribution to reducing the shortage is to bring parties together. Where physically possible and legally permitted, the UvA creates temporary housing within its own portfolio.

In 2018, temporary student housing was created in the former Bijlmerbajes prison complex, in the Spaarnwoude holiday park and in the Oudemanhuispoort complex. We hold annual discussions on the issue with the municipality of Amsterdam and other knowledge institutions in the city. The shortfall of student accommodation is currently around 2,000 rooms. Finally, in collaboration with the municipality of Almere, we investigated whether large-scale accommodation (3,000 rooms) for international students could be provided at a campus in Almere.

Financing

In order to finance the Accommodations Plan, the UvA has had to raise financing since 2008, and will need to continue doing so for a considerable number of years.

In the context of its transition from net lender to net borrower, the UvA amended and re-adopted the Treasury Statute and the associated banking operations regulations in the autumn of 2008. The Treasury Statute of the UvA was amended in November 2016 in line with the Regulations for Borrowing, Investing and Derivatives 2016 (Regeling belenen, beleggen en derivaten 2016) issued by the Ministry of Education, Culture and Science.

The amounts due to credit institutions totalled €225 million at the beginning of 2018 and dropped to €217 million at year-end. The operating and investment cash flow was more favourable than budgeted in 2018, due to government grant money being higher than expected and the delay in the accommodation projects. Cash and cash equivalents consequently rose from €110 million to €153 million.

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



31 OCTOBER

Research by the Institute for Biodiversity and Ecosystem Dynamics reveals that the 'dead, silty' water in the Markermeer lake is full of life



5 NOVEMBER

UvA alumni Enny van Arkel and Ilse Nieuwland win the AUV Public Choice Award for their foundation *Oud Geleerd Jong Gedaan* (Bridging Generations)

Since banks have become more reluctant to provide credit due to the credit crisis, it is essential that we keep our solvency and debt service coverage rate (DSCR) at a high level. As evidenced by the 2019-2023 long-term budget, the UvA expects both indicators to remain well above the minimum threshold values required by the banks.

In view of its current favourable credit arrangements, the UvA wishes to avoid running the risk of less favourable terms and conditions for lending, should it wish to apply for a higher credit limit. For this reason, implementation of its plans will need to happen in phases more or less in line with the credit arrangements agreed in 2008 and adjusted in 2011. As part of the preparation for the 2020 budget, measures were taken to remain within the existing credit arrangements.

A few years ago, the UvA assumed that it would have to attract additional financing for the renovation of the University Quarter. As a result of the steady increase in equity and the importance of realistic project planning, the University is now aiming to implement the entire Accommodations Plan within its existing credit facilities.

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

The UvA uses (forward) payer swaps as a long-term hedge against fluctuations in the money market interest rate. The Treasury Statute stipulates that the UvA must ensure that it has sufficient cash facilities at its disposal to implement its plans. This includes the security of the interest expenses arising from the accommodations plans to be paid in the long term. All swap transactions were effected between 2002 and 2011 with various maturity periods and commencement dates to cover the interest rate risk on the new FNWI building and the renovation of the Roeterseiland Campus. No new investment decisions have been made since that time, and therefore no new swap transactions have been entered into. In December 2018, the UvA completed a conversion transaction ('doorzaktransactie') with one of its lenders. In this transaction, a number of roll-overs and swaps were collectively replaced with fixed-interest long-term loans.

The graph shows the need for long-term liabilities to finance the real estate assets arising from the 2018 Accommodations Plan. The coloured area indicates at what amounts and for how long the interest rate risk is hedged by payer swaps. At year-end 2018, the sum covered by current swaps was €13 million. In this regard, there appears to be a growing disparity between hedged interest rate risks and overall future financing needs. In that case, the UvA's policy will focus on covering interest rate risks on loans that are coming due, in accordance with its Treasury Statute.

The UvA applies cost price hedge accounting to swap contracts and has hedged a considerable portion, but less than 100%, of the interest rate risk on the total credit requirement for the duration of the Accommodations Plan.

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

At year-end 2018, the market value of the swaps was more than €18 million less negative than at year-end 2017. The reason for this is the shorter remaining duration of contracts and the conversion to fixed-interest loans, which is much greater than the upwards effect of the fall in the interest rate curve at year-end 2018.

