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2022 BUDGET

We are 

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1 Introduction

The present final UvA budget includes the University of Amsterdam's financial planning information for 2022-2026. The budget is based on the framework letter 2022, whose key points were adopted by the Executive Board on 26 July 2021, with the Joint Meeting's approval.

The information obtained in the discussions on the draft budget was incorporated into the final budget. The draft budget adopted by the Executive Board (which preceded the present budget) was published on 6 October. The Executive Board then used this draft budget to discuss the choices to be made with regard to the 2022 budget with the deans and the directors of operational management. The draft budget was submitted to the academic community for consultation purposes, which allowed us to obtain more feedback. The draft budget was submitted to the Joint Meeting on 6 October, pursuant to its right of approval and right to be consulted with regard to the key points of the budget. The results of the aforementioned consultations were incorporated into the 2022 budget.

The Joint Meeting consented to the (revised) key points of the 2022 budget on 31 January 2022. The Supervisory Board approved the budget on 15 December 2021.

Since both the university-wide budget and the organisational units' budgets were drawn up on the basis of the framework letter, the key points thereof are included in this budget. Chapter 2 describes the budget outline. The key points have been updated relative to framework letter 2022. Section 2.3 includes a description of the updated figures, details and revisions made to the key points as included in the framework letter. It explicitly states how the key points of the framework letter have been incorporated into the budget.

Reader's guide

Chapter 2 presents and explains the updated results in greater detail. While these results pertain particularly to the year 2022, more information on the long-term forecast for the 2023-2026 period is provided as well. Chapter 2 also presents an overview of the expected trends in the balance sheet positions, cash flows and ratios for the 2022-2026 period. Chapter 3 presents the results obtained by the individual organisational units. Chapter 4 presents the budgets for the individual organisational units, along with explanatory notes. Chapter 5 presents tables containing budgets, figures and prices. The appendices include the latest figures regarding the Accommodations Plan, the IT projects portfolio and the memo on the funding factor review.

2 Key points

2.1 Introduction

While the UvA's revenue will increase in 2022 compared to 2021, this increase will not be enough to realise all of the UvA's ambitions for 2022 and beyond. Like all other universities, the UvA already receives too little money for the quality it delivers, and has no additional scope for fully addressing and realising the ambitions laid down in the Strategic Plan. All the faculties and services have complained of heavy workloads and pressure on available resources. The ultimate cause of this pressure is the underfunding of universities: the deficit already amounted to €1.1 billion in 2018 and has increased even further since then due to higher student numbers¹.

The UvA depends on the government and the formation process for a structural solution to this problem. Many parties have budgeted additional resources for research universities, but these resources are not forthcoming any time soon. However, further delays mean an ever-increasing risk to the quality of university education and research, the workload of our staff members and the mental health of our students. The UvA is therefore trying to find a balance in the coming years between allowing more room for ambitions and a prudent financial policy.

In addition to this pressure, we also need to address other developments with an impact on resources. The coronavirus pandemic still has a major effect on our students and their behaviour, the planning of our classes and the space requirements, as well as on our staff members. Price and wage developments restrict the scope for innovation. The implementation of the Strategic Plan has begun, and while this offers new opportunities for improvement, it also calls for careful planning of the innovation drive. To ensure that sufficient resources remain available to realise the strategic renewal of the UvA, these resources have now been included in the budget (rather than relying solely on the positive result).

The UvA's income in 2022 will increase by 6% relative to the 2021 budget, due in particular to the government grant and income from work carried out for third parties. The increase in the government grant is caused to a significant extent by the additional government grant required to fund the halving of tuition fees. On the expenses side, the personnel costs will rise more sharply in 2022 than the other expenses (8%, versus a 6% increase in total expenses). Although both income and expenses will increase over the years, this development is insufficient to realise all ambitions.

The budget currently includes the initial funds for the implementation of the Strategic Plan. These funds will be put primarily towards support for the theme-based approach to research and education. There is also (limited) extra scope for units with demonstrably insufficient room for manoeuvre within their own financial scope. In the long term, there will also be scope for new interdisciplinary educational initiatives. Furthermore, discussions are in progress with UvA Ventures Holding about investments in valorisation, while a support structure is being set up within the Executive Staff for the implementation of the Strategic Plan.

The forecast for the UvA as a whole is to break even in the long term, but further action will be required in the years after 2022 in order to achieve this. Where 2023 is concerned,

¹ See the report entitled 'Adequacy, efficiency and cost allocation in secondary vocational and higher education and research' (*Toereikendheid, doelmatigheid en kostentoerekening in het mbo, hbo en wo&o*) of February 2021 for the results of the investigation conducted by PwC on the instructions of the Ministry of Education, Culture and Science into aspects such as the adequacy of the macro budget.

discussions on this point will shortly be initiated with all the organisational units of the UvA. The extent of this issue has been included in the tables.

2.2 Long-term forecast

The UvA's is estimated to break even in 2022, as shown in the table below. The figures for 2021 are taken from the UvA's budget for 2021 and the forecast for the third quarter of 2021.

UvA long-term forecast	2021		2022	2023	2024	2025
	Begroting	Prognose*				
INCOME						
Government grant (Ministry of Education, Cultu	520.371	552.259	577.043	576.889	580.729	592.996
Tuition, course, lecture and exam fees	101.517	90.864	87.901	114.405	115.279	116.064
Income from work carried out for third parties	115.390	109.598	120.346	119.207	124.433	125.690
Other income	23.227	27.040	21.297	21.494	21.235	20.993
TOTAL INCOME	760.504	779.761	806.587	831.996	841.676	855.743
EXPENSES						
Staffing costs	524.254	532.233	565.665	589.595	606.070	617.561
Depreciation	42.635	42.563	44.092	49.238	54.210	52.714
Accommodation expenses	52.593	52.149	53.567	56.294	57.104	54.704
Other expenses	137.225	120.960	139.646	145.520	154.561	163.730
TOTAL EXPENSES	756.707	747.905	802.969	840.647	871.945	888.709
Net income/expense	3.797	31.856	3.617	-8.652	-30.269	-32.966
Financial income and expenses	-5.821	-5.821	-2.017	428	-5.067	-2.128
Result	-2.025	26.035	1.600	-8.224	-35.336	-35.094
Tax	-	-	-	-	-	-
Income from holdings in companies	-2.400	-2.565	-1.600	-1.550	-1.300	-1.050
Result after tax	-4.425	23.470	0	-9.774	-36.636	-36.144
Share of third parties	-	-	-	-	-	-
Net result	-4.425	23.470	0	-9.774	-36.636	-36.144
Still to adjust in final budget			0	9.774	36.636	36.144
Result after financial boost for the Strategi	-6.425	23.470	0	0	0	0

Table 1: Non-consolidated UvA budget result (x €1,000)

The long-term result is comparable to the forecast in the framework letter, but the manner in which this result is to be achieved has clearly changed. At the time of the framework letter, sufficient positive results were forecast in the long term to safeguard the expected funding of the Strategic Plan. Without additional action, there would no longer be scope for this in the 2022 budget. However, in order for the Strategic Plan to be successful as a whole it is necessary to use resources for the Strategic Plan objectives, and uncertainty about this use is undesirable. The scope available in the framework letter for Strategic Plan investments from 2023 has therefore been included as a part of the budget itself.

The budget anticipates the university to break even in 2022, whereas the framework letter still proceeded from a profit. With revenue increasing, the UvA as a whole has been given greater scope to address its ambitions, but these cannot all be initiated at the same time. The budget has anticipated the UvA as a whole to break even from 2023 as well. In order to achieve this, choices will need to be made for these years as well. These relate in part to the guarantee that

was included in the framework letter and is still part of the budget, comprising a total amount of €30 million in the period 2023-2025. At institution level, this budget provides for a (limited) increase in income in that period, which means that the fall in revenue for which the guarantee was intended will probably not materialise. This development may have a different effect at unit level. This is why the Executive Board has opted to retain the guarantee in this budget. As part of the long-term actions, we will assess whether, to what extent and in what form this guarantee must be used.

Even without the guarantee, the result would be negative in a number of years. In the coming period, we will examine as part of the further consultations with the organisational units whether it is possible for units to achieve better long-term results. This is a concern at some service units in particular. Altogether, we expect that these actions should enable us to break even in the long term, in conformity with the long-term financial policy framework.

The UvA's forecast income in 2022 will be €46.1 million higher than stated in the budget for 2021. The forecast expenses will increase by €46.3 million. The financial income and expenses balance and the income from holdings in companies are expected to increase the UvA's result by €3.8 million relative to 2021.

Government grant

Most of the expected increase will come out of the government grant (€56.7 million). Due to revisions made to the baseline forecast, the (expected) indexation of wages to prices, extra compensation for the lower tuition fees and the addition and transfer of budgets included in the government grant, the grant amount will increase by approximately 11%. This expected increase in the amount of the government grant was already taken into account in the framework letter.

This expected government grant for 2022 includes an expected 1.5% pay rise due to inflation adjustment. We have used a 1.5% figure to adjust our personnel costs for inflation. This will result in a potential risk if our personnel costs do increase, but universities do not receive full compensation for this in the amount of the government grant. However, it was agreed at the sector level that universities will pre-estimate late decision-making on the government's part with regard to compensation for pay rises due to inflation adjustment in their budget forecasts. This will enable the universities to avoid the temporary non-utilisation of the money needed for teaching and research and the later opening up of vacancies in a situation where the workload is high. The UvA is actively managing this risk by carefully monitoring decision-making and applying a number of risk management measures (see Section 2.5).

Various analyses have shown that the university education sector does not receive enough government grant to maintain its current level of quality. This problem again increased in size in 2021, and there is no prospect of a solution any time soon. Both positive and negative scenarios are conceivable. The long-term development of the government grant can therefore be regarded as highly uncertain, which uncertainty has a major impact on the UvA's choices. If the deficit is resolved, there will be greater scope for quality and innovation, but without resources it may be necessary to reconsider core elements of the UvA's financial policy, such as the allocation model.

Tuition fees

Income from tuition fees will decline by €13.6 million in 2022 compared with the budget for 2021. This decline is due to the halving of the rate for statutory tuition fees and the reduction of institutional tuition fees for the 2021-2022 academic year. Despite the reduction, the total institutional tuition fees will increase relative to 2021 because of a larger number of students.

Income from work carried out for third parties and other income

The expected amount of income gained in 2022 from work carried out for third parties and other income, based on the budgets drawn up by the individual units, has increased in comparison with the 2021 budget (€3.0 million). The expected income from work carried out for third parties is higher and other income is lower than forecast in the framework letter. The forecast for income from work carried out for third parties is fairly stable. We expect and aim to see a stronger increase in this income in the long term as a result of the efforts to achieve the objectives laid down in the Strategic Plan.

Expenses

Based on estimates from the organisational units as well as a few adjustments made at the university level, the forecast expenses will increase by 6% in 2022 compared with the 2021 budget. The €41.4 million increase in personnel costs makes up the largest part of the overall increase. This is partly due to the expected inflation adjustment, but it is largely due to the increase in the number of employees. The depreciation charges will rise in the coming years, due to the realisation of the Accommodations Plan. The budget for 2022 includes a €2 million scope for capital expenditure on projects designed to help us realise the ambitions outlined in the Strategic Plan.

Expected outcome of consultations with units

In conformity with UvA policy, the budget balances for all years at zero. In order to achieve this, choices will need to be made for the years after 2022 as well. The amount involved is shown on the line 'expected outcome of consultations with units'. These consultations will start early in 2023.

Chapters 3 and 4 present the organisational units' budgets and explanatory notes regarding these budgets.

2.3 Update in relation to the framework letter

This section describes and further explains how the result has evolved between the framework letter and the budget. See Section 2.3.3 for the new policy initiatives compared to those included in the framework letter.

The table below shows the development from the result according to the framework letter to the result forecast in the budget. The table and explanatory notes provide an insight into the changes to the key points of the UvA's financial framework. A distinction is made between available fund updates and fund commitment updates. The changes are explained after the table.

Structure of changes	2022	2023	2024	2025
Start: Kaderbrief 2022	7,1	-1,6	6,9	6,2
<i>Updated income</i>				
Governmental grant	-7,8	0,2	-1,0	-0,5
National programme for education (NPO)	-1,7	7,1	0,0	0,0
Adequacy of macro framework	0,0	0,0	0,0	0,0
Tuition fees	9,5	10,8	11,5	12,3
Other income	-0,8	-1,6	-0,9	0,1
Subtotal	-0,7	16,4	9,6	11,9
<i>Updated expenses</i>				
Personnel expenditure	8,4	23,6	31,2	35,4
Depreciation expenses	-0,7	-3,1	3,9	2,5
Housing expenses	2,7	5,2	6,5	4,4
Other expenses	-3,4	-0,7	2,8	8,3
Subtotal	7,0	25,1	44,5	50,6
Financial income and expenses	1,2	1,5	-7,4	-2,2
Share in results of associates	-0,7	-1,1	-1,3	-1,5
Subtotal	0,6	0,5	-8,7	-3,6
Updated result	0,0	-9,8	-36,6	-36,1
Still to adjust in final budget	0,0	9,8	36,6	36,1
Result after management measures	0,0	0,0	0,0	0,0

Table 2: Development of the framework letter result – budget (x €1 million)

Table 19 in Chapter 3 presents the movements relative to the framework letter, broken down by organisational unit.

2.3.1 Update of income

Government grant

The amount of the government grant we expect to receive was updated on the basis of the government's 2022 Spring Memorandum. This is why the expected government grant amount as included in the budget is higher than the expected government grant amount forecast in the framework letter. The government funds allocated under the National Education Programme have been classified as non-normative government grants. This means that the income will be recognised in the year in which the funds are spent.

