



Status: Approved by Joint Meeting
Version: Final
Version number: 3.0
Date: 12 July 2022

2023 FRAMEWORK LETTER

We are 

Disclaimer: Every effort has been made to provide an accurate translation. However, the official text is in Dutch; any differences arising from the translation are not binding and have no legal effect.

1	INTRODUCTION	3
2	MAIN FEATURES OF THE BUDGET	6
2.1	LONG-TERM FORECAST	6
2.2	UPDATES COMPARED TO THE LONG-TERM BUDGET FOR 2022-2026	12
2.3	FINANCIAL ASSUMPTIONS AND FRAMEWORKS	17
2.4	INVESTMENTS	29
2.5	RISKS	37
3	FRAMEWORK LETTER AND BUDGET PROCESS	39
4	ALLOCATION OF TEACHING AND RESEARCH	44
4.1	UvA INCOME	44
4.2	UvA ALLOCATION MODEL INCOME AND DISTRIBUTION	44
4.3	FUNDING FACTOR	45
4.4	ALLOCATION MODEL: EDUCATION SECTION	45
4.5	ALLOCATION MODEL: RESEARCH ELEMENT	57
4.6	TOTAL ALLOCATION PER FACULTY	69
5	INTERNAL SERVICES, INDIRECT COSTS AND CENTRAL COSTS	70
5.1	EXPLANATION OF INTERNAL SERVICES	70
5.2	ACCOMMODATIONS PLAN	70
5.3	INDIRECT COSTS	71
5.4	SERVICE UNITS	72
5.5	ADDITIONAL AND OTHER OPERATING BUDGETS	79
5.6	CENTRAL COSTS	81
5.7	TREASURY	82
	APPENDICES	84

Appendix 1: Preparation of the result per organisational unit
Appendix 2: Development of long-term budgets per faculty
Appendix 3: Accommodations Plan investment table
Appendix 4: Calculation method for funding factors
Appendix 5: Rules framework for rates
Appendix 6: Service units and cost drivers

1 Introduction

The Framework Letter provides the basis for the 2023 budget and the long-term estimates for 2024-2027 for the faculties, service units and other organisational units. The Framework Letter sets out guidelines and provides tools to the organisational units for preparing the 2023 budget.

The Framework Letter has been drawn up on the basis of existing policy, which means that it is based on existing funding and existing price developments, with the Strategic Plan ‘Inspiring Generations’ likewise forming a key starting point. Changes in funding and further wage and other price developments are expected to have a significant impact on the UvA’s finances in 2023. At present, however, these are not yet sufficiently certain for them to currently form the basis of new policy. The current status of all of these developments will be outlined, as well as how the UvA intends to deal with them in the coming weeks and months.

The Strategic Plan forms the basis both for the UvA’s actions and for the budget. Implementation of the Strategic Plan began in 2021 and is set to continue in 2022, and 2023 will be the last year before the mid-term review of the Strategic Plan will take place. The funds are now being used for the theme-based approach to research, valorisation and interfaculty education through the financial instruments for the Strategic Plan. It is still too early to assess whether the reserved funds will be sufficient to realise all the UvA’s aims. The Strategic Plan ties in well with the aims set out in the governing agreement, and the additional funds under this agreement may help achieve the aims of the Strategic Plan more rapidly.

The first key development for 2023 will therefore be the implementation of the governing agreement. The governing agreement includes additional funds for academic teaching and research, as part of a broader package of measures and actions aimed at improving science and higher education in the Netherlands. It is clear that the UvA, like all universities, can lay claim to additional funds through rolling grants, sector plans and other instruments. The funds should make a significant contribution to reducing the workload and improving quality. How exactly these funds will be included in the financing and what framework conditions will apply will be fleshed out in greater detail in the coming weeks and months.

An intensive process is currently underway between the Ministry of Education, Culture and Science, the Universities of the Netherlands (UNL) and other parties to further flesh out the key points of the governing agreement and the outline paper of 1 April. The aim is to conclude an administrative agreement in June, which will then form the basis for funding in the years to come. Based on the draft or final administrative agreement, an impact assessment will be drawn up for the impact on the UvA, which will similarly clarify what the additional or other impact is compared to the draft or final Framework Letter. Ultimately, the entirety will come together again in the draft or final budget for 2023.

Rapid rising inflation is a second key development. Starting with logistical difficulties caused by the COVID-19 pandemic, prices have already risen in recent months. Due to the war in Ukraine, prices are currently rising further, especially energy prices. It is clear that all units and faculties of the UvA will have to deal with additional price hikes in the weeks and months to come. Prices in relation to construction projects are rising sharply as well. Price increases could also have an impact on the new collective labour agreements, which are currently being

discussed. The fact that prices and wages are rising is clear, but it is as yet unclear how high these increases will be.

Under normal circumstances, universities receive wage compensation/cost-of-living adjustment from the central government. With rising prices, it is clear that the compensation and adjustment will likewise be higher. There will, however, be a lag: the compensation and adjustment will follow developments with a delay. Automatic compensation may therefore fuel a wage-cost-of-living spiral, which is what central government will likely want to prevent. The level of the compensation and adjustment is therefore similarly uncertain. The government's Spring Memorandum may provide more clarity in this regard.

Ultimately, the net impact is what is crucial to the UvA: price development minus compensation/adjustment. Given that both sides are still uncertain, it was decided that the costs and the revenues would not or at least not yet be adjusted in the Framework Letter. With regard to prices, we will have to wait until the technical instructions (June) are drawn up before issuing the relevant budget instructions. The impact on the faculties and services can similarly be determined on that basis. The funds that the UvA will receive for 2023 (and beyond) for wage compensation/cost-of-living adjustment will be reserved in order to compensate organisational units as much as possible. When drawing up the draft budget, organisational units will be asked to indicate to what extent they are able to absorb the impact themselves & to what extent they will need to rely on the central funds that have been reserved. This is how price developments will be incorporated into the budget.

Otherwise, the UvA is still dealing with the impact of the growth of the university. The increased intake in recent years still continues to have an impact at all levels of the university. The intake figures still show growth in some areas, with stabilisation or limited shrinkage in other areas. The workload is high throughout the university. The UvA is working hard to attract additional staff. This will continue to require time and attention in 2023, particularly with regard to areas for which additional funds are to be made available under the governing agreement.

The growth of the institution has also resulted in a larger demand for accommodation projects. This demand can partly be met through more efficient use of square footage, for example, on the basis of the new UvA standard regarding use of office space, which is currently being developed by a working group. Hybrid working practices can also lead to a lower demand for square footage. However, at present, this mainly seems to result in a demand for other types of spaces. Taking into account these actions, there continues to be a demand for expansion of the available floor area. The Accommodations Plan has included various new projects aimed at being able to accommodate growth effectively. Additional supporting policies are likewise available to ensure adequate flexibility for teaching, research and support between now and the availability of that accommodation.

The higher demand for investment is putting further pressure on the liquidity of the UvA. The liquidity forecast therefore includes additional funding from 2024 up to an amount of €100 million by 2026. Preparations have begun to make this additional funding available. In addition, a liquidity ratio of at least approximately 0.5 requires additional action. In the coming quarter, in anticipation of the draft budget for 2023, the UvA will draw up a plan for controlling the liquidity ratio at a level of at least approximately 0.5. This plan will include any new insights on additional income from the governing agreement (and related expenditure), the development of results and the optimisation of investment planning. It is currently expected that these new

insights and developments will provide sufficient additional liquid assets to maintain the liquidity ratio at a minimum of 0.5. However, this expectation includes a large number of uncertainties. It cannot therefore be ruled out that a decision will have to be made in the 2023 draft budget to take additional internal measures to maintain the liquidity ratio at a safe level.

In any case, the available liquidity will have to be given more weight in relation to accommodation projects. It is vital that the plans of the accommodation projects should be improved further, so that we are able to gain greater certainty about when the funds are truly needed. Despite the additional funding that is being considered, projects may, for example, start later than stipulated in the original timetable due to liquidity reasons. It also remains vital that we monitor liquidity in all areas within the UvA and help keep enough funds in the till, so that any setbacks can likewise be absorbed. The quality of the financial forecasts must be improved: the UvA far more frequently achieves a more positive result than was budgeted than vice versa. Without other measures, this flexibility is desperately needed to ensure sufficient funds are available to carry out all the planned investments. These examples make it clear that it is not just about financial measures, but also about improving the way we work.

In 2023, the UvA will still be dealing with the impact of the COVID-19 pandemic. Although no new restrictive measures are expected, the impact of delays in education and research will continue to affect UvA students and staff. Expenditure will continue to take place from the National Education Programme funds in 2023 aimed at absorbing the adverse impact. In respect of the existing set of instruments, no new developments have been included in the Framework Letter.

It is not yet clear what financial impact the war in Ukraine will have. It may have a dampening effect on the intake of international students. There are currently indications that this may be the case (Master's). However, a larger refugee population may equally see the demand for education increase. The war may also have an impact on the finances of the central government, with a subsequent impact on the funds of universities. It is currently expected that the impact will be limited and temporary in nature. As such, no further associated measures have been included in the Framework Letter.

Reader's guide

Chapter 2 sets out the key features of the budget. To understand this properly, it is important to have some basic knowledge of the UvA's financial management and organisation. The various components of the UvA budget are briefly explained in the Framework Letter. To better understand the Framework Letter, more information is available at <https://www.uva.nl/en/about-the-uva/policy-and-regulations/finances/finances.html>. Chapter 3 explains the planning of the Framework Letter and budget process. Chapter 4 discusses the two components of the Allocation Model: teaching and research. Chapter 5 deals with internal services and the central units. The basis for the data is provided for each of the topics discussed.

2 Main features of the budget

The right of consent with respect to the main features of the budget is one of the components of the implementation of the Student Loans (Higher Education) Act (*Wet studievoorschot hoger onderwijs*) (2). The UvA puts this into effect by requesting the Joint Meeting to approve the main features of the budget as outlined in Chapter 2 of the Framework Letter.

In the autumn of 2016, student organisations, the Netherlands Association of Universities of Applied Sciences (VH) and the Association of Universities in the Netherlands (VSNU) discussed how the right of consent with respect to the main features of the budget should be implemented. A letter from the Ministry of Education, Culture and Science to the Senate in February 2017 summarised how these organisations interpreted the main features of the budget:

- internal allocation model for direct funding or important changes thereto;
- main elements of the financial headroom for strategic policy priorities or the deferment, withdrawal or cancellation of these priorities, in the fields of education, research and operational management;
- investment agendas in the areas of accommodation and IT;
- use of funds received under the Student Loans (Higher Education) Act.

Chapter 2 specifically outlines the main features of the budget by describing the following topics:

- long-term forecast and differences with the long-term estimates for 2022-2026;
- financial policy and principles, including the allocation model;
- explanation regarding policy-based investments, real estate investments and IT investments;
- section on risk.

If, after adoption of the Framework Letter, subsequent developments have an effect on the main features of the budget, the relevant features will be submitted for consent to the Joint Meeting in the draft UvA budget for 2023.

2.1 Long-term forecast

External developments

Economic conditions.

Economic conditions are currently subject to a reasonable degree of volatility. These circumstances affect the UvA primarily through the government grant, as well as through third-party revenues and costs. The development of inflation and the war in Ukraine create uncertainties in the State budget and therefore create uncertainties for the funds available to universities. There is a risk that policy funds that have not yet been allocated (e.g. research fund, Growth Fund) will be reallocated within the State budget. Incomplete wage compensation /cost-of-living adjustment by default means fewer funds. It is very unlikely that these developments will ultimately lead to cuts. The impact of COVID-19 on economic conditions is gradually fading. It is as yet uncertain how significant the economic damage will be as a result of the COVID-19 lockdowns in China. Although no new restrictive measures are expected for the UvA, the impact of delays in education and research will continue to affect UvA students and staff. Several of these developments have already been set out in more detail in the introduction.

Implementation of the governing agreement

As stated in the previous section, the governing agreement is being fleshed out in greater detail. The outline paper that was published recently makes it clear that the Ministry of Education, Culture and Science wishes to achieve further elaboration of the agreement in the near future. In concrete terms, the expansion of the sector plans instrument is being considered to allow for allocation of funds. In addition, the Minister is considering the use of rolling grants to provide personalised working capital for researchers. These developments are sure to have an impact on the UvA simply due to the sheer level of funding. Chapter 1 sets out the way in which this is to be implemented.

Developments with respect to the collective labour agreement

Negotiations regarding a new CAO NU 2022-2023 (Collective Labour Agreement for Dutch Universities 2022-2023) are currently ongoing and are expected to be finalised over the course of 2022. The current collective labour agreement with a term of up to 31 March 2022 is set to be extended by one year. The Dutch Trade Union Confederation (FNV) is committed to automatic price adjustment depending on inflation and to ensuring all workers receive an additional 100 euros (gross) per month. In general terms, collective bargaining in the sectors is expected to be a difficult process due to the uncertainty about the economic situation and geopolitical developments. It is currently difficult to assess the impact of a new collective labour agreement on wage costs for 2023.

Developments at the UvA

Strategic Plan: 'Inspiring Generations'

The implementation of the 'Inspiring Generations' Strategic Plan was initiated in 2021. Activities are taking place across all faculties, services and staff to realise the aims set out in the Strategic Plan. Each and every faculty has drafted a faculty strategic plan, and an implementation plan was drafted for the UvA as a whole. Funds are already being used for key components of the Strategic Plan, such as the theme-based approach to research and the strategic framework for valorisation, on the basis of the financial instruments.

Within 2023, further allocation is expected within the existing financial instruments. Based on experiences gained in 2022, it may be preferred or necessary to have funds available more quickly or to apply a shift (limited or otherwise) between the various items. This may involve the use of the funds that will become available as a result of the governing agreement. If necessary, this will be included in the budget.

SLA processes

Preparations for the SLA for 2023 have been initiated previously, and substantive discussions on the developments and financial consequences took place between December 2021 and February 2022. The results of the SLA cycle are included in Chapter 5.

Administrative evaluation of the allocation model

The UvA intends to carry out an administrative evaluation of the allocation model after the summer of 2022. The broad strokes of the current allocation model were established before the Strategic Plan was adopted and have been modified to a limited extent (through successive framework letters and budgets). It is now several years old, and the circumstances of various faculties have changed. Although each framework letter and budget involves minor changes that should enable the UvA as a whole, as well as all the faculties individually, to realise their

aims, it is equally vital to regularly assess whether this is the case for the allocation model as a whole. The administrative evaluation aims to determine whether the allocation model still allows the UvA and all the various faculties to realise their aims, from an administrative perspective. A relevant approach is expected to be finalised at the start of June.

Long-term forecast in figures

The tables below show the long-term forecast based on the above-mentioned developments. This includes all the prices, budgets and frameworks contained in this Framework Letter. The figures for 2022 have been taken from the final 2022 budget (budget column) and the Q1 report for 2022 (forecast column).

UvA long-term forecast	2022		2023	2024	2025	2026
	Budgeted	Forecast*				
INCOME						
Government grant (Ministry of Education, Culture ar	577.043	577.174	560.468	563.254	571.423	579.289
Tuition, course, lecture and exam fees	87.901	88.014	114.405	115.279	116.064	115.087
Income from work carried out for third parties	120.346	119.577	119.207	124.433	125.690	125.703
Other income	21.297	30.546	21.439	21.118	21.059	20.537
TOTAL INCOME	806.587	815.311	815.519	824.084	834.236	840.615
EXPENSES						
Staffing costs	565.665	565.167	573.530	573.176	584.879	581.809
Depreciation	44.092	44.092	49.238	54.210	52.714	52.659
Accommodation expenses	53.567	53.866	56.265	57.070	54.774	54.845
Other expenses	139.646	139.335	138.576	140.401	149.633	148.291
TOTAL EXPENSES	802.969	802.461	817.607	824.856	842.000	837.603
Net income/expense	3.617	12.850	-2.088	-773	-7.763	3.012
Financial income and expenses	-2.017	-2.017	202	-5.852	-4.493	-5.141
Result	1.600	10.834	-1.886	-6.624	-12.256	-2.129
Tax	-	-	-	-	-	-
Income from holdings in companies	-1.600	-1.600	150	400	650	900
Result after tax	0	9.234	-1.736	-6.224	-11.606	-1.229
Share of third parties	-	-	-	-	-	-
Net result	0	9.234	-1.736	-6.224	-11.606	-1.229
Reservation for use of faculty reserves	-	-	-2.000	-2.000	-2.000	-2.000
Still to adjust in final budget	-	-	3.736	8.224	13.606	3.229
RESULT	0	9.234	0	0	0	0

* Forecast Q1 2022

Table 1: Non-consolidated UvA results

The above table displays the UvA's non-consolidated, long-term budget, broken down into the income and expenditure categories applicable to the UvA. In this table, the forecasts and new initiatives and developments, as outlined in this Framework Letter, are apparent in the increase in the personnel and other costs. As previously stated in the introduction, at present, the impact of the governing

agreement or any expected wage compensation/costs-of-living adjustment has not yet been included in the Government grant.

Based on the expectations set out in the Framework Letter, the UvA's income in 2023 is set to increase by approximately 1.1% compared to the 2022 budget. The UvA's costs will be increasing sharply, leading to the UvA's result for 2023 being lower than the result for 2022. In addition, a negative result will persist for several years. Both for 2023 and for the following years, the result is better than what was expected in the 2022 long-term budget. This is partly attributable to higher expected revenues and partly to a number of policy measures outlined in this Framework Letter.

The budget does not yet include any revenues as a result of the governing agreement. Based on impact assessments, the UvA may receive tens of millions in additional revenue from 2023. Based on the outline paper from the Ministry of Education, Culture and Science, this may relate to funds allocated for sector plans and/or for rolling grants. Other purposes of use are likewise conceivable. No expenditure is currently included in the Framework Letter with regard to these purposes. As outlined in the introduction, an impact assessment will be drawn up for the impact on the UvA on the basis of the draft or final administrative agreement, and the results thereof will be incorporated into the draft or final budget.

The past few years have shown that the UvA, like other universities, takes time to allocate and use additional funds when available. The allocation of funds under the governing agreement is expected to have a positive impact on the result. The extent of the impact should be sufficient to absorb the shortfalls that would still exist on the basis of current planning. At present, therefore, the line 'to be harmonised with the final budget' has not been further specified with policy measures. The magnitude of this impact is expected to be such that it will also make a significant contribution to the liquidity shortage.

The UvA's operating result for the entire period is expected to be around break-even point afterwards or temporarily positive as a result of the additional funds. At the same time, it is clear that achieving a break-even or temporarily positive result in 2023 and beyond is not yet guaranteed. This depends on various uncertain developments relating to both the cost and benefit side, as outlined in this Framework Letter.

The table below shows the result from the UvA's non-consolidated, long-term budget, broken down into the organisational components of the UvA. We explain each organisational component below.

UvA long-term organisational forecast	2022		2023	2024	2025	2026
	Budgeted	Forecast*				
Allocation						
Allocation to education	11.666	11.666	22.540	15.894	19.292	15.849
Allocation to research	-23.328	-23.328	-32.342	-35.252	-36.151	-30.883
Subtotal for allocation	-11.662	-11.662	-9.803	-19.358	-16.859	-15.034
Organisation						
Faculties	9.663	20.898	4.202	6.987	2.434	7.288
Services	-1.867	-3.568	-2.505	264	426	-1
Executive staff and policy	150	150	7	84	85	85
Subtotal for organisation	7.947	17.480	1.704	7.336	2.945	7.372
Real Estate & Treasury						
Real Estate	4.332	4.032	3.392	1.961	-2.288	3.256
Treasury	-616	-616	2.971	3.837	4.596	3.177
Subtotal for real estate & treasury	3.716	3.416	6.363	5.798	2.308	6.433
TOTAL	0	9.234	-1.735	-6.224	-11.606	-1.229
Reservation for use of faculty reserves	-	-	-2.000	-2.000	-2.000	-2.000
Still to adjust in final budget	-	-	3.735	8.223	13.606	3.229
RESULT	-0	9.234	0	0	0	0

* Forecast Q1 2022

Table 2: UvA non-consolidated result – Organisational cross-section

The table shows that the result is improving in several areas of the UvA compared to the position in the 2022 budget. However, there is still an imbalance in the funding of education and research, which has been clarified in previous budgets and Framework Letters. This imbalance should be resolved to a significant extent through the use of funds from the governing agreement. The extent to which this will be done will have to become clear in the coming weeks.

Allocation

The amount allocated for research and teaching under the allocation model has been updated from the 2022-2025 budget, based on the current long-term estimate of the government grant and tuition fees. The update of the government grant is based on the long-term framework in the most recent government grant letter and the exchange of information within the context of the Universities of the Netherlands (UNL). In addition, an advance has been taken on wage compensation/cost-of-living adjustment for 2022, however not yet for 2023, as there is still too much uncertainty in this regard. More clarity on this matter will be provided in the Spring Memorandum. The budgets for the faculties and other organisational units are calculated based on the allocation model. The budgets have been updated based on the faculties' forecasts for the 2023-2026 budget. The prices and budgets in the allocation model are unchanged compared to the 2023 budget, pending the development of the government grant in particular. The new initiatives and developments referred to in this Framework Letter have also already been accounted for in the distributions from the allocation model. In Chapter 4, the allocation and distribution are broken down further.

Organisation

The result for the faculties, units, executive staff and policy, as shown in the table above, is based on the forecast results submitted by the organisational units in February 2022. See Appendix 1 for an overview per organisational unit. The faculties jointly issued a forecast of €4.2 million for 2023

The units collectively issued a forecast of €-5.4 million for 2023. The units that forecast a negative result have been asked to reduce this to €-2.5 million by 2023 and to zero by 2024 within two years. See Sections 2.2.2 and 2.2.4 for further explanation.

The result for the executive staff assumes a balanced long-term budget. The result of the policy follows from the policy decisions as set out in this Framework Letter and the parameters of the long-term budget for 2022-2025. See Section 5.6 for further explanation.

Real estate and treasury administration

The result of the real estate administration has been updated on the basis of the most recent insights with regard to the Accommodations Plan. The result of the treasury administration has been updated for the final Framework Letter on the basis of current insights, participating interests and the interest expenses based on the planned investments in the coming years.

The table below shows the UvA's financial indicators based on the budget as set out in this Framework Letter. The ratios are developing well, although the liquidity ratio will fall below the inspection threshold of the Inspectorate of Education from 2022. This is due to the fact that the alert threshold was suddenly increased by the Inspectorate this year from 0.5 to 0.75. Like other universities, the UvA intends to continue to aim for a liquidity ratio of 0.5 in the years to come. However, in the further planning period (beyond 2023), the liquidity ratio is likewise set to fall below the alert threshold of 0.5. This is the result of the UvA's significant investment ambitions in conjunction with the estimated break-even results. Moreover, in this long-term picture, the assumption has been used that additional funding will be attracted from 2024, rising to €100 million by 2026. In the coming months, in the run-up to the 2023 budget, choices must be made to keep liquidity at a safe level of at least around 0.5, which, if possible, will already be incorporated in the 2023 budget or in the 2024 Framework Letter. This is also outlined in Sections 2.3 and 5.7.2.

Ratio's	Policy	2022	2023	2024	2025	2026
Solvency I		39%	40%	38%	37%	36%
Solvency II	38% - 44%	43%	43%	42%	41%	39%
Liquidity	≥ 0,75	0,7	0,5	0,4	0,3	0,3
DSCR (based on EBITDA)		6,0	6,5	7,3	4,7	5,0
DSCR	≥ 1,5	6,0	6,5	7,3	4,7	5,0
Rentability	≥ 0%	3%	0%	0%	0%	0%
Signaling value excessive reserves	≤ 1,0	0,3	0,3	0,3	0,3	0,3
Resilience		40%	40%	40%	39%	39%

Table 3: UvA financial indicators

In Chapter 2.3, the standards as indicated under policy are explained, as well as the impact on those standards of the plans discussed in this Framework Letter.

2.2 Updates compared to the long-term budget for 2022-2026

The table below shows the evolution of the result according to the 2022-2026 budget to the result indicated in this Framework Letter. The changes are explained for each theme after the 'Budget result evolution 2022-2025 – Framework Letter 2023-2026' overview table.

Structure of changes	2023	2024	2025	2026
Start: Result in budget 2022	0,0	0,0	0,0	0,0
<i>Updated income</i>				
Governmental grant	4,6	12,5	18,4	22,5
National programme for education (NPO)	-1,0	0,0	0,0	0,0
Adequacy of macro framework	-20,0	-30,0	-40,0	-40,0
Tuition fees	0,0	0,0	0,0	0,0
Other income	-0,1	-0,2	0,0	0,0
<i>Subtotal</i>	<i>-16,5</i>	<i>-17,6</i>	<i>-21,6</i>	<i>-17,5</i>
<i>Updated expenses</i>				
Personnel expenditure	-16,1	-32,9	-32,7	-34,9
Depreciation expenses	0,0	0,0	0,0	0,0
Housing expenses	0,0	0,0	0,1	0,2
Other expenses	-7,0	-14,2	-14,1	-15,1
<i>Subtotal</i>	<i>-23,1</i>	<i>-47,1</i>	<i>-46,8</i>	<i>-49,8</i>
Financial income and expenses	-0,2	-0,8	-2,4	-3,8
Share in results of associates	1,7	1,7	1,7	1,7
<i>Subtotal</i>	<i>1,5</i>	<i>0,9</i>	<i>-0,7</i>	<i>-2,1</i>
Updated result	8,0	30,4	24,5	30,2
Reservation for use of faculty reserves	-2,0	-2,0	-2,0	-2,0
Still to adjust in final budget	-6,0	-28,4	-22,5	-28,2
Result Framework Letter 2023	0,0	0,0	0,0	0,0

Table 4: Budget result evolution 2022-2025 – Framework Letter 2023-2026

2.2.1 Updated income figures

Governing agreement

The governing agreement was announced in January and will also have an impact on funding for 2023. The introductory chapter sets out how this will be included in the budget cycle. The Framework Letter does not yet set out any policies with regard to these funds.

Government grant

Updated income	2023	2024	2025	2026
<u>Governmental grant</u>	<u>4,6</u>	<u>12,5</u>	<u>18,4</u>	<u>22,5</u>
Wage/Price Adjustment 2023	0,0	0,0	0,0	0,0
Wage/Price Adjustment 2022	-0,4	-0,4	-0,4	-0,4
Governmental grant	-1,0	1,0	0,9	0,9
Market share	6,0	12,0	18,0	22,0

Table 5: Updated income figures – Government grant

Wage/price adjustment for 2022

The total amount of the government grant is adjusted each year to the size of the compensation for wage and price increases. An estimate of the 2022 wage compensation/cost-of-living adjustment (1.5%) was included in the 2022 budget. The 2022 Spring Memorandum will provide definitive information about the level of the compensation.

The level of the 2023 compensation is uncertain in view of rising prices and the compensation system. More clarity on this issue will be provided in the Spring Memorandum. The Framework Letter does not include any wage/price adjustment for 2023. The sector has agreed to take a greater risk in the budget with regard to these items. The UvA will be fleshing this out further this year through the draft budget and the technical instructions for the draft budget.

Market share

The variable portion of the government grant is determined by counting the numbers of enrolled students, degree certificates and doctorate conferrals of all universities. The market shares of each university follow from this. The UvA's provisional market share is calculated based on its provisional numbers. The market share for 2023 is virtually equal to that of 2022. The 2022 budget included a negative correction for the years 2023 and beyond in connection with a smaller expected market share. At the time the 2023 Framework Letter was drafted, it was expected that this negative change would not occur. This leads to a movement of €6 million in 2023.

National Education Programme

The National Education Programme funds for 2021 and 2022 have been allocated. The 2022 budget includes an estimate of the extent to which these funds would be spent in the years 2021, 2022 and beyond. Expenditure of the National Education Programme research funds was €1 million higher in 2021 than was forecast. The expected expenditure in 2023 and the ensuing expected allocation of the funds have been adjusted downwards for this reason. The draft budget will provide more insight into spending in 2022, and the allocation of these funds in 2023 will be updated. Faculties are expected to have fully spent the allocated National Education Programme funds by the end of 2023.

Updated income	2023	2024	2025	2026
<u>National programme for education (NPO)</u>	<u>-1,0</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>
Administrative agreement education	0,0	0,0	0,0	0,0
Administrative agreement research	-1,0	0,0	0,0	0,0

Table 6: Updated income figures – National Education Programme

Sufficiency of the macro framework

In their report ‘Sufficiency, efficiency and cost allocation in secondary vocational and higher education’ (*Toereikendheid, doelmatigheid en kostentoe rekening in het mbo, hbo en wo&o*), researchers at PwC conclude that the current macro budget for academic university teaching and research is insufficient. The 2022 budget included an estimate of the additional funds that would have to be added to the government grant as apart of ensuring the sufficiency of the macro framework. A new governing agreement has now been concluded, which includes a substantial financial boost for higher education at research universities. The previous broad assumption may prove no longer to be applicable pending the impact of the governing agreement. The final

impact will once again be included in the draft or final 2023 budget through the impact assessment.

These additional funds could furthermore have a positive impact on liquidity in the years to come, if the rate of expected revenue growth turns out to be higher than the rate of expenditure. However, for reasons of caution, a positive impact of this type has not yet been included in the long-term forecast.

Updated income	2023	2024	2025	2026
<u>Adequacy of macro framework</u>	<u>-20,0</u>	<u>-30,0</u>	<u>-40,0</u>	<u>-40,0</u>
Underfunding WO (PWC research)	-20,0	-30,0	-40,0	-40,0

Table 7: Updated income figures – Sufficiency of the macro framework

Tuition fees

Tuition fees will be kept equal to the 2022 budget. At present, it is difficult to forecast revenue from tuition fees. The decrease in the Master's intake seems to be compensated for the UvA as a whole by an increase in the Bachelor's intake, yielding a net neutral effect at present. More clarity on this matter will be provided moving forward to the draft budget.