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



6 NOVEMBER

The UvA awards honorary doctorates to intellectual and activist Naomi Klein and leading composer Louis Andriessen. The honorary doctorates will be conferred during the UvA's Dies Natalis celebrations in 2019



8 NOVEMBER

The UvA develops the 'Getting down to work for the classroom' project to help professionals become first-class science teachers

Didier Quintius
Student Actuarial Science



14 NOVEMBER

An international research team including UvA Professor of Religious Studies Gerard Wiegers receives a Synergy Grant from the ERC worth close to €10 million

19 NOVEMBER

UvA researcher Taco Cohen is named among the 'Best innovators under 35' by the US university MIT

9. Continuity

2019 budget and 2020-2023 long-term budget

In this section, the UvA will provide more information on the policies it intends to implement over the next few years and the impact these policies are expected to have on the University's financial situation. The forecast is based on the 2019 budget, including the 2020-2023 long-term budget. This was adopted by the Executive Board after the Joint Meeting of the Central Works Council and the Central Student Council had agreed to the key aspects. The Supervisory Board then approved the budget on 21 December 2018.

The 2019 budget and the 2020-2023 long-term budget are based on a forecast for the year 2018. For the purpose of this continuity section, the figures were updated in line with the annual figures for 2018. The tables provide a summary of the 2018 Annual Statement of Accounts, the 2019 budget and the 2020-2023 long-term budget in millions of euros, including the relevant financial ratios.

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

The student numbers projected for the period 2019-2022 are in line with the numbers included in the 2019-2022 long-term budget. The student numbers projected for 2023 are assumed to be on par with the numbers projected for 2022.

The faculties expect their staffing costs to increase over the next few years. This is mainly due to the increase in income as well as changes to wage costs. The shared service units are forecasting unchanged staffing costs if their service delivery remains unchanged; due to efficiency gains, changes to wage costs will be absorbed within current pricing.

Whether these forecasts will be achieved in the years ahead depends on numerous developments and external factors including government policy, study choice trends and collaboration within the Amsterdam Metropolitan Area. Given that education in general, and higher education in particular, features prominently on the government agenda and it is generally accepted that the future of the Dutch economy will be knowledge intensive, the UvA anticipates that the government budget for the universities will reflect a high degree of continuity.

On the income side of the 2019 budget, including the long-term forecast, there has been an increase. Since 2018 funds have been available, via the government grant, to implement the quality agreements. For the first time in a long time, the expectation is that reasonable compensation will be provided for increased wages and prices. Finally, faculties are expecting to see an increase in income from contract research and contract teaching. Broadly speaking the financial position of the university as a whole has now improved, although these funds will also be used to absorb rising wage costs and pension contributions, and higher prices.



19 NOVEMBER

UvA researchers Jelle Zuidema and Dieuwke Hupkes from the Institute for Logic, Language and Computation and Master's students Mario Giulianelli, Jack Harding and Florian Mohnert jointly receive a Best Paper award during the BlackBoxNLP event

Long-term budget 2019-2023

FORECAST FIGURES	2018	2019	2020	2021	2022	2023
- academic staff (FTE)	2,839	2,977	3,025	3,108	3,122	3,107
- support staff (FTE)	1,922	2,016	2,048	2,104	2,114	2,103
- Executive Board and management (FTE)	55	58	59	60	61	60
Total staff (FTE)	4,817	5,051	5,132	5,272	5,296	5,271
Student		33,738	33,655	34,132	34,619	34,619