Updated income	2022	2023	2024	2025
<u>Governmental grant</u>	<u>-7.8</u>	<u>0.2</u>	<u>-1.0</u>	<u>-0.5</u>
Wage/Price Adjustment 2021	-10,7	-10,7	-10,7	-10,7
Wage/Price Adjustment 2022	0,5	0,5	0,5	0,5
Governmental grant	-1,5	5,6	4,4	4,9
Van Rijn	2,9	2,9	2,9	2,9
Market share	0,0	0,0	0,0	0,0
Technical recalibration of budgets and results	1,3	2,1	2,1	2,1
Other	-0,3	-0,3	-0,3	-0,3

Table 3: Update of income – Government grant (x €1 million)

Both the UvA's own analyses and analyses performed by the Association of Dutch Universities (UNL) have shown in recent years that the development of the government grant lags behind the development of volume and quality at Dutch universities. This picture was confirmed earlier this year in an external study carried out by PwC Strategy& on the instructions of the Ministry of Education, Culture and Science. The calculation for 2018 was that the sector as a whole needed another €1.1 billion to maintain its current level of quality. Because of higher student numbers, this problem has increased even further.

A structural solution to this problem requires a substantial improvement in the government grant for universities. Although the expectation expressed in the framework letter that additional funds will follow has been retained in this budget, there is no clear prospect of such an improvement at present. Together with all the other universities and its knowledge partners, the UvA seeks to have clarity as soon as possible as to whether and to what extent an improvement will be realised. Conversely, the UvA monitors the developments in The Hague so that it can make timely adjustments where necessary if the Ministry of Education, Culture and Science should opt not to allocate more funds for quality retention.

National Education Programme

The update of funds concerning the National Education Programme relates to the second-tranche funds for education and research. These funds were characterised as non-normative, which means that the funds are recognised in the year in which they are actually spent. These funds from the 2021 and 2022 government grants will be spent largely in 2022 and 2023. Relative to the framework letter, the available funds are the same on balance, but now they are distributed among the spending years: a shift from 2021 and 2022 to 2023. Based on further instructions, consultations will be held with the organisational units on how to recognise these funds and associated expenses in the final budget.

Updated income	2022	2023	2024	2025
<u>National programme for education (NPO)</u>	<u>-1.7</u>	<u>7.1</u>	<u>0.0</u>	<u>0.0</u>
Administrative agreement education	-2,2	5,5	0,0	0,0
Administrative agreement research	0,5	1,6	0,0	0,0

Table 4: Update of income – National Education Programme (x €1 million)

Tuition fees

The income from tuition fees in 2022 and beyond has been updated based on the expected income from statutory and institutional tuition fees. The expected income from statutory tuition fees in the 2021-2022 academic year is based on provisional enrolment figures as of 1 September 2021 and the tuition fees charged for this academic year. The income from tuition fees is in line with the framework letter 2022. Income from institutional tuition fees will be half a million lower in 2022 compared with the framework letter 2022. In the faculties' budgets, 85% of expected income comes under the heading of institutional tuition fees. The remaining 15% comes under university-wide income.

Updated income	2022	2023	2024	2025
<u>Tuition fees</u>	<u>9,5</u>	<u>10,8</u>	<u>11,5</u>	<u>12,3</u>
Statutory tuition fees	2,8	6,6	7,4	8,2
Institutional tuition fees	6,7	4,2	4,1	4,1

Table 5: Update of income – Tuition fees (x €1 million)

Income from work carried out for third parties

The income from work carried out for third parties will be lower than forecast in the framework letter. The greatest shift can be perceived within the other external income received by the organisational units.

Updated income	2022	2023	2024	2025
Other income	-0,8	-1,6	-0,9	0,1
Contract education	1,3	1,7	2,3	2,8
Contract research	0,9	-1,1	1,3	2,1
Income from work for third parties (excluding R&D)	0,1	0,0	0,0	0,0
Other	-3,0	-2,3	-4,5	-4,8

Table 6: Update of income – Income from work carried out for third parties (x €1 million)

2.3.2 Update of expenses

Staffing expenses

The personnel costs will be considerably higher than forecast in the framework letter. Faculties in particular are expecting a significant increase. This increase is due to the ambitions relating to education/research and workload reduction.

Updated expenses	2022	2023	2024	2025
<u>Personnel expenditure</u>	<u>8,4</u>	<u>23,6</u>	<u>31,2</u>	<u>35,4</u>
Faculties	10,6	23,2	32,6	37,8
Services	2,8	3,3	3,0	2,3
Central	-5,0	-2,9	-4,4	-4,6

Table 7: Update of expenses – Staffing expenses (x €1 million)

Depreciation

Depreciation in 2022 and 2023 will be lower than forecast in the framework letter. The organisational units expect to incur higher depreciation charges from 2024.

Updated expenses	2022	2023	2024	2025
<u>Depreciation expenses</u>	<u>-0,7</u>	<u>-3,1</u>	<u>3,9</u>	<u>2,5</u>
Faculties	-0,2	0,1	0,1	0,2
Services	-1,4	-1,6	-1,5	-1,5
Central	0,9	-1,5	5,3	3,8

Table 8: Update of expenses – Depreciation (x €1 million)

Accommodation expenses

The faculties expect that accommodation expenses in the coming years will be higher than forecast in the framework letter.

Updated expenses	2022	2023	2024	2025
<u>Housing expenses</u>	<u>2,7</u>	<u>5,2</u>	<u>6,5</u>	<u>4,4</u>
Faculties	0,0	3,3	3,6	3,6
Services	1,9	2,5	2,5	1,8
Central	0,8	-0,5	0,5	-1,0

Table 9: Update of expenses – Accommodation expenses (x €1 million)

Other expenses

Overall, the other expenses will be lower than forecast in the framework letter. This means that the organisational units together expect expenses to be lower when it comes to other management charges and grants & transfers. This figure will increase from 2024 and is expected to be €8.3 million higher than forecast in the framework letter by 2025.

Updated expenses	2022	2023	2024	2025
<u>Other expenses</u>	<u>-3.4</u>	<u>-0.7</u>	<u>2.8</u>	<u>8.3</u>
Faculties	-7.7	-5,1	-2,4	1,1
Services	3,6	3,8	4,4	4,6
Central	0,7	0,7	0,8	2,5

Table 10: Update of expenses – Other expenses (x €1 million)

Strategic Plan

The implementation of the Strategic Plan began in 2021. The scope forecast in the framework letter for financial instruments to fund the Strategic Plan has been retained in the 2022 budget. However, this scope has now been included as part of the budget and no longer as something that might be funded from a potential positive result. By including the scope in the budget, we are in a better position to provide clarity on the funds available in the coming years. A number of subjects relating to the Strategic Plan require funding over multiple years, and therefore also long-term clarity about the available funds. This helps the faculties and the academics involved to make better choices.

Actualisation of resource deployment	2022	2023	2024	2025
<u>Deployment of resources for the institutional plan</u>	<u>-2.0</u>	<u>-2.9</u>	<u>-6.9</u>	<u>-6.2</u>
Deployment of resources for the institutional plan	-2.0	-2,9	-6,9	-6,2

Table 11: Update of expenses – Strategic Plan (x €1 million)

The total expense amount is in line with the amount forecast in the framework letter. In addition, the budget includes an increase in the budget for unforeseen costs, thus creating extra scope for units that are unable to realise Strategic Plan ambitions within their own budget. In the event of a substantial draw on the financial instruments, these funds can also be used for creating extra scope in this respect.

Furthermore, the Strategic Plan provides for the set-up of a limited support organisation within the Executive Staff, which will monitor the progress of the Strategic Plan and may help drive the innovation process. The final relevant factor is that the UvA and UvA Ventures Holding are exploring possibilities to better support new initiatives developed by the UvA. The budget includes an estimate in this respect as well.

UvA multi-year overview deployme	2022	2023	2024	2025	2026
Thematic research approach	2.000	2.878	5.887	5.177	8.426
Scale leap valorisation	667	1.000	2.000	2.000	2.000
<i>Of which via UvA VH</i>	-	1.000	1.000	1.000	1.000
Further stimulation of interfaculty educ	-	-	-	-	4.000
Available through staff policy	pm	pm	pm	pm	pm
Available from unforeseen	1.000	1.000	1.000	1.000	1.000
Totale inzet IP	3.667	4.878	8.887	8.177	15.426

Table 12: Funding of Strategic Plan (x € 1,000)

Where the funding of the financial instruments for the Strategic Plan is concerned, the focus next year will be on the theme-based approach to research and on the increase in scale for valorisation. In the longer term, funds will also be required for further stimulation of interfaculty courses. These are shown at the end of the planning period. Where possible, the funds will be used via the faculties, so as to make it clear at all times which dean is responsible for financial management and accountability.

Theme-based approach to research

The funding of the themed-based approach to research is meant to enable faculties and institutes collaborating on themes to work out the themes in more detail and give shape to their collaboration (ongoing support), start up the first substantive research initiatives (start-up projects), expand these initiatives (expansion projects) and facilitate their implementation (co-funding). An important point with regard to all the initiatives supported through these instruments is that they should be able to meet the requirements laid down in the Strategic Plan in respect of interdisciplinary collaboration. They are meant to:

- generate new lines of research within the four themes,
- make an extra contribution over a period of five to ten years,
- use external sources of financing,
- entail adjustments to the study programmes, and
- receive substantial commitment from multiple faculties.

In terms of content, it is also important that initiatives within the four themes should contribute to innovation in each individual discipline, develop integrative methods and common languages for tackling complex issues all over the world and, in particular, use our strengths in the areas of AI, data science and complexity.

I: Ongoing support

For each theme, resources are available to support the activities within the theme, such as support for development of the theme, collaboration between the faculties and institutes involved and supervision of initiatives within the theme. In supporting the themes, we expect those involved to collaborate with and make use of existing faculty and university support to the greatest possible extent from the start, so as to make incorporation in due course as simple as possible.

For each theme, an amount of €150,000 will be made available in 2022-2026 for support purposes. On top of that, an amount of €150,000 will be reserved at UvA level to fund additional support requirements and ensure that the themes receive joint support. We will evaluate the progress of the themes at least once a year, assessing whether the activities performed are in line with the Strategic Plan objectives. Any unspent funds will become available for the financial instruments of the Strategic Plan (no reserve will be formed). Altogether, expenditure in respect of this element is expected to be €750,000 per year from 2022.

II: Start-up projects

Resources are also available per theme for exploring and starting up specific new initiatives. The UvA tries to attract additional external funding through interdisciplinary collaboration, among other things. Often little or no external funding is available during the start-up phase of initiatives. It is therefore necessary to make resources available in order to start up new initiatives. This currently still involves small-scale initiatives off the beaten organisational tracks, aimed at innovation and inspiration. The first step must enable a large number of academics within the UvA to start up joint innovative processes and prepare them for roll-out and implementation. We expect that for each initiative an average amount of €75,000 will be sufficient to make a first start, and an average period of one year will be sufficient in order to determine whether an initiative is viable.

For each theme, an amount of €150,000 per year will be reserved to fund two new initiatives of €75,000 each or three initiatives of €50,000 each. The turnaround time will be 6-12 months. On top of the amount per theme, another €150,000 will be reserved for the UvA as a whole to fund any additional questions or initiatives that might evolve between different themes (to be decided by the Executive Board). Any unspent funds will be allocated to the financial instruments. Altogether, expenditure in respect of this element is expected to be €750,000 per year.

III: Expansion projects

Start-up initiatives with expansion potential will require funds in order to further develop the initiative and take joint steps to attract external funding. An important sign of expansion potential is the willingness of the faculties and institutes taking part in the theme to invest in the initiative. In order to facilitate this investment, each theme can draw on 50% university co-funding capped at €200,000 per initiative for a period not exceeding two years. For this purpose, in combination with IV, an amount of €500,000 is available in respect of 2022, which may increase in later years.

IV: Co-funding

Additional matching scope is available for new partnerships within the themes. In this respect, extra UvA funds will be made available for new projects obtained within the themes of up to half of the partners' fund commitment, capped at one quarter of the total funding². This new component will be added to the existing matching components in the allocation model. The administrative rules will be worked out in more detail in the coming period. For this purpose, in combination with III, an amount of €500,000 is available in respect of 2022, which may increase in later years.

Increase in scale for valorisation

The implementation of the Strategic Plan results in an increase in scale in the area of valorisation. With regard to valorisation, the UvA's objective is that the totality of valorisation activities should be cost effective, with additional scope for social valorisation, which takes longer to pay for itself. Where the totality of valorisation activities is concerned, the cost precedes the benefit: an investment will be required to get valorisation started before it is possible to recover the costs. In order to enable the increase in scale, the UvA, in collaboration with UvA Ventures Holding (UvAvH), will make €2 million per year available in the coming years (with a maximum of €10 million). The aim is that the result achieved by the end of the Strategic Plan period will be equal to the costs, and that the investment will be recouped in the following period.

Further stimulation of interfaculty courses

A key bottleneck in increasing direct funding for funded educational initiatives is that the funding is two years behind the costs (t-2 system). In order to facilitate innovation of the study programmes across faculty boundaries, the pre-financing of new interfaculty courses that fit within the four research themes will receive extra support during the Strategic Plan period. This will also create (more) opportunities for interdisciplinary education to identify and start up new lines of research that are relevant to the themes. In addition, it will enable the incorporation of the new theme-based lines of research into the existing faculty education programme. We expect that this option will only be used towards the end of the Strategic Plan period. From 2026, an amount of €4 million in pre-financing is forecast.

Guarantee

² The UvA will bear half of the partners' fund commitment at university level and the other half at faculty level.

The guarantee included in the framework letter has remained the same as described in the framework letter. The income development suggests that this guarantee will not be used, or in any case to a lesser extent than initially expected. Even if there were no increase at all in the government grant from 2023, there will be a (very limited) increase in income overall. When drawing up the framework letter 2023, we will consider the use of this guarantee in light of the insights then available.