Updated income	2023	2024	2025	2026
<u>Tuition fees</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>
Statutory tuition fees	0,0	0,0	0,0	0,0
Institutional tuition fees	0,0	0,0	0,0	0,0

Table 8: Updated income figures – Tuition fees

2.2.2 Updated expenditure

Personnel costs have been adjusted by €-16.1 million compared to the 2022 budget, with other costs being adjusted by €-6.9 million. The principal reason for this is the adjustment of the income for the sufficiency of the macro framework, for which €20 million had been included in the 2022 budget for 2023 and which did not include allocation among the faculties according to the existing ratio between personnel costs and other expenses. As with the income estimate, these items are not included in the Framework Letter for 2023 pending the implementation of the governing agreement. Once there is clarity regarding the income that will be allocated under the governing agreement, it will be assessed how much flexibility there is for additional use for personnel costs and other expenses. This will then be included in the final Framework Letter or draft budget.

Updated expenses	2023	2024	2025	2026
Personnel expenditure	-16,1	-32,9	-32,7	-34,9
<i>Faculties</i>	<i>-16,4</i>	<i>-24,4</i>	<i>-31,1</i>	<i>-31,1</i>
<i>Services</i>	<i>0,2</i>	<i>-0,6</i>	<i>-0,2</i>	<i>-0,5</i>
<i>Central</i>	<i>0,1</i>	<i>-8,0</i>	<i>-1,4</i>	<i>-3,4</i>

Table 9: Updated expenditure – Personnel costs

Actualisatie lasten	2023	2024	2025	2026
<u>Other expenses</u>	<u>-7,0</u>	<u>-14,2</u>	<u>-14,1</u>	<u>-15,1</u>
Faculties	-7,1	-10,5	-13,4	-13,4
Services	0,1	-0,2	-0,1	-0,2
Central	0,0	-3,4	-0,6	-1,4

Table 10: Updated expenditure – Other expenses

2.2.3 Allocation model, internal services and organisational unit results

Allocation model

When drawing up the 2022 budget, the faculties made an estimate of the expected credits and other variables that are important for the allocation model. Forecasts updated in February show that the number of diplomas and credits obtained by government-funded students in 2023 is virtually equal to the forecast in the 2023 budget.

For the education portion of the allocation model, this means an additional allocation of €1.1 million in funds for faculties as a result of an update of the estimated numbers. This also incorporates faculty agreements regarding COVID-19 effects on the number of credits achieved as included in the 2021 budget. In the allocation model, a portion of the research budget is linked to the variable education budget. Seeing that an increase is expected in the variable education budget, the research budget will also increase by €0.3 million. The three-year average number of doctorate conferrals for 2023 is likewise projected as being slightly higher in the 2022 budget, resulting in €0.3 million more in funds for the faculties.

An expected wage/price adjustment to the government grant will in principle be passed on to the units by increasing all components in the allocation model. The draft budget (and the technical instructions thereof) will provide more clarity on whether there is scope for an increase.

Exceptions to this increase are the passed-on government grant (adjusted to the actual indexation in the government grant and passed on to the organisational units) and budgets with a long-term fixed amount. This is the same method as was used in the 2020, 2021 and 2022 budgets. As such, the ratios set out in the allocation model are maintained, as are the underlying principles. According to the agreements made with regard to the Faculty of Dentistry and AUC, part of the wage/price adjustment will be passed on to the Faculty of Dentistry and AUC.

Internal services

Each year, the services provided by the UvA units are evaluated, and the need for any new units or changes to the current units is discussed between the supplier (units) and the customers (all UvA organisational units). This is referred to as the 'SLA cycle' within the UvA. The outcome of this cycle, rate adjustments and other service provision agreements are discussed in Chapter 5.

Organisational unit results

At the end of February, the organisational units were asked about their expected result for 2023 and beyond based on recent insights, as compared to the previous budget. At the faculties, the result is set to remain the same, with the result of the units decreasing by €0.4 million. On the part of the administration and executive staff, the result remains zero. The result of the Treasury administration is set to improve by €1.5 million. This is the balance of an improvement in the result of holdings by €1.7 million and an increase in interest expenses by €0.2 million. The result of holdings is set to improve as a result of the subsidy that the USC will receive from Student Services (StS) from 2023 as agreed upon in the USC cooperation agreement (please also see Section 5.4.8). Real Estate's result is set to improve by €0.8 million.

All UvA components aim to achieve a long-term break-even result; it is similarly vital that this is realised for the units. Units with a long-term negative result are

asked to get this result to break-even within two years (2024). This is highlighted as a control measure in Appendix 1. The units to which this applies are requested to submit proposals to the budget as to how this can be achieved.

Because the forecasts issued as indicated above were delivered before information was announced concerning indexation of the prices and budgets in the allocation model and the changes in the internal service provision, whether the forecasts issued must still be adjusted in line with the new information will be considered together with the organisational units in the period ahead. This will be incorporated into the draft budget.

2.2.4 New initiatives and developments

In late February, all the organisational units were asked about any initiatives or developments related to their field of expertise or service provision that would impact the UvA's finances. This resulted in a limited number of new demands and initiatives. In addition, the impact of additional funds from the governing agreement has been discussed with the faculties and considered for the UvA as a whole. The faculties have indicated that, even with the influx of additional funding, they mainly wish to implement the faculty strategic plans, and how this can be achieved will depend on the results of the governing agreement. More funds would lead to faster implementation of the established strategy, but not to any fundamental adjustments.

The faculties have also indicated that they would like to have more flexibility to use existing reserves. This has been highlighted in this Framework Letter through the €2 million per year that will be made available for that purpose from 2023. In recent years, it has consistently been the case in relation to the budget that there is a greater need for the use of faculty reserves at that time than for the flexibility provided by the Framework Letter. Including a general item for this purpose means reserving flexibility for the faculties that wish to make use of that option in the budget. The existing policy on reserves will continue to exist, but scope for the use of these funds will be expanded.

Additional funds have been reserved for the support of valorisation and partnerships, totalling €1.25 million. A significant demand for support of valorisation and partnerships of IXA was already present in recent years, which lead to a negative result. The demand for support has only increased with the emergence of the Strategic Framework for Knowledge Transfer. Ultimately, these support services should form part of the SLA rates, but in order to provide valorisation with an additional boost, additional central funds will be reserved temporarily.

New initiatives under the 2023 Framework Letter	2023	2024	2025	2026
Reservation for use of faculty reserves	2.000	2.000	2.000	2.000
Support of valorisation and partnerships	1.250	1.250	1.250	1.250
Total new initiatives under the 2023 Framework Letter	3.250	3.250	3.250	3.250

Table 11: New initiatives under the 2023 Framework Letter

A guarantee was introduced by the 2022 Framework Letter to provide the faculties with more security regarding the availability of sufficient funds in order to be able to provide the requisite quality. As a sign of the commitment of the Executive Board, supplementary research funding was increased to 27%, alongside the announcement that final decision-making would take place in the 2023 Framework Letter. It is clear from the governing agreement that additional funds will indeed be made available that will make a significant contribution in this regard. It is therefore very unlikely

that the guarantee provision will have to be invoked. Supplementary research funding will therefore be maintained at the level of the allocation model (25%). The funds that were available for coverage have still been retained as the unallocated Research guarantee policy budget of €4.9 million, in the event that the additional funds do not help all components of the UvA to solve difficulties and temporary or long-term assistance is required. The total amount is unchanged compared to the 2022 budget.

2.2.5 Control measures

Following the updates of the available funds and the use thereof, and following the reservation of funds for the use of the reserves of the faculties, the result in 2023 is €-3.7 million. In light of the additional funds that can be expected and the time it usually takes the UvA to allocate them, additional measures are not required.

It is vital that organisational units should already be asked to accommodate the rate increases and any increase in the size of the internal UvA units within their own budget. That means that the portion that cannot be covered by the higher prices and budgets in the allocation model or higher contract income must be financed by the organisational units in another manner. In addition, with the exception of the IT project portfolio (for which the agreements as set out in section 2.4.2 apply), the UvA units are requested to achieve at minimum a break-even result by 2024 and to halve the negative result included in the 2022 budget by 2023. This already represents a crucial challenge that must be absorbed internally.

All faculties and units are also being asked to absorb the effects of external price increases as much as possible within the existing budget. Organisational units will be asked to what extent this can be achieved and to identify where the key difficulties and issues lie. The UvA intends to compensate as many organisational units as possible for these price increases. The additional funds made available for this in the government grant will be collected in a central funding pot. The key issues will be prioritised over the general need for compensation.

2.3 Financial assumptions and frameworks

Application of the allocation model

The Allocation Model is explained in detail in the document entitled ‘Description of the UvA allocation model’ (*Beschrijving UvA allocatiemodel*), which can be found on the UvA website. An infographic is available for understanding how the model works. This infographic can also be consulted on the UvA website.

Changes to the allocation model relative to the adopted 2018 allocation model

In relation to the policy regarding the Research Priority Areas (RPAs), a change was made in 2019 relative to the aforementioned description of the allocation model. With the adoption of the new RPA policy, it has been decided to only use central RPA funding for interfaculty initiatives. The faculty RPAs will, as such, be terminated (the ‘RPA label’ will be removed). The budgets for the faculty RPAs within the ‘policy budget for research’ have been moved from RPAs to a lump sum amount within the ‘central policy reserves’. The budget for the relevant faculties is then allocated from these central policy reserves. By adding the funds for the faculty RPAs to the faculty budgets through the central policy reserves, the faculty may, if desired, decide to continue supporting the old faculty RPAs with funds.

In the 2021 Framework Letter, the matching definition was modified to similarly accommodate developments with regard to the conditions of new funding from the Ministry of Education, Culture and Science in particular, which are equal, virtually equal, comparable or highly comparable to the funding conditions in other streams (Dutch Research Council, NWO) in material terms. The matching definition is outlined in Section 4.5.3.

The faculty budgets are made up of the various budget components of the research and teaching budgets in the allocation model. Chapter 4 contains a detailed description of the faculty budgets, in order to show the composition of the faculty budgets. Appendix 2 outlines the long-term development of the budgets per faculty.

Funding for the Faculty of Dentistry and Amsterdam University College

The funding of AUC and the Faculty of Dentistry in the 2023 Framework Letter takes place in accordance with the agreements with VU Amsterdam. The UvA and VU Amsterdam include a joint and identical section about the funding of AUC and the Faculty of Dentistry. As with the other faculties, greater clarity will be created for AUC and the Faculty of Dentistry at an early stage of the process, as a result of the coordination between VU Amsterdam and the UvA in the Framework Letter.

Broadly speaking, the agreements concern the fact that the Faculty of Dentistry will be allocated the following as its budget:

- the tuition fees of students whose first enrolment is in Dentistry (statutory or institutional fee);
- from the enrolments, degrees and doctorate conferrals components of the government grant, the share of these that is calculated from the cost-financed performance of the Faculty of Dentistry;
- a budget from the research and teaching supplement of the government grant (workplace function and policy budget).

This will be developed as follows:

- The institutions will pass on the share of the price per funding unit in relation to the halving of tuition fees at cost to the Faculty of Dentistry. In view of the uncertainty that still exists with regard to the fleshing out of the governing agreement, the price per funding unit in the Framework Letter is still based on the 2022 budget. The updated price, agreed by VU Amsterdam and the UvA, will be included in the draft budget and the technical instructions for the draft budget.
- Tuition fees and the share of the government grant will be passed on to the Faculty of Dentistry on the basis of the budget actualisation.
- In terms of the expected compensation from the government with regard to wage-price developments in 2023, both VU Amsterdam and the UvA will include the same estimate of the compensation in the draft or final budget. In view of the uncertainty with regard to compensation at the time the Framework Letter was drafted, VU Amsterdam and the UvA have agreed that they are not yet able to do this in the Framework Letter. The outcome of the coordination between VU Amsterdam and the UvA on compensation to be included from the government for wage-price developments will be included in the draft budget and the technical instructions for the draft budget. A subsequent calculation will be made of the compensation to be included in the budget, where the actual compensation may deviate from the compensation used in the budget.
- The Faculty of Dentistry makes use of the service provision of both VU Amsterdam and the UvA. In 2020, VU Amsterdam carried through a revision/update of the internal cost model. The effect of this on the apportionment of costs and the Faculty of Dentistry budget is €1.4 million

in costs that have not yet been charged on. As from 2020, the Faculty of Dentistry will be compensated for this by VU Amsterdam and the UvA.

- The funds available under the Student Loans (Higher Education) Act (WSV) will be passed on in accordance with the government grant. VU Amsterdam uses 40% of the student loan funds for the VU Amsterdam-wide focus on the quality agreement themes, and 60% goes to the faculties for decentralised implementation. The Faculty of Dentistry is largely embedded in VU Amsterdam's operational management. This means that the portion of the student loan funds that VU Amsterdam makes available for the central implementation is also applicable to the Faculty of Dentistry and that the Faculty of Dentistry makes or can make full use of VU Amsterdam's central teaching facilities, which are funded from the 40% of the central student loan funds. In practice, what this means for the Faculty of Dentistry is that VU Amsterdam will deduct the percentage, being 40%, of the funds available under the WSV (quality agreements), which is allocated centrally (40%), from the funds available under the WSV that the Faculty of Dentistry receives from VU Amsterdam and the UvA combined. Along with this contribution to the central allocation of the funds comes the agreement that the Faculty of Dentistry is involved in decision-making concerning the allocation of these central funds in the same way as the other VU Amsterdam faculties, because the teaching facilities that are funded from these funds are, in principle, also available to the same degree to the Faculty of Dentistry. In the specific situation where the Faculty of Dentistry takes part in the UvA-wide allocation of the central funds under the WSV, the Faculty of Dentistry will contribute to these central funds from the faculty funds under the WSV.

With regard to AUC, a similar agreement applies, with a 50/50 ratio for the UvA and VU Amsterdam, whereby AUC is allocated the following as its budget:

- all tuition fees paid by students (statutory or institutional fee);
- income related to the number of enrolments, degree certificates and other performance-related parameters of the government grant, for both the research and teaching components.

This will be developed as follows:

- The budget related to the transfer of tuition fees and the share of the government grant is established in the Framework Letter/budget based on a cost estimate. In view of the uncertainty that still exists with regard to the fleshing out of the governing agreement, the price per funding unit in the Framework Letter is still based on the 2022 budget. The updated price, agreed upon by VU Amsterdam and the UvA, will be included in the final Framework Letter.
- To compensate for the halving of tuition fees for first-year students, the loss in tuition fees calculated in the budget will be passed on to AUC. The compensation from the Ministry of Education, Culture and Science for the halving of the tuition fees via the variable government grant will thus cease to apply to the AUC.
- The tuition fees budget for AUC is determined without consideration of the halving of the tuition fees for first-year students. All passed-on government grant amounts related to compensation for the halving of tuition fees will thus cease to apply.
- A condition for the agreements is that AUC must pay a cost-covering rate for the deployment of employees from other faculties. To this end, the adequacy of the 15% supplement that is applied in the internal agreements and an adjustment of that percentage will be considered in consultation with AUC. This will be worked out.

- In terms of the expected compensation from the government in 2023 for wage-price developments, both VU Amsterdam and the UvA use the same percentage of compensation. In view of the uncertainty with regard to compensation at the time the Framework Letter was drafted, VU Amsterdam and the UvA have agreed that they are not yet able to do this in the Framework Letter. The outcome of the coordination between VU Amsterdam and the UvA on compensation to be included from the government for wage-price developments will be included in the draft budget and the technical instructions for the draft budget. In addition, at the UvA and the Faculty of Dentistry, the effects resulting from the recommendations of the Van Rijn Committee starting from 2021 will not be incorporated into the budgets of AUC and the Faculty of Dentistry.

Price stability in the allocation model

The UvA strives to achieve stable prices in the allocation model, so that the faculties know what they can count on in the future. The objective is to be in line with the long-term trend expected in relation to the government grant. This aim has been maintained in the new allocation model and is regarded as one of its basic principles.

At this stage, there are still a number of uncertainties with regard to the forecasts of the government grant and the forecasts of the internally funded performances. The Framework Letter does not yet include an expected wage/price adjustment by the Ministry of Education, Culture and Science in 2023. The prices in the Allocation Model have been maintained at the same level as the 2022 budget. The outcome of the assessment of whether there is flexibility for increasing prices in the allocation model will be incorporated into the technical instructions used to draw up the draft budget. The definitive prices for 2023 will be established in the final budget.

Decentralised control

In the allocation model, a maximum possible part of the direct funding is made available to the faculties. At the same time, all costs will be charged to the faculties. As a result, academics can make a considered assessment of what the funds should be spent on.

Control of indirect costs

The UvA's policy is to ensure that the funds are used as much as possible for education, research and valorisation. The UvA has a process cycle within which the faculties and units discuss and align the scale and quality of the internal service provision. In late 2019 and early 2020, the internal system for charging costs and the associated process were evaluated in order to ensure that internal service provision remains as efficient and effective as possible.

In 2021, further steps were taken to improve the SLA cycle. This is outlined in greater detail in Chapter 5.

Developments with respect to the collective labour agreement and personnel policy

Negotiations regarding a new CAO NU 2022-2023 (Collective Labour Agreement for Dutch Universities 2022-2023) are currently ongoing and are expected to be finalised over the course of 2022. The current collective labour agreement with a term of up to 31 March 2022 is set to be extended by one year. The FNV is committed to automatic price adjustment depending on inflation and to ensuring all workers receive an additional 100 euros (gross) per month. In general terms, collective bargaining in the sectors is expected to be a difficult process due to the uncertainty about the economic situation and geopolitical developments. It is

currently difficult to assess the impact of a new collective labour agreement on wage costs for 2023.

We will include the indexation of the wage costs with the technical instructions to the budget. If the negotiations for a new CAO NU have not yet been completed at the time these instructions are drawn up, an estimate of the expected wage cost increase will be used.

Wage/price estimates and wage compensation and cost-of-living adjustment

At the time of drafting the Framework Letter, as far as the income and costs were concerned, there was no clarity as yet regarding the wage and price trend in 2023 or the wage compensation and cost-of-living adjustment. It is expected that the costs will be higher in the coming years, for example with regard to personnel and energy, but equally with regard to investments. This will be fully or partially compensated for by an additional wage compensation and cost-of-living adjustment in the government grant and must be taken into account in other income streams. The precise level or timing of these increases cannot be estimated at this time, due to the uncertainties outlined in the above.

The UvA policy is that cost increases resulting from general inflation and rising wage costs and premiums must be absorbed by the organisational units themselves. At the same time, it is assumed that additional wage/price adjustments in the government grant will be made available to faculties by means of a proportional price adjustment in the allocation model. For the faculties, the prices in the allocation model, established in this Framework Letter, are subject to changes as stated under the heading 'Price stability in the allocation model'.

For the units, the increases must be accommodated within the existing rates. Efficiency and volume effects may create some financial scope for the units to accommodate all or part of the cost increases within the internal budget.

The Supreme Court of the Netherlands recently ruled on the exclusion of the pro rata VAT calculation of government grants for education. In the period leading up to the draft budget, it will become clearer what the associated financial impact will be. A rough estimate at the time this Framework Letter was drafted is €2 million per year, a small part of which can be set off against other organisational units within the tax entity. The flexibility that this creates in the 2023 budget will be used to absorb the effects of inflation.

Transparency and quality of the budget

The UvA considers financial transparency to be important and will continue to make efforts in this regard, for example, through the use of UvA data and infographics, by publishing and sharing P&C documents and by improving financial control processes at all levels.

The UvA aims for a long-term budget that is aligned with the actualisations, so the funds can be allocated as efficiently and as much as possible in support of education, research and valorisation.

At the time of drafting the Framework Letter and budget, there were still some uncertainties regarding the government grant to be received. The government grant is estimated based on the information available at the time and an estimate of the expected changes. Based on information from the Ministry of Education, Culture and Science and UNL and in consultation with other universities, an attempt is being

made to include the expected changes in the Framework Letter as accurately as possible. It is possible that the actual government grant might be lower than expected, but the financial position of the UvA is robust enough that this will not immediately lead to any problems. Chapter 4 contains details regarding the expected government grant and further explanation.

Deviations occurring between the actualisation and the budget allocated to the faculties and units may be due to various reasons. This does not only occur at faculty/unit level, but also at the level of the institutes and departments. Prior to drafting the Framework Letter and budget, discussions are carried out with the organisational units in order to limit the uncertainties in the unitary budget as much as possible.

Moreover, it has turned out to be difficult to make use of the earmarked funds immediately and to their fullest extent. The UvA passes on the funds as much as possible and thereby makes the organisational units responsible for spending the funds. Processes to facilitate the use of the funds may lead to more delay in spending than estimated because, for example, project organisations need to be set up, plans need to be developed and, in many cases, further internal coordination is needed. In order to stimulate the process with regard to decision-making and spending within the organisational units, clarity will be provided as early possible in the process of drawing up the 2023 budget regarding the level and any conditions for earmarked funds, so that organisational units are aware as early as possible of which additional funds will become available and are able to respond accordingly.

Improving the price-quality ratio of accommodation

The strategy of the Accommodations Plan through campus development is aimed at realising sufficient and high-quality facilities for teaching and research at an affordable price. With regard to the portfolio, it is crucial to gain insight into the impact on accommodation of the various current developments.

The development of digitalisation in education may impact space requirements. The development of the content of education is likewise continuing.

The increase in student numbers and success in research projects is leading to an intensified use of teaching and research facilities on campus. In the area of valorisation, opportunities and options for collaboration with partners and businesses are being explored further. In addition, with the return to campus now having become possible again, agreements on hybrid working practices are increasingly taking shape. These issues have been addressed in all discussions with the faculties. It is still too early to determine the significance of all these developments for the portfolio. Accommodation planning requires insight into the evolution of spatial needs and associated accommodation costs. The weeks and months ahead will be used to gain a more accurate picture, so that more information can be included in the Accommodations Plan 2023.

In addition, the impact of the complexity of implementation within the University Quarter (UQ) has been that it has taken longer to elevate square footage to a good level of quality. Buildings that have already reached the end of their technical lifespan will remain in use for longer. An inventory has been carried out of which building measures are required to support longer use. Additional maintenance expenses have been taken into account in the financial figures.

All these developments require a proactive commitment to the accommodations portfolio. The previous excess of floor space has now largely been put into use. The remaining margin for accommodation processes is overly limited or of insufficient

quality to be able to respond to new types of demand, and there is little to no flexible layer to speak of. At the same time, work is underway on establishing a new set of Spatial Standardisation Regulations (*ruimtenorm*), which is expected to help create room for growth. However, this will likewise be a gradual process. This is why a review is taking place to ascertain whether, in addition to investment in temporary teaching areas, the REC could temporarily add more floor space to the portfolio in order to reduce the complexity and pressure on accommodation processes.

Work is underway on a project initiative for the Amsterdam Science Park for a new building for quantum sciences, LabQ. This commitment is part of the broader (and national) aim in respect of quantum science, which will use the campus facilities grant from the National Growth Fund. The programme provides research and education facilities for the development of quantum software and quantum applications and provides opportunities for collaboration with partners and companies. The proposal also includes floor space for the growth of the faculty. This is in line with the assessment carried out in the 2022 Accommodations Plan that there would soon be a shortage of space again following the commissioning of LAB42. Whereas the 2022 Accommodations Plan assumed a lease scenario for the additional use, the assessment has now shown that the new building will be predominantly for the Faculty of Science. An additional investment has therefore been included in this Framework Letter.

The issue of growth, in terms of both education and staff numbers, is particularly relevant to the Roeterseiland Campus (REC). Additional teaching areas will be added to the campus this year. The faculties are attempting to absorb the growth in staff numbers as much as possible. However, they have already indicated that there are limits to this. Due to the renovation of REC P and the proposed approach to building REC JK, there will be no margin for accommodation processes at this campus during these years. It must be considered whether it would be possible to create more space for the faculties, for example, by relocating different types of use. This idea will be fleshed out further in the coming months. The assessments in the 2022 Accommodations Plan based on the growth forecasts of the faculties have shown that, in the long term, more floor space will be needed for this campus on a structural basis. The investment table therefore includes an investment for an expansion of approximately 10,000 m². A broader review is currently ongoing for the campus, which should provide insight into the potential location of this expansion.

The adoption of the Strategic Master Plan in 2021 created the flexibility for the UvA to gradually realise this campus. Agreements have been made with the City of Amsterdam as to the process coordination for the various projects.

The historic and heritage value of the buildings, the vulnerability of the area in terms of construction logistics (bridges and quay walls), the sustainability goals, as well as the increase in construction costs, all make the implementation of the plan a major challenge, with a lot of attention being devoted to managing the various risks. It was recently revealed that the realisation of the University Library project would cost €19 million more than projected. The current investment forecast has been incorporated in the investment table. Consultations are underway with the City of Amsterdam regarding the OMHP project, in order to reach an agreement on the variant desired by the UvA, whereby as little of the building as possible will be demolished and the theatre programme can be incorporated. The foundation repairs for BG5 will be detailed further, and consultations will take place with the City of Amsterdam on the proposal for the construction phase. BG3 has been refurbished and has been put into use by the Faculty of Humanities. This provides flexibility for careful consideration of the long-term redevelopment of this building.

The basic principle underpinning maintenance is that all buildings are maintained in accordance with the policies of the Accommodations Plan. A Long-Term Maintenance Plan (MJOP) is in place that ensures replacement maintenance takes place in a timely manner to ensure that buildings continue to function well at a technical level and comply with applicable laws and regulations. In 2020, it was established that there was a maintenance backlog. From a portfolio perspective, the aim is to make up for all overdue maintenance within a limited number of years and then return to a normalised Long-Term Maintenance Plan (MJOP), in which sustainability is integrated into the maintenance measures (Sustainable Long-Term Maintenance Plan, or DMJOP) in accordance with the Paris Proof All Electric goal. In 2021, additional inspections took place to identify the necessary maintenance. In addition, internal coordination was initiated in order to achieve a clear demarcation of maintenance responsibility in the period leading up to the renovation point. FS is working on fleshing out the DMJOP as well as on the establishment of appropriate maintenance management. This process should be completed next summer, to ensure that the maintenance agreements are once again suitable and realistic once the 2023 budget takes effect. This Framework Letter includes the maintenance estimate based on an initial statement from FS, in which an attempt has been made to arrive at the most accurate estimate of the required maintenance for the coming years.

Last year, various steps were taken to improve air quality of teaching areas in particular, prompted by the government's COVID-19 guidance. The next step is to formulate a more explicit policy in this regard, which has at present been taken forward. Part of this process includes establishing a baseline measurement for all buildings.

The 2021 Accommodations Plan includes an investment estimate for the Energy Transition Roadmap with the aim of getting buildings ParisProof all-electric by 2040. The roadmap is based on an inventory and identification of sustainability measures. In practice, however, it appears that not all measures are feasible or can be realised in the short term. Alternatives must be sought in order to achieve the level of ambition of the UvA. It has also become apparent that the inventory is based on a lower level of comfort than is currently defined in projects as the starting point for renovation. This leads to higher consumption and increases the savings target. Equally, the pace of sustainability improvements is slowed due to project delays. These findings provide good input for any follow-up steps, but require additional effort to realise the ambitions in question. This year will be used to identify more precisely which steps can be used to support implementation further. This will be included in an update of the Roadmap, where the relationship will also be established between investments in sustainability and the impact on rent and savings as a result of reducing energy consumption (energy rates). Current developments in global affairs have made the energy savings option more valuable than two years ago when the Energy Transition Roadmap was established, making it even more relevant to solidify the relationship between investment in sustainability and reducing energy consumption in the coming year. In time, this will provide cover for sustainability investments.

There is broad support for the further refinement and tightening of the UvA's sustainability goals. In addition to the foregoing energy transition (which is already very concrete and measurable), opportunities lie in the further elaboration of circularity, climate adaptation and nature inclusivity. The aim this year is to formulate policy proposals in respect of these themes. This will not lead to any

changes for the 2023 budget, with any potential impact to be included in the update next year.

The investment estimates in the Accommodations Plan are based on the price level as at 1 January 2022, with a model-based assumption for the increase in construction costs relative to inflation. Current market developments pose a financial risk for additional investments. Prices have increased by approximately 4.7% compared to 2021. Recent experiences with tenders show that the procurement market is not declining yet, which will likewise have an impact on pricing in the near future. The current financial analysis follows an adjusted trend beyond 2022 until 2024. The market developments oblige us to incorporate additional risk assurance in the contracting stage. The risk report associated with the campus development reports on this issue.

Compared to the 2022 Accommodations Plan, the investment programme has increased by €130 million up to 2035. This is mainly due to the addition of LabQ for APS and a focus on expanding floor space for the REC campus. The investment table also includes a vista on the investments beyond 2035 up to 2040, showing that a rescheduling of investment does not mean a reduction in investment. Altogether, €76 million has been rescheduled.

The current investment schedule follows from the scheduling adjustment of projects and the inclusion of new ambitions. The estimate shows that, for various reasons (i.e. growth, goals), the university requires more funds at this stage to be able to meet the space requirements and that it will have a higher need for cash in the coming years for that purpose. At the same time, it should be noted that the complexity of project preparation and implementation limits the ability of the UvA to implement several major projects in the same period of time, while properly managing the environment. In this 2023 Framework Letter, the schedule is based on an up-to-date estimate of the feasibility of projects. The goals remain within the constraint of maximum rental expenses of 12%, and the Accommodations Plan reserve will be approximately €11 million by 2035. This can be accounted for very simply by the increase in revenues as a result of the annual rate increase and a one-off divestment.