OPERATING INCOME (AMOUNTS X €1 MILLION)	2018	2019	2020	2021	2022	2023
Government grants (OCW)	445.3	464.4	472.2	479.3	483.9	483.0
Other government grants and subsidies	0.0	0.0	0.0	0.0	0.0	0.0
Tuition, course, lecture and exam fees	81.1	81.5	83.6	85.0	86.4	87.1
Income from work performed for third parties	111.4	109.2	109.4	112.0	114.3	114.3
Other income	26.2	30.3	30.1	31.5	32.2	32.7
Total income	664.0	685.5	695.4	707.8	716.8	717.1
Staff expenses	438.5	461.4	468.9	481.6	483.8	481.5
Depreciation	42.2	43.0	44.4	46.7	51.3	53.9
Accommodation expenses	47.5	47.9	45.6	45.0	45.2	44.9
Other expenses	120.7	124.6	130.0	129.9	131.0	130.0
Total expenses	648.9	676.9	688.8	703.2	711.3	710.2
Net income and expenses	15.1	8.6	6.5	4.6	5.5	6.9
Financial income and expenses	-8.6	-6.5	-4.7	-3.3	-3.9	-5.3
Non-recurring income and expenses	0.0	0.0	0.0	0.0	0.0	0.0
Result	6.5	2.0	1.8	1.4	1.6	1.6
Taxation	0.0	0.0	0.0	0.0	0.0	0.0
Share in result of associates	-2.2	-2.1	-1.8	-1.4	-1.6	-1.6
Result after tax	4.2	0.0	0.0	0.0	0.0	0.0



20 NOVEMBER

UvA Professors Monique Volman (Educational Sciences) and Herman van de Werfhorst (Sociology) are appointed members of the Education Council as of 1 January 2019

2019-2023 long-term forecast for the non-consolidated balance sheet

BALANCE SHEET (AMOUNTS X €1 MILLION)	2018	2019	2020	2021	2022	2023
Intangible fixed assets	4.0	3.5	3.5	3.5	3.5	3.5
Tangible fixed assets	461.8	481.5	520.0	562.6	581.7	580.6
Financial fixed assets	58.5	56.6	54.7	53.4	51.8	50.3
Total fixed assets	524.3	541.6	578.2	619.5	637.0	634.4
Stocks	0.2	0.4	0.4	0.4	0.4	0.4
Receivables	75.8	68.3	52.3	52.3	52.3	52.3
Marketable securities	0.0	0.0	0.0	0.0	0.0	0.0
Cash and cash equivalents	152.6	116.3	88.2	73.4	79.4	80.6
Total current assets	228.6	185.0	140.9	126.1	132.1	133.2
Total assets	752.9	726.6	719.1	745.6	769.1	767.6
General reserves	149.6	158.0	160.3	163.4	164.4	163.7
Special-purpose reserves	117.6	109.2	106.9	103.8	102.8	103.5
Other reserves and funds	6.6	6.6	6.6	6.6	6.6	6.6
Total equity	273.8	273.8	273.8	273.8	273.8	273.8
Provisions	35.4	30.2	29.2	27.2	27.2	27.2
Non-current liabilities	210.4	202.3	194.8	222.3	244.8	242.3
Current liabilities	233.3	220.3	221.3	222.3	223.3	224.3
Total debt capital	479.1	452.8	445.3	471.8	495.3	493.8
Total liability	752.9	726.6	719.1	745.6	769.1	767.6
FINANCIAL RATIOS	2018	2019	2020	2021	2022	2023
Solvency I	36.4%	37.7%	38.1%	36.7%	35.6%	35.7%
Solvency II	41.1%	41.8%	42.1%	40.4%	39.1%	39.2%
Liquidity	0.98	0.84	0.64	0.57	0.59	0.59
Profitability	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
DSCR	4.2	2.6	5.3	4.5	4.9	4.7
Accommodations Plan ratio	12%	12%	11%	11%	12%	12%
Buffer capital	0.4	0.4	0.4	0.4	0.4	0.4



22 NOVEMBER

Political scientist Saskia Bonjour, historian/literature scholar Helmer Helmers and astrophysicist Selma de Mink are appointed members of the Young Academy of the KNAW



22 NOVEMBER

UvA researchers Matthijs Rooduijn and Sarah de Lange contribute to a series of articles about populism in The Guardian

All in all, the forecast is that there is financial scope for new opportunities and extra funds to strengthen teaching and research in most parts of the UvA. The VSNU's bottleneck analysis clearly shows that a substantial investment is urgently needed to maintain the current position of the universities. Furthermore, the workload limits in academic teaching and research have clearly been reached. Both of these risks are discussed in greater detail in the risk section (Chapter 10).

An updated investment schedule for the Accommodations Plan from the 2019 budget was included in the 2019-2023 long-term budget, amounting to €56 million for the period 2019-2022 and €1 million for the subsequent years. The UvA currently has sufficient liquidity to fund these investments within the limits of its current credit arrangements.

