



UNIVERSITY OF AMSTERDAM

# Annual Report 2014



# Annual Report 2014

University of Amsterdam

# Contents

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The UvA's diversity stems from its 5,000 staff members and 30,000 students. Some of them can be seen in this annual report.

### Front cover

From left to right: Ikram Sarti (student, Biomedical Sciences), Prof. Jan-Hindrik Ravesloot (professor of Physiology), Gideon Jager (student, Mathematics), Frank Aarts (communications adviser, Central Student Administration), Elmer Schürfeld (student, Information Science), Wai Kee Man (student, Future Planet Studies).

### Back cover

From left to right: Prof. Jonathan Soeharno (professor of Administration of Justice from a Legal-Philosophical Perspective), Prof. Alexander Rinnooy Kan (professor of Economics & Business) receiving the 2014 Academy Medal from the Royal Netherlands Academy of Arts and Sciences (KNAW), Maaike Ambags-van der Meulen (director of the Amsterdam Academic Club and Spui25), Prof. Sweder van Wijnbergen (professor of Political Economy), Liza Mügge (assistant professor of Political Science, specialised in Gender & Ethnicity).

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## Foreword by the Executive Board

The tragic shooting down of Malaysia Airlines flight MH17 from Amsterdam to Kuala Lumpur above eastern Ukraine threw a dark shadow over the year 2014 at the University of Amsterdam.

Among those on board were Joep Lange, professor of Infectious Diseases, AIDS expert and director of the Amsterdam Institute for Global Health and Development, and his communications assistant (and partner) Jacqueline van Tongeren, who were on their way to the International AIDS Conference in Melbourne. Also on board were two alumni of the Faculty of Humanities: Sacha Meijer, who had a Master's in Journalism from the UvA and was flying with her boyfriend Tim Nieburg, and the former editor of *Propria Cures*, Laurens van der Graaff.

The UvA mourns the terrible loss of these promising individuals with their families and friends and the academic community, and marked the opening of the new academic year with a commemorative ceremony that Joep Lange himself had had a major hand in shaping. Taking Africa as its theme, this year's gathering featured presentations by four young researchers who had worked alongside Joep Lange, about their efforts in Africa, and the presentation of a book about the UvA and Africa. This was one of the last projects in which Prof. Lange had been involved.

In terms of accomplishments, 2014 was a year on which we can look back with satisfaction.

We welcomed the first incoming class of Bachelor's students to take part in UvA Matching as part of their programme enrolment. Designed to acquaint students with their chosen degree programme, it gives prospective students a chance to 'test drive' the curriculum. The Executive Board is pleased with the organisation of the UvA Matching programme and with the first results.

In 2014 we improved our score on the National Student Survey, managing to close the gap with the national average to within 0.1 point, even during a period of major renovation work. Meanwhile, the Faculty of Social and Behavioural Sciences has completed the move to the Roeterseiland Campus (with the exception of the Psychology Department) and campus services are connecting faculties as envisioned.

Bachelor's study success rates are on their way to an anticipated 70% in 2015, our range of small-scale intensive degree programmes has expanded with the new English-language Bachelor's in Politics, Psychology, Law and Economics, and the International Student Barometer ranked the UvA first in the Netherlands.

The UvA is truly gaining ground internationally, climbing in all world rankings in 2014. Our Bachelor's exchange programme with electronics group Huawei is a good example of our increasing international collaboration. A record number of 28 young UvA researchers received Veni grants last year, while an impressive nine talented scientists were awarded Starting Grants by the European Research Council.

Impact and innovation played a prominent role, with the UvA's intensive partnerships with VU University Amsterdam and the Netherlands Organisation for Scientific Research acting as catalysts on various fronts. The University made headlines with ACCESS Europe, its participation in the Advanced Research Center for Nanolithography alongside ASML, and the sale of Euvision to Qualcomm. Collaboration with VU University Amsterdam opened up new opportunities, albeit more pragmatically oriented than envisioned in the 'grand design' for an integrated science faculty rejected by the Joint Meeting in late 2013.

Following a year of formal and informal discussions with delegations of students, lecturers and researchers, the UvA released a new Strategic Plan for 2015-2020, titled *Boundless Curiosity*, which builds on the positive results of the past period and formulates targets for several other areas that show room for improvement.

Within our degree programmes, efforts are focused on academic training, improving curricular content and education innovation. Focus areas included selective admission and the pace of study in Master's programmes, internships abroad, the reduction of overhead, and student satisfaction.



### THE EXECUTIVE BOARD

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

In research, emphasis shifted from quantitative to qualitative standards and to giving scholars more individual control. These efforts were paired with the formulation of four strategic themes in the areas of internationalisation, the student experience, high-impact & low imprint, and the academic community – the very fabric of the University.

The urgency of ramping up efforts on this last theme was attested by the events that unfolded in spring 2015. Tensions and divisions between control structures and professional autonomy, between teaching and research, between disciplines with expanding and shrinking student bodies and between different visions on the position and role of the 21st-century university came to the fore, triggered by the discussion of precisely these issues at the UvA's Faculty of Humanities. They were manifested in debates and pamphlets listing demands, in the Executive Board's responding ten-point plan, in the appointment of two independent committees and in the six-week occupation of the Maagdenhuis. These debates stirred up a lot of emotion here at the UvA and nationally too, including in the media and politics.

This turbulent period ended on 17 April 2015 when the Joint Meeting of the Central Student Council and Central Works Council concluded that there was insufficient confidence in the ability of the Executive Board in its current composition to take the desired actions. Louise Gunning subsequently announced her resignation as president of the Executive Board, however unwarranted considering her excellent leadership of the Academic Medical Center and UvA. Upon her departure, Rector Magnificus Dymph van den Boom was named acting president of the Executive Board.

The UvA's ten-point plan sets out an agenda describing the areas where reforms can be implemented. This must be a concerted process, working with the academic community and from the strong foundation of solid education and research to which the UvA owes its reputation.

Edgar du Perron, dean of the Faculty of Law, was appointed as interim vice-rector to direct the implementation of this agenda. Two independent research committees were further established to provide transparency on current financial and accommodations policy, and to consider the issue of internal decentralisation and democratisation, respectively. The representative advisory bodies and action groups have gained and assumed a leading role in determining the tasks and composition of these committees.

The ten-point plan does not change the fact that the faculties of Humanities and Law are facing declines in student interest and as such, and in view of the system of government funding, the need to cut costs and heighten the appeal of their curricula.

The UvA has a dedicated academic community – a community that takes justified pride in the University's education and research, over and above any questions of institutional management. What is needed now is to move forward together, because, ultimately, we are all striving for the same goal: to deliver the very best education and research at the University of Amsterdam and the Amsterdam University of Applied Sciences.

Amsterdam, 23 June 2015

#### The Executive Board of the University of Amsterdam and the Amsterdam University of Applied Sciences

Dymph van den Boom

Rector Magnificus and Acting President

Huib de Jong

member and Rector of the Amsterdam University of Applied Sciences

Hans Amman

Vice-President

## Key data

	2010	2011	2012	2013	2014
<b>Enrolled students</b>					
Total number of students enrolled at the UvA	32,739	32,165	29,873	31,123	31,186 <sup>1</sup>

	2010	2011	2012	2013	2014
<b>Intake of students enrolled in the first year of a degree programme at the institution (as at 1 Oct.)</b>					
Bachelor's intake	7,178	6,392	6,003	6,685	6,019
Pre-Master's intake <sup>2</sup>	794	138	230	270	551
Master's intake	4,094	4,550	4,560	4,984	4,797

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
<b>Exams taken per academic year</b>					
Credits (ECTS) obtained	1,183,817	1,188,470	1,343,245	1,277,137	1,314,680
Bachelor's exams	3,203	3,633	4,577	4,358	4,217
Master's exams	3,990	4,939	5,751	4,604	4,779
Initial university degree ( <i>doctoraal</i> ) exams	438	375	293	291	149
Post-Master's/postdoctoral exams	242	272	313	334	306

	2010	2011	2012	2013	2014
<b>Doctoral theses per calendar year</b>					
Doctoral theses	404	405	449	517	496
Design certificates		3	12	19	15

	2010	2011	2012	2013	2014
<b>Publications per calendar year<sup>3</sup></b>					
Academic publications	8,234	8,713	9,129	9,457	8,636
Professional journals	1,267	1,195	1,411	1,635	1,103

	2010	2011	2012	2013	2014
<b>Key financial data (in €1 million)</b>					
Equity (as at 31 Dec.)	308	310	301	277 <sup>4</sup>	272
Solvency (equity/total assets)	47%	47%	41%	39%	38%
Transfer AMC-UvA <sup>5</sup>	141	140	149	146	149
Other operating expenses (UvA individually)	467	498	501	503	511
<b>Total operating expenses</b>	<b>608</b>	<b>638</b>	<b>650</b>	<b>649</b>	<b>666</b>
(UvA separately plus Faculty of Medicine)					
Group result	30.0	2.2	(8.7)	5.1	(3.2)

<sup>1</sup> In 2014, this included 271 UvA employees (of which a large number were student assistants).

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

<sup>3</sup> As from 2014: number published in the year in question; up until 2013: number registered in the year in question.

<sup>4</sup> From 2013 the SARA Foundation is no longer part of the UvA's consolidation base.

<sup>5</sup> The government grant for the teaching hospital (*Academisch Ziekenhuis*) as a workplace is presented as an allowable deduction from the UvA's income in the Annual Statement of Accounts. This grant is included in the transfer of funds to the AMC-UvA in this key data overview.

	2010	2011	2012	2013	2014
<b>Staff (FTES as at 31 Dec., Excl. AMC-UvA) 6</b>					
Academic staff	2,339	2,458	2,498	2,548	2,636
<i>of whom women</i>	41%	43%	43%	42%	42%
Support and management staff	1,771	1,828	1,847	1,862	1,870
<i>of whom women</i>	54%	55%	56%	57%	57%
<b>Individual UvA total</b>	<b>4,110</b>	<b>4,286</b>	<b>4,345</b>	<b>4,410</b>	<b>4,507</b>
Consolidated affiliated institutions	559	558	581	481	479
<b>Consolidated UvA total</b>	<b>4,669</b>	<b>4,844</b>	<b>4,926</b>	<b>4,891</b>	<b>4,986</b>

	2010	2011	2012	2013	2014
<b>Absence due to illness</b>					
Academic staff	2.2%	1.8%	1.7%	1.6%	2.1%
Support and management staff	5.0%	4.7%	4.9%	4.5%	5.4%

	2010	2011	2012	2013	2014
<b>Energy consumption and CO<sub>2</sub> emissions</b>					
Gas (million m <sup>3</sup> )	9.4	4.9	4.0	3.8	3.2
Electricity (million kWh)	40.9	33.4	32.8	33.7	36.0
<i>of which generated by the UvA (million kWh)</i>	13.6	3.6	0	0	0.5
CO <sub>2</sub> equivalent of gas consumption (tonnes)	16,899	8,809	7,191	6,831	5,725
CO <sub>2</sub> equivalent of electricity consumption (tonnes)	24,412	19,935	19,577	20,114	21,475
CO <sub>2</sub> equivalent of oil consumption (tonnes)	8,117	2,149	0	0	0
<b>Total CO<sub>2</sub> equivalent</b>	<b>33,193</b>	<b>26,595</b>	<b>26,768</b>	<b>26,946</b>	<b>27,200</b>

	2010	2011	2012	2013	2014
<b>Waste removal</b>					
Regular waste (tonnes)	1,499	1,389	1,067	1,135	1,207
Chemical waste (tonnes)	25	38	29	45	44
<b>Total waste (tonnes)</b>	<b>1,524</b>	<b>1,427</b>	<b>1,096</b>	<b>1,180</b>	<b>1,251</b>

<sup>6</sup> The individual UvA employee data include both employees seconded to the T.M.C. Asser Institute and the SCO Kohnstamm Institute and UvA employees at the ACTA. From 2013 the SARA Foundation is no longer part of the UvA's consolidation base.

## Message from the Supervisory Board

The Supervisory Board of the UvA meets in joint formation with the Supervisory Board of the Amsterdam University of Applied Sciences (AUAS), which acts to advise the Supervisory Board of the UvA. The Board met on eight occasions in 2014, including six times together with the Executive Board. The Board met together with an external accountant, PwC, on one occasion. It also convened once with the Supervisory Board of VU University Amsterdam (VU) to discuss the intensive partnership that has evolved since the 2010 OECD review. The main topics in the reporting year, aside from the filling of a vacant position in the Supervisory Board of the AUAS, included the partnership between the UvA and the AUAS and that of the UvA and AUAS with VU, the new Strategic Plan for 2015-2020, the performance agreements with the Dutch Ministry of Education, Culture and Science, academic integrity and ICT.

### Meetings report

The year opened on the heels of the rejection of the Amsterdam Faculty of Science by the Joint Meeting of the UvA. This topic therefore led the 2014 agendas of both the Supervisory Board and the Executive Board. The boards evaluated the process and discussed how collaboration between Amsterdam's universities could be structured to assimilate the valuable points raised in meetings with the representative advisory bodies. The Supervisory Board of VU was also brought into this discussion.

Another topic considered at almost every meeting of the Supervisory Board and Executive Board was institutional strategy, as part of preparations for the 2015-2020 Strategic Plan. At the Supervisory Board's request, this discussion commenced early on in the development stages to ensure that the Executive Board's rationale and issues facing the institutions could be explicitly addressed. With the objectives of the previous Strategic Plan still relevant, the Executive Board has chosen to continue on the current course, while placing an additional emphasis on improving education and research quality, generating more non-government funding, and the valorisation of knowledge. Further key themes for the period ahead are internationalisation, the student experience and organisational quality.

During the reporting year, the Supervisory Board was also updated on the status of the performance agreements by the Executive Board. The Supervisory Board regularly informed itself of the institution's progress, also considering the possible financial consequences of failure to fulfil the agreements.

Also on the agenda was academic integrity, with the Supervisory Board informed of preventative measures being taken by the University. Whereas the media mainly focus on cases of serious malpractice by academic staff, universities like the UvA are making every effort to prevent the occurrence of such situations. Beyond the appointment of a confidential adviser to act in instances of suspected malpractice, these efforts principally consist in educating students and young researchers through courses, codes of conduct and academic skills training. The model for PhD supervision has also been modified so that it is no longer a one-on-one relationship susceptible to abuse. In cases of actual suspected fraud, a committee is appointed to investigate.

Pursuant to the transition process initiated last year to enable the AUAS to optimise and decentralise education and research support processes, the Supervisory Board examined in how far the staff departments of the UvA and AUAS can be merged in order to streamline and improve Executive Board support as an efficiency measure. The first fruit of this process was the merger of UvA Finance & Control and AUAS Planning & Control departments as from 1 January 2015. The Supervisory Board asked the Executive Board to clarify the reasons for these plans and the extent to which the AUAS in particular can absorb these changes in its organisation. The Supervisory Board is convinced of the need for these changes and will continue to follow the manner in which this process is implemented.

ICT was a recurring topic in discussions concerning operational management throughout the reporting year, in which Prof. H.M. Amman joined the Executive Board as vice-president. In the first instance this focused on the evaluation of the implementation of the Student Information System (SIS). As well as exceeding the budget, this project provoked strong emotions within the

institution. The evaluation is clear on these points and provides recommendations for future large ICT projects in order to prevent such negative effects. In its meetings with the Executive Board the Supervisory Board reviewed the operational process surrounding SIS and took the opportunity to discuss how it could better monitor large-scale ICT projects. Work is now underway to draft a model and procedures for such monitoring.

In autumn 2014 the Supervisory Board asked Prof. D.C. van den Boom to extend her term as Rector Magnificus of the UvA and Executive Board member of the UvA and AUAS, which was set to end on 1 October 2015, until the Dies Natalis (UvA's birthday) on 8 January 2016. She agreed to continue in these positions until that date, for which the Supervisory Board is extremely grateful.

As in previous years, the Supervisory Board reserved ample time to discuss the annual statement of accounts and budget. The UvA has now entered a stage in the Accommodations Plan entailing a significant – planned – use of savings for the renovation of premises, though within the standards fixed in the Accommodations Plan for solvency and for the accommodation costs of the organisational units as a percentage of total turnover. The Supervisory Board and Executive Board regularly discussed projections of the future financial situation and policy measures needed to guarantee the UvA's financial stability.

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

In autumn 2014 the Humanities were in the nationwide spotlight and therefore a recurrent topic in the Supervisory Board and Executive Board. In the summer the UvA's degree programmes made headlines following the Accreditation Organisation of the Netherlands and Flanders' (NVAO) announcement that Dutch degree programmes were falling short on many fronts. Considerable efforts were subsequently devoted to qualifying this statement. Subsequent declines in student numbers and disappointing academic performance at the Faculty of Humanities had a major negative effect on its funding resources and made restructuring unavoidable. In making the necessary changes, the Faculty Board also aimed to make the organisation 'future-proof'. This too sparked heated debate and protest and garnered further media interest. These debates and protests also contributed to the movement in early 2015 that ultimately led to the occupation of first the Bungehuis and later the Maagdenhuis.

The Executive Board informed the Supervisory Board about the contributing factors and circumstances of the Bungehuis occupation and why the protesters had to be removed. When student demonstrators took over the Maagdenhuis two days after the Bungehuis had been cleared, and responding to the academic community's calls for the further democratisation of decision-making, the Supervisory Board, Executive Board and deans unanimously offered the following day to create a provision in the UvA's governance model for a student board member, as already exists elsewhere. In the weeks that followed, the Supervisory Board and Executive Board consulted many bodies within the University community in order to discover the causes and scope of the discontent. Board members attended debates and held special meetings with deans and representative advisory bodies, and Supervisory Board member Prof. G.P.M.F. Mols, who enjoys the exceptional confidence of the representative bodies, kept in regular contact with the Central Works Council and the Central Student Council.

During the first four weeks of the occupation, the Supervisory Board met weekly to discuss the state of affairs and the ten-point plan published by the Executive Board in response. Two independent expert committees were created to work out the particulars of this plan, one focusing on the modernisation of decision-making and the other on financial and accommodations policy. Possible links with and consequences for the AUAS were also a continuing point of concern.

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

Partly in response to the decision of the Central Works Council and Central Student Council, Dr L.J. Gunning-Schepers tendered her resignation as president of the Executive Board of the UvA and AUAS to the Supervisory Board the next day, with a view to giving the Executive Board sufficient scope and time to develop a reform agenda with a new membership. The Supervisory Board respectfully acknowledged Dr Gunning's decision to resign as president and has expressed its great appreciation for her tireless efforts on behalf of both institutions. Dr Gunning had been at the helm of the Academic Medical Center (AMC-UvA) as president of its Executive Board and dean of the UvA's Faculty of Medicine since 2001. After a brief interruption to serve as president of the Dutch Health Council and University Professor, the Supervisory Board was pleased at her acceptance of the presidency of the UvA-AUAS Executive Board as from 1 April 2012. She was a driving force in this role and has been able to significantly bolster the position of both institutions in the Netherlands and around the world. Given responsibility for further shaping plans for collaboration between the UvA, AUAS and VU, Dr Gunning dedicated herself to this effort wholeheartedly and has strengthened higher education in Amsterdam. During her term on the Executive Board she also made active contributions to the internationalisation of the UvA and helped to establish UvA alumni chapters in New York, Beijing, Shanghai and London. She also launched serious fundraising efforts to provide AES grants for excellent Master's students from outside the European Economic Area. The Supervisory Board deeply regrets that her resignation was deemed necessary and is thankful to Dr Gunning for all that she has accomplished and the exceptional dedication and commitment she has shown to both institutions. It was a pleasure to work with her and the Supervisory Board is delighted that she will stay on at the UvA as a University Professor.

In the days that followed, the Supervisory Board consulted with the remaining Executive Board members and the deans and central representative advisory bodies of the UvA and AUAS regarding the situation and to develop a shared plan for the steps ahead. Based on these meetings, the Supervisory Board was able to express its confidence in the three incumbent members of the Executive Board and asked Prof. D.C. van den Boom, Rector Magnificus of the UvA, to serve as its acting president. She accepted and the other Board members gave her their vote of confidence.

With their approval, Prof. C.E. du Perron, dean of the Faculty of Law, was asked to serve as acting vice-rector and unofficial Executive Board member charged with overseeing a UvA reform agenda to be formulated in close consultation with the academic community. Prof. Du Perron agreed and the Executive Board expressed their support and confidence. The Supervisory Board appointed the UvA representative advisory bodies' nominee, Prof. G.P.M.F. Mols, as a member with a special focus on the reform agenda. He will be closely involved in this process and serve as the academic community and Supervisory Board's reform agenda liaison. The Supervisory Board will act as needed to ensure a continuing balance in the existing UvA-AUAS collaboration.

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

In the near term, the Supervisory Board will have to initiate procedures to appoint a new UvA-AUAS Executive Board president and to replace the Rector Magnificus of the UvA when her term ends. These procedures, which are being delineated in close consultation with the central representative advisory councils and deans of the UvA and AUAS, should foster greater participation in the selection process by the diverse stakeholders. The Supervisory Board has also asked the Executive Board to further strengthen the position of the faculties and schools to better equip them for further decentralisation, which is a key shared responsibility of the deans at both the UvA and AUAS. The position of the representative advisory councils will likewise be bolstered by improving support, on the one hand, and adjusting collaborative working procedures, on the other. Last but not least, the Supervisory Board called on all parties to engage in open and respectful dialogue with one another.

### Composition and operation of the Supervisory Board

After two terms, Mr B. Bleker resigned as a member of the Supervisory Board of the AUAS as from 1 September 2014. The Supervisory Board is very grateful for his time and commitment during the past years. His architectural expertise has been vital in the design and building phases of the AUAS's Amstel Campus, which is proceeding apace and giving the AUAS a solid presence in Amsterdam. He provided crucial advice at various points during the development of both the AUAS and UvA campuses, for which both institutions are indebted to him. Mr R. de Jong, RA, was appointed to fill the resulting vacant position in the AUAS's Supervisory Board as from 1 February 2015.

Ms M. Zaanen, who was secretary general of the UvA and also secretary to the Supervisory Board, announced that she would be resigning on 1 February 2015 to accept a position as director general of the Royal Netherlands Academy of Arts and Sciences (KNAW). The Supervisory Board is extremely grateful to Ms Zaanen for her meticulous support over many years and thanks her for her role in forging the modern form of supervision to which the Board aspires.

The Executive Board subsequently decided to extend Ms G.M. van Velzen's appointment as secretary general of the AUAS to the UvA as well; this means that the two institutions now have not only a joint Executive Board but also a single secretary general.

In her capacity as secretary general of the UvA-AUAS, Ms Van Velzen also served as acting secretary to the Supervisory Board at its request for several months, until the appointment of Ms J.M.C. Krol, which was approved on 1 May 2015. Ms Krol will combine her new tasks with her position as director of Legal Affairs at the UvA.

In autumn 2014 the Supervisory Board conducted its annual self-evaluation, which included a critical review of its working methods. Following a round of interviews with all Board members, the outgoing secretary to the Board and the president of the Executive Board, the Supervisory Board drew up an overview that was then discussed within a Board meeting. This also included a renewed look at how the Board can exercise a more modern form of engaged supervision that emphasises the primary process of the UvA and AUAS. It was concluded that additional time is needed both at and outside meetings to fully address the issues.

In 2014 the Supervisory Board followed through on its plans to hold discussions with individual deans at both institutions. This was felt to be a fruitful endeavour though it was evident that there is still room for improvement. The 2014 evaluation concluded that these discussions will be continued in slightly modified form and that the Board wishes to meet with the deans on an informal basis as well, at the Dies Natalis and the Opening of the Academic Year.

The Supervisory Board has three committees, for all of which regulations were adopted in 2014. The Research and Education Committee is comprised of Prof. S.W.J. Lamberts (UvA, chair), Prof. G.P.M.F. Mols (UvA) and Ms M.A.M. Barth (AUAS) and met on five occasions. The committee spoke with the rectors regarding the issues of quality assurance, education and research.

The Audit Committee was made up of Mr B. Bleker (AUAS, until 1 September 2014) and Ms L.M.T. van Velden (UvA, chair). It met on five occasions and considered issues relating to the institutions' operational management, building programmes and financial management in conjunction with the vice-president of the Executive Board. Four of these meetings were attended by the accountant, PwC, in addition to the separate annual meeting held with the external accountant. Following the resignation of Mr Bleker, Ms M. Milz, MBA (AUAS), filled in as acting member of the Audit Committee until a replacement for Mr Bleker could be found. Mr De Jong was ultimately chosen for this role, having joined the Supervisory Board of the AUAS as a member on 1 February 2015.

The Governance Committee consists of Mr A. Nicolai (UvA-AUAS, chair), Prof. S.W.J. Lamberts (UvA) and Ms M.R. Milz, MBA (AUAS). It met on two occasions in 2014, focusing in particular on the recruitment of a new Supervisory Board member for the AUAS. It also closely followed the debate in the Dutch States General on the amendment of the Executives' Pay (Standards) Act (*Wet normering topinkomens*), which could have major ramifications for senior-level personnel policy at both organisations. The committee further took preparatory steps for the annual consultations with individual Executive Board members and the Supervisory Board's aforementioned self-evaluation.

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

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

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

Amsterdam, 23 June 2015

### The Supervisory Board

A. Nicolai

Chair

S.W.J. Lamberts

Vice-chair

G.P.M.F. Mols

Member

L.M.T. van Velden

Member



## Members of the Executive Board and the Supervisory Board

The following is an overview of the composition of the Executive Board at the time of the signing of the 2014 Annual Report (including an overview of the ancillary activities and positions pursuant to Board positions at the UvA and AUAS during the reporting year and to date).

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

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

#### *Background*

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

#### *Ancillary activities*

None

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

Chair, Board of Commissioners, Amsterdam University Press AUP BV  
 Chair, Board, Allard Pierson Foundation  
 Chair, Supervisory Board, Spinoza Centre  
 Member, Board, Stichting Rudolf Lehmannfonds  
 Member, Governing Board, OECD Institutional Management in Higher Education  
 Member, University of Sheffield Council  
 Member, Supervisory Board, The Hague Institute for Global Justice  
 Member, Advisory Board, AIESEC (global platform for youth leadership development)  
 Member, Advisory Board, Exellius  
 Chair, Commissie Geschiedschrijving (Historiography Committee)  
 Member, Curatorial Panel, Chair in Art and Society  
 Chair, Advisory Council, Oefenweb  
 Chair, Advisory Council, UvA Minds BV  
 Member, Board, Stichting de Nationale DenkTank  
 Chair, Board, Stichting Gastenverblijven  
 Member, Council of Representatives, SURF  
 Member, Advisory Council, VSBfonds (public service fund)  
 Chair, Jury, Hélène de Montigny Prize  
 Member, Jury, Excellente Scholen

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

Member and Rector of the AUAS (1 March 2013)

#### *Background*

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

#### *Ancillary activities*

Chair, Complaints Committee, Code of Good Governance in Secondary Education  
 Deputy member, National Committee for the Code of Good Governance for International Students in Higher Education  
 Professor, School of Management and Governance, University of Twente  
 Member, Advisory Board, De Maatschappij

Member, Board of Trustees, International School of Philosophy  
 Vice-Chair, Nationaal Regieorgaan Praktijkgericht Onderzoek SIA  
 Member, Supervisory Board, Verbinden van Duurzame Steden (VerDuS) – Nationaal Regieorgaan Praktijkgericht Onderzoek SIA

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

Member, Governing Committee on Research, Netherlands Association of Universities of Applied Sciences  
 Chair, Steering Committee, Human Capital Agenda, Amsterdam Economic Board  
 Member, regional consultation for senior secondary vocational and higher professional education (MBO-HBO)  
 Member, Steering Committee, Amsterdamse Onderwijs Opgaven  
 Member, Steering Committee, International Affairs, Association of Universities in the Netherlands  
 Member, Board, Stichting Pica  
 Member, Platform Arbeidsmarkt en Onderwijs Amsterdam (until 1 December 2014)

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

Vice-President (1 February 2014)

#### *Background*

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

#### *Ancillary activities*

Professor of Computational Economics (UvA)  
 Editor-in-chief, *Computational Economics* (academic journal)

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

Chair, Supervisory Board, WTCW NV (Watergraafsmeer Science & Technology Centre)  
 Member, Supervisory Board, UvA Holding BV  
 Member, Supervisory Board, AUAS Holding BV  
 Member, Supervisory Board, AMC Ventures Holding BV  
 Treasurer, Board, Stichting Pica  
 Director, Tafelbergschool BV  
 Director, HES Consultancy BV  
 Chair, Board, Stichting Huisvesting, AUAS Wibautstraat 2-4  
 Chair, Board, Stichting Huisvesting, AUAS Mauritskade 11

The following is an overview of the composition of the Supervisory Board at the time of the signing of the Annual Report 2014 (including an overview of other activities during the reporting year and to date).

### **A. Nicolai (1960)**

Chair (1 July 2012)

#### *Primary activity*

President, DSM Nederland

#### *Other activities*

Member, Supervisory Board, Chemelot Campus  
 Member, Supervisory Board, Chemelot Venture Fund  
 Vice-President, Executive Board, Association of the Dutch Chemical Industry

Member, Executive Board, Confederation of Netherlands Industry and Employers  
 Chair, Board, Vogelbescherming Nederland  
 Member, Executive Board, Dutch Bach Society  
 Member, Board, Stichting De Avond van Wetenschap & Maatschappij  
 Member, Executive Board, Limburgse Werkgeversvereniging  
 Member, Academie De Gouden Ganzenveer  
 Member, Supervisory Board, Stichting Provinciaal Museum Limburg – het Bonnefantenmuseum  
 Member, Advisory Committee, Conservatorium Amsterdam – Amsterdam School of the Arts

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

Member (1 May 2013-30 April 2017)

##### *Primary activity*

Scientific Director, The Maastricht Forensic Institute  
 Professor, Criminal Law and Criminology, Maastricht University

##### *Other activities*

Deputy Justice, Court of Den Bosch  
 Deputy Justice, Court of The Hague  
 Chair, Supervisory Board, Zuyd University of Applied Sciences  
 Member, Advisory Council, International Museum for Family History  
 Guest Professor, Yogyakarta State University  
 Secretary, Board, Parish Cluster of Heibloem, Neer en Roggel  
 Chair, Supervisory Board, Bibliocenter Weert (until 31 December 2014)

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

Member (1 November 2012-31 October 2016)

##### *Primary activity*

Director of International Relations, Erasmus Medical Center

##### *Other activities*

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

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

Member (1 July 2012-30 June 2016)

##### *Primary activity*

Chief Financial Officer, Nederlandse Waterschapsbank NV

##### *Other activities*

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

#### **R. de Jong (1964)**

Adviser (1 February 2015-31 January 2019)

##### *Primary activity*

Owner-Director, Vijverhof Advies

##### *Other activities*

Member, Supervisory Board, Enexis Holding NV (also Audit Committee Chair)  
 Member, Supervisory Board, USG People NV (also Audit Committee Chair)  
 Member, Supervisory Board, Bakeplus Holding BV  
 Member, Supervisory Board, N.V. Nederlandse Gasunie  
 Member, Supervisory Board, Rabobank Arnhem en Omstreken  
 Member, Supervisory Board, Stichting Toneelgroep Oostpool  
 Member, Board, Stichting Toneelhuis Arnhem  
 Member, Board, Stichting Aandelenbeheer BAM Groep  
 Member, Board, Stichting tot het houden van preferente aandelen Wereldhave

#### **M.R. Milz (1957)**

Adviser (1 October 2008-30 September 2016)

##### *Primary activity*

Independent management adviser

##### *Other activities*

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

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

Adviser (26 April 2014-30 April 2017)

##### *Primary activity*

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

##### *Other activities*

Chair, Labour Party (PvdA) in the Upper House of the Dutch Parliament  
 Chair, Supervisory Board, Bureau Jeugdzorg Noord Holland  
 Member, Integrity Committee, (Dutch) Public Broadcasting System  
 Member, Board, Stichting Prinsjesdag Ontbijt  
 Member, Advisory Board, Frans Hals Museum, Haarlem  
 Treasurer, Mental Health Europe (until 1 May 2015)  
 Chair, Supervisory Board, IZER  
 Chair, Nationale Vereniging De Zonnebloem (until 1 September 2014)  
 Member, Advisory Committee, Nederland en Nederlandse Antillen Skanfonds (until 1 April 2015)  
 Member, Board, Banningvereniging (until 1 June 2015).

## Faculty deans and directors of the organisational units

At the time of the signing of the 2014 Annual Report, the following individuals were responsible for the management of the faculties and institutes and the shared service units:

### Executive staff

Secretary General of the University G.M. van Velzen

### Faculty deans

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

### Institute directors/deans

Amsterdam University College	Dr R.A. Puras (acting)
Centre for Latin American Research and Documentation	Prof. J.M. Baud

### Service unit directors

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

## Details of the legal entity

University of Amsterdam  
Spui 21  
1012WX Amsterdam  
The Netherlands  
PO Box 19268  
1000 GG Amsterdam

Telephone +31 (0)20 525 9111  
Fax +31 (0)20 525 2136  
Internet [www.uva.nl](http://www.uva.nl)

BRIN 21PK  
Competent authority number: 22222

Bank  
Deutsche Bank NL48DEUTO444042342

Chamber of Commerce number  
34370207

LEI (Legal Entity Identifier)  
724500CFDCA9PSUM7351

ANBI-nummer (Public Benefit Organisation)  
003240782

VAT nummer  
8009.43.223.B01

EORI number (Economic Operators Registration & Identification Number)  
NL003240782

## Glossary of abbreviations

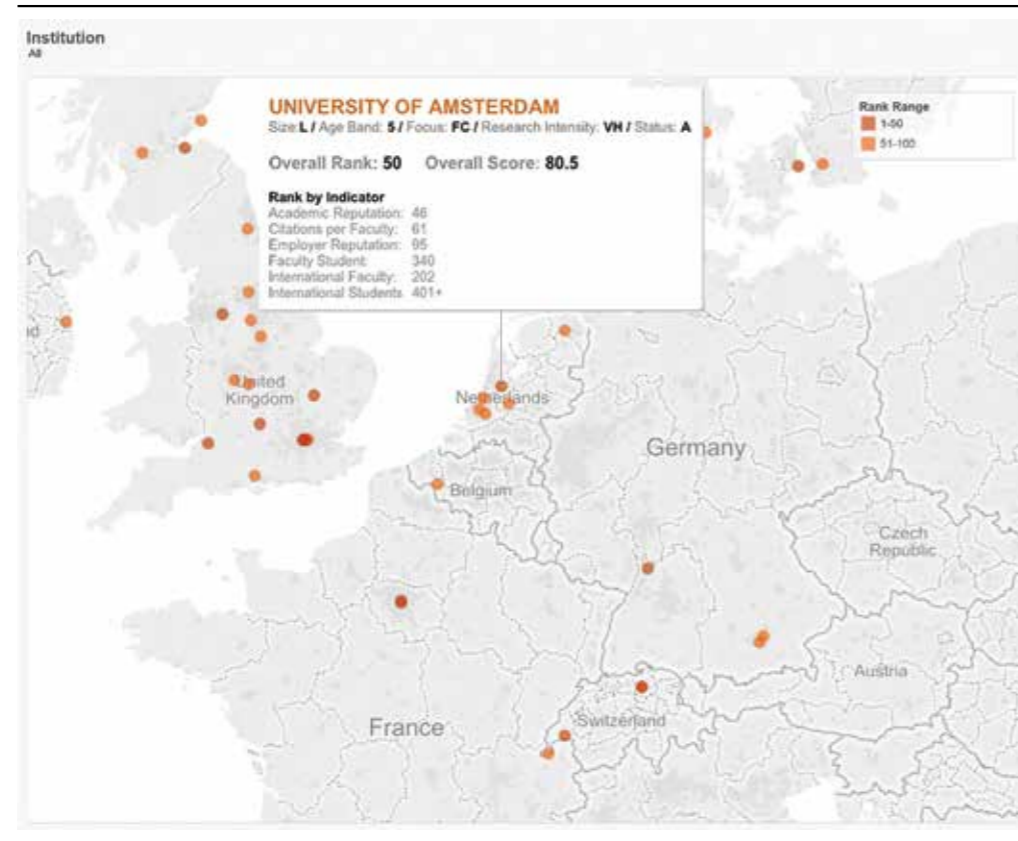
<b>AAA</b>	Amsterdam Academic Alliance
<b>ACASA</b>	Amsterdam Centre for Ancient Studies and Archaeology
<b>ACCESS</b>	Amsterdam Centre for Contemporary European Studies
<b>ACE</b>	Amsterdam Center for Entrepreneurship
<b>ACTA</b>	Academic Centre for Dentistry Amsterdam
<b>AEB</b>	Amsterdam Economic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

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

## Profile of the University of Amsterdam

POSITION OF THE UVA IN THE RANKINGS	2010	2011	2012	2013	2014
Academic Ranking of World Universities (Shanghai ranking)	117	118	122	123	121
QS World University Rankings	56	63	62	58	50
Times Higher Education World University Ranking	165	92	83	83	77
Leiden Ranking (MNCS)	127	93	98	96	76

Position of the UvA in Europe according to the QS top 100, 2014.



TEN-YEAR GROWTH	2004	2014	INCREASE
Master's/doctoraal (initial university) degrees	3,008	4,928	64%
Publications	6,500	8,636	33%
Doctorates conferred	329	496	51%
Student satisfaction with degree programme	6.6	7.3	11%
Number of students	23,861	31,186	31%
Employees (FTEs excl. AMC-UvA)	3,836	4,507	17%
Revenue (excl. other AMC-UvA flows of funds)	€494 m	€663 m	13%*)

\*) After subtraction of 19% inflation over this period.

# 1. Teaching and research

## 1.1 The University of Amsterdam

### History

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

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

The UvA operated under the executive authority of the City of Amsterdam until 1961, when it became an independent public entity and moved its administration to the current premises at the Maagdenhuis, later to become associated with successive waves of academic protest.

By that time, the UvA had garnered considerable academic acclaim thanks in part to the Nobel Prizes awarded to professors Van 't Hoff (Chemistry, 1901), Zeeman (Physics, 1902) and Van der Waals (Physics, 1910). The UvA's student population grew from 1,000 in 1900 to slightly over 5,000 immediately after World War II, to in excess of 30,000 in 2014.

Today, the UvA ranks among Europe's top research universities and is a member of the League of European Research Universities and the global research university network Universitas21. It is a comprehensive, independent university with a broad base in the natural and medical sciences and a strong focus on engagement with society. Its humanities and social science faculties are classed among Europe's best in the international rankings.

Efforts to increase productivity over the past ten years have been highly successful despite substantial budgetary constraints, as shown by the figures in the table above.

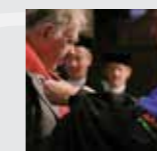
Rapid relative and absolute growth in the student population since 2002 has put increasing pressure on the relationship between teaching and research, firstly because the research budget has not kept pace with the University's expansion, and secondly because trends in the fields students choose to study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

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

### Mission and values

The UvA's Strategic Plan 2015-2020, titled *Boundless Curiosity*, is the leading document for institutional strategy.

Continuing where the Strategic Plan 2011-2014, *An Eye for Talent*, left off, it also identifies a number of new target areas. The UvA is building on its commitment to quality and, despite government-imposed budgetary limits, sees real opportunities for achieving quality improvements within Amsterdam,



8 JANUARY

382nd Dies Natalis, with the Dies speech delivered by Matthijs van Veelen, professor of Evolution & Behaviour, honorary doctorates presented by legal scholar James Crawford and economist Alvin Roth

focused on an ambitious academic culture, stronger ties between teaching and research at all levels and a competitive research profile. The new Strategic Plan sets out aims in the areas of internationalisation, student experience, the academic community and high-impact & low imprint. In the Strategic Plan 2015-2020, the UvA defines its mission as follows:

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

The Strategic Plan 2011-2014, drawn up on the basis of a very similar mission, set out objectives and key progress indicators (KPIs) for both the UvA's primary activities in the areas of teaching, research, and social responsibility and innovation, as well as for the various factors contributing to these goals, including staff, reputation among academic and social partners, services, campus infrastructure, sustainability in operational management and teaching, and financial management.

This Annual Report describes the progress made in 2014 and therefore over the entire Strategic Plan period towards achieving these objectives.

### The character of the University

Higher education has been subject to significant changes in recent years in ways that closely reflect the character and ambitions of the UvA. More than ever, Europe is recognising its value as a knowledge economy and research universities are playing a central role in the production, utilisation and dissemination of knowledge.

With many businesses downscaling their research divisions to mitigate costs or risk, they are increasingly seeking out universities as partners, and not only in the leading economic sectors.

At the same time, research is also becoming more global, with top-ranking research centres attracting talented scientists and students from around the world.

Increasingly, universities are honing their profiles and concentrating on specific disciplines, in some countries supported by government policy initiatives for budget apportionment (England) and budget allocation (France, Germany). Today's 'third generation' research universities have become true linchpins in innovation and progress, and as a consequence society expects no less.

In a research meritocracy that began with bibliometrics and rankings and is now increasingly also manifested in money, academics who are able to acquire grants and contracts enjoy a stronger individual position within the university.

Teaching – and the traditional balance between teaching and research – is under increasing pressure from the Lisbon goals (50% participation in higher education), particularly in more vocationally-oriented disciplines.



8 JANUARY

Mieke Mulder (AMC-UvA) is named UvA Lecturer of the Year

Moreover, aspirations as regards what constitutes quality at a university differ. Whereas some see the UvA as an institution that is and should remain rooted in the city, welcoming all sufficiently qualified students to develop their talents to serve the city and the future, others feel that the UvA's main efforts should be focused on attaining a top ranking, and therefore should select and train only the best students.

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

This question, of the proper role of the university in the 21st century, was one of the key issues in the debate sparked off by a series of protests in early 2015. These protests were accompanied by the extended appropriation of the University's administrative centre, the Maagdenhuis. During that six-week occupation, various sides both within the UvA and nationwide discussed the 'output mentality', democratisation, participation in decision-making, financial transparency, decentralisation, job autonomy and concerns over accommodations for teaching and research. On 10 March 2015, the Executive Board publicised a ten-point plan outlining intended reforms, followed on 20 March by a pledge to appoint two expert advisory committees to focus on University finances and accommodation and on democratisation and decentralisation, respectively.

Driving these protests was uncertainty that had arisen within the UvA in the course of 2014 regarding the institution's financial parameters. Though a five per cent UvA-wide cut on the internal budget parameters announced in July was ultimately scrapped when drafting the 2015 budget, by then the Faculty of Humanities, already facing retrenchment measures necessitated by significant declines in student numbers, had announced additional spending reductions in order to meet this five per cent target, owing to the fact that its mostly small-scale programmes could not readily absorb these cuts.

On 17 April 2015 the Joint Meeting of the Central Works Council and the Central Student Council issued a statement announcing 'that they do not deem the existing membership of the Executive Board capable of working with the academic community to chart a course for the University's future'. Shortly thereafter the president of the Executive Board stepped down and the Supervisory Board made agreements with the remaining members, the representative advisory bodies and the deans regarding subsequent policy and the ten-point plan.

### Strategic framework

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

- the Strategic Agenda of the Dutch Ministry of Education, Culture and Science, *Het hoogste goed* ('The Greatest Good') (end 2007);
- the Veerman Committee's advisory report *Differentiëren in drievoud* ('Threefold Differentiation') (2010);



15 JANUARY

Winfred van de Put is appointed the new director of the Netherlands Institute in Athens

- sub-reports 7 (on higher education) and 8 (on innovation and applied research) of the 'Broad review' project (2010);
- the Dutch government's economic 'Top Sectors' policy.

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

In 2013-2014 an Interdepartmental Policy survey was conducted into scientific policy, on the basis of which the minister of Education, Culture and Science issued a Vision for Science in autumn 2014. This outlined plans for a National Science Agenda, to be co-chaired by UvA University Professor Alexander Rinnooy Kan and Utrecht University Professor Beatrice de Graaf. The UvA hopes that this agenda will also present academic budget solutions addressing:

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

At the European level, 2014 marked the launch of the new Horizon 2020 research and innovation programme, the successor of the Seventh Framework Programme, which had been delayed somewhat by the rotation of EC membership. Unlike national research budgets, European funding for research has been significantly expanded under Horizon 2020 relative to the Seventh Framework Programme (from €51 billion to almost €80 billion over seven years). To strengthen research at the UvA, it is therefore vital to seek correspondence with the European agenda.

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



20 JANUARY

UvA and VU launch joint  
Master's in Entrepreneurship

JANUARY

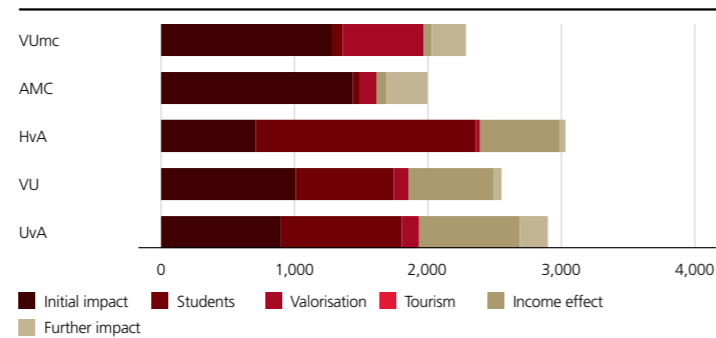
## Economic impact of the UvA, VU and AUAS

### Impact by institution

**Aim: Insight into the economic importance of higher education and research in Amsterdam.**

Source: Biggar Economics

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

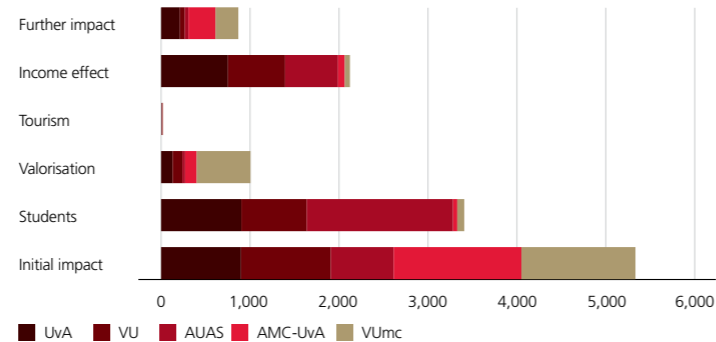


### Impact by source

**Aim: Insight into the economic importance of higher education and research in Amsterdam.**

Source: Biggar Economics

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

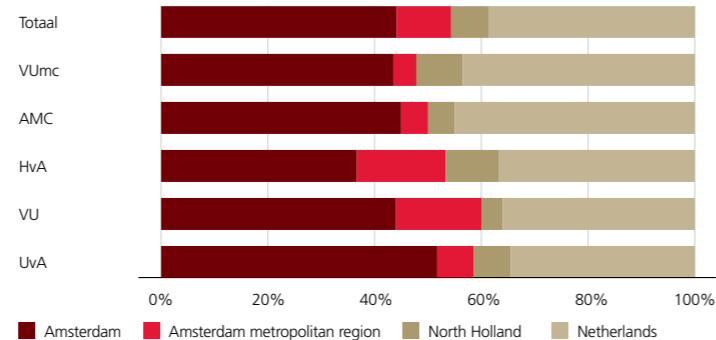


### Regional impact distribution

**Aim: Insight into the economic importance of higher education and research in Amsterdam.**

Source: Biggar Economics

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



### Key conclusions

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

### Amsterdam Knowledge Region

With a population of just over 800,000 people in the city and 2.4 million in the greater metropolitan region, Amsterdam may be relatively small by international standards, yet its urban ecosystem of economic activity, culture and education make it the country's leading knowledge region and an active player in the European network of knowledge regions targeted by EU programmes like Horizon 2020.