2.3.3 Other updates

New, as yet unallocated budgets

Relative to the framework letter, two budgets have been added in the 2020 budget: the allocation of budgets related to research funding and the funding factor review.

Research funding 70/30

The point of departure in the allocation model is that an organisational unit should be able to spend 30% of the resources on research. Various faculties have raised this issue and the analysis work in this respect has been partly completed. A further analysis was carried out for the Faculty of Law, and the 2022 budget includes a budget of €2 million for 2022, €1.25 million for 2023, €1.35 million for 2024 and €2.45 million for 2025. A further analysis is still to be performed for the Faculty of Economics and Business. The remaining amount of the €2.5 million reserved annually is available for this purpose.

Funding factor

When the current allocation model was introduced in 2019, the internal funding factors to be used were determined for the term of the Strategic Plan. Because the new Strategic Plan applies as of 2021, the internal funding factors have been recalculated. The details can be found in the memo appended to the budget.

Based on the outcome of the calculations, the funding factors have been adjusted as follows:

Funding factors	Current	Recalculated
Low	1.00	1.00
High	1.30	1.31
Top	2.22	2.27

The revised factors have been incorporated into the final budget for 2022 and included in the budgets of the respective units.

2.4 Investments

2.4.1 Policy investments

Policy investments from the central and decentralised funds have been included in the framework letter. The policy investments in the framework letter are included in the form of a budget, to give an extra boost to specific education and research subjects. These investments will help the UvA realise its strategy.

Policy investments	2021	2022	2023	2024	2025
<i>Resources via allocation model</i>					
Decentralised policy on education	20.148	20.299	20.299	20.299	20.299
Decentralised policy research	25.412	25.603	25.603	25.603	25.603
Central policy education*	14.380	12.246	11.341	11.350	10.600
Central policy research*	14.657	16.465	15.661	15.535	16.515
RPAs	5.252	5.852	5.852	1.800	1.500
Central government contribution ed and rs (excl. to bo	37.405	47.720	40.719	36.137	38.043
Other policy investments	10.286	7.838	4.859	3.786	3.166
Policy budgets services (excl. SLA)	754	810-	1.660-	1.687-	1.584-
Subtotal	128.294	135.213	122.674	112.823	114.142
<i>Reserved funds via allocation model</i>					
RPAs	-	-	1.300	4.300	4.600
Additional resources for "schakelprogramma's"	-	-	1.000	1.000	1.000
Interdisciplinary education	-	250	250	250	1.000
Beta/technology	750	750	750	750	750
Reservation for extra research effort	-	500	1.250	1.150	50
Support for AI uniprofessionals	-	-	-	40	160
SEO funds transferred to 1st GS	-	-	-	4.349	4.349
Macro framework sufficiency (PWC report)	-	-	20.000	30.000	40.000
Reserve for wage/price compensation	-	-	200	-	-
ICT thematic funding: Reserved	1.822	3.400	4.959	5.932	5.050
ICT Information Security	-	1.000	1.500	1.500	1.500
Expenditure on development	-	1.000	1.500	1.500	1.500
Development systems finance and procurement	500	500	500	-	-
Subtotal	3.072	7.400	33.209	50.771	59.959
<i>Resources through governance</i>					
Internationalisation	865	865	865	865	865
Staff & Employee Participation	4.240	4.240	4.240	4.240	4.240
Availability of information	245	245	245	245	245
Strategic communication	77	77	77	77	77
University facilities	306	306	306	306	306
Strategic investments	3.221	2.640	1.890	1.740	1.640
Other	1.254	1.254	1.254	1.254	1.254
Subtotal	10.208	9.627	8.877	8.727	8.627
<i>Reserved funds via the Board</i>					
Open Science	890	1.750	1.750	680	-
Quality agreements	3.200	4.000	4.200	4.700	5.100
Space for strategic investments	-	800	2.150	3.600	3.800
Unforeseen	1.000	1.000	1.000	1.000	1.000
Subtotal	6.090	7.550	9.100	9.980	9.900
TOTAL (excl. IP investment)	147.664	159.790	173.860	182.301	192.628

Table 13: Policy funds in the budget (x €1,000)

* Including the fixed policy budget of the Faculty of Dentistry

Decision-making about the use of the various policy funds is largely effected via existing processes. For example, ICT investments are made via the ICT Steering Group.

Funds made available under the Quality Agreements

In comparison with the provisional allocation of funds included in the framework letter 2022, based on the weighted number of credits, the allocation has been updated to reflect the forecast number of credits to be obtained in 2022 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 ACTA and AUC. The remaining part, after deduction of the UvA-wide commitment for the Faculty of Economics and Business, the Faculty of Dentistry, the Faculty of Humanities, the Faculty of Science, the Faculty of Social and Behavioural Sciences and the Faculty of Medicine, will be allocated to these six faculties on the basis of weighted number of credits. This leads to the allocation shown below. The allocation for 2023 and beyond will be adjusted annually in the budget on the basis of the final number of credits.

Allocation of funds for quality agreements (x€ 1.000)	2021	2022	2023	2024	2025
Faculty of Economics and Business	1.724	2.122	2.091	2.316	2.432
Faculty of Law	1.334	1.666	1.714	1.884	1.997
Faculty of Humanities	2.020	2.449	2.679	3.124	3.311
Faculty of Science	2.586	3.121	3.336	3.711	3.984
Faculty of Social and Behavioural Sciences	2.911	3.851	4.224	4.906	5.449
Faculty of Medicine	1.925	2.430	2.477	2.744	2.933
Faculty of Dentistry	695	761	824	930	1.002
Amsterdam University College	378	463	482	549	596
UvA-wide	3.200	4.000	4.200	4.700	5.100
Total	16.773	20.863	22.028	24.863	26.805

Table 14: Allocation of quality agreement funds (x €1,000)

The funds to be awarded under the Quality Agreements will be allocated to projects focusing on three themes: professionalisation of teaching, suitable teaching facilities and intensification of education. With regard to the professionalisation of teaching, we will invest in the development and provision of new UTQ+ modules and the upscaling of pre-UTQ courses. With regard to suitable teaching facilities, we will invest in alterations to teaching facilities to better support more intensive teaching methods and enable more community building. With regard to the intensification of education, we will invest in the appointment of additional lecturers (or lecturer hours) and the appointment of student assistants. We will also focus on improving feedback methods and our skills-based teaching, and we will allocate additional funds to improving our students' preparation for non-academic careers.

Research Priority Areas

The budget available for Research Priority Areas (RPAs) has remained unchanged relative to the framework letter 2022. The budget will increase to a total of €10 million in the coming years. Compared with the 2021 budget, the financial scope for new RPAs has been expanded by €350,000 for 2022 and €1 million for 2023, thus enabling two RPA allocations in these years as well. Chapter 5.3 contains an overview of the RPA budgets.

2.4.2 ICT investments

The framework letter includes ICT investments from the investment portfolio. The details of these investments for 2022 and beyond can be found in the Long-Term Implementation Plan (*Meerjaren Uivoeringsplan* (MJUP)/ICT Portfolio 2022 attached as an appendix. Relative to the draft budget, the 2022 budget has allocated another €176,000 in theme-based funding for the Information Security Improvement Plan in order to cover the expected additional costs of external hiring.

In 2021, work began on the implementation of the digital agenda. The UvA wants to invest more in IT in the coming years, as reflected in the ambitions formulated in the Strategic Plan 2021-2026. The digital agenda will give direction to the development of digitalisation at the UvA, so as to better anticipate on the fast-changing world. The final decision will be taken in the spring of 2022, and will also include an allocation of theme-based funding.

As explained in the MJUP, other new initiatives are being developed in addition to the digital agenda, the costs of which will also be covered (in part) by the budget for theme-based ICT funding 2022-2025 reserved at university level.

2.4.3 Real estate investments and the Accommodations Plan

The 2022 Accommodations Plan has been worked out and is included in the appendix to this document. The investment schedule has been updated following internal coordination. The implementation schedules for the University Library and LAB 42 have been revised. With regard to the coming year, the budget also provides for the renovation of REC P and the upgrade of REC JK, as well as for the realisation of the first-phase accommodation of the Faculty of Science's Research Building. The delayed upgrade of REC JK has pushed the renovation down the schedule until after the 2035 horizon.

We hope to start carrying out the OMHP and BG5 projects in the University Quarter simultaneously, commencing in 2023. The redevelopment of BG3 and the Gasthuiskerk building have been postponed. The foundation repairs to the Gasthuiskerk building will go ahead as planned, however. The rescheduling has also pushed back the implementation of a part of the sustainability programme. Consultations with a number of organisational units revealed that only limited reinvestments will be required during this planning period. The investment schedule for the next few years has been adjusted accordingly.

Good progress was made this year in obtaining a better picture of the project risks. The optimisation process followed for the University Quarter resulted in a number of unambiguous portfolio choices and, in financial terms, in a reduction of investments in the coming ten years. The outcomes have been included in the Accommodations Plan. The insights gained during this process also proved useful in assessing other projects and enable us to make better choices. The project planning is more realistic, even though uncertainties still exist with regard to construction logistics and permits, especially where the University Quarter is concerned.

The growth in the past year has put increasing pressure on the availability of suitable floor space on the campuses. After a period of working online, it is not possible just yet to determine the impact of hybrid working and online teaching on the need for accommodation in the longer term. The spatial analyses currently show that in the short term, a complete return to campus will put pressure especially on the teaching facilities. Teaching at the REC faculties in particular will require more floor space in the short term. This need is currently expected to exist for the coming four to five years, while the development of the space requirements in the longer term involves various uncertainties. As regards the University Quarter we have identified a need for temporary lecture rooms to cover the period of renovations. In the ASP, the further growth of the Faculty of Science increases the shortage of floor space. This Accommodations Plan includes extra investments for these developments.

Since we do wish to realise all our ambitions in a reasonably short period of time, we will need more liquid funds than are currently available to us under the current agreements. We need to make explicit choices in the project planning to ensure the financeability of the investment programme under the current agreements. A proposal will be worked out with the organisational units involved, which will be submitted for decision-making.

2.5 Risks

The UvA faces the following significant financial risks:

- Development of wages, pension premiums and prices and the extent to which this will be compensated for in the government grant. There is a chance that the compensation will be lower than the cost increase, which will have a negative impact on workload and quality. We manage this risk by making society aware of the financial position of universities (for example, the UNL has raised this with the government and the social partners), by monitoring developments with a view to long-term planning and by continuing to look for efficiency improvement opportunities within the UvA.
- Non-materialisation of extra resources for academic teaching and research that should structurally resolve the underfunding and thus enable the realisation of the current ambitions of research universities. There is a chance that the government will make insufficient funds available to solve the problem completely. There is also a chance that the government will make choices that will fundamentally change the task or parameters within which universities can do their work (see PwC Strategy& report). There is also a chance that a solution will take longer to materialise because of slower policy-making in The Hague. As a result, we may have to adjust the allocation of funds within the UvA. We manage this risk by careful monitoring and by seeking a balance in order to realise as many of our ambitions as possible simultaneously. Influencing the public debate is another focal area.
- Uncertainty about the amount of the government grant, possible adjustments to the funding system and any impact resulting from the recommendations of the Van Rijn Committee. There is a chance that no clarity will be obtained in the short term about a number of current bottlenecks in the government grant and that the structure of the government grant will change in the medium term. This may affect the internal allocation of the UvA's funds. We manage this by taking this risk (among other things, by not implementing the shift recommended by Van Rijn) and monitoring it. We also do so by influencing the public debate on this point and by participating in UNL working groups (e.g. on cost review).
- Uncertainty about the amount of funding received by the UvA from the Dutch Research Agenda via the Dutch Research Council (NWO) Open Competition and about the research contract revenue. There is no complete certainty about the size of the funding flows. In addition, some faculties have noticed a temporary dip in calls. We manage this risk through the strategy, laid down in the Strategic Plan, of being able to use a greater variety of funds, also at group, faculty and institute level. We also focus more on theme-based funding.
- Uncertainty about student intake numbers in the coming years. There is a chance that the number of students enrolling with the UvA will increase or decrease. A larger number of students will put extra pressure on the university because of pre-financing problems, the fixed rate of funding that will not increase and the inadequate compensation for research while numbers are going up. In addition, more accommodation will be required. A smaller number of students will reduce this pressure, but entails the risk that revenue will be insufficient in the medium term to cover the costs. We manage this risk by giving consideration to medium-term planning and the long-term budget itself. We also monitor the quality of the budget information. With regard to the Accommodations Plan, we perform scenario analyses and more specific planning calculations for student numbers with a longer planning horizon.

- Extent of matching pressure. There is a chance that an ever-larger part of direct funding must be put towards enabling project matching. This will increasingly reduce the discretionary scope for research. At present, we manage this risk primarily at faculty level and through the matching component in the allocation model. In this context, an extra matching component has been proposed in the context of the Strategic Plan.
- Budget overruns in the implementation of accommodation projects, due to deviation from the original project plan or time overruns. We manage this risk by closely monitoring the development of accommodation requirements, based on a rolling forecast approach in the Accommodations Plan, in order to identify any issues in time and make adjustments where necessary; by specifying new requirements and submitting them for decision-making; by making risk management part of project implementation in order to identify risks (likelihood and impact) promptly and make adjustments as necessary.
- Uncertainty about the short-term and long-term effects of the coronavirus crisis. There is a chance that the coronavirus pandemic will flare up and that restrictions will again be imposed on the use of the UvA campuses. We manage this risk by monitoring the developments and following the government's instructions. In the past year, we (unfortunately) gained much experience in changing curricula and rescheduling the teaching activities in particular. This experience can be put to good use on the occasion of future changes. In the medium term, it is still uncertain what effect the pandemic will have on the study habits and progress of students. Delays have occurred in research as well. For this purpose, we received resources under the National Education Programme, which help us absorb the negative impact. We will continue monitoring the risk.
- As a result of the coronavirus pandemic, the UvA may need to make more additional investments in digital education and working from home in 2022. Where possible, these investments will be funded from the budgets included in this budget.