The addition of extra floor space and higher maintenance and depreciation costs will result in additional costs, which are in line with the goals and financial framework conditions of the Accommodations Plan. The investment reduction of €20 million from the 2022 Accommodations Plan has been maintained. This underlines the importance of finalising the discussion on standardised regulations for the use of office space in the near future and conducting more studies into the development of space utilisation in the modern world. The focus will remain on not investing more than is necessary, meaning that a greater degree of certainty regarding the utilisation of additional floor space is required. It is also vital to examine how process costs in the investment estimates can be normalised, with the aim of arriving at lower estimates. This will involve exploring which process optimisations can be achieved and which framework can subsequently be used for the surcharges in projects.

Inflation is rising, and this is similarly reflected in the rise in construction costs. It is not unrealistic to assume that inflation will increase further in the near future, which has not yet been factored into the calculation models – apart from a standard risk premium for price increases. The effect of 1% inflation on the Accommodations Plan calculation of both the revenues and costs will lead to a positive reserve of €83 million by 2035.

The Accommodations Plan takes into account reinvestments made after the end of the depreciation period. Calculation models have taken into account 30% of the original investment. The planning period of the long-term budget includes financial scope for reinvestments in the University Quarter and initial reinvestments in the Roeterseiland Campus and Amsterdam Science Park. Together with the organisational units involved, it will be considered whether this concerns a concrete reinvestment request. If not, the investments will be postponed.

See Appendix 3 for the Accommodations Plan investment table.

Solvency II between 38% and 44%

Internal UvA standard

Internal thresholds are used to better monitor the solvency situation and make it possible to reach some form of agreement on the progression of the figures. Internal thresholds have less to do with the continuity risk (which is already catered for in other ways) and more with the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The frame of reference for these thresholds is the internal treasury policy and the treasury plan. In view of the societal nature of the organisation, both a lower limit and an upper limit have been defined for the internal threshold. This creates a range within which solvency can fluctuate over the planning period. The UvA will strive to keep solvency II at a level between 38% and 44% in the years ahead. If solvency is too high, this could suggest that too much is being saved and, as such, that more funds could be made available for research and teaching. If solvency is too low, this could suggest the presence of a financial risk (in time). The application of internal thresholds that are subject to an upper limit makes it possible to monitor this point – which is important for societal debate too – more closely. Also, the upper limit should create a more balanced consideration. Based on the plans set out in this Framework Letter, solvency II will remain within these limits.

Standard applied by the Inspectorate of Education

The Inspectorate of Education only applies a lower limit as the threshold for solvency II; this is 30%. Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution is experiencing a financial or continuity risk. Based on the plans set out in this Framework Letter, solvency II will remain above this limit.

Alert threshold for excessive reserves

Standard applied by the Inspectorate of Education

Last year, the Inspectorate of Education expanded its alert thresholds to include a threshold for excessive reserves. Exceeding an alert threshold is treated by the Inspectorate as an indication that an institution may be creating unnecessary buffers. The UvA's normative public equity remains well below the new alert threshold.

Long-term financial zero result for the entire UvA

Internal UvA standard

The UvA strives to achieve, at a minimum, a zero result for the university as a whole. Funds may be temporarily committed for specific goals, such as in the case of earmarked reserves, but there must be at least a zero result in the long term.

In recent years, the UvA has often achieved higher results than budgeted. Given rising revenues, there is a reasonable chance that this will continue to occur in the coming years. In the coming years, this flexibility will be used to contribute to the liquidity of the UvA. As soon as this is in order and there is similarly sufficient stability in the funding flows, this flexibility will again be used to take greater risk in the budget.

Standards applied by the Inspectorate of Education

The threshold for profitability, as defined by the Inspectorate, states that the profitability must not be:

- negative for three consecutive years;
- greater than minus 5% annually for two years;
- greater than minus 10% in a year.

Based on the plans set out in this Framework Letter, the profitability will remain at 0% long-term.

DSCR > 1.5

The UvA's agreement with banks

The Debt Service Coverage Ratio (DSCR) is a measure of the amount of cash the UvA has at its disposal to pay interest and loan instalments. A sufficient cash flow must be available annually so that these amounts can be paid. Based on the plans set out in this Framework Letter, the DSCR will remain above this limit.

Liquidity ratio > 0.75

Standard applied by the Inspectorate of Education

The UvA's policy in recent years has been to stay above the alert threshold of 0.5 set by the Inspectorate of Education. The Inspectorate recently increased this alert threshold to 0.75 without any prior announcement or clarification. This means that, as early as 2022, the UvA's liquidity ratio could fall below the Inspectorate's alert threshold. In itself, this is not a problem: a liquidity ratio of 0.5 is considered to be amply sufficient by the UvA (and other universities), and for the Education Inspectorate, this value merely represents an alert threshold value, meaning a risk indicator. The UvA considers a significantly lower level than 0.5 to be undesirable, which is why the UvA will be drawing up a plan in the coming months to maintain the liquidity ratio at an acceptable level. This is explained in more detail in Section 5.7.2.

Accommodation costs passed on internally < 12%

Internal UvA standard

The basic rent charged internally (from the proceeds of which the real estate administration funds the interest, depreciation, owner's maintenance and ownership costs) to faculties and units may never amount to more than 12% of the UvA's turnover. Based on the plans set out in this Framework Letter, the accommodation costs will remain below this limit.

Reserves

Within a few years, the budget may evolve in such a way that it will no longer be possible to immediately bring the costs in line with income. In that case, the reserves will be used to bridge the gap. Hence, the policy on reserves is closely related to the allocation issue. Faculties must maintain a minimum buffer capital. In accordance with the Financial Management Regulations, the standard for the decentralised faculty reserve position is 10% of the annual income of the organisational unit. In times of need, they should be able to use this buffer capital. This is elaborated in greater detail in the UvA Reserve Policy Memorandum. The Framework Letter indicates the financial scope available to the faculties to make use of the reserves. If the reserve position falls below the standard of 10%, the organisational unit must indicate in its long-term budget how the required reserve position will be achieved. The UvA Reserve Policy Memorandum further explains the UvA's policy regarding reserves. The designated reserves and funds may only be used if this is approved in the budget.

A total of €2 million of flexibility has been reserved for the faculties collectively for the use of reserves in the budget. This has not yet been allocated to specific faculties, but provides additional flexibility in the budget for the faculties as a whole.

2.4 Investments

Investments in education, research and valorisation are essential for implementing the UvA's strategy. The UvA is a broad-based university offering research-intensive education, where innovative and interdisciplinary research is carried out. The UvA is innovative and has strong ties with society. At the UvA, there is ample scope for innovation and improvement in quality. The UvA allows faculties a great degree of freedom in determining their policies, in order to facilitate the achievement of strategic educational objectives. In addition to the policy freedom at the faculty level, there is a need to create room for UvA-wide policy initiatives. In essence, this refers to areas in which a joint investment is necessary or a policy objective for allocating the funds differently.

Investments in education, research and valorisation can be made in various ways. This is elaborated in greater detail in the following four sections:

- Policy investments
- ICT investments
- Real estate investments
- Other investments.

2.4.1 Policy investments

In 2023, the UvA will invest €158 million in various policy themes through:

- decentralised policy budgets allocated to faculties via the allocation model;
- central policy budgets allocated to faculties via the allocation model;
- theme-based budgets via the management budget.

The table below displays the policy investments made via the allocation model and the theme-based budgets and also indicates whether the funds have already been used or reserved.

Operational investments	2022	2023	2024	2025	2026
<i>Resources via allocation model</i>					
Decentralised policy on education	20.299	20.299	20.299	20.299	20.299
Decentralised policy research	25.603	25.603	25.603	25.603	25.603
Central policy education*	12.246	11.341	11.350	10.600	10.600
Central policy research*	16.465	15.726	15.600	16.580	15.200
RPA's	5.852	5.852	1.800	1.500	600
Central government contribution ed and rs (excl. to board)	47.720	40.765	36.111	38.020	32.486
Other policy investments	8.838	6.359	5.286	4.666	3.410
Policy budgets services (excl. SLA)	187-	187-	313	416	416
Subtotal	136.836	125.758	116.362	117.683	108.614
<i>Reserved funds via allocation model</i>					
RPA's	-	700	3.700	4.000	4.900
Additional resources for "schakelprogramma's"	-	1.000	1.000	1.000	1.000
Interdisciplinary education	250	250	250	1.000	1.000
Beta/technology	750	750	750	750	750
Reservation for extra research effort	500	1.250	1.150	50	50
Support for AI uniprofessionals	-	-	40	160	160
SEO funds transferred to 1st GS	-	-	4.447	4.447	4.447
Proposals for additional deployment of reserves	-	200	-	-	-
ICT thematic funding: Reserved	4.400	6.459	7.432	6.550	6.550
Strengthening TLC's	1.000	1.500	1.500	1.500	1.500
Development systems finance and procurement	500	500	-	-	-
Financial instruments Strategic Plan	1.976	2.878	6.887	6.177	13.426
Impulse Strategic Plan	1.000	1.000	1.000	1.000	1.000
Research guarantee	-	4.869	5.004	5.085	5.143
Subtotal	10.376	21.356	33.160	31.719	39.926
<i>Resources through governance</i>					
Internationalisation	820	918	918	918	918
Staff & Employee Participation	4.240	4.391	4.391	4.391	4.391
Availability of information	245	300	300	300	300
Strategic communication	77	77	77	77	77
University facilities	306	350	350	350	350
Strategic investments	2.640	3.120	2.622	1.842	1.842
Other	1.254	1.450	1.450	1.450	1.450
Subtotal	9.582	10.606	10.108	9.328	9.328
<i>Reserved funds via the Board</i>					
Open Science	1.750	722	200	-	-
Quality agreements	4.000	4.200	4.700	5.100	5.100
Space for strategic investments	800	1.648	2.854	3.054	3.054
Unforeseen	1.000	1.000	1.000	1.000	1.000
Subtotal	7.550	7.570	8.754	9.154	9.154
TOTAL	164.344	165.290	168.384	167.884	167.022

Table 12: Policy investments via the allocation model and Board

The policy budgets via the allocation model are explained in more detail and broken down in Chapter 4. Section 5.6 provides a detailed outline of the policy investments from the Board.

As from 2022, the budgets for the IT portfolio for IT projects and IT developments will be allocated directly from the allocation model instead of from the policy investments via the Board. As from 2022, these will be included under ‘Other policy investments’. A breakdown of this component can be found in 2.4.2, where it is explained further.

The funds are now being used for the theme-based approach to research, valorisation and interfaculty education through the financial instruments for the Strategic Plan. As stated in the introduction, as part of the implementation of the ‘Inspiring Generations’ Strategic Plan for 2023, it is expected that further use will take place within the financial instruments reserved in the 2022 budget for the long term. Based on experiences gained in 2022, it may be preferred or necessary to have funds available more quickly or to apply a limited or other shift between the various items. If necessary, this will be incorporated into the budget.

The quality agreements (part of the passed-on government grant) and RPAs are explained further below.

Quality agreements

The previous governing agreement set out that the funds released by the student loan system funds would be linked to quality agreements. These agreements have since been made at institutional level and approved by the Minister following an assessment by the Accreditation Organisation of the Netherlands and Flanders (NVAO). In 2022, the NVAO will perform an interim assessment of the realisation of the plans on the basis of the 2021 Annual Report. A final assessment will take place in 2024. Partly for this reason, it is vital that, in 2023 and 2024, the faculties not only spend the funds allocated for those years, but also fully make use of the funds from previous years not yet allocated for the realisation of the quality agreements.

After extensive consultation with the relevant representative advisory bodies, the UvA has decided to use the funds for the following themes:

- more intensive and small-scale education;
- further professionalisation of lecturers;
- suitable and high-quality teaching facilities.

In addition to the three aforementioned themes, the UvA has decided to set up the UvA Teaching and Learning Centres (TLCs) with the funds for the quality agreements. The process of providing an additional, long-term impetus for the chosen themes has been further elaborated based on the quality agreements process of July 2018.

Given that the quality agreements plan has been approved, the UvA is assured of receiving the funds until 2024. If the results of the 2022 interim assessment are unsatisfactory, this could only lead to a levelling off in the last year (2024). In that case, the increase in the funds will not be paid out for this last year.

In 2021, the UvA held a mid-term review of the quality agreements, which did not lead to a different implementation with regard to the themes and/or an alternative distribution of funds. The UvA will remain committed to the three themes selected for the entire period. In general, the focus is on continuity and the aim is to continue to maintain a ratio of central/faculty funds of approximately 20% to 80%.

The UvA receives the funds for the quality agreements as a separate component of the government grant. In accordance with decisions taken, funds are allocated to the

organisational units based on the weighted number of credits. Compared to the 2022 Budget, the allocation has been updated based on the revised organisational unit forecast for the number of credits in 2023 and beyond.

The Faculty of Dentistry and AUC share of the funds is passed on directly via the price per funding factor, in line with the funding system for the Faculty of Dentistry and AUC. See Chapter 2.3 for an explanation of the agreements made with VU Amsterdam.

AUC receives a separate budget from VU Amsterdam for quality agreements, which is why these funds are not included in the table below. The remaining part of the funds received by the UvA, after deduction of the UvA-wide commitment for the Faculties of Economics and Business, Humanities, Science, Social and Behavioural Sciences and Medicine and the Amsterdam Law School, are allocated to these six faculties based on the weighted number of credits. This leads to the allocation shown below. This allocation will be adjusted annually, at the time of budget preparation, based on the final number of credits.

Allocation of funds for quality agreements (x€ 1.000)	2022	2023	2024	2025	2025
Faculty of Economics and Business	2.122	2.070	2.302	2.477	2.609
Faculty of Law	1.666	1.802	1.991	2.143	2.279
Faculty of Humanities	2.449	2.660	3.116	3.354	3.701
Faculty of Science	3.121	3.303	3.688	3.970	4.274
Faculty of Social and Behavioural Sciences	3.851	4.159	4.800	5.166	5.563
Faculty of Medicine	2.430	2.477	2.762	2.972	3.206
Faculty of Dentistry	761	875	945	1.019	1.022
Amsterdam University College	463	476	552	595	642
UvA-wide	4.000	4.200	4.700	5.100	5.400
Total	20.863	22.022	24.856	26.797	28.695

Table 13: Provisional allocation of funds for quality agreements

Research Priority Areas (RPAs)

At the end of 2018, following an assessment of the priority areas, a modified policy on RPAs was adopted. The revised policy includes the use of new RPA funds for interfaculty initiatives. The university RPA policy will serve as an unambiguous control instrument for interfaculty research focused on innovation and will not be used for establishing research priority areas. Under the policy revised in late 2018, the implementation of the RPAs is further guaranteed through the strategy and organisation of the university.

The faculties have been requested to develop a faculty research strategy, the basis of which should be the Strategic Framework for Research drawn up in 2019 and which should highlight aspects such as focus, mass and innovation among the disciplines at the faculty. This faculty strategy focuses on the various ways in which research activities can be guided and managed: by developing and maintaining excellent research priority areas, by scaling up promising new initiatives and in relation to how the faculty tries to make room for innovation, including the pursuit of independent research set up through the central RPA budget.

Since 2019, a maximum funding period of five years has been associated with the interfaculty RPAs, with the possibility of extending the funding period once with a maximum of five years.

In the coming years, the budget available for Research Priority Areas (RPAs) will increase to a total of €10 million in accordance with a prior decision. In 2019, the

faculty RPAs were integrated into the decentralised faculty budgets, for an amount of €4.5 million in total. After the integration of the faculty RPAs, the available budget for interfaculty RPAs is €5.5 million (€10 million minus €4.5 million for the faculty RPAs). The RPA budget was to reach €5.5 in 2022, while the budget for new RPA allocations would not become available until 2024. In order to continue to provide two RPA allocations per year both in 2022 and in 2023, the RPA budget has been increased on a one-off basis in the 2022 Framework Letter for 2022 and 2023. This means that, for 2023, €700,000 will be available for new allocations. For the 2023 budget, the Board will decide on the definitive allocation in October 2022, following Steering Committee discussions with the initiators about details of their proposal and after receiving the University Research Committee's (UOC) advice on this. As of 2024, the available budget for RPAs will once more be in line with the agreed policy (€5.5 million), which means that at least some RPA allocations from 2019 cannot be renewed.

Research Priority Areas	For	2022	2023	2024	2025	2026
Amsterdam Centre for European Studies	FMG	300	300	-	-	-
Available RPA STEM/Gamma	Niet verdeeld	-	-	2.000	2.000	2.000
Available RPA funds	Niet verdeeld	-	700	1.700	2.000	2.900
Brain & Cognition	FMG	772	772	-	-	-
Global Health	FdG	379	379	-	-	-
Human(e) AI	FGw	300	300	-	-	-
Personalized Communication	FMG	301	301	-	-	-
RPA AI for Health Decision Making	FdG	450	450	450	450	-
RPA Digital Cultures	FGW	300	300	300	-	-
RPA ENLENS	FNWI	300	300	300	300	300
RPA Organizational Ethics	FdR	300	300	300	300	300
RPA Personal Microbiome Health	FdT	450	450	450	450	-
RPA Urban Mental Health	FNWI	2.000	2.000	-	-	-
Total		5.852	6.552	5.500	5.500	5.500

Table 14: RPAs

2.4.2 ICT investments

The UvA has set up an annual IT investment portfolio with an associated investment budget. The IT investment portfolio aims to contribute to the provision of innovative and modern IT services for research, education and support.

The annual budget is used to fund small and medium-sized projects in all areas of information provision. Larger investments are needed for a number of developments, but the annual budget offers insufficient scope for such investments. That is why the UvA has created additional theme-based budgets. In total, some €7.4 million will be available for the theme-based budgets in 2023. Alongside the annual budget, the hours for the IT portfolio, the contribution to SURF and the depreciation set-off system, the total available 2023 budget for the IT portfolio comes to €10.3 million.

Allocated theme-based funding

Theme-based funding is allocated by the Executive Board on the basis of approved plans. The projects to which a theme-based budget has been allocated in 2023 under decisions already taken by the Executive Board include the Teaching Logistics Programme, IT business cases for research and the Information Security Improvement Plan.

Earmarked theme-based funding

With the creation of the *ICT theme-based funding: 'Earmarked'*, the budget for 2022 and beyond introduces scope for new investments in all domains of information security. Until the Executive Board makes a decision on the allocation of these funds, they have been placed under earmarked theme-based funding. Over the coming years, IT for education and research will continue to demand major, far-reaching investments. These investments will arise from fulfilment of the ambitions of the 2021-2026 Strategic Plan and the related digital agenda. This in any case relates to issues such as IT for Education Innovation (e.g. safe and reliable assessment), the further development of IT facilities for research (e.g. realising state-of-the-art infrastructure, data storage, facilities for greater computing power), employee information services (e.g. modernisation of the intranet/UvAweb) and the modernisation and development of operational management systems and the online and offline working environments for staff and students (e.g. facilities for hybrid working practices). In the run-up to the 2023 draft budget, these topics will be defined further and supplemented as part of drawing up a new digital agenda for the UvA. Approved proposals from the ICT Steering Committee, which are not financed from the annual budget, must also be funded from a theme-based budget.

ICT investments (ICT development)	2022	2023	2024	2025	2026
BUDGET ALLOCATIONS					
ICT projects: ICT & operations	400	400	400	400	400
ICT projects: ICTO Programme Council	600	600	600	600	600
ICT Projects: SURF Contribution SURF contribution	448	448	448	448	448
ICT projects: Hours ICTS	1.360	1.360	1.360	1.360	1.360
ICT projects: Compensation for depreciation	125	125	-	-	-
<i>Subtotal ICT projects regular</i>	2.933	2.933	2.808	2.808	2.808
ICT Thematic funding: Research IT	325	-	-	-	-
ICT Theme-based funding: Education Logistics	1.933	602	602	602	602
ICT theme funding: IB improvement plan	454	328	-	-	-
<i>Subtotal thematic funding awarded</i>	2.712	930	602	602	602
ICT theme funding: Reserved	4.400	6.459	7.432	6.550	6.550
TOTAL	10.045	10.322	10.842	9.960	9.960
<i>Planned expenditure thematic funding awarded</i>					
Transition to the Cloud	-	-	-	-	-
Business Cases IT for Research	800	331	-	-	-
IT for Research	325	-	-	-	-
Educational Literature	1.933	602	602	602	602
IB improvement plan	454	328	-	-	-
<i>Total</i>	<i>3.512</i>	<i>1.261</i>	<i>602</i>	<i>602</i>	<i>602</i>
<i>Balance of allocated thematic funding</i>	<i>-800</i>	<i>-331</i>	<i>-</i>	<i>-</i>	<i>-</i>

Table 15: Long-term IT investments

Explanatory note to allocated theme-based funding

Teaching Logistics Programme (POL)

POL is helping to increase the teaching organisation's agility and clout and forging effective process chains in the teaching logistics domain. The 2023 budget and beyond sets out the costs of the depreciation for the IT products realised in the programme up to 2022.

Information Security Improvement Plan

The Information Security Improvement Plan contributes to a structural increase of the level of information security. The programme plan consists of a number of sub-projects, which are being carried out in partnership with AUAS. These projects are implementing measures to mitigate the greatest risks to information security at the UvA and AUAS.

2.4.3 Real estate investments and the Accommodations Plan

The budgetary precondition for the Accommodations Plan is that, measured until 2035, this Plan must be implemented in a budget-neutral manner (including the costs of capital) within the framework of the current internal rental policy and with the designated reserve built up so far. An update of the Accommodations Plan will be added to the 2023 budget, which will incorporate the most recent insights.

The internal rental policy consists of the annual adjustment of the rent according to inflation (CPI). Due to the combination of this increase in price due to inflation and the decrease in the number of square metres, the share of the basic accommodation costs of university funds remains within the range of 10-12% of the total costs. This income-to-rent ratio is on average around 6% for the faculties. This is displayed in the graph below.

The difference between the income-to-rent ratio of the faculties and of the UvA as a whole relates to the University Library, study centre premises and lecture rooms managed by the units. A large part of these costs are ultimately still borne by the faculties via the rates set by the units. Hence, they also have an interest in striving for an efficient use of lecture and study rooms. The graph below shows the average income-to-rent ratio of the faculties. The income-to-rent ratio of the Faculty of Science is higher than that of the other faculties due to the laboratories.

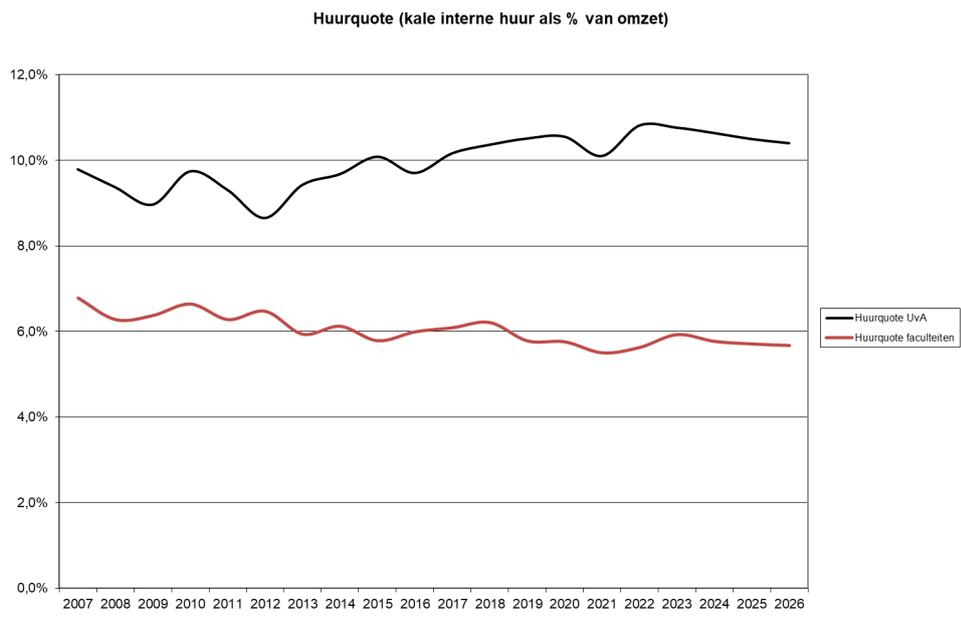


Table 16: Income-to-rent ratio

The real estate administration will have a cumulative positive operating result for the years 2023 to 2026. The results for the years 2023 to 2025 are higher than the long-term budget for 2022, which is principally due to the planning changes that have a positive effect on the result.

In the years after 2026, the result will remain negative for several years because, in the financial long-term model, the first reinvestments will then also start to influence the estimate. The amount and the timetable of the reinvestments are easy to control. On the horizon up to 2045, it is quite possible to achieve an investment programme of approximately 40 to 45 million euros per year on average, which is comparable to the amount of the depreciations.

For planning purposes, it is desirable to gain insight into the size of the annual cash-out. That is why, during the preparation of the budget for 2023, particular attention will be paid to the feasibility of all proposals (quality and time). Faculty ambitions have an impact on future spatial needs. In some cases, it may be a good idea to take more time to state the ambitions in more concrete terms, so as to better understand the spatial needs. If this is done, the quality of accommodation will be more in line with the actual needs of the faculties, which will make the investments more stable. However, all of this may result in a longer lead time for the investment programme.

2.4.4 Other investments

In 2019, the first additional investments were made from the reserves to provide financial scope for experimentation, from the scope created for that purpose in the budget. This has resulted in a number of initiatives, the allocated budgets for which are included over a multi-year period in the budget for 2020. In 2019, experience was gained with the system for offering interim opportunities to create extra scope for projects and temporary innovations intended to have a structural effect. This has shown that the extent of the proposals is such that the financial scope becoming available during the year is expected to offer sufficient opportunity for honouring proposals. The policy of creating scope for investments from faculty and university reserves will be continued and, in 2023, as in previous years, will be based on the

financial scope becoming available in the year itself, which, given the expected size, is not budgeted in advance. In consultation with the organisational units, further agreements/process agreements have been made about the decision-making processes related to the allocation of additional funds from reserves. The process followed in recent years will be evaluated and will be continued in 2023, with adjustments where necessary.

2.5 Risks

The UvA faces the following key financial risks:

- evolution of wages, pension premiums and prices and the extent to which this will be compensated for in the government grant. The majority of the UvA's income comes from the central government. This is subject to annual indexation, which provides compensation for inflation and any increases in wage costs. In addition, interest on the loans that the UvA has taken out is fixed for the next few years, limiting any impact of rising inflation on the UvA's financial position in the short term under normal circumstances. However, this does not mean that the UvA is not exposed to any inflation risk. In the event of persistently high levels of inflation, it is conceivable that the central government will set a lower level of indexation, meaning that this will not provide full compensation. This may have a negative effect on the workload and quality. In addition, extreme sector-specific price increases in the construction sector could have an impact on the UvA, given the UvA's investment programme. Furthermore, persistently higher levels of inflation could over time have an impact in terms of the interest rates of the loan portfolio. The risk is managed by drawing public attention to the financial position of universities (including from the central government through the UNL and through civic partners), by monitoring developments with one eye on long-term planning and by continuing to look for efficiency opportunities within the UvA;
- a lack of additional funds for academic education and research that should structurally eliminate the underfunding and allow the current ambitions in higher education at research universities to be achieved. In 2021, PwC Strategy& calculated that universities would collectively face a shortfall of €1.1 billion per year in achieving the current level of ambition. There is a risk that the investments in academic education and research agreed in the governing agreement will be spent or will have to be spent on new policy goals, as a result of which underfunding and a high workload will persist. This may necessitate an adjustment of the allocation of funds within the UvA. The risk is managed through careful monitoring of the situation and by seeking a balance to try to realise as many goals as possible at the same time. Efforts are also being made to influence public debate;
- the governing agreement's aim to review and increase the fixed rate in the financing of universities. In view of the previous review conducted by the Van Rijn Committee, the lobbying of the applied sciences and younger universities and the unique activities carried out by the UvA (particularly with regard to museum activities), there is a risk that the review may have a negative impact on the UvA. In addition, the increase of the fixed rate and reduction of the variable government grant entails the risk that the government grant per student will fall as student numbers increase, resulting in an increase in underfunding. The governing agreement also includes an agreement for the reintroduction of the basic student grant from 2023. the risk that the government will cut the

current or future funding of universities (e.g. the quality funds) in order to finance the plans for the basic student grant. The risk is controlled by taking it (including by not carrying out the Van Rijn shift) and monitoring the situation, by influencing public debate on this issue and through participation in UNL working groups (e.g. cost review);

- uncertainty regarding the level of funds the UvA will receive through Dutch Research Council competition from the National Research Agenda and regarding contract income for research. There is no complete certainty regarding the level of the flows of funds. A number of faculties have also flagged a temporary dip in the number of calls. The risk is managed through the strategy of the Strategic Plan to be able to appeal to more different funds, including at group, faculty and institutional level. In addition, there is a greater focus on theme-based funding;
- uncertainty about student intake numbers in the coming years. There is a risk that a higher or lower number of students will apply to study at the UvA. In the event of a higher number, this will cause additional pressure on the university due to pre-financing difficulties, the absence of an increase in the fixed rate of funding and insufficient compensation for research when numbers rise. In addition, more accommodation is required. In the case of a lower number of students, this pressure actually decreases, but there is a risk that income in the medium term will be insufficient to cover the costs. The risk is managed by focusing on medium-term planning and on the long-term budget itself. Attention is likewise devoted to the quality of the budget information. The Accommodations Plan involves scenario analyses and more specific planning calculations for numbers with a longer planning horizon;
- extent of matching pressure. There is a risk that an increasing proportion of government funding will have to be used to enable matching of projects, leading to an increasing reduction of free research capacity. This risk is currently mainly managed within faculties and by means of the matching component in the allocation model. An additional matching component has been proposed in the context of the Strategic Plan. Furthermore, within the public debate, it is emphasised that additional or new forms of funding must be full cost, meaning that total costs are covered and that these new forms of funding do not increase matching pressure;
- market and price developments in the construction sector are leading to higher investments. Recent tenders have shown that prices are currently rising sharply, mainly due to shortages of materials and capacity. At the same time, price developments remain difficult to predict. This is managed by actively monitoring developments, considering the possibility of reaching different contractual agreements or, if possible, postponing investments;
- budget overruns in the implementation of accommodation projects due to deviations from the original project plan or time overruns. This risk is managed through regular monitoring of the development of accommodation needs through a rolling forecast approach in the Accommodations Plan, in order to identify any issues in time and make adjustments where necessary. Specifying new requirements and submitting them for decision-making. Making risk management part of project implementation in order to identify risks (likelihood and impact) promptly and make adjustments as necessary.