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

The OECD *Review of Higher Education in Regional and City Development, Amsterdam*, published in 2010, provided an important and much-needed impetus for collaboration between the city's knowledge institutions and in the triple helix at the core of the Amsterdam Economic Board.

The Review emphasised higher education's importance as an agent of economic and cultural growth, but signalled higher education institutions' failure to amplify their internationalisation strategy to resonate with the global city formation process, as well as the difficulty of connecting higher education institutions and industry. In autumn 2014, the UvA, AUAS and VU commissioned the Scotland-based consultancy Biggar Economics to conduct a study measuring the impact of these three institutions and their teaching hospitals on the Netherlands and on the city and region.

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

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

### Collaboration between the UvA and the AUAS

In the late 1990s the UvA and the Amsterdam University of Applied Sciences (AUAS) began an intensive collaboration aimed in the first place at the coordination of Bachelor's programmes and optimisation of referrals and transfers to Master's education.

The Ministry of Education, Culture and Science's strategic agenda provided renewed impetus for this collaboration, for instance through the development of separate pathways in higher professional education. The availability of rounded, three-year higher professional education degree programmes designed specifically for pre-university secondary education pupils is an essential part of ensuring that their diverse talents are catered for. Thanks to their intensive collaboration, the UvA and the AUAS are well positioned to continue developing such programmes.

This applies equally to the development of 'academic routes' at the AUAS, from which students progress straight to a Master's programme at the UvA without needing to complete a pre-Master's first.

22 JANUARY

Opening of the Amsterdam Centre for Contemporary European StudieS (ACCESS EUROPE), a joint UvA-VU interdisciplinary platform for research, education and public activities



24 JANUARY

NWO Vici grants awarded to Professor of Rheumatology Dominique Baeten, professor of Experimental Gastroenterology Gijs van den Brink and physicist Dr Peter Schall



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

Though not conceived for this purpose, collaboration with the AUAS can also help the UvA to advance its own valorisation ambitions. Academic staff at the two institutions are markedly different in their ties to wider society, as is clearly illustrated by the selection of survey questions in the table below. On the whole, academic staff at the AUAS are more naturally inclined to social engagement than their colleagues at the UvA. As such, the partnership between these institutions also opens up opportunities for promoting the UvA's own social and especially regional impact.

#### Social orientation of UvA and AUAS staff

% YES	AUAS	UvA
Have you ever worked in a non-academic sector?	81%	52%
Over the past 3 years, have you worked in collaboration at regional level?	50%	20%
At national/international level?	50%	80%
Has the amount of time spent on collaboration increased over the past 3 years?	77%	43%
Did you feel encouraged to develop collaborative relationships?	78%	49%
Were the activities you have been involved in aligned to the specific economic, social or cultural needs of your region?	78%	48%
Do you (or your unit) have specific goals and targets for these activities?	41%	20%
In your experience, have your activities which contributed to the institution's public good mission been valued as much as your teaching and research activities?	30%	15%
When designing teaching programmes, are the future needs of the regional economy taken into account?	63%	22%

Source: Survey among 600 associate professors and professors at the UvA and 100 professors and education managers at the AUAS, conducted as part of the University of Newcastle's Civic Universities project in spring 2013.

#### Collaboration between the UvA and VU

Both the Veerman Committee report and the OECD Review provided a major impetus for sector-wide collaboration in Amsterdam. In 2012, this led the UvA and VU University Amsterdam (VU) to join forces to spearhead the creation of the Amsterdam Academic Alliance, in parallel with the finalisation of their respective institutional profiles and performance agreements.

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

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

Previously, in September 2011, the academic medical centres affiliated with the UvA and VU had signed a declaration of intent for close collaboration in patient care, research and teaching. This collaboration, prompted to a large extent by trends in healthcare, is now taking more concrete shape, with plans for a merger of their respective executive boards.

After appointing a single dean to head the planned joint faculties of science and the subsequent rejection of this entire merger by the Joint Meeting in late 2013, the UvA and VU have been working

hard to pool their research efforts and more fully synchronise their curricula to the extent possible and deemed desirable by staff and students. The result of this collaboration is a sciences cluster that Amsterdam can be proud of, offering a breadth and depth commensurate with that at Europe's leading universities.

These efforts entailed extensive discussions with the academic community to allay concerns that integration might undermine the quality of teaching, research and facilities at the individual faculties, even if only temporarily.

Among the results of this collaboration between the science faculties was the decision by the NWO SRON institute for space research to establish itself at Science Park and to work closely there with earth scientists from VU University Amsterdam and astrophysicists from the UvA. Plans were also forged to develop a joint High-Tech Instrumentation Facility, enabling more effective use of expensive research facilities.

With this diverse constellation of teaching and research collaborations between Amsterdam's knowledge centres, ensuring a 'friction-free academic space' is crucial. By offering a more 'plug and play' access to a range of support facilities, from student and project administration services to IT facilities at VU, the UvA and AUAS, it will be possible to maximise collaboration in Master's programmes and in research while at the same time better synchronising the scale and differentiation in curricula (especially at the Bachelor's level).

The City of Amsterdam is also committed to strengthening its position in the technology sector, and to this end issued a tender in 2013 for Amsterdam Metropolitan Solutions, an initiative aimed at boosting technological capacity to tackle urban problems within the metropolitan region. Following the New York model, this could take the form of a centre of excellence from which international technology talent could be recruited to Amsterdam.

The City earmarked a one-off budget of €50 million from its reserves for this project.

The winning proposal, submitted jointly by Delft University of Technology and Wageningen University (with support from the Massachusetts Institute of Technology), brings to Amsterdam two renowned institutions active in the technology and agriculture sectors, which are hardly represented at all at the UvA and VU. Upon its official launch at the Royal Tropical Institute (KIT) on 19 September 2014, the centre's first three projects were presented, focusing on flood management, sustainable strategies for urban systems and urban mobility.

The UvA and VU laud this initiative, which complements Amsterdam's existing qualities as a knowledge region, and will actively contribute in any way possible.

#### Profile and performance agreements

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

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



27 JANUARY

University Professor Louise Fresco is appointed president of the Executive Board of Wageningen UR as from 1 July

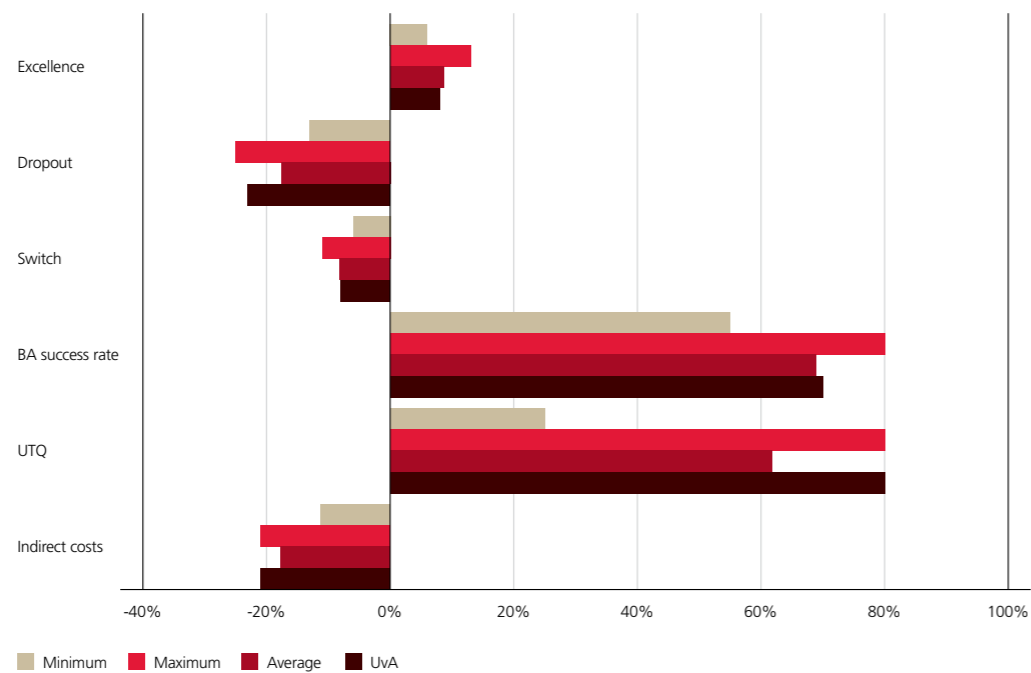
## Performance agreements

### Performance agreements made by the University of Amsterdam

UvA PERFORMANCE INDICATORS	BASELINE MEASUREMENT 2011	RESULT 2013	RESULT 2014	AGREED FOR 2015
% students (re-enrollees, pre-university pupil intake) who obtain a Bachelor's degree within 4 years	60.9%	65.7%	67.6%	≥70%
% students who drop out in the first year	22.6%	27.2%	27.4%	≤31%
% students who switch programmes within 1 year	8.3%			
# Bachelor's programmes with less than 12 contact hours per week (excl. exam weeks)	32	27	3	0
% teaching staff with University Teaching Qualification (excl. AMC-UvA, doctoral candidates, student assistants)	23.2%	56.3%	65.4%	≥80%
% participation in Honours tracks	7.5%	10.5%	11.8%	≥8%
% indirect staff, excl. teaching & research support staff	20.9%	20.8%*)	20.4%	≤21%

\*) As at end 2012

### Performance agreements with other universities



With particular regard to education, universities are called on to:

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

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

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

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

The UvA Profile also specifically details policy regarding the valorisation of knowledge (Technology Transfer, Science Park Amsterdam, Amsterdam Center for Entrepreneurship) and the alliance with VU University Amsterdam.

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

In its agreements with the Ministry, the UvA had also committed to obtaining a positive assessment in the Institutional Quality Assurance Audit carried out by the Accreditation Organisation of the Netherlands and Flanders (NVAO). This outcome – and milestone – was achieved on 26 June 2013.

Another component of the performance agreements is the set of six key progress indicators (KPIs) pertaining to Bachelor's programmes and one KPI relating to indirect costs. These KPIs are listed in the table above, showing the starting values at the end of 2011 and the interim values at the end of 2014.

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

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

Appendix 5 contains a more detailed interim report on the UvA's profile and performance agreements. The UvA expects to achieve end values approximating those agreed in spring 2012. This alone testifies that the performance agreements are not isolated numeric targets to be ticked off a list, but a reflection of the stability of the course which the UvA had already charted at the time the agreements were made. Clearly, it would be no accomplishment to set low targets and end up far surpassing them or high targets too ambitious to attain.

28 JANUARY

The UvA, AMC-UvA, VU, VUmc, and the City of Amsterdam co-found the Sarphati Institute for new epidemics

1 FEBRUARY

Hans Amman assumes appointment as vice-president of the Executive Board, succeeding Paul Doop

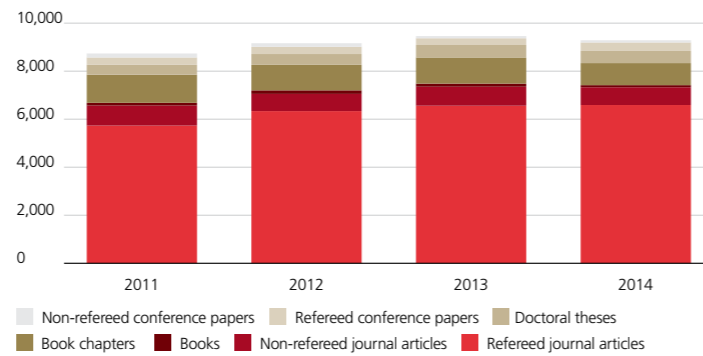
Data on research

Academic publications (VSNU) per publication year

**Aim: Growth in publications, preferably in leading journals.**

Source: Strategic Plan 2011-2014

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

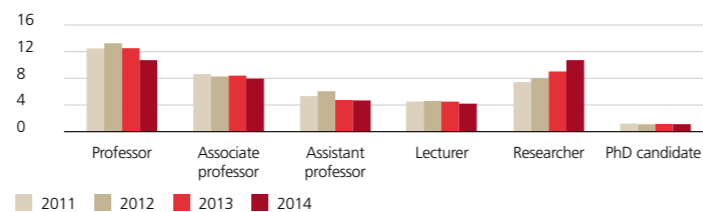


Number of academic publications per research FTE (excl. FdG and FdT)

**Aim: Growth in publications, preferably in leading journals.**

Source: Strategic Plan 2011-2014

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

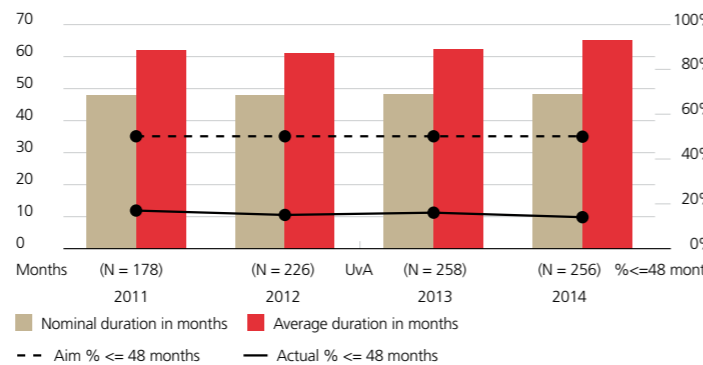


Duration for doctorates to be completed (by doctoral student employees) in 2014

**Aim: Growth in doctorates completed within four years.**

Source: Covenant 2011-2014

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

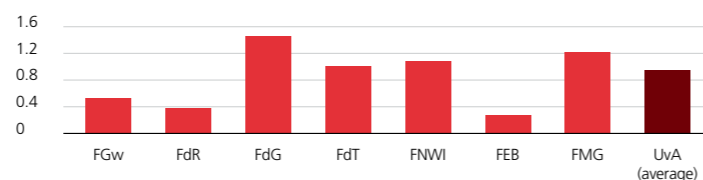


Number of doctoral theses supervised per full professor in 2014

**Aim: Growth in doctorate conferrals.**

Source: Covenant 2011-2014

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



1.2 Research

Policy

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

The UvA has also taken steps to strengthen its international profile, for example through participation in the League of European Research Universities and Universitas21 global networks. Since 2009 it has also worked on creating more distinctive research profiles by redistributing government funding to designated research priority areas.

The Strategic Plan 2011-2014 reinforces this policy and calls for an even greater focus on strengthening the profiles of the research priority areas, with a gradual increase in the allocated share of government funding for research.

Reflecting the stronger emphasis on quality, the UvA has identified the following KPIs:

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

Performance

The standard research performance indicators are academic publications and their impact, and total doctorate conferrals. Though falling slightly short of the 2013 record, the UvA once again conferred considerably more doctorates than in previous years, totalling 497 in 2014 (including four joint doctorates and 22 cum laudes).

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

In 2014, no fewer than ten UvA researchers received Starting Grants from the European Research Council (ERC).

Starting grants were awarded for the proposals submitted by Dr Miranda Cheng, Dr Eelke Heemskerk, Prof. Natali Helberger, Dr Riekelt Houtkooper, Dr Joris Mooij, Dr Daniel Mügge, Dr Louis Vermeulen, Dr Anna Watts, Dr Shimon Whiteson and Dr Ingo Willuhn.

The European Commission appointed Prof. Martin Stokhof, professor of Philosophy of Language at the UvA, as one of three new members of the Scientific Council of the ERC. His appointment runs through to the end of 2017. The new members were selected by an independent committee. The ERC's Scientific Council consists of its president and 21 leading scientists and scholars, collectively representing the European academic community.

The Royal Netherlands Academy of Arts and Sciences (KNAW) appointed one professor at the UvA as a new member: Prof. Kees Hengeveld, professor of General Linguistics with a specialisation in theoretical linguistics.



3 FEBRUARY

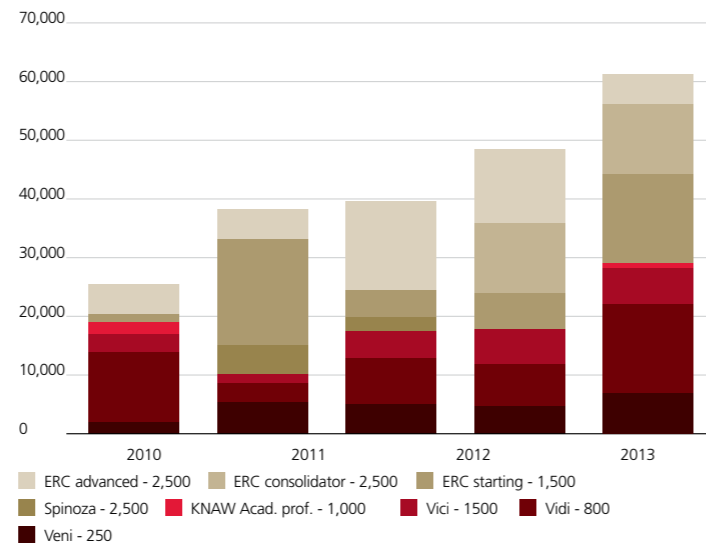
New Amsterdam lecture series kicks off with host Zef Hemel, holder of the Wibaut special chair, and speakers including Barbara Baarsma and Ernst Hirsch Ballin

Data on research

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

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

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

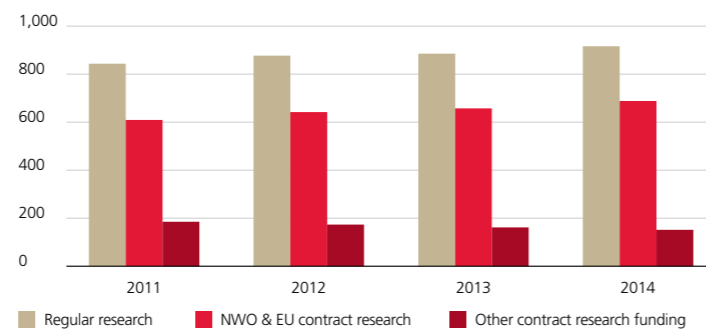


Source: Strategic Plan 2011-2014

Development of deployment of funding sources for research in FTEs

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

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

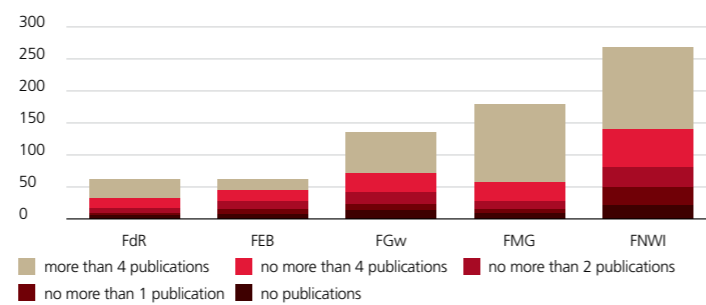


Source: Strategic Plan 2011-2014

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

**Aim: Growth in publications, preferably in leading journals.**

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



Source: Strategic Plan 2011-2014

From 20 March 2014, Prof. Hanneke van Laarhoven, medical oncologist at the AMC-UvA, and Prof. Rens Vliegthart, professor of Communication Science with a specialisation in media and organisations, took up five-year terms as members of the Young Academy of the KNAW.

In November it was announced that anthropologist and geographer Rivke Jaffe would join their ranks in March 2015.

Veni grants were awarded to a record number of young UvA researchers in 2014, with a total of 28 researchers receiving Veni grants, up 47% relative to 2013.

Nineteen researchers at the UvA and AMC-UvA received Vidi grants, more than double the 2013 total. Having secured 19 of the 88 grant allocations for this round, the UvA thus received 20% of all available grants.

A further three UvA researchers and one professor by special appointment received Vici grants. This makes a total of 51 UvA researchers who have been recognised under the NWO Innovational Research Incentives Scheme, an increase of 59% compared to 2013.

UvA Professor of Economic Dynamics Cars Hommes was named the Distinguished Lorentz Fellow 2014. As a fellow, Hommes is spending ten months working on an interdisciplinary research project on predictive complexity models of economic behaviour. An initiative of the Netherlands Institute for Advanced Study for Humanities and Social Sciences (NIAS) and the Lorentz Center, the Distinguished Lorentz Fellowship is awarded every year to an academic whose work makes a unique contribution bridging the humanities, natural sciences and social sciences.

Last but not least, John Kastelein, professor of Internal Medicine with a focus on genetic aspects of vascular conditions, received the Huibregtsen Award on 6 October 2014, presented to a pioneering scientific research project with potential applications in society. The winner is announced during the annual 'Evening of Science & Society', organised to highlight the societal relevance of science by showcasing interesting applications of scientific research.

Prof. Kastelein developed an effective gene therapy and has devoted 26 years to the quest to get it registered. As the world's first gene therapy, it paves the way for gene treatments for a broad spectrum of genetic conditions.

Professors

Professors are the academic face of the University and the pillars of its research. The quality, image and integrity of professorial staff are an important determinant of the image of the UvA as a whole. Fifty-one professors gave an inaugural address in 2014, bringing the UvA's total contingent to 546 full professors and 172 professors by special appointment by year's end. Appendix 4 provides an overview of professors holding special appointments at the UvA together with the organisation that founded the special chair. These figures include the AMC-UvA; all other figures that follow below only concern professors employed by the UvA.

5 FEBRUARY

Minister Lilianne Ploumen is a guest at Room for Discussion



5 FEBRUARY

Hilde Geurts, professor by special appointment of Autism: Cognition over the Lifespan, is presented with the Betto Deelman Award

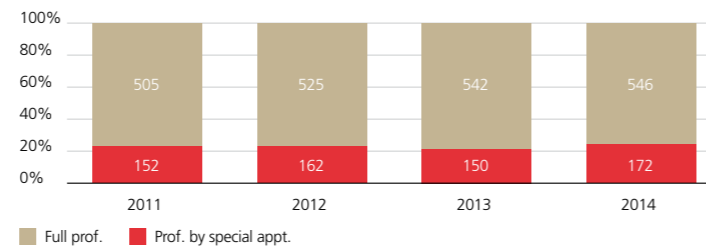
## Data regarding professors at the UvA

### Proportion of full professors and professors by special appointment (by headcount, excl. FdT/VU)

**Aim: Insight into the composition of the professorial workforce.**

Source: *Professorial Appointments Policy*

The graph shows the growth in the number of full professors and professors by special appointment at the UvA, including the AMC-UvA.

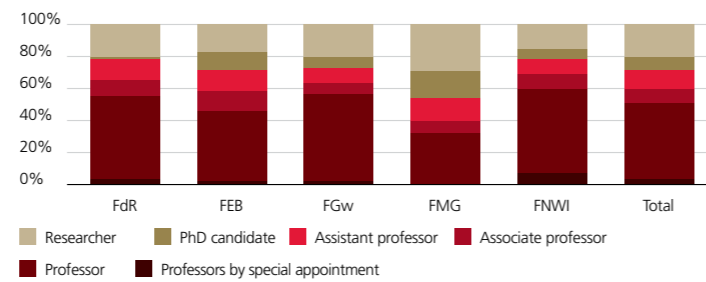


### Positions to which current full professors were first appointed at the UvA (N=386)

**Aim: Insight into professors' career path prior to their appointment.**

Source: *Professorial Policy Memorandum*

The graph shows a breakdown of the UvA's professorial workforce as at end 2014 by the capacity in which they were first appointed at the UvA.

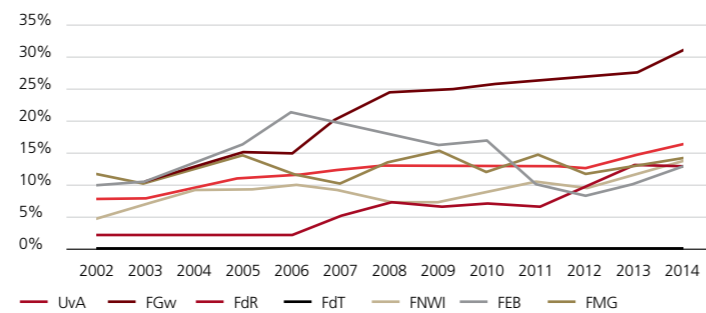


### Development in the proportion of professors of foreign nationality (by headcount)

**Aim: Insight into the increase in international appointments.**

Source: *Professorial Policy Memorandum*

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

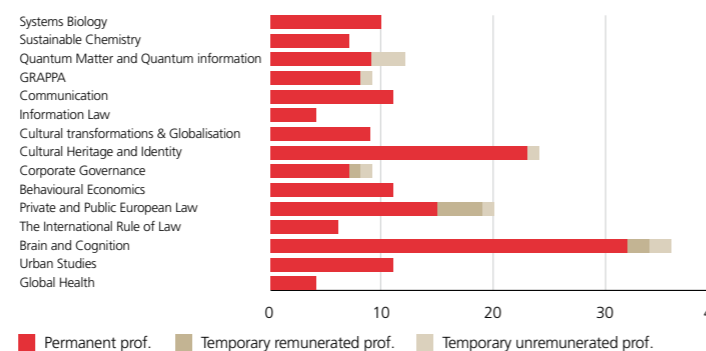


### Allocation by type of full professor (by headcount) by priority area at end 2014 (N=386, excl. FdG)

**Aim: Increase in resources allocated to research priority areas.**

Source: *Strategic Plan 2011-2014*

The graph shows how many professors from each category (excluding AMC-UvA) are affiliated with each of the UvA's priority areas. Approximately half of the UvA's entire professorial workforce has no contractual affiliation with a priority area.



Full professors at the UvA hold either a paid or an unpaid appointment. Among the 53 professors holding unpaid appointments at the UvA are emeritus professors who still exercise *ius promovendi* (the right to propose a person for a doctorate) as well as professors who are paid by agencies such as the KNAW or who hold a part-time professorial appointment at the UvA alongside their principal employment elsewhere. The Faculty of Humanities has the most professors on an unpaid appointment of any faculty at the UvA, with 20 of the total 53. The relationships in which these unpaid professorships are anchored (with KNAW institutes, the City of Amsterdam, the Netherlands Defence Academy, etc.) are of great practical value to both these partners and the UvA.

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

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

Exactly 50% of all professors at the UvA were appointed in that capacity from outside the University; the remaining half was already affiliated with the UvA at the time of their appointment, with the average being 11.5 years. The Faculty of Social and Behavioural Sciences has the largest share of internal appointments. Five professors have been at the UvA without interruption from the time of their doctorate research; 27 obtained their doctorates at the UvA but spent an intervening period (on average five years) working elsewhere before accepting a professorship at the UvA. The Faculty of Social and Behavioural Sciences has the largest share (17%) of professors who also obtained their doctorates from the UvA.

Women are still significantly underrepresented. In 2009 the UvA became a signatory of the Talent to the Top Charter, intended to increase the influx, advancement and retention of talented women professionals in top positions. The UvA has set a target of employing 25% of women in top academic positions by the end of 2016. Though the share of female professors is increasing gradually UvA-wide, it is still slightly under 20%, with considerable differences between the faculties. At the Faculty of Economics and Business, Faculty of Science and Academic Centre for Dentistry in Amsterdam this share is less than 15%.

The proportion of professors from other countries has doubled in the last 12 years, to 17% in 2014, commensurate with the UvA's growing international position. The Faculty of Humanities has the largest relative share of professors of non-Dutch origin (32%).

For the UvA to build up its reputation internationally it is furthermore imperative that its own talented staff also continue their careers at other universities, both in the Netherlands and abroad. Of the 16 professors who left the UvA between 2011 and 2014 for other universities, all but two (Tilburg, Dresden) took up appointments at a QS top 200 university.



**11 FEBRUARY**

**UvA MATCHING 11 FEBRUARI**

Around 150 new students take part in the advanced round of UvA Matching

## Research priority areas

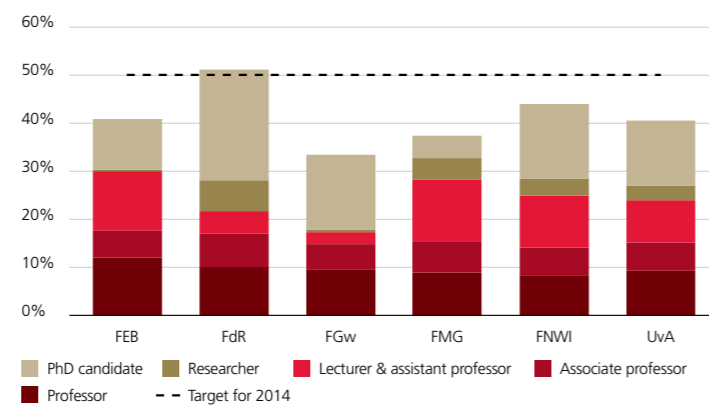
PRIMARY PROFILE THEME	PRIORITY AREAS	CAPACITY IN FTEs
Human health	Global Health	16.2
Globalisation, identity, ... environment	Urban Studies	22.1
Cognition, .. behaviour & neuroscience	Brain and Cognition	128.9
Transnational law & governance	The International Rule of Law	8.3
Transnational law & governance	Private and Public European Law	30.0
Cognition, .. behaviour & neuroscience	Behavioural Economics	20.5
Transnational law & governance	Corporate Governance	16.3
Globalisation, identity, ... environment	Cultural Heritage and Identity	44.3
Globalisation, identity, ... environment	Cultural Transformations & Globalisation	27.9
Communication & information	Information Law	17.8
Communication & information	Communication	28.9
Fundamentals of natural science	GRAPPA (Gravitation AstroParticle Physics)	81.3
Fundamentals of natural science	Quantum Matter and Quantum Information	52.4
Sustainable world	Sustainable Chemistry	49.7
Sustainable world	Systems Biology	71.4
	<b>UvA total</b>	<b>625.1</b>
Human health	Cardiovascular Diseases	214.0
Human health	Metabolic Diseases	206.0
Human health	Infection and Immunity	275.0
	<b>AMC-UvA total</b>	<b>695.0</b>
Human health	Oral Regenerative Medicine (Bioengineering)	27.5
Human health	Oral Infections and Inflammation	31.8
	<b>ACTA total</b>	<b>59.3</b>

### Research FTEs funded by 1st flow of funds in priority areas vs. total

**Aim: 50% of the research budget (funding for research) apportioned to priority area research.**

Source: Strategic Plan 2011-2014

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



### Research priority areas

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

### AAA Fund

In 2013, the UvA and VU University Amsterdam established the joint AAA Fund to support ambitions for collaboration between the two universities over the years 2013-2016. The fund has been created with injections from both institutions, which in any case include the UvA's and VU's profiling resources, and will constitute at least €6 million annually over the coming years. In 2014, the fund supported three groups in which researchers from the two universities will be working closely together over periods of one or more years:

- Amsterdam Brain & Mind Project (ABMP)
- Solardam
- Amsterdam Water Science

The UvA and VU further allocated AAA Fellowships to two leading international academics: Frank Kleiberger, professor of Econometrics at Brown University and Dr Edan Lerner of New York University's Soft Matter Institute.

The AAA Fellowship Programme is intended to attract top researchers from abroad for appointments of three years, with the prospect of a permanent position thereafter. Some 12 fellowships are available in total. The second selection is planned for 2015.

### Research quality assurance

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

A new SEP 2015-2021 was adopted by the Association of Universities in the Netherlands (VSNU), NWO and KNAW in March 2014. Towards the end of 2014 the University of Amsterdam also adopted its own revised Protocol for Research Evaluations, describing how the University will apply the new SEP.

The protocol defines how research at the UvA will be evaluated in the years ahead. The focus will be on guaranteeing and enhancing the academic quality and societal relevance of UvA research as well as making it more visible. Under this protocol, the UvA must also account publicly for its research spending by publishing the SEP final reports and associated administrative follow-up steps where they will be generally accessible on the website.

12 FEBRUARY

Law students provide legal advice to assist Amsterdam technology startups in the first six months



15 FEBRUARY

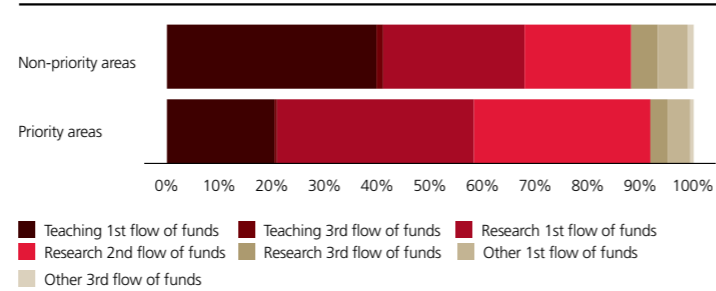
UvA Master's Day

## Characteristics of the UvA priority areas

### Time expenditure of academic staff

**Aim: Research-intensive education calls for the visible participation of even the best researchers in teaching.**

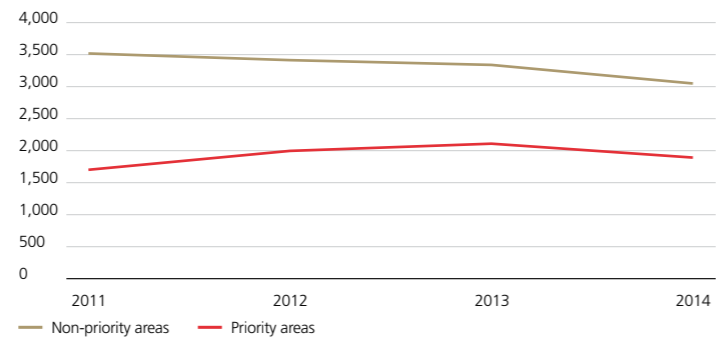
The priority areas do not parallel the disciplines most popular with students. The graph shows that though academic staff within priority areas do also teach, teaching duties generally account for a smaller share of their time. Furthermore, indirect government funding plays a much larger (and contract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



### Number of publications (UvA academic staff)

**Aim: Shift the focus of UvA research towards the priority areas.**

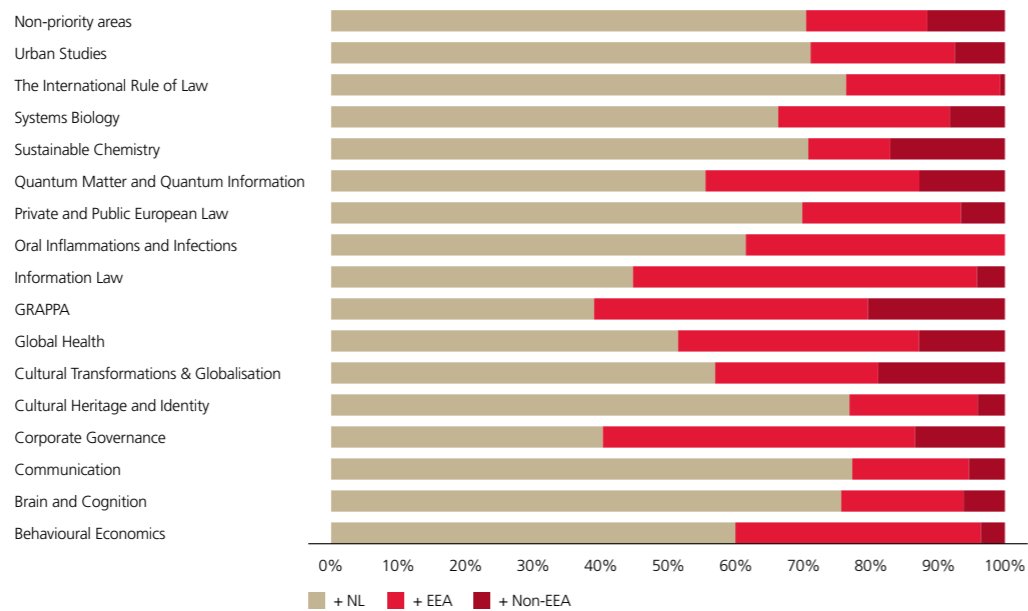
The graph shows trends in the number of scientific publications within and outside the priority areas. The average number of publications per academic FTE amounted to 2.4 in the priority areas and 1.7 outside these areas (2014). In 2014 the definition was amended, from reporting year to year of publication.



### Internationalisation of priority areas

**Aim: Increase internationalisation and interconnectedness within the academic world.**

The graph shows the distribution of the nationalities of academic staff within each priority area. Most priority areas – except those directed more towards national and regional priorities – are represented by a relatively large share of international researchers.



The main changes relative to the previous SEP are:

- Three assessment criteria instead of four. Previously a separate criterion, ‘productivity’ has now been subsumed under ‘academic quality’.
- In assessing this criterion, the assessment committee considers the research unit’s strategic aims, which must therefore also describe how the unit attains quality.
- A wider and more systematic focus on societal relevance. The research unit must explain the societal relevance of its own research and incorporate this in its strategic aims.
- The evaluation now places far greater weight on the specification of the unit’s own research strategy. In its self-evaluation, the research unit must describe the efforts undertaken to achieve its strategic goals and the results of these efforts.
- Organisation of the three assessment criteria in four instead of five categories. The new SEP draws a clearer distinction between top-ranking groups (world leaders) at one end of the spectrum and problem groups at the other.
- The assessment of doctoral programmes and supervision is more extensive and rigorous.
- The assessment procedure reflects on what the research unit is doing to uphold discipline-specific principles of ethical scientific practice.
- The new SEP makes it possible to select a research unit aggregation level corresponding to the prevailing research policy.
- Greater transparency regarding research evaluation outcomes and follow-up.

The Academic Centre for Dentistry in Amsterdam was the first institute at the UvA (and VU) to be assessed according to the new protocol, in autumn 2014.

### Doctoral programmes

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

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

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

In autumn 2013 the VSNU and the association of national research schools, SODOLA, drew up a directive for the financial basis of such inter-university research schools. Seven of the eight research schools coordinated by the UvA already had clear arrangements in place regarding the contribution of the coordinating institution, and there is no divergence between the directive and these arrangements. In the case of the Kurt Lewin Institute, however, discussions are still ongoing regarding the contribution



18 FEBRUARY  
Professor of Philosophy of Language Martin Stokhof is appointed a member of the ERC Scientific Council

required of the UvA as coordinator under the directive, as the existing arrangements make no provisions for any such additional contribution.

With the doctoral programmes now fully incorporated in the SEP system, ECOS has been discontinued and the SEP accreditation panels have assumed responsibility for monitoring the quality of research schools using the 'Research school quality assessment guide' drawn up for this purpose. Research schools will retain their existing accreditations up through the next SEP assessment.

Increasingly, existing research collaborations are leading to doctoral programmes in which doctoral students are supervised by researchers at two or more institutions and also conduct research at multiple institutions. As a member of the League of European Research Universities and the global research university network Universitas21, the UvA has adopted a protocol for such joint doctorates. The UvA takes part in three Erasmus Mundus joint doctorate programmes.

In October the UvA adopted revised Doctorate Regulations upon the recommendation of the Doctorate Board.



24 FEBRUARY

Amsterdam University  
College students organise  
a TEDx conference

FEBRUARY



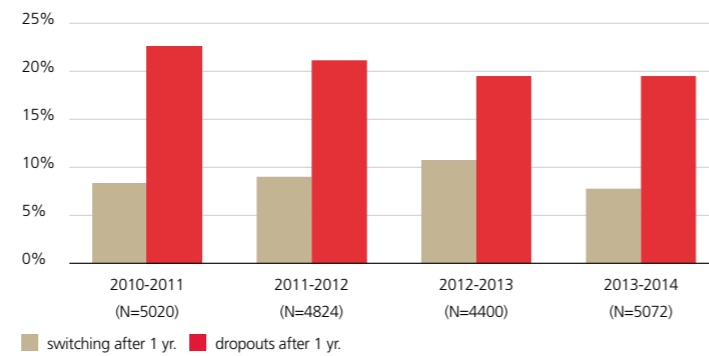
## Data on Bachelor's degree programmes

### Dropouts and switches in the 1st year

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

Source: Performance agreements

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

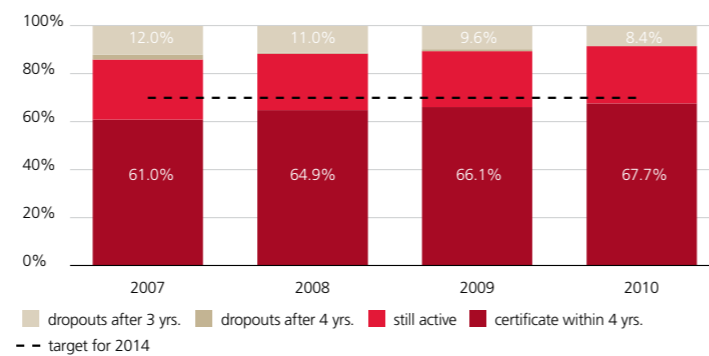


### Situation after 4 years in the programme (t1 cohort)

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

Source: Performance agreements

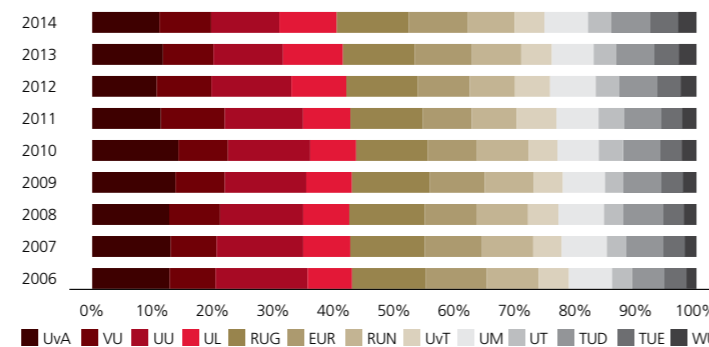
The graph shows the percentage of students per cohort who obtained their diploma after four years. It also shows the percentage that dropped out after the third or fourth year and the percentage that was still enrolled in the fifth year. For the 2010 cohort, the graph shows the situation as at end August 2014. The target for the 2011 cohort was 70%.



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

**Aim: Insight into the percentage of student enrolments in Dutch research university Bachelor's programmes at the UvA.**

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



## 1.3 Teaching

### Policy

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

- the introduction of the Bachelor's-Master's structure as from 2002 and at the AMC-UvA as from 2009;
- the 'Bachelor-before-Master' rule and creation of undergraduate colleges and graduate schools, since 2006;
- the development of excellence programmes (Interdisciplinary Studies, University College, Honours programmes) and of academic majors and minors;
- the introduction of a fixed curricular structure for a more balanced study load;
- better student career advisement, intake and referrals;
- introduction of the study choice check (UvA Matching);
- the realisation of sector plans for physics and chemistry, and the development of broad labels for Master's programmes in the humanities.

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

The university education cycle therefore begins with orientation, referral and self-selection, all of which are designed to help students quickly find the programme best suited to them. At the same time, it has traditionally been the UvA's express aim to give students as free a hand as possible in shaping their studies, by providing a broad range of choices in terms of the content and level of their curriculum.

The flexible character of the UvA's study programmes poses difficulties for structuring components effectively and increases the likelihood of dropouts.

The Vision on Teaching and Learning policy document adopted in 2011 places a stronger emphasis on research-intensive teaching and more activating teaching methods, including more tightly structured curricula, fewer opportunities for resits and less leeway for postponement behaviour. While retaining its characteristic broad freedom of choice, since adopting the Strategic Plan 2003-2006 the UvA has directed increasing efforts towards creating a more ambitious academic culture, reflecting the principle of starting = participating = completing.

Striving for basic requirements like these is a necessary step if the UvA is to achieve its quality ambitions as a leading research university. The three key performance indicators defined in the UvA's Strategic Plan 2011-2014 are:

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

The performance agreements that the UvA made with the Ministry of Education, Culture and Science in 2012 tie in closely with the spirit and aims of the UvA's own policy as set out in the Strategic Plan and have led to the more precise and concrete formulation of a number of those policy objectives, most notably as regards first-year dropouts and switching. Appendix 5 sets out these agreements in detail.



24 FEBRUARY

The UvA and AUAS present the Executive Board with a table made of 100% biobased plastic

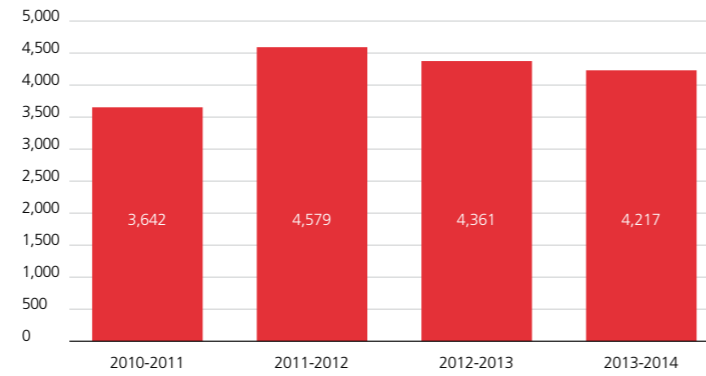
## Data on Bachelor's degree programmes

### Bachelor's degrees obtained

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

Source: Strategic Plan 2011-2014 and Covenant

The graph shows the number of Bachelor's degrees obtained in successive academic years (from 1cHO). The threat of the fine for protracted enrolment and the 'Bachelor-before-Master' rule caused a minor spike in 2011-2012.

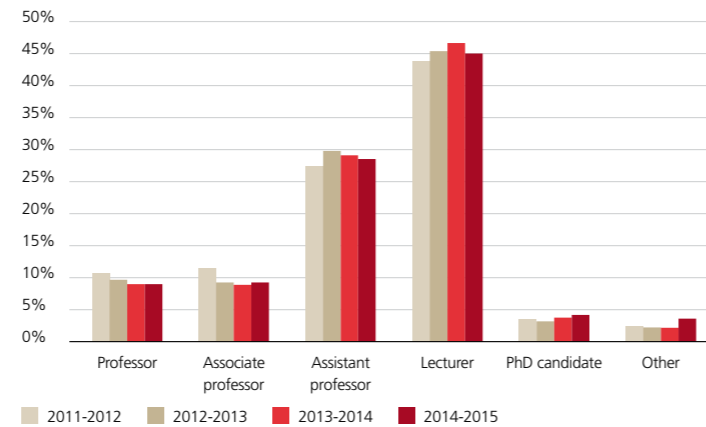


### Development of teaching activities funded by 1st flow of funds

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

Source: Vision on Teaching and Learning (Onderwijsvisie) (research-intensive education)

The graph shows how the deployment of government funding for Bachelor's education is distributed across the various job categories. There has been a slight shift towards lower-ranking categories. Excludes temporary lecturers paid by invoice.

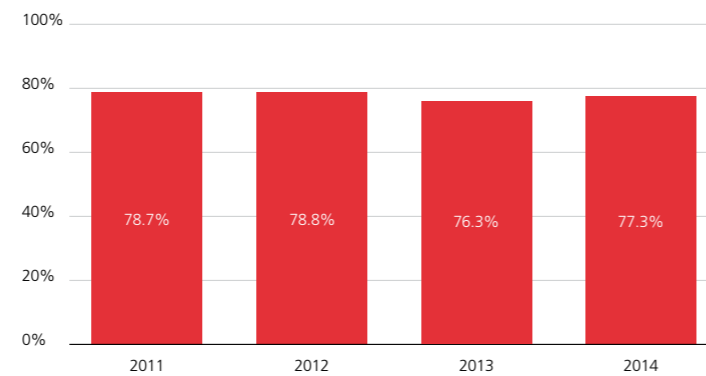


### Satisfaction with degree programme content

**Aim: Increasing percentage of students who are satisfied with degree programme content.**

Source: NSE

The graph shows the percentage of students who are satisfied with the curricular content of their degree programme. There are considerable differences between programmes. Analyses are conducted by the Boards of Studies.



The keystone in measures to improve study success was the UvA-wide introduction in 2014 of the binding advice regarding continuation of studies (BSA), to be issued as necessary at the dean's discretion to students who have obtained between 42 and 48 ECTS credits. This criterion was determined on the basis of the observation that most students who obtain their Bachelor's degree within four years earn 48-60 (on average 53) credits in their first year.