2.6 Key financial data, cash flows and balance sheet development

Where the university's liquidity is concerned, the framework letter 2022 already stated that the full extent of the investment plans for the period 2022-2026 cannot be financed entirely from internal cash flow or liquid funds. Our liquid funds will be sufficient up to and including 2023, but will be under too much pressure from 2024 according to current calculations. Although the exact extent and the timing may change, for example due to construction delays or operating results different from those forecasted (2021) and budgeted, there is clearly a gap between the investment plans and the available liquid funds. We are currently looking at various options to keep the UvA's liquidity ratio above 0.5 at a time when this should be necessary. This is the alert threshold set by the Ministry of Education, Culture and Science.

In 2022, we will monitor the development of the liquidity position and investigate what actions would enable us to bridge the gap. The options to be examined include deferring investments, setting longer time schedules for regular repayments and optimising the working capital of the UvA as a whole. Efficiency savings in the UvA's operations may also be considered as an option to increase the financial scope for investments. Eventually, this will have to result in a package of measures ensuring that the liquidity ratio remains above the 0.5 alert threshold on a long-term basis. More information on this point will be available at the time of future framework letters and budgets.

The table below shows the expected development of the key financial data during the period 2021-2026. These figures do not yet incorporate the effect of the measures to be taken. The

2021 column in this table pertains to the balance sheet forecast at the end of the 2021 financial year and subsequent years.

Ratio's	Policy	2021	2022	2023	2024	2025
Solvency I		38%	38%	38%	39%	39%
Solvency II	38% - 44%	42%	42%	43%	43%	43%
Liquidity	≥ 0,5	0,9	0,6	0,5	0,4	0,2
DSCR (obv EBITDA)		5,7	5,2	7,4	4,9	5,9
DSCR	≥ 1,2	5,7	5,2	7,4	4,9	5,9
Rentability	≥ 0%	7%	0%	0%	0%	0%
Signaling value excessive reserves		0,4	0,3	0,3	0,3	0,3
Resilience		40%	39%	38%	37%	37%

Table 15: Financial ratios

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.

Standard applied by the Inspectorate of Education

The Inspectorate of Education applies a lower limit as the threshold for solvency II; this is 30%. If solvency remains below this threshold, this is viewed by the Inspectorate as a sign that an institution may run financial risk/financial continuity risk. Based on the plans worked out in the budget, solvency II will remain above this limit. In addition, the Inspectorate has introduced another, new ratio, which can flag up excessive funds.

Alert threshold for excessive reserves

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.

Brekaing even in the long term for the entire UvA

Internal UvA standard

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

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 the budget, the profitability will remain at 0% long term.

DSCR > 1.2

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. In the long-term forecast, the UvA remains well above the norm.

Cash flow statement (x € million)	2021	2022	2023	2024	2025	2026
Cash flow from operating activities						
Company result (excl. sell of assets)	31,9	3,6	1,1	6,4	3,2	2,2
<i>Changes:</i>	-	-	-	-	-	-
- depreciation intangible	-	-	-	-	-	-
- depreciation Real Estate	-	-	-	-	-	-
- depreciation Inventory	-	-	-	-	-	-
- depreciation	42,6	44,1	49,2	54,2	52,7	52,7
- change in provision	-	-	-	-	-	-
<i>changes in working capital</i>	-	-	-	-	-	-
- supplies	-	-	-	-	-	-
- receivables and securities	-	-	-	-	-	-
- current liabilities	-	-	-	-	-	-
<i>Cash flow from company activities</i>	74,5	47,7	50,4	60,6	55,9	54,8
	-	-	-	-	-	-
Receipts/additions of financial fixed assets	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-
Balance of interest income and expense	8,5-	8,1-	7,1-	6,7-	5,9-	5,2-
<i>Cash flow from operating activities</i>	66,0	39,7	43,3	53,9	50,0	49,6
	-	-	-	-	-	-
Cash flow from investment activities	-	-	-	-	-	-
(Dis)investments in intangible fixed assets	-	0,1-	-	-	-	-
- Investments in intangible assets	78,7-	112,5-	77,3-	75,7-	81,1-	55,4-
- Divestments in foreign currencies	-	-	-	-	-	-
(Dis)investments in tangible fixed assets	78,7-	112,5-	77,3-	75,7-	81,1-	55,4-
- Investments fva	0,3-	0,3-	0,3-	0,3-	0,3-	0,3-
- Disinvestments in tangible fixed assets	-	-	-	-	-	-
(Dis)investments in financial fixed assets	0,3-	0,3-	0,3-	0,3-	0,3-	0,3-
<i>Cash flow from investing activities</i>	79,0-	112,9-	77,6-	76,0-	81,4-	55,7-
	-	-	-	-	-	-
Cash flow from financing activities	-	-	-	-	-	-
Newly contracted loans	-	-	-	-	-	-
Repayments of long-term loans	7,0-	7,0-	7,0-	7,0-	7,3-	7,6-
<i>Cash flow from financing activities</i>	7,0-	7,0-	7,0-	7,0-	7,3-	7,6-
	-	-	-	-	-	-
Net cash flow	20,0-	80,2-	41,4-	29,1-	38,8-	13,6-
Increase/decrease in cash and cash equivalent:	20,0-	80,2-	41,4-	29,1-	38,8-	13,6-

Table 16: Cash flow statement (x €1 million)

Balance sheet forecast (x € million)	2021	2022	2023	2024	2025	2026
Intangible fixed assets	0,4	-	-	-	-	-
MVA - real estate	-	-	-	-	-	-
MVA - real estate under construction	-	-	-	-	-	-
tangible assets - real estate	488,5	563,5	599,2	620,2	650,2	649,7
PPE - inventory	31,3	31,2	31,2	33,3	35,5	42,5
Tangible fixed assets	519,8	594,7	630,4	653,5	685,7	692,2
Financial fixed assets	51,8	50,5	49,3	48,3	47,5	47,0
<i>Total fixed assets</i>	<i>572,0</i>	<i>645,2</i>	<i>679,7</i>	<i>701,7</i>	<i>733,2</i>	<i>739,3</i>
Inventories	0,2	0,2	0,2	0,2	0,2	0,2
Receivables	63,9	63,9	63,9	63,9	63,9	63,9
Securities	-	-	-	-	-	-
Cash at bank and in hand	196,6	116,4	75,0	45,9	7,1	6,5
<i>Total current assets</i>	<i>260,7</i>	<i>180,5</i>	<i>139,1</i>	<i>110,0</i>	<i>71,2</i>	<i>57,6</i>
Total assets	832,8	825,8	818,8	811,8	804,5	796,9
Asbestos reserve	2,3	1,4	0,5	0,4	-	-
Housing reserve	29,5	36,5	38,6	45,9	50,5	50,7
General / other reserves	283,3	277,2	276,0	268,8	264,7	264,5
<i>Total Equity</i>	<i>315,1</i>	<i>315,1</i>	<i>315,1</i>	<i>315,1</i>	<i>315,1</i>	<i>315,1</i>
Provisions	33,0	33,0	33,0	33,0	33,0	33,0
Non-current liabilities	190,1	183,1	176,1	169,1	161,8	154,2
Short-term debts	294,4	294,4	294,4	294,4	294,4	294,4
<i>Total liabilities</i>	<i>517,5</i>	<i>510,5</i>	<i>503,5</i>	<i>496,5</i>	<i>489,2</i>	<i>481,6</i>
Total liabilities	832,8	825,8	818,8	811,8	804,5	796,9

Table 17: Balance sheet forecast (x €1 million)

3 Result by organisational unit

The table below contains an organisational breakdown of the UvA's result for the coming years.

UvA long-term organisational forecast	2021		2022	2023	2024	2025	2026
	Budgeted	Forecast*					
Allocation							
Allocation to education	13.591	20.390	11.667	20.322	6.544	5.403	3.875
Allocation to research	-14.177	-19.383	-23.329	-31.478	-36.769	-38.400	-32.620
Subtotal for allocation	-586	1.007	-11.662	-11.156	-30.224	-32.997	-28.745
Organisation							
Faculties	6.375	28.582	9.663	2.231	4.961	594	-391
Services	-9.751	-5.952	-1.867	-4.967	-4.511	-4.387	-5.177
Executive staff and policy	150	507	150	7	84	85	1.272
Subtotal for organisation	-3.226	23.137	7.947	-2.729	534	-3.709	-4.296
Real Estate & Treasury							
Real Estate	3.203	3.146	4.332	2.614	-9.868	-4.699	-4.699
Treasury	-3.816	-3.816	-616	1.497	2.922	5.261	6.282
Subtotal for real estate & treasury	-612	-670	3.716	4.111	-6.946	562	1.583
TOTAL	-4.425	23.474	0	-9.773	-36.636	-36.144	-31.458
Still to adjust in final budget			0	9.773	36.636	36.144	31.458
Result after financial boost for the Strategi	-6.425	23.474	0	0	0	0	0

Table 18: Result broken down by organisational unit (x €1,000) * forecast Q3 2021

Various units within the UvA have scope for investing in the Strategic Plan objectives. The following sections will explain this in more detail in respect of the organisational units.

The table below shows the development from the result according to the framework letter to the result forecast in the budget, broken down by organisational unit. The changes are explained after the table. Table 2 in Section 2.3 presents the movements relative to the framework letter, broken down into income and expenses.

Structure of changes	2022	2023	2024	2025
Start: Framework letter 2022	7,1	-1,6	6,9	6,2
<i>Update of results</i>				
<u>Allocation</u>	<u>-13,1</u>	<u>-3,0</u>	<u>-22,5</u>	<u>-25,0</u>
Education	-10,9	-0,4	-14,5	-16,3
Research	-2,1	-2,6	-8,0	-8,7
<u>Results delivered by business units</u>	<u>3,9</u>	<u>-9,8</u>	<u>-8,2</u>	<u>-12,6</u>
<i>Faculties</i>	<i>5,0</i>	<i>-4,1</i>	<i>-2,4</i>	<i>-7,3</i>
<i>Services</i>	<i>-0,8</i>	<i>-5,6</i>	<i>-5,4</i>	<i>-4,4</i>
<i>Management staff & Policy</i>	<i>-0,3</i>	<i>-0,1</i>	<i>-0,3</i>	<i>-0,9</i>
<u>Treasury & Real Estate</u>	<u>2,1</u>	<u>4,6</u>	<u>-12,9</u>	<u>-4,7</u>
<i>Treasury</i>	<i>0,7</i>	<i>0,6</i>	<i>0,3</i>	<i>0,9</i>
<i>Real Estate</i>	<i>1,3</i>	<i>4,0</i>	<i>-13,2</i>	<i>-5,6</i>
<u>Te verwerken definitieve begroting</u>	<u>0,0</u>	<u>9,8</u>	<u>36,6</u>	<u>36,1</u>
<i>Still to adjust in final budget</i>	<i>0,0</i>	<i>9,8</i>	<i>36,6</i>	<i>36,1</i>
Resultaat Budget 2022	0,0	0,0	0,0	0,0

Table 19: Development of the framework letter result – budget by organisational unit (x €1 million)

The above table reflects the effect of the October census of credits and diplomas. The result for ‘Allocation’ is lower because of a higher allocation of variable budgets in particular to the faculties. The funding factor adjustment has also increased allocation under ‘Allocation’. The movement under ‘Faculties’ compared with the framework letter is largely related to this adjustment. The higher budgets are not fully compensated by higher expenses at the faculties. In addition, the update of a number of budgets not allocated to faculties leads to a higher result under ‘Organisation’ – ‘Faculties’.

3.1 Allocation model

3.1.1 Result of allocation model for teaching

The table below shows the current situation in the allocation model for teaching.

Allocation Model for education	2021	2022	2023	2024	2025
Income					
Government grant for education	293.876	347.357	328.539	327.500	329.418
Tuition fees	73.922	55.516	81.744	83.032	83.835
- Heritage & Storage education	-9.180	-9.650	-9.434	-9.360	-9.245
Total income education	358.617	393.223	400.849	401.172	404.008
Allocation					
Variable allocation for education	-233.768	-258.085	-262.416	-271.192	-274.376
Transferred government grant and tuition fees	-24.192	-34.697	-29.235	-31.897	-33.412
Capacity budget education	-8.624	-8.689	-8.689	-8.689	-8.689
Policy budget education	-34.528	-32.795	-32.890	-32.899	-32.899
Additional budget education	-12.385	-10.606	-9.488	-8.924	-8.970
Other policy budget education	-7.367	-10.765	-11.279	-13.479	-11.958
Share of centrale costs of education	-24.161	-25.920	-26.529	-27.549	-28.301
Total allocation for education	-345.026	-381.556	-380.527	-394.628	-398.605
Result education					
	13.591	11.667	20.322	6.544	5.403

Table 20: Allocation model for teaching (€1,000)

Revenue

The revenue of the allocation model for teaching consists of the government grant for teaching received by the central organisation, the statutory tuition fees and 80% of the 15% institutional tuition fees paid by the faculties, reduced by the part of the heritage and preservation budget allocated to teaching.

The expected 2022 government grant for teaching is higher than the amount stated in the 2021 budget. This follows in particular from the (expected) indexation of wages to prices, the baseline forecast and compensation for lower income from tuition fees.

The expected income from tuition fees for the allocation model for teaching is lower than budgeted in 2021 (-€13.6 million). This decline is due to the halving of the rate for statutory tuition fees and the reduction of institutional tuition fees for the 2021-2022 academic year. Despite the reduction, the total institutional tuition fees will increase relative to 2021 because of a larger number of students. The budgeted tuition fees are based on the number of students registered in the 2021-2022 academic year. This number has been updated relative to the framework letter.