3 Framework Letter and budget process

This year's planning for the Framework Letter and budget process is as follows:

23 February 2022	Submission of organisational units' policy priorities and Joint Meeting + submission of forecasts for organisational units
4 March 2022	Submission of Joint Meeting's policy priorities
18 March 2022	Submission of units' 2023 rate proposals
13 April 2022	Adoption of draft Framework Letter 2022 by the Executive Board
13 April 2022	Discussion of draft Framework Letter at Operational Managers' Meeting
21 April 2022	Discussion of the draft Framework Letter 2022 by the Central Executive Council
21 through 25 April 2022	Coordination between organisational units and real estate, multi-year developments for students and FTE for updating the Accommodations Plan in the Framework Letter
17 May 2022	Adoption of final Framework Letter, subject to consent
24 May 2022	Start of central representative advisory bodies' approval period for the 2023 outline budget and start of the consultation period for the final 2023 Framework Letter
9 June 2022	End of 2023 Framework Letter consultation period
10 June 2022	Joint consultative meeting with the Executive Board on the Framework Letter
22 June 2022	- Determination of the numbers of fixed services as of 1 June (excluding student numbers) for the 2023 budget
22 June 2022	- Submission of forecast of fixed numbers for 2024-2026 (incl. forecast of the student numbers in 2023) - Submission of reconciled or other 2023-2026 internal settlement statement
5 July 2022	End of the approval period for the 2023 outline budget, as set out in the 2023 Framework Letter
14 July 2022	Budgeting tool, filled with all central data, available to organisational units
26 August 2022	Submission of the 2023-2026 forecast for funded performances
8 September 2022	Submission of the 2023-2026 draft unitary budget
4 October 2022	Adoption of the 2023-2026 draft budget – including the draft Accommodations Plan – by the Executive Board
10 October 2022	- Start of the central representative advisory bodies' approval period for the amended 2023 outline budget - Start of the local representative advisory bodies' consultation period for the draft unitary budgets - Start of the Central Works Council's and the Central Student Council's consultation period for the UvA's 2023 draft budget - Start of the consultation period for the UvA's 2023 draft budget
13 October 2022	Discussion of the UvA's 2023-2026 draft budget at the Operational Managers' Meeting
13 October 2022	Discussion of the UvA's 2023-2026 draft budget by the Central Executive Council
19 October 2022	Counting of student numbers and funded performances (credits and diplomas) that count towards the 2023 budget
24 October 2022	End of the consultation period on the UvA's draft budget
25 October 2022	Submission of the updated estimate for 2024-2026 for funded performances and student numbers

9 November 2022	Submission of the final 2023-2026 draft unitary budgets (subject to advice from local representative advisory bodies)
12 November 2022	Consultative meeting on the budget between the representative advisory bodies and the Executive Board
14 November 2022	End of the local representative advisory bodies' consultation period
18 November 2022	Submission of textual explanatory notes with the final unitary budget for the benefit of the UvA budget
28 November 2022	- End of the central representative advisory bodies' approval period for the amended 2023 outline budget - End of the Central Works Council's and the Central Student Council's consultation period for UvA's 2023 draft budget
29 November 2022	Adoption of the final UvA budget by the Executive Board
14 December 2022	Closure of the budgeting tool for organisational units
15 December 2022	Approval of the UvA budget by the Supervisory Board

Approval, advice and consultation

Early on in the process, the Executive Board will enter into consultation with the central representative advisory bodies on the outlines of the budget. Chapter 2 of the 2023 Framework Letter, 'Budget Outlines', sets out the subjects for which the Joint Meeting's approval is requested. In this chapter, the Executive Board explicitly indicates the budget outlines. The planning is once again aimed at having the budget outlines approved before the summer recess. The central representative advisory bodies' approval period lasts six weeks and is scheduled in spring.

If, following adoption of the Framework Letter, subsequent developments affect the budget outlines, the changes will be incorporated into the 'Budget Outlines' chapter in the draft or final budget. If this is the case, the amended budget outlines will be submitted to the Joint Meeting for separate approval. The central representative advisory bodies' approval period for amended budget outlines lasts seven weeks and is scheduled in autumn.

Advice from the local representative advisory bodies

In autumn, the local representative advisory bodies' consultation period and the central representative advisory bodies' approval period start at the same time, which means that the same documents are discussed in different places within the UvA. As in previous years, the local representative advisory bodies' consultation period will last five weeks, while the central representative advisory bodies' approval period will last seven weeks, so that the Joint Meeting can include the local representative advisory bodies' recommendations in its response to the request for approval of the amended budget outlines.

Consultation and right to be consulted

The Framework Letter and the draft budget will be submitted to the academic community for consultation for a minimum of two working weeks. This consultation period starts at the same time as the approval period for the budget outlines as contained in the Framework Letter or the draft budget, respectively. The central representative advisory bodies' opportunity to exercise their right to provide advice on the budget is exercised by asking the Central Works Council (COR) and the Central Student Council (CSR) for advice on the draft budget. This consultation period runs concurrently with the approval period and therefore lasts seven weeks as well.

English translation of UvA financial and strategic documents

The planning & control calendar states that an English translation of the Framework Letter and draft budget will be submitted to the Joint Meeting at the same time as the Dutch version thereof.

Unitary budgets

The draft unitary budgets must be submitted to Finance, Planning & Control (FP&C) on 8 September 2022. All organisational units will be asked to discuss the draft budget with and submit it to the local representative advisory bodies for advice by 10 October 2022. The results of the consultations with the representative advisory bodies must be taken into consideration when drafting the final unitary budget. Subject to the local representative advisory bodies' advice, the final unitary budgets must be submitted to the Executive Board on 9 November 2022. The textual explanation may be provided until 18 November 2022.

Numbers for the budget are set or a forecast of numbers is requested at various points in the process. The planning for this, per group, is explained below.

Numbers for permanent services (excluding student numbers)

The numbers for fixed services 2023, with the exception of the student numbers 2023, are determined in June. All organisational units will also be asked to provide a forecast for those numbers in 2024-2026 in June. These numbers will be included in the draft and final unitary budgets of 2023.

Student numbers

The faculties will be asked to provide a forecast of the student numbers in 2023-2026 in June, which will be used for the draft unitary budgets for the fixed service packages and the tuition fees to be passed on for the Faculty of Dentistry (FdT) and AUC. The final student numbers for 2023 are determined in October. At that time, the faculties will be asked to provide an update of the student numbers forecast for 2024-2026. These numbers will be included in the final unitary budget for 2023.

Internally funded performances

The faculties of Humanities (FGw), Law (FdR), Science (FNWI), Economics and Business (FEB), Social and Behavioural Sciences (FSBS) and Medicine (FdG) are asked to provide a forecast of the internally funded performances in February: credits and diplomas for 2023-2026 and PhDs and turnover of research projects for 2024-2026. The PhDs and turnover of research projects for the 2023 budget is determined in early May, after the adoption of the annual report and the annual accounts. These numbers are included in the draft and final Framework Letter. At the end of August, the same faculties will be asked for an update of the forecasts provided in February.¹ These forecasts will be included in the draft unitary budgets. In October, the final internally funded performances for 2023 will be determined. At that time, the faculties will be asked to provide an update of the internally funded performances forecast for 2024-2026. These numbers will be included in the final unitary budgets for 2023.

Government grant units

The funding units from the 2023 government grant: the Ministry of Education, Culture and Science usually determines the enrolments, diplomas and PhDs in June. In February, the Faculty of Dentistry and AUC were asked to provide a forecast of the 2024-2026 funding units for the Framework Letter. The draft funding units of

¹ For internal budgeting purposes, an initial forecast may also be provided in July

2023 have been incorporated into the Framework Letter. The Faculty of Dentistry and AUC can submit updates of the 2024-2026 forecast at the same time as the other faculties' requests so that these can be incorporated into the draft and final budget.

Changes in numbers during the budgeting process cause the internal income and internal expenditure of the organisational units to change during this period as well. In principle, the framework results presented in Appendix 1 apply to both the draft budgets and the final unitary budget, irrespective of changes in numbers. For the units, a large increase or decrease in the fixed numbers during the financial year will lead to a discussion on the effects of this on the unit's result. If any bottlenecks or large surpluses arise after the final counts, these must at least be discussed at the meetings of the Central Executive Council in late October and early November. They may also be the subject of consultation between individual organisational units and the Executive Board.

Any consequences of the above-mentioned consultations must be taken into account when drafting the final unitary budget. Additions or adjustments requested in the draft budget must be incorporated as well.

UvA budget

Based on the submitted draft unitary budgets, the additional clarity Budget Day provides with regard to the government grant and the tuition fees based on the enrolments as of 1 September, the UvA's 2023-2026 draft budget will be prepared at the end of September. When the Executive Board approves the UvA draft budget, the organisational units may be asked to provide additional information or to make changes, particularly if the submitted unitary budget deviates from the agreed frameworks.

Based on the submitted final unitary budgets, the counts and the results of the consultations on these subjects, the Executive Board will draw up and adopt a final UvA budget for 2023-2026 in early December. The Supervisory Board's approval thereof is scheduled for 15 December 2022.

Format and instructions

Each organisational unit with its own company number in SAP is expected to provide a budget for 2023, including a multi-year forecast up to 2026. Unless the Executive Board grants it permission to deviate from this, each organisational unit must provide a balanced multi-year budget. This is stated in Section 2.1 and elaborated in Appendix 1. When submitting the draft budgets and final unitary budget, the organisational unit must include a brief explanation that will be included in the UvA budget.

Budgets must be prepared using the allocation system, prices and budgets included in the Framework Letter. These are included in Chapter 2.

In accordance with arrangements made between the Executive Board and the Joint Meeting in 2016, there is an extensive format that the faculties must use when submitting the draft unitary budgets to the local representative advisory bodies. In 2017, arrangements were made with the Joint Works Council on the submission of the draft unitary budgets of the units to the Joint Works Council.

The technical budgetary instructions have been separated from the Framework Letter. The technical budgetary instructions, which include further guidance on how the organisational units are to estimate certain items, will be made available to the

organisational unit controllers separately. These technical instructions will also include the instructions for the budgeting tool.

Liquidity planning

A good insight into the liquidity development throughout the year helps minimise the UvA's cost of capital. The 'seasonal pattern' of the major items of government grant, tuition fees and salaries is centrally known. Organisational units are asked to report any other deviations from a regular seasonal pattern.

Liquidity planning is done in millions of euros. It follows from this that the organisational units are asked to identify situations (outside the area of salaries) in which, on a monthly basis, expenses or income are expected to deviate by more than one hundred thousand euros (€100,000) from one twelfth of the annual amount, whether positively or negatively. For the faculties, this is expected to mainly be the case with regard to the estimated income from indirect government funding, contract research funding and subsidies; for services such as ICT Services (ICTS), Facility Services (FS) and the University Library (UB), there may be unevenly distributed investment or purchasing expenditure, and for the executive staff, there may be unevenly distributed subsidies.

Balance

A multi-annual balance sheet will be added to the budget. The balance sheet has been part of the Accommodations Plan for a number of years, usually shown in the form of a graph. A multi-annual balance sheet is added to the 2023 budget. Other organisational units that expect to make investments in the coming years are asked to report on this.

4 Allocation of teaching and research

4.1 UvA income

The UvA distinguishes between the following forms of income:

- government funding, consisting of the government grant and tuition fees. The government grant is a lump-sum budget that is received centrally and distributed within the two components of the allocation model. Statutory tuition fees are distributed through the education allocation model;
- indirect government funding from Dutch Research Council (NWO), Royal Netherlands Academy of Arts and Sciences (KNAW) and EU projects and programmes. The UvA uses a broad definition for indirect government funding, including EU funding. These funds are received locally and are the responsibility of the faculty;
- contract research funding, which concerns project-related funding and comes – for example – from private individuals, companies, institutions, subsidy providers and ministries. These funds are received locally and are the responsibility of the faculty;
- institutional tuition fees, from students who pay the institutional tuition fee. These funds are received locally and are the responsibility of the faculty. The faculty contributes 15% of the institutional tuition fees to the UvA allocation model to cover UvA-wide costs for the relevant group of students, such as scholarships for non-EEA students, support for the executive staff and general UvA policy objectives, improvements and innovation.² Within the faculty, 80% of the remaining income is apportioned to education and 20% to research. This is shown in the draft and final unitary budgets. The 15% institutional tuition fee funds transferred for the UvA allocation model are apportioned to education and research in the same proportion;
- other income, which includes all income that cannot be classified in one of the above categories.

The university's government funding is, as usual, estimated on the basis of the data on tuition fees and the government grant available in October. The Framework Letter, draft budget and final budget are based on the data known at that time.

4.2 UvA allocation model income and distribution

Within the allocation model, we distinguish between the components of education and research. The government grant for teaching, the statutory tuition fees and the institutional tuition fees apportioned to education make up the income of the education allocation model. The government grant for research, the institutional tuition fees apportioned to research and the Return on Equity constitute the income of the research allocation model. The Return on Equity derives from the fact that the UvA uses its equity capital to fund part of the investments made for renovation and new construction of accommodation for teaching and research purposes. This reduces the amount of interest the UvA has to pay on loans. The UvA will add the resulting savings to the research allocation model.

² Including: credits and diplomas obtained by students paying the institutional tuition fee other than at the faculty where the main enrolment is.

The revenues of the allocation model are distributed among the organisational units by means of the distribution of the allocation model. The funds in the Government Grant for the Heritage and Storage function of the University Library are passed on to the University Library directly. This provides substantiation for the fact that the UvA has a large museum collection under its care and is charged with maintaining it.

The revised allocation model applies since 2019. Only for the Faculty of Dentistry and AUC does the old method of funding still apply, in respect of which there has been consultation with VU in early 2020 on the interpretation of the arrangements that both institutions have made in this regard. See Chapter 2.3 for an explanation of the arrangements made with regard to the Faculty of Dentistry and AUC. A detailed description of how the allocation model works can be found on the UvA's website.³ The following sections explain the application, the technical elaboration and, finally, the result of the allocation model for education and research for 2023-2026.

4.3 Funding factor

The allocation model takes into account the cost differences between programmes by applying a funding factor to the variable education funding. Credits and diplomas are multiplied by this funding factor. The funding factor is an average of the government funding factor per degree programme and the tuition fee.

The government grant distinguishes between arts/social sciences (x1), natural sciences (x1.5) and medical sciences (x3). The tuition fees are the same for all degree programmes. The funding factor in the allocation model is calculated based on the number of years of nominal enrolments and degrees, prices in the government grant per enrolment and degree, and the tuition fee rate. The factor is the weighted average of the tuition fee-adjusted factor government grant for the number of credits and the factor government grant for degree certificates.

In the 2022 budget, the funding factors were reviewed and set at 1.00 for degree programmes that receive a lower amount of funding, 1.31 for degree programmes that receive a higher amount of funding and 2.27 for degree programmes that receive top-level funding. For more information on this revision and the method used to calculate the funding factors, please refer to Appendix 4 and the memo included in the appendixes to the 2022 budget.

4.4 Allocation model: education section

4.4.1 Explanation

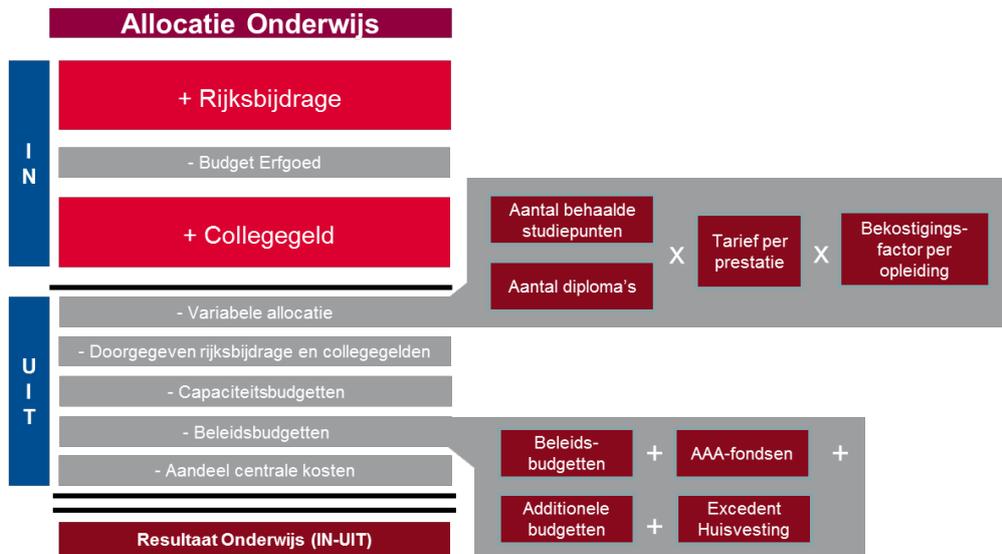
The Education section of the allocation model ensures the distribution of centrally received education resources among the faculties.

The allocation for education consists of the following five categories:

- variable allocation;
- earmarked government grant and tuition fees;
- capacity budgets;

³<https://www.uva.nl/en/about-the-uva/policy-and-regulations/finances/allocation-model/allocation-model.html>

- policy budgets;
- share of central costs.



For the Faculty of Dentistry and AUC, the government grant for teaching and tuition fees that can be directly related to those organisational units are passed on to these organisational units directly (see Section 2.3). This is done according to the same variables as the government grant itself and a component from the UvA's fixed funding that increases on the basis of historical distribution (fixed amount).

4.4.2 Education allocation model income

Government grant

The multi-year estimate (2023-2026) of the government grant for teaching has been updated on the basis of the latest insights. The total expected government grant for teaching for 2023 is €334 million. This forecast is based on the provisional status allocation 2023 (Ministry of Education, Culture and Science funding picture with the numbers of funded performances), the long-term developments in the macro framework in the most recent government grant letter and information shared by the Ministry of Education and Universities of the Netherlands.

The table below first explains the expectation of the current items in the government grant. The next table explains the expected changes in the government grant.

Revenues from state education funding	2022	2023	2024	2025	2026
Weighted funding units education UvA	42.360	44.483	-	-	-
Price per weighted education unit se	4.211	4.137	-	-	-
Student grants UvA (x 1,000)	178.365	184.040	-	-	-
UvA's market share in student grants	10,73%	10,73%	10,73%	10,73%	10,73%
Total student grants for the university (x 1,000)	1.661.870	1.715.262	1.786.443	1.844.544	1.897.574
Student grants UvA (x 1,000)	178.365	184.040	191.677	197.911	203.601
Percentage of tuition fees UvA	11,00%	11,00%	11,00%	11,00%	11,00%
Total university tuition fees (x 1,000)	982.575	982.575	982.575	982.575	982.575
Student contributions in % UvA (x 1,000)	108.042	108.042	108.042	108.042	108.042
Vulnerable courses (x1,000)	2.926	2.926	2.926	2.926	2.926
Special facilities (x1,000)	1.701	636	576	248	-
National education programme (x1,000)	32.400	-	-	-	-
Education premium in amounts UvA (x1,000)	37.027	3.563	3.502	3.175	2.926
Market share UvA (student funding)	10,73%	10,73%	10,73%	10,73%	10,73%
Total quality funding (x1,000)	191.511	202.210	228.233	246.055	263.483
Quality funding UvA (x1,000)	20.555	21.696	24.488	26.401	28.270
Performance box resources set aside (2%) (x1,000)	-	4.592	4.592	4.592	4.592
Reserved education funding (x 1,000)	-	4.592	4.592	4.592	4.592

Table 17: Government grant for teaching cf. government grant letter

Based on the provisional status allocation, the UvA's market share of the variable education component in the 2023 government grant is 10.73%. The expected variable budget is therefore €184 million.

The UvA has a percentage of 11.0% in the education mark-up provision and receives specific amounts from the education mark-up in amounts. Jointly, these mark-ups form the fixed amount in the government grant for teaching. The fixed amount for 2023 is expected to be €108 million.

From 2022 onwards, the resources for quality agreements are conditional and are shown separately in Ministry of Education, Culture and Science's multi-year estimates. The UvA assumes that it will comply with the arrangements made and that it will receive quality funding equal to its market share in the student-related funding. Given that the quality agreements plan has been approved, the UvA is assured of receiving the funds until 2024. If the results of the 2022 interim assessment are unsatisfactory, this could only lead to a levelling off in the last year (2024). In that case, the increase in the funds will not be paid out for this last year. The quality agreement funds for 2023 are expected to be €21.7 million.

Revenues from state education funding	2022	2023	2024	2025	2026
Expected wage and price indexation 2022	5.160	4.760	4.760	4.760	4.760
Effect of Van Rijn	-	600	600	600	600
Expected changes in state contribution to education	5.160	5.360	5.360	5.360	5.360
Redemption of bama compensation	853-	-	-	-	-
Sustainable Humanities from RB OW to RB OZ	1.171-	1.171-	1.171-	1.171-	1.171-
Government contribution VU for AUC	2.468	2.381	2.477	2.573	2.573
Balance sheet changes NPO 2nd tranche ow	2.236-	5.506	-	-	-
Technical corrections to education funding (x 1,000)	1.793-	6.717	1.306	1.402	1.402
Total national education contribution (x 1,000)	347.357	334.009	338.968	346.882	354.194

Table 18: Changes and technical corrections in the government grant for teaching

In the 2022-2025 budget, additional funds have been estimated for compensating a wage/price increase of 1.5%. Since, at present, there is insufficient certainty about the wage and price increases in 2023 and their compensation, no estimate has been included yet. This will be incorporated into the technical instructions for the draft budget.

Due to the change in the government grant due to Van Rijn, €600,000 has been included as expected compensation for the measures introduced.

The technical corrections within the UvA concern the transfer of a portion of the earmarked budget for sustainable humanities from education to research, the settlement with VU with regard to AUC and the allocation of the funds received in 2021 from the National Programme for Education to spending in 2023. The balance of these corrections leads to a correction of the allocation of the government grant for teaching of €6.7 million in 2023.

Tuition fees

The entire income from statutory tuition fees is added as income from the education allocation model. The student numbers as estimated in the budget 2022-2025 have been assumed to be equal. In the faculties' own budgets, 85% of expected income comes under the heading of 'institutional tuition fees'. Of this estimate, 15% is included as an allocation to the allocation model, 80% of which goes towards education. This percentage is in line with the research mark-up on the variable education budget in the allocation model (25%).

For the time being, the faculties have indicated that they do not expect any major deviations from the 2022-2025 budget. The revenues from institutional tuition fees are therefore assumed to be the same as in the 2022-2025 budget. For 2023, the tuition fee allocation in the budget allocation for education is €81.7 million. This is considerably higher than for the year 2022, as the tuition fees for the 2021-2022 academic year were halved.

Central revenue tuition fees	2022	2023	2024	2025	2026
<i>College year</i>	21/22	22/23	23/24	24/25	25/26
Regular first-year students with discount (as of October)	4.961	5.116	5.212	5.290	5.290
Tuition fees without reduction regular	542	1.105	1.105	1.105	1.105
Tuition fees first year students regular rate (x 1,000)	2.689	5.651	5.756	5.842	5.842
Regular students without discount (as of October)	28.786	29.688	30.240	30.692	30.692
Tuition fees without discount regular	1.084	2.209	2.209	2.209	2.209
Tuition fees old-year students regular rate (x 1,000)	31.204	65.581	66.800	67.800	67.800
Tuition fees small-scale intensive students (PPLE and AUC) †	3.764	4.613	4.613	4.613	4.613
Tuition fees part-time students (x 1,000)	856	1.623	1.623	1.623	1.623
Tuition fees transitional students (x 1,000)	584	1.312	1.312	1.312	1.312
Tuition fees flex students (x 1,000)	70	182	182	182	182
Tuition fees other (x 1,000)	159	138	138	138	138
Tuition fees students not on a regular basis (x 1,000)	5.433	7.868	7.868	7.868	7.868
Refund percentage	5,73%	5,73%	5,73%	5,73%	5,73%
Refunded tuition fees	2.252-	4.529-	4.605-	4.667-	4.667-
Percentage of students entering after October	2,15%	2,15%	2,15%	2,15%	2,15%
Tuition fees of students entering after October	847	1.703	1.732	1.755	1.755
Corrections due to AUC, PPLE, part-time, flex and switch	-	-	-	-	-
Tuition fees per academic year	37.921	76.274	77.551	78.599	78.599
Conversion of academic year to calendar year	50.706	76.700	77.900	78.599	77.622
VU contribution to AUC	606	839	927	1.032	1.032
15% remittance faculties ICG education	4.205	4.205	4.205	4.205	4.205
15% faculty contribution ICG research	1.051	1.051	1.051	1.051	1.051
Total central tuition fees	56.567	82.795	84.083	84.886	83.910
Total income from allocation model education	55.516	81.744	83.032	83.835	82.858
Total income from research allocation model	1.051	1.051	1.051	1.051	1.051

Table 19: Tuition fee income budget

4.4.3 Variable education budget

Allocation model for teaching performances

The table below shows the forecast for funded performances per faculty that serve as a basis for the variable allocation. For the faculties of Economics and Business, Law, Science, Humanities, Social and Behavioural Sciences and Medicine, these are the number of credits and degrees. The numbers below have been determined on the basis of the faculties' forecasts. The number of performances in the table below does not include the performances of students paying institutional tuition fees.

Funded performance education	2022	2023	2024	2025	2026
FEB					
Credits low	237.979	225.775	227.539	225.401	229.843
Diplomas low	2.152	2.117	2.149	2.087	2.122
FdR					
Credits low	186.785	196.496	196.856	196.856	196.856
Diplomas low	1.483	1.592	1.594	1.594	1.594
FGW					
Credits low	270.868	285.412	303.008	314.708	320.947
Credits high	2.865	3.615	3.903	3.898	3.905
Diplomas low	1.637	1.724	1.811	1.898	1.998
Diplomas high	35	29	36	37	37
FNWI					
Credits high	269.170	277.038	280.489	284.020	287.602
Diplomas high	1.807	1.862	1.880	1.906	1.929
FMG					
Credits low	418.216	440.000	460.700	466.800	467.700
Credits high	10.500	10.400	10.600	10.600	10.600
Diplomas low	2.766	2.860	3.110	3.210	3.240
Diplomas high	96	110	110	110	110
FdG					
Credits high	8.817	8.000	8.500	9.000	9.000
Credits top	115.000	115.000	115.000	119.500	121.000
Diplomas high	44	42	42	45	50
Diplomas top	652	600	620	640	700
TOTAL					
Credits low	1.113.848	1.147.683	1.188.103	1.203.765	1.215.346
Credits high	291.352	299.053	303.492	307.518	311.107
Credits top	115.000	115.000	115.000	119.500	121.000
Diplomas low	8.038	8.293	8.664	8.789	8.954
Diplomas high	1.982	2.043	2.068	2.098	2.126
Diplomas top	652	600	620	640	700

Table 20: UvA allocation model for teaching performances

For the Faculty of Dentistry and AUC, the variable allocation is based on the number of government-funded enrolments and diplomas and the passed-on tuition fees. In the Framework Letter, only the UvA numbers are shown for the Faculty of Dentistry, while for AUC, both the UvA and VU numbers are shown. The numbers for the 2023 budget are based on the provisional status allocation, and for 2024 and the following years, the numbers are based on the Faculty of Dentistry's and AUC's forecast. The final 2023 status allocation is expected to be known when the 2023 draft budget is drawn up.

Funded performance education	2022	2023	2024	2025	2026
AUC					
Enrolments high UvA	500	535	535	535	535
Bachelor degree high UvA	127	106	123	128	128
Enrolments high VU	166	175	175	175	175
Bachelor degree high VU	127	106	123	128	128
Number of non-EEA students	153	125	125	125	125
Number of first year EEA students	225	260	260	260	260
Number of senior year EER students	481	515	515	515	515
FdT	-	-	-	-	-
Enrolments top					
Enrolments top	446	441	400	400	400
Bachelor degree top	5	82	100	64	64
Master's degree top	64	66	64	64	64
Dissertations	14	16	22	17	17
Number of non-EEA students	13	13	13	13	13
Number of first year EEA students	59	71	71	71	71
Number of senior year EER students	466	474	474	474	474

Table 21: Status award for teaching performances and student numbers of the Faculty of Dentistry and AUC

Funding factors

The funding factors in the allocation model have been set at:

Funding factor	2022	2023	2024	2025	2026
Low	1,00	1,00	1,00	1,00	1,00
High	1,31	1,31	1,31	1,31	1,31
Top	2,27	2,27	2,27	2,27	2,27

Table 22: Funding factors

Further explanation of the funding factors can be found in Chapter 5.

Education rates

The price per academic credit and the price for a diploma follow the established allocation model, including the indexation as explained in Chapter 2.