### Performance

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

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

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

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

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

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

The Bachelor's graduation rate after four years has increased to 67.6% for the cohort that commenced in 2010, and after three years the 2011 cohort is on course to achieve 70%. This result attests to the effect of the 20 recommendations formulated by the Study Success Task Force under College of Psychology director Klaas Visser in 2009 and implemented across all the programmes in the subsequent years.

### 26 FEBRUARY

Nine disciplines at the UvA are ranked in the QS World University Rankings' Top 50, with Communication Science and Media Studies the highest-ranked at 10th worldwide

### 6 MARCH

The UvA climbs to group 71-80 and is the second highest ranked Dutch University in the THE World Reputation Rankings

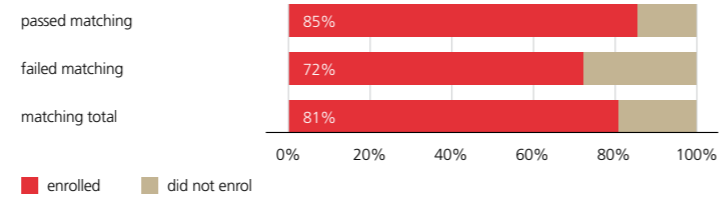
## Data regarding UvA Matching

### Enrolment after UvA Matching

**Aim: Reduction of dropout and switching rates.**

Source: Performance agreements

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

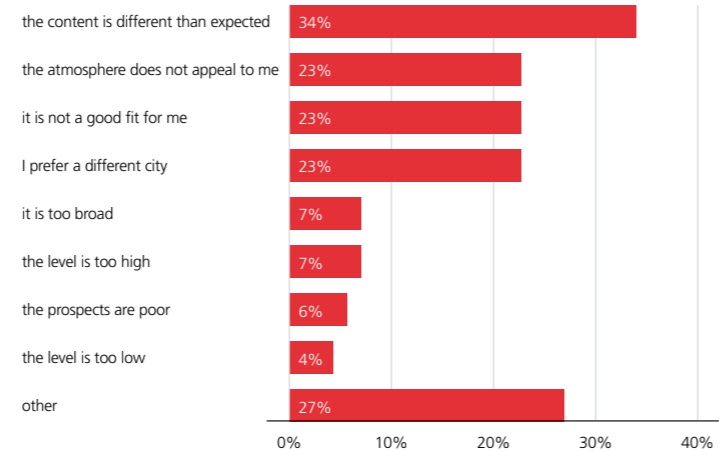


### UvA Matching made me realise that... (N=108)

**Aim: Reduction of dropout and switching rates.**

Source: Performance agreements

UvA Matching seeks to enable students to make a more deliberate choice of study. The graph shows the reasons given by Matching participants who ultimately did not enrol at the UvA.

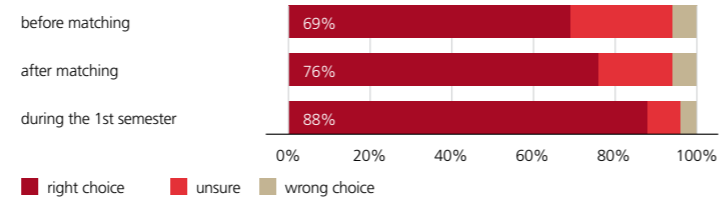


### Certainty regarding choice of study

**Aim: Reduction of dropout and switching rates.**

Source: Performance agreements

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



**Aim: Reduction of dropout and switching rates.**

Source: Performance agreements

The graph shows initial data on the study success rate of the 2014 cohort relative to Matching scores (only those programmes that use Matching). Late enrolments are those after 1 May 2014.

MATCHING SCORE	NONE	NEGATIVE	POSITIVE
dropout rate among regular enrolments	22%	21%	11%
dropout rate among late enrolments	17%	39%	20%
total first-semester credits among regular enrolments	22	21	26
total first-semester credits among late enrolments	20	15	22

### UvA Matching

In June 2014 the UvA introduced UvA Matching in all Bachelor's programmes with non-selective admission as a means to prepare students as thoroughly as possible for their prospective studies and as a complement to the optional informational activities organised for secondary school pupils. As an intensive introduction to specific degree programmes and student life, the UvA's Matching programme offers prospective students the chance to experience studying at the UvA in the programme of their choice before actual enrolment. In effect, it offers an advance taste of the first months of university study.

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

UvA Matching was developed by an interfaculty task force led by Marjoleine Zieck, director of the Graduate School of Law, and designed on the basis of an extensive review of the literature on best practices and on pilots conducted over the last several years. The programme is embedded in the UvA Regulations Governing Recommendations on Choice of Degree Programme (*Regeling Studiekeuze-advies*) and in the enrolment procedures, and all Bachelor's programmes have now set up their own UvA Matching activities (with the exception of programmes that select students due to enrolment quotas).

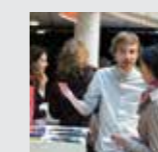
Initial experiences with UvA Matching have been positive, with an evaluation showing that prospective students feel it to be very valuable. The figures above show some correlation between Matching results and the first-year dropout rate. In their evaluations, students state that taking part in UvA Matching enables them to make a better choice. Degree programmes are similarly positive about matching. A further effect of the programme is that exceptional students can be identified early on. Various degree programmes have Excellence programmes catering for students seeking an additional challenge.

### Student numbers and degree conferral

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

- the virtual disappearance of part-time programmes (except at the faculties of Law and Humanities);
- the enrolment (since 2011) of pre-Master's students as contract students instead of as Bachelor's students.

The number of new Bachelor's students was down 385 from 2013, but higher than in the two preceding years.



#### 8 MARCH

UvA Bachelor's Day receives a record number of registrations: 9,447 (pupils and parents); Minister Jet Bussemaker launches 'Subjects in Numbers', a tool offering greater insight into programme content and job prospects

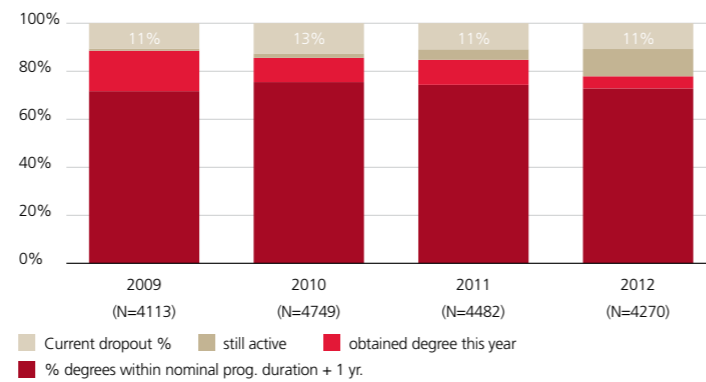
## Data on Master's degree programmes

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

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

Source: 1cHO (enhanced)

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

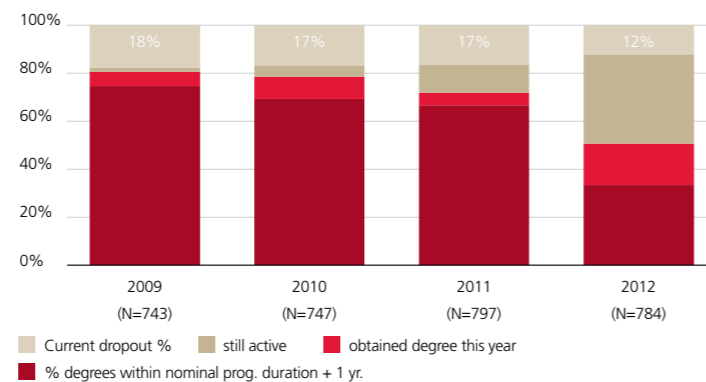


### Current distribution in two-year Master's programmes

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

Source: 1cHO (enhanced)

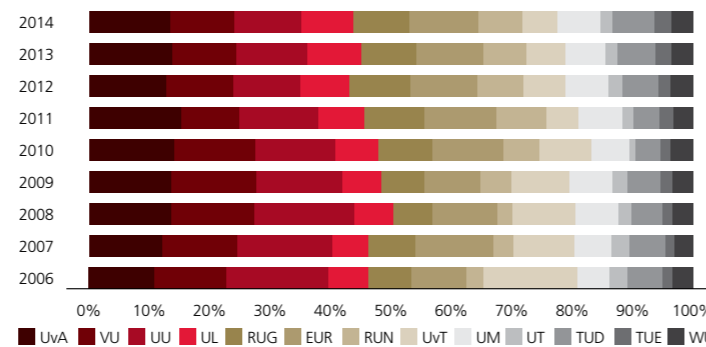
The graph shows the dropout rate, the percentage of students that obtained their degree within three years, the percentage that has now obtained the degree and the percentage still enrolled. The 2012 cohort is still in its third year.



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

**Aim: Indicate the percentage of student enrolments in Dutch research university Master's programmes at the UvA.**

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



The Dutch government is implementing a number of stepped measures that will have an as yet unclear impact on student numbers, consisting of the replacement of the government student grant with a loan and restrictions on the student public transport pass.

The number of degrees awarded in 2013-2014 remained at the same level as the year before, following a spike in 2012 that can be attributed to the threat of the fine for protracted enrolment announced in the 2011-2012 academic year. The figures further show that the UvA holds increasing appeal for Master's students who obtained their Bachelor's degree at another institution: in 2008 the Master's intake from other institutions was 26%, compared to 42% in 2014.

### Programme differentiation (Excellence policy)

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

In 2014, 307 students were enrolled in an Honours programme at the UvA. Aimed at expanding students' horizons, these are selective admission programmes with a heavier workload (30 additional credits). Dropout rates from these programmes were still a major point of discussion, as was correct registration in the Student Information System (SIS).

A grant from the Sirius Programme has enabled the UvA and VU University Amsterdam to jointly strengthen their Bachelor's Honours curricula over the last several years. Both the UvA and VU have committed to continuing their collaboration in Honours programmes and to proceed with the Sirius objectives through to 2015.

In 2013 the UvA and VU adopted a joint Honours framework, designed to forge a distinctive profile for Honours education in Amsterdam. In 2014 the joint VU-UvA Honours Committee invested in more thoroughly embedding the knowledge and experience gained with honours education at both institutions.

### Range of programmes offered

The UvA offered 57 Bachelor's programmes in September 2014, including:

- interdisciplinary degree programmes such as Politics, Psychology, Law and Economics (new in 2014), the Bachelor's in Natural and Social Sciences, Future Planet Studies, Psychobiology, and the Liberal Arts and Sciences programme at Amsterdam University College, offered jointly with VU University Amsterdam;
- broad degree programmes such as Interdisciplinary Social Sciences, Cultural Studies and European Studies;
- disciplinary degree programmes such as Art History, Mathematics and Sociology;
- degree programmes strongly keyed to academic professions (having *civiel effect*, i.e. granting admittance to licensed professions) such as Dentistry, Medicine and Law.

The year further marked the formal termination of intake into the Notarial Law Bachelor's programme. In Amsterdam, this degree is still offered at VU.



27 MARCH  
2014 Academy Medal (KNAW) presented to University Professor Alexander Rinnooy Kan

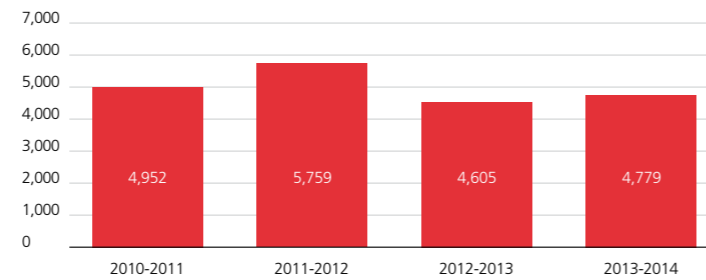
## Data on Master's degree programmes

### Master's degrees obtained

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

Source: Strategic Plan 2011-2014 and Covenant

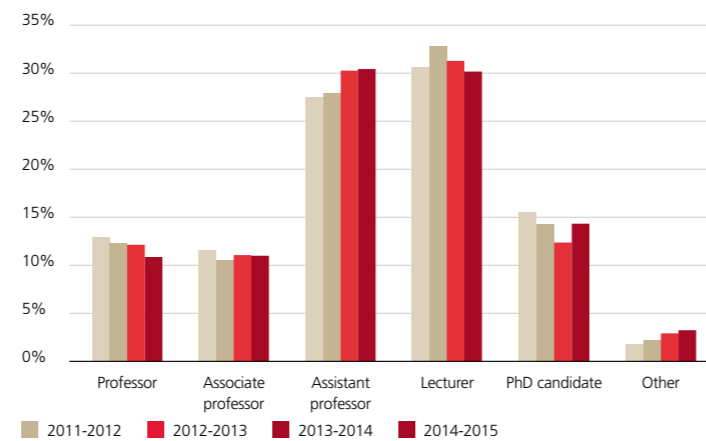
The graph shows the number of Master's degrees obtained in successive academic years. This also shows a spike following the threat of a fine for protracted enrolment in 2012.



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

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

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

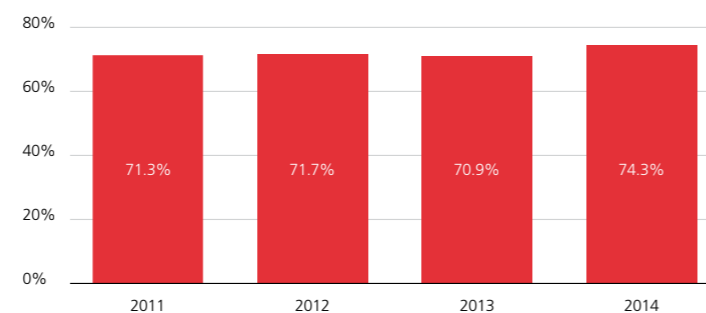


### Satisfaction with degree programme content

**Aim: Percentage of students who are satisfied with degree programme content.**

Source: NSE

The graph shows the percentage of students who are satisfied with the curricular content of their degree programme. There are considerable differences between programmes. Analyses are conducted by the Boards of Studies.



Twenty-four Bachelor's programmes offered a part-time variant alongside the full-time option. However, part-time undergraduate student enrolment dropped substantially – to virtually zero in most faculties (with the exception of Law and Humanities) – as a result of current government policies. In almost all degree programmes, figures have declined to the extent that it is not worth organising separate part-time education. However, the UvA does offer postgraduate programmes part time, including several at the Faculty of Economics and Business.

As from September 2014, the UvA offers 69 one-year Master's degree programmes that follow on directly from a Bachelor's programme, alongside 20 Research Master's programmes and 18 other two-year Master's programmes. Seven Master's programmes were offered exclusively as dual programmes, and nine Executive and Advanced Master's programmes were offered in 2014.

In 2014 the Accreditation Organisation of the Netherlands and Flanders (NVAO) granted accreditation to the Master's programme in Actuarial Science and Mathematical Finance and to the new Research Master's in Business in Society, offered as a joint degree programme with VU. The former programme commenced on 1 September 2014; the latter will start on 1 September 2015. The new Master's programme in Entrepreneurship, also offered as a joint degree with VU, likewise started on 1 September 2014.

Appendix 1 contains a complete overview of all degree programmes offered at the UvA. A large number of programmes were reaccredited in 2014; Appendix 2 contains an overview of the accreditation scores in 2014.

No new international joint degree programmes were introduced in 2014, but existing collaborative programmes were continued. The UvA is not an advocate of offering double degrees, as it cannot take responsibility for the ongoing quality of the qualification issued at the partner institution and that qualification is not always independently certified.

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

In 2014, the UvA continued its policy of structuring the pre-Master's programmes so as to make the process of eliminating academic deficiencies as effective and efficient as possible both for prospective students and for the institution. After all, taking time out to catch up to the requisite level effectively represents a delay.

The crux of this policy is to give students at the Amsterdam University of Applied Sciences opportunities to obtain academic or excellence credits during their Bachelor's studies which will qualify them to enrol directly in Master's programmes at the UvA.

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

Fees for these programmes had to be lowered in September 2013 to conform to new legislative decisions, resulting in a situation where not all pre-Master's programmes are able to cover their own costs.

New preparatory programmes based on e-learning plus independent study (with optional supervision) and a concluding test have been launched in various sectors since 2013, and this development is slated to progress.

### 1 APRIL

Minister Asscher receives the results of the international interdisciplinary UvA study 'Growing INequalities' Impacts'

## Data regarding internationalisation in education

### Aim: Increase and balance in inbound and outbound mobility.

Source: Strategic Framework for Internationalisation

Data exclude the UvA's own exchange programmes at the faculties of Medicine and Dentistry. In 2013-2014 the Faculty of Humanities sent 230 students on exchanges under its own agreements.

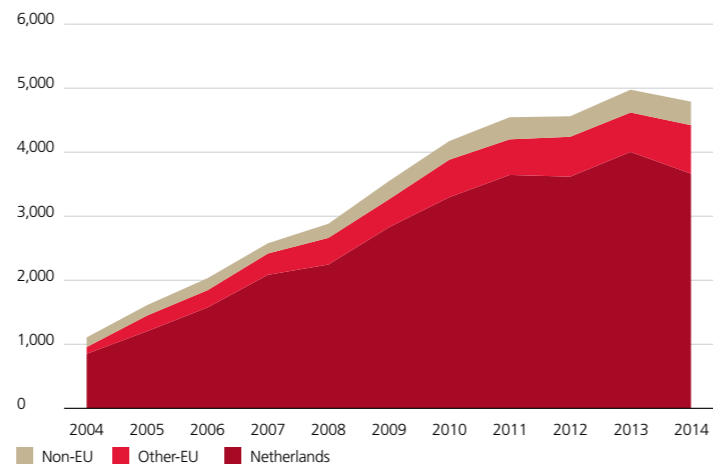
PROGRAMME	INBOUND 2013-2014 (2012-2013)	OUTBOUND 2013-2014 (2012-2013)
Erasmus	337 (529)	378 (358)
Global Exchange Programme	348 (287)	370 (342)
Total	685 (816)	748 (700)

### Master's intake by nationality

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

Source: Strategic Plan 2011-2014

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

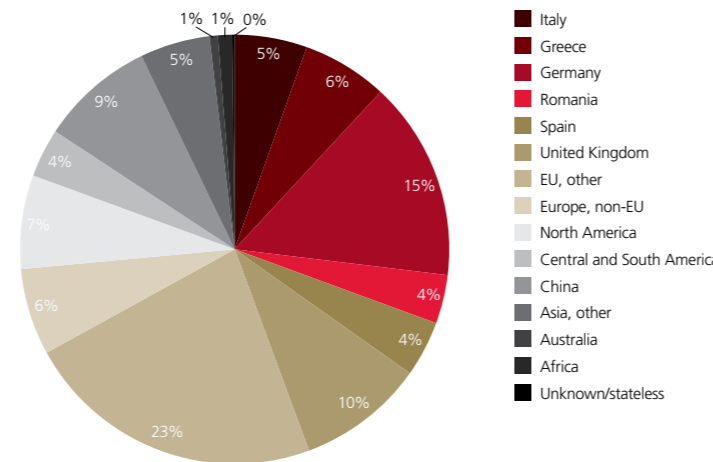


### Nationality of international student intake in Master's programmes in 2014 (N=1118)

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

Source: Strategic Plan 2011-2014

The graph shows the Master's student intake in 2014 broken down by the most prevalent nationalities. Nationalities with an intake exceeding 40 Master's students are listed separately.



### Internationalisation

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

Almost 3,300 students and doctoral students from other countries are enrolled at the UvA, and it employs 600 foreign staff members (not including PhDs). At present, 45% of doctoral students and approximately 20% of Master's students come from abroad.

The UvA stepped up efforts in 2014 to embed and extend several lines of action formulated in the 2011 Strategic Framework for Internationalisation.

At the UvA Summer School this helped to boost participation substantially, by more than 100 to a total of 532 students across 19 summer courses. The UvA Summer School contributes to strengthening the University's profile abroad and recruiting foreign students, especially graduate students. Participants from the UvA's preferred partners in the LERU and U21 networks were offered grants in the amount of €500 per course.

A number of new initiatives and programmes also got underway in 2014, with efforts to foster outbound student mobility including the European Commission's official launch of the Erasmus+ programme and a review of all European partnerships and renewal of agreements that are bearing fruit. There was also an increase in the number of exchange students in 2014. The first round of the Huawei-UvA Telecom Seeds for the Future Programme was set up in cooperation with Huawei Netherlands B.V., in which 15 Honours students were selected to spend a period abroad in China and receive training at Huawei's headquarters in Shenzhen.

An important milestone in 2014 was the launch of the new Amsterdam Excellence Scholarship Programme (AES). Targeting excellent Master's students from outside Europe, the AES awards scholarships in the amount of €25,000 per academic year to selected candidates for Master's study at the UvA. Fourteen scholarships were awarded in the 2014-2015 academic year.

The UvA is highly committed to supporting, introducing and building ties with international students. Student Services has expanded its Schiphol pick-up service pilot in collaboration with the International Student Network (ISN), and the UvA organised an extensive orientation week for all new Master's students. The Ambassador's Programme initiated in 2013 proved a great success, with international exchange students and Dutch students back from an exchange working together on a variety of projects to inform other students (Students meet Students), improve the UvA website and social media and more.

In May, the UvA and the Amsterdam Economic Board co-hosted the first edition of the International Talent Event Amsterdam (ITEA), organised to help upcoming graduates connect with employers and find out about job opportunities.

### 5 APRIL

Five scientists unravel the TV series *The Wire* during the open lecture day

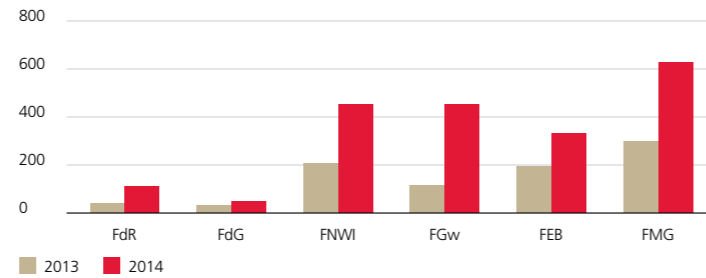


Data on and from UvA Q

Course evaluations 2013 versus 2014

Source: UvAdata

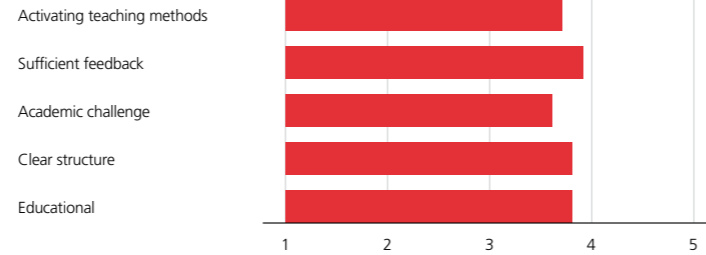
The graph shows the number of course evaluations carried out using UvA Q at each faculty in the 2013 and 2014 calendar years.



Course quality

Source: UvAdata

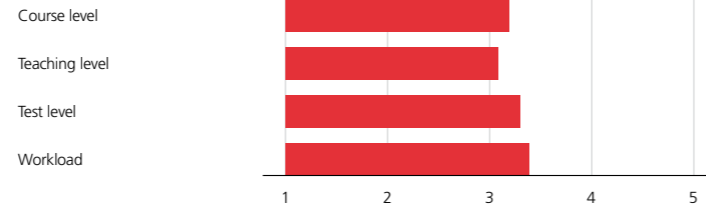
The graph shows how UvA course quality scored in 2014 on five dimensions on a scale of one to five, based on a UvA Q survey with questions relating to each dimension.



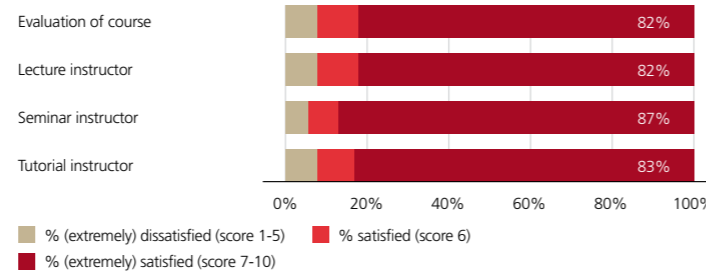
Level and workload

Source: UvAdata

The graph shows responses on the questions regarding level and workload, which students had to rate on a scale of 1 (too low) to 5 (too high). In this case a score of 3 is optimal, meaning the workload and level are neither too low nor too high.



Satisfaction with courses and lecturers



As part of its ongoing internationalisation efforts in research collaboration, the UvA is also investing in good relationships and projects with partners in high-potential countries and regions, including emerging knowledge economies such as China, India and Brazil. In October 2014 the UvA took part in a joint mission led by the City of Amsterdam to southern China, where it expanded and reinforced a long-standing partnership with the University of Hong Kong.

Collaboration agreements with partners in the League of European Research Universities and Universitas21 as well as other bilateral exchange agreements give students various opportunities to gain international experience during their studies at the UvA. The table shows the scale of these exchanges.

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

Quality assurance

In 2014 the UvA initiated an Institutional Audit Assurance Programme, which seeks to embed and 'standardise' improvements that were made during the lead-up to the Institutional Audit on Quality Assurance that was successfully completed in 2013. The programme delineates a number of activities, most of which commenced in 2014.

These activities include assuring an effective PDCA cycle by streamlining templates, clarifying procedures and lightening the administrative burden. Templates, guidelines and mock assessments were conducted to aid in preparations for the degree programme assessments.

In 2014, work commenced on designing a procedure for the interim assessment of degree programmes midway during the accreditation cycle. Data on admissions, funding resources, processes, results and effects were more thoroughly integrated into the UvAdata management information system, and quality culture and knowledge sharing were placed on the meeting agendas of a number of bodies.

Progress on the assessment panel's five recommendations is being monitored, which concerned internationalisation, work pressure, facilities for 'regular' (non-'excellent') students, studying with a disability, and the teacher-training programmes.

UvA Q is used to evaluate all courses University-wide. Drawing on the most recent scientific insights, this harmonised system makes it possible to compare various courses offered at the UvA with each other. UvA Q provides information not only about course quality, teaching methods and teaching staff but, more particularly, about how much and what students have learned. Harmonisation furthermore entails access to information that spans different courses as well as reference values for comparable courses in different degree programmes.

In 2013-2014, when it was first introduced as the standard tool for regular Bachelor's and Master's level course evaluations, 35% of courses were evaluated using UvA Q; since its implementation at the Faculty of Humanities in September, this figure has grown to 60%.

The UvA experimented with publishing student reports and administering curricular evaluations



7 APRIL  
Maaïke Ambags-van der Meulen is appointed the new director of SPUI25 as from 1 June

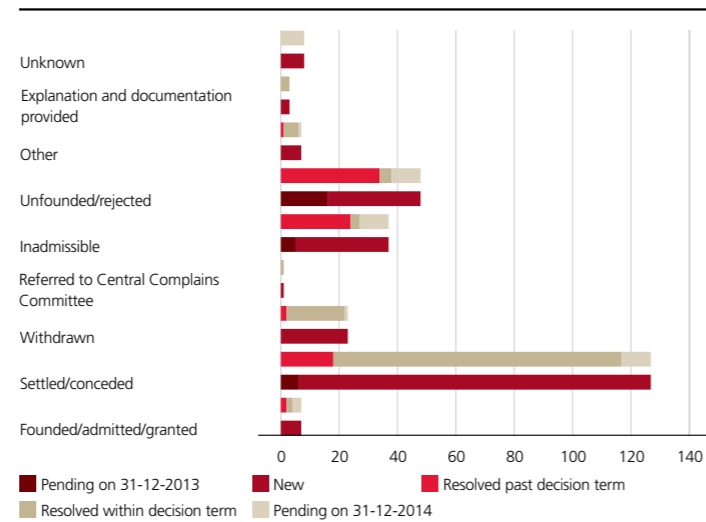


9 APRIL

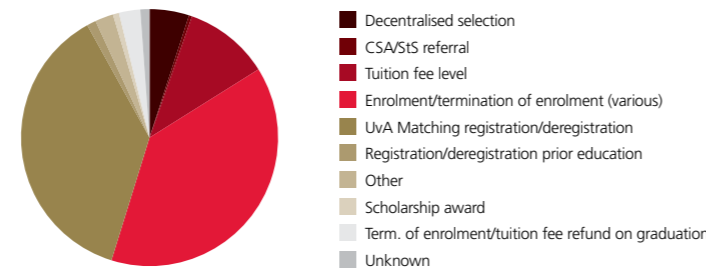
The UvA hosts 'Freedom to Think', an international conference organised by Scholars at Risk, in association with the UvA, UAF, AUAS and VU

Data regarding objection and appeal procedures

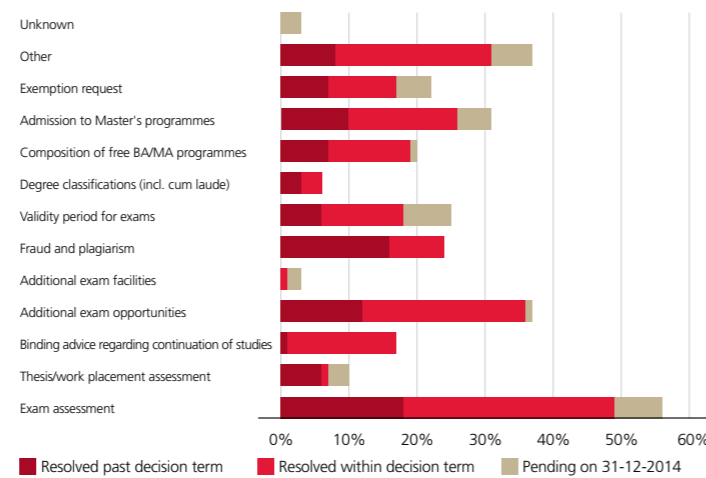
Student objections by type of resolution in 2014 (N=261)



Student objections by topic in 2014 (N=261)



Student appeals by topic in 2014 (N=291)



within UvA Q in 2014. Student reports give students feedback on the results of course evaluations in the same format as used for teaching staff and management, and include responding remarks from course lecturers. As a supplement to course evaluations, these harmonised curricular evaluations offer reliable, validated and comparable information about programme content. The UvA intends to begin using them to evaluate Master's curricula as from June 2015 and Bachelor's curricula as from the 2015-2016 academic year.

Student objections and appeals

Students lodged 234 objections in 2014. With 27 still pending from 2013, 261 objections were under review. Most were either resolved in mutual consultation (127) or withdrawn (23). The graph shows the topics of these objections. A new topic in 2014 was UvA Matching (97 objections). Of the 28 objections regarding tuition fees, settlements were reached in six cases and the remainder were either withdrawn or declared unfounded or inadmissible.

Three cases from 2013 were handled by the Higher Education Appeals Board (CBHO), all of which were declared unfounded. Two new cases brought before it in 2014 were also declared unfounded; another remains pending, and one application for a provisional remedy was rejected.

In 2014, 243 new appeals were brought before the Examinations Appeal Board (COBEX) and 48 were still pending from 2013. The graph shows a breakdown of all 291 appeals based on the topics to which they related. Of this total, 67 cases were resolved through consultation, 83 were declared unfounded, and 39 remained pending at year's end. By contrast with prior years, most of the appeals lodged in 2014 came from the Faculty of Economics and Business (63), including 10 out of a total of 17 cases connected with the binding advice regarding continuation of studies. The faculties of Social and Behaviour Sciences and Law also had a fairly large number of appeals (53 and 50, respectively). COBEX publishes its own annual report.

The Higher Education Appeals Board handled three appeals still pending from 2013, all of which were declared unfounded. Of the 12 new appeals brought before it in 2014, five were declared founded, one was withdrawn and the remainder were declared inadmissible. One application for a provisional remedy was rejected.



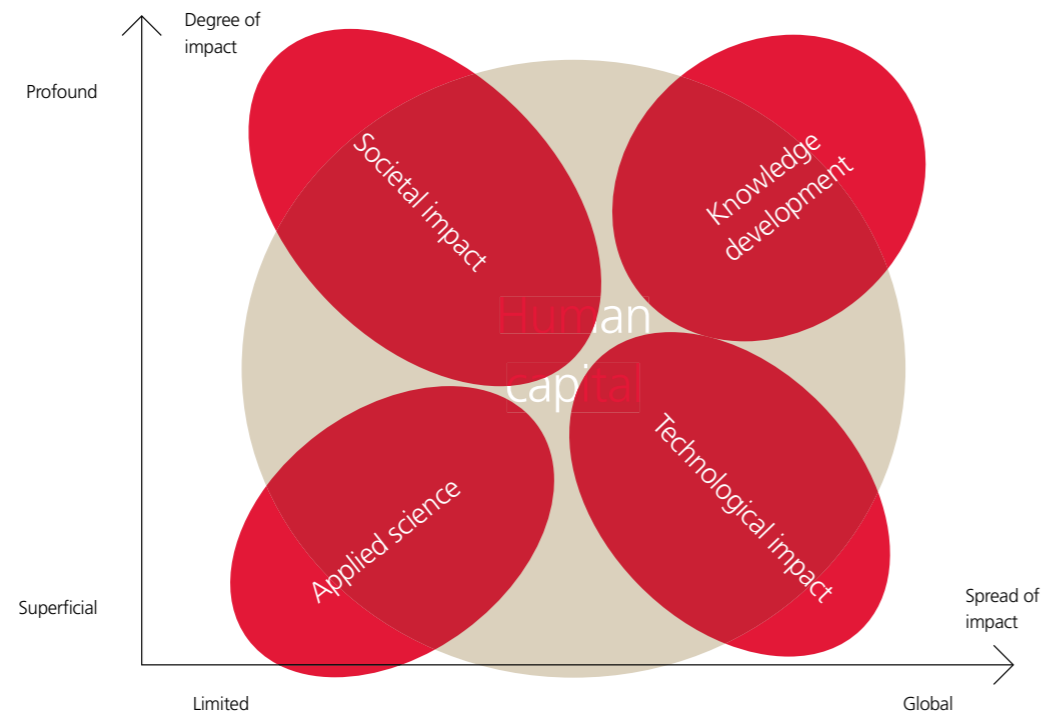
14 APRIL

Launch of 'My Results' web app enabling students to check their marks



## Valorisation matrix

### Spread and depth dimensions of impact



## 1.4 Corporate social responsibility and innovation

### Policy

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

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

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

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

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

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

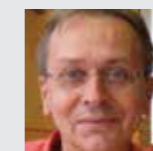
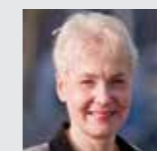
The nexus between teaching and research plays a real and integral role in all of the UvA's degree programmes and fosters a critical, investigative attitude in students. This is crucial for the Netherlands' human capital agenda and to ensure continued economic growth and innovation. The UvA therefore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

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



16 APRIL

Rector Magnificus Dymph van den Boom presents the Gilbert Medal (a U21 award) to Dr Domenico Lenarduzzi, 'father' of the Erasmus Programme, during a ceremony in Brussels



26 APRIL

Royal honours accorded to linguist Anne Baker, physics historian Anne Kox and teacher trainer Ries Sieswerda

UvA profile themes in relation to economic policy

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

Narratives

Based in the economic capital of the Netherlands, the UvA's impact is equally regional and national. Of all the Dutch universities, it is the most prominent in public discussions, as measured in terms of publications in the general press and participation in television programmes. Three of the 11 Crown-appointed members of the Social and Economic Council of the Netherlands are professors at the UvA, as are the director of the PBL Netherlands Environmental Assessment Agency, the chair of the Education Council and other key actors.

In September 2008, inspired by the fall of Lehman Brothers, a group of students from the Faculty of Economics and Business launched a weekly series of lunchtime interviews, hosted on a large Chesterfield in the foyer of the faculty building, with influential guests who were visiting Amsterdam.

Called 'Room for Discussion', the programme has a public format with a student audience and interviews that regularly make national headlines. In recent years, guests have included the presidents of the EU, the IMF, Shell and Tata Steel as well as renowned economists such as Summers and Piketty, and various bank executives and government ministers. Similar initiatives have since been set up at the faculties of Science ('Beta Break') and Law.

'Room for Discussion' is just one of the UvA's windows onto society. The UvA feels it is important that its staff are accessible to interested citizens. During events such as its annual University Day, open science week and alumni day, the UvA claims an especially visible position in the city.

At the Academic Club, debates and lectures are offered almost daily that both the academic community and general public are welcome to attend. Spui25 also organises daily lectures at another location in association with the Athenaeum bookshop and NRC newspaper, mostly on topics in the humanities.

Eminent professors from the UvA furthermore hold lectures at theatres, youth festivals and on TV (in the series *Universiteit van Nederland*). With its proximity to the national television studios, the UvA receives frequent requests for experts to shed light on and analyse news events.

The lower left part of the matrix represents the focal point of the UvA's research collaboration with the Amsterdam University of Applied Sciences (AUAS). One collaborative project that is making a real contribution to society are the BOOT shops (neighbourhood centres for education, research and talent) that the AUAS opened in deprived neighbourhoods in Amsterdam in 2008, first as part of the government's urban regeneration district programme, and continuing thereafter. These centres give students practical experience of dealing with urban problems and the complexity and difficulty of challenges connected with safety, public space, neighbourhood quality and economic and urban renewal. Citizens, community initiatives and SMEs all tap into these BOOT shops.

ACTA is also active in deprived neighbourhoods, where it works with local primary schools to provide dental care to children who would otherwise receive none. The teacher-training programmes at the UvA and the AUAS work with the city to equip teachers with the skills needed to work in multicultural schools, thereby responding to the growing problem of teachers who quickly transfer away from city schools to work in quieter regions.

A project that fits into the upper right part of the matrix is the Advanced Research Center for Nanolithography (ARCNL) established in 2014. A joint venture of the UvA and VU University Amsterdam with ASML – a leading Eindhoven-based company specialising in computer chips machines – and the NWO's FOM institute for fundamental research on matter, the ARCNL explores the science behind the next generation of increasingly powerful chips. A key focus of its research is on the production of high-intensity, extreme ultraviolet light for use in nanolithography.

5 MAY

The UvA organises a freedom meal on the topic of privacy



7 MAY

'We are U' campaign kicks off with pictures of 100 of the UvA's 5,000 staff members and 30,000 students featured on billboards throughout the city

The ARCNL testifies to the UvA's strong position as a research university at the beginning of the value chain, which led the ASML to partner with the UvA, VU and FOM at this stage instead of with Eindhoven's own university of technology. Based at the UvA's new (2009) campus at Amsterdam Science Park, the ARCNL joins the Faculty of Science and the NWO's Amolf, Nikhef and CWI institutes.

Also home to the AMS-IX, one of the largest Internet hubs in the world, Science Park is evolving into a dense cluster of education, research, innovation and enterprise. The AUAS's nearby School of Technology offers key expertise in the fabrication of scientific instruments and prototypes, so when the UvA invented a new glycerine and citric acid-based water-soluble plastic in 2014, the AUAS was able to build the oven in which the new material could be fired in moulds.

Science and technology are not limited only to the right half of the matrix, however. As one of the few entities to own a sizeable amount of land in Amsterdam, the UvA is working with the city to develop underground heat and cold storage systems in order to reduce its own and the city's carbon impact. And in a project launched with Deloitte (for a new building in Amsterdam's Zuidas district) in 2014, the UvA is installing cost-effective solar panels on large sections of its roof surfaces.

Energy is a fulcrum for a myriad of urban opportunities. In 2010 the Faculty of Law established the Centre for Energy Issues, dedicated to education and research on public and private energy policy in the European and Dutch markets. Using big data and other solutions, the centre works with regulatory authorities and consumer interest groups and operates wholly independently of the large oil and energy companies.

Since taking over the Netherlands Institute for Cultural Heritage, the UvA has offered a degree in Conservation and Restoration. Cutting across the disciplines of art and engineering, and taught in close collaboration with the Rijksmuseum, this is the only Dutch degree programme at a non-technical university to confer a post-Master's design certificate.

The UvA has a long tradition as an independent adviser to the government and public sector through agencies such as SEO Amsterdam Economics. Founded by the University in 1949, SEO has built a reputation for research in areas including the employment market, transport and regional economics while drawing on the relatively less expensive labour of students and doctoral researchers. It also has a long history of support for the education sector, through the Kohnstamm Institute and spinoffs like Oefenweb (an online environment for adaptive learning) and UvA Minds (an academic treatment centre for parents and children).

In the healthcare sector, the UvA, AMC-UvA and VU work together at the Amsterdam Institute for Global Health and Development (AIGHD) to create a worldwide impact in development cooperation. Recent decades have made it clear that health and development are inextricably linked. However, most international health projects have focused on infectious diseases and are less concerned with durable healthcare on the micro scale.

The AIGHD seeks to bridge this gap, connecting disciplines, aid sources and innovation programmes at academic institutions and development organisations in developed and developing countries alike, with the ultimate goal of ensuring that everyone, everywhere has access to good quality healthcare. One of the AIGHD partners is the Amsterdam Institute of International Development, a joint UvA-VU foundation that works with parties including the Ministry of Foreign Affairs to research the effectiveness and efficiency of international aid.

The foregoing are just a handful of examples from across the spectrum of the valorisation matrix (figure 1) of narratives (within the meaning of the new SEP Protocol) attesting to the societal impact of

the UvA and AMC-UvA, either independently or in association with partners such as the AUAS and VU. Virtually all – whether by coincidence or design – have come about via the networks and gateways of the University's research groups and departments.

Of course, these examples on their own provide no indication of the actual volume of valorisation generated by the UvA as a whole and of how this compares with other universities or with its own policies as formulated in the Strategic Plan. On one single dimension, revenues from work for third parties, the UvA scores exactly average (26% of total revenues) with in the group of Dutch universities. Revenue is not the only relevant measure, however. The Advanced Research Center for Nanolithography (mentioned above), for example, falls under the accounts of the FOM, not the UvA. And the mere €2.5 million in projects contracted directly by the City of Amsterdam over the past four years significantly undervalues the role that the UvA and AUAS and their students play in the city.

#### Embeddedness of valorisation in UvA organisational structure and culture

To achieve its valorisation ambitions, it is crucial for the UvA to have very small statutory management and supervisory bodies. These bodies play no role in forging ties with the City or regional business sector and therefore do not include members to represent them. By contrast with the situation in countries like Belgium and England, the UvA does not open up its organisation to the outside world via seats on large administrative bodies and committees.

Neither does the UvA have any internal structures to support a social agenda. Unlike institutions in some other countries, the faculties' pyramidal hierarchy is not complemented with a matrix structure in which each dean also has a university-wide responsibility for teaching, research or valorisation.

The UvA also does not have a specialised policy department to direct a social agenda and the 'demand' side of teaching and research. Indeed, it was only under external pressure from the General Agreement between the Association of Universities in the Netherlands and the Dutch Ministry of Education, Culture and Science that the UvA began developing indicators to measure societal impact. Much like England's REF, the new SEP Protocol puts external pressure on research units to make their societal significance more explicit, albeit predominantly in the form of narratives and examples rather than numbers and financial figures.

Notwithstanding the numerous concrete examples that can be offered, the UvA does not have any organic ties with actors at the regional (or other) levels embedded in its management structure, nor does it have any (self)appointed internal spokesperson charged with developing such ties. The societal agenda of the institutional management is mainly shaped by factors such as the OECD Review, government funding conditions and the policy priorities of the NWO and EU.

As a consequence, valorisation happens not at the institutional level but lower down in the organisation through the myriad of ties and networks of individual academic staff. Scores of staff members have connections with diverse strata of society, as also evidenced by the examples given above. In a 2013 survey, 63% of professors and associate professors stated that their valorisation activities were motivated by external partners, 85% were motivated by their own standards and values, and 71% by their colleagues. Conversely, only 65% were motivated by their institute and less than 30% by their supervisor or the UvA in general.

Valorisation is part of the job description of every academic, even if not stated in precise terms ('disseminating knowledge through various media') and there has been little investment in special incentives or rewards for valorisation. However, the UvA offers ample part-time opportunities such

that an academic position can be combined with work outside academia. Its Regulations Governing Ancillary Activities and publication of ancillary activities on the website serve to prevent conflicts of interest and any compromise of independence.

The UvA furthermore has 172 professors by special appointment who hold chairs established (and often also funded) by partners with a social incentive. Appendix 4 provides an overview of these chairs. The majority of these appointments are for one day per week and benefit both parties. They offer the UvA a means to bring specialised knowledge on board in areas in which there is no full-time professor. For the establishing organisations, after which these chairs are occasionally also named, they afford a means to boost their reputation and give them a front row ticket to meet the best students. Many of the chairs are the culmination of long-running collaborations between the UvA and the organisation concerned. However, the professorial appointment itself always remains the exclusive right of the University and is made based on its own academic standards.

Two internal services play a particular role in valorisation: the Technology Transfer Office (TTO) and the Amsterdam Centre for Entrepreneurship. The Technology Transfer Office has a longer history and combines advisory services on legal and grant matters with business development activities.

In projects involving the creation of a spinoff company, UvA Holding, which is a subsidiary of the UvA, can retain a share in the spinoff during the incubation phase to facilitate the launch of operations. UvA Holding is a seed fund for new ventures and provides start-up risk capital in exchange for participation.

In 2014 the Technology Transfer Office employed 13 FTEs, including three business developers. This is not large compared to similar offices around the world. Currently the TTO is investigating the possibility of replacing the central budget with a model that incorporates incentives to optimise its value, and of actively seeking out opportunities for the valorisation of UvA research.

The TTO's business development work is carried out in close collaboration with its counterparts at the AMC-UvA and VU University Amsterdam in a pan-Amsterdam alliance established as the Innovation Exchange Amsterdam (IXA) in November 2014. The IXA showcases the UvA, VU and AUAS to external parties looking to collaborate with these knowledge institutions. In 2012 a joint grant proposal was submitted under the Ministry of Economic Affairs' valorisation programme and subsequently awarded in two tranches of €5 million each, which the institutions had to match with their own funds.

The Amsterdam Centre for Entrepreneurship was founded as a joint venture of the UvA, VU and AUAS in 2011. Its aim is to promote teaching and research in entrepreneurship through specialised minors ranging from 6 to 30 ECTS credits which are open to all students at the three institutions.

### Valorisation indicators

The General Agreement made between the Association of Universities in the Netherlands (VSNU) and the Dutch Ministry of Education, Culture and Science provides that the universities will define long-term indicators on the basis of which to more effectively measure and/or demonstrate their valorisation efforts and the results.

By 2015, the universities should have developed and tested a widely-supported set of indicators that can be used to measure and describe valorisation activities in different fields of science.

The VSNU took a first step in this process with the development of a Framework for Valorisation Indicators. Based on the model provided in 'A Composite Indicator for Knowledge Transfer' compiled by an EU expert group, the framework includes a menu with 12 indicators (in the dimensions of collaboration, people and results) and approximately 80 supporting criteria.