The heritage and preservation budget is higher than in 2021 because of the annual indexation, as well as the update of current arrangements and indexation for wage and price adjustment.

The make-up of the estimated government grant and tuition fees for 2021-2025 can be found in Section 5.1.

Allocation

The make-up of the allocation to the UvA units can be found in Chapter 5, which presents the tables per unit.

3.1.2 Result of allocation model for research

The table below shows the current situation in the allocation model for research.

Allocation Model for research	2021	2022	2023	2023	2023
Income					
Government grant for research	225.191	230.921	248.691	254.218	264.537
Tuition fees research	893	1.051	1.051	1.051	1.051
Return on equity	10.400	10.400	10.400	10.400	10.400
- Heritage & Storage research	-5.437	-5.359	-5.536	-5.610	-5.726
Total income research	231.047	237.013	254.606	260.059	270.263
Allocation					
Variable allocation for research	-136.806	-143.523	-150.149	-153.206	-154.836
Transferred government grant and tuition fees	-19.477	-22.233	-39.008	-46.613	-57.404
Capacity budget research	-20.458	-20.612	-20.612	-20.612	-20.612
Policy budget research	-46.071	-49.169	-50.415	-49.178	-49.178
Additional budget research	-4.339	-4.407	-4.438	-4.474	-4.531
Other policy budget research	-4.511	-6.170	-6.837	-8.346	-7.655
Share of centrale costs of research	-13.563	-14.228	-14.625	-14.398	-14.448
Total allocation for research	-245.224	-260.343	-286.084	-296.828	-308.663
Result research	-14.177	-23.329	-31.478	-36.769	-38.400
Result education + research	-586	-11.662	-11.156	-30.224	-32.997

Table 21: Allocation model for research (€1,000)

Revenue

The revenue of the allocation model for research consists of the government grant for research received by the central organisation, 20% of the 15% institutional tuition fees paid by the faculties, the return on equity, reduced by the part of the heritage and preservation budget allocated to research.

The expected 2022 government grant for research is higher than the amount stated in the 2021 budget. This follows from the (expected) indexation of wages to prices and adjustments included in accordance with the 2022 budget of the Ministry of Education, Culture and Science. The return on equity has remained the same relative to the 2021 budget. The heritage and preservation budget is higher than in 2021 because of the annual indexation, as well as the update of current arrangements and indexation for wage and price adjustment. The make-up of the estimated government grant and tuition fees for 2022-2025 can be found in Section 5.1.

Allocation

The make-up of the allocation to the UvA units can be found in Chapter 5, which presents the tables per unit.

3.2 Faculties

Faculty budgets

The faculties prepared their budgets on the basis of the technical budget instructions and the framework letter 2022. The result of all the faculties together is €9.7 million.

The table below presents all the budgets of the faculties and institutions together.

Faculties and institutes	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	233.768	258.085	262.416	271.192	274.376
Transferred government grant and tuition fees	20.527	30.117	25.035	27.197	28.312
Capacity budget education	8.624	8.689	8.689	8.689	8.689
Policy budget education	33.728	31.995	32.090	32.099	32.099
Institutional tuition fees ed.	21.020	24.707	24.700	24.700	24.681
Contract education	17.182	18.667	19.190	19.745	20.245
Total income education	334.850	372.260	372.120	383.621	388.402
Variable allocation for research	136.685	143.516	149.818	152.885	154.514
Transferred government grant and tuition fees	19.473	22.229	39.004	46.613	57.404
Capacity budget research	20.458	20.612	20.612	20.612	20.612
Policy budget research	46.071	49.140	50.415	49.178	49.178
Institutional tuition fees re.	5.298	6.112	6.112	6.112	6.112
Contract research	86.520	88.897	87.096	91.741	92.472
Total income research	314.505	330.505	353.057	367.140	380.292
Policy budget other	1.416	5.692	7.444	10.983	9.653
Excedent housing	4.349	4.530	4.354	4.354	4.354
Distribution Valorisation	100	100	100	-	-
Theme budget	200	150	150	-	-
Direct government contribution	1.304	1.235	341	989	959
Other income from third-party work	3.299	4.629	4.939	4.974	5.010
Other income external	3.607	575	716	401	102
Total other income	14.275	14.440	17.362	19.723	18.160
Internal income fixed packages	-	-	-	-	-
Internal income from variable settlements	9.875	10.376	8.307	8.107	8.220
Total income from internal settlement	9.875	10.376	8.307	8.107	8.220
TOTAL INCOME	673.505	727.581	750.847	778.591	795.074
EXPENSES					
Staff employed	406.010	445.508	466.525	484.273	496.719
Hired staff	19.391	18.545	18.127	18.222	18.233
Internal settlement of staff costs	6.029	5.324	5.144	5.058	5.058
Total staff costs	431.430	469.377	489.796	507.553	520.009
Other operating expenses	66.874	73.192	76.684	83.128	90.467
Accommodation expenses	11.775	12.266	15.677	15.563	15.666
Depreciation	4.718	4.659	4.669	4.601	4.769
Grants and transfers	8.621	5.085	5.089	5.007	4.920
Total other external expenses	91.987	95.202	102.119	108.299	115.821
Costs of real estate	32.935	34.604	35.437	35.437	35.437
Costs of Energy	5.105	5.119	5.242	5.242	5.242
Costs of Facility Services	28.526	30.448	30.746	30.826	30.889
Costs of ICT Services	15.339	18.361	18.666	18.819	18.938
Costs University Library	19.730	21.591	22.014	22.342	22.607
Costs Administrative Centre	12.261	12.743	13.937	14.124	14.279
Costs Communication	5.631	6.179	6.363	6.476	6.567
Costs Student Services	10.539	11.227	11.579	11.794	11.971
Costs ARBO	878	953	958	962	963
Variable service costs	12.770	12.114	11.758	11.758	11.758
Total internal service expenses	143.713	153.339	156.700	157.778	158.650
TOTAL EXPENSES	667.130	717.917	748.615	773.630	794.481
RESULT	6.375	9.663	2.231	4.961	594
Mutation (earmarked) reserve	3.744	1.528	700	700	450
Result after mutation reserve	10.119	11.191	2.931	5.661	1.044

Table 22: Result of UvA faculties (x €1,000)

The faculties are budgeting higher income in 2022 than in 2021. This is due primarily to higher income via the UvA allocation model. Direct contract revenue is also increasing. There is a slight decrease on balance in the faculties' income from other sources. The faculties' budgeted expenses are increasing as well. This increase concerns the personnel costs and the costs of internal services in particular. The other expenses show a slight decrease.

The results of each faculty are presented separately below. The individual faculties' budgets can be found in Section 4.1.

Result per faculty and institute	2021	2022	2023	2024	2025
Faculty of Humanities	2.360	3.120	2.049	2.062	2.070
Faculty of Law	316	500	0-	0-	0-
Faculty of Science	129	38	79-	225-	3.706-
Faculty of Economics and Business	5.607	6.370	5.847	6.548	6.304
Faculty of Social and Behavioural Sciences	0	1.858	314	0-	0-
Faculty of Medicine	0	0	0	0	0
Faculty of Dentistry (55%)	1.660-	1.602-	554-	672	62-
Amsterdam University College (50%)	58	131-	408-	358-	274-
Institute for Advanced Studies	0	100-	0	0	0
Other	434-	390-	4.938-	3.738-	3.738-
Total	6.375	9.664	2.232	4.961	594

Table 23: Budgeted result per faculty and institute (x €1,000)

The result under 'Other' concerns, among other things, an estimate of the spending of reserved budgets (€3.3 million in 2022) and a long-term reserve of €2.5 million for settling the costs of joint degrees with VU Amsterdam. Here, too, expenses have been included for projects aimed at improving the workload. With regard to 2022 and 2023, we expect that €1.2 million will be spent each year on workload reduction tools.

The table below presents the movements in special-purpose reserves that the faculties have included in their budgets.

Mutation earmarked reserves	2021	2022	2023	2024	2025
Faculty of Humanities	1.366	1.256	700	700	450
Faculty of Law	-	-	-	-	-
Faculty of Science	2.165	-	-	-	-
Faculty of Economics and Business	-	-	-	-	-
Faculty of Social and Behavioural Sciences	213	172	-	-	-
Faculty of Medicine	-	-	-	-	-
Faculty of Dentistry (55%)	-	-	-	-	-
Amsterdam University College	-	-	-	-	-
Institute for Advanced Studies	-	100	-	-	-
Other	-	-	-	-	-
Total	3.744	1.528	700	700	450

Table 24: Movements in special-purpose reserves of faculties (x €1,000)

Total allocation per faculty

The table below presents the expected development in the total allocated government-funded budget per faculty, based on the budgets and projected numbers included in this budget (see Chapter 5). Since the long-term budgets shown in this table are based on expected funded performance numbers, no rights can be derived from these figures. The amounts exclude excess accommodation, theme-based budgets and internal budget redistributions between faculties.

Total regular allocation per faculty and institute	2021	2022	2023	2024	2025
Faculty of Humanities	76.329	82.952	84.449	87.108	86.267
Faculty of Law	42.714	49.586	48.655	48.952	49.116
Faculty of Science	132.531	141.704	142.569	138.197	133.446
Faculty of Economics and Business	49.825	56.343	53.539	54.160	54.018
Faculty of Social and Behavioural Sciences	98.814	112.222	114.191	117.422	121.813
Faculty of Medicine	79.105	84.561	84.400	83.364	83.915
Faculty of Dentistry (55%)	22.701	22.556	22.843	24.379	23.725
Amsterdam University College	11.817	11.987	11.989	12.150	12.302
Institute for Advanced Studies	999	871	894	894	894
Other	4.500	1.600	24.550	41.839	59.687
Total	519.334	564.382	588.079	608.464	625.184

Table 25: Total allocation per faculty (x €1,000)

In the foregoing sections, we already stated and explained that the allocation to faculties has increased. The increase in the allocation per faculty in the 2022 budget relative to 2021 is 7% on average. The various increases at the faculties depend in part on the development in numbers and a few specific budget allocations.

Where 2022 is concerned, the increase under ‘Other’ relates in particular to the funds concerning the National Education Programme that are allocated to the faculties in the final budget. For 2023-2025 this also relates to the item ‘Adequacy of the macro framework’, for which €20 million, €30 million and €40 million respectively is included, in line with the framework letter 2022. Expenses have also been budgeted in this respect.

3.3 Service units

Service unit budgets

The service units prepared their budgets on the basis of the technical budget instructions and the framework letter 2022. The result (before harmonisation with the final budget) of all the service units together is €6.7 million.

The table below presents all the budgets of the service units together.

Services	2021	2022	2023	2024	2025
INCOME					
Policy budget education	800	800	800	800	800
Total income education	800	1.300	800	800	800
Variable allocation for research	121	8	331	322	322
Transferred government grant and tuition fees	4	4	4	-	-
Total income research	125	41	335	322	322
Policy budget other	25.079	26.252	25.642	25.812	24.930
Additional budget	8.903	6.711	5.799	5.272	5.375
Distribution Valorisation	750	750	750	750	750
Theme budget	1.056	1.850	1.850	780	-
Administrative income from tuition fees	384	515	798	384	384
Other income from third-party work	8.389	8.153	7.983	7.973	7.963
Other income external	15.373	16.439	16.439	16.439	16.439
Total other income	59.935	60.669	59.261	57.410	55.841
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	124.643	132.814	136.066	137.159	138.049
Internal income from variable settlements	21.566	20.403	19.967	19.967	19.278
Total income from internal settlement	146.210	153.218	156.033	157.126	157.327
TO TAL INCOME	207.069	215.228	216.429	215.657	214.289
EXPENSES					
Staff employed	65.575	70.763	74.788	74.238	73.271
Hired staff	16.107	13.679	11.211	10.393	10.393
Internal settlement of staff costs	757	567	500	386	500
Total staff costs	82.439	85.008	86.499	85.017	84.164
Other operating expenses	37.373	36.351	37.654	37.896	37.934
Accommodation expenses	27.363	27.153	27.453	27.452	26.752
Depreciation	5.678	5.417	5.381	5.381	5.381
Grants and transfers	10.395	9.429	9.371	9.371	9.371
Total other external expenses	80.809	78.350	79.858	80.100	79.438
Costs of real estate	25.025	26.327	27.474	27.474	27.474
Costs of Energy	3.879	3.894	3.958	3.958	3.958
Costs of Facility Services	7.296	7.924	8.033	8.033	8.033
Costs of ICT Services	9.440	8.343	8.373	8.373	8.373
Costs University Library	-	-	-	-	-
Costs Administrative Centre	1.812	1.878	1.890	1.901	1.913
Costs Communication	62	64	64	64	64
Costs Student Services	-	-	-	-	-
Costs ARBO	152	156	156	156	156
Variable service costs	5.907	5.151	5.093	5.093	5.104
Total internal service expenses	53.572	53.737	55.040	55.051	55.074
TO TAL EXPENSES	216.820	217.095	221.396	220.168	218.676
RESULT	9.751-	1.867-	4.967-	4.511-	4.387-
Mutation (earmarked) reserve	1.284	450	175	-	-
Result after mutation reserve	8.467-	1.417-	4.792-	4.511-	4.387-

Table 26: Budgets of service units together (x €1,000)

The results of each service unit are presented separately below. The individual service units' budgets can be found in section 4.2.