Fees education parameters	2022	2023	2024	2025	2026
Credits	109,00	109,00	109,00	109,00	109,00
Diplomas	3.840	3.840	3.840	3.840	3.840

Table 23: Allocation model for teaching rates

The prices for the variable education allocation for the Faculty of Dentistry and AUC are based on the 2022 budget. In the final Framework Letter, this will have been updated to the most recent insights with regard to the government grant at that time. For the Faculty of Dentistry and AUC, the funds for quality agreements have been included in the rates below.

Fees for educational parameters	2022	2023	2024	2025	2026
Enrollment Top (FdT)	16.677	16.433	16.631	16.766	16.766
Bachelor top (FdT)	16.677	16.433	16.631	16.766	16.766
Master top (FdT)	16.677	16.433	16.631	16.766	16.766
Enrollment high (AUC)	8.111	7.979	8.078	8.154	8.154
Bachelor high (AUC)	8.111	7.979	8.078	8.154	8.154
Enrollment high VU (AUC)	8.111	7.979	8.078	8.154	8.154
Bachelor high VU (AUC)	8.111	7.979	8.078	8.154	8.154
Tuition fee FdT	2.168	2.209	2.209	2.209	2.209
Tuition fee AUC	4.560	4.610	4.610	4.610	4.610

Table 24: Government grant teaching rates and tuition fees

The total variable education budget of the faculties is shown in Chapter 13 .

4.4.4 Earmarked government grant/tuition fees for teaching

Budgets that the government has earmarked for specific policy or other goals are passed on to the relevant faculty directly.

Passed-on tuition fees are:

- institutional tuition fees;
- tuition fees at higher statutory rates (institutional fees);
- pre-Master's students.

The tables below show the earmarked government grants and passed-on tuition fees. The institutional tuition fees are estimated by the faculties themselves and are therefore not included in the table of passed-on tuition fees below.

For programmes with small-scale and intensive education, students may under certain conditions be selected, in combination with which a higher tuition fee than the statutory tuition fee may be charged. The amount exceeding the statutory tuition fee is passed on to the faculty to which the programme belongs. The table below shows the technical data for the allocation of statutory tuition fees at a higher statutory rate.

Faculties receive €1,104.50 per pre-Master's student following a regular programme of up to 30 credits. For larger regular programmes, faculties receive the amount of the student's total contribution for the pre-Master's programme. The pre-Master's student performance is not taken into account in the internal funding. Following the Executive Board's decision on the pre-Master's policy, additional budgets for pre-Master's students are included in the education policy budget.

A portion of the budgets below is mentioned separately in the government grant allocation (mark-up in amounts); the rest is part of the fixed amount (mark-up in percentages). The budgets allocated to the UvA via the mark-up are indexed as soon as the actual indexation is known to the UvA. The other amounts are assessed in the Framework Letter to determine whether indexation is applicable.

Passed on Government funding for education For		2022	2023	2024	2025	2026
(Provisional) funds for quality agreements	Beleid	4.000	4.200	4.700	5.100	5.400
(Provisional) funds for quality agreements	FdG	2.430	2.477	2.762	2.972	3.206
(Provisional) funds for quality agreements	FGW	2.449	2.660	3.116	3.354	3.701
(Provisional) funds for quality agreements	FdR	1.666	1.802	1.991	2.143	2.279
(Provisional) funds for quality agreements	FNWI	3.121	3.303	3.688	3.970	4.274
(Provisional) funds for quality agreements	FEB	2.122	2.070	2.302	2.477	2.609
(Provisional) funds for quality agreements	FMG	3.851	4.159	4.800	5.166	5.563
Archival School	FGW	242	242	242	242	242
Sustainable Humanities	FGW	1.756	1.756	1.756	1.756	1.756
FGW Secondary Education KNAW advisory report	FGW	307	307	307	-	-
Health Care Education	FdG	1.566	1.566	1.566	1.566	1.566
Housing Restoration Program	FGW	686	686	686	686	686
Expected state contribution to be passed on	FdT	224	224	224	224	224
Expected state contribution to be passed on	AUC	112	112	112	112	112
NPO 2nd tranche OW - fac.	FEB	585	-	-	-	-
NPO 2nd tranche OW - fac.	FdR	393	-	-	-	-
NPO 2nd tranche OW - fac.	FGW	592	-	-	-	-
NPO 2nd tranche OW - fac.	FMG	815	-	-	-	-
NPO 2nd tranche OW - fac.	FNWI	589	-	-	-	-
NPO 2nd tranche OW - fac.	FdG	204	-	-	-	-
NPO 2nd tranche OW - fac.	FdT	45	-	-	-	-
NPO 2nd tranche OW - fac.	AUC	56	-	-	-	-
NPO 2nd tranche education - fac.	FMG	530	-	-	-	-
NPO 2nd tranche EW - st.welfare	Niet verdeeld	100	-	-	-	-
NPO 2nd tranche EW - st.welfare	StS	160	-	-	-	-
NPO 2nd tranche EW - st.welfare	StS	190	-	-	-	-
NPO 2nd tranche EW - st.welfare	StS	150	-	-	-	-
NPO 2nd tranche OW - Language Competence	FGW	250	-	-	-	-
NPO 2nd tranche EW - vo-ho	Beleid	80	-	-	-	-
Sector plan for physics and chemistry	FNWI	295	295	295	295	295
Total		29.567	25.859	28.547	30.064	31.913

Table 25: Passed-on government grant for teaching

Tuition fees passed on in education	For	2022	2023	2024	2025	2026
Compensation for halved tuition fees	AUC	282	287	287	287	287
Compensation ICG NPO Discount	FEB	773	-	-	-	-
Compensation ICG NPO Discount	FdR	149	-	-	-	-
Compensation ICG NPO Discount	FGW	322	-	-	-	-
Compensation ICG NPO Discount	FMG	447	-	-	-	-
Compensation ICG NPO Discount	FNWI	116	-	-	-	-
Compensation ICG NPO Discount	FdG	5	-	-	-	-
Institutional Fees FdT	FdT	-	-	-	-	-
Institutional Fees AUC	AUC	-	-	-	-	-
Institutional Fees PPLE	FdR	1.516	1.516	1.516	1.516	1.516
Switching students	FdG	9	9	9	9	9
Switching students	FGW	261	261	261	261	261
Switching students	FdR	104	104	104	104	104
Switching students	FNWI	96	96	96	96	96
Switching students	FEB	313	313	313	313	313
Switching students	FMG	738	738	738	738	738
Total		5.130	3.324	3.324	3.324	3.324

Table 26: Passed-on tuition fees

4.4.5 Capacity budget for education

Capacity budgets are budgets for special roles or degree programmes that require additional funding on a structural basis. The table below indicates which budgets have been earmarked for specific teaching activities and positions involving costs that exceed a faculty's normal financing capacity and contribute to the UvA's overall profile and/or an important UvA-wide supported objective. The indexation as referred to in Chapter 2 has been incorporated in the budgets.

Education Capacity Budget	For	2022	2023	2024	2025	2026
Beta/medical-profile gamma-ac.	FMG	1.090	1.090	1.090	1.090	1.090
Infrastructure	FNWI	1.854	1.854	1.854	1.854	1.854
Small arts	FGW	3.244	3.244	3.244	3.244	3.244
Small scale education PPLE	FdR	328	328	328	328	328
Restorers training	FGW	2.173	2.173	2.173	2.173	2.173
Total		8.689	8.689	8.689	8.689	8.689

Table 27: Capacity budgets for education

4.4.6 Policy budget for education

The policy budget for education is made up of two components:

- local policy latitude;
- central policy latitude.

The local policy latitude is intended to achieve strategic education goals. The fixed size of the faculties' local policy budget is 10% of the variable education budget in 2016 to 2018 according to the system of the new allocation model. The amount will be determined when the allocation model is introduced. The indexation as referred to in Chapter 2 has been incorporated in the budgets. The policy budget allocated is available to faculties to use at their own discretion.

Decentralised policy budget education	For	2022	2023	2024	2025	2026
Policy budget education	FdG	3.529	3.529	3.529	3.529	3.529
Policy budget education	FGW	3.395	3.395	3.395	3.395	3.395
Policy budget education	FdR	1.893	1.893	1.893	1.893	1.893
Policy budget education	FNWI	4.008	4.008	4.008	4.008	4.008
Policy budget education	FEB	2.767	2.767	2.767	2.767	2.767
Policy budget education	FMG	4.707	4.707	4.707	4.707	4.707
Total		20.299	20.299	20.299	20.299	20.299

Table 28: Local policy latitude for education

The central policy latitude meets the need for room for UvA-wide policy initiatives. In essence, this refers to areas in which a joint investment is required, or a policy objective for allocating the funds differently, rather than to a division of means (or expenses) between the faculties. The central policy for education also covers the Faculty of Dentistry policy budget. The central policy budgets are shown in the table below.

The UvA recognises the importance of pre-Master's programmes. Internal analyses show that, for almost all faculties, the costs of pre-Master's programmes are higher than the fees for these programmes. Based on this, in October 2018, the Executive Board decided to introduce a financial compensation measure from central policy funds for a period of two years. In March 2021, the Executive Board extended the measure of a €1,000 allowance for each pre-Master's student until the 2022/2023 academic year. After the evaluation of the pre-Master's policy, which is expected to be completed in the spring of 2023, a decision will be made for the periods

thereafter. This also includes the external funding and the internal charging on of costs for pre-Master's students.

What remains unchanged is that the performances of pre-Master's students do not count towards internal funding.

Central government education budget	For	2022	2023	2024	2025	2026
Additional resources for switching programs	Niet verdeeld	-	1.000	1.000	1.000	1.000
Additional resources for switching programs	FGw	197	-	-	-	-
Additional resources for switching programs	FdR	87	-	-	-	-
Additional resources for switching programs	FNWI	89	-	-	-	-
Additional resources for switching programs	FEB	115	-	-	-	-
Additional resources for switching programs	FMG	434	-	-	-	-
Settlement of organisational changes FGw	FGw	100	100	100	100	100
AMS grants	StS	800	800	800	800	800
AUC tariff compensation	AUC	336	336	336	336	336
Education policy budget FdT	FdT	6.346	6.346	6.346	6.346	6.346
Extra impulse for two-year master's programmes in FGW	FGW	35	35	35	35	35
Accommodation costs REC A	FdR	450	450	450	450	450
Humanities in Context	FGw	250	250	250	-	-
IIS	FNWI	1.099	1.099	1.099	1.099	1.099
ILO	FMG	906	906	906	906	906
Implementation coordinator POL	FdG	64	-	-	-	-
Implementation coordinator POL	FGW	64	-	-	-	-
Implementation coordinator POL	FdR	64	-	-	-	-
Implementation coordinator POL	FNWI	64	-	-	-	-
Implementation coordinator POL	FEB	64	-	-	-	-
Implementation coordinator POL	FMG	64	-	-	-	-
Interdisciplinary education - HST	FMG	500	500	500	-	-
Interdisciplinary education - Other	Niet verdeeld	250	250	250	1.000	1.000
Internal variable funding for two-year educational i	Niet verdeeld	-	-	-	-	-
Variable internal funding for two-year educational i	FGW	115	117	117	117	117
Discount for financing implementation coordinato	FdG	61-	-	-	-	-
Discount for financing implementation coordinato	FGW	65-	-	-	-	-
Discount for financing implementation coordinato	FdR	38-	-	-	-	-
Discount for financing implementation coordinato	FNWI	81-	-	-	-	-
Discount for financing implementation coordinato	FEB	50-	-	-	-	-
Discount for financing implementation coordinato	FMG	88-	-	-	-	-
PPL E ingrowth decentralised policy budget	FdR	237	253	261	262	262
Reservation for transitional arrangement for mana	FEB	150	150	150	150	150
Total		12.496	12.591	12.600	12.600	12.600

Table 29: Central policy latitude for education

4.4.7 Total education budget

2023	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	Beleid	StS	Niet verdeeld	TO TAAL
Education												
Variable budget	32.738	27.531	38.392	48.924	60.981	35.038	10.805	10.643	-	-	-	265.052
- Credits	24.610	21.418	31.626	39.558	49.445	29.597	-	-	-	-	-	196.254
- Diplomas	8.129	6.113	6.766	9.366	11.536	5.441	-	-	-	-	-	47.351
State contribution/college fees passed on	2.383	3.422	5.912	3.693	4.897	4.052	224	399	4.200	-	-	29.183
Capacity budget	-	328	5.417	1.854	1.090	-	-	-	-	-	-	8.689
Policy budget	2.917	2.596	3.897	5.107	6.113	3.529	6.346	336	-	800	1.250	32.890
- Decentralised policy	2.767	1.893	3.395	4.008	4.707	3.529	-	-	-	-	-	20.299
- Central policy	150	703	502	1.099	1.406	-	6.346	336	-	800	1.250	12.591
Allocation Education	38.039	33.876	53.619	59.578	73.081	42.619	17.375	11.378	4.200	800	1.250	335.814

Table 30: Education budget by faculty

4.4.8 Results of the allocation model for teaching

The table below shows the result of the allocation model for teaching. This follows from the scope of the components of the allocation model for teaching as explained in Section 4.4.

Allocation Model for education	2022	2023	2024	2025	2026
Income					
Government grant for education	347.357	334.009	338.968	346.882	354.194
Tuition fees	55.516	81.744	83.032	83.835	82.858
- Heritage & Storage education	-9.650	-9.820	-9.915	-9.974	-9.839
Total income education	393.223	405.933	412.085	420.743	427.213
Allocation					
Variable allocation for education	-258.085	-265.052	-271.876	-275.704	-279.146
Transferred government grant and tuition fees	-34.697	-29.183	-31.871	-33.388	-35.237
Capacity budget education	-8.689	-8.689	-8.689	-8.689	-8.689
Policy budget education	-32.795	-32.890	-32.899	-32.899	-32.899
Additional budget education	-10.606	-9.715	-9.235	-9.368	-9.392
Other policy budget education	-10.765	-11.704	-14.240	-12.876	-17.081
Share of centrale costs of education	-25.921	-26.161	-27.382	-28.527	-28.920
Total allocation for education	-381.557	-383.394	-396.191	-401.452	-411.365
Result education	11.666	22.540	15.894	19.292	15.849

Table 31: Allocation Model for Teaching

Income from

The income of the allocation model for teaching follows from the forecast of:

- the income from the government grant and tuition fees as detailed in Section 8;
- less the part of the budget apportioned to education for heritage and preservation. These budgets are covered in Section 5.5

Allocation

The expenditure via the allocation model for education follows from the forecast of:

- the variable education allocation to faculties as detailed in Section 9;
- the government grant for teaching and tuition fees passed on to the faculties as detailed in Section 10;
- the capacity budgets for education for the faculties as detailed in Section 11;
- the policy budgets for education for the faculties as detailed in Section 4.4.6;
- the additional budgets apportioned to education for the services and accommodation excesses. These budgets are covered in Sections 5.5.1 and 5.5.3;
- other policy budgets apportioned to education. These budgets are covered in Section 5.5.2;
- the part of the budget apportioned to education for administration and executive staff. The percentages for the budget for administration and executive staff are covered in Section 5.6

The allocation model for teaching shows a positive result. This means that the UvA receives more funding for education than it allocates to the faculties and other organisational units. The surplus in the UvA allocation model for teaching is used for other budget lines within the UvA.

4.5 Allocation model: Research element

4.5.1 Explanation

The research element of the allocation model divides the incoming resources from the government grant for research, the institutional tuition fees apportioned to research and the Return on Equity (the interest saved). This is reduced by the share of the Heritage and Preservation budgets of the University Library, which is apportioned to the government grant for research.

The allocation for research consists of the following five categories:

- variable allocation;
- passed-on government grant and tuition fees;
- capacity budgets;
- policy budgets;
- share of central costs.

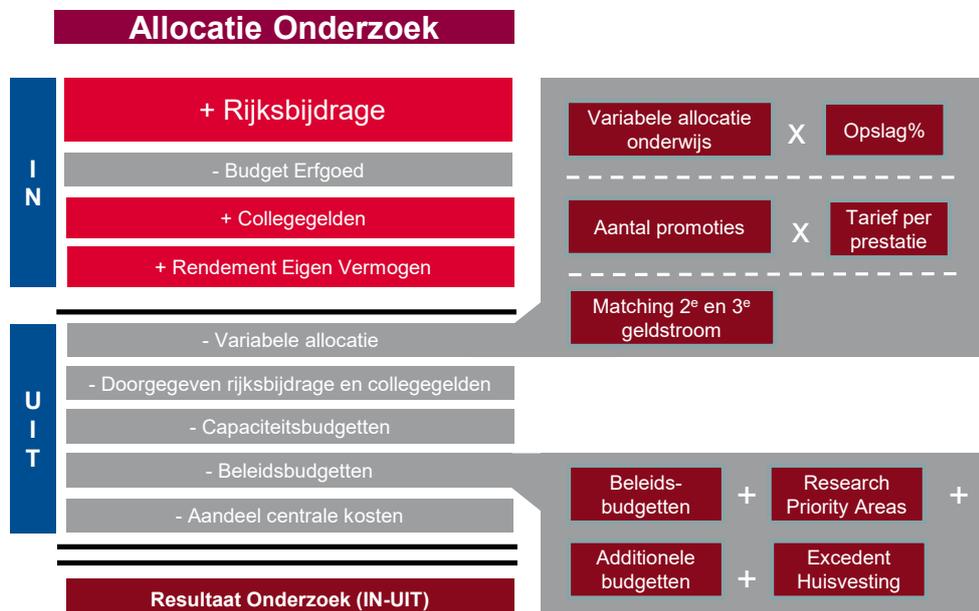


Figure 1: Schematic representation of the allocation model: Research element

For the Faculty of Dentistry and AUC, the government grant for research that can be directly related to those organisational units is passed on to them directly. This is done according to the same variables as the government grant itself and a component from the UvA's fixed funding that increases on the basis of historical distribution (fixed amount).

4.5.2 Income from the allocation model for research

Government grant

The multi-year estimate (2023-2026) of the government grant for research has been updated on the basis of the latest insights. The total expected government grant for research for 2022 is €227.8 million. This forecast is based on the provisional status allocation 2023 (Ministry of Education, Culture and Science funding picture with the numbers of funded performances), the long-term developments in the macro framework in the most recent government grant letter and information shared by the Ministry of Education, Culture and Science and Universities of the Netherlands.

The table below first explains the expectation of the current items in the government grant. The next table explains the expected changes in the government grant.

Income from state funding for research	2022	2023	2024	2025	2026
Weighted funding units research UvA	17.760	18.488	-	-	-
Price per weighted unit of research (wo)	2.069	1.938	-	-	-
UvA degrees (x 1,000)	36.737	35.824	-	-	-
Market share UvA in degrees	11,59%	11,43%	11,43%	11,43%	11,43%
Total university degrees (x 1,000)	317.035	313.476	313.482	312.824	312.824
UvA degrees (x 1,000)	36.737	35.824	35.825	35.749	35.749
UvA PhDs (3 yrs average)	532	542	-	-	-
Design certificates UvA (3 yrs average)	15	14	-	-	-
Price per PhD wo	83.272	82.077	-	-	-
Price per design certificate wo	69.393	68.398	-	-	-
PhDs and design cert. UvA (x 1,000)	45.355	45.448	-	-	-
UvA's market share in PhDs and design certifica	10,81%	10,95%	10,95%	10,95%	10,95%
Total PhDs and design certificates wo (x 1,000)	419.686	414.974	414.982	414.111	414.111
PhDs and ontw.cert. UvA (x 1,000)	45.356	45.448	45.449	45.354	45.354
% research storage UvA	9,49%	9,49%	9,49%	9,49%	9,49%
Total research storage capacity wo (x 1,000)	1.302.610	1.310.880	1.310.869	1.392.117	1.392.117
Research storage % UvA (x 1,000)	123.674	124.459	124.458	132.172	132.172
STEM sector plan	3.692	3.692	3.692	-	-
STEM Sector Plan - transfer 2nd GS	3.337	3.337	3.337	-	-
Sector plan SSH	749	749	749	-	-
Gravity	4.261	4.336	1.940	2.731	2.678
SEO funds	4.447	4.447	4.447	4.447	4.447
National Programme for Education	3.201	-	-	-	-
Research storage in amounts (x1,000)	19.686	16.560	14.164	7.177	7.125

Table 32: Government grant for research cf. government grant letter

Based on the provisional status allocation, the UvA's market share in the 2023 variable component for degrees in the government grant is 11.43%. The expected budget for degrees is therefore €184 million. In 2023, the UvA's market share in PhDs and design certificates is expected to be 10.95%, which brings this budget to €45.4 million.

The UvA has a percentage of 9.49% in the research mark-up provision and, in terms of amounts, receives specific amounts via the research mark-up. Together, these mark-ups form the fixed amount in the government grant for research. The fixed amount for 2023 is expected to be €124.5 million.

Income from state funding for research	2022	2023	2024	2025	2026
Expected wage and price indexation 2021	-	-	-	-	-
Expected wage and price indexation 2022	3.382	3.333	3.333	3.333	3.333
NPO: administrative agreement on research	-	-	-	-	-
Sub-funding of WO (PWC research)	-	-	-	-	-
Expected changes in national research fun	3.382	3.333	3.333	3.333	3.333
Sustainable Humanities from RB OW to RB OZ	1.171	1.171	1.171	1.171	1.171
Government contribution VU for AUC	382	390	385	386	386
Balance sheet changes NPO 2nd tranche oz	533	601	-	-	-
Technical corrections to the state research	2.087	2.161	1.556	1.556	1.556
Total public research funding	230.921	227.786	224.785	225.342	225.289

Table 33: Changes and technical corrections in the government grant for research

In the 2022-2025 budget, additional funds have been estimated for compensating a wage/price increase. Since there is still too much uncertainty about the expected wage and price indexation in 2023, no amount has been included in the Framework Letter for this. Wage costs have not been indexed yet either.

The technical corrections within the UvA concern the transfer of part of the earmarked budget for sustainable humanities from education to research, the settlement with the VU regarding AUC and the allocation of the funds received in 2021 from the National Programme for Education to be spent in 2023. The balance of these corrections leads to a correction of the allocation to the government grant for research of €6.7 million in 2023.

Tuition fees

In the faculties' own budgets, 85% of expected income comes under the heading of 'institutional tuition fees'. Of this estimate, 15% is included as an allocation to the allocation model, 20% of which is for research. For 2023, the tuition fee allocation for the budget allocation for research is €81.7 million. See Table 19, Section 4.4.2.

Return on Equity

The Return on Equity is the saved interest, amounting to €10.4 million.

4.5.3 Variable research budget

Allocation model for research performances

The variable allocation consists of the variable allocations for research to the faculties. For the faculties of Economics and Business, Law, Science, Humanities, Social and Behavioural Sciences and Medicine, the variable allocation for research consists of three parts:

- research mark-up;
- doctoral theses;
- matching government funding, indirect government funding and contract research funding.

The draft numbers for the UvA allocation model 2023-2026 are shown in the table below. The three-year average number of PhDs for funding 2023 (average 2019-2021) includes the provisional funded PhDs 2021. For the years 2024-2026, the faculties' forecasts are included in the three-year average. The 2021-2024 turnover

for the purpose of matching for 2023-2026 is based on the forecast provided by the organisational units in February 2022. After adoption of the 2021 annual accounts, these values for the 2021 turnover will be finalised.

Funded research performance	2022	2023	2024	2025	2026
FEB					
Promotions 3-year average (number)	16,8	16,3	17,7	21,7	20,7
Turnover 2nd GS HOT (€ 1.000)	-	-	-	-	-
Turnover 2nd GS NWO (€ 1.000)	1.058	1.676	1.377	1.377	1.377
Turnover 3rd GS EU (€1,000)	683	745	1.012	1.012	1.012
Turnover 3rd GS (€1,000)	916	413	1.028	1.101	1.101
FdR					
Promotions 3-year average (number)	13,0	12,3	13,3	14,0	15,3
Turnover 2nd GS HOT (€1,000)	51	-	-	-	-
Turnover 2nd GS NWO (€1,000)	463	1.028	1.200	1.250	1.250
Turnover 3rd GS EU (€1,000)	1.933	2.157	1.500	1.500	1.600
Turnover 3rd HR (€1,000)	1.271	1.814	1.900	2.000	2.150
FGW					
Promotions 3-year average (number)	64,7	67,7	68,0	68,3	70,0
Turnover 2nd GS HOT (€1,000)	51	-	-	-	-
Turnover 2nd GS NWO (€1.000)	4.630	5.078	4.919	4.660	4.660
Turnover 3rd GS EU (€1,000)	4.140	4.073	3.945	3.738	3.738
Turnover 3rd GS (€1,000)	614	657	636	603	603
FNWI					
Promotions 3-year average (number)	126,3	127,0	131,0	133,0	137,0
Turnover 2nd GS HOT (€1,000)	51	-	-	-	-
Turnover 2nd GS NWO (€1.000)	20.377	21.905	22.500	23.000	23.000
Turnover 3rd GS EU (€ 1,000)	12.734	12.870	13.500	14.000	14.500
Turnover 3rd GS (€ 1,000)	9.595	10.756	12.500	13.000	13.500
FMG					
Promotions 3-year average (number)	80,7	84,3	89,3	88,3	85,0
Turnover 2nd GS HOT (€1,000)	104	53	-	-	-
Turnover 2nd GS NWO (€1.000)	11.451	11.584	11.150	11.300	11.450
Turnover 3rd GS EU (€1,000)	8.563	8.209	14.000	15.000	15.500
Turnover 3rd GS (€1,000)	3.110	4.083	3.800	3.850	3.900
FdG					
Promotions 3-year average (number)	232,3	234,7	234,8	239,0	240,0
Turnover 2nd GS HOT (€1,000)	130	133	-	-	-
Turnover 2nd GS NWO (€1.000)	15.700	23.000	23.000	23.000	23.000
Turnover 3rd GS EU (€ 1,000)	12.000	7.000	7.000	7.000	7.000
Turnover 3rd GS (€1,000)	62.300	66.000	66.000	66.000	66.000
UB					
Promotions 3-year average (number)	-	-	-	-	-
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1.000)	-	5	-	-	-
Turnover 3rd GS EU (€1,000)	-	-	-	-	-
Turnover 3rd GS (€1,000)	56	909	3.300	3.300	3.300
TOTAL					
Promotions 3-year average (number)	533,8	542,3	554,2	564,3	568,0
Turnover 2nd GS HOT (€1,000)	388	186	-	-	-
Turnover 2nd GS NWO (€1,000)	53.680	64.275	64.146	64.587	64.737
Turnover 3rd GS EU (€1,000)	40.053	35.055	40.957	42.250	43.350
Turnover 3rd GS (€1,000)	77.862	84.631	89.164	89.854	90.554

Table 34: Research performances

For the Faculty of Dentistry and AUC, the variable allocation is based on the number of government-funded diplomas and doctorates. The number of diplomas for the 2023 budget in the Framework Letter is based on the provisional status allocation, and for 2023 and later, it is based on the forecasts from the Faculty of Dentistry and AUC. The final status allocation is expected to be known with the draft budget 2023. The number of PhDs as a basis for 2023 is the average number of PhDs for the calendar years 2019-2021. For 2024 onwards, the number is based on the Faculty of Dentistry's forecast.

Funded performance research	2022	2023	2024	2025	2026
AUC					
Bachelor's degree high 3-year average	242,7	240,0	237,0	237,3	251,7
FdT					
Bachelor's degree top 3 year average	48,3	55,7	62,3	82,0	76,0
Master's degree top 3 year average	57,3	61,3	64,7	64,7	64,0
Dissertations 3 year average	12,7	14,0	17,3	18,3	18,7

Table 35: Status allocation for research performances

In order to do justice to research-intensive education, part of the research budget is linked to the variable education budget (based on credits and diplomas). To that end, a mark-up factor is applied. This percentage is shown in the table below. The mark-up budget for research will enable the faculties to develop their research efforts in line with the development of student numbers. The amount of the research mark-up ensures that, combined with the other research budgets, faculties can spend at least 30% of the government funding budget on research.

Add on factor research	2022	2023	2024	2025	2026
add on research (%)	25,00%	25,00%	25,00%	25,00%	25,00%

Table 36: Research mark-up on variable education budget

The second component of the variable research budget is the PhDs, the funding of which is passed on to the faculties via the government grant. The number (three-year average) of PhDs and design certificates funded by the Ministry of Education, Culture and Science is multiplied by the price per doctoral programme. The price for design certificates will be equal to that for doctoral programmes. Doctorate funding serves to cover the costs incurred by the faculty for the supervision of the PhD candidate, related overhead and, in addition, an allowance towards the costs of maintaining the field of research concerned. As mentioned in Chapter 2, the price per doctoral programme has not yet been increased by an expected indexation.

Tariff research parameter	2022	2023	2024	2025	2026
PhDs	82.700	82.700	82.700	82.700	82.700

Table 37: Compensation per doctorate

The budget for matching is the third component of the variable research funding.

In order to stimulate high-quality, externally funded research and education projects, a matching budget is allocated to faculties. This budget is intended to cover all or part of the integrated costs not reimbursed by the subsidy provider. A matching

budget is allocated to all research and education projects acquired in competition, divided into the following categories:

- indirect government funding (NWO);
- EU contract research funding;
- other contract research funding;
- indirect government funding (HOT).

The category of indirect government funding also includes the Gravitation programme funding tranches that are awarded according to NWO conditions.

Depending on the conditions, partnerships with other, non-public parties can be included in one of the categories in the matching budget.