The UvA has identified three main valorisation themes on the basis of internal responses and the funding agreements made with the Ministry of Economic Affairs, Agriculture and Innovation under the pan-Amsterdam TTO programme. These are:

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

### Valorisation indicators defined by the University of Amsterdam

	DIMENSION	INDICATOR	MEASUREMENT CRITERIA
1	Collaboration	Contracts	# projects in 3rd, 4th (and in some cases 2nd) flow of funds
2	Collaboration	Funding (external revenues)	Revenues in € from 3rd, 4th (and in some cases 2nd) flow of funds
3	Collaboration	Collaboration	Collaborative partnerships with commercial enterprises and institutions (under agreements)
4	Collaboration	Publications	# citations in policy documents and professional journals, popular publications # appearances in media, public sector, interview in articles and media # citations in treatment guidelines and protocols
5	People	Entrepreneurship	# students taking more than 6 credits in entrepreneurship modules
6	People	Interaction	# memberships in officially established (= by the minister or by law) (advisory) committees and councils # university staff members with jobs outside higher education
7	People	Lifelong Learning	Revenues in € from contract teaching
8	People	Research on entrepreneurship	# incoming/outgoing academic staff from/to non-education # external PhD students # joint publications
9	Results	Licences	# licences on patents/know-how
10	Results	Patents	# patents in portfolio
11	Results	Entrepreneurship	# students with own start-up # staff with own start-up
12	Results	Inventions	# innovations and services for the market, government and social organisations

These main themes match up with the above set of 12 provisional indicators. The definitions of these indicators and the ways in which they will be put into operation in daily practice were further specified and detailed in 2014; however, in some cases provisions for registration at the level of the holding company are still required.

13 MAY

The European Studies and International Relations study associations organise the Big European Election Debate with candidate EU MPs

MAY

15 MAY

UvA researchers launch 'Vogel het uit' app at Science Center NEMO

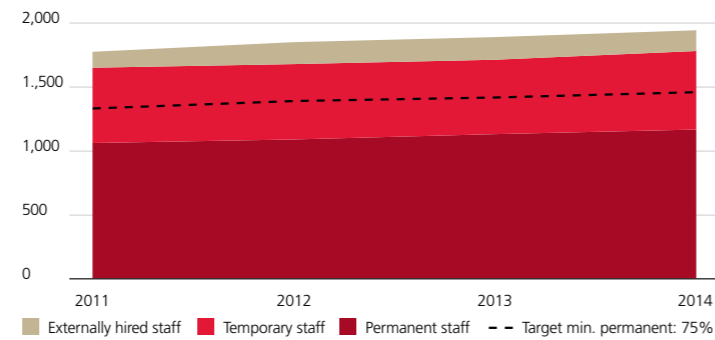
## Data on academic staff

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

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

Source: Strategic Plan 2011-2014

The indicator shows the balance between employment security for staff and the capacity to respond to fluctuations in operational activity. Permanent includes the prospect of permanent employment. Figures excl. ACTA.

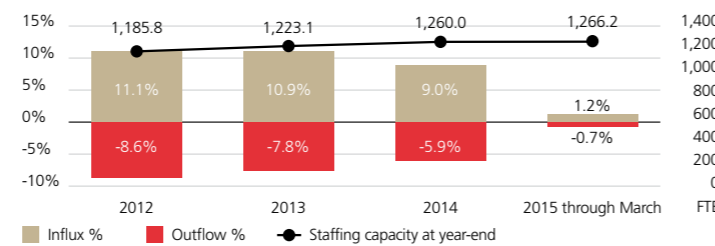


## Staffing capacity, outflow/influx of permanent staff

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

Source: Strategic Plan 2011-2014

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

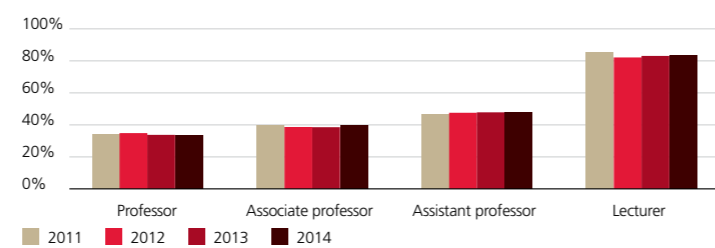


## Teaching deployment (in FTEs) per position

**Aim: Research-intensive programmes.**

Source: Vision on Teaching and Learning

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

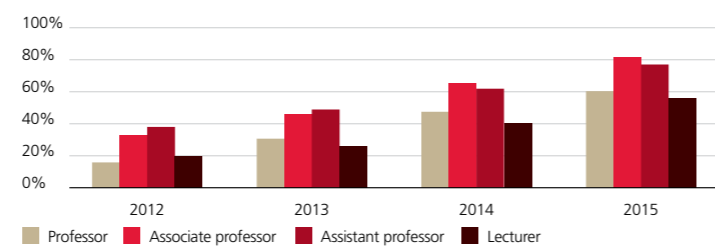


## UTQ positions (headcount)

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

Source: Strategic Plan 2011-2014

The graph shows actual figures for a number of staff categories (2015 is the status as at end March 2015).



## 2. Organisation and operational management

## 2.1 Quality of staff

## Policy

Flexibility, diversity and employability led the UvA's personnel policy agenda last year.

Flexibility in this case refers to the desired size of the flexible workforce deployed for teaching activities. Diversity includes efforts to appoint more women to senior academic positions.

Employability was relevant in view of the standards of the Institutional Quality Assurance Audit carried out in 2013, and in particular concerned aspects of teaching quality. A major focal point was the registration of and investment in academic staff obtaining the University Teaching Qualification (UTQ) and Advanced UTQ.

Career orientation facilities for support and management staff were expanded, and both internal and sector-based professionalisation programmes were made available for these staff members.

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

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

## Workforce capacity

The UvA's workforce capacity increased by 97 FTEs in 2014 to a total of 4,507 FTEs.

Academic staff grew by 89 FTEs, with the faculties of Science and Social and Behavioural Sciences showing the strongest growth (69 and 29 FTEs, respectively).

Support staff grew by 8 FTEs, with the addition of 4 FTEs at both the faculties and the shared service units. This growth was concentrated mainly at the Technology Transfer Office, the Communications Office, the University Library and Real Estate Development.

The share of academic staff in the overall workforce picked up further from 57.8% to 58.5%.

## Long-term employability

The UvA's HRM policy is founded on long-term employability: every staff member, both permanent and temporary, should be well-equipped for the longest possible working life, whether at or outside the UvA. Employees are personally responsible for ensuring they are well-equipped to do their work, which concerns not only knowledge, skills and personal development but also their own health and well-being. The UvA, in turn, is responsible for facilitating staff to this end.

## 21 MAY

National Student Survey (NSE) shows UvA scoring slightly higher on all measures of satisfaction

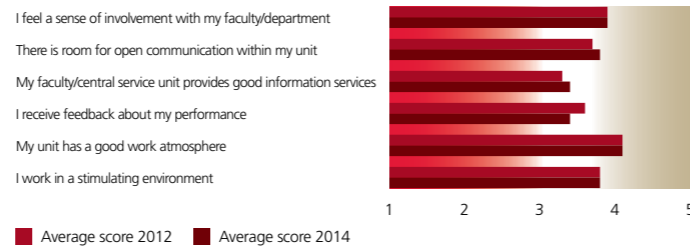
Data on academic staff

Work environment

**Aim: Satisfied staff members.**

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

Source: HR Framework

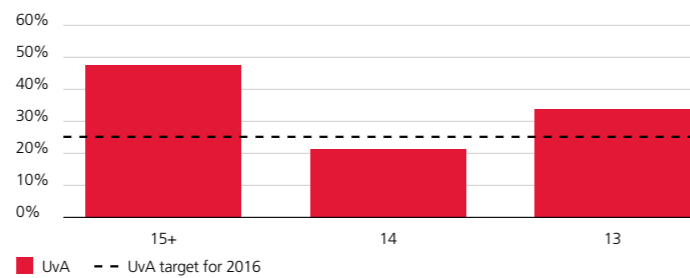


% Women in higher-level positions (in FTEs)

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

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

Source: Executive Board decision 17 December 2012

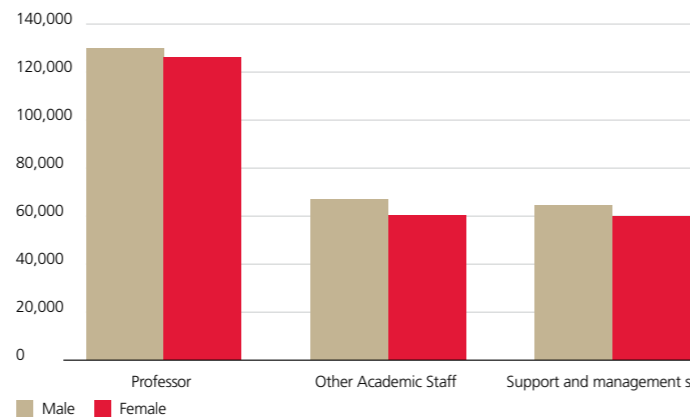


Average gross-gross wage costs per FTE

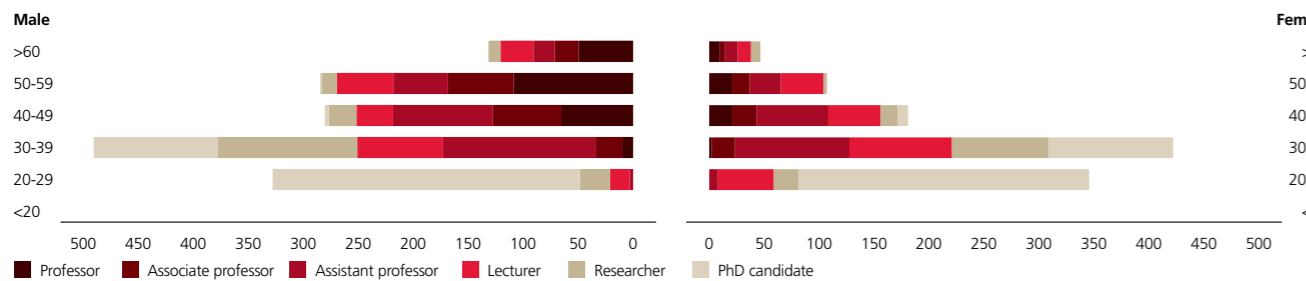
**Aim: Equal pay for equal conditions.**

The graph shows the average gross-gross wage costs (including premiums and pensions) per FTE in 2014.

Source: Executive Board decision 17 December 2012



Age, position and sex (2014)



In 2014 the UvA made two important strides in long-term employability. One was the conclusion of the Agreement on long-term employability and terms of employment funds 2015-2019 (*Akkoord Duurzame Inzetbaarheid en Arbeidsvoorwaardengelden 2015-2019*) with the employees' organisations. The other was the formulation of strategic HRM policy objectives for academic staff in the Human Resources Strategy 4 Researchers (HRS4R) project plan, for which the UvA was awarded the HR Excellence in Research European quality logo.

The HR Excellence in Research quality logo was awarded in recognition of the UvA's policy plans setting strategic objectives for academic staff, which included the development of strategic personnel plans (coordinated career and research policy) and the monitoring of outbound PhD students and researchers to gain insight into their prospects on the labour market.

As the name indicates, one of the primary aims of the Agreement on long-term employability and terms of employment funds 2015-2019 is to advance employees' long-term labour market prospects. Recent years have seen a shift from an emphasis on the training needed to perform well in a given job to development aimed at strengthening and enhancing labour market prospects in a broader sense. Today, whether education or training is aimed at an employee's existing job as opposed to their employability in general is no longer the criterion for determining if a study or training programme is worthwhile.

To reflect this shift, the old Regulations Governing Training and Studies were integrated with the Employability Fund to create a single set of regulations. As in previous years, academic staff could take sabbatical leave to fully dedicate themselves to research for a predetermined period. The Employability Fund for support staff was also continued in 2014, providing financial support to UvA employees who wished to pursue training or personal development. In addition to applications from individuals, the fund also accepted requests for group programmes last year, on the condition that the programme offered an innovative means to improve the long-term employability of staff and could also serve as a model for others. The number of applications to the Employability Fund has increased from 37 in 2007 to 110 in 2013 and 159 in 2014.

There was also a facility to take employability leave in order to temporarily explore working in a different position or at another organisation.

New in 2014 was a facility created to enable support staff to take English-language courses, corresponding with the objective to offer student and staff services in English as well as Dutch. In addition, all staff members were given a €125 voucher to spend on software at the SURFspot ICT webshop.

Temporary employment contracts

A portion of the UvA workforce is employed under temporary contracts. Some measure of flexible staffing is necessary in order to be able to respond to external and internal developments in a timely manner, such as fluctuations in student numbers or in degree programmes and courses. The Strategic Plan 2011-2014 laid down a guide figure of 25%. At the end of 2014, the actual figure for staff with teaching duties was 23%.



21 MAY  
Professor of General Linguistics Kees Hengeveld is appointed to the KNAW



22 MAY  
Albert Feilzer reappointed Dean of ACTA



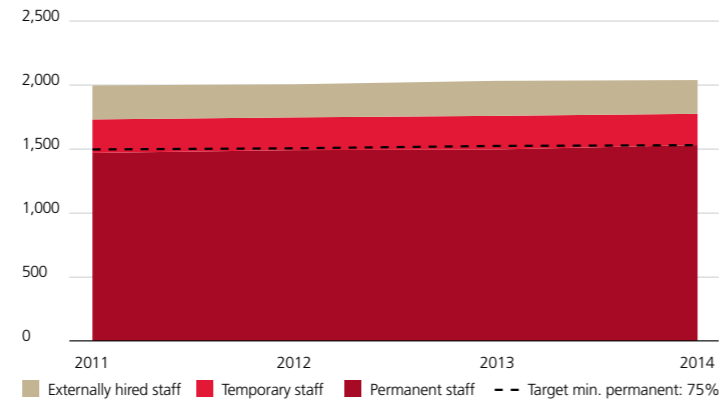
## Data on support and management staff

### Development flexible workforce by FTE

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

Source: Strategic Plan 2011-2014

The indicator shows the balance between employment security for staff and the capacity to respond to fluctuations in operational activity. Permanent includes the prospect of permanent employment. Figures excl. ACTA.

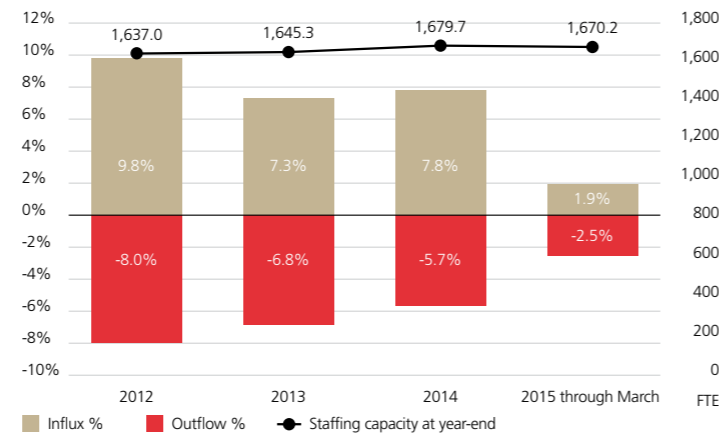


### Staffing capacity, outflow/influx of permanent staff

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

Source: Strategic Plan 2011-2014

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

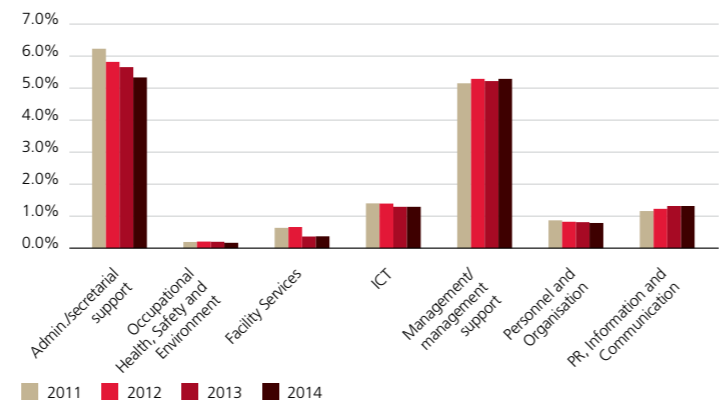


### Non-teaching and research staff categories at faculties and institutes as a percentage of all UvA staff in 2011

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

Source: Performance agreements with Education Ministry 2012-2016

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



\* O&O = Teaching & Research

If temporary researchers and all external staff are counted, it would be 45%. This is the same percentage as at the end of 2013. Doctoral students were not included in this calculation as their employment contracts are by definition temporary.

It should be noted that the collective labour agreement concluded at the end of 2014 includes agreements to cap the nationwide percentage of temporary employment contracts with a term of four years or fewer in the job categories of professor, associate professor, assistant professor and lecturer at 22%. In addition, the new agreement places greater limits on the number of temporary contract renewals. Both measures were key points of criticism in the protests of early 2015.

The Executive Board is still in talks with the trade unions and representative advisory bodies regarding how the new collective labour agreement provisions should be effectuated at the UvA. Given that the scope and content of education and research are not fixed for 30 years, employment contracts should offer better job security and greater flexibility, for example in aspects such as the relative proportion of teaching versus research time. This is also made explicit in the Strategic HR Framework.

### Diversity

The UvA is committed to maintaining a diverse workforce that includes a wide spectrum of talents, competences and skills. Its diversity policy principally targets the under-representation of women in higher academic positions (full, associate and assistant professors). At the end of 2014, the percentage of women occupying these higher positions had increased slightly relative to a year earlier, from 22.0% to 23.0%. By 2016, the UvA aims to employ women in 25% of its top academic positions. The percentage of women occupying top-level support staff positions (directors of operational management, shared services, executive staff and secretary general of the UvA) rose 1% from 2013 to 49% in 2014, which is well above the 2014 40% target previously set for support staff.

### The UvA as an employer

As a major public employer, the UvA takes a natural interest in people with disadvantages on the labour market.

- The UvA runs a programme to help academically trained refugees to gain a better foothold in the labour market.
- The UvA participates in the international Scholars at Risk network, set up to promote academic freedom and assist academics under threat of persecution, including by offering them temporary accommodation.
- The contract signed with Amsterdam's sheltered employment organisation, Pantar, in 2013 was expanded in 2014 to enable more disadvantaged young people and people with partially-reduced work capacity to gain work experience. Jobs included room management, bike management, waste management and site management.

22 MAY

The UvA is ranked best education institution in Incompany500



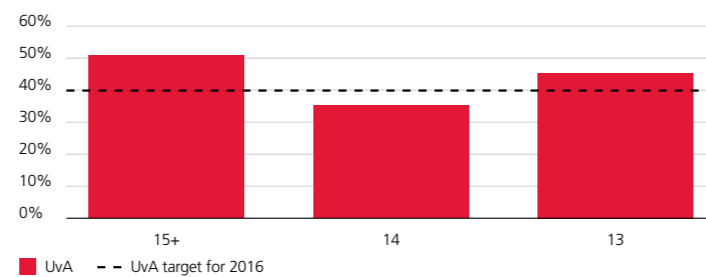
## Data on support and management staff

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

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

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

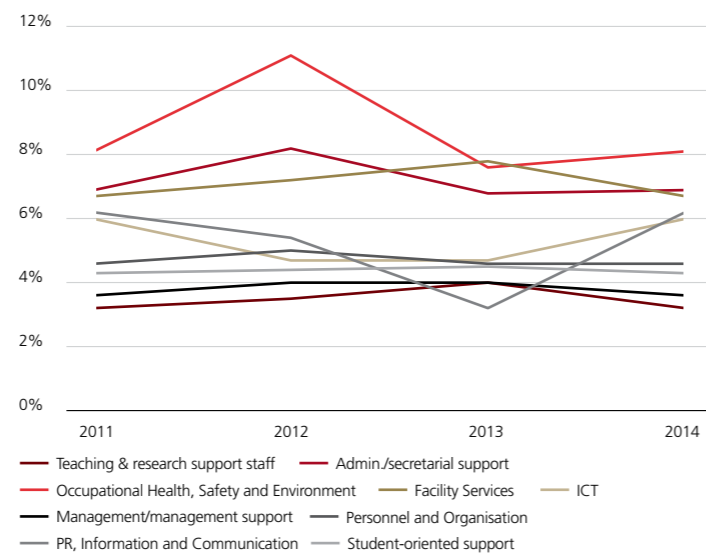
Source: Executive Board decision 17 December 2012



### Percentage of absences due to illness by staff category

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

The graph shows absences due to illness for each category of support and management staff. The overall share of absences due to illness was 5.3% (in this staff category; among academic staff this was 2.1%).

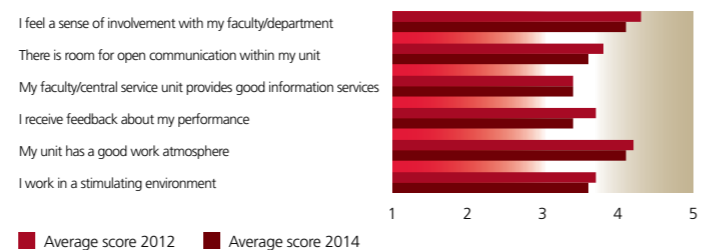


### Work environment

**Aim: satisfied staff members.**

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

Source: HR-kader



### Absence due to illness

The percentage of absences due to illness was 2.1% among academic staff and 5.3% among support staff. Two-thirds (67.4%) of staff did not report sick all year. The most instrumental HR tool for addressing absences due to illness is the occupational health and safety policy. In the period ahead, additional efforts will be needed to address the absence percentage among support staff, which was higher last year relative to 2013.

### Teaching qualification

Operating on the premise that students have a right to lecturers who are fully qualified to teach (apart from PhD students and student assistants), the UvA's Strategic Plan and its performance agreements for 2012-2016 set high targets for the percentage of teaching staff who should hold a University Teaching Qualification (UTQ) by the end of 2015: 80% of lecturers and 90% of all teaching staff FTEs. At the end of 2014, these percentages were 65.4% and 79.0%, respectively. The UvA expects the targets will be more or less achieved by the end of 2015, alongside a sizeable number of Advanced University Teaching Qualifications (Advanced UTQ).

Over the course of 2015 additional UTQ support policies will be developed, including requirements for new staff, incorporation of the two qualifications into overall career policy and requirements for maintaining and retaining both qualifications.

### Academic integrity

The UvA takes confirmed and suspected breaches of academic integrity very seriously. It has appointed a confidential adviser for academic integrity, Prof. J.C.J.M. de Haes, whose annual report is presented below.

One way to monitor academic integrity is to exercise the right of complaint when employees of the University of Amsterdam have violated or are suspected of having violated academic integrity. The UvA has instituted Academic Integrity Complaints Regulations and an Academic Integrity Committee (chaired by Prof. E.M.H. Hirsch Ballin, with Prof. J.E. Soeharno and Prof. R.J.G. Peters as members) to investigate complaints and advise the Executive Board.

Six complaints were lodged in 2014. The Academic Integrity Committee issued five recommendations and in one case saw sufficient cause to use its authority to appoint a subcommittee.

Of the six complaints received last year, the Executive Board issued a final judgement in one (complaint unfounded) case and a provisional judgement in four. The Executive Board also issued a final judgement on one complaint submitted in 2013. The Committee's recommendations were followed in full in every case.



2 JUNE

Opening of exhibition showcasing 36 years of Dutch archaeological research in Satricum (900-1000 BCE), organised by Professor of Archaeology of Pre-Roman Cultures in Central Italy Marijke Gnade and UvA students





## Annual report by the confidential adviser for academic integrity

### I. Foreword

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

### II. Activities of the confidential adviser for academic integrity

Over the course of 2014, 20 cases were brought before the confidential adviser for academic integrity, one of which was subsequently withdrawn. The cases reviewed concerned confirmed or suspected instances of:

- i. Expressing inaccurate scientific views in the media
- ii. Expropriation of research ideas and lines
- iii. Plagiarism of texts
- iv. Plagiarism of a grant proposal text
- v. Conflict regarding lead authorship
- vi. Use of another's material without a source reference
- vii. Undisclosed exclusion of research results
- viii. Plagiarism of texts in a doctoral thesis
- ix. Plagiarism of texts in a manual
- x. Authorship after a personal conflict
- xi. Possible manipulation of data and a query on retraction
- xii. Conflict of interest in a review
- xiii. Plagiarism of texts in a manual
- xiv. Plagiarism of ideas
- xv. Failure to acknowledge others' contributions in a doctoral thesis
- xvi. Possible manipulation of data
- xvii. Possible manipulation of data
- xviii. Discrimination
- xix. Conflict regarding lead authorship

The adviser advised on the particulars of or applicable procedures in these cases or sought to mediate. External experts were consulted in a number of cases.

### III. Other activities

The confidential adviser also undertook teaching and training activities related to academic integrity and, in her advisory capacity, took part in consultations regarding academic integrity policy within and outside the UvA. She further served as chair of the University of Amsterdam Ethics Committee (AIEC).

## Objections and appeals

Over the course of 2014, the Executive Board received 28 new objections from staff members, of which ten were withdrawn by the end of 2014, nine resolved and nine remained pending. Of the total of nine resolved cases, two were declared inadmissible, three founded, three unfounded and one partly founded. The External Advisory Committee met once in 2014 to consider a dismissal case.

Recurrent topics in this area were employment termination and resignation/dismissal, salary scale classification, reclamation of excess paid wages and rejected job applications.

In 2014, five new appeals and one application for a provisional remedy were lodged with the court. One of these cases has since been declared unfounded and one has been withdrawn. The application for a provisional remedy was rejected. In three of these cases no decision had yet been announced before the end of 2014, and another case was in appeal and was also still pending as at 31 December 2014.

A number of cases still pending from 2013 were resolved in 2014. Five objections were resolved subsequent to a decision: three were declared unfounded, one inadmissible and the fifth was withdrawn. One case still pending before the court was resolved and declared unfounded.

A further three cases from 2012 are being continued with the mutual consent of the parties concerned.

## 2-13 JUNE

UvA Matching gives nearly 4,000 prospective students a real taste of degree programmes and lets them 'test-drive' their choice

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

2014 was a year characterised by constructive albeit difficult dialogues. With the representative advisory bodies' rejection of the proposed merger of the science faculties of the University of Amsterdam and VU University Amsterdam in late 2013, the Central Student Council and the Executive Board had to reconvene for further discussion. In March 2014 agreement was finally reached on the best course for the future.

Discussion quickly homed in on the Strategic Plan 2015-2020, with the Central Student Council and Executive Board meeting to review strategic aims early on. Student Council members signalled a number of critical issues in the preliminary draft versions. By working through these issues in close mutual consultation, the Board and Council were able to resolve all impasses, resulting in the representative advisory bodies' approval in January 2015.

Aside from these tough discussions, there were also topics on which the Executive Board and Central Student Council were in full agreement. One was the UvA Matching programme, first launched in spring 2014, in which prospective students could get a feel for studying at the UvA during a week of activities in February, June or August. The orchestration of UvA Matching activities within a very short time span demanded major efforts from the organisation. The Central Student Council has been involved from the outset and applauded the way they were carried out, and wishes to thank everyone who took part both at and outside the UvA for their excellent contributions.

Tariq Sewbaransingh

Chair of the Central Student Council, 2014-2015

This year was shaped to a large extent to the new Strategic Plan for the period 2015-2020. Where in the old days these plans, once adopted, would have been quickly resigned to a dusty corner, nowadays they form a foundation and touchstone for policy. This is also the first Strategic Plan to cover a long span of six years.

All this called for concerted deliberation. After 12 meetings, 13 differences of opinion and two rejections, the Joint Meeting of the Central Student Council and Central Works Council finally approved the new strategic document on 30 January 2015.

The principal points of contention concerned the targeted study success rate, whether or not to implement selective admission in all Master's programmes, the excess of flexible employment contracts, stronger alignment of education and research, and adjustments in the University's management culture. Though not all of our points made it into the final version, we have been able to hammer out an ambitious and to all intents and purposes feasible plan. We have emphasised the need for continuing discussion during the implementation period and the value of an interim evaluation.

One section of the Strategic Plan is devoted to setting out a vision of the UvA's collaboration with the Amsterdam University of Applied Sciences and VU University Amsterdam. This section is still pending our approval. Though in principle the Central Works Council has no objections, negotiation with the Executive Board regarding the concrete terms and manner in which the representative advisory bodies will be involved is still ongoing, having been delayed by the student and staff actions of early 2015.

Radboud Winkels

Chair of the Central Works Council, 2012-2015

### 3 JUNE

Opera and Holland Festival director Pierre Audi gives his first lecture as Honorary Fellow of the Muziektheater

## 2.2 Ties with staff, students and alumni

### Policy

The UvA places great value on its relationships with its various stakeholders, including students, staff and alumni, and through them, with society.

It hopes that the number of staff and students who feel a more than average commitment to the UvA will continue to grow, and that its objectives will be known and endorsed by external Dutch stakeholders, who will make further positive contributions to building the image of the UvA.

It goes without saying that the policy described in section 1.4 is also expected to contribute to this image. UvA alumni occupy various and sometimes key positions in business, public organisations, media and government; as participants in and disseminators of a shared experience and common cause, they can clearly help to strengthen the UvA's reputation.

### Participation in decision-making

Consultations with employees are conducted primarily in the Central and Faculty Works Councils, while terms of employment are discussed in the University Local Consultative Committee.

Consultations with students are conducted in the Central and Faculty Student Councils. The Student Councils are elected on an annual basis, while the Works Councils are elected every three years (elections for both were held in spring 2015).

The Central Works Council and Central Student Council met on several occasions in 2014 for extensive discussion of the Strategic Plan. Talks regarding the UvA's collaboration with VU University Amsterdam also continued, including on the possible harmonisation of institutional schemes and regulations and the creation of models for prospective faculty collaborations with VU, such as model joint regulations and faculty regulations. The at times complicated role and position of the representative advisory bodies in initiatives within the Amsterdam Academic Alliance was also discussed.

Meetings with the Central Works Council in 2014 focused on collaboration between the UvA and the Amsterdam University of Applied Sciences' financial support clusters, the documents related to the annual planning & control cycle (Framework Letter, Budget, Accommodations Plan, accountability), valorisation, and various documents relating to the integral safety policy.

Discussions with the Central Student Council addressed the Profiling Fund Regulations (student support, jointly organised with VU), the updating of the model teaching and examination regulations and the possibility of introducing binding provisions (in collaboration with VU), interdisciplinarity, study success rates and academic student counselling.

In 2014 two separate meetings of the Central Works Council and Central Student Council were held with the Supervisory Board (or its delegated members), with the Executive Board attending (known as the 'Higher Education and Research Act Consultation').

The Executive Board considered the consultation with the representative advisory bodies to be useful and constructive and looks forward to working with the councils to improve the coordination of decision-making authority and participation in terms of the timing and level at which decisions are made and bearing in mind the roles and responsibilities of each party. Agreements in principle were laid down for this purpose in the ten-point plan prepared in spring 2015. The Executive Board feels strongly that expanding participation in decision-making in the faculties, and specifically also in the statutory Boards of Studies, is of vital importance.

### 3 JUNE

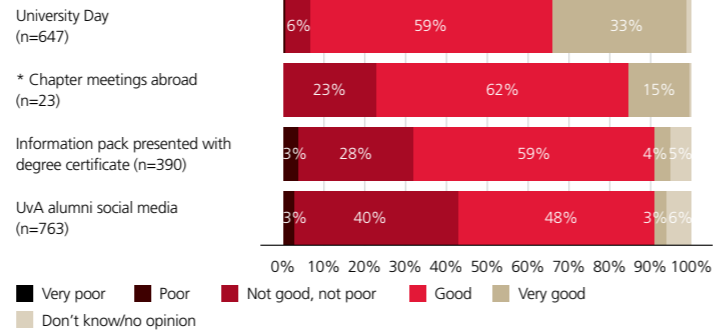
Three UvA students are presented with Fulbright grants by US Ambassador Timothy Broas to pursue advanced study or research in the United States

Data from the 2013 Alumni Monitor

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

Source: Strategic Plan 2011-2014

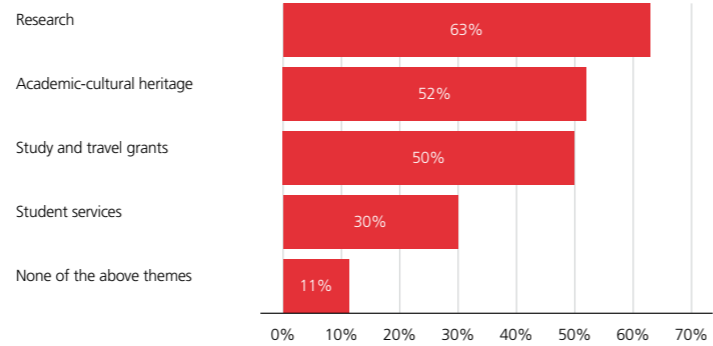
The graph shows how respondents in the Alumni Survey 2013 scored several activities organised for alumni.



**Aim: Double University Fund revenues.**

Source: Strategic Plan 2011-2014

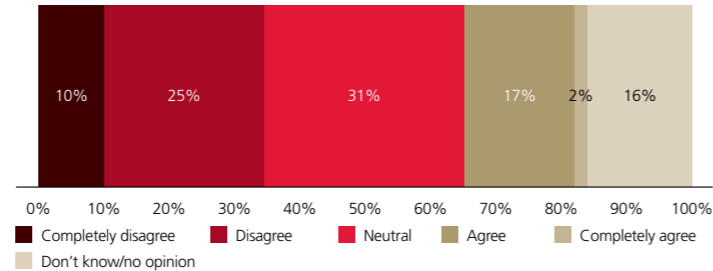
The graph shows which themes alumni favour most as designations for the University Fund.



**Aim: Double University Fund revenues.**

Source: Strategic Plan 2011-2014

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



**UvA alumni network**

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

As the results of a survey conducted among alumni demonstrate, this policy is effective. Released in early 2014, they show that 91% of the total 5,300 respondents (a response rate of 12%) have positive to very positive memories of their student days. What is more, two-thirds of these alumni still feel they are a part of the UvA.

Awareness, use and opinions of alumni activities and services varies, with the SPUI alumni magazine scoring highest in terms of awareness (88%), use (84%) and opinions (77%). The annual University Day also rated high on awareness (65%) and opinions (56%), yet the percentage of alumni that attended was relatively low. Less well-known are activities that have been introduced more recently such as the UvA's social media presence (31%) and alumni meetings organised abroad (5%).

On the whole, older alumni are more actively involved and made more active use of services and activities than younger alumni, with the exception of social media, online database access (EBSCO and JSTOR) and career activities, which are more popular among younger alumni.

Evidently, there is a need for differentiated activities. The UvA's Alumni Relations and University Fund Office, which is responsible for alumni services, works with target subgroups, for instance developing a 'parent and child programme' during the University Day to cater more specifically to thirty- and fortysomething alumni with school-aged children.

Another subgroup with specific needs is international alumni, as attested by a smaller-scale version of the survey conducted in English within this group. In 2014 non-Dutch alumni began receiving a digital newsletter in English and activities in other countries were stepped up with, among other things, the creation of UvA alumni chapters in several cities.

The Amsterdam University Association (AUV) celebrated its 125th anniversary in 2014, which it celebrated with special activities that culminated in an extra-festive AUV Day in November. Professor of Dutch History James Kennedy addressed a packed Aula in a talk that chronicled the history of the Association and how it has contributed to the University's development and fundraising efforts. Alumna Carina Benninga was introduced as the Association's new chair, and outgoing chair Willem F. Korthals Altes was presented with an Exceptional Stapenning honorary medallion by Executive Board President Louise Gunning as a mark of the University's appreciation for his efforts and commitment. Another award, conferred in a new guise in 2014, was the AUV Alumni Award, presented for the first time ever to an alumni under the age of 40 whose major contributions to society serve as an inspiration to others. Various alumni chapters organised lectures and debates at Oudemanhuispoort, with chapters increasingly working together to host interdisciplinary programmes. With the launch of four new chapters in 2014, the Association now numbers 30 in total.



11 JUNE

Associate Professor of Private Law  
Diane Dankers is made Chevalier dans  
l'Ordre National du Mérite



### Fundraising

The alumni surveyed indicated that they continue to feel involved with their alma mater. They also demonstrated this commitment with a total of almost 2,000 donors making financial contributions to support the pursuit of science and scholarship and help UvA student life develop and thrive. In all, the Amsterdam University Fund (an independent foundation) received over €1 million in donations, and disbursed more than €1 million to benefit a wide range of activities and projects designated by various subfunds.

Proceeds from the Annual Fundraising Campaign continued their upward trend, from around €130,000 in 2012 and over €140,000 in 2013 to a total of almost €160,000 in donations in 2014. The campaign raises funds for initiatives not covered by government funding and supports a diverse range of projects from year to year in the areas of academic cultural heritage, research, travel and student grants, and student facilities.

Among the designated beneficiaries in 2014 was the Amsterdam Excellence Scholarships programme, which provides grants to exceptionally talented international students to cover the full costs of Master's study at the UvA. The UvA is the only university in the Netherlands to offer such scholarships. Of the total of 14 €25,000 scholarships that the UvA awarded in 2014, five were funded from gifts: two from the Annual Fundraising Campaign, one from the Athenaeum Illustre Fund for iconic UvA projects, one from the Ribbink-Van den Hoek Family Fund, and the fifth from the Amsterdam University Association, which called on its members to contribute to this special anniversary gift.

One new named endowment fund was created in 2014, by Medicine alumna Clementine Dalderup, now living in Canada, earmarked for UvA research into the side effects of medicines, particularly among the elderly infirm patients. Additional contributions were made to various existing named endowment funds. In all, the Amsterdam University Fund received over €950,000 in donations in 2014.

The Amsterdam University Fund disbursed grants totalling €1,070,000 in 2014. Besides the projects showcased during the Annual Fundraising Campaign, contributions were also made to numerous other research and heritage projects and student facilities. Funding was also provided for a large number of student travel grants to visit renowned institutions such as Oxford and Harvard and diverse others in countries worldwide, from China and Australia to South Africa, Gabon, Suriname and Peru. The University Fund also helped to finance the pop-up museum organised by the Dutch television programme *De Wereld Draait Door*, which opened in early 2015, at the Allard Pierson Museum.

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

As well as money, the UvA also receives donations in kind. The UvA's Special Collections acquired more than 5,000 photographic books in 2014, most dating from between 1935 and the present and brought together by Frans van der Molen, a collector in Amsterdam.



### 16 JUNE

Huawei and the UvA launch the student programme 'Telecom Seeds for the Future' with guests Minister Jet Bussemaker and Mayor Eberhard van der Laan

# JUNE

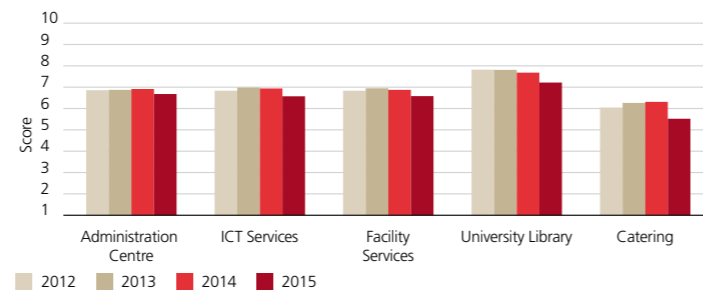
Data on satisfaction with facilities

Staff satisfaction

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

Source: Strategic Plan 2011-2014

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

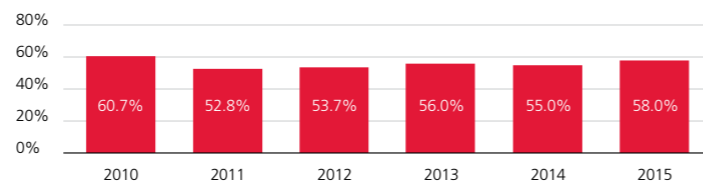


Satisfaction with study facilities (Master's students)

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

Source: Strategic Plan 2011-2014

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

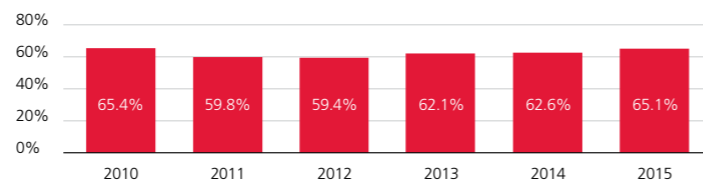


Satisfaction with study facilities (Bachelor's students)

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

Source: Strategic Plan 2011-2014

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

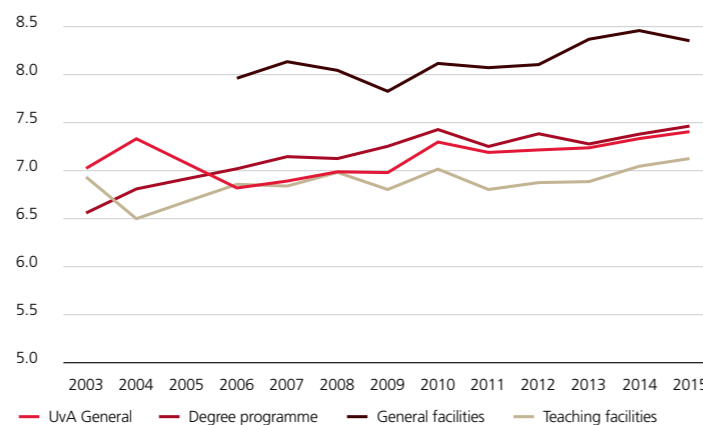


Student satisfaction

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

Source: Strategic Plan 2011-2014

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



2.3 Reliable and sustainable services

Policy

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

Service provision to students

The UvA aims to increase student satisfaction with the way teaching is organised to an average of 7 on a 10-point scale.

Figures from the NSE show that satisfaction with teaching facilities is too low and is lagging behind satisfaction with degree programmes. At the same time, there is no evidence yet of the regression that was anticipated as a result of renovation work at the Roeterseiland Campus.

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

As reported in the 2013 Annual Report, the UvA continued to experience problems in connection with the transition to the new Student Information System (SIS). In early 2014, a committee chaired by the dean of the Faculty of Humanities, Frank van Vree, set up an internal evaluation of the entire project.

A UvA student panel ([www.uvastudentenpanel.nl](http://www.uvastudentenpanel.nl)) was created in early 2014 and students were invited to join. Panel members are sent periodic questionnaires asking for their opinions and input on topics such as the provision of information by the UvA and various services. Gaining a better insight into the wishes, needs and opinions of students on aspects such as University services, communication and the content and provision of information is crucial. As an additional channel for gaining such insight, alongside existing research and evaluation instruments, this panel will contribute to making real improvements for students. Thus far, the panel has been surveyed on course registration, entrepreneurship and student communication, with between 450 and 900 respondents to each survey. Ten student panel members also took part in a sounding board group on the digital service desk.

As part of efforts to improve teaching and career perspectives for high-level competitive athletes, the UvA and AUAS signed a plan of action with the NOC\*NSF in 2013. This plan lays down long-term agreements on the organisation of courses for student athletes, who have to set aside a considerable amount of time for training and participation in major national and international sporting events.

Since 2011 the UvA has had a central digital complaints desk for students as part of Topdesk. After a significant reduction in the number of new complaints in 2013 (to 108) (following a barrage of complaints in 2012 regarding the planned, implemented and then revoked government measure against the extended duration of study), the total number of complaints dropped again in 2014, with 62 new complaints. This is low, given the population of more than 30,000 students. Where the majority of complaints in 2013 concerned aspects of the teaching organisation, they were more distributed across different categories in 2014. The resolution of complaints more or less kept pace with submissions.



The Faculty of Economics and Business received the largest number of complaints (36), but also declared more complaints unfounded or inadmissible (12) than the other faculties and services.

The Faculty of Law received markedly fewer complaints than in 2013 (13 in 2013 and 6 in 2014). The same applies to the Faculty of Humanities, which received 36 complaints in 2013, compared to only 9 in 2014; partly attributable to the fact that at least 10 of those received in 2013 concerned one specific exam.

Each of the complaints coordinators is responsible for resolving and closing complaints in Topdesk, which can result in some complaints being registered with ambiguous designations such as 'unknown' or 'other'. This form of registration is therefore still subject to improvement.

#### Service provision to the organisation

The University Library occupies a special position in the services provided to the University of Amsterdam and Amsterdam University of Applied Sciences. In addition to the students and staff of both institutions, the Library also catered to 3,252 external borrowers. It operates 16 UvA and 6 AUAS premises, which are open for up to 102 hours weekly, depending on the location. The Library's UvA locations offer 2,687 study places as well as 525 computer workstations (and 467 and 235, respectively, at the AUAS).

With collections spanning more than 100 kilometres, including 21 kilometres in open stacks, the Library processed 193,000 loans at the UvA and 77,000 loans at the AUAS in 2014. An increasing range of services is being offered electronically. The Library now offers members of the academic community access to 396 databases, 313,000 e-books and 30,000 electronic journals. The University Library website recorded 2,822,548 hits in 2014, the catalogue 4,035,112 and Special Collections 209,933, with a total of 3,250,098 article downloads. In the annual Employee Monitor, the Library received an overall satisfaction score of 7.7.

The other shared service units had previously committed to various improvements in covenants with the Executive Board in order to raise satisfaction scores to an average of 7 on a 10-point scale by 2014. In the Employee Monitor carried out in March 2014, scores for these services were virtually unchanged since 2013, averaging between 6.9 and 7.0. Catering rated lower than the other services, as usual, but notched up to 6.3.

The Employee Monitor is being re-tendered in 2015 and in the process will be streamlined across the UvA and the AUAS.

A number of service units conduct more detailed customer experience scans for their own development purposes, and all reported on the requests and complaints logged at their service desks.

#### Research data management

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



19 JUNE

Freek de Jonge presents the 2015 Creative Spirit Award to cognitive neuroscientist Martijn Wokke

The University Library and ICT Services are working together closely to develop an RDM program that offers effective research data management facilities for UvA researchers. Given that the support and technology have to meet not only VSNU (Standard Evaluation Protocol 2015-2021), NWO and Horizon 2020 standards, but also serve research practice, pilots are first being carried out with research groups at the faculties of Social & Behavioural Sciences, Humanities, Economics & Business, and Science.

The University Library set up a support desk and a website ([rdm.uva.nl](http://rdm.uva.nl)) in 2014 staffed by information technicians who have completed extensive specialist training, and added an introductory workshop for researchers to its standard course series. The first participants rated the workshop with an average score of 8.

RDM support also calls for various technical facilities. The RDM Storage Pilot project, delivered in September 2014, offers a storage and collaboration platform in which a number of pilot groups are now working. Another project, the RDM Repository, surveyed available repository systems to identify suitable options for research data archiving and/or publication. Even as the project progressed the market showed a steady shift towards products offering a full package offering everything from storage to repository. Extensive market consultations subsequently proved that this new generation of products can serve as both a collaboration environment and repository. In 2015 the Library will issue a European call for tenders for a RDM system of this type.

#### Integral safety

At the strategic level, the UvA developed policies addressing crisis communication and aspects of integral safety at the open City Centre Campus and drew up an institutional framework of house rules and rules of conduct for all UvA buildings, facilities and grounds.

Work began on projects targeting integral safety aspects relating to ownership, persons with a disability and fieldwork/internationalisation.

Based on current legislation concerning working conditions, the Association of Universities in the Netherlands prepared a working conditions catalogue for the university context. Sub-catalogues for Company Emergency Response and Test Animal Allergies were adopted by the Inspectorate of the Dutch Ministry of Social Affairs and Employment in 2014, which will be worked into UvA policy. No major disasters occurred in 2014 and there were 19 moderately significant incidents, primarily involving water damage. As in other years, most of the damage was attributable to human behaviour and negligence, a fact that continued to be a topic of discussion with operational management. With international work placements and travel on the increase, a total of 26 claims were filed under the collective travel insurance (four evacuations due to domestic circumstances, ten medical evacuations, six cancellations and six other circumstances).

#### Permits

A complex report (incorporating the new Central Energy System) was filed pursuant to the Dutch Environmental Management Act for the faculties at the Roeterseiland Campus (REC), superseding the complex permit issued in 2008. This means that all UvA buildings now fall under the Activities (Environmental Management) Decree. No modifications were requested for other properties. The temporary energy facilities at the REC were terminated.