Result per service	2021	2022	2023	2024	2025
Bureau Knowledge Transfer	0-	200-	199-	108-	200-
Administrative Centre	27	0	13-	6	3
ICT Services	1.912-	1.675-	2.445-	2.280-	2.163-
Facility Services	5.088-	1.162-	1.240-	1.172-	1.122-
University Library	2.000-	1.046-	1.469-	1.391-	1.538-
Studenten Services	400-	143	89	118	195
Bureau Communication	0	72	260	290	325
Student Healthcare	38	20-	91-	115-	115-
Housing development	0	0-	0	0	0
Alumni Relations Office	0	0-	0-	0	0
Energy company	415-	21	141	140	228
Other	-	2.000	-	-	-
Total	-9.750	-1.866	-4.967	-4.511	-4.386

Table 27: Budgeted result per service unit (x €1,000)

The result under 'Other' concerns, among other things, an estimate of the spending of reserved budgets.

The table below presents the movements in earmarked reserves that the service units have included in their budgets.

Mutation earmarked reserves	2021	2022	2023	2024	2025
Bureau Knowledge Transfer	-	-	-	-	-
Administrative Centre	-	-	-	-	-
ICT Services	-	-	-	-	-
Facility Services	-	-	-	-	-
University Library	334	450	175	-	-
Studenten Services	400	-	-	-	-
Bureau Communication	-	-	-	-	-
Student Healthcare	-	-	-	-	-
Housing development	-	-	-	-	-
Alumni Relations Office	-	-	-	-	-
Energy company	550	-	-	-	-
Other	-	-	-	-	-
Total	1.284	450	175	0	0

Table 28: Movements in special-purpose reserves per service unit (x €1,000)

Development in service provision by service units

The table below shows the expected development in internal income per service unit (excluding the IT portfolio). This is based on the services relating to fixed packages, non-standard services, policy and theme-based budgets and additional budgets included in this budget. The allocation for valorisation activities is part of this as well. The amounts exclude excess accommodation.

Total internal income services	2021	2022	2023	2024	2025
Bureau Knowledge Transfer	2.450	2.580	2.580	2.580	2.580
Administrative Centre	15.358	15.824	16.780	16.982	17.171
ICT Services	29.692	30.736	30.134	30.287	30.406
Facility Services	44.926	46.337	47.192	47.272	47.335
University Library	42.105	44.484	44.549	44.863	45.040
Studenten Services	12.859	14.044	13.896	14.111	14.288
Bureau Communication	7.428	7.859	8.043	8.155	8.247
Student Healthcare	598	237	165	142	142
Housing development	3.000	2.700	3.000	3.000	2.300
Alumni Relations Office	2.303	2.109	2.109	2.109	2.109
Energy company	9.851	9.718	9.838	9.838	9.926
Other	1.890	2.250	2.250	680	-
Total	172.461	178.879	180.537	180.020	179.544

Table 29: Total internal income per service unit (x €1,000)

The internal income shown under ‘Other’ concerns:

- A part of the budget for Open Science of €1.75 million in 2022;
- A budget for developing finance and procurement systems of €0.5 million in 2022.

3.4 Central organisation

The UvA’s central result can be broken down into the costs of administration and executive staff and policy expenses.

3.4.1 Administration and Executive Staff

The total budget of Policy and Administration and Executive Staff has a zero result. This budget includes various wide-ranging tasks and initiatives. For example, this concerns the detailing of national agreements (such as UNL), the reinforcement of the social safety system, safeguarding attention for privacy, the focus on diversity and the reinforcement of integral safety (such as the appointment of an Integral Safety Coordinator). The implementation of the Strategic Plan requires additional attention as well.

Section 3.4.1 presents the budget for Administration and Executive Staff. Section 3.4.2 presents the budget for Policy.

Executive staff	2021	2022	2023	2024	2025
INCOME					
Policy budget other	24.955	26.462	27.117	27.632	28.154
Additional budget	-	-	-	-	-
Other income from third-party work	-	-	-	-	-
Other income external	468	580	580	580	580
Total other income	25.423	27.042	27.697	28.212	28.734
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	273	329	303	303	303
Total income from internal settlement	1.333	1.472	1.451	1.455	1.456
	-	-	-	-	-
TOTAL INCOME	26.756	28.514	29.148	29.667	30.190
EXPENSES					
Staff employed	15.128	15.439	15.152	17.187	17.187
Hired staff	768	1.095	1.095	1.095	1.095
Internal settlement of staff costs	506	353	313	313	313
Total staff costs	16.401	16.887	16.560	18.595	18.595
Other operating expenses	4.565	5.791	6.834	5.265	5.784
Depreciation	-	-	-	-	-
Grants and transfers	40	-	-	-	-
Total other external expenses	4.605	5.791	6.834	5.265	5.784
Costs of real estate	2.373	2.335	2.335	2.335	2.335
Costs of Energy	368	345	345	345	345
Costs of Facility Services	743	768	768	768	768
Costs of ICT Services	520	556	556	556	556
Costs University Library	6	6	6	6	6
Costs Administrative Centre	348	339	341	344	347
Costs Communication	1.282	1.284	1.284	1.284	1.284
Costs Student Services	-	-	-	-	-
Costs ARBO	30	34	34	34	34
Variable service costs	66	170	81	81	81
Total internal service expenses	5.735	5.836	5.750	5.753	5.755
TOTAL EXPENSES	26.742	28.514	29.144	29.613	30.134
RESULT	15	0-	4	54	55
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	15	0-	4	54	55

Table 30: Executive Staff budget (x €1,000)

3.4.2 Policy

Theme budgets	2021	2022	2023	2024	2025
(Policy) budget	12.768	13.686	14.038	14.315	14.595
State contribution passed on	3.665	4.080	4.200	4.700	5.100
Available	16.433	17.766	18.238	19.015	19.695
Internationalization	865	820	820	820	820
Staff & Employee Participation	5.240	4.240	4.240	4.240	4.240
Availability information	245	245	245	245	245
Strategic Communication	77	77	77	77	77
University facilities	306	306	306	306	306
Strategic investments	8.311	10.190	10.990	11.720	11.540
Other	1.254	1.254	1.254	1.254	1.254
TOTAL distributed budgets	16.298	17.132	17.932	18.662	18.482
Thematic budget not yet distributed	135	634	306	353	1.213

Table 31: Allocation of Policy budgets (x €1,000)

Available	16.433	17.766	18.238	19.015	19.695
Estimated costs for thematic budgets					
Total personnel expenses	3.660	4.258	6.185	4.150	4.150
Total other external charges	10.082	9.109	9.200	13.205	14.666
Total internal service costs	2.556	4.249	2.850	1.630	850
TOTAL COSTS	16.298	17.616	18.235	18.985	19.666
Result	16.433	17.766	18.238	19.015	19.695

Table 32: Policy budget (x €1,000)

3.4.3 ICT projects portfolio

The table below presents the budget for the ICT portfolio for the years 2022-2025. In this table, a distinction is made between the allocated budgets and the expected spending of the theme-based budgets per year.

The ICT portfolio continues the themes introduced earlier, such as IT solutions for researchers, continued development of the digital learning environment, process reinforcement in the area of teaching logistics, modernisation of the working environment and digitalisation in operational management. A number of new initiatives have been introduced as well, which are currently being worked out. These initiatives are described in more detail in the draft MJUP.

ICT investments (ICT development)	2021	2022	2023	2024	2025
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	125	-	-
<i>Subtotal ICT projects regular</i>	2.933	2.933	2.933	2.808	2.808
	-	-	-	-	-
ICT thematic funding: Business cases IT for research	-	-	-	-	-
ICT Thematic funding: E-science*	-	-	-	-	-
ICT Thematic funding: Research IT	325	325	-	-	-
ICT Theme-based funding: Education Logistics	2.598	1.933	602	602	602
ICT theme funding: IB improvement plan	-	454	328	-	-
ICT Theme funding: SAP Roadmap	-	-	-	-	-
ICT theme funding: Transition to working in the cloud	2.784	-	-	-	-
<i>Subtotal thematic funding awarded</i>	5.707	2.712	930	602	602
	-	-	-	-	-
ICT theme funding: Reserved	1.822	4.400	6.459	7.432	6.550
	-	-	-	-	-
TOTAL	10.462	10.045	10.322	10.842	9.960
	-	-	-	-	-
<i>Planned expenditure thematic funding awarded</i>	-	-	-	-	-
Transition to the Cloud	2.925	-	-	-	-
Business Cases IT for Research	1.400	800	331	-	-
IT for Research	325	325	-	-	-
Educational Literature	2.598	1.933	602	602	602
IB improvement plan	-	454	328	-	-
<i>Total</i>	<i>7.248</i>	<i>3.512</i>	<i>1.261</i>	<i>602</i>	<i>602</i>
	-	-	-	-	-
<i>Balance of allocated thematic funding</i>	<i>-1.541</i>	<i>-800</i>	<i>-331</i>	-	-

Table 33: ICT portfolio budget (x €1,000)

* The budget for E-science (data science centre) has been allocated to units outside the IT portfolio, which is why the allocated budget is not shown here.

3.4.4 Amsterdam Science Park

The budget relates to the UvA on its own, i.e. excluding associates. There is one associate that needs to be mentioned in the budget in order to provide for authorisation of expenses. This concerns the partnership with the municipality of Amsterdam for the development of Amsterdam Science Park, which was formalised in an agreement in 2006. This joint venture involves the following ratio: UvA 65%, municipality 35%. The project is aimed at the developing the land owned by the university and the municipality in Watergraafsmeer for science-related enterprise and is divided into two phases.

The revised land development costs determined in 2019 (including process management costs) are €1 million on balance (price level as at 1 January 2020). For financial management

purposes it is desirable that the net land development costs remain at least zero and that the risks are managed within that range. The points of departure and the arrangements for the future have been laid down in the new Partnership Agreement signed earlier this year.

The development of Amsterdam Science Park is administered as a project in accordance with the municipality's procedures. In that case, it is desirable from an authorisation perspective that approval is obtained for expenses to be incurred through inclusion in the university budget. After all, the Science Park is not part of the Accommodations Plan or another approved plan.

Budget 2022 Amsterdam Science Park	Expenses in K€
1. Processmanagement property developm	484
2. Pre investment land operation	790
3. Science & Business	250

Table 34: 2022 budget; items 1 and 2 are included in the 2022 work plan adopted

The three landowners of the entire Science Park area, NWO (Science Park West), the municipality of Amsterdam and the UvA, have formed the Science & Business Foundation of Amsterdam Science Park in order to make the Science Park a unique business location for companies and institutions compatible with the profile of the knowledge institutions and institutes already based there. The three landowners have agreed to make a financial contribution during the start-up phase, which amounts to €250,000 per year for the UvA.

3.5 Real estate and treasury administration

Real estate administration

Real estate	2021	2022	2023	2024	2025
INCOME					
Excedent housing	2.600	2.900	2.900	2.900	2.900
Other income external	3.778	3.704	3.759	3.816	3.873
Total other income	6.378	6.604	6.659	6.716	6.773
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	73.492	77.948	80.291	80.291	80.291
Internal income from variable settlements	195	276	246	246	246
Total income from internal settlement	73.687	78.224	80.537	80.537	80.537
	-	-	-	-	-
TOTAL INCOME	80.065	84.828	87.196	87.253	87.310
EXPENSES					
Staff employed	-	-	-	-	-
Hired staff	-	-	-	-	-
Internal settlement of staff costs	1.670	2.090	2.390	2.390	2.390
PL correction due to activation	1.083-	1.503-	1.765-	1.765-	1.765-
Total staff costs	588	587	625	625	625
Other operating expenses	200	500	500	500	500
Accommodation expenses	12.606	14.148	13.164	14.089	12.286
Depreciation	32.239	34.016	39.189	44.228	42.564
Correction OL due to activation	75-	-	-	-	-
Correction FL due to activation	2.679-	6.049-	7.537-	1.633-	3.810-
Total other external expenses	42.292	42.615	45.316	57.184	51.540
Costs of real estate	13.158	14.683	15.045	15.045	15.045
Costs of Energy	413	401	454	454	454
Costs of Facility Services	772	771	843	843	843
Costs of ICT Services	192	189	214	214	214
Costs Administrative Centre	383	386	390	395	400
Variable service costs	2.730	2.377	2.100	2.100	1.400
Charged interest costs	16.334	18.488	19.594	20.260	21.487
Total internal service expenses	33.983	37.294	38.641	39.312	39.843
TOTAL EXPENSES	76.862	80.496	84.582	97.120	92.009
RESULT	3.203	4.332	2.614	9.868-	4.699-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	3.203	4.332	2.614	9.868-	4.699-

Table 35: Real estate administration budget (x €1,000)

The annual result budgeted for 2022 is a profit of €4.3 million. This is €1.3 million more than forecast in the framework letter.

Income is €0.8 million higher in the 2022 budget compared with the framework letter. Following a more detailed assessment of the internal use of floor space, buildings such as

LAB42 will be taken into account from September 2022. In addition, various (relatively) minor adjustments were made in consultation with the users.

Expenses are €0.5 lower in the 2022 budget relative to the framework letter. Depreciation will decrease by €0.2 million due to an upgrade of the intangible fixed assets and investment rescheduling. The investment schedule leads to an increase of approximately €1.2 million in the amount of construction period interest able to be capitalised. The accommodation expenses are higher by €0.3 million, which primarily relates to increased maintenance. The costs of fixed packages passed on internally will be €0.6 million higher than the amount stated in the framework letter (see also income).

On account of the longer turnaround time of the realisation of the University Quarter, there will be vacant property that cannot be let for a longer period of time. Furthermore, the number of square metres of physical vacancy during this planning period will be higher than previously assumed. The delayed delivery of buildings means that floor space and buildings will not become available until later in the planning period (deferral of external revenue). The long-term budget does not anticipate on decision-making about the intended use of buildings. Buildings that become vacant and are no longer required for internal use will be available to third parties. The projected income from these leases is a conservative estimate.