Other contract research funding comes under the matching definition because of the university's mission to achieve social impact (valorisation; creation of social value). Therefore, we look beyond NWO and EU funding; there are other large national and international funds that offer subsidies for fundamental research as well. It is precisely at the interface of fundamental research and social relevance that the university can be of great value. Various subsidy providers, such as collection funds, are willing to fund relevant basic research, but not at full cost. On the other hand, there are companies and social parties that do or should pay the full cost price.

The definition of the category 'Indirect government funding (HOT)' is as follows: all project-based Ministry of Education, Culture and Science funds acquired in competition, the indirect costs of which are not (fully) reimbursed. This includes the specific, earmarked Ministry of Education, Culture and Science budgets to which the Government Charges Manual (*Handleiding Overheidstarieven – HOT*) applies. This currently concerns the Comenius scholarships and may, in the future, apply to other contributions as well.

The matching percentage is based on the type of grant and the average amount(s) made available by the subsidy provider to cover overhead.

The total budget for all organisational units, excluding the Faculty of Medicine, is capped at €32.7 million. As indicated in Chapter 2, this has not been indexed yet. When this level is reached, budgets are allocated on a pro rata basis. A matching budget of €4.4 million has been allocated to the Faculty of Medicine (in the Framework Letter, also excluding the indexation, as indicated in Chapter 2). The maximum available matching budget is insufficient, so the matching budget is allocated on a pro rata basis. Without the cap, the matching budget would be €38.3 million (including the matching budget for the Faculty of Medicine). This indicates that the matching requirement is €1.7 million higher than currently allocated to the faculties. A further increase in the amount of indirect government funding and contract research funding is expected. The subsidies for these research projects do not cover the full costs and must therefore be co-financed by UvA funds from direct government funding (government grant).

Matching rates	2022	2023	2024	2025	2026
Turnover 2nd GS HOT	15,00%	15,00%	15,00%	15,00%	15,00%
Turnover 2nd GS NWO	60,00%	60,00%	60,00%	60,00%	60,00%
Turnover 3rd GS EU	35,00%	35,00%	35,00%	35,00%	35,00%
Turnover 3rd GS	15,00%	15,00%	15,00%	15,00%	15,00%

Table 38: Matching rate

The prices for the variable research allocation for the Faculty of Dentistry and AUC are based on the 2022 budget and will be updated for the final Framework Letter according to the most recent insights from the government grant.

Research parameters fees	2022	2023	2024	2025	2026
Bachelor high (AUC)	3.103	3.103	3.103	3.103	3.103
Master high (AUC)	6.206	6.206	6.206	6.206	6.206
Bachelor top (FdT)	6.206	6.206	6.206	6.206	6.206
Master top (FdT)	12.411	12.411	12.411	12.411	12.411
Dissertations (FdT)	83.263	83.263	83.263	83.263	83.263

Table 39: Rates of the government grant for research

The total variable research budget of the faculties is shown in Chapter 22.

4.5.4 Passed-on government grant for research

The passed-on government grant for research and tuition fees consists of two parts:

- earmarked government grant;
- research part of institution tuition fees.

Budgets that the government has already earmarked for specific policy or other goals or purposes, earmarked government grants, are passed on directly to the faculty concerned. The earmarked government grants are included in the table below.

A portion of the budgets below is mentioned separately in the government grant allocation (mark-up in amounts); the rest is part of the fixed amount (mark-up in percentages). The budgets allocated to the UvA via the mark-up are indexed as soon as the actual indexation is known to the UvA. The other amounts are assessed in the Framework Letter to determine whether indexation is applicable.

Passed on government grant for research	For	2022	2023	2024	2025	2026
Sustainable Humanities	FGW	1.171	1.171	1.171	1.171	1.171
Expected state contribution to be passed on	FdT	76	76	76	76	76
Expected state contribution to be passed on	AUC	11	11	11	11	11
NPO 2nd tranche OZ	FEB	166	-	-	-	-
NPO 2nd tranche OZ	FdR	130	-	-	-	-
NPO 2nd tranche OZ	FGW	444	-	-	-	-
NPO 2nd tranche OZ	FMG	1.240	-	-	-	-
NPO 2nd tranche OZ	FNWI	1.211	-	-	-	-
NPO 2nd tranche OZ	FdT	11	-	-	-	-
NPO: administrative agreement on research	Niet verdeeld	-	-	-	-	-
STEM sector plan	FNWI	3.692	3.692	3.692	-	-
Sector plan STEM - transfer 2nd HS	FNWI	3.337	3.337	3.337	-	-
STEM Sector Plan (total)	Niet verdeeld	-	-	-	7.029	-
Sector plan for the humanities	Niet verdeeld	-	-	-	-	-
Sector plan for physics and chemistry	FNWI	1.288	1.288	1.288	1.288	1.288
Sector plan for SSH	Niet verdeeld	-	-	-	749	749
Sector plan SSH	FdR	749	749	749	-	-
SEO resources to be transferred to the 1st GS	Niet verdeeld	-	-	4.447	4.447	4.447
SEO resources to be transferred to the 1st GS	FdG	1.133	1.133	-	-	-
SEO resources to be transferred to the 1st GS	FGW	410	410	-	-	-
SEO resources to be transferred to the 1st GS	FdR	178	178	-	-	-
SEO resources to be transferred to the 1st GS	FNWI	1.553	1.553	-	-	-
SEO resources to be transferred to the 1st GS	FEB	92	92	-	-	-
SEO resources to be transferred to the 1st GS	FMG	1.077	1.077	-	-	-
SEO resources to be transferred to the 1st GS	UB	4	4	-	-	-
Gravity Networks	FNWI	2.338	2.684	-	-	-
Gravity Second Genome of Plants	FNWI	1.923	1.651	1.940	2.731	2.678
Total		22.233	19.106	16.711	17.502	10.420

Table 40: Passed-on government grant for research

The institutional tuition fees are estimated by faculties themselves. The research part of the institutional tuition fees (part of 85% of the income from institutional tuition fees) is 20% of (85% of) the total institutional tuition fees. This percentage is in line with the research mark-up on the variable education budget in the allocation model.

4.5.5 Research capacity budget

Capacity budgets are budgets for special roles or degree programmes that require additional funding on a structural basis. The table below indicates which budgets have been earmarked for specific research positions involving costs that exceed a faculty's normal financing capacity and contribute to the UvA's overall profile and/or an important UvA-wide supported objective. No indexation against the 2022 budget as referred to in Chapter 2 has been incorporated in the budgets.

Research Capacity Budget	For	2022	2023	2024	2025	2026
Broad Humanities	FGW	3.816	3.816	3.816	3.816	3.816
Infrastructure	FNWI	15.160	15.160	15.160	15.160	15.160
Research profile fac.	FEB	1.636	1.636	1.636	1.636	1.636
Total		20.612	20.612	20.612	20.612	20.612

Table 41: Research capacity budgets

4.5.6 Policy budget for research

The policy budget for research is made up of four components.

- local policy latitude;
- Research Priority Areas;
- central policy latitude;

The local policy latitude is intended to achieve strategic research goals. The fixed size of the local policy budget of faculties is 20% of the variable research budget in 2016 through 2018 according to the system of the new allocation model. The amount will be determined when the allocation model is introduced. No indexation against the 2022 budget as referred to in Chapter 2 has been incorporated in the budgets. The policy budget allocated is available to faculties to use at their own discretion.

Decentralized policy budget for research	For	2022	2023	2024	2025	2026
Policy budget research	FdG	6.198	6.198	6.198	6.198	6.198
Policy budget research	FGW	3.418	3.418	3.418	3.418	3.418
Policy budget research	FdR	1.552	1.552	1.552	1.552	1.552
Policy budget research	FNWI	7.122	7.122	7.122	7.122	7.122
Policy budget research	FEB	1.920	1.920	1.920	1.920	1.920
Policy budget research	FMG	5.393	5.393	5.393	5.393	5.393
Total		25.603	25.603	25.603	25.603	25.603

Table 42: Local research policy latitude

The second part of the policy budget concerns the Research Priority Areas.

The existing focal points are included in the allocation model under the name of Research Priority Areas (RPAs). In addition, policies are being developed regarding new RPAs. The RPAs are explained under the policy investments in Chapter 2. Table 20 shows the budgets already allocated and still to be allocated in relation to RPAs.

The central policy latitude meets the need for room for UvA-wide policy initiatives. In essence, this refers to areas in which a joint investment is required, or a policy objective for allocating the funds differently, rather than to a division of means (or expenses) between the faculties. The central research policy covers the Faculty of Dentistry policy budget as well. The central policy budgets are shown in Table 43 below.

Central Research policy budget	For	2022	2023	2024	2025	2026
Research guarantee	Niet verdeeld	-	4.869	5.004	5.085	5.143
30% research budget	FdR	2.000	1.250	1.350	2.450	2.450
Additional contribution Networks	FNWI	100	100	-	-	-
ASSER policy budget	FdR	2.211	2.211	2.211	2.211	2.211
CEDLA operating budget	FGW	1.282	1.282	1.282	1.282	1.282
Research policy budget FdT	FdT	3.018	3.018	3.018	3.018	3.018
Communication-by-Action and Market Design	Niet verdeeld	750	750	750	750	750
Contribution Ellis	FNWI	980	980	980	980	-
Contribution to new contract research and scali	Niet verdeeld	-	-	-	-	-
Contribution sector plan Law	FdR	400	400	400	400	-
Communication-by-Action and Market Design	FEB	301	301	301	301	301
Compensation budget ASSER	FdR	6	-	-	-	-
Compensation m2 CEDLA	FGW	31	31	31	31	31
Complex human systems lab	FEB	297	297	297	297	297
CREATE	FGW	429	429	429	429	429
Operating contribution ICAI	FNWI	100	100	100	100	100
FMG - Spinoza interest	FMG	22	22	22	22	22
GRAPPA	FNWI	328	328	328	328	328
Medical Integromics	FdG	429	429	429	429	429
Subsequent matching	UB	29	-	-	-	-
Support uniprofs AI	FdG	40	40	40	-	-
Support uniprofs AI	FGW	40	40	40	-	-
Support uniprofs AI	FdR	40	40	40	-	-
Support uniprofs AI	FNWI	40	40	-	-	-
Support uniprofs AI	FMG	40	40	40	40	40
Support uniprofs AI	Niet verdeeld	-	-	40	160	160
Oral Infections and Inflammation	FdT	328	328	328	328	328
Oral Regenerative Medicine (Bioengineering)	FdT	329	329	329	329	329
PPLE ingrowth decentralized policy budget	FdR	118	126	131	131	131
QuSoft	FNWI	297	297	297	297	297
Reservation for extra research efforts	Niet verdeeld	500	1.250	1.150	50	50
SARA	FNWI	1.121	1.186	1.186	1.186	1.186
Sustainable Chemistry	FNWI	429	429	429	429	429
Systems Biology	FNWI	334	334	334	334	334
The International Rule of Law and Private and	FdR	334	334	334	334	334
UvA IAS	IAS	871	894	894	894	894
Proposals for additional deployment of reserve:	FdG	90	90	-	-	-
Proposals for additional deployment of reserve:	FGW	50	-	-	-	-
Total		17.715	22.595	22.544	22.625	21.303

Table 43: Central research policy latitude

4.5.7 Total research budget

The total research budget for 2023 per faculty is shown in the table below.

2023	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld	TO TAAL
Onderzoek												
Variabel budget	10.697	9.341	19.192	39.580	31.354	32.526	2.272	745	122	-	-	145.829
- Onderzoeksopslag	8.185	6.883	9.598	12.231	15.245	8.760			-	-	-	60.901
- Promoties	1.351	1.020	5.596	10.503	6.974	19.407			-	-	-	44.851
- Matching 2e en 3e geldstroom	1.162	1.438	3.998	16.846	9.134	4.360			122	-	-	37.060
Doorgegeven rijksbijdrage	92	927	1.581	14.205	1.077	1.133	76	11	4	-	-	19.106
Capaciteitsbudget	1.636	-	3.816	15.160	-	-	-	-	-	-	-	20.612
Beleidsbudget	2.518	6.213	5.800	13.216	6.828	7.586	4.125	-	-	894	7.569	54.749
- Decentraal beleid	1.920	1.552	3.418	7.122	5.393	6.198	-	-	-	-	-	25.603
- Research Priority Areas	-	300	600	2.300	1.373	829	450	-	-	-	700	6.552
- Centraal beleid	598	4.361	1.782	3.794	62	559	3.675	-	-	894	6.869	22.595
Allocatie Onderzoek	14.943	16.481	30.389	82.161	39.259	41.245	6.473	756	126	894	7.569	240.296

Table 44: Research budget by faculty

4.5.8 Results of the allocation model for research

The table below shows the result of the allocation model for research. This follows from the scope of the components of the allocation model for research as explained in Section 4.5.

Allocation Model for research	2022	2023	2024	2025	2026
Income					
Government grant for research	230.921	227.786	224.785	225.342	225.289
Tuition fees research	1.051	1.051	1.051	1.051	1.051
Return on equity	10.400	10.400	10.400	10.400	10.400
- Heritage & Storage research	-5.359	-5.216	-5.121	-5.061	-4.917
Total income research	237.013	234.021	231.115	231.732	231.824
Allocation					
Variable allocation for research	-143.523	-145.829	-148.850	-150.948	-152.138
Transferred government grant and tuition fees	-22.233	-19.106	-16.711	-17.502	-10.420
Capacity budget research	-20.612	-20.612	-20.612	-20.612	-20.612
Policy budget research	-49.169	-54.749	-53.647	-53.728	-52.406
Additional budget research	-4.407	-5.549	-5.502	-5.472	-5.447
Other policy budget research	-6.170	-6.412	-7.585	-6.737	-8.805
Share of centrale costs of research	-14.227	-14.106	-13.460	-12.885	-12.879
Total allocation for research	-260.342	-266.363	-266.367	-267.883	-262.707
Result research	-23.328	-32.342	-35.252	-36.151	-30.883

Table 45: Allocation Model for Research

Income

The income of the allocation model for research follows from the forecast of:

- the income from the government grant, tuition fees and the Return on Equity as detailed in Section 17;
- less the part of the budget apportioned to research for heritage and preservation. These budgets are covered in Section 5.5.

Allocation

The expenditure via the allocation model for research follows from the forecast of:

- the variable allocation for research to faculties as detailed in Section 18;
- the research government grant passed on to the faculties as detailed in Section 19;
- the research capacity budgets for the faculties as detailed in Section 20;
- the research policy budgets for the faculties as detailed in Section 21;

- the additional budgets apportioned to research for the services and housing excesses. These budgets are covered in Sections 5.5.1 and 5.5.3;
- other operating budgets apportioned to research. These budgets are covered in Section 5.5.2;
- the part of the budget apportioned to research for administration and executive staff. The percentages for the budget for administration and executive staff are covered in Section 5.6.

The allocation model for research shows a negative result. This means that the UvA receives less research funding than it allocates to the faculties and other organisational units. The deficit in the UvA allocation model for research is covered by surpluses in other budget lines within the UvA.

4.6 Total allocation per faculty

The table below shows the expected development in the total allocated government-funded budget per faculty, based on the prices, budgets and forecasts included in the preceding sections (see Chapter 5). The split between education and research for 2023 can be derived from Sections 13 and 22. As the budgets included in this table are based on expected numbers of paid performances, no rights can be derived from them. The amounts are exclusive of surcharges for accommodation, payments for valorisation, other policy budgets (see Chapter 5) and internal settlements between faculties.

Total regular allocation per faculty and institute	2022	2023	2024	2025	2026
Faculty of Humanities	82.952	84.008	86.309	87.436	89.205
Faculty of Law	49.586	50.357	50.434	50.963	50.837
Faculty of Science	141.704	141.739	136.663	131.776	132.128
Faculty of Economics and Business	56.343	52.982	53.555	53.460	54.266
Faculty of Social and Behavioural Sciences	112.222	112.340	115.795	117.049	117.510
Faculty of Medicine	84.561	83.865	82.868	85.101	86.117
Faculty of Dentistry (55%)	22.556	23.848	23.909	23.587	23.119
Amsterdam University College	11.987	12.133	12.482	12.637	12.682
Institute for Advanced Studies	871	894	894	894	894
Other	1.600	8.819	16.341	24.270	18.199
Total	564.382	570.985	579.250	587.173	584.956

Table 46: Total allocation per faculty

The table shows an expected increase in budget distribution to faculties of about €6 million in 2023 compared to 2022. The 2022 budget accounted for an increase to the amount of €23.7 million for 2023 compared to 2022. In the 2022 budget, an expected change in the government grant, and a €20 million allocation to 'other' (not distributed) related to the underfunding of academic education (PWC study), was included for 2023. Pending the effects of the governing agreement, this is no longer applicable.

5 Internal services, indirect costs and central costs

5.1 Explanation of internal services

Since 2006, UvA has had an integrated cost allocation system for its internal services, both internal and external. This cost model is characterised by the allocation of all the UvA's costs to its consuming organisational units (e.g. faculties and other units) and ultimately to its teaching and research activities. This allocation is incorporated into a Service Level Agreement (SLA) cycle.

In 2021, steps were again taken to improve the SLA cycle. For most services, the starting notes were discussed at the Operational Managers' Meeting, and proposals for improvement and changes in services have been made and discussed. The additional actions taken in the recent past to improve the SLA cycle have thus come to an end. The associated rate proposals have been incorporated into the following sections of the Framework Letter.

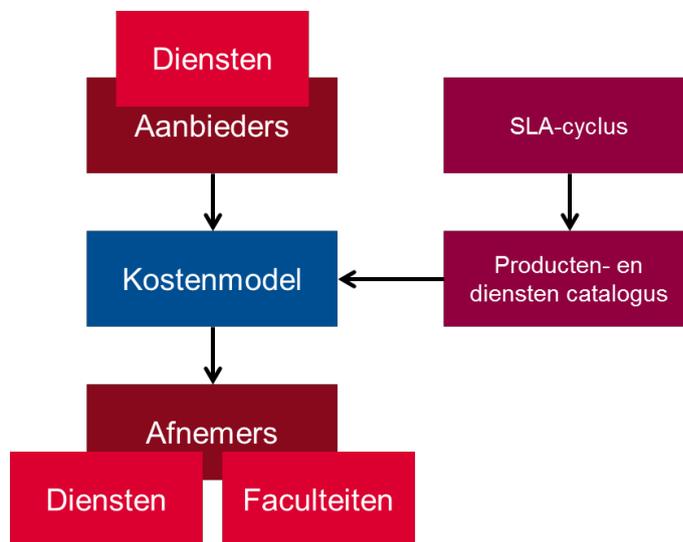


Figure 2: internal services cost model

In order to determine the purchase of the products and services, cost drivers have been identified that, for the customer, match the added value for its process and, for the supplying service, do justice to the cost pattern of the service. Examples of cost drivers are the number of square metres, employees or students. How much of a service is purchased is determined by counting the number of each cost driver on 1 June of the year preceding the budget. The exception to this are the services linked to the cost driver enrolled students. This is counted on 1 October of the academic year preceding the budget. The table in Appendix 6 shows the various services including the corresponding cost driver, when it is counted and the source of the data.

Specific arrangements have been made with the faculties of Medicine and Dentistry and AUC on charging on fixed and variable packages.

5.2 Accommodations Plan

UvA's policy on accommodation for research and teaching is described in the accommodations plan that is updated annually, along with the budget. The internal charging on of accommodation costs takes place on the basis of the number of square metres of lettable floor area used by an organisational unit. In accordance with the

policy described in the accommodations plan, the rent per square metre of lettable floor area has been annually increased by 3.5% (up to and including 2022) and, if necessary, by inflation. This means that, from 2023 onwards, only inflation will apply as an increase in the internal Accommodations Plan rate.

5.3 Indirect costs

In the cycle preceding the determination of the rates, the customer and the supplier agree on the quality and extent of the service. In some cases, the structure of the service is reassessed as well. The rates for services may change due to a change in quality or scope, or due to changes in structure. This includes – for example – a shift between fixed or variable charging on of costs, UvA-wide or faculty-specific charging on of costs and centralised or local coverage.

The rate changes below show that the internal charging on of costs at the UvA will increase. For 2023, this is largely due to the fixed indexation of the property rate and an increase in fees charged on per student. In addition, higher demands/quality of internal services, such as cybersecurity and the Teaching Logistics programme, play a role. To a limited extent, costs are released elsewhere in the budget, for example at the University Sport Centre (USC) in the Student Services rate. The costs of internal services are increasing faster than the UvA's income, so they will make up a larger part of the costs in 2023. Based on the information in the Framework Letter, this effect will decrease in subsequent years.

The table below shows the charging on of costs of the fixed and variable packages to the faculties. These are based on the numbers in the 2022-2025 budget and the rates as shown in Section 5.4. In July and October, the final numbers of fixed packages for 2023-2026, and thus the charging on, will be determined.

Internal recharging of fixed and variable packages	2022	2023	2024	2025	2026
Faculty of Humanities	30.387	32.408	32.570	32.576	32.581
Faculty of Law	15.091	15.853	15.922	15.936	15.939
Faculty of Science	43.311	46.750	46.953	47.113	47.124
Faculty of Economics and Business	21.704	22.971	22.985	23.151	23.155
Faculty of Social and Behavioural Sciences	35.602	38.539	39.499	40.119	40.127
Faculty of Medicine	3.052	3.263	3.277	3.277	3.277
Faculty of Dentistry (55%)	695	751	754	754	754
Amsterdam University College	3.237	3.403	3.374	3.333	3.334
Institute for Advanced Studies	259	273	274	274	274
Other	-	718	718	718	718
Total	153.339	164.929	166.325	167.251	167.284

Table 47: Internal charging on of costs of fixed and variable service packages (incl. real estate)

The table below shows the budgeted external income and costs of the services and the administration and executive staff for 2023 through 2026 in relation to the development of the total direct government funding income. This illustrates that the volume of support first increases slightly during this period and then decreases again. These are budgeted figures and are therefore indicative for this period.

Development of support costs	2022	2023	2024	2025	2026
Budgeted income and costs					
- External costs	196.365-	205.812-	205.551-	206.358-	206.715-
- External income	25.687	25.800	25.376	25.366	24.857
Balance of support costs and income	170.679-	180.013-	180.175-	180.993-	181.858-
Budgeted government grant and tuition fees					
- Government grant	577.043	560.468	563.254	571.423	579.289
- Tuition fees	87.901	114.405	115.279	116.064	115.087
Sum of government grant and tuition fees	664.944	674.873	678.533	687.487	694.376
Percentage support costs of total direct government funding income	-25,67%	-26,67%	-26,55%	-26,33%	-26,19%

Table 48: Development of support costs

Section 2.3 explains the policy on wage/price increases and their application in the 2023 budget. An exception to this policy is the multi-year development of museum budgets. Museum functions need to cover at least 21% of their operating costs with external income. This is in line with the general government policy on the subject, and the University Library monitors this via the Allard Pierson annual report.

5.4 Service units

5.4.1 Real estate

The internal rental price for 2023 has been set at the 2022 price, increased by a 2.68% inflation correction (CPI 2021), which brings it to €273.26 per m² GLA.

Real estate rate	2022	2023	2024	2025	2026
Real estate / m ²	265,82	273,26	273,26	273,26	273,26

Table 49: Real Estate rate

5.4.2 Energy

Energy prices are currently at an all-time high. This may have a significant impact on the UvA's energy costs for 2023. However, at the moment, it is difficult to predict how big this impact will be, as energy prices are still fluctuating enormously. Right now, on 30 March 2022, the UvA has only secured 76% of the expected volume of electricity. In addition, it is very uncertain to what extent this effect is temporary, or whether it will also have a multi-year impact.

For the more distant future, we will look into the options for a further optimisation of the current procurement strategy in relation to the new market situation. The uncertainty of the energy market's behaviour is a major factor in this. In addition to the energy price, the energy tax and the energy consumption determine the total energy costs as well. The energy tax is not expected to be increased in 2023. The control and reduction of energy consumption are actively managed. In recent years, various sustainability measures and investments have lowered energy consumption and reduced the share of gas. Accelerated implementation of the future measures is being investigated and applied where possible. Based on current insights, fixing the energy rates will lead to a price increase of approximately €3,799,000. If we include this in the rates, it leads to an increase of €14.01 per m². In that case, the new rate will be €53.33 (+36%). It should be noted that, at the time of writing, energy prices are still rising, and part of the volume has yet to be purchased.

Energy costs	2022	2023	2024	2025	2026
Energy / m ²	39,32	53,33	53,33	53,33	53,33

Table 50: Energy rate

5.4.3 University Library

In line with the document *Sustainable SLA cycle*, the University Library (UB) has drawn up the *SLA 2023 Starting Memorandum*. This memorandum discusses the context of the changes as part of the digital transition, and specifically what this means for library services. This starting document was shared with representatives of the faculties' academic staff in September, and the development of the service in the context of faculty developments and concerns was discussed with them.

Partly on the basis of the two above-mentioned documents, the document *University Library SLA Proposals 2023* was drawn up. In three SLA proposals for 2023, the Library proposes changing a number of services in the areas of collection policy and support for teaching and research. These proposals will have an impact for 2023 and tie in with developments around themes such as Open Access, RDM and digitalisation, but also with the need to *create a care-free environment* for academic staff. At the same time, the Library proposes realising the planned increase in m² and absorbing the increase in m² within the existing University Library budgets for 2023, where possible without financial impact.

For this Framework Letter 2023, this means that two of the University Library's rates will be adjusted. The fee for academic staff FTE for employed personnel (WP fte PID) + Student UB will increase by EUR 7.32. The rate will increase in connection with an expansion of three FTEs for the sections of RDM, DCC (digital science centre) and systematic reviews.

As already announced in the 2022 Framework Letter, the fee per student for the study centres will be reduced by €2.63. In the 2022 budget, this rate was increased for a one-off pre-investment.

University library rates	2022	2023	2024	2025	2026
Centers of study / student	307,75	305,12	305,12	305,12	305,12
University library / Faculty collections	1,25	1,25	1,25	1,25	1,25
Library / fte WP PID	355,43	355,43	355,43	355,43	355,43
University Library / Scientific Publications	76,83	76,83	76,83	76,83	76,83
University Library / WP fte PID + student	97,79	105,11	105,11	105,11	105,11

Table 51: University Library rates

5.4.4 ICT Services

A number of factors will affect ICT Services (ICTS) rates in 2023.

Cyber security

In order to strengthen cyber resilience, it was decided to intensify cyber security activities in 2021. The activities are included as an addendum to the already ongoing Integrated Operational Management Plan 2020-2022 and are based on an increasing threat level as well as the lessons learned from the cyber attack that hit the UvA/AUAS in early 2021. From 2023 onwards, this budget increase will be embedded in the rates per student (education and research service) and per employee (basic service). From 2023, both rates will increase by €9.75.

Education

In order to support education, investments are made in the further development of the digital learning environment. In this context, for example, a new voting tool has been introduced, which aims to increase interaction between students and lecturers, as well as to measure study progress in the interim. However, investments were also made in an online social learning platform to support students in reading and processing study material. To make the best possible use of the functionalities of the digital learning environment, we will also invest in an application that supports users in working in (or learning to work in) and discovering the possibilities of the digital learning environment. Together, this leads to a €2.65 increase in the student fee (education service).

On the other hand, from 2023 onwards, there will be a shift of focus to the theme of educational logistics. From 2023 onwards, part of the effort will be settled through the Administrative Centre. At ICT Services (ICTS), this shift will lead to a downward adjustment of the student fee (education service) by €4.71.

Finally, in 2022, an evaluation of the use of video conferencing services will take place. Pending the outcome of this evaluation, no rate changes will be made in 2023.

Research

In order to support research, the multi-year Research IT programme invested in solutions to better support researchers digitally (Research Drive, virtual working environment and research portal). In 2022, these investments are still financed through alternative sources of funding (portfolio or variable charging on of costs). From 2023 onwards, the structural investments in the virtual working environment and the research portal will be anchored in the new RIS research rate (€32.97 per WP fte PID). The investments in Research Drive will remain outside the rate in 2023 as well and will be charged at a variable rate.

Business operations 2023

In order to support business operations, the Microsoft 365 collaboration environment was implemented within the organisation in 2021. From 2023 onwards, the additional management costs associated with this will be included in both the employee fee and the student fee. In order to promote collaboration between the UvA and AUAS via Microsoft 365, investments will also be made in tooling and support that will facilitate working in cross-over tenants. This particularly applies to the joint services. Finally, further investments were made in a back-up facility for MS365. The investments in the MS 365 platform will increase the rate per employee (basic service) by €10.77 from 2023. In addition, the fee per student (education and research service) will also increase, by €6.91.

Finally, in addition to the investment in Microsoft 365, investments are also being made in the further development of the service pages. Use and demand for functionality, by both departments and faculties, is increasing. In order to meet this demand, both the rate per employee (basic service) and the rate per student (education & research service) will increase by €0.99.

Group Information Systems (GIS)

In 2022, ICT Services' revenues from GIS decreased due to the release of the SIS depreciation costs, but in 2023, GIS funds will – as expected – increase due to an almost equal increase in the costs of the Teaching Logistics Programme. The total GIS-related costs that are charged on to the Administration Centre (AC), Facility

Services (FS), the Communications Office and ICTS-IV have therefore increased by €709,000, from €3,833,000 in 2022 to €4,543,000 in 2023.