2 JULY

European Commissioner Neelie Kroes gives opening speech at the international 'Information Influx' conference at the UvA

The Noordzeekanaal area environment agency carried out inspections at four UvA buildings in 2014. A penalty payment order was imposed for one building for failure to fulfil the statutory requirements on time, but subsequently dropped as appropriate measures were taken soon thereafter.

An order subject to a penalty for non-compliance was further imposed under the Water Act for failure to clean the watercourses in a timely fashion; however, the plot in question had already been transferred to another legal entity.

The Human Environment and Transport Inspectorate visited the UvA three times and carried out inspections in connection with permits held by the faculties. One notice was issued specifying a number of shortcomings that were resolved within the stipulated period.

Last but not least, the municipal services and fire services carried out six inspections unrelated to regular projects. In four instances notices were issued stipulating the removal of graffiti and measures to put fire safety in order. All shortcomings were rectified.

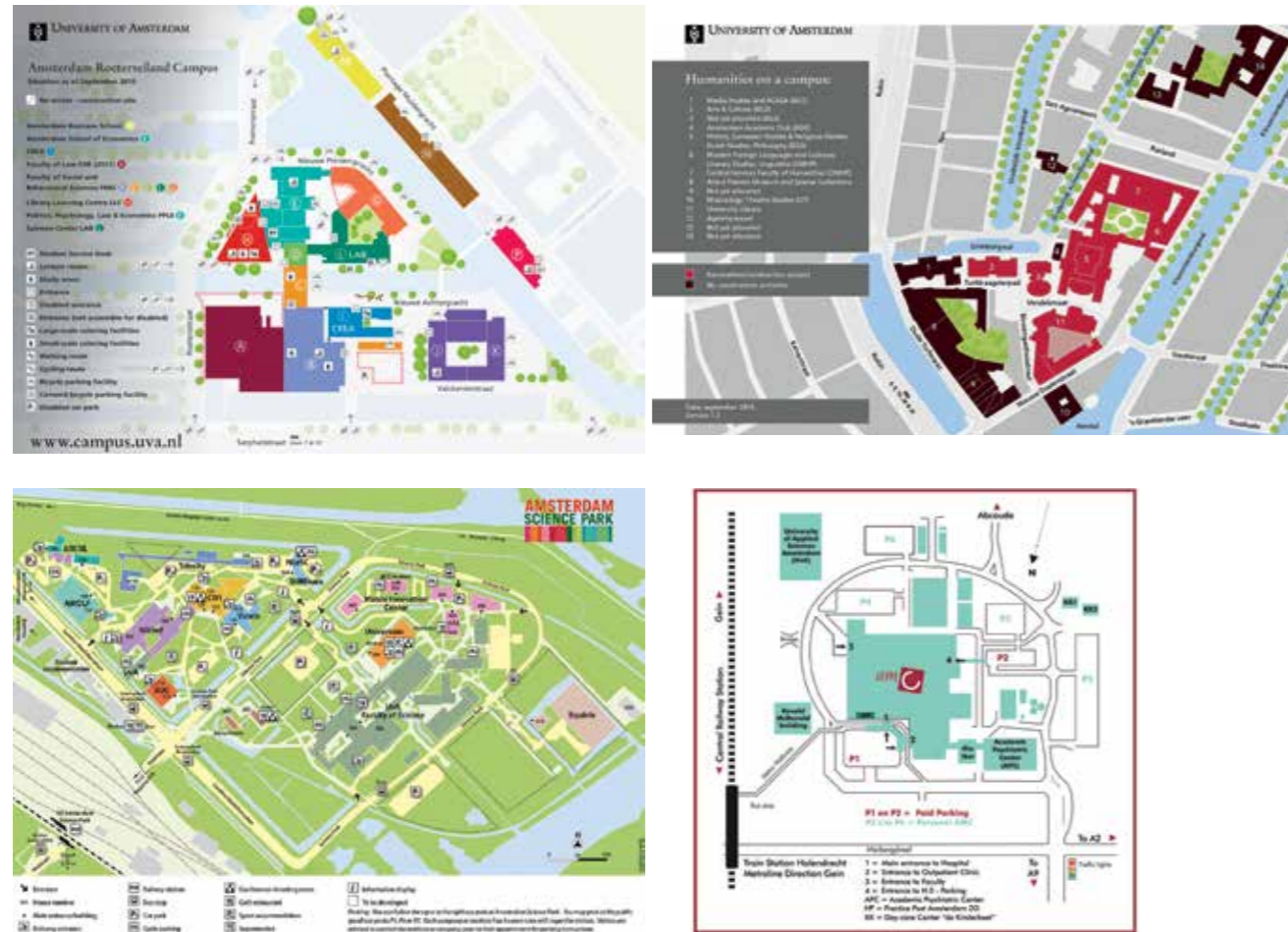


2 JULY

UvA psychologist Suzanne Jak is awarded a Rubicon grant to fund work at the National University of Singapore

JULY

## The campuses of the University of Amsterdam



## 2.4 Targeted campus infrastructure

### Policy

Real estate policy is guided by the Accommodations Plan 2005-2020, which provides that accommodations will successively be replaced or renovated so as to develop four core campuses (City Centre, Roeterseiland, Amsterdam Science Park and AMC, and with ACTA at the VU University Amsterdam Campus).

The plan's sequential execution is intended to promote flexibility and phasing in both the construction and budget, as well as to curb the need for relocations and stopgap measures.

The UvA has opted for high-quality designs that are flexible and sustainable and that facilitate sharing and meeting up, thus ensuring that the buildings will be future-proof for years to come.

In 2005 the Accommodations Plan was tested financially against benchmarks derived from the UK higher education Space Management Group, amongst others. The results led to the implementation of a costing for the hiring of space and centrally organised room scheduling in order to promote an efficient use of space in 2006, and to the establishment of spatial standards for offices and classrooms in 2007.

The Accommodations Plan 2005-2020 as a whole aims for a minimum solvency of 30% and basic annual internal rent expenses for the joint faculties and service units amounting to 10-12% of their total turnover. Section 5.1 confirms that the UvA is operating within these margins.

### Roeterseiland Campus (REC)

Two buildings were completed for use at the start of the 2014-2015 academic year, enabling the Faculty of Social and Behavioural Sciences to relocate from the city centre to building sections BCD and the new Library Learning Centre to open in building section H.

The Faculty of Social and Behavioural Science's relocation to the Roeterseiland Campus was a demanding operation and caused its share of upsets, but the move ultimately went smoothly thanks in part to effective information and communication with those involved. The Library Learning Centre received a positive reception and has been used intensively on a daily basis since opening its doors. With these buildings now in use, activity on the campus has picked up considerably. Outdoor spaces at the REC are being adapted in phases, with the circular path and the waste recycling centre behind building BCD and the square in front of building E completed in 2014. Phase 2 of the research facilities for the Faculty of Social and Behavioural Sciences in building L was also completed. It was decided to modify the interior of building G to house this faculty's Psychology Department, which is currently still located in the former Diamond Exchange on Weesperplein. The department should be able to move in in early 2016.

At building E, work started on modification of the foyer, the entrance off Nieuwe Achtergracht and the office floors to be used by the Faculty of Economics and Business (which is housed in this building), Student Services and the intensive PPLE Bachelor's programme. The entire building will be ready for use from summer 2015.

As well as the faculties of Social and Behavioural Sciences and Economics and Business, plans for the UvA's campus at Roeterseiland also include the future home of the Faculty of Law. Cleanup and demolition activities at REC A, slated to accommodate this faculty, were completed in late 2014, after which work began on cladding the façade. This phase of the renovation is expected to finish in summer 2015. Tenders for the second phase of the REC A renovation were invited in early 2015. If all goes to plan, the Faculty of Law will be able to move into the building in summer 2017.



8 JULY

Former Rector Magnificus Prof. Gerrit den Boef passes away

10 JULY

The Amsterdam Institute of Sport Science is jointly established by the UvA, AMC-UvA, VU, VUmc and AUAS to conduct research on sports, movement and health in conjunction with the CTO Amsterdam Centre for Championship Sports



The UvA continued to make every effort to maintain good relations with local residents, the urban district office and current campus users via area management and ongoing communication. In particular, this focused on providing information about the building works and managing the additional flows of traffic and cyclists in the area upon the influx of new students.

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

### City Centre Campus

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

In 2014 the UvA drew up an integral programme for its City Centre Campus to provide a detailed picture of all the facilities and services expected to be needed at and around the site and, as such, to serve as a basis for the continued development and realisation of this campus. It was confirmed that this programme was feasible within the buildings available. Once the renovation of BG2 (the former CREA building) is complete, the next step will be to take a decision on the University Library and Study Centre. Renovation of the remaining buildings will also be carried out in phases, which will be worked out in greater detail and based on costing in 2015.

A final design for the development of the University Library and Study Centre in building BG13 was completed in cooperation with internal and external stakeholders in 2014 and an application for a physical environment permit has been submitted. This included a detailed explanation of the design.

Recent recalculation of the costs of developing the City Centre Campus showed that the full project will require more funds than anticipated in the original plans. Given that the UvA does not wish to exceed the annual budget, this work may take longer to complete, depending on the solutions ultimately chosen.

The UvA has therefore honed the assessment framework used to judge whether project proposals meet the financial and spatial parameters of the Accommodations Plan. The Executive Board has pledged to consult the wider academic community in some form in any decisions concerning the new Study Centre and University Library. As a consequence, a final decision is not expected before the end of 2015.

Renovation of the BG2 building got underway in 2014. This is a large-scale project that proceeded to schedule and is set to house the Faculty of Humanities' Arts and Culture Department from summer 2015. A listed buildings grant application to fund the restoration was submitted and approved by the North Holland Province.

A City Centre Campus area manager was appointed from the beginning of 2014. She has been working with the UvA's communication officers to ensure that all stakeholders are provided with timely updates and involved in relevant aspects of the campus development project, as well as to inform various parties about the building works. These efforts also included the organisation of guided tours of BG2 for staff and local residents in late 2014, which were much appreciated.

### Science Park

The completion of the new Amsterdam University College (AUC) building in 2012 marked the final capstone in the UvA's Accommodations Plan for Science Park.

In 2014, activities mainly focused on the further development of the campus through closer collaboration with the institutes operating here, the Netherlands Organisation for Scientific Research (NWO), the City of Amsterdam and VU University Amsterdam, and by attracting new initiatives.

Plans for consolidating various science activities at the Science Park location gained further shape. Pursuant to the Letter of Intent signed by the NWO, SRON, VU and UvA in 2013 stating their joint ambition to develop a viable plan for SRON's new location at Science Park, suitable partners were found to enable the creation of a High Tech Instrumentation Facility (HTIF). This paves the way for a unique cross-organisational cluster of advanced R&D facilities not found anywhere else in the Netherlands, where knowledge centres from the Amsterdam metropolitan region can invest their instrumental expertise to strengthen the economic power of the city, region and country as a whole.

In anticipation of possible relocations of UvA research groups to the VU campus and of VU groups to Science Park, the science faculties of both institutions organised a series of work sessions to explore further options for integration at Science Park. The conditions governing such a joint location at Science Park remain unchanged and must fit within the institutions' existing spatial and financial parameters.

Since its relocation to Science Park, the UvA's Faculty of Science has experienced sizeable growth in student numbers, necessitating the construction of an additional temporary classroom and the transfer of several groups to the former Astronomy building over the summer. A workspace survey is being conducted to assess how to maximise the space available to the faculty here and in other buildings at Science Park, which will also serve as input when determining where to house research groups from VU.

In 2006 the UvA concluded a collaboration agreement on land development with the municipality of Amsterdam in order to realise its ambitions for Amsterdam Science Park. In 2015 the UvA will establish a Science & Business organisation with a separate director devoted to attracting more knowledge-intensive businesses to Amsterdam.

The Venture Lab, launched in 2013, had a successful year in 2014 and is now providing support to 20 small businesses, all science-based startups generated by Amsterdam's knowledge institutions. It offers bootcamps, mentoring and assistance from network parties and investors.

UvA policy sets out guidelines for the provision of physical space and facilities for valorisation activities. An example is the Van 't Hoff Institute for Molecular Sciences (HIMS), which launched a programme in October 2013 to help new businesses specialised in this field start up at Science Park. Scientists at the HIMS provide individual advice and assistance as well as access to their analysis equipment. Similar ideas are in development for Roeterseiland so that the social sciences campus will also be more attractive to innovative parties.

The AMC-UvA has also been involved in the development of this organisational structure. It is pursuing similar ambitions at its Medical Business Park to create a knowledge campus that can play a key role in the development and valorisation of knowledge, in this case in the field of medical technology (the 'red' life sciences).

### 17 JULY

Malaysia Airlines flight MH17 from Amsterdam to Kuala Lumpur is shot down above eastern Ukraine. Among those on board are Joep Lange, professor of Infectious Diseases, AIDS expert and director of the Amsterdam Institute for Global Health and Development, and his communications assistant (and partner) Jacqueline van Tongeren, on their way to the International AIDS Conference in Melbourne, and two alumni of the Faculty of Humanities: Sacha Meijer, Master's graduate in Journalism, and former Propria Cures editor Laurens van der Graaff

### Student housing

To be attractive to students and compete on this front with other global centres, a city must offer sufficient and affordable housing for its students.

Amsterdam's 'Youth and student housing programme 2014-2018' provides an overview of the past planning period and formulates targets for the period ahead.

Though Amsterdam has achieved 85% of the 9,000 student residences targeted for the 2010-2014 period, opportunities for allocating existing housing stock to students (and other youth) appear to fall short of the programme's original estimates. The lion's share of new residences are new builds and converted vacant buildings, including offices. Uncertainties regarding government policy on the lessor levy and housing evaluation system led to a noticeable dip in production in 2013. The pace picked up again in 2014, with a record number of residences in construction and the addition of 2,751 units for students. These include Feniks, the conversion of the former Casa400 building on James Wattstraat to offer 342 residences, and the conversion of office buildings in Amsterdam's Oost district (The Studenthotel in Oost, 572 units) and Zuidoost district (Blue Gray, 325 units).

The Youth and student housing programme 2014-2018 is premised on the need for 8,000 additional student units, all of which will have to take the form of either new builds or conversions.

The availability of sufficient student housing is critical for the UvA (not least as part of the UvA's international ambitions), which is seeing a growing need for short-stay spaces for Master's students on one or two-year programmes, as well as for temporary rental accommodation for doctoral students. The City has included increasing international student demand in its student housing objectives.

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

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

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

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

## 2.5 Sustainability

### Policy

The definition of sustainability formulated 28 years ago in the UN report *Our Common Future* relates not only to energy consumption, climate and natural resources, but also to societal and development issues.

Much of the research conducted at the UvA focuses on these issues, as is also borne out by the designation of Sustainable World and Human Health as two of the UvA's seven research themes (see section 1.1).

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

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

### Construction and energy

The UvA has planned a total of 220,000 m<sup>2</sup> (GLA) in new building and renovation projects in the Accommodations Plan 2005-2020, approximately half relating to its existing building stock. Such new building and renovation projects offer an excellent opportunity to make strides in realising our sustainability targets.

Energy efficient construction is a key facet of sustainable building. Other aspects include a healthy indoor environment, the materials chosen, judicious use of raw materials to prevent depletion and responsible water use.

These considerations necessitate building with a long-term view to investments, depreciation and operating costs.

The minister for Housing and the Central Government Sector adopted amendments to the Buildings Decree 2012 on 8 September 2014, including a tightening of the EPC requirements for all types of utility buildings with effect from 1 January 2015. New building projects will have to meet or exceed these new EPC requirements.

The UvA also wishes to make building management as sustainable as possible. In 2014 the University initiated two pilots aimed at improving the sustainability of its long-term maintenance programme and at the implementation of the BREEAM In-Use assessment method.

Towards the end of the year the UvA and its partner the AUAS were able to conclude a favourable agreement with OVG, a sustainable property developer. OVG wanted to obtain the highest BREEAM (Building Research Establishment Environmental Assessment Methodology) certificate in the world for its new building 'The Edge', developed for Deloitte in Amsterdam's Zuidas district, and was seeking a partner with a location relatively proximate to The Edge to accommodate 2,500-plus solar panels (totalling 4,100 m<sup>2</sup>) with an expected annual yield of 578,000 kWh. By installing these solar panels on the roofs of UvA and AUAS buildings and assigning the theoretical energy value to The

### 29 JULY

The UvA and AMC-UvA reap a record number of 28 NWO Veni grants for innovative research

Edge, OVG was able to attain a BREEAM rating of 'Outstanding', the highest rating awarded to a new building to date and supplanting the previous highest-rated building (1 Embankment Place in London). In exchange for this roof capacity, the UvA and the AUAS will receive the energy generated each year and funds to invest in solar panels.

At its City Centre Campus, the UvA looked into the possibility of installing a geothermal heat pump (GHP) to supply the University Library and other campus buildings with sustainable energy. Energy performance of the BG2 building will also be improved through the addition of insulation, secondary glazing and energy-efficient LED lighting during the renovation.

The Central Energy Facility at the Roeterseiland Campus (REC) was delivered simultaneously with the REC BCD building. This facility pairs combined heat and power with a geothermal heat pump and will also supply energy to REC A and G in the future. REC BCD additionally features the first of two green rooftops on this campus. A total of seven 'Join the Pipe' tap water stations were furthermore installed in the REC H and BCD buildings, helping to raise awareness about the issues surrounding drinking water. Over the summer, the UvA produced a film for campus users showcasing these and all the other sustainable initiatives set up in recent years. Various activities were also organised in honour of National Sustainability Day, aimed at promoting and raising awareness about the sustainable use of campus buildings and facilities.

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

In 2014 the UvA commissioned a consulting agency to conduct a survey on the University's energy management. The results of this survey will be used to make further improvements in the years ahead and to continue to reduce energy consumption and the associated environmental impacts, with measures aimed at ongoing optimisation of systems and installations management and improvement of real estate energy values.

The development in consumption of energy carriers and the corresponding CO<sub>2</sub> emissions are presented in the key data at the beginning of this Annual Report and in the graph in section 4.3.

The UvA aims to reduce its energy consumption by 2% annually, with 2005 as the benchmark year. Compared to 2013, gas consumption decreased by 16% in 2014, while electricity consumption rose 7%. Overall, gas consumption has decreased 67.5% and electricity consumption increased by 12% since 2005.

This means there has been both a reduction and a shift in energy consumption, from gas to electricity. This shift is attributable to the increased reliance on GHP systems to heat and cool buildings. As electricity and gas units cannot easily be compared, it is only possible to give a rough percentage of the reduction in energy consumption (through conversion into Terajoules).

The UvA's CO<sub>2</sub> emissions target of an annual 3% reduction relative to the base year 2010 has been achieved over the last four-year period, with a total reduction since 2010 amounting to 19%. As changes in the use of University buildings cause considerable fluctuations in CO<sub>2</sub> emissions, this reduction did not show a steady downward trend; in 2014, emissions were nearly the same as in 2013.

Guarantees of origin were acquired for all electricity purchased in 2014 from wind turbines in the Netherlands. For the sake of comparability, the CO<sub>2</sub> figures in the table (p. 124) were calculated using the standard energy mix for the Netherlands. Calculated on the basis of the emissions figures for Dutch wind energy, emissions from the UvA's electricity consumption over 2014 total 423 tonnes.

#### SustainaBul

In the 2014 SustainaBul annual sustainability ranking organised by Studenten voor Morgen the UvA placed 15th out of a total of 22 higher education institutions. The UvA scored well on the subthemes of Integrated Approach (5th place), Energy and Buildings (6th place) and Procurement Policy (7th place). The indicators used in the SustainaBul ranking vary slightly from year to year.

#### Sustainable purchasing

All tenders issued by the UvA central purchasing unit are subject to the sustainability criteria of the Netherlands Enterprise Agency (RVO), provided criteria are available for the product group in question. Individual tenders may also be subject to additional sustainability requirements. Under the UvA's procurement policy, all European tenders and multi-quote projects are subject to the RVO criteria, insofar as available.

In 2014, 40 such contracts were concluded, with RVO criteria available for 12 and applied in nine of those. An overview of all European tenders and multi-quote projects for which RVO criteria were available is presented below and shows that the UvA achieved its targets for sustainable purchasing. Of the 28 contracts for which no RVO criteria were available, additional sustainability criteria were nevertheless imposed in five. Examples of these additional criteria are:

- 100% of paper purchases are FSC certified
- coffee grounds recycled by the catering company
- relocations performed via sustainable transport
- flowers packed in sustainable wrapping

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

Suppliers who cannot or refuse to comply with the criteria of the RVO or to sign the Code on Responsible Market Conduct are not allowed to take part in a public procurement and, therefore, to supply the UvA and the AUAS.

**Waste processing**

The UvA makes every effort to minimise waste flows and promote recycling. Old and superfluous office furniture has been reused elsewhere, offered to charities and/or to staff members and students, or recycled to make new furniture at the UvA's work experience and training company. What remains is dismantled and separated for disposal. Other usable waste products such as pallets and wood waste are recycled at Pantar. In 2014 the volumes of chemical refuse decreased slightly while regular refuse increased slightly.

**11 AUGUST**

UvA researchers Ewald Engelen, Frank Linde and Wouter van Steelant lecture at Lowlands University

# AUGUST

## Allocation of €557.7 million - first flow of funds 2014

A substantial portion of the first flow of funds for teaching pertains to student and target-related income. This amounted to €188.8 million in 2014 and comprised €63.1 million in tuition fees, €122.0 million representing the student-related portion of the government grant and €3.7 million in target-related payments under the government grant. These funds are allocable to the relevant faculties. However, allocation is not based on enrolments and diplomas but mainly on ECTS credits, with a shorter delay (T-1) than the government grant (T-2).

Of the remaining €80.5 million of the teaching component received under the government grant (including the performance premiums experiment), €33.8 million is allocable to (a) study programmes costing more than the corresponding student-related income and (b) equalisation of the various internal versus external funding mechanisms.

This result is slightly negative for the FdR and FEB due to higher first-year dropout rates and because the amount of external funding of first-year dropouts exceeds that of internal funding.

The FGw and FMG have the most study programmes that cost more than the external student-related income

The €84.7 million in student and doctorate conferral-related income and the target-related payments received under the research component of the government grant is allocable to the relevant faculties. Of the variable portion of the government grant received by the UvA for research, €34.3 million was determined by degrees earned, €42.9 million by doctorate conferrals and €1.0 million by designers' certificates. The internal allocation is weighted slightly differently for Bachelor's vs Master's degrees.

€10.4 million in interest savings was added to the fixed rate of the €105.9 million research component of the government grant. Of the €116.3 million in total, €99.3 million is allocable to the faculties as research budget. This is partly based on matching the second flow of funds to the research focus policy. The remaining portion of the above allocation reflects a range of policy decisions taken during the UvA's long history. The high costs of laboratories, greenhouses and other research facilities clearly form a key factor in the FNWI's large share of this budget.

The remainder of the fixed rates for teaching and research in the government grant, totalling €63.7 million, is allocable to the costs borne by the central level and the centrally managed themed budgets.

Of that sum:

€12.2 million was allocated to museums and collections managed by the University Library;

€10.1 million to various unrecharged project and other costs incurred by the other shared service units;

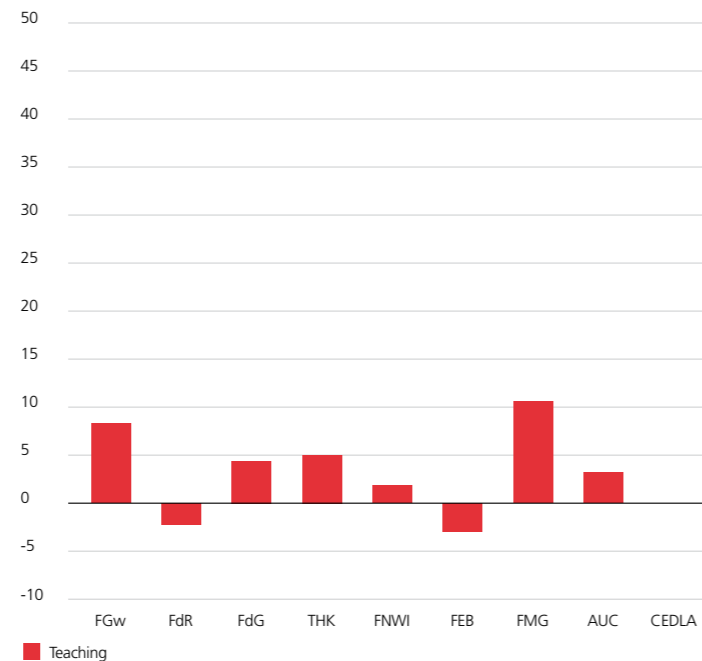
€18.4 million to the Board and executive staff;

€10.4 million to centrally managed policy budgets;

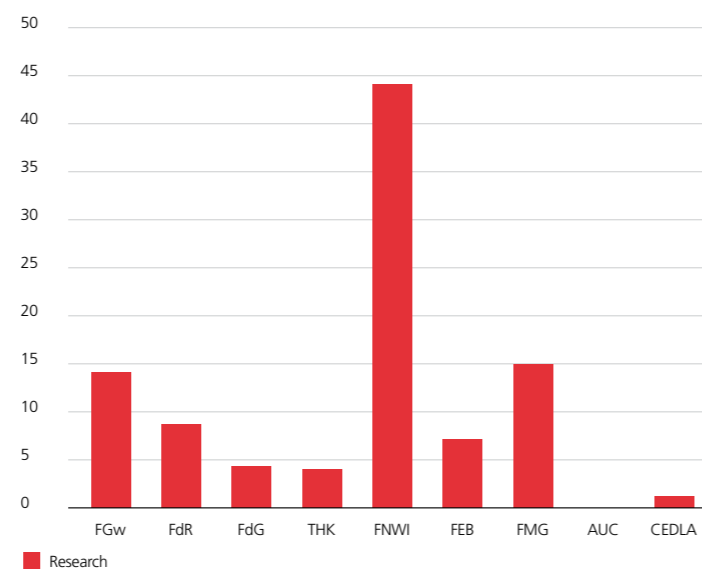
€2.6 million as unallocated funds to the general reserve.

Lastly, the government grant received by the UvA contained €87.4 million for the AMC-UvA. This amount, also referred to as the workplace function, was required to be transferred promptly to the AMC-UvA to cover the costs of teaching and research in the hospital's clinical environment.

### Coverage by fixed rate of government grant



### Coverage by fixed rate of government grant



## 2.6 Finances

### Policy

The UvA's financial policy is set out in the Framework Letter and Budget.

The UvA has budgeted a negative operating result of -€27.8 million for 2015, which is mainly attributable to three factors. Firstly, -€15.1 million arising from dissavings in the accrued long-term Accommodations Plan reserve. Secondly, -€7.8 million arising from the projected use of special purpose reserves set aside by the faculties. The special purposes reserves were formed from past surpluses, including Profiling Funds, and will be used in 2015 on the basis of specific plans. Thirdly, two faculties are expected to incur operating losses. These faculties are seeing a decline in turnover, which will eventually be coupled with a decrease in costs.

Negative results are similarly expected for the years 2016-2018 as a result of tapping into the Accommodations Plan reserve and the earmarked reserves and due to absorbing operating deficits. If no policy changes are made there is a real risk that the UvA's solvency level will fall below the indicative level of 30% laid down by the Education Inspectorate. It is the UvA's aim to remain above that level though this requirement has not been imposed in banking contracts. Five clusters of possible measures have been identified, which will be further defined in 2015.

As explained in greater detail in the Financial Report (Chapter 5), by contrast the UvA's non-consolidated result for 2014 was €18.1 million higher than the budgeted figure.

The consolidated result amounts to -€3.2 million and the non-consolidated result to -€3.6 million. The operating result from Teaching and Research was €15.5 million more favourable and the result from Real Estate and Treasury was €2.6 million more favourable.

The policy objectives outlined in the Strategic Plan 2011-2014 seek an improvement in internal control up to the management control level, as well as growth in third-party income from the second and third flows of funds and sponsor donations through the University Fund (see Section 2.2). The UvA achieved most of these policy objectives at the end of 2014, with the exception of the latter.

In its performance agreements with the Dutch Minister of Education, Culture and Science, the UvA committed to supplying a breakdown of income and expenditure based on funding flows and its primary tasks of teaching and research (along with other activities such as museums, and general governance and management). The allocation of the first flow of funds in 2014 is specified in the table on the opposite page; the table on the following page specifies the flow of funds for the individual faculties.

### Tuition fees

From the 2011-2012 academic year, the government discontinued funding for second Bachelor's and Master's degree study (excluding teacher-training and healthcare programmes).

The UvA, which sets its own institutional fees for students in these categories, has set them to conform to the integral fees paid by non-European students since 2007, with a generous transition scheme for students who were already enrolled.

These fees take into account both the actual integral costs and the loss of the government grant per student.

### 1 SEPTEMBER

Opening of the Academic Year  
with a spotlight on Africa

SEPTEMBER

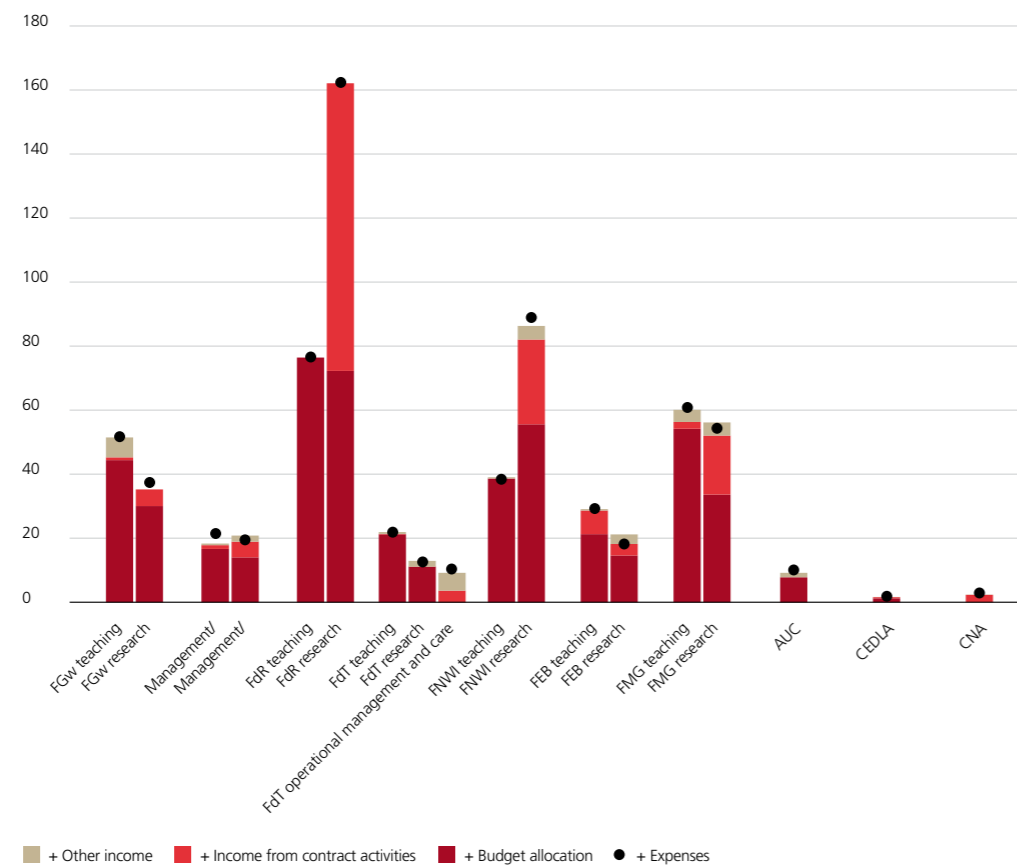
## Allocation of funds for education and research

### Income and expenses per faculty, subdivided between teaching and research

Amounts x €1 M, including:

- the government grant for the AMC-UvA as an academic workplace and AMC Medical Research BV turnover
- VU's share in ACTA and AUC

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



A group of students and prospective students unified in the SCAU Foundation for Collective Action of Universities instituted civil proceedings in 2014 against the institutional tuition fee rates of two degree programmes and the institutions' calculation basis for these fees. Pending the court's ruling, the UvA has left its institutional tuition fee rates unchanged for several years. However, in early 2015, a task force including members of the Central Student Council commenced efforts to further develop the institutional tuition fee policy.

Another effect of the 2011 change in the government grant distribution model was that pre-Master's programmes were suddenly operating at a severe loss. The policy launched in response was initially able to resolve this by getting more students to enrol in pre-Master's programmes as contract students, while sharply reducing the number of students enrolling in regular pre-Master's programmes, from more than 1,500 previously to around 250 in 2013; but in 2014 this number increased again to around 550.

This may be attributable to the 2013 amendment to the Higher Education and Research Act introducing a maximum rate for pre-Master's programmes. The UvA has adjusted tuition fees for various pre-Master's programmes accordingly, but is deliberating how to prevent these programmes from siphoning money away from regular CROHO programmes.

### Internal control

The integration of documentation on the operational and financial control cycles was finalised in 2014 and improvements were made to the periodic management reports issued by the organisational units. These reports incorporate a description of the risks and all implemented and planned control measures at the unit.

From autumn 2014 the planning & control departments of the UvA and AUAS worked together to draw up a shared integrated management report template to replace the reporting templates currently in use at each institution as of the first quarter of 2015.

In late 2014 the Executive Board decided to merge the UvA and AUAS financial staff departments under a single joint director as from 2015 with the aim to:

- Synchronise and standardise the organisation of financial operations, with an independent audit division, and to harmonise financial governance models.
- Eliminate differences in internal financial policies and allocation (and other) systems.
- Further improve services (remove pressure) and make the organisation more resilient to future developments.

### 1 SEPTEMBER

New Bachelor's in Politics, Psychology, Law and Economics (PPL) kicks off with 100 selected students

### 2 SEPTEMBER

Three research schools receive NWO grants to train talented researchers

SEPTEMBER

Group chart of the University of Amsterdam



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

# 3. Administration

## 3.1 Administrative structure

### Policy

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

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

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

In response to the protests of early 2015, the Executive Board agreed to create an additional seat for an advisory student member and asked the Central Student Council to present a proposal outlining the options.

The Executive Board:

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

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

In the Executive Council, where consultations between the Executive Board and the deans take place, cooperation between the Executive Board and the deans has the highest priority. All major strategic and policy questions are discussed in the Executive Council prior to the Executive Board's decisions on such matters.

Under a standard - and in some cases statutory - procedure, the Executive Board and the deans consult a number of bodies.

These include, in the first place, the statutory staff and student representative advisory bodies (the Student and Works Councils at the faculty and central levels, as well as their joint meetings). These bodies not only have advisory rights on various topics, but in some instances also the right of approval.



### 4 SEPTEMBER

Majority of Faculty of Social & Behavioural Sciences staff and over 9,000 students start the new academic year at the redeveloped Roeterseiland Campus

Other standard central advisory bodies are:

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

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

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

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

#### Academic Medical Center

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

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

Under an agreement between the UvA and AMC-UvA, the latter is designated as the joint executive body as referred to in Section 9.22 of the WHW.

It further provides that the dean of the Faculty of Medicine is the chair of the Board of the AMC-UvA and functions as the dean within the context of the Executive Board; the powers he or she is authorised to exercise on behalf of the Executive Board are also established. As dean, he or she also takes part in the University's Executive Council meetings.

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

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

#### UvA-VU University Amsterdam joint institutes

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

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

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

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

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

Since 1998, the UvA and the Amsterdam University of Applied Sciences (AUAS) have been working closely together to offer students in Amsterdam a targeted and differentiated range of higher education degree programmes.

Since the autumn of 2003, the two institutions have also had a single Executive Board, and for this reason have been allowed to deviate from the Dutch Higher Education and Research Act and appoint the rector of the AUAS as an additional fourth Board member.

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

The support units worked together in many areas in 2014, for example where this served the interests of efficiency.

#### 7 SEPTEMBER

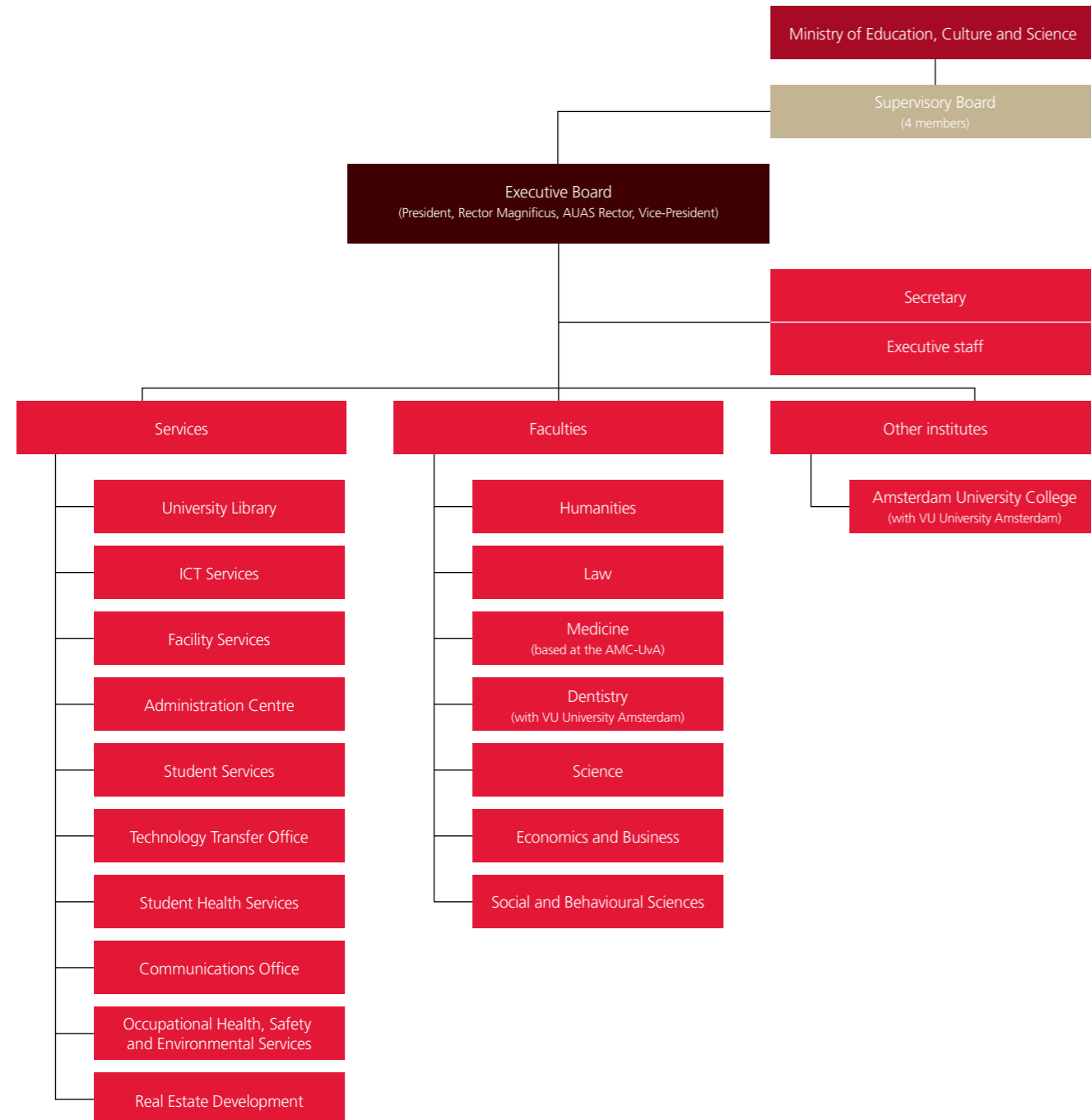
The 'Spinhuis Collective' occupies the common room of the UvA's Spinhuis building to protest the University's hierarchical structure

#### 11 SEPTEMBER

The UvA and Tilburg University organise a large seminar on 'Improving scientific practice: dealing with the human factors' in the University Aula



## Internal structure of the University of Amsterdam



### Group structure

The UvA clusters its non-statutory activities and spinoffs in fields like applied research within group companies. These group entities are directed mainly through intermediation of the University's wholly owned subsidiary, UvA Holding BV, of which Amsterdam University Press and the two employment agencies affiliated with the UvA are also part.

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

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

In 2014 the UvA sold its shares in AMC Medical Research BV at book value to fellow shareholder AMC-UvA.

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

### Internal structure

The UvA has seven faculties, including those at the AMC-UvA and ACTA.

Faculty activities are organised in colleges (Bachelor's programmes), graduate schools (Master's programmes) and research institutes. Academic and support staff are organised in departments and support and management staff capacity groups (also called faculty offices), respectively, and are hired by the colleges, schools and institutes.

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

# SEPTEMBER



15 SEPTEMBER

Edward de Haan announces his resignation as dean of the Faculty of Social and Behavioural Sciences to focus on his ERC Advanced Grant-funded research

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

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

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

### Management control

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

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

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

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

The Supervisory Board's Audit Committee monitors the system's functioning and results. Under this integral management structure, each unit is expected to have its own systems and processes through which to verify the quality of performance and compliance with rules.

As from 2015 the central audit activities of the UvA and the AUAS have been merged and organised as an independent internal division.

Audits are intended to enable the Executive Board to examine and assess how well various facets of the integral management system are functioning, as well as other aspects. Having obtained institutional accreditation in 2013, they will also play a role in quality assurance in research and especially teaching. The UvA's governance model is aimed at controlling institutional risks and at providing a reasonable (not absolute) assurance that activities are carried out effectively, efficiently and in accordance with the law. Of course, the Executive Board recognises that unforeseen circumstances may always arise and that certain risks remain. Recognising this is a fundamental part of risk management, which itself is part of integral management and aimed not only at reducing, avoiding and safeguarding against risks but also at acknowledging the risks that remain.

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

The Academic Integrity Complaints Regulations provide guidelines for reporting breaches of these codes.

The UvA's Regulations on Ancillary Activities lay down rules for releasing information about potential conflicts of interest of researchers and other staff members.

Internal policies for the prevention of fraud and risks further include the UvA-Amsterdam University of Applied Sciences Whistleblower Scheme.

## Remuneration of the Executive Board in 2014

## Remuneration of the Executive Board in 2014

	DR. L.J. GUNNING-SCHEPERS	PROF. D.C. VAN DEN BOOM	PROF. H.M. DE JONG	PROF. H.M. AMMAN
Position	President	Rector Magnificus	Member, AUAS Rector	Vice-President
Term commenced	1 April 2012	1 October 2007	1 March 2013	1 February 2014
Current term ends	18 April 2015	8 January 2016	28 February 2017	31 January 2018
Working hours	38/week	38/week	38/week	38/week
Gross salary	184,761	200,353	186,276	174,010
Taxed reimbursements	0	0	0	0
Pension contribution (employer)	32,293	32,513	31,250	28,793
Total relevant under WNT	217,054	232,866	217,526	202,803

CHARGEABLE TO	UNIVERSITY OF AMSTERDAM	AMSTERDAM UNIVERSITY OF APPLIED SCIENCES	TOTAL
Dr L.J. Gunning-Schepers	108,527	108,527	217,054
Prof. D.C. van den Boom	116,433	116,433	232,866
Prof. H.M. de Jong	108,763	108,763	217,526
Prof. H.M. Amman	101,402	101,401	202,803

## Expense claims Executive Board

	DR. L.J. GUNNING-SCHEPERS		PROF. D.C. VAN DEN BOOM		PROF. H.M. DE JONG		PROF. H.M. AMMAN	
	UvA	AUAS	UvA	AUAS	UvA	AUAS	UvA	AUAS
Chargeable to								
Representation expenses	695	-	1,165	-	-	746	-	239
National travel expenses	50,497	-	24,214	-	-	19,907	-	78,229
International travel expenses	6,859	-	3,853	-	622	-	1,201	70
Other costs	1,800	-	2,620	-	-	1,800	-	12,162
Total	59,851	0	31,852	0	622	22,453	1,201	90,700

## 3.2 Remuneration data

## Executive Board

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

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

In a letter dated 18 August 2013, the Minister of Education, Culture and Science classed the AUAS as a research university for the purposes of the Dutch Executives' Pay (Standards) Act (WNT) (pursuant to Section 2.7, second paragraph of the WNT). The maximum remuneration permitted under the WNT in 2014 was €230,474 for both the UvA and the AUAS.

The table below gives an overview of remunerations of the Executive Board members in 2014, in the form prescribed in the WNT. A full overview in the form prescribed by Sections 4.1 and 4.2 of the WNT is provided in Appendix 7.

The remuneration of the Rector Magnificus slightly exceeded the statutory maximum of €230,474 on account of a 40-year anniversary bonus, equal to one month's salary, paid pursuant to the legal status of the position to which she was appointed in October 2007 and reappointed in October 2011. This excess is permitted under the WNT.

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

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

Prof. H.M. Amman was appointed vice-president of the Executive Board of the UvA and AUAS with effect from 1 February 2014, filling the vacancy left after the resignation of P.W. Doop at the end of 2013.

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

Under the 'crisis tax', the UvA paid levies in 2014 of €3,309 and €3,638 for the president and the Rector Magnificus, respectively, and the AUAS €3,461 for the vice-president.

Board members are reimbursed for expenses in accordance with the rules that apply to all staff members at the institution at which they are employed. Over the year 2014, the Board members submitted the above expense claims to the UvA and the AUAS. The statement includes:

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

16 SEPTEMBER

Euvision UvA spin-off  
acquired by Qualcomm

19 SEPTEMBER

Fifth anniversary of Amsterdam University College celebrated  
with speeches by Minister Jet Bussemaker, US Ambassador  
Timothy Broas and AkzoNobel's Marieke Spee on behalf of  
the sponsors of the AUC Scholarship Fund

Of these expenses, €171,223 is associated with the use of hired cars. The appointment of the new vice-president led to a temporary rise in costs (additional travel costs in the first half of the year and a relocation expenses reimbursement under other costs).

International travel expenses include a number of working visits within Europe and the president's working visit to China.

### Supervisory Board

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

The amounts of reimbursements for Supervisory Board members are determined in accordance with Section 14a of the Regulations on the Financing of Higher Education (now revoked). As both UvA and AUAS Supervisory Board members attend each other's meetings and consultations in the capacity of advisers they also receive a consultancy reimbursement from the other institution.

The table below shows the allowances and consultancy fees paid over the Board year 2014 (excluding VAT, where applicable). A full overview in the form prescribed by Section 4.1 of the WNT is provided in Appendix 7.

#### Supervisory Board allowances 2014

SUPERVISORY BOARD	TERM		ALLOWANCE PAID BY THE UvA	ALLOWANCE PAID BY THE AUAS	CONSULTANCY FEE ALLOWANCE UvA	CONSULTANCY FEE ALLOWANCE AUAS
	START	END				
A. Nicolai, chair	July 2012	June 2016	15,000	7,500	-	-
L.M.T. van Velden	July 2012	June 2016	10,000	-	-	3,500
Prof. S.W.J. Lamberts	Nov. 2012	Oct. 2016	10,000	-	-	3,500
M.A.M. Barth <sup>1</sup>	Apr. 2014	Apr. 2017	-	7,123	3,500	2,877
B. Bleker	Sept. 2006	Aug. 2014	-	6,667	2,334	-
M.R. Milz	Oct. 2008	Sept. 2016	-	10,000	3,500	-
Prof. G.P.M.F. Mols	May 2013	Apr. 2017	10,000	-	-	3,500

<sup>1</sup> adviser since May 2013.



26 SEPTEMBER

Departing University Professor  
Johan van Benthem is made  
Knight in the Order of the  
Netherlands Lion

30 SEPTEMBER

EpiPredict receives a €2.8m European  
Horizon 2020 grant to do epigenetic  
research into hormone resistance in  
breast cancer

SEPTEMBER

## 4. Social report by the Executive Board

### 4.1 The UvA as a public research university

#### Characteristics of a research university

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

Hefei statement on the ten characteristics of contemporary research universities, LERU, 10 October 2013.