The 2019 budget reflects the UvA's financial health. The UvA has sufficient funds (liquidity above the standard of 0.5) in the years ahead to implement its plans. A nil result is forecast for 2019 and the subsequent years. This will help maintain solvency at a virtually unchanged level, within the permitted range. The DSCR will remain well above the minimum threshold of 1.0 agreed with the banks. Thanks to the structural improvement in the result and the stability of the financial ratios, the UvA has the financial resources at its disposal to invest in quality and to eliminate impediments to entrepreneurship and innovation.

The 2019 budget includes detailed explanatory notes on the UvA's financial outlook.



26 NOVEMBER

Six UvA students win a €500 Young Talent Incentive Award from the Royal Holland Society of Sciences and Humanities

10. Risks

The external environment

In 2018, in preparation for setting an audit agenda, a risk inventory was conducted across the whole of the UvA. This exercise provided insights into the risks that could have a negative impact on the performance of tasks in all parts of the University. Furthermore, it has been an established practice for a number of years for all faculties and shared service units to individually reflect, in their quarterly reports, on the risks that they believe could impact on progress towards achieving the goals in the Strategic Plan and covenants.

A risk is the likelihood of an event with a negative impact. Risks may result from developments that are beyond the UvA's control but which still affect it, such as political decisions at a local, national or European level. These include changes in funding streams, adjustments to the higher education system, or measures to improve the accessibility of university degree programmes. It is up to the UvA to recognise such risks in a timely manner, assess their impact and take measures to minimise their negative effect. Risks may also result from the UvA's own deliberate decisions, where it aims to chart a course through unexplored waters in some aspect of teaching or research. Such decisions could also be a response to developments in the environment: failing to capitalise on opportunities in a timely manner can also be a risk to the UvA's long-term future. The flipside of taking such risks is the chance to create enormous added value. In practice, since the UvA is a public university, the risks it faces extend from one extreme to the other: many developments in the outside world simultaneously create restrictions and new opportunities. The UvA aims to ensure that both defensive and offensive measures in relation to risks are based on a proper analysis.

Risks can be distinguished by their expected impact: there are risks for which the UvA has zero appetite (particularly those which jeopardise safety or legislative compliance), and risks that it is appropriate to take because of the likelihood of positive outcomes (such as developing new initiatives in the research agenda or in the programme portfolio). The risk appetite may be different for every risk. In general, identifying risks is followed by an analysis of the likelihood and impact, so that control measures can be put in place to reduce the expected impact to an acceptable level, in light of the risk appetite.

1. Funding risk

Since the UvA is dependent on government funding for more than 70% of its income, decisions about the level and distribution of the government grant have an immediate impact. In 2018, the Minister of Education, Culture and Science set up the Van Rijn Commission, which is considering adjustments to the system of higher education funding in the Netherlands. Earlier in the year, the Centre for Higher Education Policy Studies (CHEPS) office published a research report containing a number of scenarios for redistribution of the government grant among the universities. The common thread in these scenarios is better alignment of the funding parameters in the government model with actual cost differences, both between the various academic disciplines and between teaching and research.

For the UvA, there is a real risk that this exercise will have negative consequences, since as part of its mandate the commission has issued proposals that would give more funding to science and technology disciplines, at the expense of the arts, humanities, social sciences and medical disciplines, and as a broad-based university the UvA has a large number of programmes in the latter disciplines.



27 NOVEMBER

A project led by UvA researchers receives a €1.2 million grant from NWO-TTW to understand and predict the behaviour of birds over the North Sea

Control measure

For its own degree programmes, the UvA can show real differences in costs with the help of the integrated cost allocation system it uses. Within the sector, the UvA will work to ensure any decisions about redistribution of budgets across the various academic disciplines are made on the basis of factual information.

2. Risks associated with accommodation

The UvA has already implemented a large part of its 2005-2020 Accommodations Plan: after the completion of the Science Park and the redevelopment of the Roeterseiland Campus, the University Quarter is the last campus due for refurbishment. There are certain essential investments that are still to be implemented at both the REC and Amsterdam Science Park, in accordance with the plan, to ensure the facilities continue to meet teaching and research needs. Because a high level of complexity surrounds any renovations in the Amsterdam city centre, estimates are subject to an increased degree of uncertainty. Up till now, setbacks in the implementation of the Accommodations Plan have been offset by windfalls or by performance delays caused by protracted decision-making procedures. There is a risk that when the refurbishment of the final campus is completed under the current plan, rising costs may mean that certain internally-established threshold values for accommodation costs are exceeded.