Rate ICTS	2022	2023	2024	2025	2026
Connectivity / m2	18,51	18,51	18,51	18,51	18,51
IC group information systems (CIS) (total)	3.834	3.833,68	3.833,68	3.833,68	3.833,68
IC multimedia services (total)	108	108	108	108	108
ICT basic service / IAR	520,85	542,36	542,36	542,36	542,36
Education and research services / student	179,68	195,27	195,27	195,27	195,27
Research IT Services (RIS) / fte WP PID		32,97	32,97	32,97	32,97
UvA workplace (Special) desktop	1.141,56	1.141,56	1.141,56	1.141,56	1.141,56
UvA workplace (Special) laptop	1.268,37	1.268,37	1.268,37	1.268,37	1.268,37
UvA workplace (Standard) desktop	831,92	831,92	831,92	831,92	831,92
UvA workplace (Standard) laptop	958,73	958,73	958,73	958,73	958,73
UvA workplace (Self-service)	96,33	96,33	96,33	96,33	96,33

Table 52: ICTS rates

5.4.5 Facility Services

The following long-term developments impact the FS-rates for 2023.

Sustainability – Purchasing with impact/circular resources vision

The circular resources vision for UvA has been determined in accordance with the BVO decision of June 2021. The annually approved additional costs for the circular resources vision, on top of the existing contract, amount to € 185k. This results in an increase of the cleaning fee of € 0.75 per weighted m2.

Purchase to pay

A project group has researched solutions to identified problems in the purchase process. It emerged that replacing the current OrderDirect with SAP Ariba would lead to a better process. The proposal was discussed in the BVO in December 2021 and approved. The new system will lead to €18k higher licensing costs and thus to an increase in the purchase rate of €0.17.

Service AV

As a result of Corona, all BOL (college) halls in 2021 have facilities for hybrid education. This has led to extra demand for AV services. In addition, a pilot with the Hybrid Learning Theatre was started in 2021. HLT is only successful if the support for AV is optimal, allowing the instructor to fully concentrate on teaching. This means that an HLT needs full AV support during lecture times. These adjustments result in a team expansion of 3 FTEs with a financial impact of €180k. This will increase the pie slice halls rate by €230.77.

Service provision Web lectures

As a result of Corona and the limitations in physical education, the faculties have decided to enable live streaming of web lectures on a large scale in the spring of 2021. To meet this new demand for monitoring/support and helpdesk livestreaming an increase of 1 FTE is needed of €60k. In addition, in recent years there has also been a sharp increase in the storage of video material; from 6 to over 50Tb. This results in higher costs of EUR 50k and an increase in tariffs for large halls of EUR 0.39.

Optimising the scheduling process

The POL programme has formulated recommendations for optimising the scheduling process within the UvA, from room distribution (needs and use) to the annual cycle. Quality criteria will also be established for the planning of education and examinations, agreements will be made about timetable changes, examination planning and an education planning manual will be drawn up. To be able to implement the advice and products delivered by POL, an expansion of the services of BOL is necessary. The total increase amounts to EUR 263k and results in an increase of the large halls rate of EUR 0.42 and the pie slice halls rate of EUR 185.45.

M2 Price increase education rooms

Until now, BOL has not passed on the annual price increase of m2 in the rates and has tried to absorb this in its own budget. Given the large number of m2 and the large price increase over the years with relatively few other costs that can be influenced, this is no longer possible. In recent years, the gap has been filled as much as possible with the help of more efficient services and 'air' in the budget, but as a result there is currently no budget left for innovation or peak service provision. After consultation with the RSO, it was decided to pass on the price increases of 2022 and 2023 to the faculties by means of the cost drivers of BOL, large halls and the piecemeal tariff. The rate increase of the large halls amounts to € 1.42 and that of the pie slice halls rate to € 608.44. The total m2 cost increase amounts to € 878k.

Indexations Cleaning & Security

The price indexations for the contract of Cleaning for 2023 is 5.1% and that of Security is 9.2%. The indexation of Security is considerably higher because of adjustment (reduction) of the number of standard working hours per month. The total increase in this indexation leads to increases in the rate for Security of € 3.71 and the rate for Facilities / m2 of € 0.29. The increase of the weighted cleaning rate amounts to € 0.98 for 2023.

FS rates	2022	2023	2024	2025	2026
BOL pie slice halls	11,803	12,828	12,828	12,828	12,828
BOL hours large halls	26,83	29,06	29,06	29,06	29,06
Digital testing / student	11,89	11,89	11,89	11,89	11,89
Facilities / IAR GAST	52,52	52,52	52,52	52,52	52,52
Facilities / IAR PID	200,95	200,95	200,95	200,95	200,95
Facilities / IAR PNID	118,47	118,47	118,47	118,47	118,47
Facilities / m2	32,69	32,98	32,98	32,98	32,98
Facilities / student	84,22	84,22	84,22	84,22	84,22
Purchase / k€ Other costs + hiring PNID	10,37	10,54	10,54	10,54	10,54
Opening hours security	45,43	49,14	49,14	49,14	49,14
Cleaning / m2 weighted	24,29	26,02	26,02	26,02	26,02

Table 53: Facility Services – rates

5.4.6 Administration Centre

For 2023, the following proposals are made regarding the adjustment of the AC rates.

Student Fee 2023 €195.61 (+€31.55)

In 2023, the Student Fee (CSA/Stud) will increase by €31.55 compared to the rate in 2022. This is mainly caused by bringing a number of activities from the Teaching

Logistics Programme in line. The Teaching Logistics Programme's impact on the student fee amounts to €29.55. In addition, the AC requires a necessary expansion for Admissions BASS. This constitutes a total of 1 FTE, which has an impact on the student fee of €2. Rather than via the rates, the expansion needed for the AC for the contract education activities in the Debtors department (1 FTE) will be settled internally with the faculties concerned.

Personnel and Payroll Administration/individual employment relationship for employed personnel (IAR PID)

The rate for human resources management will increase by €4.36. This is due to the licensing costs for the digital letter book and the consolidation tool. This increase is included in the 'IAR PID' rate, as it is used for the permanent staff. The investment for the letter book and the consolidation tool is €27,500. Based on the expectation of 6,310 employees, the fee increase is €4.36.

Other rates

In accordance with a decision taken earlier, the rate for the 'Basic AC Service' increases annually by €0.06. The rates for the Financial Operations will remain the same. The work of the current tax team is included in this rate. If more work than the capacity available is required, this will be additionally charged on to the applicant concerned. The activities carried out in the framework of the further development and continuous monitoring are included in the p.m. item under the costs for the AC multi-year plan. The other rates will not change either.

AC rates	2022	2023	2024	2025	2026
Basic AC service / k€ Income	2,89	2,95	3,01	3,07	3,13
CSA / student	164,06	195,67	195,61	195,61	195,61
Financial administration / invoice	27,09	27,09	27,09	27,09	27,09
Pers. & sal. adm. / IAR GAST	58,54	58,54	58,54	58,54	58,54
Pers. & sal. adm. / IAR PID	360,73	365,09	365,09	365,09	365,09
Pers. & sal. adm. / IAR PNID	175,68	175,68	175,68	175,68	175,68
Proj. Adm. / WBS rules	61,07	61,07	61,07	61,07	61,07

Table 54: Administration Centre – rates

5.4.7 Communications Office

Despite the two additional FTEs for the Teaching Logistics Programme, the rate for Communication/student of €140.50 per student can remain the same for 2023. The Operational Managers' Meeting agreed to this on 2 February 2022. The structural costs of this, amounting to approximately €200,000, can be absorbed in the Communications Office budget. The multi-year budget is still based on a + of € 200,000; this will be adjusted to 0 (assuming equal or increasing student numbers). At the beginning of November 2022, when the final student numbers are known, it will be assessed whether there is reason to apply a correction. The fee for employees, €74.50, will remain the same.

Rates BC	2022	2023	2024	2025	2026
Communication / student	140,50	140,50	146,50	146,50	146,50
Corporate communication (total)	1.270	1.270	1.270	1.270	1.270
Staff advertisements / IAR PID	74,50	74,50	74,50	74,50	74,50

Table 55: Communications Office – rates

5.4.8 Student Services

In calculating the rate, the 2020 rate, being €280.67, was taken as the starting point. In the last two years, that rate was adjusted downwards because student numbers were significantly higher than budgeted. About half of the costs of Student Services increase immediately with increasing student numbers, so in the short term, this means that, with more students, you can get by with a lower fee. In the longer term, however, higher student numbers will structurally increase the burden on the organisation, so costs that are less directly related to student numbers will rise as well (examples include management, support from the business office, number of workstations/consultation rooms, etc.).

Due to the crisis, the last two years have been out of the ordinary. As a result, the financial realisation has deviated significantly from the budget (based on normal business operations). The additional expenditure required for the crisis could be partly offset by costs that did not have to be incurred due to the crisis and available National Education Programme funds. However, the last two years have had a major impact on both services and operations. Investments have been made in hybrid offerings to students, processes have been adjusted and there has been significant professionalisation. We will build on that in the coming years.

The above-mentioned developments mean that it is realistic for Student Services to take the 2020 rate as a basis and not use the downwardly adjusted rate of the last two years. Changes are also foreseen for 2023, increasing the fee per student from €280.67 to €316.58. This is the result of an increase in subsidies of over €40 (due to the University Sports Centre (USC) cooperation agreement, which was discussed at the Operational Managers' Meeting of 2 February) and a decrease in staffing/services from Student Services of over €4 (explained at the tactical consultation of 2 Dec 2021). The USC cooperation agreement improves the UvA's participations result by €1.7 million (see also Section 2.2.3). For Student Services, the fee of €316.58 provides a balanced budget with a student population of 42,497 (source: UvAdata budget figures). If student numbers deviate significantly from this, the fee can be adjusted accordingly, as was done for 2021 and 2022.

Rate StS	2022	2023	2024	2025	2026
Student services / student	272,47	316,58	316,58	316,58	316,58

Table 56: Student Services – rates

5.4.9 Occupational Health and Safety Service

There are no modified rate proposals for 2023.

Price health and safety	2022	2023	2024	2025	2026
Occupational health / IAR PID	182,00	182,00	182,00	182,00	182,00

Table 57: Health and Safety Service – rates

5.4.10 Development & Alumni Relations Office

The size of the operating budget for the Development & Alumni Relations Office has not changed compared to 2022. On the basis of a business plan to be worked out, a possible increase in resources for the Development & Alumni Relations Office will be considered in the draft budget.

5.4.11 Technology Transfer Office

The Technology Transfer Office's operating budget has not changed compared to 2022.

5.4.12 Real Estate Development

Real Estate Development's budget consists of internal variable services. The variable services are determined by the budget.

5.5 Additional and other operating budgets

5.5.1 Temporary budgets for services

Additional or policy budgets related to internal services or UvA services are shown in the tables below. To the extent possible, all additional budgets related to regular services have been incorporated into the rates of the services.

Additional budgets services education	2022	2023	2024	2025	2026
Depreciation charges AP	150	150	150	150	150
Compensation for USC housing	872	872	872	872	872
CREA (include in SLA cycle)	1.463	1.463	1.463	1.463	1.463
Initiatives, bottlenecks, plans - start-up costs REC locatic	73	23	-	-	-
AC bottleneck	257	-	-	-	-
Development of finance and procurement systems	500	500	-	-	-
Optimisation of space for book depository IWO	300	-	-	-	-
Orientation year UvA HvA (include in SLA cycle)	40	40	40	40	40
Regular budget BAU (include in SLA cycle)	2.106	2.106	2.106	2.106	2.106
Recover investment from reserve - AC	15-	15-	15-	-	-
Recover investment from reserve - EB	172-	172-	172-	84-	84-
Proposals for extra use of reserves	4	4	-	-	-
Proposals for extra use of reserves	305	-	-	-	-
Total	5.883	4.971	4.444	4.547	4.547

Table 58: Additional budgets for teaching services

The budget for the Technology Transfer Office has been increased by €1.25 million, for the valorisation and partnerships impulse. The funds can be used after the Executive Board has adopted a plan to this effect.

Additional budgets for research services	For	2022	2023	2024	2025	2026
Regular budget BKT (include in SLA cycle)	BKT	1.700	2.950	2.950	2.950	2.950
Total		1.700	2.950	2.950	2.950	2.950

Table 59: Additional budgets for research services

5.5.2 Operating budgets for services and central budgets

The budgets from the percentages for Staff and Policy (Section 5.6) are included in the table below, under 'regular budget'. The same goes for the regular budget for Heritage and Preservation. The budget for museum work (Heritage) will be adjusted for the increase in accommodation costs and the indexation as referred to in Chapter 2. Given the large number of square metres used for this function, and the limited options for the University Library to recoup the associated costs, maintaining the budgets actually means an additional cutback. In line with the UvA's policy of making such choices explicit rather than implicit, compensation through the budget is therefore necessary. The budget for Custody is adjusted to compensate for the internal accommodation costs for the collection of the Netherlands Theatre Institute in the IWO and the indexation as referred to in Chapter 2.

Other policy budgets	2022	2023	2024	2025	2026
Policy agenda ICTS	468	-	-	-	-
Data Science: Coordination	180	180	180	180	-
Data Science: Data engineers/scientist	158	125	85	40	-
Data Science: Data engineers/scientist	136	97	58	19	-
Data Science: Data engineers/scientist	307	243	169	76	-
Data Science: Data engineers/scientist	50	50	-	-	-
Data Science: Data engineers/scientist	60	40	20	-	-
Data Science: Data engineers/scientist	56	38	19	-	-
Data Science: Data engineers/scientist	100	100	100	100	-
Data Science: Data engineers/scientist	334	657	629	225	-
ICT theme funding: improvement plan for IS	616	616	616	616	-
Financial instruments IP	1.976	2.878	6.887	6.177	13.426
ICT Theme Funding: Transition to the Cloud	730	350	-	-	-
ICT projects: Compensation depreciation system	125	125	-	-	-
ICT projects: ICT & operations	400	400	400	400	400
ICT projects: ICTO program council	600	600	600	600	600
ICT projects: SURF contribution	448	448	448	448	448
ICT projects: Hours ICTS	1.360	1.360	1.360	1.360	1.360
ICT Theme Funding: Reserved	4.400	6.459	7.432	6.550	6.550
ICT Theme funding: Research IT	325	-	-	-	-
ICT theme funding: Education Logistics	1.933	602	602	602	602
ICT theme funding: improvement plan for IS	454	328	-	-	-
Impulse IP	1.000	1.000	1.000	1.000	1.000
Support for policy implementation and policy scope	1.000	1.000	1.000	1.000	1.000
Regular budget Policy	13.686	13.727	13.928	14.128	14.263
Regular budget Preservation	5.727	5.688	5.688	5.688	5.688
Regular budget Heritage (tot.)	9.002	9.068	9.068	9.068	9.068
Regular budget Staff	25.462	25.539	25.913	26.284	26.536
Strengthening TLCs	1.000	1.500	1.500	1.500	1.500
Proposals for additional use of reserves	-	200	-	-	-
Total	72.091	73.419	77.703	76.061	82.441

Table 60: Other operating budgets

5.5.3 Housing excess

The housing excess component in the faculties' budgets represents the above-standard use of space, at the time the level playing field⁴ of the costs and budgets was established in 2006. The housing excess expires after the organisational unit is definitively housed. If, at the time of the budget, it is sufficiently certain that all or part of an organisational unit will relocate during the budget year, the surplus housing cost will be adjusted pro rata, based on the expected date of relocation. The same applies to the number of square metres, and thus the recharged accommodation costs.

The UvA's average mark-up factor, corrected for 'irrelevant properties' (IWO, chem storage, etc.) is 1.40. Faculties with a mark-up factor exceeding 1.40 are compensated for this by means of a housing excess.

The table below shows the housing excesses included in this Framework Letter.

⁴ Level playing field is a principle of justice whereby it is not necessary for every faculty to have equal opportunities, but for all faculties to act according to the same rules

Housing excess	For	2022	2023	2024	2025	2026
Correction for bicycle storage	VG	2.900	2.900	2.900	2.900	2.900
FdR	FdR	175	-	-	-	-
FGW	FGW	2.951	3.015	3.015	3.015	3.015
FGW - BH / OIH	FGW	381	381	381	381	381
high add on factor	FEB	138	144	144	144	144
high add on factor	FMG	884	902	902	902	902
Total		7.430	7.343	7.343	7.343	7.343

Table 61: Housing excess

5.6 Central costs

All costs that are not related to the faculties, the services or the Real Estate Administration are included in the 2023 budget under the heading of 'central costs'. These are the centrally held costs for the Board, the staff, the theme budgets, and the strategic resources for innovation. The staff and policy organisational units receive a percentage of the expected allocation of the government grant and tuition fees to the allocation model.

5.6.1 Staff

The percentage for Staff for 2023 and beyond has been kept the same: 4.00%. In addition, €1 million has been included in other policy budgets to provide more resources for policy implementation. The amounts are shown in Table 60 (under the headings 'Regular budget for staff' and 'Support for policy implementation and policy latitude'). All the costs of the executive staff, including new initiatives or expansions, should be financed from this on a multi-annual basis.

5.6.2 Policy

At present, the policy budgets through the Executive Board only contain the UvA-wide policy investments that cannot be allocated to one or several units. The percentage for Policy for 2023 and beyond has been kept the same, at 2.15%: This means that the entire management budget can be used for UvA-wide policy themes and that the Board itself can make choices in this respect.

The table below outlines the currently expected policy expenditures from the management budget. In addition to the regular costs, the Staff and Policy budgets also finance temporary and other investments in UvA-wide themes, such as diversity, social safety, sustainability and the Ucademy. The Staff and Policy budgets must be balanced over the long term.

Theme budgets	2022	2023	2024	2025	2026
(Policy) budget	13.686	13.727	13.928	14.128	14.263
State contribution passed on	4.080	4.200	4.700	5.100	5.400
Available	17.766	17.927	18.628	19.228	19.663
Internationalization	820	918	918	918	918
Staff & Employee Participation	4.240	4.391	4.391	4.391	4.391
Availability information	245	300	300	300	300
Strategic Communication	77	77	77	77	77
University facilities	306	350	350	350	350
Strategic investments	10.190	10.690	11.176	10.996	10.996
Other	1.254	1.450	1.450	1.450	1.450
TOTAL distributed budgets	17.132	18.176	18.662	18.482	18.482

Table 62: Thematic budgets and operational expenditure

5.7 Treasury

5.7.1 Administrative arrangement

The treasury administration includes the internal and other interest payments of the Real Estate Administration, external parties and the results of the participating interests that are consolidated, including UvA Ventures Holding bv. The costs include the external interest charges on the loans, the costs of feeding the valorisation fund and the costs of managing the treasury administration.

5.7.2 Cash availability

From the end of 2022, according to current estimates, the UvA's liquidity ratio will fall below the Inspectorate of Education's signal value. In the 2022 budget, it was already indicated that, without further measures, a liquidity squeeze could arise from the end of 2023. This was the signal value of 0.5. Since then, the Inspectorate of Education has, without announcement or explanation, increased this signal value to 0.75. In addition, there have been other developments since the 2022 budget. A new governing agreement has been reached that includes a substantial financial boost for academic teaching and research. This may have a positive effect on liquidity in future years, if the rate of expected revenue growth exceeds the rate of expenditure growth. However, to be on the safe side, such a positive effect has not been included in the multi-year forecast. In addition to this possible positive development, a new investment planning was drawn up in the recent period. Compared to the 2022 budget, this investment planning has been increased by an amount of approximately €68 million for the period 2022 to 2026. The increase is mainly due to the intention to develop a new building at ASP for Quantum, which can be partly financed with a subsidy from the Growth Fund. The new investment planning means that the liquidity squeeze in the coming years will be even greater than had already been estimated in the budget for 2022. In order to partly compensate for this pressure on the liquidity, the forecast includes additional funding as of 2024, rising to an amount of €100 million in 2026. Preparations to make this additional funding possible will start soon. A liquidity ratio of at least approximately 0.5, which the UvA believes is a sufficiently safe level, would require additional measures based on the current long-term forecast. In the coming quarter, in anticipation of the draft budget for 2023, the UvA will draw up a plan for controlling the liquidity ratio to a safe level of at least approximately 0.5. This plan will include any new insights on additional income from the governing agreement (and related expenditure), the development of results and the optimisation of investment planning. At present, these new

insights and developments are expected to provide sufficient additional liquidity to maintain the liquidity ratio at a minimum of 0.5. However, there are many uncertainties in this forecast. Therefore, it cannot be ruled out that, in the draft budget for 2023, it may have to be decided to take additional internal measures to keep the liquidity ratio at a safe level.

5.7.3 Valorisation Fund

The UvA's valorisation fund has an annual budget of €750,000. For several years, this amount has been financed by the results of UvA Ventures Holding bv. If the result of UvA Ventures Holding bv is not sufficient, we can draw on the contract research funding reserve of UvA Ventures Holding bv. It is conceivable that valorisation activities will not only result in costs, but in revenues as well. However, this is difficult to predict, and to be on the safe side, this has not been estimated.

Payments Valorisation	For	2022	2023	2024	2025	2026
Exercise Web	FMG	100	100	-	-	-
Valorisation Fund UvA	BKT	750	750	750	750	750
Total		850	850	750	750	750

Table 63: Valorisation benefits

5.7.4 Interest expenses

The size of the interest costs is largely fixed. This is because the UvA has virtually no loans with variable interest; the interest on virtually all loans is fixed. The estimate assumes that new funding will be raised from 2024 onwards, rising to €100 million in 2026. For this purpose, an estimate was made of the interest costs. In addition, the UvA has an extensive cash position on which interest must be paid due to the current negative interest rates on the money market. This may lead to deviations between budget and realisation.

Appendices

Appendix 1: Preparation of the result per organisational unit

	Resultaat begroting 2022-2025				Aangeleverd resultaat				Verschil				Beheersmaatregel resultaat				Resultaat kaderbrief 2023-2026			
	2023	2024	2025	2026	2023	2024	2025	2026	2023	2024	2025	2026	2023	2024	2025	2026	2022	2023	2024	2025
Faculteiten																				
FGw	2.049	2.062	2.070	2.070	2.049	2.062	2.070	2.070	-	-	-	-					2.049	2.062	2.070	2.070
FdR	-0	-0	-0	-0	-0	-0	-0	-0	-	-	-	-					-0	-0	-0	-0
FNWI	-79	-225	-3.706	-3.706	-79	-225	-3.706	-3.706	-	-	-	-					-79	-225	-3.706	-3.706
FEB	5.847	6.548	6.304	6.304	5.847	6.553	6.309	6.395	-	5	5	91					5.847	6.553	6.309	6.395
FMG	314	-0	-0	-0	314	-0	-0	-0	-	-	-	-					314	-0	-0	-0
FdG	0	0	0	0	0	0	0	0	-	-	-	-					0	0	0	0
FdT 100%	-1.007	1.221	-113	-113	-1.007	1.221	-113	-113	-	-	-	-					-1.007	1.221	-113	-113
AUC 100%	-816	-715	-549	-549	-798	-576	-772	-772	18	139	-223	-223					-798	-576	-772	-772
IAS	0	0	0	0	-38	-49	-53	-53	-38	-49	-53	-53					-38	-49	-53	-53
FdT - 45%	453	-549	51	51	453	-549	51	51	-	-	-	-					453	-549	51	51
AUC - 50%	408	358	274	274	399	288	386	386	-9	-70	112	112					399	288	386	386
Niet verdeeld F	-4.938	-3.738	-3.738	-3.738	-2.938	-1.738	-1.738	3.030	2.000	2.000	2.000	6.768					-2.938	-1.738	-1.738	3.030
TO TAAL	2.232	4.961	594	594	4.202	6.987	2.434	7.288	1.971	2.026	1.841	6.694	-	-	-	-	4.202	6.987	2.434	7.288
Diensten																				
BKT	-199	-108	-200	-200	-131	-190	-247	-306	68	-82	-47	-106					-100	-	-	-
AC	-13	6	3	3	-13	6	3	3	-	-	-	-					-13	6	3	0
ICTS	-2.445	-2.280	-2.163	-2.163	-2.445	-2.280	-2.163	-2.163	-	-	-	-	1.222	2.280	2.163	2.163	-1.222	-	-	-
ICTportfolio	-	-	-	-	-	-	-	-	-	-	-	-					-	-	-	-
FS	-1.240	-1.172	-1.122	-1.122	-1.240	-1.172	-1.122	-1.122	-	-	-	-					-620	-	-	-
UB	-1.469	-1.391	-1.538	-1.538	-1.469	-1.391	-1.538	-1.538	-	-	-	-	620	1.172	1.122	1.122	-735	-	-	-
StS	89	118	195	195	89	118	195	195	-	-	-	-	735	1.391	1.538	1.538	-	-	-	-
BC	260	290	325	325	-	-	-	-	-260	-290	-325	-325					89	118	195	0
SGZ	-91	-115	-115	-115	-291	-314	-314	-314	-200	-199	-199	-199					-	-	-	-
HO	0	0	0	0	0	0	0	0	-	-	-	-	246	314	314	314	-46	-	-	-
BAU	0	0	0	0	0	0	0	0	-	-	-	-					0	0	0	0
EB	141	140	228	228	141	140	228	228	-	-	-	-					0	0	0	0
Niet verdeeld D	-	-	-	-	-	-	-	-	-	-	-	-					141	140	228	0
TO TAAL	-4.967	-4.511	-4.386	-4.386	-5.358	-5.083	-4.958	-5.017	-391	-572	-572	-631	2.853	5.347	5.384	5.017	-2.505	264	426	1
Bestuursstaf																				
Bestuursstaf	4	54	55	55	4	54	55	55	-	-	-	-					4	54	55	55
Beleid	2	29	29	29	2	29	29	29	-	-	-	-					2	29	29	29
Treasury	1.497	2.922	5.261	5.261	2.971	3.837	4.596	3.177	1.474	915	-665	-2.084					2.971	3.837	4.596	3.177
Vastgoed	2.614	-9.868	-4.699	-4.699	3.392	1.961	-2.288	3.256	778	11.829	2.410	7.955					3.392	1.961	-2.288	3.256
TO TAAL	4.118	-6.862	647	647	6.370	5.882	2.392	6.518	2.252	12.744	1.745	5.871	-	-	-	-	6.370	5.882	2.392	6.518
Allocatie onderwijs																				
Allocatie onderwijs	20.320	6.540	5.398	3.875	22.540	15.894	19.292	15.849	2.220	9.354	13.894	11.974					22.540	15.894	19.292	15.849
Allocatie onderzoek	-31.475	-36.765	-38.395	-32.620	-32.342	-35.252	-36.151	-30.883	-867	1.513	2.244	1.737					-32.342	-35.252	-36.151	-30.883
TO TAAL	-11.156	-30.224	-32.997	-28.745	-9.803	-19.358	-16.859	-15.034	1.353	10.866	16.138	13.711	-	-	-	-	-9.803	-19.358	-16.859	-15.034
TO TAAL	-9.773	-36.636	-36.143	-31.890	-4.589	-11.571	-16.991	-6.245	5.184	25.064	19.153	25.645	2.853	5.347	5.384	5.017	-1.736	-6.224	-11.606	-1.227

Appendix 2: Development of long-term budgets per faculty

FdG	2023	2024	2025	2026
Onderwijs				
Variabel budget	35.038	35.284	36.658	37.578
- <i>Studiepunten</i>	29.597	29.668	30.853	31.224
- <i>Diploma's</i>	5.441	5.616	5.805	6.353
Doorgegeven rijksbijdrage/collegegeld	4.052	4.337	4.548	4.781
Capaciteitsbudget	-	-	-	-
Beleidsbudget	3.529	3.529	3.529	3.529
- <i>Decentraal beleid</i>	3.529	3.529	3.529	3.529
- <i>Centraal beleid</i>	-	-	-	-
Allocatie Onderwijs	42.619	43.150	44.735	45.888
Onderzoek				
Variabel budget	32.526	32.602	33.290	33.602
- <i>Onderzoeksopslag</i>	8.760	8.821	9.165	9.394
- <i>Promoties</i>	19.407	19.421	19.765	19.848
- <i>Matching 2e en 3e geldstroom</i>	4.360	4.360	4.360	4.360
Doorgegeven rijksbijdrage	1.133	-	-	-
Capaciteitsbudget	-	-	-	-
Beleidsbudget	7.586	7.117	7.077	6.627
- <i>Decentraal beleid</i>	6.198	6.198	6.198	6.198
- <i>Research Priority Areas</i>	829	450	450	-
- <i>Centraal beleid</i>	559	469	429	429
Allocatie Onderzoek	41.245	39.719	40.367	40.229
TOTAAL allocatie	83.865	82.868	85.101	86.117

FGW	2023	2024	2025	2026
Onderwijs				
Variabel budget	38.392	40.721	42.334	43.399
- <i>Studiepunten</i>	31.626	33.585	34.860	35.541
- <i>Diploma's</i>	6.766	7.135	7.474	7.858
Doorgegeven rijksbijdrage/collegegeld	5.912	6.368	6.299	6.647
Capaciteitsbudget	5.417	5.417	5.417	5.417
Beleidsbudget	3.897	3.897	3.647	3.647
- <i>Decentraal beleid</i>	3.395	3.395	3.395	3.395
- <i>Centraal beleid</i>	502	502	252	252
Allocatie Onderwijs	53.619	56.403	57.698	59.110
Onderzoek				
Variabel budget	19.192	19.419	19.591	19.948
- <i>Onderzoeksopslag</i>	9.598	10.180	10.584	10.850
- <i>Promoties</i>	5.596	5.624	5.651	5.789
- <i>Matching 2e en 3e geldstroom</i>	3.998	3.615	3.356	3.309
Doorgegeven rijksbijdrage	1.581	1.171	1.171	1.171
Capaciteitsbudget	3.816	3.816	3.816	3.816
Beleidsbudget	5.800	5.500	5.160	5.160
- <i>Decentraal beleid</i>	3.418	3.418	3.418	3.418
- <i>Research Priority Areas</i>	600	300	-	-
- <i>Centraal beleid</i>	1.782	1.782	1.742	1.742
Allocatie Onderzoek	30.389	29.906	29.738	30.095
TOTAAL allocatie	84.008	86.309	87.436	89.205