The University of Amsterdam considers itself a public institution and a research-intensive university.

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

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

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

*Call us ambitious. Driven, too, and profoundly aware that an academic education must prepare young people for an unknown future in a rapidly changing world.*

*Call us original and independent. We have the courage to look further and not be satisfied with easy answers and standard solutions. We dare to question dogmas, we cherish research and do not flinch in the face of complex problems.*

*And call us connected. Because we collaborate rather than putting up walls and protecting established positions. Because we work at locations where disciplines converge. Because we thrive in an open atmosphere – let's call it 'the Amsterdam spirit' – where we can openly disagree and where authority derives from merit, not titles.*

*In such an atmosphere, we can be creative – the basic prerequisite for innovation. Here, the entrepreneurial spirit thrives. Here, we work with thousands of researchers and hundreds of institutions in the Netherlands and abroad. Here, 5,000 employees, 30,000 students and over 100 nationalities together form a global intellectual hub.*

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

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

The main share of intake comes from pre-university and higher education institutions. The UvA forges ties with pre-university schools through activities like those organised within the Amsterdam Science Hub (Wetenschapsknooppunt Amsterdam, [www.scholen.uva.nl](http://www.scholen.uva.nl)), which is part of a regional science and technology expertise network (Expertise Centrum Wetenschap en Techniek, [www.iederkindeentalent.nl](http://www.iederkindeentalent.nl)) that also includes the teacher-training college for primary education (PABO), the Academic PABO Amsterdam (UPvA), education support services and Science Center Nemo. The Communications Office liaises with regional source schools to provide them with degree programme information, which includes feedback on study results.

1 OCTOBER

New Doctorate Regulations enter into force

2 OCTOBER

The UvA climbs from 83rd to 77th place in the THE World University Rankings

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

Graduates go on to positions in academic research and to a very diverse range of employers in and outside the Netherlands. With many academic degree programmes not specifically keyed towards any particular economic sector, UvA alumni form an important link with the professional world.

Various study associations organise career days in their specific fields. The Student Careers Centre offers training programmes, coaching and also organises the annual Careers Day at which students can meet local businesses and institutional employers to find out about jobs and work placement opportunities. In 2014, the UvA also held an international edition of this event for foreign employers in the region.

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

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

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

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

## 4.2 Business model of the UvA

In principle, the costs of education are covered by the income that students generate in the form of tuition fees and government funding. As explained in section 2.1, the workforce includes a flexible contingent to accommodate fluctuations in programme demand.

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

As to the question of whether this might be an invitation to fraud, the gulf between the individual lecturer of an individual course and the faculty funding mechanism renders moot any possibility of direct self-interest, and in any case exceeds the distance between degree funding under the government grant model and the approval of students' theses. It should also be noted that the quality of degree

programmes is subject to a national accreditation regime. Beyond this, the UvA also carries out periodic internal audits on the accrual and registration of course credits, precisely because they are a form of internal currency.

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

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

Grants and contracts typically cover at least the marginal costs of research, but seldom the integral project costs (see section 5.1). This creates a mutual dependency between the three funding flows that works to bind them together. By deploying its own resources (in cash or in kind) in research projects, the University cements the commitment between contracting and contracted parties and channels a portion of the government grant into priorities under the second and third flows of funds.

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

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

Governments in a number of countries, including France, Germany and Denmark, have substantially increased academic budgets in recent years. However, as significant budgetary growth once again cannot be expected in the Netherlands – as attested by the Vision for Science issued by the Dutch government in 2014 – the UvA's business model for research revolves around boosting internal quality

and focus (priority area policy) and participation in external alliances (such as the AAA) as a means of generating additional social value.

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

### 3 OCTOBER

The Executive Board and trade unions represented by the UCLO conclude an agreement on long-term employability and terms of employment funds for 2015-2019



### 7 OCTOBER

John Kastelein, clinical and genetic scientist at the AMC-UvA, wins the 2014 Huibregtsen Award for the world's first registered gene therapy

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

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



8 OCTOBER

UvA-VU ACCESS EUROPE  
platform receives certificate of  
excellence

OCTOBER

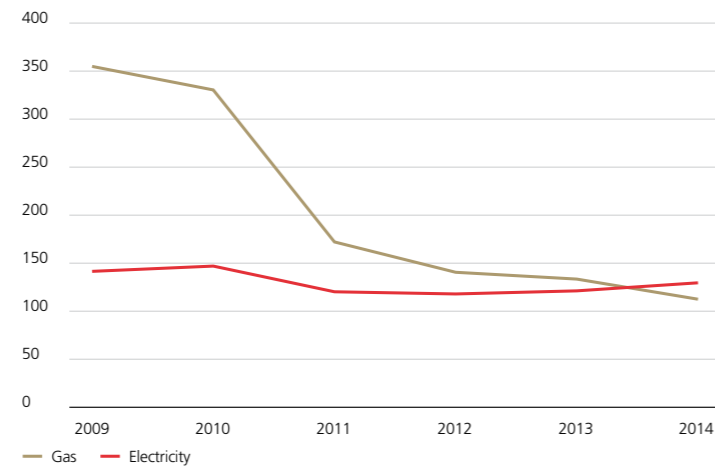
## Data on environmental impact

### Energy use in TJ

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

Source: Strategic Plan 2011-2014

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

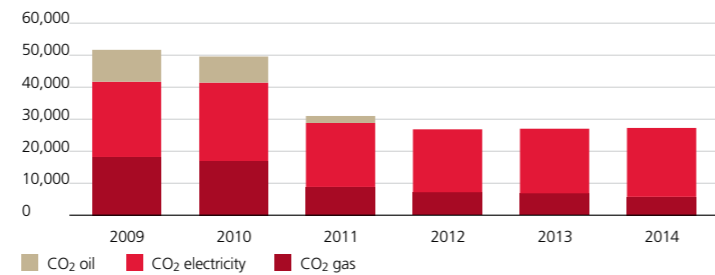


### CO<sub>2</sub> equivalent in tonnes of CO<sub>2</sub>

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

Source: Strategic Plan 2011-2014

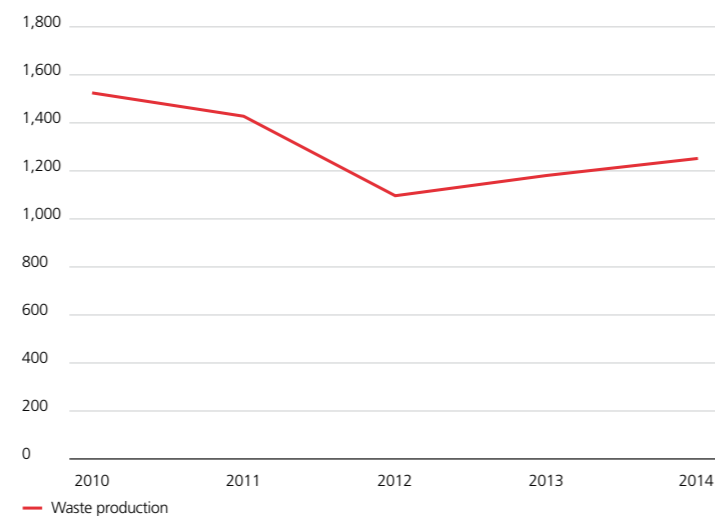
The graph shows the CO<sub>2</sub> equivalents of gas, electricity and (up to end 2011) fuel oil consumption.



### Waste production (tonnes)

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

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



## 4.3 Social aims

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

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

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

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

As a public institution that seeks to lead by example, the UvA has defined a number of key aims that fit in with its institutional profile as a university. These key aims are linked to performance indicators and are prioritised based on their associated monetary value and on their influence on the UvA's reputation, especially over the longer term. Consequently, the UvA has placed its focus on the consumption of energy and paper, sustainable construction and renovation, and a sustainable human resources policy keyed to maximising talent, good working conditions and limiting work pressure.

### Environmental impact of UvA activities

Key aims are:

- 2% annual reduction in energy consumption relative to 2005;
- 3% annual reduction in the CO<sub>2</sub>-emissions equivalent from UvA buildings as from 2010;
- Reduction in paper use and waste through the large-scale Digital Working project.

These aspects are detailed in section 2.5. Energy reductions are being achieved principally through the installation of geothermal heat pumps (GHP) during the building and renovation work at three of the UvA's campuses and through the use of building materials that deliver ten per cent higher energy efficiency relative to the values stipulated. Digital working methods both in the classroom and in archive and meeting processes has contributed to a reduction in paper use and waste.

In the next phase of these efforts, the UvA will focus more emphatically on influencing behaviour to achieve the Strategic Plan's high impact and low imprint objectives. In practice, student initiatives offer interesting openings for this.

### Contributing to global climate and environmental solutions

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

9 OCTOBER

UvA Theatre Studies programme celebrates semicentennial with an anniversary conference

17 OCTOBER

Mathematics, Computing Science and Logic programmes receive positive assessments



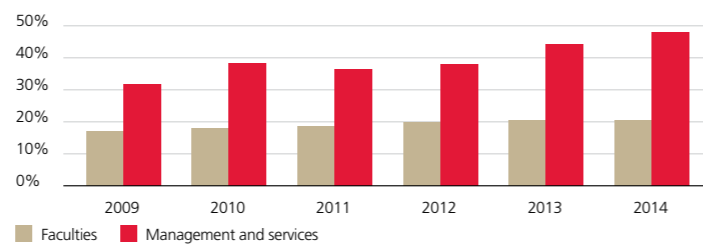
Data on internal social policy

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

Data on internal social policy.

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

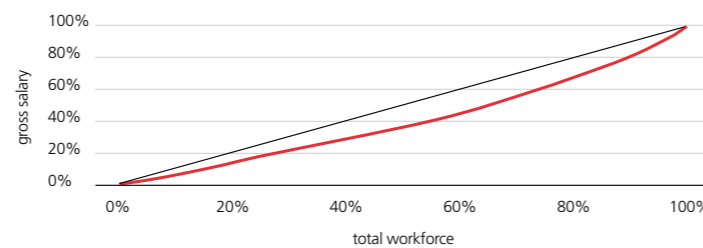
Source: Strategic HR Framework



Lorenz curve salary distribution

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

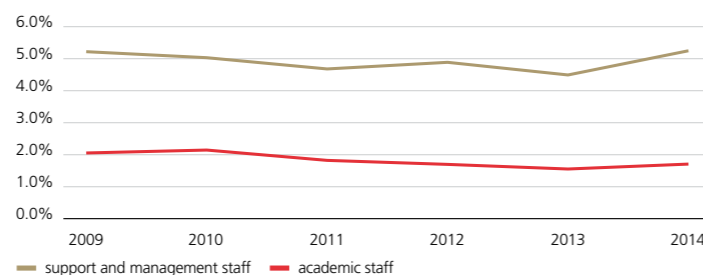
The graph shows the Lorenz curve of the gross salary distribution at the UvA in 2014.



Absence due to illness percentages

Aim: Good employership.

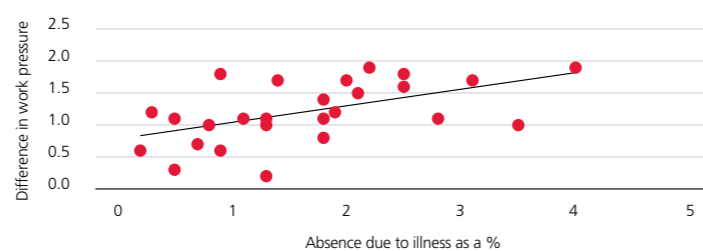
Trends in absence due to illness offer early warning signs of changes in the work climate or labour conditions. The graph shows the absence percentage for support and management staff (OBP) and for academic staff (WP). Around 80% of academic staff and 50% of support and management staff did not report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



Absence due to illness and work pressure among academic staff

Aim: Manageability of work pressure.

The Employee Monitor measures work pressure in terms of the difference between the experienced and the desired level of work pressure on a scale of 1 to 10. The graph shows work pressure ratings among academic staff alongside absence due to illness figures for each department. Figures from 2014.



In 2013, catalysis researchers Gadi Rothenberg and Albert Alberts (Faculty of Science) developed a new biobased plastic using glycerol and citric acid that is biodegradable in water. Working with the Amsterdam University of Applied Sciences' (AUAS) CleanTech research programme and supported by both its RAAK-MKB Design Challenges with Biobased Plastics project and the Amsterdam Economic Board's Biobased Connections project, they are now investigating possible applications.

Lecturers/researchers in the AUAS Engineering, Design and Innovation programme are developing a variety of innovative practical uses for this bioplastic, including interior products. Research is also underway to test different production processes for this material, for which a special oven was installed at the AUAS tech building in 2013. The new oven will make it possible to investigate upscaling production of this bioplastic to a commercial level.

However, environmental and climate issues are not just about technology; culture, behaviour and established institutions play every bit as much of a role. A good example is the UvA's Centre for Energy Issues at the Faculty of Law, which conducts interdisciplinary research on energy regulation, including questions concerning existing regulations and what should be regulated. Regulation spans the entire spectrum of policy, legislation, political (and other) decision-making and further rules (both private and informal) designed to organise the energy sector, the competences of public authorities vis-à-vis market parties, and government oversight.

With research into key trends, such as smart energy distribution systems, local sustainable energy facilities and the changing position of consumers, the Centre has carved out a unique niche and occupies a pioneering position in a research field mostly dominated by the 'opposite' perspective of the electricity market, or end use. End use is concerned with the universal need for heat, light and power, and it is precisely from this perspective that it is possible to gain insight into the general interests at stake, such as secure sustainable energy supplies, a fair energy price and energy efficiency.

UvA internal social policy

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

Remuneration policy is determined by the CAO NU and the University Job Classification System (UFO), which distinguishes 18 wage scales. The gross annual salary of the highest-paid employee was 5.98 times that of the lowest-paid employee in 2014; the highest-paid board member received 5.03 times as much.

There are no variable or performance-based remunerations. In 2014, 1.81% of payroll costs were for allowances, with 1.00% in individual allowances pursuant to the provisions of the CAO NU and 0.56% in reimbursements of expenses.

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

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



17 OCTOBER

The UvA is the first Dutch university to launch a thematic series of MOOCs on Coursera on methods and techniques in the social sciences



25 OCTOBER

UvA hosts successful Romeo and Juliet concert for children at the Dominicuskerk

In 2009 the UvA signed the 'Talent to the Top' Charter and since then has renewed its policies to promote a higher employment rate of women in top-level positions (including chairs). The number of female professors has been increasing gradually but still slowly; in other positions women's employment rate is well on track to 50% (now also achieved in the Executive Board).

Absences due to illness and the frequency of absences are currently at a satisfactory level but showed an unfavourable trend among support and management staff in 2014. The main policy instruments in this connection are the University's occupational health and safety policies.

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

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

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

The UvA does not have a special equal opportunity policy for people with a non-Dutch background. This is partly because the UvA is already internationally oriented, making nationality less of an issue, and partly because internal research has shown the academic performance of students from a non-Dutch background does not diverge from that of Dutch students, at least at the UvA. Though this may have led the UvA to gain a reputation of being less concerned with students from a non-Dutch background, in fact two of the five nominees for the 2015 ECHO award were UvA students, including the winner: International Migration and Social Cohesion student Tirza Snoijl.

#### Socio-economic contribution to the region

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

In autumn 2014 the UvA, VU University Amsterdam (VU) and the Amsterdam University of Applied Sciences (AUAS) commissioned the Scottish agency Biggar Economics to analyse the economic role that these three knowledge institutions play in Amsterdam, as it had previously also done for the universities in Leiden and Groningen and joint teaching hospitals in the Netherlands, and for various universities in Scotland and England. In measuring this economic impact, Biggar looked not only at the direct and indirect expenditures of students, staff and the institutions themselves, but also the effects of a higher education on future earning potential, of healthcare on lifespan and of the knowledge institutions' ability to attract businesses and tourism.

Biggar's main conclusion was that the UvA, VU, AUAS and both teaching hospitals combined represent almost €13 billion of the gross national product and inject €6.9 billion into the metro region. In other words, for every €1 in direct income they generate €4.46 in added value for the Dutch economy. This figure for the UvA alone (excluding the AMC-UvA) was €5.77. The main findings are presented in the graphs in section 1.1.1.

American research has shown that higher education's contribution to urban economies is as, if not more, important during economic downturns as in times of growth, because education demand is slow and almost anti-cyclical in its response.

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

In October 2013, the UvA and the AUAS concluded a unique contract with Pantar, Amsterdam's sheltered employment organisation, for the formation of a joint work experience and training company. This contract anticipated the implementation of the new Participation Act (*Participatiewet*), meant to guide segments at a disadvantage on the labour market to employment in a regular job.

Under this contract, Pantar Amsterdam trains young people who for whatever reason have been derailed in the training and labour process and, to a lesser extent, people with disabilities who have a work capacity of between 40% and 70%, to perform jobs in the service areas outsourced by the UvA and AUAS. After completing a course of intensive supervision and training based on specially designed learning tracks, participants are assigned a placement within the UvA and the AUAS to gain experience at a 'real' company. Since late 2013 work has been underway to design learning tracks and work experience placements keyed to the various service elements. These include services such as room management, bike management, waste management and site management.

Amsterdam, 23 June 2015

#### The Executive Board

Dymph van den Boom

Rector Magnificus and Acting President

Huib de Jong

member and Rector of the AUAS

Hans Amman

Vice-President

**2014 Financial result**

RESULT, AMOUNTS X €1 MILLION	2014 RESULT	2014 BUDGET
Teaching and Research	9.3	-6.3
Real Estate	-20.1	-20.5
Treasury	7.3	5.0
<b>Non-consolidated UvA result</b>	<b>-3.6</b>	<b>-21.7</b>
<b>Result from other consolidated affiliates</b>	<b>0.4</b>	<b>-</b>
<b>Consolidated UvA total</b>	<b>-3.2</b>	<b>-21.7</b>

NORMALISED RESULT, AMOUNTS X €1 MILLION	2014	2013
Consolidated result according to the Annual Statement of Accounts	-3.2	5.1
Proceeds from the sale of land and buildings in excess of remaining book values	1.4	-9.4
Expenditures for asbestos removal	2.7	2.6
Costs incurred for the delayed renovation of Roeterseiland	1.1	-
Creation of reorganisation provisions minus releases	-0.6	-0.5
Temporary lease of classrooms and office space	-	1.7
Movement in reserved fund for local terms of employment	-	0.4
Valuation of Riverstaete rental agreement	-	0.8
Increase in amount reserved for holiday entitlement due amendment of the CLA	-	2.0
Transfer to anniversary bonuses provision due to the change in retirement age	-	1.0
Lower energy costs due to fewer HDD (heating degree days)	-0.9	-
Maintenance costs	1.4	-
Release from the bad debt provision	-0.7	-
<b>Normalised result</b>	<b>1.2</b>	<b>3.7</b>

**4 NOVEMBER**

Initial results of 'Hooked on Music' study conducted jointly by UvA researchers Henkjan Honing and Ashley Burgoyne and the Museum of Science and Industry in Manchester garners worldwide interest

## 5. Financial report by the Executive Board

### 5.1 Report for 2014

**2014 Financial result**

The composition of the UvA's 2014 result is shown in the accompanying table.

The UvA posted a negative non-consolidated result of -€21.7 million for 2014 against budget, comprising a budgeted negative operating result for Teaching and Research of -€6.3 million and a negative result for Real Estate and Treasury of -€15.5 million.

The actual result of -€3.6 million is considerably better than budgeted. This is mainly attributable to the following factors:

- a €10.1 million higher government grant for teaching arising from the adjustment of the reference framework, and additional price adjustments and education surcharges which had not yet been earmarked in 2014;
- a €4.1 million higher government grant for research due to the addition of contributions to research focus areas and SURF funds, the costs of which will be incurred at a later date;
- €5.0 million higher income than budgeted generated by the faculties on account of staff working on project and contract activities;
- a €1.5 million higher share in the result of associates.

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

Each year the UvA also has non-recurring income and expenditure, which are recorded in the financial accounts under the result from ordinary activities. The table on the opposite page provides an indication of the normalised operating result.

**Equity**

In 2014, on balance the group's equity declined from €275.6 million to €272.2 million, including a third-party share of €0.1 million. On 29 September 2014 the Academic Medical Center (AMC-UvA) acquired the shares held by the UvA in AMC Medical Research (AMR) B.V. at book value (€12.6 million). The company conducts contract research activities (second and third flows of funds) focusing on medical issues. The AMC-UvA plans to fully integrate the company's activities into the AMC-UvA organisation.

The solvency ratio I (equity as a percentage of the balance sheet total) declined from 39.2% to 37.7% in 2014. The solvency II ratio (equity plus provisions as a percentage of the balance sheet total) declined from 42.1% in 2013 to 40.7% in 2014.

The consolidated result includes a third-party share mainly comprising VU University Amsterdam's stake in ACTA Holding BV.

Equity is required not only for the realisation of the Accommodations Plan, but also serves as a buffer to cover the time delay in the payment of the government grant, fluctuations and operational setbacks in addition to unforeseen risks.

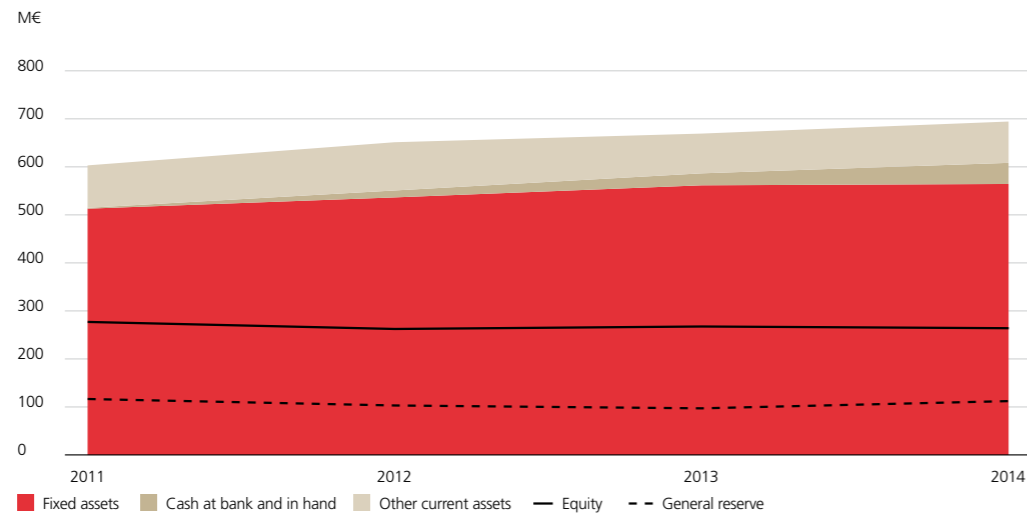
**6 NOVEMBER**

UvA Master's in Logic receives NVAO 'excellent' rating

## Key financial data

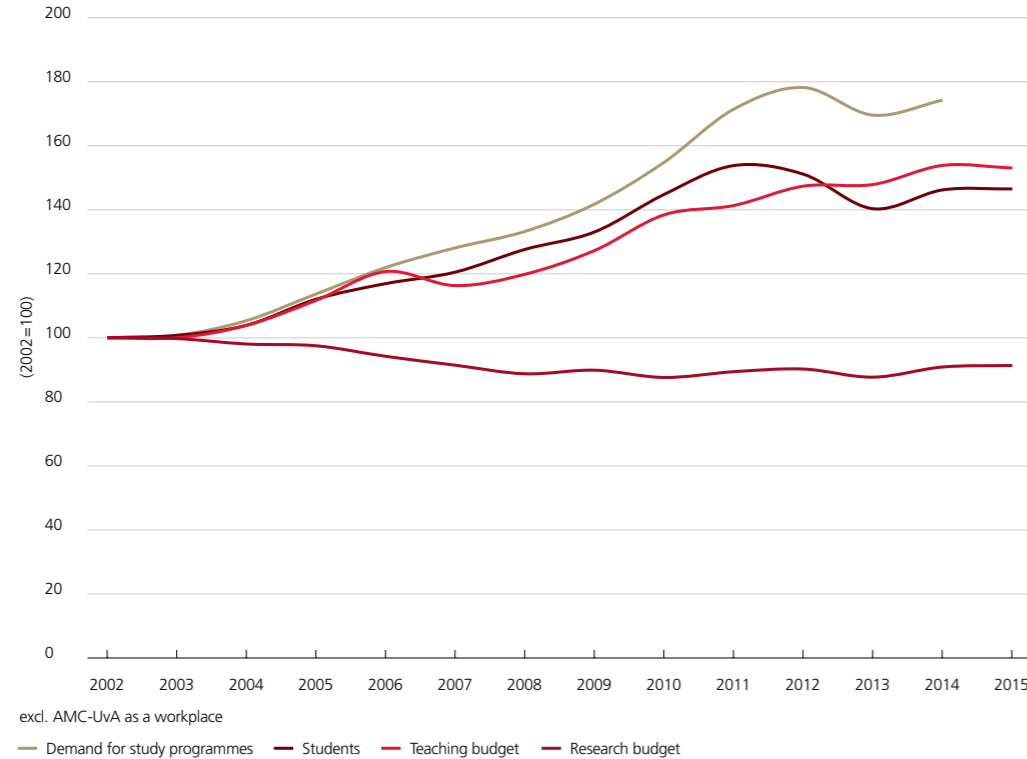
### UvA non-consolidated balance sheet statistics 2009-2014 (in € million)

The graph shows the relative development of assets and liabilities.



### First flow of funds and demand for study programmes

The graph shows how education funding (adjusted for inflation) has lagged behind study programme demand measured in ECTS credits obtained since 2002, and how the research portion of the government grant has lagged behind education funding.



7 NOVEMBER

Amsterdam secures international centre of excellence with the Amsterdam Health and Technology Institute (AHTI) – an initiative of the Amsterdam Institute for Global Health and Development (UvA, AMC-UvA, VU and VUmc) and Duke Global Health Institute, co-funded by the City of Amsterdam

Due to the implementation of the Accommodations Plan, in the worst-case scenario the solvency II ratio could decrease to 29.7% in 2018. This will occur if no measures are taken and no surplus from operating activities against the teaching and education budgets accrue, as was the case in 2014 and in previous years. This percentage is fractionally lower than the 30% indicative level laid down by the Education Inspectorate, but well above the percentage agreed with the banking sector.

€97.9 million of the UvA's equity has been earmarked for special purpose reserves for the faculties and the shared service units, which is €33.2 million higher than the requirement (10% of sales) under the Financial Management Regulations.

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

In connection with the above, the shared service units have been asked to specify the purposes for which they intend to use their reserves in excess of target. The outcome has been processed in the equity breakdown presented in the balance sheet. The movements realised by the units have been taken to the special purpose reserves in the Annual Statement of Accounts.

This policy enables the UvA to monitor the long-term operating result as reflected in the balance of the general reserves.

### Government grant

With respect to the government grant, the years since 2008 have posed a challenge from a financial point of view and have forced the UvA to implement efficiency measures and to consider the effectiveness of the degree programmes.

This is primarily attributable to the mechanics of the reference estimate defined by the Ministry of Finance, based on which a higher study success rate has resulted in a lower government grant per full-time student. However, there are still groups of students for whom the variable costs exceed the variable funding, and T-2 funding (T=funding year) continues to apply.

The total funding for teaching has more or less been in line with the trend in student numbers in recent years. However, in 2014 the trend seen in 2013 continued, whereby students and lecturers are achieving better performance with fewer resources.

The graph clearly shows that in 2014 the research component of the government grant had yet again failed to keep pace with the teaching component. This is partly due to the transfer of €100 million of national funding from the first to the second flow of funds in the period of 2009-2012.

The Academic Vision drawn up by the government, which expands on the 'Top Sectors' policy, could result in a further decrease in the first flow of research funds, an increase in the funds required for matching purposes and higher financial risks in the period ahead.

In the Interdepartmental Policy survey conducted into scientific research (2013), the UvA asked that attention be paid to the balance between the extent to which the first flow of funds is impeded by matching requirements, and the extent to which these funds are still available for the dean's research programming, which takes centre stage according to the Dutch Higher Education and Research Act.

8 NOVEMBER

AUV Day celebrates 125th anniversary, alumni award and new chair

125  
JAAR

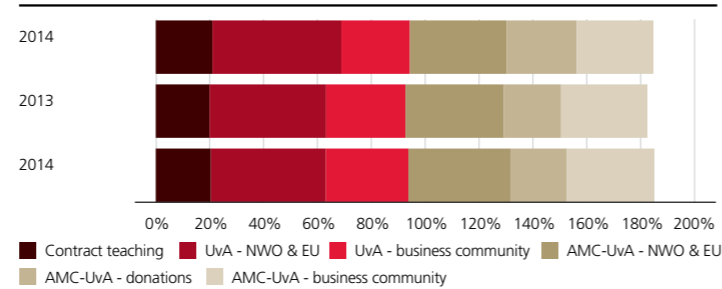
Data on the second and third flows of funds

Development of external income UvA Group and AMC (in € million)

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

Source: Strategic Plan 2011-2014

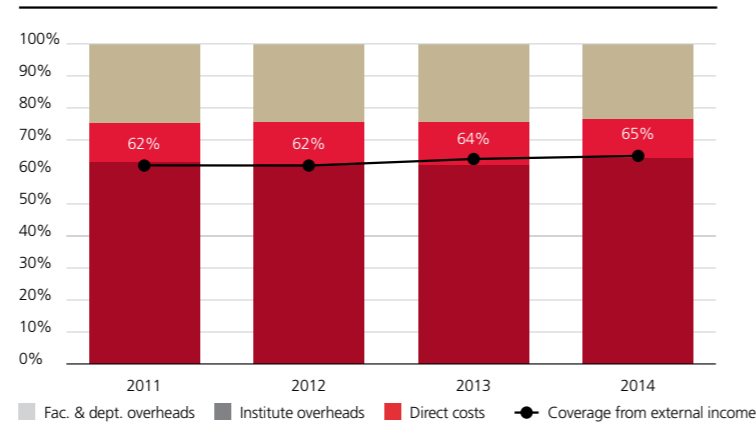
The graph shows external income, including AMC-UvA, ACTA and group entities (UvA Holding, ACTA Holding, SEO). The second flow of funds is increasing while the third flow of funds has declined.



Cost coverage ratio second flow of funds (NWO & EU)

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

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

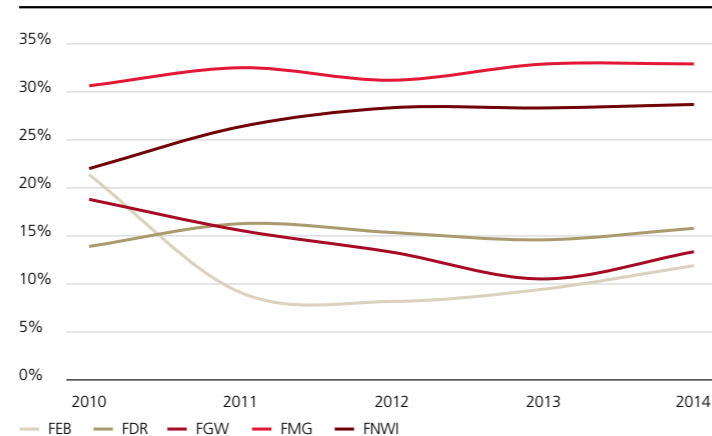


Share of second flow of funds (NWO & EU) in research income from first + second flow of funds

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

Source: Strategic plan 2011-2014 and Covenant

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



The UvA has furthermore asked that attention be paid to the pressure students' choice of study programme has put on research policy and the allocation of research funds through research-intensive education; an effect that conflicts with the national research agenda and the institution's research profile.

Second and third flows of funds

The income derived from contract teaching rose to €21.0 million in 2014 (2013: €20.0 million).

Similarly, in 2014 total income from contract research was up slightly relative to 2013, from €162.3 million to €163.5 million, including AMC-UvA. However, shifts were seen in the various contract research categories. Income mainly from donations plus EU subsidies and grants was higher, while NWO turnover has remained stable and the turnover generated from research activities conducted on behalf of companies and institutions has declined. It should be noted that a portion of the collaborative research activities are not recorded in the UvA's accounts. The income from activities carried out by the new Advanced Research Center for Nanolithography, ARCNL, a collaborative undertaking with ASML, for instance is recorded in the accounts of the Foundation for Fundamental Research on Matter (FOM).

Breakdown of the result

Teaching and Research recorded a financial result of €9.3 million in 2014, which is €15.6 million higher than the budgeted - €6.3 million. A breakdown of the result is as follows:

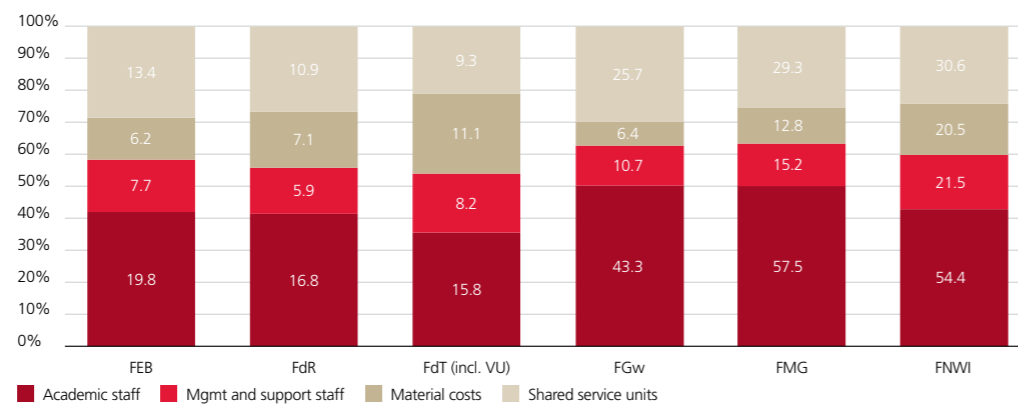
- the faculties and institutes recorded a result of - €1.0 million (against the budgeted - €3.3 million);
- the shared service units posted a result of - €0.8 million (against the budgeted - €1.6 million);
- the result for the Board, executive staff and policy department was €2.4 million (against the budgeted €0.0 million);
- a surplus of €8.7 million was recorded at the central level (against the budgeted - €1.4 million).

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

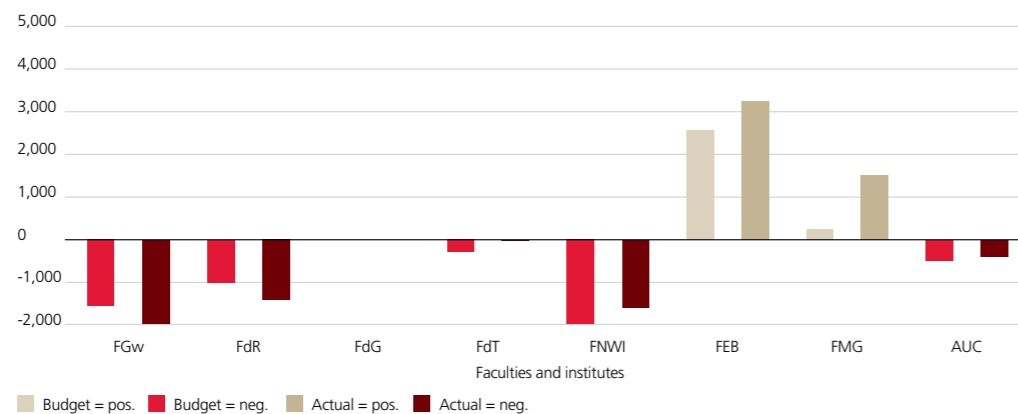
A portion of the first flow of research funds (return on equity and the research component of the government grant) is allocated on the basis of performance (doctorate conferrals, degrees and the second flow of funds) but the majority of the funds are allocated to policy budgets, the annual movements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

## Data on costs and results per organisational unit

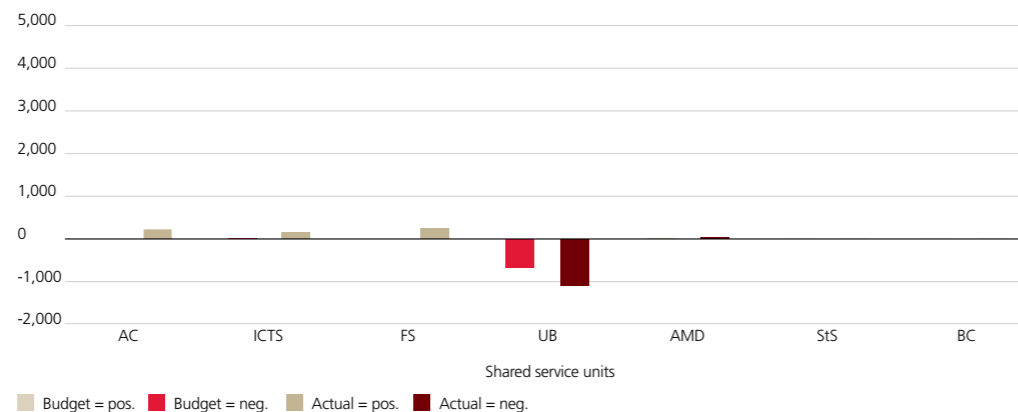
## Faculty cost structure 2014 (in € million)



## 2014 budget versus actual per organisational unit (in € thousand)



## 2014 budget versus actual per organisational unit (in € thousand)



## Faculties and institutes

The graph shows the results for the faculties and institutes against budget.

On balance, in 2014 the faculties recorded a result of -€1.0 million compared with a budgeted result of -€3.3 million. The results recorded by the faculties are mainly attributable to the following factors:

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

In addition to these general factors, specific developments can be seen at several faculties.

The Faculty of Humanities and the Faculty of Law are facing a significant financial challenge on account of the strong decline in student numbers seen in recent years. This was already known during the 2014 budget period, however, developments in 2014 have augmented the urgency of the matter. Higher salary costs largely account for the budget variance recorded by the Faculty of Humanities. This result is only partially offset by higher internal income.

The Faculties of Science, Economics and Business, and Social and Behavioural Sciences posted a higher result than budgeted. The lower negative result recorded by the Faculty of Science is due to €1.1 million in lower expenses, and a combination of €2.1 million in lower staff expenses and a €1.0 million overrun of other expenses. The higher result recorded by the Faculty of Business and Economics is a combination of an increase in income of €0.3 million and a decrease in expenses of €0.3 million. The positive variance recorded by the Faculty of Social and Behavioural Sciences has largely been brought about by activities financed through the first flow of funds.

Pursuant to the contractual agreements with AMC-UvA concerning the Faculty of Medicine, AMC-UvA bears the full operational risk. Owing to these agreements, by definition the result for this faculty therefore is nil.

The results achieved by ACTA, Amsterdam University College (AUC) and the other institutes are more or less in line with the budget.

## Shared service units

The combined shared service units recorded a result of -€0.8 million, against a budgeted result of -€1.5 million. The Energy division posted the most striking result of all the shared service units, recording €0.0 million whereas -€0.9 million had been budgeted. This was mainly due to the milder weather in 2014 compared with the average temperatures in previous years.

## Board and executive staff

The result for the central level costs (the Board, executive staff and themed budgets) is €2.4 million, whereas €0.0 million had been budgeted. The favourable result is mainly attributable to underspending on policy budgets (€1.7 million); fewer funds spent on employee benefits (€0.6 million); lower than projected expenses incurred on the UvA-VU University Amsterdam collaboration (€0.6 million) and underutilisation of the item 'unforeseen' (€0.5 million).



18 NOVEMBER

Mieke Zaanen, Secretary General of the UvA, is appointed director general of the KNAW from 1 February 2015

20 NOVEMBER

Three Nobel Prize winners in Chemistry speak at the 20th anniversary of the Holland Research School of Molecular Chemistry of the UvA, VU and Leiden University

NOVEMBER



## 5.2 Treasury

### *Corporate level*

The result posted at the corporate level (excluding treasury) is €8.7 million, which is €10.1 million higher than budgeted. The budget variance is mainly attributable to the higher government grant of €10.1 million for teaching and €4.1 million for research, against €2.8 million distributed in excess of the budget. Lower and higher amounts received under the government grant in the interim period are also distributed if they relate directly to the costs of a faculty and the scope of its activities.

### *Real Estate and Treasury*

The Real Estate division posted a result of -€20.1 million whereas -€20.5 million had been budgeted. The €0.4 million budget variance largely consists of higher internal income, higher other costs and the lower allocation of staff expenses.

The Treasury division achieved a higher result of €7.3 million against the budgeted €5.0 million. This is primarily due to a higher share in the result of associates. In accordance with the current financial policy, the result of the Real Estate division and the interest result of the Treasury division will either be deducted from or added to the Accommodations Plan Reserve.

Due to the Accommodations Plan, the UvA has depended on credit facilities since 2008 and this situation is set to continue for several more years.

In the context of its transition from net lender to net borrower, the University amended and re-adopted the Treasury Statute and the associated banking operations regulations in the autumn of 2008. In November 2010 the UvA's Treasury Statute was amended in line with the Regulations for Making Investments and Raising Loans (*Regeling beleggen en belenen*) issued by the Ministry of Education, Culture and Science and tightened in 2009.

The total debt to banks amounted to €203 million at the beginning of 2014 and rose slightly to €217 at year-end. The final balance was nevertheless lower than planned in the 2014 Budget. The operating cash flow was more favourable than budgeted and investments were lower than planned due to the slower progress made in renovating Building A on the Roeterseiland Campus.

The implementation of the Accommodations Plan, particularly the full renovation of the Roeterseiland Campus and the City Centre Campus, will require strict financial management across the organisation in the years ahead.

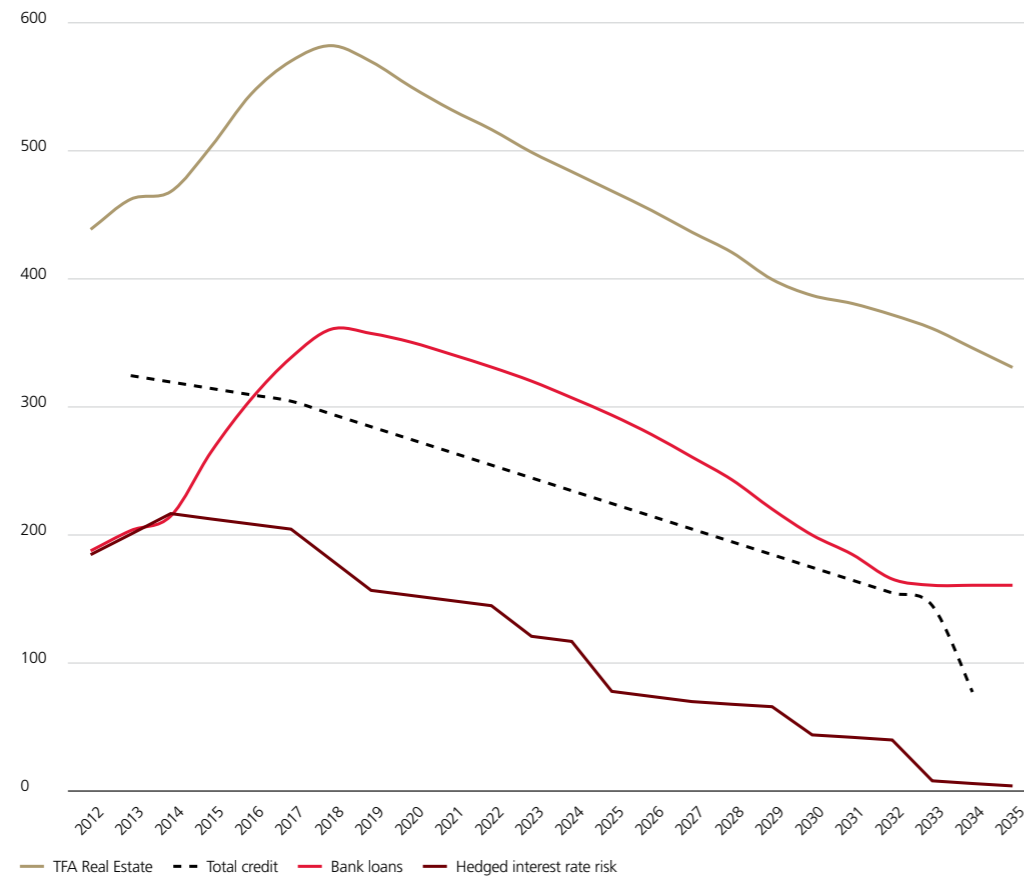
The credit crisis has caused banks to restrict their lending policies and has made it essential to carefully manage solvency and the debt service coverage ratio (DSCR). As shown in the 2015-2018 long-term budget, the UvA anticipates that it will considerably exceed the minimum values set out in banking covenants.

The UvA wishes to avoid the risk of losing the current favourable credit arrangements by applying for a higher credit limit. For this reason, execution of the plans will need to be phased in line with the credit arrangements agreed in 2008 and adjusted in 2011.

## Financial policy

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

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



As agreed, the €100 million committed credit facility with Deutsche Bank was converted into two 20-year roll-over loans amounting to €35 million and €65 million respectively.

The maximum credit line with BNG Bank amounts to €225 million and provides for current account and cash facilities and long-term roll-over loans, always at money market interest rates. At the end of 2014 €100 million of the credit line had been converted into four roll-over loans. The Annual Statement of Accounts includes explanatory notes on the loans and credit lines, under long-term liabilities.

The UvA uses (forward) payer swaps as a long-term hedge against fluctuations in the money market interest rate. The target to keep the interest costs below 5% (being the interest rate used in the Accommodations Plan) is laid down in the Treasury Statute.

Between 2002 and 2011 the UvA had already effected several long-term swap transactions with various terms and commencement dates to cover the interest rate risk incurred on the new FNWI building and the renovation of the Roeterseiland Campus. No new investment decisions have been made since then, nor have any new swap transactions been concluded.

The UvA applies hedge accounting to swap contracts and has hedged a considerable portion, but less than 100%, of the interest rate risk on the total credit requirement over the term of the Accommodations Plan (see the graph for reference). The Annual Statement of Accounts includes explanatory notes on the current interest swap contracts, stating their (negative) current market value as at 31 December 2014. The UvA is not under any obligation to make additional payments.

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. On the basis of the test, the hedge relationship was found to be effective as at the balance sheet date. The UvA utilises the flexibility in the loan portfolio to ensure that the critical terms between swaps and loans also continue to match in the future.

The graph shows the need for long-term debt capital to finance the real estate assets arising from the 2014 edition of the Accommodations Plan. The bottom line shows the amounts and the terms of the interest rate risk hedge based on payer swaps (at an average interest rate of 3.59%, excluding debtor and liquidity surcharges). At year-end 2014, the current swaps amounted to €216 million.

The net interest expense paid in 2014 was €9.2 million whereas €9.7 million had been budgeted. The difference was added to the special purpose reserve for the Accommodations Plan.