Control measure

Strict monitoring of the implementation of the plans in the various phases of decision-making, based on the following principle: if it appears that the internally-established maximum percentage for accommodation costs or the internally-established price per square metre will be exceeded, the UvA will carry out its construction later, differently or not at all. In response to delays and rising cost estimates for a sub-project at the REC, in 2019 an audit will be performed, focusing on improving the organisation's decision-making structures for accommodation projects.

3. Quality risk in teaching

For the second year in a row the new student intake rose by 5%, mainly due to growth in the number of international students. The total number of students is now more than 34,000 (in ordinary education); more than ever before, but still within the estimates on which the Accommodations Plan was based. Below the surface of this growth lies a much more complex pattern. Some faculties and degree programmes have experienced stronger growth, while others have shrunk or stayed the same.

By starting English-language tracks within degree programmes growth has been actively sought in a number of places, to ensure the continuing quality of the degree programme. However, for some degree programmes rapid growth appears to be taking its toll: in certain large programmes, student satisfaction is significantly lower than in other UvA programmes or in similar programmes elsewhere in the country. Growth also means that the University has to hire more lecturers (because their time is 100% dedicated to teaching), since the required number of teaching hours now exceeds the capacity of academic staff in other categories. This places pressure on the interdependence of teaching and research.

Control measure

In a number of cases, growth can be arrested by setting an enrolment quota, but this measure – particularly if not all comparable degree programmes in the country are applying the same measure – can have an unfortunate side effect: in practice, setting a quota prevents many students from applying in the first place; furthermore, not every student admitted under a quota will actually show up. On balance, it is not uncommon for a surplus of students to become a shortage within the space of a single

**28 NOVEMBER**

UvA student Olga van de Ven wins the Unilever Research Prize

29 NOVEMBER

Linguistics expert Raquel Fernández, anthropologist Shanshan Lan, legal scholar Benjamin van Rooij and medical biologist/data expert Colin Russell receive ERC Consolidator Grants

year as the result of the introduction of a quota. The UvA has discussed with the Ministry of Education, Culture and Science the possibility of applying an enrolment quota exclusively for the English-language track of a programme. Draft legislation to that effect is currently pending.

4. Capital position

In 2018, a debate was sparked in the media around the financial position of universities in relation to their demand for higher funding. The UvA closely monitors its financial position using a number of financial indicators. For several years in a row, the UvA has achieved a more positive result than anticipated in its budget. The main reason for this is budget practices which on average are prudent, both in the distribution of central funds and in the use of the funds by faculties and units. The labour cost risk is usually implicitly budgeted as a spending cut, since compensation has not yet been guaranteed by the government at the time the budget is drawn up. The UvA also exercises considerable caution in its reserves policy: only under strict conditions may faculty reserves for special purposes be used in a different year to the one in which it was initially planned that they would be spent. This has had the consequence of strengthening the UvA's capital position and freeing up more cash than forecast in the budget. However, the UvA runs the risk of an accusation that too little of the available funds are actually being used for teaching and research in the places where issues have been flagged.

Control measures

Budgetary discipline within the faculties and shared service units will be more strictly monitored; we also anticipate receiving full or partial compensation from the government to cover the additional costs of the pay increase agreed in the CAO. The internal policy with regard to the use of special-purpose and other reserves has been expanded, with effect from 2019.

5. Workloads and lecturer positions

Increasing workloads and work stress are a major risk for the UvA. The student intake, which grew once again this year, has continued to increase the pressure on the organisation of teaching; the burden of the additional teaching requirements often falls disproportionately on young lecturers on temporary contracts. This group of lecturers are usually appointed solely to deliver teaching, and therefore have insufficient time to conduct research to lay a more solid foundation for an academic career. It is still the case that research achievements are the dominant factor affecting career prospects. The Executive Board acknowledges that the temporary appointment of lecturers has many disadvantages, both for the lecturers in question and for the UvA itself. Accordingly, the Executive Board has indicated in a Letter of Commitment that it will not exceed a maximum percentage of temporary appointments to teaching positions, and it has made a number of additional commitments to improve the career prospects of lecturers on temporary contracts, both within and outside of the UvA. There is a risk that, because the faculties have decentralised power, these commitments will not be uniformly and unambiguously interpreted and applied by all faculties.