FdR	2023	2024	2025	2026
Onderwijs				
Variabel budget	27.531	27.578	27.578	27.578
- Studiepunten	21.418	21.457	21.457	21.457
- Diploma's	6.113	6.121	6.121	6.121
Doorgegeven rijksbijdrage/collegegeld	3.422	3.611	3.763	3.899
Capaciteitsbudget	328	328	328	328
Beleidsbudget	2.596	2.604	2.604	2.604
- Decentraal beleid	1.893	1.893	1.893	1.893
- Centraal beleid	703	711	712	712
Allocatie Onderwijs	33.876	34.121	34.273	34.409
Onderzoek				
Variabel budget	9.341	9.247	9.313	9.451
- Onderzoeksopslag	6.883	6.895	6.895	6.895
- Promoties	1.020	1.103	1.158	1.268
- Matching 2e en 3e geldstroom	1.438	1.249	1.260	1.288
Doorgegeven rijksbijdrage	927	749	-	-
Capaciteitsbudget	-	-	-	-
Beleidsbudget	6.213	6.317	7.377	6.977
- Decentraal beleid	1.552	1.552	1.552	1.552
- Research Priority Areas	300	300	300	300
- Centraal beleid	4.361	4.466	5.526	5.126
Allocatie Onderzoek	16.481	16.313	16.690	16.428
TO TAAL allocatie	50.357	50.434	50.963	50.837

FdT	2023	2024	2025	2026
Onderwijs				
Variabel budget	10.805	10.505	9.978	9.978
- Studiepunten	-	-	-	-
- Diploma's	-	-	-	-
Doorgegeven rijksbijdrage/collegegeld	224	224	224	224
Capaciteitsbudget	-	-	-	-
Beleidsbudget	6.346	6.346	6.346	6.346
- Decentraal beleid	-	-	-	-
- Centraal beleid	6.346	6.346	6.346	6.346
Allocatie Onderwijs	17.375	17.075	16.548	16.548
Onderzoek				
Variabel budget	2.272	2.633	2.838	2.820
- Onderzoeksopslag	-	-	-	-
- Promoties	-	-	-	-
- Matching 2e en 3e geldstroom	-	-	-	-
Doorgegeven rijksbijdrage	76	76	76	76
Capaciteitsbudget	-	-	-	-
Beleidsbudget	4.125	4.125	4.125	3.675
- Decentraal beleid	-	-	-	-
- Research Priority Areas	450	450	450	-
- Centraal beleid	3.675	3.675	3.675	3.675
Allocatie Onderzoek	6.473	6.834	7.039	6.571
TO TAAL allocatie	23.848	23.909	23.587	23.119

FNWI	2023	2024	2025	2026
Onderwijs				
Variabel budget	48.924	49.507	50.142	50.770
- Studiepunten	39.558	40.051	40.555	41.067
- Diploma's	9.366	9.456	9.587	9.703
Doorgegeven rijksbijdrage/collegegeld	3.693	4.079	4.361	4.665
Capaciteitsbudget	1.854	1.854	1.854	1.854
Beleidsbudget	5.107	5.107	5.107	5.107
- Decentraal beleid	4.008	4.008	4.008	4.008
- Centraal beleid	1.099	1.099	1.099	1.099
Allocatie Onderwijs	59.578	60.547	61.464	62.395
Onderzoek				
Variabel budget	39.580	39.623	40.058	40.511
- Onderzoeksopslag	12.231	12.377	12.536	12.692
- Promoties	10.503	10.834	10.999	11.330
- Matching 2e en 3e geldstroom	16.846	16.412	16.523	16.489
Doorgegeven rijksbijdrage	14.205	10.257	4.019	3.966
Capaciteitsbudget	15.160	15.160	15.160	15.160
Beleidsbudget	13.216	11.076	11.076	10.096
- Decentraal beleid	7.122	7.122	7.122	7.122
- Research Priority Areas	2.300	300	300	300
- Centraal beleid	3.794	3.654	3.654	2.674
Allocatie Onderzoek	82.161	76.116	70.312	69.733
TOTAAL allocatie	141.739	136.663	131.776	132.128

FEB	2023	2024	2025	2026
Onderwijs				
Variabel budget	32.738	33.055	32.584	33.201
- Studiepunten	24.610	24.802	24.569	25.053
- Diploma's	8.129	8.253	8.015	8.149
Doorgegeven rijksbijdrage/collegegeld	2.383	2.615	2.790	2.922
Capaciteitsbudget	-	-	-	-
Beleidsbudget	2.917	2.917	2.917	2.917
- Decentraal beleid	2.767	2.767	2.767	2.767
- Centraal beleid	150	150	150	150
Allocatie Onderwijs	38.039	38.586	38.291	39.040
Onderzoek				
Variabel budget	10.697	10.814	11.014	11.071
- Onderzoeksopslag	8.185	8.264	8.146	8.300
- Promoties	1.351	1.461	1.792	1.709
- Matching 2e en 3e geldstroom	1.162	1.090	1.077	1.062
Doorgegeven rijksbijdrage	92	-	-	-
Capaciteitsbudget	1.636	1.636	1.636	1.636
Beleidsbudget	2.518	2.518	2.518	2.518
- Decentraal beleid	1.920	1.920	1.920	1.920
- Research Priority Areas	-	-	-	-
- Centraal beleid	598	598	598	598
Allocatie Onderzoek	14.943	14.969	15.169	15.225
TOTAAL allocatie	52.982	53.555	53.460	54.266

FMG	2023	2024	2025	2026
Onderwijs				
Variabel budget	60.981	64.226	65.274	65.488
- Studiepunten	49.445	51.730	52.395	52.493
- Diploma's	11.536	12.496	12.880	12.995
Doorgegeven rijksbijdrage/collegegeld	4.897	5.538	5.904	6.301
Capaciteitsbudget	1.090	1.090	1.090	1.090
Beleidsbudget	6.113	6.113	5.613	5.613
- Decentraal beleid	4.707	4.707	4.707	4.707
- Centraal beleid	1.406	1.406	906	906
Allocatie Onderwijs	73.081	76.967	77.882	78.492
Onderzoek				
Variabel budget	31.354	33.373	33.712	33.563
- Onderzoeksopslag	15.245	16.056	16.319	16.372
- Promoties	6.974	7.388	7.305	7.030
- Matching 2e en 3e geldstroom	9.134	9.929	10.088	10.162
Doorgegeven rijksbijdrage	1.077	-	-	-
Capaciteitsbudget	-	-	-	-
Beleidsbudget	6.828	5.455	5.455	5.455
- Decentraal beleid	5.393	5.393	5.393	5.393
- Research Priority Areas	1.373	-	-	-
- Centraal beleid	62	62	62	62
Allocatie Onderzoek	39.259	38.829	39.167	39.018
TOTAAL allocatie	112.340	115.795	117.049	117.510

AUC	2023	2024	2025	2026
Onderwijs				
Variabel budget	10.643	11.000	11.155	11.155
- Studiepunten	-	-	-	-
- Diploma's	-	-	-	-
Doorgegeven rijksbijdrage/collegegeld	399	399	399	399
Capaciteitsbudget	-	-	-	-
Beleidsbudget	336	336	336	336
- Decentraal beleid	-	-	-	-
- Centraal beleid	336	336	336	336
Allocatie Onderwijs	11.378	11.735	11.890	11.890
Onderzoek				
Variabel budget	745	735	736	781
- Onderzoeksopslag	-	-	-	-
- Promoties	-	-	-	-
- Matching 2e en 3e geldstroom	-	-	-	-
Doorgegeven rijksbijdrage	11	11	11	11
Capaciteitsbudget	-	-	-	-
Beleidsbudget	-	-	-	-
- Decentraal beleid	-	-	-	-
- Research Priority Areas	-	-	-	-
- Centraal beleid	-	-	-	-
Allocatie Onderzoek	756	746	747	792
TOTAAL allocatie	12.133	12.482	12.637	12.682

Appendix 3: Accommodations Plan investment table

HvP investeringsraming, bedragen in €1000	Begroting 2022					Concept kaderbrief 2023							Wijzigingen ten opzichte van HvP 2022								
	2022	2023-2026	2027-2035	Aanname 2036-2040	Totaal	Prognose 2022	2023	2024	2025	2026	2027-2026	2027-2035	Aanname 2036-2040	Totaal	programma-uitbreiding	prijsontwikkeling	risico's	programma-kwaliteit	planningswijziging	Totaal wijzigingen	Toelichting
Universiteitskwartier	49.880	140.565	21.126	-	161.691	37.542	52.394	40.663	33.905	34.255	161.217	39.526	-	200.744	6.000	17.451	2.002	-	13.600	39.053	
Renovatie Universiteitskwartier	6.944	108.777	21.126	-	129.903	7.829	5.595	24.759	33.905	34.255	98.515	39.526	-	138.041	6.000				2.138	8.138	WKO als project opgenomen (voor 1,3 mln gecorrigeerd op project niveau). Resterende 6 mln. gedekt door duurzaamheidsinvesteringen.
Renovatie UB in uitvoering	42.028	12.712	-	-	12.712	28.804	42.973	501	-	-	43.474	-	-	43.474		17.298	2.002		11.462	30.762	Bijstelling uitvoeringsraming UB en planningsverhuiving cashflow.
Funderingsherstel	909	19.076	-	-	19.076	909	3.825	15.403	-	-	19.228	-	-	19.228		153				153	Dit bedrag bestaat uit de begroting voor funderingsherstel van BG5, OMHP en GHK.
Roeterseilandcampus	13.640	11.796	-	47.728	59.525	16.199	14.067	3.296	-	1.195	18.559	39.768	47.728	106.055	42.493	5.700	-	-	-1.663	46.530	
Onderwijsruimten	7.688	7.070	-	-	7.070	11.267	4.375	1.431	-	1.195	7.001	39.768	-	46.769	40.963	1.800			-3.064	39.699	Investering in een nieuw gebouw op het REC. Bijstelling budget REC P.
Programmauitbreiding REC	5.952	4.726	-	47.728	52.454	4.932	9.692	1.866	-	-	11.558	-	47.728	59.286	1.530	3.900			1.401	6.831	Investering in een sport faciliteit op het REC en tijdelijke huisvesting. De prijsontwikkeling betreft de inschatting van het aanbestedingsresultaat REC JK. De aanname na 2035 betreft investering (renovatie) REC JK.
Amsterdam Science Park	16.341	12.962	-	-	12.962	15.404	2.931	3.539	38.600	15.386	60.455	1.009	-	61.464	48.502	-	-	-	-	48.502	
LAB 42	16.341	1.000	-	-	1.000	15.404	1.000	-	-	-	1.000	-	-	1.000							
Programmauitbreiding ASP	-	11.962	-	-	11.962	-	1.931	3.539	38.600	15.386	59.455	1.009	-	60.464	48.502					48.502	Investering in Quant um, rekening gehouden met de subsidie van het Nationaal Groeifonds.
Extra investeringsruimte	9.991	4.080	-	-	4.080	10.660	1.020	4.121	-	-	5.141	-	-	5.141	-	-	-	-	1.061	1.061	
Verhuurkwaliteit maken kantoren																					
Handboogstraat (tijdelijke maatregel UR)	505	-	-	-	-	505	-	-	-	-	-	-	-	-							
Extra investeringsruimte aanpassing tbv studieplekken	513	-	-	-	-	518	-	-	-	-	-	-	-	-							
Huisvesting diensten	187	-	-	-	-	1.659	-	-	-	-	-	-	-	-							
Museumcafe APM	707	-	-	-	-	707	-	-	-	-	-	-	-	-							
UB Singel	1.010	4.080	-	-	4.080	-	1.020	4.121	-	-	5.141	-	-	5.141					1.061	1.061	Investering in de UB Singel tbv schuilruimte start een jaar later.
Tijdelijke voorzieningen REC	7.070	-	-	-	-	7.272	-	-	-	-	-	-	-	-							
Portefeuillebreed	2.952	21.321	44.519	27.880	93.720	5.879	1.037	4.718	8.744	8.453	22.952	41.221	27.880	92.053	-	-	-	-	-1.667	-1.667	
Extra risicoraming prijsstijgingen (naar einde werk)	979	10.677	13.985	-	24.662	525	809	3.381	5.184	3.930	13.304	17.607	-	30.911					6.249	6.249	Betreft extra marktrisicoraming voor investeringsprojecten naar einde werk. Er is voor de jaren 2022 t/m 2024 rekening gehouden met risico prijsstijging van resp. 3%, 2% en 1% bovenop de 1% stijging waar het HvP model vanuit gaat.
(vervangings) Investeringsbeveiliging Duurzaamheid	596	1.092	2.753	-	3.844	596	228	170	364	329	1.092	2.753	-	3.844							
Investeringverlaging (o.a. via ruimtenorm)	-	-	-20.917	-	-20.917	-	-	-	-	-	-	-20.917	-	-20.917							-
Instandhouding en FA	13.884	65.643	-	-	65.643	13.884	13.567	14.794	15.140	18.822	62.324	-	-	62.324	-	-	-	3.359	-6.677	-3.318	
Meerjaren Onderhoudsplan (structuureel)	8.110	28.088	etc	n.t.b.	28.088	8.110	10.099	9.591	5.896	6.600	32.187	etc	n.t.b.	32.187				4.099		4.099	Toevoeging aan kaderstelling Onderhoud tbv Duurzaam MJOP en extra kosten uit hoofde van schilderwerkzaamheden. Daarnaast rekening gehouden met extra onderhoudslasten ivm uitbreiding portefeuille.
Functionele Aanpassingen (structuureel) plus wet- en regelgeving/toegankelijkheid	5.774	14.823	etc	n.t.b.	14.823	5.774	3.468	3.503	3.538	3.573	14.083	etc	n.t.b.	14.083				-740		-740	Projecten wet- en regelgeving/ toegankelijk lopen af en gaan over in reguliere processen.
Herinvesteringen (moderatie, na afloop van afschrijftermijn 30% initiële kwaliteit kades)	-	20.843	etc	n.t.b.	20.843	-	-	1.700	3.817	8.649	14.166	etc	n.t.b.	14.166					-6.677	-6.677	Verschuiving herinvestering en als gevolg van uitstel van renovatieprojecten.
	-	1.889	-	-	1.889	-	-	-	1.889	-	1.889	-	-	1.889							
Totaal in plannenopgenomen	106.689	256.367	65.646	75.608	397.621	99.568	85.016	71.133	96.388	78.111	330.648	121.524	75.608	527.781	96.995	23.151	2.002	3.359	4.654	130.160	

Appendix 4: Calculation method for funding factors

The costing factors were revised in the 2022 budget. For more information on this revision and the method of calculating the funding factors, see the memo included in the appendices to the 2022 budget.

	Tarief:	rijksbijdrage € 3.942,82	collegegeld € 2.168					
Opleiding	Aantal EC Ba + Ma	Rijksbijdrage	Collegegeld (1e jaar gehalveerd)	Externe vergoeding per EC	Factor vergoeding t.o.v. Laag 240 EC	Aantal bekostigde inschrijvingen Ba en Ma	Factor x bekostigde inschrijvingen	
Alfa/Gamma Laag	240	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x € 3.942,82	0,5 + 3 jaren collegegeld 3,5 x € 2.168,00	€ 130,19	1,00	15.643	15.643	
Alfa/Gamma Laag	270	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x € 3.942,82	0,5 + 3,5 jaren collegegeld 4 x € 2.168,00	€ 119,74	0,92	147	135	
Alfa/Gamma Laag	300	(5 jaren inschrijving + 2 graden) x rijksstarief (5 + 2) x € 3.942,82	0,5 + 4 jaren collegegeld 4,5 x € 2.168,00	€ 124,52	0,96	557	533	
Bèta Hoog	300	(5 jaren inschrijving + 2 graden) x rijksstarief (5 + 2) x 1,5 x € 3.942,82	0,5 + 4 jaren collegegeld 4,5 x € 2.168,00	€ 170,52	1,31	4.980	6.523	
Bèta Hoog	240	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x 1,5 x € 3.942,82	0,5 + 3 jaren collegegeld 3,5 x € 2.168,00	€ 179,47	1,38	374	516	
Medisch Top	360	(6 jaren inschrijving + 2 graden) x rijksstarief (6 + 2) x 3 x € 3.942,82	0,5 + 5 jaren collegegeld 5,5 x € 2.168,00	€ 295,98	2,27	2.149	4.886	
						23.850	28.235	
Bekostigingsfactor	#	x factor						
LAAG	16.347	16.311					1,00	
HOOG	5.354	7.038					1,31	
TOP	2.149	4.886					2,27	
Inschrijvingen	23.850	28.235						



UNIVERSITEIT VAN AMSTERDAM

Aan : Directeuren (bedrijfsvoering) en Controllers
Van : Financiën & Control
Datum : 07 oktober 2013 DEFINTIEF 2.0
Betreft : Spelregelkader tariefsaanpassing

Zoals in de SLA-cyclus opgenomen vindt jaarlijks een evaluatie van de interne dienstverlening plaats en wordt overlegd over toekomstige dienstverlening. Dit kan leiden tot nieuwe dienstverlening of een nieuwe tarievenstructuur. Het is van belang dat deze structuren passen binnen de kaders van de UvA als geheel. Hiertoe is een toetsingskader ontwikkeld. Diensten en afnemers kunnen dit kader gebruiken om te bekijken of hun wensen en ideeën passen binnen de kaders van de UvA. Voor het CvB is het toetsingskader de basis om te bepalen of nieuwe structuren kunnen worden vastgesteld. In dit memo is het toetsingskader opgenomen en toegelicht. Daarbij wordt ook aangegeven welke procesgang gevolgd dient te worden bij tarief voorstellen.

Achtergrond

Vraag naar nieuwe diensten

Afnemers betalen de interne diensten van de UvA voor de door hen geleverde diensten. Voor het grootste gedeelte gaat het om vaste pakketten die afnemers verplicht intern afnemen tegen een door het CvB vastgestelde prijs. Het volume van de afgenomen dienstverlening wijzigt jaarlijks op basis van de waargenomen afgenomen hoeveelheid op de peildatum. Deze methodiek is vrijwel ongewijzigd in gebruik sinds 2006 toen de UvA is overgestapt op een model van integrale kostentoerekening.

Mogelijkheden kostentoerekening te verbeteren

Op basis van de ervaringen met het systeem van kostentoerekening bestaat in ieder geval de wens om in nieuwe voorstellen ervoor te zorgen dat cost drivers beter de kostenrelatie reflecteren en dat gewenst gedrag beter wordt beloond.

De gekozen cost drivers uit 2006 doen niet alle gevallen optimaal recht aan het verband tussen kosten en toegevoegde waarde. Het uitgangspunt dat het om een “tegen aanvaardbare kosten goed meetbare” eenheid moest gaan heeft geprevaleerd boven het feit dat die eenheid een goede expressie moest zijn van de directe kostenrelatie. Een aantal cost drivers was evident “te grof”. Als het totaalbedrag dat met een dergelijk pakket gemoeid gaat relatief niet hoog is, of als de toerekening aan de afnemers bij nauwkeuriger meting van afname niet wezenlijk anders zou uitvallen, is dit niet zo’n probleem. In de afgelopen jaren is echter gebleken dat minstens van een aantal dienstverleningspakketten geldt dat er sprake is van een wezenlijke vertekening van de werkelijke kosten, met als gevolg een in de organisatie gevoelde “onrechtvaardigheid”. Omdat de faculteiten bij de invoering 100% gecompenseerd zijn voor de toegerekende kosten, is niet

werkelijk sprake van onrechtvaardigheid; maar nu dat feit door personele wisselingen in de vergetelheid raakt, is het goed dat diensten en afnemers opnieuw nadenken over deze relatie.

Voor wat betreft het belonen van gewenst gedrag zijn twee elementen van belang. Ten eerste stellen nieuwe, betere, tariefstructuren afnemers nieuwe mogelijkheden om de omvang van hun kosten te beïnvloeden en leidt dit tot nieuwe prikkels voor efficiënt gedrag van diensten. Ten tweede kan een andere verdeling tussen vast en variabel pakket zorgen voor betere prikkels. Het grootste deel van de dienstverlening is ondergebracht in vaste dienstverleningspakketten, waarvan zowel de kosten als de aantallen eenheden slechts eenmaal per jaar worden geïjkt. Ter wille van het streven naar meer efficiency en het inbouwen van prikkels om alleen de noodzakelijke diensten af te nemen en daarvoor de kosten te dragen, zou een groter deel van de dienstverlening variabel gemaakt kunnen worden (werkelijke kosten, werkelijke afname).

Het staat diensten en faculteiten vrij om zelf afspraken te maken over de variabele pakketten. Vanuit het belang van de UvA als geheel moeten de tariefafspraken in dit domein ook voldoen aan het toetsingskader. De bedoeling is hierop in de komende begrotingen zwaarder op te toetsen.

Toetsingskader tariefstructuur.

In onderstaand overzicht staan de eisen aan tarieven weergegeven. Daarbij is sprake van een afruil tussen de eisen. Een zeer herkenbare, directe en activity based tarief, waarbij alleen tegen hoge kosten door de huidige informatiesystemen de benodigde informatie geleverd kan worden, is minder wenselijk dat een tarief dat redelijk herkenbaar en direct is, maar wel direct informatie voor beschikbaar is. De voorkeur gaat uit naar tarieven die zo hoog mogelijk scoren op alle criteria.

Herkenbaar

Tarieven worden in rekening gebracht voor duidelijk omschreven diensten die voor afnemers herkenbaar zijn. Het moet duidelijk zijn aan welke (algemene) kwaliteitsvereisten de dienstverlening moet voldoen. Bij voorkeur is de beschrijving van de dienstverlening door afnemers goedgekeurd voordat deze ter besluitvorming wordt aangeboden.

Integraal

Bij de UvA wordt gebruik gemaakt van integrale kosten. Tarieven leveren een dekking voor zowel de directe als de indirecte kosten, voor zowel de vaste als de variabele kosten. Andersom worden alle kosten van een eenheid aan een tarief toegerekend.

Direct

Kosten worden zo direct mogelijk aan diensten toegerekend. Bij de berekening van de tarieven wordt zoveel mogelijk gebruik gemaakt van hulp kostendragers. Dat wil zeggen dat waar mogelijk en praktisch, tussenproducten worden gedefinieerd, om de kostprijs van de dienst te bepalen.

Activiteit based

Bij het bepalen van tarieven worden kostendragers zoveel mogelijk gebaseerd op cost drivers: er moet een verband bestaan tussen de toename van het volume en toename van de kosten.

Meetbaar

De omvang van de dienstverlening is meetbaar. Met andere woorden, het is vast te stellen welke afnemer welke hoeveelheid dienstverlening ontvangt. Deze informatie moet tegen zo laag mogelijke kosten te maken zijn op basis van een geaccepteerde (concern)administratie.

Voorcalculatorisch

Het tarief wordt vastgesteld op basis van gebudgetteerde kosten voor jaar t en gerealiseerd aantal eenheden uit jaar t-1. Er vindt geen hercalculatie van het tarief plaats op basis van werkelijke kosten en werkelijk aantal afgenomen eenheden.

Effectief

Uit het voorstel blijkt welk effect met de nieuwe tariefstructuur wordt nagestreefd, zowel in financiële als kwalitatieve zin. Denk hierbij aan prikkels voor efficiency (voor afnemer en leverancier), beter afstemmen opbrengsten en kosten, beter aansluiten op vraag klant.

Procesgang

Voortkomend uit een evaluatie van het afgelopen budgetjaar (t-1) tussen vertegenwoordigers van leverende diensten en ontvangende eenheden, doet de leverende dienst een voorstel voor nieuwe tarieven en/of tariefstructuur voor komend budgetjaar (t). Dit voorstel wordt ingebracht in het daarvoor aangewezen gremium volgens de SLA-kalender en besproken. Het voorstel bevat in ieder geval een beschrijving van de dienstverlening, tariefstructuur, de motivatie van verandering, een berekening van de kostprijs en een inschatting van het financiële effect op afnemers. Er wordt een overzicht van de tarieven aangeleverd met de aantallen van t-1, waaruit blijkt hoe de totale kosten van de dienst over de verschillende pakketten (her-)verkaveld zouden zijn geweest als de herijking reeds in t-1 had plaatsgevonden.

Wijzigingen in tariefstructuur of nieuwe diensten worden voorgelegd aan F&C. F&C toetst deze aan het bovengenoemde spelregelkader en koppelt de bevindingen terug aan de eenheid, zodat de eenheid wijzigingen kan aanbrengen. Vervolgens hebben de leverende diensten en ontvangende diensten de mogelijkheid om dit voorstel te bespreken en af te stemmen, totdat er een definitief voorstel is. In het Directeurenoverleg worden de voorstellen en de resterende knelpunten besproken en definitief gemaakt. Het College van Bestuur stelt de tarieven bij Kaderbrief vast.

Na vaststellen van de structuur worden de tarieven verwerkt in de kaderbrief. De kaderbrief is het moment dat bepaald wordt hoe omgegaan wordt met de budget neutrale invoer. In het algemeen wordt het uitgangspunt gehanteerd dat wijzigingen van tariefstructuur niet moeten leiden tot grote veranderingen in koopkracht van afnemende eenheden. Bij (het totaal van de) veranderingen moet bekeken worden welke mate aanvullende maatregelen genomen moeten worden om dit tegen te gaan. De bedoeling is om dit voor alle aanpassingen gezamenlijk te beoordelen en de compensatie voor budgetneutraliteit per eenheid te bepalen. Deze berekeningen worden tezamen met de concept Kaderbrief voor een technische toets aan de controllers verstrekt.

Bijlage – 6: Diensten en costdrivers

Product	Parameter	Meet-moment	Bron
Vastgoed / m2	m2 vvo	(01/06/t-1)	PLANON
Energie	m2 vvo	(01/06/t-1)	PLANON
Standaard Desktop	Werkplek	(01/06/t-1)	ICTS
Standaard laptop	Werkplek	(01/06/t-1)	ICTS
Speciaal desktop	Werkplek	(01/06/t-1)	ICTS
Speciaal laptop	Werkplek	(01/06/t-1)	ICTS
Zelfsupport	Werkplek	(01/06/t-1)	ICTS
ICT basisdienst	IAR (headcount)	(01/06/t-1)	SAP-HR
Onderwijs en Onderzoeks-diensten	Ingeschreven studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Research IT Services (RIS)	# fte WP PID	(01/06/t-1)	SAP-HR
Connectiviteit	m2 vvo	(01/06/t-1)	PLANON
Faciliteiten / m2	m2 vvo	(01/06/t-1)	PLANON
Schoonmaak	Gewogen m2 vvo	(01/06/t-1)	PLANON ¹
Openingstijden beveiliging	Beveiligings-uren	(01/06/t-1)	Bedrijfstijden beveiliging (i.c.m. m2 uit planon)
Facilities/IAR PID	IAR PID (headcount)	(01/06/t-1)	SAP-HR
Facilities/IAR PNID	IAR PNID (headcount)	(01/06/t-1)	SAP-HR
Facilities/IAR GAST	IAR GAST (headcount)	(01/06/t-1)	SAP-HR
Facilities /Stud.	Inges. studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Digitaal toetsen / student	Inges. studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Inkoop / k€ Overige kosten + inhuur PNID	K€ Overige kosten + inhuur PNID jaar t-2	(01/06/t-1)	SAP-FICO
BOL uren grote zalen	# reserverings-uren grote zalen BOL collegejaar t-2/t-1	(01/06/t-1)	Syllabus+
BOL taartpuntzalen	# taartpuntzalen collegejaar t-1/t	(01/06/t-1)	Syllabus+
UB / fte WP	# fte WP PID	(01/06/t-1)	SAP-HR
Studiewerkplekken (t.b.v. UB)	Inges. studenten cursusjaar t-1 – t ²	(01/10/t-1)	SIS
Publicaties (tbv UB)	het aantal wetenschappelijke publicaties per faculteit, kalenderjaar t-3	(01/06/t-1)	PURE
Combinatietarief studentaantallen + WP FTE	Inges. studenten cursusjaar t-1 – t + FTE WP FTE	(01/10/t-1)	SIS + SAP HR
Bedrijfsgezondheid / IAR PID	IAR PID (headcount)	(01/06/t-1)	SAP-HR
Communicatie / stud.	Inges. studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Financiële administratie / factuur	aantal inkomende en uitgaande facturen	(01/06/t-1)	SAP-FICO
Basisdienst AC / k€ Baten	K€ Baten jaar t-2	(01/06/t-1)	UvA-Data
Proj. Adm. / WBS	# WBS-en (gewogen)	(01/06/t-1)	SAP-FICO
CSA / student	Inges. studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Pers. & sal. adm. / IAR PID	IAR PID (headcount)	(01/06/t-1)	SAP-HR
Pers. & sal. adm. / IAR PNID	IAR PNID (headcount)	(01/06/t-1)	SAP-HR
Pers. & sal. adm. / IAR GAST	IAR GAST (headcount)	(01/06/t-1)	SAP-HR
Studentvoorzieningen	Inges. studenten cursusjaar t-1 – t	(01/10/t-1)	SIS
Personeelsadvertenties / IAR PID	IAR PID (headcount)	(01/06/t-1)	SAP-HR
Facultaire collecties		(01/06/t-1)	In afstemming met faculteiten
Corporate communicatie (totaal)		(01/06/t-1)	BC
IC multimedia-diensten (totaal)		(01/06/t-1)	ICTS
IC concern informatie systemen (CIS)		(01/06/t-1)	ICTS

¹ Rekening houdend met voorziene grote verschuivingen en met een weging voor het soort ruimtegebruik.

² Inclusief 50% van de AMC studenten