26 NOVEMBER

Minister of Education, Culture and Science Jet Bussemaker is a guest at Room for Discussion

NOVEMBER



## Long-term budget 2015-2018

FORECAST FIGURES	2014	2015	2016	2017	2018
- Academic staff	2,635	2,745	2,703	2,677	2,645
- Support staff	1,869	1,948	1,917	1,899	1,877
Total staff	4,504	4,639	4,620	4,576	4,522
Students	31,109	31,306	31,076	30,993	30,996
Space used in m <sup>2</sup> (LFA)	307,378	308,357	303,689	302,405	296,475

STATEMENT OF INCOME, AMOUNTS X €1 MILLION	2014	2015	2016	2017	2018
Government grant	396.2	402.7	400.6	400.9	399.1
Tuition fees	63.0	64.0	64.2	64.2	64.2
Income from work performed for third parties	74.6	75.1	75.7	77.6	79.2
Other income	36.9	42.4	42.5	42.9	44.4
<b>Total income</b>	<b>572.8</b>	<b>584.2</b>	<b>582.9</b>	<b>585.7</b>	<b>586.9</b>

Staff expenses	382.2	404.6	399.9	397.6	393.7
Depreciation	37.1	43.6	44.1	46.9	49.8
Accommodation expenses	44.2	38.7	35.2	34.6	34.0
Other expenses	108.9	117.3	114.9	114.8	115.4
<b>Total expenses</b>	<b>572.4</b>	<b>604.3</b>	<b>594.0</b>	<b>593.8</b>	<b>593.0</b>

Balance of income and expenses	0.4	-20.1	-11.1	-8.2	-6.0
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Balance of financial income and expenses	-4.0	-7.8	-8.7	-9.9	-12.3
Non-recurring income	-	-	22.0	-	-
Result	-3.6	-27.8	2.2	-18.0	-18.4
Taxation	0.0	0.0	0.0	0.0	0.0
<b>Net result</b>	<b>-3.6</b>	<b>-27.8</b>	<b>2.2</b>	<b>-18.0</b>	<b>-18.4</b>

BALANCE, AMOUNTS X €1 MILLION	2014	2015	2016	2017	2018
Intangible fixed assets	8.1	8.2	6.8	5.4	4.0
Tangible fixed assets	500.1	523.4	560.8	586.1	593.7
Financial fixed assets	73.0	85.4	83.0	73.7	71.4
<b>Total fixed assets</b>	<b>581.2</b>	<b>617.0</b>	<b>650.6</b>	<b>665.3</b>	<b>669.1</b>

Current assets	117.1	79.4	79.3	79.3	79.3
<b>Total assets</b>	<b>698.3</b>	<b>696.3</b>	<b>729.9</b>	<b>744.6</b>	<b>748.4</b>

Equity	265.4	237.6	239.8	221.8	203.5
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Provisions	22.1	18.9	18.9	18.9	18.9
Non-current liabilities	215.2	265.1	306.5	339.1	361.3
Current liabilities	195.6	174.8	164.8	164.8	164.8
<b>Total debt capital</b>	<b>432.9</b>	<b>458.7</b>	<b>490.1</b>	<b>522.8</b>	<b>545.0</b>
<b>Total liabilities</b>	<b>698.3</b>	<b>696.3</b>	<b>729.9</b>	<b>744.6</b>	<b>748.4</b>

FINANCIAL RATIOS	2014	2015	2016	2017	2018
Solvency I	38.0%	34.1%	32.9%	29.8%	27.2%
Solvency II*)	41.2%	36.8%	35.4%	32.3%	29.7%
Liquidity (current ratio)	0.6	0.5	0.5	0.5	0.5
Profitability	-0.6%	-4.8%	0.4%	-3.1%	-3.1%
Return on equity	-1.4%	-11.7%	0.9%	-8.1%	-9.0%
Debt service coverage ratio	3.2	1.8	1.7	1.6	1.8

\*) in which provisions are included in equity

### 5.3 Continuity

#### 2015 budget and 2016-2018 long-term budget

In its meeting on 1 December 2014, the Executive Board adopted the 2015 non-consolidated budget for the UvA (excluding associates) together with the long-term budget for 2016-2018. The Supervisory Board approved the budget on 19 December 2014.

For the purpose of the Continuity section in this document, the long-term budget was updated to reflect the latest insights. The long-term figures for student numbers and academic performance, staffing levels and the services to be purchased, including the use of space, are based on forecasts drawn up by the faculties and the shared service units. The key forecasts are shown in the table opposite. The projected FTE and m<sup>2</sup> figures exclude the Faculty of Medicine.

The faculties expect student numbers to remain almost on par with the current numbers in the years ahead, in other words as opposed to demographic growth participation levels will fall due to students graduating faster, and changes in the financial assistance system for students. As regards research, the faculties expect that the contraction of the government grant can be offset by generating higher income from the second and third flows of funds.

Faculty staffing levels will rise in 2015, mainly at the Faculty of Science and the Faculty of Social and Behavioural Sciences. The second and third flows of funds and special purpose reserves will be used to co-finance the increase in staff. Staffing levels are projected to fall slightly from 2016, mainly at the Faculty of Humanities and the Faculty of Law, on account of lower student numbers at both faculties. Looking at the shared service units, the number of FTEs working in ICT services will rise slightly in 2015 as a result of the provision of additional services. Headcount in the other shared service units is expected to remain almost unchanged from the current level, except for the University Library where headcount is projected to fall slightly from 2016. Section 2.4. contains a detailed explanation of the development of accommodation.

Numerous external developments will affect the University in the years ahead, including government policy, study choice trends and the collaboration with parties in the Amsterdam Metropolitan Area.

Because education in general, and higher education in particular, features prominently on the government agenda and it is generally accepted that the future of the Dutch economy will be knowledge intensive, the UvA anticipates that the government budget for the universities will reflect a high degree of continuity.

#### 8 DECEMBER

Cabaret artist Freek de Jonge is appointed Honorary Fellow at the Faculty of Humanities from 1 September 2015

The income side of the 2015-2018 budget takes account of the latest announcements made by the Minister of Education, Culture and Science on the government grant. The table summarises the 2014 Annual Statement of Accounts and the 2015-2018 long-term budget in millions of euros (UvA non-consolidated), including the relevant financial ratios.

The 2015 Budget includes detailed explanatory notes on the UvA's financial outlook.

The UvA's 2015 Budget takes account of a negative result of - €27.8 million, which is mainly attributable to the following three factors. Firstly, as scheduled €15.1 million will be withdrawn from previous savings in the Accommodations Plan reserve. Secondly, a loss of €7.8 million will arise as a result of using other savings earmarked in the past. Thirdly, the Faculty of Humanities and the Faculty of Law will incur operating losses totalling €3.6 million in 2015. Similarly, losses will be incurred in the years following 2015 with funds being used for the purpose of the Accommodations Plan, for absorbing deficits and by tapping into special purpose reserves. Without any further changes in policy, this would lead to a cumulative negative result of - €83.3 million through to 2018 (€33.3 million of which would tap into the Accommodations Plan special purpose reserve).

The target set out in the budget is to achieve a zero or higher result for the whole of the UvA from 2018. To achieve the target five clusters of measures have been proposed which are planned to be discussed with the academic community in the period ahead. These measures relate to the teaching budget, the recharging of accommodation expenses (and the method to be used), planning within the faculties with operating deficits, focusing more strongly on external income and exercising restraint in employing special purpose reserves. In detailing these measures, the recommendations formulated by the finance committee (established as agreed with the representative advisory bodies and action groups) will play a significant role. The representative advisory bodies and action groups are currently being offered an opportunity to submit policy proposals. Potential changes to the budget or cost model are therefore not yet on the agenda.

For the sake of prudence and contrary to previous years, in the long-term plan the budget adopted for 2015 does not take account of any proceeds arising from the sale of assets (buildings). The sale of the Bungehuis has meanwhile been finalised and will have a positive effect on the UvA's finances. Furthermore, the UvA's 2014 annual result was slightly more favourable than the figure projected in the long-term budget. The key figures in the table reflect both the 2014 result and the sales proceeds from the Bungehuis.

The above developments mean that the solvency ratio is developing more favourably than the level stated in the budget and will therefore already be almost higher in 2018 than the 30% indicative level. This will also have a favourable effect on profitability in 2016. While these developments will help the UvA achieve its long-term financial targets, they alone will not suffice. As communicated in the budget, it is essential for the UvA and the academic community to jointly consider how the UvA's finances can be improved in the period ahead. The Executive Board is committed to ensuring that the UvA remains within the indicative solvency levels laid down by the Education Inspectorate.

### Risks

Section 3.1 describes the internal risk management and control section. In the Supervisory Board's message, the supervisory body explains the manner in which it supports the Executive Board and advises on major policy and financial issues.

The accompanying PESTLE chart sets out the most important external developments facing the UvA.

The key risks and uncertainties consequently facing the University, externally and internally, in the years ahead are summarised in table format, together with the key policy lines and control measures (existing or to be strengthened).

The external risks emanate from a political and administrative context and the need to invest in quality and progress to enable the UvA to keep pace with developments in academia. Partly due to the disparity between Teaching and Research funding described earlier, the quality agenda, which is based on the above aspects, will be confronted with internal stakeholders with an interest in the status quo of the agenda items and internal tension relating to the relative importance of teaching, research and valorisation.

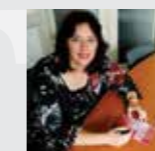
## External factors influencing the UvA

PESTLE	LOCAL	NATIONAL	INTERNATIONAL
<b>Political</b>	- Municipal Executive programme 2014-2018 (student accommodation; position of the municipal authorities with respect to the existing knowledge institutes).	- Conversion of the system of financial assistance for students into a student loan system (partial). - Sustainability of the 'Top Sectors' policy. - Choices in de Academic Vision 2015 concerning the future of the system and funding. - Additional VAT charges due to collaboration within the sector.	- More investments in science and higher education not only in the BRIC countries but also in Germany, France and in other European countries.
<b>Economy</b>	- Upward pressure on inner-city construction costs.	- Changes in the pension system. - Inadequate adjustment for inflation.	- Impact of capital requirements imposed on banks (Basel Committee).
<b>Society</b>	- Development of demand on the regional labour market - Demographic developments in the north-west of the Netherlands.	- Abolition of civil servant status at public universities.	- Position and authority of science and scholarship (including the concept of integrity).
<b>Technology</b>	- Municipal ambitions (Amsterdam Metropolitan Solutions). - Collaboration with other Amsterdam-based institutions regarding the use of large equipment (HTIF, Spinoza Centre, etc.).	- National investment policy on high-performance computing (HPC).	- Developments in distance learning technology (MOOCs etc.).
<b>Legislation</b>	- Implementation of the environmental and safety regulations by the local authorities.	- Increasing involvement of the Education Inspectorate, the Netherlands Authority for Consumers and Markets (ACM) and the Dutch Healthcare Authority (NZA) in higher education and research. - Continuing decline of institutional autonomy.	- Distortion of competition in Europe arising from implicit subsidies (buildings, pensions and VAT) granted to universities in other countries.
<b>Environment</b>	- Attractiveness of Amsterdam in recruiting and retaining top talent. - Municipal traffic policy (public transport and bicycle).	- Tightening of environment-related requirements for buildings.	- Competition in respect of image arising from sustainable campuses.

## Risks facing teaching and research

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Reputational damage arising from incidents involving scientific integrity.	- Renewed complaints regulations and procedure. - Research Code to be drawn up by the UvA. - Research Data Management project.
- Reputational damage arising from the quality of teaching and incident-based audits by the Inspectorate.	- Safeguarding the 'Institutional Quality Assurance Audit' programme. - Interim Institutional Audit in 2015.
- Decreasing autonomy in the area of science and scholarship will continue due to the increasingly complex regulations. - Growth in compulsory courses, for which there is no or insufficient funding.	- Take a position in the social debate, including through the VSNU and the Netherlands Association of Universities of Applied Sciences - Progress the discussions initiated in spring 2015 following the protest movements.
- Declining global ranking as a research university as a result of lower budget growth than elsewhere in Europe and the emergence of the BRIC countries.	- Amsterdam Academic Alliance. - Quality-oriented talent policy. - Qualitative leap forward in research priority areas.
- Relative unattractiveness of Amsterdam as a student city among international students.	- Enhance the use of English. - Include internationalisation as a strategic theme in the 2015-2020 Strategic Plan.
- Availability of sufficient accommodation for students and temporary researchers.	- Collaboration with the municipal executive and investors (housing associations).
- Internal financial tension due to the disparity between the growth in student numbers and the research agenda.	- Coordination and diversification of the range of Bachelor's programmes offered in connection with the AAA. - Confirmation or adjustment of the budget allocation starting points in 2015.
- Internal tension in the academic community relating to quality issues, such as selection versus accessibility. - Faltering strength of the collaboration between the Board and representative advisory bodies. - Too much fragmentation of Board attention, partly due to the various collaborations, whereby it appears as if insufficient decisions are made ('this but also that').	- Set out how to strengthen the power of the Board and participation in decision-making as a strategic theme in the next Strategic Plan period.
- Too few additional programmes offered for top students and top employees.	- Establish Honour's and Excellence tracks. - Apply selection to all Master's programmes, focusing on more homogeneous groups and a stronger international profile. - AAA Fellowship Fund for making offers to top international talent.

# DECEMBER



10 DECEMBER

Mirjam Leloux is appointed as the new director of the Technology Transfer Office

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Mediocre study success rates, student satisfaction (NSE) and the UvA's image in relation to other universities.	- Continuation of study success and UvA matching programmes. - Launch an interfaculty National Student Survey platform to improve the quality of service provision to students.
- Undervaluation of teaching ('burden') compared with research ('space') in the eyes of a substantial number of academic staff.	- Strengthen teaching qualities as part of annual consultations and career prospects. - Continue to adhere to the University Teaching Qualification policy.
- Volume drop in student numbers, e.g. as a result of tightening the student financial assistance policy and the student public transport pass. - Fluctuating demand for study programmes per discipline.	- Flexible workforce to adjust the cost level in a reasonably fast time-frame. - Increase lecturer deployment in multidisciplinary programmes. - Enhance the attractiveness of the range of Master's programmes offered, including for international students, companies and for life-long learning purposes.
- Low response to labour market requirements. - Rapid failure of tailor-made initiatives in teaching practice.	- Development of flexible frameworks to tailor teaching to demand from the metropolitan labour market (more modular).
- Developments in digital courses/education (such as MOOCs).	- Increase the volume of investments in ICT in the 2015-2020 Strategic Plan. - Development of accreditation regulations for distance education in association with LERU.
- The non-committal nature of UvA's ties with the Amsterdam region.	- Expand the AAA, expand the Amsterdam Economic Board with a structure under the Board. - Closer collaboration with Amsterdam Metropolitan Solutions (Delft University of Technology and Wageningen University). - Involve the Supervisory Board level in the collaboration with the municipality.

#### Risks and uncertainties relating to funds, accommodation and staff

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Policy-related and insidious ('zero growth') cutbacks in the government grant. - Development of staff costs (CAO Collective Labour Agreement and pension contribution). - Increase in non-recoverable VAT costs. - Rising compliance costs.	- Diversification of sources of income (more income from second and third flows of funds and tuition fees). - Reduce the number of wasted teaching efforts (dropouts, time lost on account of switching programmes).

11 DECEMBER

ERC Starting Grants awarded to nine researchers at the UvA and AMC-UvA

RISKS / UNCERTAINTIES	POLICY / MEASURES
- Workload of academic staff	- Coordination of the range of programmes offered in AAA - Focus on the quality (rather than quantity) of academic publications - Strengthen the governance model (lower the administrative pressure)
- Shift the second flow of funds to medical science (e.g. as a result of 'Top Sectors' policy) - Falling UvA market share in the second flow of funds, particularly for larger projects	- Boost interdisciplinary research so that humanities and social sciences can also benefit - Strengthen organisational competence in teaching as a key objective in the 2015-2020 Strategic Plan
- Permanently low cost coverage ratio of NWO grants, reinforced by the possible abolition of the doctorate conferrals component in the government grant	- Shift from EU and third flow of funds to personal grants
- Development of the costs of the Accommodations Plan (the Plan allows for 1 % above the CPI)	- Internal separation of Real Estate Control and the Real Estate Development Office - Quarterly progress reports on the Accommodations Plan
- Public perception of long-term financing of Accommodations Plan (interest rate swaps)	- Conversion of a portion of the financing facilities into capital market solutions, if this can be effected on a cost-neutral basis
- Effect of changes in public service law and labour law on the flexibility of appointments	- Solutions in association with the VSNU or by forming alliances

Identification of the above risks does not affect the fact that the UvA is an excellent, very public research university in an exceptional city from which the UvA is proud to take its brand name. Amsterdam has a strong economy and provides us with numerous collaborative partners.

The UvA is recognised in international research and other academic networks and enjoys an excellent reputation across the globe. Its strong arts and sciences profile means that ample interdisciplinary developments are possible.

It is an excellent, broad-based university with modern campuses whose management is in control. It benefits from fostering relations with numerous internal parties and from sharing knowledge, and from discussion based on substance rather than hierarchy.

Amsterdam, 23 June 2013

#### The Executive Board,

Dymph van den Boom

Rector Magnificus and Acting President

Huib de Jong

Member and Rector of the Amsterdam University of Applied Sciences

Hans Amman

Vice-President

29 DECEMBER

The court rules that the occupation of the Spinhuis is unjust and that the UvA has an urgent interest in the vacation of the premises. The occupiers leave later that week



## Appendix 1

## Range of programmes offered

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
DENTISTRY	56560	Dentistry	B	
DENTISTRY	66588	Dentistry	M	
MEDICINE	56551	Medicine	B	
MEDICINE	56573	Medical Informatics	B	
MEDICINE	66551	Medicine	M	
MEDICINE	66573	Medical Informatics	M	
MEDICINE	75059	Evidence-Based Practice	M (Adv)	
FNWI	50014	Psychobiology	B	
FNWI	50250	Natural and Social Sciences	B	
FNWI	50425	Future Planet Studies	B	
FNWI	56842	Information Science	B	
FNWI	56857	Chemistry	B	
FNWI	56860	Biology	B	
FNWI	56978	Computing Science	B	
FNWI	56980	Mathematics	B	
FNWI	56981	Artificial Intelligence	B	
FNWI	56984	Physics and Astronomy	B	
FNWI	56990	Biomedical Sciences	B	
FNWI	60202	Physics	M	
FNWI	60225	Life Sciences	M	
FNWI	60226	Logic	M	
FNWI	60227	System and Network Engineering	M	
FNWI	60228	Software Engineering	M	
FNWI	60229	Information Studies	M	
FNWI	60230	Astronomy and Astrophysics	M	
FNWI	60232	Mathematical Physics	M	
FNWI	60299	Computational Science	M	
FNWI	60323	Brain and Cognitive Sciences	RM	
FNWI	60338	Forensic Science	M	
FNWI	60707	Biological Sciences	M	
FNWI	60801	Stochastics and Financial Mathematics	M	
FNWI	66857	Chemistry	M	
FNWI	66980	Mathematics	M	
FNWI	66981	Artificial Intelligence	M	
FNWI	66986	Earth Sciences	M	
FNWI	66990	Biomedical Sciences	M	
FEB	50905	Economics and Business	B	
FEB	56402	Fiscal Economics	B	
FEB	56411	Actuarial Sciences	B	
FEB	56833	Econometrics and Operations Research	B	
FEB	60162	Tinbergen Institute Master of Philosophy in Economics	RM	
FEB	60177	Econometrics	M	
FEB	60644	Business Administration	M	
FEB	60900	Accountancy and Control	M	
FEB	60901	Business Economics	M	
FEB	65006	Entrepreneurship	M	VU
FEB	66401	Economics	M	
FEB	66402	Fiscal Economics	M	
FEB	66411	Actuarial Science and Mathematical Finance	M	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FEB	75000	Insurance Science	M (Adv)	
FEB	75016	International Finance	M (Adv)	
FEB	75017	Business Administration	M (Adv)	
FEB	75019	Executive Master's in Finance and Control	M (Adv)	
FEB	75094	Executive Programme in Management Studies	M (Adv)	
FEB	75117	Actuarial Science and Mathematical Finance	M (Adv)	
FdR	50700	Law	B	
FdR	56827	Tax Law	B	
FdR	59312	Politics, Psychology, Law and Economics	B	
FdR	60219	Private Law	M	
FdR	60220	Public Law	M	
FdR	60222	Labour Law	M	
FdR	60223	Information Law	M	
FdR	60224	International & European Law	M	
FdR	60366	Information Law	RM	
FdR	60369	Public International Law	RM	
FdR	60412	European Private Law	M	
FdR	66456	International Criminal Law	M	
FdR	66827	Tax Law	M	
FdR	66828	Notarial Law	M	
FMG	50035	Cultural Anthropology and Development Sociology	B	
FMG	56601	Sociology	B	
FMG	56604	Psychology	B	
FMG	56606	Political Science	B	
FMG	56607	Pedagogical Sciences	B	
FMG	56613	Educational Sciences	B	
FMG	56615	Communication Science	B	
FMG	56631	Interdisciplinary Social Sciences	B	
FMG	56838	Human Geography and Urban and Regional Planning	B	
FMG	60163	Communication Science	RM	
FMG	60198	Medical Anthropology and Sociology	M	
FMG	60211	Contemporary Asian Studies	M	
FMG	60212	Child Development and Education	RM	
FMG	60214	Social Sciences	RM	
FMG	60216	Health Care Psychology	M	
FMG	60217	Urban Studies	RM	
FMG	60218	International Development Studies	RM	
FMG	60329	International Development Studies	M	
FMG	60383	Psychology	RM	
FMG	66601	Sociology	M	
FMG	66604	Psychologie	M	
FMG	66606	Political Science	M	
FMG	66607	Pedagogical Sciences	M	
FMG	66613	Educational Sciences	M	
FMG	66614	Cultural and Social Anthropology	M	
FMG	66615	Communication Science	M	
FMG	66620	Human Geography	M	
FMG	66622	Urban and Regional Planning	M	
FMG	69314	Conflict Resolution and Governance	M	
FMG	75082	Erasmus Mundus Master's in Journalism, Media and Globalisation	M (Adv)	
FMG	75092	Academic Mastery	M (Adv)	Arhus
FMG	various	Teacher-Training Programmes (23)	M	
FGw	50010	Cultural Information Studies	B	
FGw	50901	Hebrew Language and Culture	B	
FGw	50902	Religious Studies	B	
FGw	50906	Media and culture	B	

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	JOINT DEGREE WITH
FGw	56003	Greek and Latin Language and Culture	B	
FGw	56034	History	B	
FGw	56040	Arabic Language and Culture	B	
FGw	56051	European Studies	B	
FGw	56081	Philosophy	B	
FGw	56700	Musicology	B	
FGw	56702	Theatre Studies	B	
FGw	56802	Literary Studies	B	
FGw	56803	General Linguistics	B	
FGw	56804	Dutch Language and Culture	B	
FGw	56805	German Language and Culture	B	
FGw	56806	English Language and Culture	B	
FGw	56807	Scandinavian Languages and Cultures	B	
FGw	56808	French Language and Culture	B	
FGw	56809	Italian Language and Culture	B	
FGw	56810	Spanish Language and Culture	B	
FGw	56813	Slavonic Languages and Cultures	B	
FGw	56814	Modern Greek Language and Culture	B	
FGw	56816	Latin Language and Culture	B	
FGw	56823	Cultural Studies	B	
FGw	56824	Art History	B	
FGw	56825	Archaeology and Prehistory	B	
FGw	60087	Arts and Culture	M	
FGw	60128	Philosophy	RM	
FGw	60133	Archaeology	RM	
FGw	60139	History	RM	
FGw	60284	European Studies	M	
FGw	60335	Conservation and Restoration of Cultural Heritage	M	
FGw	60805	Archaeology	M	
FGw	60808	Cultural Information Studies	M	
FGw	60813	Literature and Culture	M	
FGw	60814	Literary Studies	RM	
FGw	60815	Linguistics	M	
FGw	60816	Dutch as a Second Language	M	
FGw	60817	Linguistics	RM	
FGw	60821	Classics and Ancient Civilisations	M	
FGw	60822	Philosophy	M	
FGw	60823	Philosophy (of a particular discipline)	M	
FGw	60824	Theology and Religious Studies	M	
FGw	60827	Theology and Religious Studies	RM	
FGw	60828	Dramaturgie	M	
FGw	60829	Art Studies	RM	
FGw	60830	Media Studies	M	
FGw	60831	Journalism and Media	M	
FGw	60832	Media Studies	RM	
FGw	60833	Discourse and Argumentation Studies	M	
FGw	60834	Rhetoric, Argumentation Theory and Philosophy	RM	
FGw	60835	Heritage Studies	M	
FGw	60836	Museum Curator	M	
FGw	60842	Middle Eastern Studies	M	
FGw	60849	Dutch Language and Culture	M	
FGw	60850	Editor	M	
FGw	60851	Dutch Literature	RM	
FGw	66034	History	M	
AUC	50393	Liberal Arts and Sciences	B	VU

## Appendix 2

# Overview of NVAO degree programme assessments and accreditations in 2014

FACULTY	CROHO	NAME OF DEGREE PROGRAMME	TYPE OF DEGREE PROGRAMME	DATE OF ACCREDITATION	1. Designated ext qualifications	2. Teaching environment	3. Testing	Final assessment
FdR	66456	International Criminal Law	M	27-1-2014	s	s	s	s
AUC	50393	Liberal Arts and Sciences	B	27-1-2014	g	g	g	g
FGw	60831	Mediastudies (90ECTS)	M	18-3-2014	s	u	s	u
FGw	50906	Media and Culture	B	31-3-2014	s	s	s	s
FGw	60830	Media Studies (60ECTS)	M	31-3-2014	s	s	s	s
FGw	60833	Communication and Information Studies	M	31-3-2014	s	s	s	s
FGw	60823	Philosophy (120 ECTS, Philosophy of a specific discipline)	M	30-4-2014	s	s	s	s
FGw	56825	Archaeology and Prehistory	B	30-6-2014	s	s	u	u
FGw	56034	History	B	30-6-2014	s	s	s	s
FGw	56051	European Studies	B	30-6-2014	s	s	s	s
FGw	56824	Art History	B	30-6-2014	s	g	s	s
FGw	56700	Musicology	B	30-6-2014	g	s	s	s
FGw	56823	Cultural Studies	B	30-6-2014	s	s	u	u
FGw	56702	Theatre Studies	B	30-6-2014	s	s	u	u
FGw	50010	Cultural Information Studies	B	30-6-2014	s	u	s	s
FGw	56003	Greek and Latin Language and Culture	B	30-6-2014	g	g	g	g
FGw	56816	Latin Language and Culture	B	30-6-2014	g	g	g	g
FGw	56040	Arabic Language and Culture	B	30-6-2014	s	s	s	s
FGw	50901	Hebrew Language and Culture	B	30-6-2014	g	s	s	s
FGw	56814	Modern Greek Language and Culture	B	30-6-2014	s	g	g	g
FGw	50902	Religious Studies	B	30-6-2014	s	s	s	s
FGw	56805	German Language and Culture	B	30-6-2014	s	s	s	s
FGw	56806	English Language and Culture	B	30-6-2014	s	s	s	s
FGw	56808	French Language and Culture	B	30-6-2014	s	s	s	s
FGw	56802	Literary Studies	B	30-6-2014	s	s	s	s
FGw	56809	Italian Language and Culture	B	30-6-2014	s	s	s	s
FGw	56807	Scandinavian Languages and Cultures	B	30-6-2014	s	s	s	s
FGw	56813	Slavonic Language and Culture	B	30-6-2014	s	s	s	s
FGw	56810	Spanish Language and Culture	B	30-6-2014	s	s	s	s
FGw	56803	General Linguistics	B	30-6-2014	s	s	s	s
FGw	56804	Dutch Language and Culture	B	30-6-2014	s	g	s	s
FGw	60805	Archaeology	M	30-6-2014	s	s	s	s
FGw	66034	History	M	30-6-2014	s	s	s	s
FGw	60284	European Studies	M	30-6-2014	s	s	s	s
FGw	60087	Arts and Culture (60 ECTS)	M	30-6-2014	s	s	s	s
FGw	60828	Arts and Culture (90 ECTS)	M	30-6-2014	g	g	s	s
FGw	60808	Heritage Studies (60 ECTS)	M	30-6-2014	s	s	s	s
FGw	60835	Heritage Studies (90 ECTS)	M	30-6-2014	s	s	s	s
FGw	60836	Heritage Studies (120 ECTS)	M	30-6-2014	g	s	s	s
FGw	60821	Classics and Ancient Civilisations	M	30-6-2014	s	s	s	s
FGw	60842	Middle Eastern Studies	M	30-6-2014	g	g	g	g
FGw	60824	Theology and Religious Studies	M	30-6-2014	s	s	s	s

FACULTEIT	CROHO	NAAM OPLEIDING	TYPE OPLEIDING	DATUM ACCREDITATIE	1. Designated ext qualifications	2. Teaching environment	3. Testing	Final assessment
FGw	60813	Literary Studies	M	30-6-2014	s	s	s	s
FGw	60815	Linguistics	M	30-6-2014	s	s	s	s
FGw	60849	Dutch Studies	M	30-6-2014	s	s	s	s
FGw	60850	Dutch Studies (Editing and Publishing)	M	30-6-2014	g	g	s	s
FGw	60816	Linguistics (dual programme)	RM	30-6-2014	g	g	s	s
FdR	60369	Public International Law	RM	30-6-2014	s	u	s	u
FdR	60366	Information Law	B	30-6-2014	s	u	s	u
FNWI	56978	Computing Science	B	31-7-2014	s	s	s	s
FNWI	56842	Information Science	M	31-7-2014	s	s	s	s
FNWI	60299	Computational Science	M	31-7-2014	g	s	s	s
FNWI	60228	Software Engineering	M	31-7-2014	g	g	g	g
FNWI	60227	System and Network Engineering	M	31-7-2014	g	e	g	g
FNWI	60226	Logic	M	31-7-2014	g	e	e	e
FNWI	60229	Information Studies	M	31-7-2014	s	s	s	s
FGw	60335	Conservation and Restoration of Cultural Heritage	M (Adv)	31-7-2014	s	g	s	s
GNK	75059	Evidence-Based Practice	B	29-8-2014	e	g	g	g
FNWI	56980	Mathematics	M	30-9-2014	s	g	s	s
FNWI	66980	Mathematics	M	30-9-2014	g	s	s	s
FNWI	60801	Stochastics and Financial Mathematics	M	30-9-2014	s	s	s	s
FNWI	60232	Mathematical Physics	B	30-9-2014	s	s	s	s
FNWI	56981	Artificial Intelligence	M	31-10-2014	g	g	s	s
FNWI	66981	Artificial Intelligence	B	31-10-2014	g	s	s	s
FMG	56838	Human Geography and Urban and Regional Planning	M	31-12-2014	s	s	s	s
FMG	66620	Human Geography	M	31-12-2014	s	s	s	s
FMG	66622	Urban and Regional Planning	B	31-12-2014	s	s	s	s
FNWI	56984	Physics and Astronomy	M	31-12-2014	s	s	s	s
FNWI	60202	Physics	M	31-12-2014	s	s	s	s
FNWI	60230	Astronomy and Astrophysics	M	31-12-2014	s	s	s	s
THK	66588	Dentistry		31-12-2014	s	s	s	s

## Appendix 3

## Research assessments in 2014

Research evaluations were published in the following areas in 2014:

- Cultural Anthropology 2007-2012
- Sociology 2007-2012
- Human Geography and Planning 2007-2012
- Communication Science 2008-2013
- Political Science 2007-2012
- Dental Research 2007-2013

The assessment of dental research at the Faculty of Dentistry at the Academic Centre for Dentistry in Amsterdam (ACTA) was conducted in accordance with the new SEP 2015-2021.

The evaluations are summarised in the tables below using the five-point scale of the SEP Protocol 2009-2015.

## Cultural Anthropology 2007-2012

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Mobilities, Embodiment and Materiality	5	4	4	5

## Sociology 2007-2012

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Dynamics of Institutions: Life Course, Culture and Citizenship	4.5	4	4.5	5

## Human Geography and Planning 2007-2012

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Governance and Inclusive Development	4	4	5	4
UvA2	Geographies of Globalisations	5	5	4	4
UvA3	Urban Geographies	5	5	4	4
UvA4	Urban Planning	4	5	5	4

## Communication Science 2008-2013

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Corporate Communication*				
UvA2	Persuasive Communication	4.5	5	4.5	4.5
UvA3	Political Communication & Journalism	5	5	4.5	4
UvA4	Youth & Media Entertainment	5	4.5	4.5	4.5

\* No grade was assigned to the Corporate Communication programme because it only got started in September 2013.

## Political Science 2007-2012

	PROGRAMME	QUALITY	PRODUCTIVITY	RELEVANCE	VIABILITY
UvA1	Transnational Governance, Political Economy and Democracy	4.5	4	4	4

The ACTA programmes were assessed in accordance with the new SEP 2015-2021. The programmes were assessed on three criteria, on the basis of which the programmes were assigned to three categories, as follows:

## Dental Research 2007-2013

PROGRAMMA	RESEARCH QUALITY	RELEVANCE TO SOCIETY	VIABILITY
Oral Infections and Inflammation	1	2	2
Oral Regenerative Medicine	1	2	2

## Description of the SEP 2015-2021 categories

CATEGORY	MEANING	ACADEMIC QUALITY	RELEVANCE TO SOCIETY	VIABILITY
1	World leading/excellent	The research unit has been shown to be one of the few most influential research groups in the world in its particular field.	The research unit makes an outstanding contribution to society.	The research unit is excellently equipped for the future.
2	Very good	The research unit conducts very good, internationally recognised research.	The research unit makes a very good contribution to society.	The research unit is very well equipped for the future.
3	Good	The research unit conducts good research.	The research unit makes a good contribution to society.	The research unit makes responsible strategic decisions and is therefore well equipped for the future.
4	Unsatisfactory	The research unit does not achieve satisfactory results in its field.	The research unit does not make a satisfactory contribution to society.	The research unit is not adequately equipped for the future.



## Appendix 4

## Overview of special and sponsored chairs

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
FGw	Archaeology of pre-Roman cultures in central Italy	Allard Pierson Foundation	Prof. M. Gnade	
	Business History, including social aspects	Nederlands Economisch-Historisch Archief	Prof. J.P.B. Jonker	
	Relations between Christianity and philosophy	Thomas More Foundation	Prof. R.A. te Velde	
	Library Science, with a focus on public libraries	National Library of the Netherlands	Prof. F.J.M. Huysmans	
	Book trade	Vereniging Koninklijke Nederlandse Boekverkopersbond	Prof. J. Boter	
	Culture of contemporary China	Stichting dr. Olfert Dapper en China	Prof. S.R. Landsberger	
	Culture, landscape and nature	Stichting Natura Artis Magistra	Prof. E.A. de Jong	
	History and theory of international relations	Nederlands Genootschap voor Internationale Zaken (NGIZ)	Prof. R.J. v.d. Veen	
	History of Dutch radio and television	Stichting Erik en Hans en Stichting Nederlands Instituut voor Beeld en Geluid	Prof. H.B.M. Wijffes	
	History of the Jewish book	Amsterdam University Fund Foundation	Prof. E.G.L. Schrijver	
	History of publishing and the book trade	Dr. P.A. Tiele-stichting	Prof. J.A. Baggerman	
	Theory of history and the history of historiography	Amsterdam University Association	Prof. W.R.E. Velema	
	Contemporary Judaism, its history and culture	Menasseh Ben Israel Institute Foundation	Prof. E.E. Gans	
	Hittite and related Anatolian languages and cultures and the history of pre-classical Anatolia	Allard Pierson Foundation	Prof. J.J.M. Hazenbos	
	Historical cartography	Stichting Cartographiae Historiae Cathedra	vacant	
	Illustration	Fiep Westendorp Foundation	Prof. S.F.M. de Bodt	
	Interlinguistics and Esperanto	Universala Esperanto-Instituto	Prof. F. Gobbo	
	Yiddish language and culture, with a focus on the Netherlands	Menasseh Ben Israel Institute Foundation	Prof. S.Z. Berger	
	Colonial and postcolonial literary and cultural history	Stichting Indisch Herinneringscentrum	vacant	
	Modern transatlantic relations from a historical, economic and cultural perspective, with an emphasis on relations between Europe and North America in the period after 1945	Netherlands Atlantic Association Foundation	Prof. M. van Leeuwen	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Dutch as a second language	City of Amsterdam	Prof. F. Kuiken	
	Dutch slaving history and its legacy	National Institute for the Study of Dutch Slavery and its Legacy Foundation	Prof. S.A. Small	
	Political history of gender in the Netherlands	Stichting Wilhelmina Drucker Fundatie	Prof. W.D.E. Aerts	
	Linguistic variation within the Netherlands	Meertens Institute - KNAW	Prof. H.J. Bennis	
	West Indian literature	Stichting Instituut ter bevordering van de Surinamistiek	Prof. M.H.G. van Kempen	
	Manuscript studies in relation to the history of civilisation, with a focus on the Middle Ages	Prof. mr. Herman de la Fontaine Verwey Stichting and the National Library of the Netherlands	Prof. J.A.A.M. Biemans	
	South African literature	Stichting tot bevordering van de studie van taal, letterkunde, cultuur en geschiedenis van Zuid-Afrika	Prof. E. Jansen	
<b>FGw</b>	<b>Total</b>			<b>27</b>
FdR	Procurement law	Nederlandse Vereniging voor Aanbestedingsrecht	Prof. G.W.A. v.d. Meent	
	The legal profession	Stichting Leerstoel Advocatuur	Prof. F.A.W. Bannier	
	The legal profession	Stichting Leerstoel Advocatuur	Prof. B. Böhrer	
	Special aspects of private law	M.H. Bregstein Stichting	Prof. J.E. Jansen	
	Special topics in notarial law	Stichting tot Bevordering der Notariële Wetenschap	Prof. W. Broomhaer	
	Criminology, with a focus on research on crime policy	Stichting Wetenschappelijk onderzoek criminaliteitsbeleid	Prof. D.J. Korf	
	The government as a labour organisation	Stichting Ien Dales leerstoel	Prof. A.H.L. de Becker	
	The government as a labour organisation	Stichting Ien Dales leerstoel	Prof. R. Nieuwenkamp	
	Derivatives law	Stichting Effecten, Markten en Regulering	Prof. M.G.C.M. Peeters	
	German-Dutch legal relations	Stichting Duitsland Instituut	Prof. A. Hagedorn	
	Implementation of financial rules of conduct	Stichting Leerstoel Financiële Dienstverlening	Prof. R.J. Schotsman	
	International aspects of collective property (and other) investment institutions	Amsterdam School of Real Estate	Prof. H. Vermeulen	
	Military law of cyber security and cyber operations	Stichting Wetenschappelijk Onderwijs en Onderzoek NLDA (SWOON)	Prof. P.A.L. Ducheine	
	Organisation of legal services	Stichting Leerstoel Advocatuur	Prof. R.C.H. van Otterlo	
	Regulating energy markets	Stichting Lorentz- van Iterson Fonds TNO (LIFT)	Prof. A.E.H. Huygen	
	Roman law: the influence of Roman law on individual European legal systems	Amsterdam University Fund Foundation	Prof. H.L.E. Verhagert	
	Insurance law	Stichting Verzekeringwetenschap	Prof. W.M.A. Kalkman	
	Financial criminal law	Stichting voor Strafrechtelijk Onderzoek	Prof. R.C.P. Haentjens	
<b>FdR</b>	<b>Total</b>			<b>18</b>

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
FNWI	Action Spectroscopy	Stichting Physica	Prof. J. Oomens	
	Ambient Robotics	Stichting Bèta Plus	Prof. B.J.A. Kröse	
	Amsterdam-China Logic Chair	Amsterdam University Fund Foundation	Prof. F. Liu	
	Analytical divisions of biomacromolecules	Stichting Bèta Plus	Prof. J.G.M. Janssen	
	Atomic and molecular physics	Stichting ter Bevordering der Atoom- en Molecuulfysica	Prof. A.F. Koenderink	
	Biology of glia and neural stem cells	NIN-KNAW	Prof. E.M. Hol	
	Biological and biomedical information studies, with a focus on medical bio-informatics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. A.H.C. van Kampen	
	Cognitive neurobiology	Stichting Bèta Plus	Prof. M.S. Oitzl	
	Computational semantics	Stichting Bèta Plus	Prof. D.J.N. van Eijck	
	Conservation of the great apes	World Wide Fund for Nature	Prof. S.A. Wich	
	Experimental high-energy physics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. W.J.P. Beenakker	
	Experimental oncology	Netherlands Cancer Institute (NKI)	Prof. J. Borst	
	Forensic Data Science	Stichting Leerstoel Criminalistiek	Prof. Z.J.M.H. Geradts	
	Forensische analytical chemistry	Stichting Leerstoel Criminalistiek	Prof. A.C. van Asten	
	Forensic biology	Stichting Leerstoel Criminalistiek	Prof. A.D. Kloosterman	
	Forensic statistics	Stichting Leerstoel Criminalistiek	Prof. M.J. Sjerps	
	Functional biodiversity	Naturalis Biodiversity Center Foundation	Prof. J.C. Biesmeijer	
	Phytopathology, with a focus on plant virology	Bioseeds BV	Prof. M.W. Prins	
	Pharmaceutical research	Stichting Bèta Plus	Prof. C.G. Kruse	
	High-energy emission from Milky Way solar systems	Amsterdam University Fund Foundation	Prof. M. Gilfanov	
	Human cognition	Stichting Bèta Plus	Prof. O. Jensen	
	Industrial molecular microbiology	Stichting Bèta Plus	Prof. J. Hugenholtz	
	Industrial mathematics	Stichting Bèta Plus	Prof. R. Nunez Queija	
	Instrumentation in high-energy physics	Stichting hoge Energie Fysica	Prof. E.N. Koffeman	
	Marine biochemistry	National Institute for Coastal and Marine Management/RIKZ	Prof. R.W.P.M. Laane	
	Marine microbiology	Amsterdam University Fund Foundation	Prof. L.J. Stal	
	Molecular cell biology	Sanquin Blood Supply Foundation	Prof. P.L. Hordijk	
	Molecule spectroscopy	Stichting John van Geuns Fonds	Prof. S. Woutersen	
	Mycology	Stichting Centraal bureau voor Schimmelcultures	Prof. G.S. de Hoog	
	Numerical analysis and dynamical systems	Stichting voor Hoger Onderwijs in de Toegepaste Wiskunde	Prof. D.T. Crommelin	
	Pathology of the nervous system, focusing on epileptic conditions	Stichting Nationaal Epilepsie Fonds	Prof. E.M.A. Aronica	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Protein Mimetic Chemistry	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. P. Timmerman	
	Sustainable Energy Technology	Stichting Physica	Prof. B. v.d. Zwaan	
	Toegepaste kwalitatieve genetica	Stichting Seed Valley	Prof. J.J.B. Keurentjes	
	Ultrafast Dynamics of Condensed Matter Systems	Stichting Bèta Plus	Prof. M. Bonn	
	Ultrafast X-ray Science	Stichting Bèta Plus	Prof. H.A. Durr	
	Viral Ecology	Stichting Koninklijk Nederlands Instituut voor Onderzoek der Zee (NIOZ)	Prof. C.P.D. Brussaard	
	Wetland Restoration Ecology	Stichting Dienst Landbouwkundig onderzoek	Prof. P.F.M. Verdonschot	
<b>FNWI</b>	<b>Total</b>			<b>38</b>
FEB	Economics of the service sector	Stichting Instituut voor Bedrijfseconomie	Prof. M.W. de Jong	
	Economics of social security	Stichting Instituut GAK	Prof. P. R. de Jong	
	Enterprise risk management	Stichting Verzekeringwetenschap	Prof. A.E. Ronner	
	Industrial development and innovation policy	Stichting Industriebeleid en Communicatie	Prof. D.F.M.F. Jacobs	
	Business strategy	Stichting Instituut voor Bedrijfseconomie	Prof. E. Piëst	
	Project and programme evaluation for international development	Appointment at VU University Amsterdam for 0.2 FTE by the Amsterdam Institute for International Development Foundation	Prof. M.P. Pradhan	
	Property studies	Stichting voor Beleggings- en Vastgoedkunde	Prof. P. van Gool	
	Housing market	Amsterdam School of Real Estate Foundation	Prof. J.B.S. Conijn	
<b>FEB</b>	<b>Total</b>			<b>8</b>
FMG	Active citizenship, with a focus on competence development and training issues	Stichting Actief Burgerschap	vacant	
	Labour relations	Henri Polak Stichting	Prof. P.T. de Beer	
	Autism: cognition over the lifespan	Stichting Dr. Leo Kannerhuis	Prof. H.M. Geurts	
	Professional training for healthcare psychologists	Stichting Postdoctorale Beroepsopleidingen/GGZ Amsterdam	Prof. S. Visser	
	Population dynamics and spatial developments	Planbureau voor de Leefomgeving (PBL)	Prof. D. Manting	
	Brazil studies	Stichting Internationaal Amerikanisten Congres	Prof. C.G. Koonings	
	Cognitive developmental psychology, with a focus on science learning in non-formal situations	Stichting Nationaal Centrum voor Wetenschap en Technologie (NCTW)/science center NEMO (NEMO)	Prof. M.E.J. Raijmakers	
	The role and pedagogical significance of fatherhood	Het Vader Kennis Centrum	Prof. R. Keizer	
	Developments in democratic socialism in relation to science and society	Dr J.M. den Uyl Chair	Prof. F.I.G. Vandenbroucke	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAAL
	Demographics, with a focus on demographic and spatial aspects of relationship and family formation	Mr. dr. J.H. van Zantenstichting	Prof. J.J. Latten	
	Social and economic history of Southeast Asia	Koninklijk Instituut voor Taal-, Land- en Volkenkunde	Prof. G.A. van Klinken	
	Education for All	Stichting voor Onderwijs, Onderzoek en Beleid in Internationale Ontwikkelingen (STOOBIO)	Prof. F.X. Bonal	
	Electoral politics, with a focus on the relationship between electoral processes and their economic, cultural-ethical and social context	Stichting Kiezersonderzoek Nederland (SKON)	Prof. J.N. Tillie	
	Employability in work relationships	Nederlandse Stichting voor Psychotechniek	vacant	
	Ethnic entrepreneurship	Stichting VNO-NCW	Prof. V.A.J.M. Schutjens	
	Forensic child and youth care sciences diagnostics and treatment	Van der Hoeven Stichting	Prof. J. Hendriks	
	Area development	Stichting Amsterdam School of Real Estate	vacant	
	Gender and women's same sex relations in cross-cultural perspective	Stichting Lesbische en Homostudies	Prof. S.E. Wieringa	
	Urban challenges, with an emphasis on Amsterdam	City of Amsterdam	Prof. J.J.M. Hemel	
	Large cities and healthcare	Stichting Bureau SIGRA Dienstverlening	Prof. A.P. Verhoeff	
	ICT & curriculum	SLO Netherlands institute for curriculum development	Prof. J.M. Voogt	
	Early childcare and education services	Stichting kinderopvang en educatieve voorzieningen voor het jonge kind	Prof. R.G. Fukkink	
	Quality of life in chronic and/or life-threatening illnesses	Amsterdam Collaborating Center on Quality of Life Foundation	Prof. N.K. Aaronson	
	Long-term care and dementia	Stichting Gieskes-Strijbis Fonds	Prof. B.A.M. The	
	Management of change in organisations	Sioo, inter-university centre for change management and organisational processes	Prof. J.J. Boonstra	
	Educational sciences	Stichting Nederlandse School voor Onderwijsmanagement, FMG	Prof. F.P. Geijssel	
	Educational Sciences, with a focus on curricular design for vulnerable children and teenagers	Stichting APS	Prof. S.E. Severiens	
	Educational learning processes	Amsterdam University of Applied Sciences Foundation	Prof. R.J. Oostdam	
	Old and new media in an ageing society	Algemene Nederlandse Ouderenbond	Prof. E.F. Loos	
	Pension sociology	Netherlands Interdisciplinary Demographic Institute (NIDI)	Prof. C.J.I.M. Henkens	
	Political ecology of water in Latin America	Stichting Internationaal Amerikanisten Congres	Prof. R.A. Boelens	
	Psychometry, with a focus on the construction, analysis and application of educational tests (A.D. de Groot Chair!)	Instituut voor Toetsontwikkeling CITO	Prof. G.K.J. Maris	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Radicalisation studies	Stichting FORUM	Prof. E.J. Doosje	
	Religion and sexuality in Africa	African Studies Centre	Prof. R.A. van Dijk	
	Social and organisational psychology aspects of prosocial behaviour	Van der Gaag Stichting	Prof. G.A. van Kleef	
	Socio-psychological aspects of food choices	Netherlands Nutrition Centre Foundation	Prof. R.W. Holland	
	Socio-economic and spatial development of new urban areas	Stichting Han Lammers Leerstoel	Prof. A. Reijndorp	
	Social theory, humanism and materialities	Stichting Socrates	Prof. A.J. Pols	
	Strategic communication	Stichting Logeion	Prof. M.N.C. Aarts	
	Anthropology of Islam in Africa and its diaspora	ASC te Leiden	vacant	
	Supervision and socialisation	Dutch Education Inspectorate	Prof. A.B. Dijkstra	
	Refugees and health	Pharos	Prof. W.L.J.M. Deville	
	Water governance	UNESCO-IHE Institute for Water Education Foundation	Prof. M.Z. Zwarteveen	
	History of social movements	International Institute of Social History	Prof. M.M. van der Linden	
<b>FMG</b>	<b>Total</b>			<b>44</b>