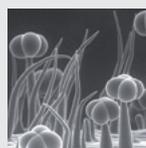
Control measures

In 2019, an audit will be conducted into the appointment practices applied to lecturers, with a focus on recommendations to ensure uniform university-wide compliance with the commitments in the Letter of Commitment. In a more general sense, in 2019 the 'Managing your workload' programme was launched, with a focus on tackling high workloads. Funds were released and allocated to this programme.



5 DECEMBER

Research by UvA biologists in collaboration with colleagues from Lund University (Sweden) shows that extreme weather affects the way soils will respond to future changes in the climate



6 DECEMBER

UvA biologists discover an important regulator of root hair formation in tomato plants

6. Organisational risk

In the areas of both teaching and research, opportunities regularly present themselves in which an interdisciplinary approach and organisation would add value. Degree programmes with a broad profile to which a variety of faculties contribute courses, and research priority areas in which a range of disciplines participate, often seem to encounter restrictions – whether real or perceived – created by the internal governance model and internal allocation model. It is essential that when such opportunities arise the different elements of the UvA are able to join forces, and the internal bureaucracy does not have the last word.

In terms of support functions, too, faculty boundaries must not be too strictly enforced; in view of the expectation that volatility in student numbers will continue and the uncertainty about what the implications of this will be for each faculty, flexibility in the use of classrooms and study spaces on the various campuses is desirable.

The UvA should allow the interests of students with broad interests and the requirements of interdisciplinary research to prevail over corporate-style management at institute or faculty level.

7. Ensuring the segregation of public and private funds

The UvA undertakes statutory (teaching, research and valorisation) and non-statutory tasks, financed by both public and private funds. Private funds may be used for statutory tasks, but public funds may not be used for non-statutory tasks. Following an incident elsewhere in the country, the above principles received some much-needed publicity in 2018. Confidence that public funds are being spent legitimately is an important pillar of the domestic reputation of the UvA. As a control measure, in principle all of the University's non-statutory tasks are grouped under UvA Ventures Holding BV. The equity in the group companies that come under the holding company are recorded in the Annual Statement of Accounts as a private special-purpose reserve. It is thus clearly indicated that when that equity is used for investments, no public funds are involved (after all, the group companies are not subsidised by the UvA and they generate only private income). As soon as a task within the UvA is categorised as a non-statutory task, it is transferred under the responsibility of the holding company to keep it strictly separate.

Control measures

In 2019, an audit will be performed of the correct application of the principles agreed upon in the organisation, based on a reference framework drawn up in conjunction with the VSNU.

8. Unity in diversity

The UvA has a strong brand due to the high quality of its teaching and research; it regularly receives confirmation of this fact, particularly in assessments and external evaluations. At the same time, the UvA is organised in a highly decentralised fashion: the faculties have considerable autonomy in carrying out teaching and research. To maintain the UvA's reputation, it is important that all processes, systems and units meet the same quality benchmarks. In addition, it is also important that where interdisciplinarity is applied, faculty boundaries do not impinge on quality. The Institutional Quality Assurance Audit Commission noted that the international classroom concept was not being uniformly applied within the UvA, and that faculties differ from each other in other areas (faculty organisational structure, use of information systems), with the consequence that there is sometimes a sub-optimal and fragmented delivery of services to students.



10 DECEMBER

The University Library accepts a donation of all (around 6,000) original Vader & Zoon (Father & Son) comic strips by Peter van Straaten, which appeared in the newspaper *Het Parool* between 1969 and 1987, along with 100 original drawings from the Eric-de-Noormanstrip (Eric the Norman comic strip) De Wolf en de Havik (the Wolf and the Hawk), created by Hans G. Kresse

Control measures

In 2018, the UvA drafted a memorandum in which it indicated the substantive conditions that must be met before an English-language track can be created. A key element is that educational quality must benefit from adding an international component to the cohort. Intake growth from attracting international students should never be an end in itself. The UvA is taking an active part in the debate in The Hague and in the VSNU about the frameworks for the internationalisation of the student population, with the goal of safeguarding educational quality.