The framework letter 2022 assumes a total profit of €9.1 million for the period 2021-2025, as opposed to a loss of €4.4 million in the budget. In particular, this change is due to the aforementioned rescheduling of investments and the effects of this rescheduling on interest charges, construction period interest capable of capitalisation, and depreciation. In addition, extra investments have been taken into account for the purpose of temporarily increasing the availability of floor space in the portfolio (extended use of Singel University Library) and temporarily adding floor space (REC) especially for teaching on account of last year's and this year's high intake of students.

Treasury administration

Treasury	2021	2022	2023	2024	2025
INCOME					
Policy budget other	10.400-	10.400-	10.400-	10.400-	10.400-
Additional budget	872	872	872	872	872
Distribution Valorisation	850-	850-	850-	750-	750-
Administrative income from tuition fees	2.400-	1.600-	1.550-	1.300-	1.050-
Total other income	12.778-	11.978-	11.928-	11.578-	11.328-
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	17.462	19.616	20.722	21.388	22.615
Total income from internal settlement	17.462	19.616	20.722	21.388	22.615
	-	-	-	-	-
TOTAL INCOME	4.684	7.638	8.794	9.810	11.287
EXPENSES					
Finance costs	8.500	8.066	7.109	6.700	5.938
Total other external expenses	8.500	8.254	7.297	6.888	6.026
	-	-	-	-	-
TOTAL EXPENSES	8.500	8.254	7.297	6.888	6.026
	-	-	-	-	-
RESULT	3.816-	616-	1.497	2.922	5.261
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	3.816-	616-	1.497	2.922	5.261

Table 36: Treasury administration budget (x €1,000)

The result recorded by the treasury administration has been updated on the basis of recent insights into the financial expenses, results of associates, long-term interest settlement with the real estate administration, internal valorisation allocations and the liquidity position. The interest settlement relating to accommodation is linked to the development of the asset volume in the real estate administration. This revenue will go up slightly in the coming years, due to increased investments in real estate. This has a limited positive effect on the treasury result. The result of associates was negatively impacted in 2021 by the coronavirus pandemic. This affects the result of the USC (Sports Centre) in particular, which reduces the treasury result. The external interest charges expected for 2022 amount to well over €8 million, taking account of the current financing portfolio and the negative interest on bank balances (liquid funds). The loan portfolio will decline in the coming years on account of regular repayments. The net bank balance is expected to decrease as well. These two developments will result in a gradual decrease in interest charges in the coming five years.

4 Unit budgets

The unit budgets included in this chapter are the budgets provided by the unit, with limited adjustments in the figures in a number of cases.
Amounts in tables are in € x 1,000.

4.1 Faculties

4.1.1 Faculty of Humanities

FGw	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	33.451	36.396	38.319	40.676	40.676
Transferred government grant and tuition fees	4.821	6.865	5.931	6.376	6.257
Capacity budget education	5.377	5.417	5.417	5.417	5.417
Policy budget education	3.974	4.091	3.897	3.897	3.647
Institutional tuition fees ed.	2.586	4.320	4.320	4.320	4.320
Contract education	700	800	800	800	800
Total income education	50.909	57.890	58.685	61.486	61.117
Variable allocation for research	17.560	18.492	19.696	20.255	20.123
Transferred government grant and tuition fees	1.543	2.025	1.572	1.171	1.171
Capacity budget research	3.788	3.816	3.816	3.816	3.816
Policy budget research	5.815	5.850	5.800	5.500	5.160
Institutional tuition fees re.	647	1.080	1.080	1.080	1.080
Contractresearch	10.000	9.500	9.000	9.000	9.000
Total income research	39.353	40.763	40.964	40.822	40.350
Policy budget other	-	158	125	85	40
Excedent housing	3.210	3.332	3.332	3.332	3.332
Direct government contribution	0-	-	428	-	-
Other income from third-party work	160	260	260	260	260
Other income external	1.310	1.560	1.560	1.560	1.560
Total other income	4.680	5.310	5.705	5.237	5.192
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	-	-	-	-	-
Internal income from variable settlements	1.431	2.213	2.157	2.157	2.157
Total income from internal settlement	1.431	2.213	2.157	2.157	2.157
TOTAL INCOME	96.374	106.175	107.511	109.702	108.816
EXPENSES					
Staff employed	58.244	64.793	66.693	68.793	67.893
Hired staff	1.624	2.000	2.000	2.000	2.000
Internal settlement of staff costs	386	375	375	345	345
Total staff costs	60.255	67.168	69.068	71.138	70.238
Other operating expenses	2.986	2.956	2.956	2.956	2.956
Accommodation expenses	1.139	1.324	1.324	1.324	1.324
Depreciation	64	80	80	80	80
Grants and transfers	1.011	1.140	1.140	1.140	1.140
Total other external expenses	5.200	5.500	5.500	5.500	5.500
Costs of real estate	5.437	5.388	5.388	5.388	5.388
Costs of Energy	843	797	797	797	797
Costs of Facility Services	6.064	6.406	6.443	6.451	6.451
Costs of ICT Services	3.006	3.536	3.605	3.619	3.619
Costs University Library	4.778	5.193	5.327	5.360	5.360
Costs Administrative Centre	2.113	2.222	2.468	2.488	2.494
Costs Communication	1.017	1.147	1.201	1.212	1.212
Costs Student Services	1.903	2.084	2.189	2.211	2.211
Costs ARBO	160	176	176	176	176
Allocation of theme budgets internal	3.239	3.438	3.301	3.301	3.301
Total internal service expenses	28.559	30.387	30.894	31.002	31.008
TOTAL EXPENSES	94.014	103.055	105.462	107.640	106.746
RESULT	2.360	3.120	2.049	2.062	2.070
Mutation (earmarked) reserve	1.366	1.256	700	700	450
Result after mutation reserve	3.726	4.376	2.749	2.762	2.520

The Faculty of Humanities (FGw) has been growing in recent years; both Dutch and foreign student numbers are increasing, and so cost-financed performances and institutional tuition fees are increasing as well. The upward trend in student intake, credits obtained and degrees awarded was maintained during the Covid-19 pandemic, and expectations for the next academic year are also positive. Although the Covid-19 pandemic resulted in delays in much contract research, this can be absorbed effectively, partly owing to the funds under the National Education Programme (NPO) and the Netherlands Organisation for Scientific Research (NWO) compensation.

Due to necessary austerity measures in prior years, the proportion of university lecturers within the academic staff has decreased substantially. In the past year, however, the faculty did some catching up to improve the balance of the types of positions by appointing additional university lecturers. This policy will continue in the years ahead. As a result, the capacity for submitting applications for contract research has been restored and research-intensive education is further stimulated. The impact on personnel costs is reflected in the long-term budget.

In addition, from 2022, following several years of underspending, spending of quality agreement funds will be brought to the level of the government grant. That is also reflected in the 2022-2025 budget. The quality agreement funds are used to improve the graduation process and/or the learning path prepared, to provide additional student counselling (tutoring) and to provide education in which cross-fertilisation with the city and its environment plays a central part.

In the period ahead, the faculty will continue to work on the development of the interdisciplinary teaching programme Humanities in Context (HiC), which targets a broader social role for the Humanities. After the first phase of development, the curriculum and the cooperation with other degree programmes within the Faculty of Humanities and the UvA will be elaborated in detail in 2022.

The renovation of the Bushuis building as from the spring of 2022 will enable the construction of the Research Building. It is expected to be completed in the summer of 2022. The consolidation of the faculty labs of the Faculty of Humanities is a significant step forward in realising the HiC programme. To make this step possible, the faculty office, which is currently located in the Bushuis building, will move to the Binnengasthuis site (BG 3) in the first quarter of 2022.

The forecast profit for 2022 is +€3,120,000. Positive results have also been budgeted for in the long term (2023: +€2,049,000; 2024: +€2,062,000; 2025: €2,070,000)

4.1.2 Amsterdam Law School

FdR	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	22.999	26.054	26.015	26.015	26.015
Transferred government grant and tuition fees	2.363	3.828	3.334	3.504	3.617
Capacity budget education	325	328	328	328	328
Policy budget education	2.629	2.692	2.596	2.604	2.604
Institutional tuition fees ed.	1.548	1.748	1.748	1.748	1.748
Contract education	585	585	585	585	585
Total income education	30.449	35.235	34.605	34.783	34.897
Variable allocation for research	8.397	8.666	9.247	9.435	9.175
Transferred government grant and tuition fees	906	1.057	923	749	-
Policy budget research	5.095	6.961	6.213	6.317	7.377
Institutional tuition fees re.	387	437	437	437	437
Contractresearch	3.650	3.950	4.500	4.500	4.500
Total income research	18.435	21.071	21.320	21.438	21.490
Policy budget other	-	50	50	-	-
Excedent housing	170	175	-	-	-
Theme budget	-	-	-	-	-
Other income from third-party work	-	-	-	-	-
Other income external	1.600	1.200	1.200	1.200	1.200
Total other income	1.770	893-	778-	828-	827-
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	344	602	317	317	317
Total income from internal settlement	344	602	317	317	317
TO TAL INCOME	50.998	56.015	55.464	55.711	55.876
EXPENSES					
Staff employed	29.507	35.269	35.365	35.615	35.815
Hired staff	1.000	-	-	-	-
Internal settlement of staff costs	1.223	869	857	857	857
Total staff costs	31.730	36.138	36.222	36.472	36.672
Other operating expenses	1.169	3.552	-	-	-
Accommodation expenses	-	-	3.500	3.500	3.500
Depreciation	-	-	-	-	-
Grants and transfers	3.995	734	714	672	624
Total other external expenses	5.164	4.286	4.214	4.172	4.124
Costs of real estate	3.129	3.282	3.282	3.282	3.282
Costs of Energy	485	486	486	486	486
Costs of Facility Services	2.735	2.841	2.838	2.842	2.843
Costs of ICT Services	1.640	2.016	2.014	2.025	2.027
Costs University Library	1.907	2.174	2.132	2.141	2.145
Costs Administrative Centre	1.282	1.361	1.468	1.478	1.483
Costs Communication	665	746	735	736	737
Costs Student Services	1.264	1.374	1.348	1.348	1.348
Costs ARBO	81	92	97	101	102
Allocation of theme budgets internal	600	718	628	628	628
Total internal service expenses	13.787	15.091	15.028	15.066	15.081
TOTAL EXPENSES	50.682	55.515	55.464	55.711	55.876
RESULT	316	500	0-	0-	0-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	316	500	0-	0-	0-

The 2022-2025 long-term budget shows a sharp increase in tuition income. This increase is mainly attributable to higher intake and transfer of students. Including €0.3 million extra from the quality agreements, the total government-funded education is budgeted at almost €5 million more than 2021. A stabilisation of government-funded education at the 2022 level is expected for the years 2023-2025.

In 2022, work on the preparations for education reform in Bachelor's and Master's programmes will continue. The new Bachelor's programme will start as from September 2023; in 2022, preparations for this will be undertaken for the individual subjects of B1 by aligning the subjects with the graduate profile, learning trajectories and vision in teaching. The renewal for the Master's programmes will be phased to a greater extent. Almost €5 million will be invested in the education reform programme as a whole in the course of a few years. Most of this amount comes from quality agreement funds.

For research, growth of the indirect government funding and contract research funding in accordance with the ambitions of the Faculty Strategic Plan (FSP) for 2021-2025 is assumed. An increase from €3.65 million in 2021 to €3.95 million in 2022 and to €4.5 million as from 2023 is anticipated).

Owing to the rising tuition income, government-funded research will increase in the years ahead to more than €14 million. That includes the Executive Board addition that ensures that the share of the government-funded research in the total direct government funding would be well below 30%.

The research in connection with the Sector Plan for Law reached its intended level in 2021. Over a period of six years, a total (including matching) of more than €6 million will be directed at two themes: the transformative effect of globalisation and digital legal studies. From 2025, no income from the sector plan has been included in the budget. Under the UvA budget methodology, this can only be included in the budget after the current sector plan has been evaluated with a view to transforming these funds into recurring funds as from 2025.

Total income in 2022 is budgeted at €56.0 million. Budgeted expenses total €55.5 million and include more than €36.1 million in personnel costs, €15.1 million in charge-on of UvA services, and €3.5 million in material expenses. The operating profit for 2022 is budgeted at €0.5 million. Break-even has been budgeted for subsequent years.

The individual budget for PPLE, which is an integral part of the Amsterdam Law School budget, shows a profit for 2022 and subsequent years.