FdT	Anxiety and behavioural disorders in dental practice	Stichting Bijzondere Tandheelkunde	Prof. Jongh A. de	
	Quality of oral in practice	Nederlandse Maatschappij tot Bevordering der Tandheelkunde (NMT).	Prof. Bruers J.J.M.	
	Maxillofacial oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. L.E. Smeele	
	Medical dental interaction	Stichting Aja Ramakers-Koning	Prof. Rozema F.R.	
	Oral care and quality of life	Stichting Lorentz - van Itersonfonds	Prof. Verrips G.H.W.	
	Oral systems biology	Stichting Lorentz - van Itersonfonds	Prof. B.J.F. Keijser	
	Periodontology, with a focus on the prevention of periodontal infections	Stichting Nederlandse Vereniging van Parodontologie	Prof. van der Weijden G.A.	
	Preventive dentistry	Ivoren Kruis, Dutch association for oral and dental hygiene	Prof. Loveren C. van	
<b>FdT</b>	<b>Total</b>			<b>8</b>

FdG	4D image processing in oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. M.B. van Herk	
	Labour and occupational medicine	Netherlands Society of Occupational Medicine (NVAB)	Prof. C.T.J. Hulshof	
	Biology and epigenetic regulation of normal and cancerous stem cells	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. M.S. van Lohuizen	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Cellular hemostasis	Sanquin Blood Supply Foundation	Prof. J.J. Voorberg	
	Circulatory physics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	vacant	
	Cognitive neuroscience of brain stimulation	Netherlands Institute for Neuroscience of the KNAW	Prof. P.R. Roelfsema	
	Epidemiology and combating poverty and poverty-related infectious diseases	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. F.G.J. Cobelens	
	Forensic biophysics	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. M.C.G. Aalders	
	Physiotherapy, with a focus on the healthcare chain of complex patients in hospital care	Royal Dutch Society for Physical Therapy (KNGF)	Prof. R.H.H. Engelberts	
	Genetics in psychiatry	Stichting Volksbond Rotterdam	Prof. E.M. Derks	
	Global child health	Stichting Simavi	Prof. M. Boele van Hensbroek	
	Surgical oncology, with a focus on the diagnostics and treatment of mamma carcinoma	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. E.J.Th. Rutgers	
	First-line treatment for HIV and STIs	STI AIDS Netherlands Foundation	Prof. J.E.A.M. van Bergen	
	Head and neck surgical oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. A.J.M. Balm	
	Skin infections, with a focus on leprosy (previously tropical dermatology)	Q.M. Gastmann-Wichers Stichting	Prof. H.J.C. de Vries	
	Immunopathology and haematopathology	Sanquin Blood Supply Foundation	Prof. S.T. Pals	
	Innovative gastrointestinal endoscopy	Stichting Sint Antonius Ziekenhuis	Prof. B.L.A.M. Weusten	
	Internal medicine, with a focus on the quality of HIV care	Stichting Teaching hospital AMC-OLVG	Prof. K. Brinkman	
	Paediatric urology	Stichting Steun Emma Kinderziekenhuis AMC	Prof. T.P.V.M. de Jong	
	Clinical oncology	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital (NKI-AVL)	Prof. S. Rodenhuis	
	Quality in the final phase of life and of dying	Nederlandse Vereniging voor een Vrijwillig Levensende	Prof. S. Vathorst	
	Maxillofacial oncology	Netherlands Cancer Institute (NKI)	Prof. L.E. Smeele	
	Neurobiological mechanisms of prevention and treatment in trauma and PTSS	Stichting Arq Psychotrauma Onderzoek (APO)	Prof. M. Olff	
	Neurology, with a focus on consultative neurology	Stichting Teaching hospital AMC-OLVG	Prof. P. Portegies	
	Ocular angiogenesis	Genootschap ter bevordering van Natuur-, Genees-, en Heelkunde	Prof. R.O. Schlingemann	
	Pulmonary oncology	Netherlands Cancer Institute (NKI)	Prof. P. Baas	
	Rehabilitation and labour, with a focus on acquired brain injury	Stichting Heliomare	Prof. C.A.M. Bennekom	

FACULTY	TEACHING REMIT	FOUNDING ORGANISATION	NAME	TOTAL
	Guideline development in mental healthcare	Trimbos Institute Foundation	Prof. J.A. Swinkels	
	Social security studies	Stichting Instituut GAK	Prof. H. Wind	
	Vascular complications of infectious diseases	Stichting Amstol	Prof. D.P.M. Brandjes	
	Modes of action and treatment of addictive behaviour	Stichting Arkin	Prof. A.E. Goudraan	
	Donor medicine	Sanquin Blood Supply Foundation	Prof. W.L.A.M. de Kort	
	Forensic radiology, with a focus on forensic paediatric radiology	Stichting Leerstoel Criminalistiek	Prof. R.R. van Rijn	
	Ultra-high field neuroimaging	Netherlands Institute for Neuroscience of the KNAW (NIN-KNAW)	Prof. R. Turner	
	Registration and statistics of causes of death	Statistics Netherlands (CBS)	Prof. J.W.P.F. Kardaun	
	Evidence Based Practice	Amsterdam University of Applied Sciences Foundation	Prof. C. Lucas	
	Telemedicine	Royal Dutch Medical Association (KNMG)	Prof. L. Witkamp	
<b>FdG</b>	<b>Total</b>			<b>37</b>
<b>UvA</b>	<b>Total</b>			<b>180</b>

FACULTY	CHAIR	SPONSOR	NAME	TOTAL
FGw	History of Hermetic philosophy and related currents	Stichting Leerstoel Geschiedenis van de Hermetische filosofie en verwante stromingen	Prof. W.H. Hanegraaff	
FdR	Consumers and energy		Prof. S.A.C.M. Lavrijssen	
FdR	European and comparative insurance law		Prof. J.G.J. Rinkes	
FdR	Migration law		Prof. B. de Hart	
FMG	Health communication	Trimbos Institute	Prof. S.J.H.M. van den Putte	
FEb	MN Chair in Pension Economics	MN Services N.V.	Prof. R.M.W.J. Beetsma	
FEb	Insurance economics	Dutch Association of Insurers	Prof. R.J.A. Laeven	
<b>UvA</b>	<b>Total</b>			<b>7</b>

## Appendix 5

# Profile and performance agreements with the Minister of Education, Culture and Science

## Agreement 1. Bachelor's study success rates

The percentage of students that obtains a Bachelor's degree before 1 October at the end of the fourth academic year will be 70% in 2015 (2011 cohort). As the keystone on measures to promote an ambitious study culture, the UvA will implement a binding (negative) advice regarding continuation of studies (BSA) University-wide in 2014, with a 42-credit minimum (this may be fixed at 48 at the discretion of individual deans).

### Indicator

Denominator: first-year Bachelor's students enrolling directly from pre-university education, who are enrolled in a single degree programme and who re-enrol for the second year at the UvA. Source: 1cijferHO.

Numerator: the number of these students that obtains a Bachelor's degree in or before the fourth year. Source: 1cijferHO.

### Baseline and interim measurement

The percentage was 60.9% for the 2007 cohort and 67.6% for the 2010 cohort.

## Agreement 2. Dropout and switching in the first year

In 2014, every faculty will offer 'taster days' or other intake programmes before the start of the academic year designed to give prospective Bachelor's students a realistic impression of the scope and content of their preferred degree programme and to help them choose the most suitable programme. The dropout rate among first-years in the 2014 cohort and the percentage of students that transfers to a different degree programme in the first year must not exceed the 23% plus 8%, respectively, of the 2010 cohort, but may also not be much lower in view of the BSA and the fact that it is not possible to select at the gate. Dropout and switching will be limited as much as possible to the first semester so that their occurrence after 1 February of the first year will be below 10% and 4%, respectively (of the KUO cohort).

### Indicator

Denominator: first-year Bachelor's students enrolling directly from pre-university education who are enrolled in a single degree programme. Source: 1cijferHO.

Numerator: the number of these students that does not re-enrol in the same degree programme the following year. Source: 1cijferHO.

### Baseline and interim measurement

The percentage was 30.9% for the 2010 cohort and 27.4% for the 2013 cohort. UvA Matching will be implemented in all Bachelor's degree programmes in 2014.

## Agreement 3. Excellence

The UvA and VU University Amsterdam will continue to pursue the objectives of the Sirius Programme 2009-2012 (Higher Education & Student Finance Department Decision/70971 of 31 October 2008) through to the end of 2015. All excellent Bachelor's students (defined as: enrolled with an average pre-university final exam mark of 8 or higher, or obtained 60 credits with an average mark of 7.5 or higher in the first academic year) will be offered a place in an Honours track or other Excellence programme (other promising students may also be invited to take part). Honours programmes participation under the extended Sirius Programme will be settled in accordance with the provisions of the original Sirius decision and the further refinements subsequently agreed with the funding body (including to link the participation rate to the KUO cohort of students who re-enrol). However, agreements made under the Sirius Programme as regards the percentage of students that

successfully obtains an Honours degree does not form part of this performance agreement with the Education Ministry.

The UvA will expand the number of places in broad, intensive Bachelor's programmes from the current 259 (in Liberal Arts and Sciences and the Bachelor's in Natural and Social Sciences) to 400 in the 2015-2016 academic year. The number of Research Master's places will be expanded from 314 currently to 400 in 2015-2016.

### Indicator

Denominator: the same students as in Agreement 1.

Numerator: the number of these students that has been admitted to the Amsterdam University College faculty Honours programme. Source: SIS.

Definition of intake in intensive Bachelor's programmes and Research Master's programmes: full-time, first-year intake in degree programme/institution, regardless of students' funding status.

Source: 1cijferHO.

Definition of broad, intensive Bachelor's programmes: broad Bachelor's programmes in the higher government funding category (Liberal Arts and Sciences, Bachelor's in Natural and Social Sciences, Future Planet Studies and, from 2014, Politics, Psychology, Law and Economics).

### Baseline and interim measurement

The participation rate was 7.5% in 2011 (source: Sirius Monitor). In the 2014-2015 academic year, this figure was 11.8% (this concerns the 2013 cohort: 307 participating Honours students plus 141 AUC students; as a percentage of 3,771 students who re-enrolled in the second year). The intake in broad, intensive Bachelor's programmes was 259 in 2011 and 682 in 2014 (AUC, Bachelor's in Natural and Social Sciences, Future Planet Studies and PPLE). The intake in Research Master's was 314 in 2011 and 366 in 2014.

## Agreement 4. Lecturer quality

At the start of the 2015-2016 academic year, 80% of the teaching staff (headcount) will hold a University Teaching Qualification (UTQ).

### Indicator

Denominator: all UvA-employed staff holding an appointment as lecturer, assistant professor, associate professor or professor for more than one year and a teaching load of at least 0.1 FTEs (160 hours annually). Source: UvA personnel database, including registered data on teaching hours. Numerator: the number of these employees that holds a UTQ or Advanced UTQ certificate. Source: UvA personnel database, including registered data on UTQ/Advanced UTQ certifications.

AMC-UvA: At the Faculty of Medicine this agreement pertains to all teaching professors, associate professors, assistant professors and academic medical specialists with government funding and the share registered in the AMC-UvA records as holding a UTQ/Advanced UTQ.

### Baseline and interim measurement

The percentage at the UvA was 23.2% at the end of 2011 and 65.4% at the end of 2014 (79.0% in FTEs); at the AMC-UvA this was 55% at mid-2014, according to its own records.

## Agreement 5. Contact hours

In the 2015-2016 academic year, the first year of every Bachelor's programme will have at least 12 scheduled lesson hours per week on average as calculated over both semesters of 20 weeks each, with the exception of exam weeks. At the end of the first semester, each first-year student (or at least 90%) will receive a candid recommendation and a judgement regarding whether he or she will be able to complete the programme within a reasonable time frame.

### Indicator

Denominator: for all Bachelor's programmes: 40 weeks minus the weeks reserved solely for testing.

Source: course catalogue/timetable.

Numerator: the number of scheduled contact hours (including scheduled tutoring) during these weeks.

Source: course catalogue/timetable.

*Baseline and interim measurement*

In 2011, 32 degree programmes did not meet this criterion and in 2014 three did not.

**Agreement 6. Support staff**

Pursuant to large cuts amounting to €23 million annually in the UvA's indirect costs over the period 2005-2012, non-O&O Service Group staff will be maintained at the current level of a 20.9% share of the total staff positions (first definition of the Berenschot consulting firm). The current number of staff positions is based on the UvA's current projects, principally related to ICT and the Accommodations Plan 2005-2020 and comprising investments totalling €20 million. Decisions on long-term cuts will be made in 2015, after most of the Accommodations Plan has been completed.

*Indicator*

Denominator: the number of full-time equivalent (FTE) staff positions contracted by the UvA.

Source: UvA personnel database.

Numerator: the number of non-O&O Service Group staff calculated according to the Berenschot method. Source: the UvA assumes that the Education Ministry will instruct Berenschot to carry out this survey again in the 2015 reporting year.

*Baseline and interim measurement*

The baseline measurement was 20.9%. According to the UvA's internal reconstruction of the Berenschot method, the interim figure was 20.4% at the end of 2013. The measurement has not yet been reconstructed for 2014.

**Agreement 7. Institutional Quality Assurance Audit**

In 2013, the UvA underwent an Institutional Quality Assurance Audit by the Accreditation Organisation of the Netherlands and Flanders (NVAO). Any issues signalled in the findings are to be corrected by the end of 2014.

*Current status*

The NVAO Institutional Quality Assurance Audit issued a positive decision on 26 June 2013.

**Agreement 8. Financial transparency**

As from 2012 the UvA publishes information about faculty expenditures broken down by the provenance of the funding source (flow of funds) and the designation (education, research), in accordance with its EU Certificate on the Methodology of Full Cost Accounting.

*Current status*

An overview for both the UvA as a whole and each faculty individually is included in the figures in section 2.6 of this Annual Report.

**Conditions under which the UvA concluded the agreements**

- The amendments to the Dutch Higher Education and Research Act (WHW) agreed in the General Agreement will become effective in September 2014. Further to these changes, Agreement 2 is subject to the condition that the registration date for new students will be 1 May as from the 2014-2015 academic year.
- Agreement 5 (contact hours) is subject to the condition that the price per student does not decline relative to the price level in 2011. 'Price per student' is defined as the statutory tuition fee multiplied by four plus the variable teaching component of the government grant for a full-time, four-year (BA+MA) degree programme in the lower government funding category (in 2011: €9,217). The price level is measured against the Netherlands Bureau for Economic Policy Analysis (CPB) standard consumer price index.

*Compliance*

The Ministry of Education, Culture and Science has met the main conditions of the statutory framework. The agreements on tuition fee differentiation and doctoral students have not yet been

implemented and the legislature has restricted universities' means for covering the costs of Pre-Master's students relative to the terms of the General Agreement. The UvA does not see these deviations as requiring any changes to the agreements as they were not contingent on each other.

The condition relating to funding was not satisfied: the price per student as referred to in the agreement was €28,577 in 2014, which, after correction for inflation, is approximately 7% lower than the 2011 price of €29,217. This decrease has put the agreement relating to the number of contract hours (in particular) under pressure.

**Range of programmes offered**

The UvA has not made any concrete agreements with the Ministry of Education, Culture and Science to reduce the range of study programmes it offers. This is because Amsterdam has by far the country's largest higher education market, and in any instance where the number of institutions offering an area of study is curtailed, Amsterdam is likely to be amongst those remaining.

Nonetheless, relative to 2012 (baseline measurement for the performance agreements), the number of Bachelor's programmes has fallen from 59 to 58 and the number of Master's programmes from 111 to 92 (excluding the 23 teacher-training programmes), in the latter case due mainly to the restructuring and clustering of smaller humanities programmes.

Additionally, with its emphasis on greater collaboration in Master's education in particular, the Amsterdam Academic Alliance (AAA) may lead to a decrease in the total number of study programmes on offer in Amsterdam. The UvA and VU University Amsterdam also drew up a joint model teaching and examination regulations document for this purpose in late 2013.

Existing collaboration between UvA and VU Honours programmes also continued, as described in section 1.3.

**Profile of the UvA**

In response to calls for more focus and mass, the UvA introduced a policy of research priority areas in 2008 that since then has formed a consistent part of its strategy. The UvA has identified a number of research priority areas in which it can bolster its competitive strength worldwide whilst at the same time enhancing its regional impact and relevance.

To consolidate its position as a research university, the UvA has effected a gradual shift within its finite research capacity towards these priority areas, with the aim of retaining excellent research and expanding it in selected areas. Each of these areas has been conceived in relation to current major scientific and societal challenges and to issues and problems facing practitioners in the particular field.

After the first evaluation in 2011-2012, the areas were more narrowly delineated, with their composition assessed in the manner standard in each discipline: Bibliometric in the exact sciences and peer review in the humanities. Each priority area prepared a self-evaluation that was assessed by an international panel.

This evaluation was closely aligned with the profile and performance agreements, and the 20 priority areas were ranked under a set of seven overarching profile themes. The priority areas grouped under each theme specify the UvA's contribution in that particular field (see the table in section 1.2 of this Annual Report, further detailing the priority area policy).

In 2013, the UvA set up an administrative structure for its priority areas so that their development can now be tracked from each of the various angles provided for in its management information. The trend in the volume of publications has also been clearly reflecting the shift in focus of the priority area policy.

**Collaboration in the AAA and profiling resources**

The Amsterdam Academic Alliance (AAA), established jointly with VU University Amsterdam (VU) and also open to other knowledge institutions, forms the second cornerstone of the UvA's profiling activities, alongside its profile themes.

Among the results of this collaboration between the science faculties was the NWO's SRON institute for space research's wish to establish at Science Park and to work closely there with earth scientists from VU and astrophysicists from the UvA. Plans were also forged to develop of a joint Hightech Instrumentation Facility, enabling more effective use of expensive research facilities.

Working with the municipality of Amsterdam and the Ministry of Education, Culture and Science, solutions are being sought to overcome the NWO's lack of sufficient replacement reserve for the accommodation of SRON.

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

To support the AAA's collaborative endeavours, the UvA and VU initiated a joint AAA Fund to cover the years 2013-2016.

This fund has been created with injections from both institutions, which at the least include the UvA's and VU's profiling resources (the budget allocated under Section 9, paragraph 4 of the government's Decision on the performance-based funding experiment in higher education (*Besluit experiment prestatiebekostiging hoger onderwijs*)) and will constitute at least €6 million annually over the coming years.

In 2013, eight groups in which researchers from the two universities will be working closely together over periods of one or more years received contributions from this fund. These were:

- The joint science faculties, for various initiatives demonstrating the quality leap made possible through collaboration.  
*Current status: as from 1 January 2014, the joint science faculties have been placed under the direction of a single dean (recruited from abroad); in the course of 2014, the parameters of individual components of the collaboration will be further defined in terms of management, funding, accommodation and operations. The faculties have identified four domains for investment: Fundamentals of Science, Science for Sustainability, Human Life Science and Information Science. Special project teams were invited to submit concrete proposals for education, research and valorisation in each of these four domains. On the research side, activities focused primarily on departmental staffing and structure. Valorisation efforts sought collaboration with external partners.*
- The social sciences faculties, for the creation of the Amsterdam Centre for Contemporary European Studies (ACCESS Europe).  
*Current status: ACCESS Europe launched on 1 October 2013. The Centre's administration and management are in place and its communication resources (including a website) have been implemented. The official opening was celebrated at Felix Meritis on 22-23 January 2014. Three postdocs were hired and the first application for Horizon 2020 has been submitted.*
- The joint law faculties, for training programmes aimed at professional services.  
*Current status: a selective English-taught Master's programme in Market, Regulation and Behaviour is currently under development.*
- The arts and humanities faculties, focusing on the areas of archaeology and antiquity, digital humanities and heritage studies.  
*Current status: collaboration within the ACASA (Amsterdam Centre for Ancient Studies and Archaeology) started in 2012 and the Master's programmes have been organised jointly since 2012. In 2013, work started on exploring different options for also jointly organising the Bachelor's programmes in these disciplines. With the final report completed in September 2014, October saw the start of the next phase: the development of Bachelor's programmes. The CHAT (Centre for Humanities and Technology) is a major collaboration between VU, the KNAW and NL eScience Center, alongside various private partners. The white paper for this project has already been adopted and a call for proposals has been issued. In the e-Humanities, a joint minor has been developed that was first offered in the 2014-2015 academic year. An exploratory meeting was also held in 2013 to*

*define specifications for a joint centre of excellence in the field of heritage, accommodating high-level research and an excellent Research Master's programme.*

- The two universities' faculties of economics and business, for collaboration in graduate education.  
*Current status: extensive groundwork was conducted, also looking into aspects of competition law, for the development of a business plan for a joint graduate business school (non-government funded).*
- The AMC-UvA and VUmc in collaboration with the faculties of economics of the UvA and VU, for a part-time MBA programme in Health Care Management that will facilitate the transformations needed for closer collaboration/coordination between the two university medical centres.  
*Current status: the two-year Master's programme is in place, all communications and the selection of participants were finalised and the first group (20) started in January 2014. The second group started on 1 January 2015. The programme is being offered under the NVAO-accredited MBA at the UvA's Faculty of Economics and Business.*
- The AMC-UvA and VUmc, for a joint fellowship programme.  
*Current status: the two university medical centres conducted a recruitment and selection procedure resulting in the appointment of eight fellows (doctoral students) for projects being carried out in the AMC-UvA and VUmc's joint research priority areas; all of these joint doctoral projects have now started.*
- The UvA's Faculty of Social and Behavioural Sciences and VU's Faculty of Human Movement Sciences, in the area of sports and movement.  
*Current status: work continued to compile a business case to support the formulation of a long-term development plan.*

In late 2014, three groups in which researchers from the two universities will be working closely together over periods of one or more years received contributions from this fund. These were:

- Amsterdam Brain & Mind Project (ABMP)
- Solardam
- Amsterdam Water Science

In 2013 the Executive Boards of the UvA and VU further decided to reserve a portion of the AAA Fund for the AAA Fellowship Programme. For the time being, this programme has two rounds: one in 2014 and another in 2015. The AAA Fellowship Programme is intended to attract top researchers from abroad for appointments of three years, who will then go on to join the permanent staff thereafter. Some 12 fellowships can be awarded in total. Two top researchers from abroad have now begun their fellowship period. The second selection is planned for 2015.

#### Midterm review of the profile agreements

On 5 September the president of the Executive Board and the Rector Magnificus met with the Higher Education and Research Review Committee (Van Vught Committee) to discuss the progress on the profile agreements for the purposes of the ministerial midterm review. Pursuant to the UvA's 2013 Annual Report and this meeting, the Committee advised the minister of Education, Culture and Science to continue the allocation of profiling resources (approximately €3.6 million per annum) in 2015 and 2016, which the minister has done.

The discussion centred on progress on both the UvA's own institutional ambitions and the joint ambitions of the UvA and VU, in the light of what was perceived to be a meagre initial judgement of these ambitions by the Committee in 2012. The universities' rise in the international rankings does not bear out the Committee's initial judgements.

#### Fiscal obstacles

For collaboration within the AAA to be a success, it must offer a friction-free space in which staff and students can utilise facilities at each other's institutions. In practice, the risk exists that this will cause

teaching and research funds to be siphoned off by additional VAT charges, given that the AAA members do not form a tax entity. The UvA has identified two possible measures to remedy this risk and that appear to be permitted under the EU directives:

- reintroduction of the VAT exemption for services provided to participants in joint regulations; this exemption was cancelled in 2003 with the introduction of the VAT compensation fund for municipalities, but the alternative offered at the time by the state secretary for Finance – the principle of costs for joint account – has proved markedly more restricted in its application;
- expansion of the VAT exemption for cost-sharing groups to all situations in which the participating institutions have not contracted external parties to perform the services shared under the collaboration.

## Appendix 6

# Facts and figures

### Faculty of Humanities

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	1,791	1,537	1,191	1,454	1,260
<i>of whom EI</i>	1,519	1,330	1,014	1,252	1,027
Pre-Master's intake (EOI)	85	-	20	20	17
<i>of whom EI</i>	74	-	14	18	15
Master's intake (EOI)	929	950	959	1,004	910
<i>of whom EI</i>	281	312	358	332	369
Enrolled students	7,820	7,781	6,930	6,923	6,483
<i>of whom international students</i>	386	449	399	404	427
<i>estimated in fte</i>	6,241	6,263	5,482	4,695	
Bachelor's exams	1,011	1,205	1,153	994	
Master's / initial university degree (doctoraal) exams	982	1,155	848	853	
Professional exams	-	-	-	-	
First-year Bachelor's dropout rate	26%	26%	25%	29%	
Success rate of re-enrolled Bachelor's after 4 years	57%	63%	63%	57%	
Success rate of 1-year Master's after 2 years	60%	70%	65%	64%	
Success rate of 2-year Master's after 3 years	61%	66%	69%	65%	
PhD after Master's	-	9%	-	8%	-
PhD after Master's	-	64%	-	68%	-
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Research</b>					
Doctorates conferred	46	48	58	57	44
Design certificates		3	12	19	15
Academic publications	691	730	954	874	665
Professional journals	187	213	356	298	149
Popular publications	89	133	183	177	146
Total professors	72	67	72	80	82
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Staff in FTEs</b>					
Academic staff	482	520	539	534	532
<i>of whom women</i>	236	265	268	260	260
Support and management staff	146	153	163	160	155
<i>of whom women</i>	105	107	113	118	116
Absence due to illness - academic staff	2.5%	2.6%	2.0%	2.2%	2.2%
Absence due to illness - support and management staff	5.0%	4.6%	2.9%	4.4%	4.3%
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Finances x €1 million</b>					
Government funding	68.1	70.9	72.3	76.9	74.5
Contract teaching	0.8	1.0	0.6	0.7	1.1
Indirect government/contract-funded research	9.9	7.8	5.8	3.7	5.0
Other income	3.6	2.8	5.0	3.1	3.6
<i>Operating profit</i>	3.9	5.6	-0.7	-0.6	-2.0



**Faculty of Law**

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	773	774	735	590	585
<i>of whom EI</i>	672	643	636	531	472
Pre-Master's intake (EOI)	139	1	2	1	-
<i>of whom EI</i>	114	-	1	1	-
Master's intake (EOI)	678	641	621	561	582
<i>of whom EI</i>	261	223	202	211	304
Enrolled students	4,269	3,909	3,459	3,324	3,376
<i>of whom international students</i>	195	197	171	162	229
<i>estimated in fte</i>	2,876	3,902	2,901	1,995	
Bachelor's exams	437	498	455	353	
Master's / initial university degree (doctoraal) exams	844	1001	642	623	
Professional exams	-	-			
First-year Bachelor's dropout rate	43%	46%	40%	38%	
Success rate of re-enrolled Bachelor's after 4 years	63%	68%	69%	65%	
Success rate of 1-year Master's after 2 years	69%	71%	65%	60%	
Success rate of 2-year Master's after 3 years	100%	10%	100%	33%	
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Research</b>					
Doctorates conferred	12	13	14	12	22
Design certificates	-	-	-	-	-
Academic publications	511	468	511	771	467
Professional journals	434	311	407	547	348
Popular publications	55	27	46	147	114
Total professors	43	48	56	60	59
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Staff in FTEs</b>					
Academic staff	217	221	218	206	212
<i>of whom women</i>	104	111	106	100	105
Support and management staff	94	94	97	94	109
<i>of whom women</i>	61	63	66	67	73
Absence due to illness - academic staff	2.6%	2.0%	3.0%	2.4%	2.1%
Absence due to illness - support and management staff	3.1%	3.3%	4.0%	4.1%	4.4%
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Finances x €1 million</b>					
Government funding					
Contract teaching	30.3	31.8	33.2	33.6	30.7
Indirect government/contract-funded research	1.6	1.8	1.9	1.6	1.5
Other income	3.3	4.6	4.5	3.8	4.5
<i>Operating profit</i>	2.8	2.7	2.9	2.8	2.5
	2.2	2.1	3.2	0.5	-1.4

**Faculty of Medicine Education**

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	357	362	371	388	374
<i>of whom EI</i>	288	288	311	334	320
Pre-Master's intake (EOI)	-	-	-	-	1
<i>of whom EI</i>	-	-	-	-	-
Master's intake (EOI)	7	9	55	116	90
<i>of whom EI</i>	1	1	5	9	4
Enrolled students	2,428	2,513	2,281	2,321	2,320
<i>of whom international students</i>	29	28	28	32	37
<i>estimated in fte</i>	2,024	2,215	2,040	1,954	
Bachelor's exams	16	183	317	318	
Master's / initial university degree (doctoraal) exams	324	301	299	61	
Professional exams	272	313	334	301	
First-year Bachelor's dropout rate	7%	5%	4%	5%	
Success rate of re-enrolled Bachelor's after 4 years	*)	*)	69%	80%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	75%	80%	45%	67%	
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Research</b>					
Doctorates conferred	153	168	186	238	220
Design certificates	-	-	-	-	-
Academic publications	3,465	3,789	4,120	4,285	4,513
Professional journals	2	-	-	21	31
Popular publications	-	-	-	-	-
Total professors **)	157	161	170	160	157
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Staff in FTEs ***)</b>					
Academic staff					
<i>of whom women</i>					
Support and management staff					
<i>of whom women</i>					
Absence due to illness - academic staff					
Absence due to illness - support and management staff					
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Finances x €1 million ***)</b>					
Government funding	63.2	56.6	67.6	60.1	61.4
Contract teaching					
Indirect government/contract-funded research					
Other income					
<i>Operating profit</i>	0,0	0,0	0,0	0,0	0,0

\*) The Bachelor's programme in Medicine started in 2009.

\*\*) Includes core and strategic professors.

\*\*\*) The UvA does not have staff and financial data for the Faculty of Medicine at the AMC-UvA.

## Faculty of Dentistry Education

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Onderwijs</b>					
Bachelor's intake (EOI)	65	65	64	64	61
<i>of whom EI</i>	56	50	58	57	58
Pre-Master's intake (EOI)	-	-	-	6	-
<i>of whom EI</i>	-	-	-	5	-
Master's intake (EOI)	37	38	56	46	49
<i>of whom EI</i>	1	2	-	3	-
Enrolled students	450	442	430	451	450
<i>of whom international students</i>	18	18	17	16	14
<i>estimated in fte</i>	448	443	429	450	
Bachelor's exams	57	79	53	64	
Master's / initial university degree (doctoraal) exams	77	76	47	41	
Professional exams	-	-	-		
First-year Bachelor's dropout rate	2%	2%	10%	9%	
Success rate of re-enrolled Bachelor's after 4 years	79%	74%	94%	84%	
Success rate of 2-year Master's after 3 years	94%	97%	100%	-	
Success rate of 3-year Master's after 4 years **)				92%	
	2010	2011	2012	2013	2014
<b>Research</b>					
Doctorates conferred	9	7	8	10	7
-	-	-	-	-	-
Academic publications *)	214	214	222	266	261
Professional journals *)	164	169	134	159	151
Popular publications *)	14	9	12	9	14
Total professors	4	4	4	6	6
	2010	2011	2012	2013	2014
<b>Staff in FTEs</b>					
Academic staff	93	95	84	87	77
<i>of whom women</i>	34	39	33	36	33
Support and management staff	80	93	98	101	95
<i>of whom women</i>	50	60	67	67	63
Absence due to illness - academic staff	3.5%				2%
Absence due to illness - support and management staff	5.0%				9.2%
	2010	2011	2012	2013	2014
<b>Finances x €1 million</b>					
Government funding	16.7	16.2	17.2	16.0	17.4
Contract teaching ***)	0.6	0.8	0.7	0.7	0.7
Indirect government/contract-funded research	1.0	1.5	1.7	2.0	1.4
Other income	5.8	6.3	5.5	5.5	4.9
<i>Operating profit</i>	-0.5	-1.1	-0.4	-0.9	0.0

\*) Figures for ACTA, i.e. combined total of the faculties of dentistry at the UvA and VU University Amsterdam.

\*\*) As from 2010, ACTA only has three-year Master's programmes; 2013-14 was the first year in which the study success rate after four years could be evaluated.

\*\*\*) Excluding ACTA Dental Education BV.

## Faculty of Science

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	1,039	958	1,186	1,363	1,260
<i>of whom EI</i>	945	881	956	1,243	1,146
Pre-Master's intake (EOI)	26	16	17	2	10
<i>of whom EI</i>	25	16	14	2	10
Master's intake (EOI)	393	521	574	700	735
<i>of whom EI</i>	188	264	309	349	386
Enrolled students	3,483	3,789	4,123	4,870	5,275
<i>of whom international students</i>	305	377	461	476	464
<i>estimated in fte</i>	3,032	3,213	3,473	3,537	
Bachelor's exams	356	495	530	571	
Master's / initial university degree (doctoraal) exams	360	460	425	508	
Professional exams					
First-year Bachelor's dropout rate	38%	36%	34%	26%	
Success rate of re-enrolled Bachelor's after 4 years	65%	64%	68%	69%	
Success rate of 1-year Master's after 2 years	80%	77%	73%	78%	
Success rate of 2-year Master's after 3 years	62%	74%	65%	65%	
	2010	2011	2012	2013	2014
<b>Research</b>					
Doctorates conferred	100	85	85	106	104
Design certificates	-	-	-	-	-
Academic publications	1,490	1,447	1,533	1,504	1,459
Professional journals	67	48	31	43	68
Popular publications	17	24	16	19	39
Total professors	84	89	91	95	103
	2010	2011	2012	2013	2014
<b>Staff in FTEs</b>					
Academic staff	587	641	677	705	774
<i>of whom women</i>	148	172	182	185	208
Support and management staff	313	326	319	311	337
<i>of whom women</i>	135	143	151	154	172
Absence due to illness - academic staff *)	1.1%	1.1%	1.0%	1.1%	0.9%
Absence due to illness - support and management staff *)	3.9%	3.8%	5.1%	4.3%	5.0%
	2010	2011	2012	2013	2014
<b>Finances x €1 million</b>					
Government funding	81.1	84.0	88.8	90.4	94.3
Contract teaching	0.2	0.2	0.4	0.4	0.3
Indirect government/contract-funded research	26.0	31.3	29.1	28.9	26.2
Other income	9.3	5.5	3.7	3.8	4.6
<i>Operating profit</i>	-5.8	5.5	1.9	-0.8	-1.6

\*) Through end 2010 excluding the IIS.

**Faculty of Economics and Business**

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	874	834	892	1107	1256
<i>of whom EI</i>	822	773	797	1031	1155
Pre-Master's intake (EOI)	293	65	127	161	216
<i>of whom EI</i>	268	53	112	132	187
Master's intake (EOI)	702	799	780	1,000	973
<i>of whom EI</i>	373	317	400	523	501
Enrolled students	4,392	4,134	3,941	4,544	4,817
<i>of whom international students</i>	715	709	688	733	833
<i>estimated in fte</i>	3,000	3,106	3,559	3,130	
Bachelor's exams	430	439	425	499	
Master's / initial university degree (doctoraal) exams	934	1,063	797	960	
Professional exams	-	-			
First-year Bachelor's dropout rate	44%	43%	42%	39%	
Success rate of re-enrolled Bachelor's after 4 years	61%	64%	61%	70%	
Success rate of 1-year Master's after 2 years	74%	76%	70%	76%	
Success rate of 2-year Master's after 3 years	89%	75%	90%	92%	
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Research</b>					
Doctorates conferred	19	20	32	23	15
Design certificates	-	-	-	-	-
Academic publications *)	617	356	226	248	178
Professional journals	66	106	157	205	42
Popular publications	137	102	60	83	27
Total professors	67	54	52	53	59
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Staff in FTEs</b>					
Academic staff	219	194	196	207	218
<i>of whom women</i>	44	43	48	49	52
Support and management staff	97	92	99	89	92
<i>of whom women</i>	70	68	70	65	68
Absence due to illness - academic staff	1.2%	1.2%	0.7%	0.8%	0.8%
Absence due to illness - support and management staff	5.4%	5.3%	4.0%	5.3%	7.1%
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Finances x €1 million</b>					
Government funding	27.7	31.4	32.4	36.7	35.9
Contract teaching	5.8	6.7	6.6	6.7	7.2
Indirect government/contract-funded research	1.9	2.4	2.0	2.1	3.8
Other income	5.4	3.9	3.5	4.6	3.4
<i>Operating profit</i>	-5.4	2.0	3.3	7.0	3.2

\*) Through the end of 2010, the FEB also counted working papers as academic publications.

**Faculty of Social and Behavioural Sciences**

	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Education</b>					
Bachelor's intake (EOI)	2,183	1,762	1,410	1,586	1,606
<i>of whom EI</i>	1,943	1,546	1,228	1,425	1,388
Pre-Master's intake (EOI)	251	56	64	80	307
<i>of whom EI</i>	199	40	55	75	264
Master's intake (EOI)	1,348	1,592	1,515	1,557	1,458
<i>of whom EI</i>	369	368	524	651	699
Enrolled students	9,733	9,302	8,282	8,305	8,022
<i>of whom international students</i>	471	499	549	591	653
<i>estimated in fte *)</i>	7,224	7,535	6,920	6,397	
Bachelor's exams	1,326	1,546	1,241	1,270	
Master's / initial university degree (doctoraal) exams	1,793	1,988	1,837	1,766	
Professional exams	-	-			
First-year Bachelor's dropout rate	26%	24%	28%	22%	
Success rate of re-enrolled Bachelor's after 4 years	62%	67%	68%	72%	
Success rate of 1-year Master's after 2 years	77%	80%	84%	80%	
Success rate of 2-year Master's after 3 years	82%	78%	78%	74%	
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Research</b>					
Doctorates conferred	65	64	66	71	85
Design certificates	-	-	-	-	-
Academic publications	1,386	1,777	1,647	1,602	1,197
Professional journals	330	305	300	331	228
Popular publications	220	249	270	182	143
Total professors	73	67	67	70	70
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Staff in FTEs</b>					
Academic staff	696	732	723	743	772
<i>of whom women</i>	376	411	402	412	429
Support and management staff	215	223	236	246	245
<i>of whom women</i>	145	152	162	169	163
Absence due to illness - academic staff	2.7%	2.3%	2.3%	1.8%	2.2%
Absence due to illness - support and management staff	3.4%	3.3%	4.3%	3.7%	3.8%
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Finances x €1 million</b>					
Government funding	78.6	81.1	84.9	91.3	87.9
Contract teaching	0.7	1.0	1.9	2.2	2.4
Indirect government/contract-funded research	16.9	17.1	17.3	20.2	18.2
Other income	7.7	7.1	7.6	5.3	8.0
<i>Operating profit</i>	0.4	1.4	7.4	9.1	1.5

\*) Through the end of 2010 excluding the ILO.

## Amsterdam University College

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	96	100	154	133	168
<i>of whom EI</i>	96	100	154	132	163
Pre-Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Master's intake (EOI)	-	-	-	-	-
<i>of whom EI</i>	-	-	-	-	-
Enrolled students	164	295	337	385	443
<i>of whom international students</i>	100	177	226	245	294
<i>estimated in fte *)</i>	<i>nb</i>	505	612	655	
Bachelor's exams	-	132	184	152	
Master's / initial university degree (doctoraal) exams	-	-	-	-	
Professional exams	-	-	-	-	
First-year Bachelor's dropout rate	8%	6%	10%	8%	
Success rate of re-enrolled Bachelor's after 4 years	-	-	95%	97%	
Success rate of 1-year Master's after 2 years	-	-	-	-	
Success rate of 2-year Master's after 3 years	-	-	-	-	
	2010	2011	2012	2013	2014
<b>Research</b>					
Doctorates conferred	-	-	-	-	-
Design certificates	-	-	-	-	-
Academic publications	-	-	-	-	-
Professional journals	-	-	-	-	-
Popular publications	-	-	-	-	-
Total professors	-	1	-	-	-
	2010	2011	2012	2013	2014
<b>Staff in FTEs</b>					
Academic staff	12	20	25	30	34
<i>of whom women</i>	5	9	12	14	15
Support and management staff	10	10	14	15	12
<i>of whom women</i>	8	8	9	9	7
Absence due to illness - academic staff	3.4%	1.4%	0.2%	0.3%	0.9%
Absence due to illness - support and management staff	1.4%	3.2%	2.0%	4.9%	3.2%
	2010	2011	2012	2013	2014
<b>Finances x €1 million</b>					
Government funding	0.6	2.8	4.3	6.6	7.8
Contract teaching	0.3	0.4	0.3	0.0	0.0
Indirect government/contract-funded research	0.0	0.0	0.0	0.0	0.0
Other income	1.7	0.2	-0.3	-2.6	-3.2
<i>Operating profit</i>	0.1	0.5	0.3	-0.4	-0.4

\*) Including VU University Amsterdam students at AUC.

## University of Amsterdam

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Education</b>					
Bachelor's intake (EOI)	7,178	6,392	6,003	6,685	6,570
<i>of whom EI</i>	6,341	5,611	5,154	6,005	5,729
Pre-Master's intake (EOI)	794	138	230	270	551
<i>of whom EI</i>	680	109	196	233	476
Master's intake (EOI)	4,094	4,550	4,560	4,984	4,797
<i>of whom EI</i>	1,474	1,487	1,798	2,078	2,263
Enrolled students	32,739	32,165	29,783	31,123	31,186
<i>of whom international students</i>	2,235	2,526	2,567	2,659	2,951
<i>estimated in fte</i>					
Bachelor's exams	3,633	4,577	4,358	4,221	
Master's / initial university degree (doctoraal) exams	5,314	6,044	4,895	4,918	
Professional exams	272	313	334	301	
First-year Bachelor's dropout rate	31%	30%	30%	27%	
Success rate of re-enrolled Bachelor's after 4 years	62%	65%	66%	68%	
Success rate of 1-year Master's after 2 years	72%	75%	74%	73%	
Success rate of 2-year Master's after 3 years	70%	74%	69%	67%	
	2010	2011	2012	2013	2014
<b>Research</b>					
Doctorates conferred	404	405	449	517	497
Design certificates		3	12	19	15
Academic publications	8,234	8,713	9,129	9,457	8,636
Professional journals	1,267	1,195	1,411	1,635	1,103
Popular publications	537	553	590	619	502
Total professors	512	503	525	539	384
	2010	2011	2012	2013	2014
<b>Staff in FTEs</b>					
Academic staff	2,339	2,458	2,498	2,548	2,636
<i>of whom women</i>	959	1,063	1,065	1,070	1,109
Support and management staff	1,771	1,828	1,847	1,862	1,870
<i>of whom women</i>	959	1,001	1,031	1,067	1,059
Absence due to illness - academic staff	2.2%	1.8%	1.7%	1.6%	1.7%
Absence due to illness - support and management staff	5.0%	4.7%	4.9%	4.5%	5.3%
	2009	2010	2011	2012	2013
<b>Finances x €1 million *)</b>					
Government funding	418.9	430.1	438.1	449.8	459.4
Contract teaching	13.2	14.7	15.5	15.1	15.8
Indirect government/contract-funded research	59.9	65.6	62.7	60.7	61.2
Other income	61.0	40.0	39.1	47.8	36.4
<i>Operating profit</i>	25.6	-1.7	-14.7	5.1	-3.6

\*) In conformity with the non-consolidated Annual Statement of Accounts.

## Appendix 7

## Statement pursuant to the Executives' Pay (Standards) Act

Statement of the remuneration of executive officers and former executive officers pursuant to Section 4.1 of the Executives' Pay (Standards) Act (*Wet normering topinkomens, WNT*). All officers held their positions throughout 2013 and 2014, unless otherwise stated. There were no payments to executive officers or former executive officers in connection with terminations of employment.

The remuneration of the Rector Magnificus slightly exceeded the statutory maximum of €230,474 on account of a 40-year anniversary bonus, equal to one month's salary, paid pursuant to the legal status of the position to which she was appointed in October 2007 and reappointed in October 2011. This excess is permitted under the WNT.

	2014					2013				
	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL
<b>EXECUTIVE OFFICIAL</b>										
Dr L.J. Gunning-Schepers Executive Board President	100%	18,761	32,293	-	217,054	100%	184,761	33,166	-	217,927
Prof. D.C. van den Boom Rector magnificus	100%	200,353	32,513	-	232,866	100%	185,953	33,383	-	219,336
Prof. H.M. de Jong AUAS Rector 1)	100%	186,276	31,250	-	217,526	100%	142,076	27,529	-	169,605
Prof. H.M. Amman Executive Board Vice-President 2)	100%	174,010	28,793	-	202,803	-	-	-	-	-
Prof. K. van der Toorn Professor, former Executive Board President 3)	100%	122,722	20,860	-	143,582	100%	121,858	21,544	-	143,402
P.W. Doop Former Executive Board Vice-President 4)	-	7,723	-	-	7,723	100%	192,718	35,785	-	228,503
A. Nicolai Supervisory Board Chair 5)	7,5%	15,000	-	-	15,000	7,5%	15,000	-	-	15,000
Prof. S.W.J. Lamberts Supervisory Board Member 6)	5%	10,000	-	-	10,000	5%	10,000	-	-	10,000
L.M.T. van Velden Supervisory Board Member 7)	5%	10,000	-	-	10,000	5%	10,000	-	-	10,000
Prof. G.P.M.F. Mols Supervisory Board Member 8)	5%	10,000	-	-	10,000	5%	6,667	-	-	6,667

1) From 1 March 2013, paid by the AUAS.

2) From 1 February 2014, paid by the AUAS.

3) President of the Executive Board until 1 August 2011.

4) Paid by the AUAS until 1 January 2014. The amount paid in 2014 consists of the holiday allowance for the period June-December 2013.

5) From 1 July 2012.

6) From 1 November 2012.

7) From 1 July 2012.

8) From 1 May 2013.

Statement pursuant to Section 4.2, paragraph 1 of the Executives' Pay (Standards) Act of the remuneration of persons whose annualised remuneration exceeded the threshold set out in Section 2.3 of the Act €230,474 (excluding social security contributions). Both officials held their positions throughout 2013 and 2014.

TITLE	2014					2013				
	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL	SCOPE OF EMPLOYMENT	REMUNERATION	PENSION CONTRIBUTION	TAXABLE REIMBURSEMENTS FOR EXPENSES	TOTAL
Professor 9)	90%	192,503	33,903	-	226,406	90%	191,144	35,079	-	226,223
Professor 10)	10%	21,969	3,864	-	25,833	10%	23,912	3,873	-	27,785

9) Performance-based allowance.

10) Allowances on other grounds (labour market).





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