9. Risks associated with internationalisation

Over the past few years, many Dutch universities have seen an increase in the number of international students, partly in response to the launch of English-language programmes. This pattern can also be seen at the UvA. The funding system in the Netherlands is calibrated in such a way that universities are motivated to at least maintain their market shares. The UvA believes that with a view to quality development, further growth is not desirable, but due to the national funding system it runs the risk of a funding shortfall if it does not follow the national trend.

Control measures

In 2018, the UvA drafted a memorandum in which it indicated the substantive conditions that must be met before an English-language track can be created. A key element is that educational quality must benefit from adding an international component to the cohort. Intake growth from attracting international students should never be an end in itself. The UvA is taking an active part in the debate in The Hague and in the VSNU about the frameworks for the internationalisation of the student population, with the goal of safeguarding educational quality.

10. Reputational risk

In 2018, the UvA took part in national and international student satisfaction surveys. The relatively low satisfaction scores primarily focused on a number of organisational aspects and the study facilities provided. The International Student Barometer scores the dissatisfaction of international students in a number of logistical and administrative areas relating to their studies at the UvA, such as feedback on teaching performance and the length of the procedure from submission of an application to the decision on the admission of an international student. Although these aspects do not directly affect the quality of the programmes themselves, there is a risk that these aspects will receive a disproportionate amount of attention in publicity and the press, thus stirring up negative sentiment around studying at the UvA.

On 25 May 2018 the new General Data Protection Regulation (GDPR) came into effect, which was a good opportunity to review our policies and processes around personal data. As well as the personal data of prospective students, enrolled students, alumni and staff, the UvA processes the personal data of patients and subjects in social and other academic research.

Control measures

In its Strategic Plan, the UvA acknowledges the importance of improving the facilities for students, which should result in higher satisfaction scores. A number of tangible measures have also been taken to improve these scores – for example, in 2018 a Central Admissions Office was set up at the Administration Centre to streamline the processing of applications from international students. In addition, a UvA-wide project was launched to harmonise educational logistics within the UvA. The central target of this project is to improve the student journey from application to certification by removing barriers between the various internal information systems and organisational units that play a role in this journey. The number of study spaces for students will be expanded in 2019,

**13 DECEMBER**

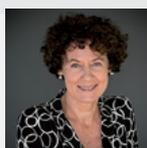
A new stocktaking study by linguistic experts, including Frank Seifart of the UvA, shows that approximately half of all current living languages are under threat, dying or essentially dead

**17 DECEMBER**

UvA researchers from the Van 't Hoff Institute for Molecular Sciences, the Swammerdam Institute for Life Sciences and the Institute of Physics receive three ECHO grants from NWO

since students have indicated that the lack of study spaces is a major issue. The construction of a large lecture room for the purpose of running programmes with large numbers of students should contribute to improving the student experience. In most faculties the former educational support organisation, which tended to be fairly fragmented, will be transformed into an Educational Service Centre (which may or may not have a different name), based on the belief that harmonisation and centralisation of support will serve students better.

The UvA prepared for the entry into force of the GDPR using a project-based approach which was partly based on the ten-step plan put out by the Dutch Data Protection Authority. The most significant aspect was our communication around the GDPR and privacy, in light of our aim to systemically improve awareness of the legal and ethical frameworks within the UvA. Work was also carried out on a register of processing operations, data processing agreements and the procedures to be followed when data subjects invoke their rights. Broadly speaking, most of the goals of the project were achieved, and we have started making systematic arrangements around the tasks and responsibilities relating to privacy and information security at the UvA. In 2019, our information security and privacy governance will be defined and implemented. Communication and awareness around privacy and information security will also receive the necessary attention in 2019. There will also be a focus on making research practices at the UvA more compliant at a structural level.



19 DECEMBER

Executive Board President Geert ten Dam signs the Declaration of Intent on the UN Convention on Accessibility of Higher Education (for students with disabilities) on behalf of the UvA

Anniek de Ruijter
Associate Professor European Health Law