4.1.3 Faculty of Science

FNWI	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	43.045	47.524	48.924	49.507	50.142
Transferred government grant and tuition fees	3.021	4.217	3.727	4.102	4.375
Capacity budget education	1.840	1.854	1.854	1.854	1.854
Policy budget education	5.122	5.179	5.107	5.107	5.107
Institutional tuition fees ed.	1.697	1.484	1.484	1.484	1.484
Contract education	-	250	250	250	250
Total income education	54.725	60.508	61.346	62.304	63.212
Variable allocation for research	37.029	39.278	40.475	41.199	41.779
Transferred government grant and tuition fees	14.627	15.342	14.171	10.257	4.019
Capacity budget research	15.047	15.160	15.160	15.160	15.160
Policy budget research	12.800	13.151	13.151	11.011	11.011
Institutional tuition fees re.	424	371	371	371	371
Contractresearch	44.588	45.459	43.385	47.907	48.515
Total income research	124.515	128.760	126.713	125.905	120.854
Policy budget other	-	307	243	169	76
Theme budget	200	150	150	-	-
Other income from third-party work	555	576	611	647	683
Other income external	3.944	4.555	3.948	3.712	3.490
Total other income	4.699	5.588	4.952	4.528	4.248
Internal transfer CvB budgets	-	1.162-	1.185-	-	-
Internal income from variable settlements	1.441	2.307	1.423	1.337	1.337
Total income from internal settlement	1.441	1.145	238	1.337	1.337
TOTAL INCOME	185.380	196.000	193.248	194.074	189.650
EXPENSES					
Staff employed	115.698	125.048	122.203	122.857	121.090
Hired staff	3.172	3.491	3.481	3.481	3.481
Internal settlement of staff costs	2.367	1.815	1.759	1.759	1.759
Total staff costs	121.237	130.353	127.443	128.097	126.329
Other operating expenses	18.103	16.934	16.350	16.796	17.436
Accommodation expenses	807	856	801	804	870
Depreciation	3.330	3.261	3.037	2.794	2.801
Grants and transfers	1.298	1.248	1.272	1.232	1.193
Total other external expenses	23.537	22.298	21.460	21.626	22.300
Costs of real estate	13.461	14.438	15.271	15.271	15.271
Costs of Energy	2.086	2.136	2.259	2.259	2.259
Costs of Facility Services	7.443	7.968	8.147	8.157	8.168
Costs of ICT Services	3.922	4.592	4.669	4.689	4.709
Costs University Library	3.619	3.926	3.951	3.994	4.039
Costs Administrative Centre	3.143	3.264	3.454	3.485	3.516
Costs Communication	1.063	1.138	1.153	1.169	1.184
Costs Student Services	1.893	1.962	1.991	2.021	2.051
Costs ARBO	283	309	309	309	309
Allocation of theme budgets internal	3.564	3.577	3.221	3.221	3.221
Total internal service expenses	40.478	43.311	44.425	44.575	44.727
TOTAL EXPENSES	185.252	195.962	193.328	194.298	193.356
RESULT	129	38	79-	225-	3.706-
Mutation (earmarked) reserve	2.165	-	-	-	-
Result after mutation reserve	2.294	38	79-	225-	3.706-

The Faculty of Science has recorded notable growth in recent years, reflecting the interest in society in the natural sciences. The number of credits obtained and degrees awarded in the programmes continues to grow. The Faculty of Science is successful in acquiring research funds in a competitive field, but the chances for the Faculty's institutions to acquire external funds are not distributed equitably. It also remains difficult to predict the impact of the Covid-19 pandemic on regular business operations; sufficient funds are likely to be available via the National Education Programme (NPO) funds to compensate for the additional expenses. For 2022, funding for the Faculty of Sciences can be seen to have increased on the basis of previous performance. A bottleneck is that the wage and price indexation lags significantly behind the actual salary and price increases and that the costs of accommodation and services increase significantly (>7%).

At a macro level, the increase in research funding is insufficient to absorb the significantly higher wage costs, more expensive services and higher accommodation expenses at the research institutes.

Income from government-funded research, indirect government funding and contract research rose in 2020 to €44.2 million; the forecast for 2021 is €46.1 million and this will continue to rise to €49.7 million for 2022. Although this is of course positive, it is notable that revenue from indirect government funding is decreasing. In addition, the required matching for indirect government funding and contract research funding places a progressively increasing burden on government funding, as internal expenses are rising rapidly and are not adequately compensated. This applies in particular to the institutes with an extensive laboratory infrastructure and associated technical staff.

It is clear that at present, not all disciplines within the Faculty of Sciences can benefit (equally) from the directly allocated funds. Strengthening of research is possible owing to the annual allocation of €3.7 million to physics, chemistry, mathematics and computing science in connection with the Sector plan for Science and Technology. In addition, the Van Meenen funds (annually €3.3 million) were awarded, one-third of which is additionally linked to the sector plan funds. The remaining two-thirds are utilised to strengthen the scientific and technical profile of the Faculty of Science, in connection with which opportunities for interdisciplinary and interfaculty cooperation will be utilised, with alignment where possible with UvA IP themes.

While growth is not a goal in itself, growth of revenue from indirect government funding and contract research funding will be necessary to be able to finance, on a lasting basis, the ambitions and the present level of activities. Further, investments will also be required to keep the faculty's research infrastructure up to date. For research, academic excellence will self-evidently continue to be of the utmost importance in competing for external funding. The faculty aims to embed itself more firmly in national and international collaborative partnerships and to increase the social and economic impact of its research. Examples include the developments in Artificial Intelligence, Quantum and in the field of sustainability (for instance with regard to the topic of 'zero waste').

In education, the faculty can only break even owing to the increased performance, but the regular business operations are under pressure here as well. A further disproportionate cost increase will be difficult to absorb without further measures, particularly for the educational institutes that depend on infrastructure. As a mitigating measure, the Faculty of Science has created a better balance in the internal allocation of funds between the educational institutes. To that end, differentiation was applied in the Faculty's internal allocation model by means of the funding factor to allocate the available funds among the educational institutes on the basis of the various cost levels (use of infrastructure). Thanks to the earmarked additional funds that are available in connection with the national quality agreements, a qualitative uplift can be

given to degree programmes. The faculty has invested significantly in the appointment of additional university lecturers with extensive teaching duties. In addition, the Teaching & Learning Centre will be continued, which carries out and coordinates a large number of activities in the field of education reform, knowledge sharing and lecturer professionalisation.

Due to significant growth in teaching and research, a corresponding expansion of accommodation has become necessary. Next to Science Park 904, we will therefore be constructing a recognisable and appealing building, LAB42, to accommodate the staff of the Informatics Institute (IvI) and the Institute for Logic, Language and Computation (ILLC) and students in information sciences and partners we cooperate with. With this building, which will be taken into use in 2022, the UvA is also creating an international hot spot in the field of Artificial Intelligence in the Amsterdam Science Park with a unit in the ELLIS network. An accommodation proposition will also be developed for Quantum.

The direct government funding budget in 2022 is €142.2 million, an increase of €9.5 million compared with 2021. The faculty's income will amount to €196.0 million in 2022. The personnel costs in 2022 amount to €130.4 million (2021: €121.2 million) and the other expenses amount to €65.6 million (2021: €64.0 million), within which the fixed packages charged on account for €39,7 million (2021: €36.9 million). The forecast profit for 2022 from regular business operations is €0.0 million. The Faculty's equity will fluctuate around a reserve position of €60 million in the planning period ahead, which is comfortably above the UvA minimum requirement of 10%.

The Faculty's financial position on the basis of the regular business operations is under pressure. Whereas earmarked additional funds are available (sector plan, quality agreement funds and NPO), these cannot be utilised across the entire faculty and can moreover not be applied to cover rising costs and insufficient matching. This imbalance calls for strategic investments that are difficult to undertake on the basis of the current funding. In addition, the Faculty of Sciences aims to continue investing within the framework of the faculty strategic plan, while retaining and reinforcing the necessary infrastructure so as to remain competitive. This is also partly related the depreciation period for equipment and facilities that were put in place during the construction of ASP 904, which is now 12 years ago.

The Faculty wants to discuss the disproportionate increase in internal expenses as well as possibilities for utilising the reserve position for strategic investments with the Executive Board. Naturally, designated government funding reserves for research (sector plan funds) and education (quality agreement funds) funds must be available in full in the coming years for activities and objectives for which a commitment has already been entered into.

4.1.4 Faculty of Economics and Business

FEB	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	30.119	34.203	32.739	33.054	32.583
Transferred government grant and tuition fees	2.079	3.793	2.404	2.629	2.745
Capacity budget education	-	-	-	-	-
Policy budget education	3.282	3.046	2.917	2.917	2.917
Institutional tuition fees ed.	9.149	9.149	9.149	9.149	9.149
Contract education	13.500	14.500	15.000	15.500	16.000
Total income education	58.128	64.691	62.209	63.249	63.394
Variable allocation for research	10.129	10.888	11.235	11.406	11.619
Transferred government grant and tuition fees	90	258	90	-	-
Capacity budget research	1.624	1.636	1.636	1.636	1.636
Policy budget research	2.504	2.518	2.518	2.518	2.518
Institutional tuition fees re.	2.287	2.287	2.287	2.287	2.287
Contractresearch	2.668	3.493	3.566	3.640	3.713
Total income research	19.301	21.081	21.332	21.487	21.774
Policy budget other	-	60	40	20	-
Excedent housing	115	138	138	138	138
Theme budget	-	-	-	-	-
Other income external	736	736	1.486	1.486	1.486
Total other income	851	934	1.664	1.644	1.624
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	1.090	630	630	630	630
Total income from internal settlement	1.090	630	630	630	630
TOTAL INCOME	79.369	87.336	85.835	87.010	87.422
EXPENSES					
Staff employed	39.261	43.439	43.439	43.939	44.439
Hired staff	7.638	8.699	8.138	8.138	8.138
Internal settlement of staff costs	74	86	86	86	86
Total staff costs	46.973	52.224	51.663	52.163	52.663
Other operating expenses	4.553	5.053	4.553	4.553	4.553
Accommodation expenses	761	761	761	761	761
Depreciation	53	53	53	53	53
Grants and transfers	1.171	1.171	1.171	1.171	1.171
Total other external expenses	6.538	7.038	6.538	6.538	6.538
Costs of real estate	2.689	2.993	2.993	2.993	2.993
Costs of Energy	417	443	443	443	443
Costs of Facility Services	5.214	5.581	5.586	5.584	5.595
Costs of ICT Services	2.152	2.619	2.628	2.624	2.645
Costs University Library	3.066	3.252	3.254	3.244	3.292
Costs Administrative Centre	1.935	1.967	2.136	2.137	2.163
Costs Communication	976	1.023	1.030	1.027	1.043
Costs Student Services	1.879	1.910	1.924	1.917	1.950
Costs ARBO	88	93	93	93	93
Allocation of theme budgets internal	1.835	1.823	1.701	1.701	1.701
Total internal service expenses	20.251	21.704	21.787	21.761	21.917
TOTAL EXPENSES	73.763	80.966	79.988	80.462	81.118
	-	-	-	-	-
RESULT	5.607	6.370	5.847	6.548	6.304
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	5.607	6.370	5.847	6.548	6.304

With its slogan ‘Impact through engagement’ in its Faculty Strategic Plan, the Faculty of Economics and Business (FEB) underlines the importance of its engagement with colleagues, engagement with research and education and engagement with society. The following strategic priorities have been formulated:

- optimise the educational portfolio to make students more successful;
- increase the social impact and visibility of research;
- strengthen impact through company and alumni networks and career services;
- forge relationships between schools, with other faculties and actors in the environment.

A healthy financial situation is a precondition for realising these priorities. The Faculty's long-term budget shows positive long-term results, despite all the challenges (COVID-19, hybrid education and growth of the Faculty) and the financial consequences they entail.

Growth in student numbers is limited in the coming year and will tail off in subsequent years. This applies to both EU and non-EU students in the regular degree programmes. In contract teaching, which is part of the Executive Programmes Graduate School, the student population is growing; the Faculty expects student numbers in contract teaching to increase in the coming years. The FEB has been successful in acquiring new research projects in competition processes, this is reflected in a strong (percentage) increase in contract research.

In the past period, the FEB has experimented with two forms of Hybrid Learning, the Hybrid Learning Theatre and Small-scale Hybrid Learning. The Faculty will continue with these forms of teaching. The related investments and annual costs have now been approved by the Management Board and are incorporated in the long-term budget.

The FEB's government funding budget for 2022 will be €55.7 million, an increase of around €3.6 million from this year. The funding to deliver degree programmes will increase by some €3.1 million, mainly owing to the increase in the budgeted variable funding to deliver degree programmes by €2.9 million due to both higher numbers of funded credits and a higher number of degrees awarded. The government-funded research budget will increase by around €0.5 million, partly due to a higher research supplement on cost-financed performances and a higher budget for matching contract research. The overall income in 2022 will be approximately €86.2 million, rising to €89.0 million in 2025.

The ratio between research funding and funding for teaching from government funding remains an area of concern. According to the Framework Letter, the research supplement of 25% in the UvA allocation model ensures that faculties can spend at least 30% of the government funding budget on research. The ratio between the annually granted government funding budget for teaching and that for research would appear to be a good indicator in this respect. The government funding budgets show that the ratio between teaching and research at the FEB in 2022 and beyond diverges increasingly from the desired 70%-30% ratio.

In recent years, the Faculty has recruited many new employees to set up online education and the support required for this and to accommodate the increased teaching load entailed by rising student numbers. In the years ahead, staff numbers will continue to grow in line with the expected growth in regular teaching and research, the Executive Programmes and the research activities that depend on indirect government funding or contract research funding. The increase in other expenses and costs of fixed packages charged on and variable services will be in line with this. Total costs are expected to increase to €79.8 million.

Equity at year-end 2022 is currently expected to be €45.2 million. The long-term budget shows that the FEB has sufficient reserves to successfully face all future challenges.

4.1.5 Faculty of Social and Behavioural Sciences

FMG	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	49.315	58.189	61.162	64.956	68.423
Transferred government grant and tuition fees	3.669	6.381	4.962	5.644	6.187
Capacity budget education	1.082	1.090	1.090	1.090	1.090
Policy budget education	8.458	6.523	6.113	6.113	5.613
Institutional tuition fees ed.	5.154	7.024	7.024	7.024	7.024
Contract education	1.820	1.878	1.878	1.878	1.878
Total income education	69.497	81.086	82.230	86.706	90.215
Variable allocation for research	28.476	30.893	32.982	34.163	35.045
Transferred government grant and tuition fees	1.053	2.317	1.053	-	-
Capacity budget research	-	-	-	-	-
Policy budget research	6.760	6.828	6.828	5.455	5.455
Institutional tuition fees re.	1.288	1.756	1.756	1.756	1.756
Contractresearch	24.883	25.626	25.715	25.715	25.715
Total income research	62.461	67.421	68.335	67.090	67.971
Policy budget other	-	136	97	58	19
Excedent housing	854	884	884	884	884
Distribution Valorisation	100	100	100	-	-
Theme budget	-	-	-	-	-
Other income from third-party work	935	1.149	1.149	1.149	1.149
Other income external	1.221	331	331	331	331
Total other income	3.110	2.815	2.776	2.637	2.598
Internal transfer CVB budgets	-	550	559	-	-
Internal income from variable settlements	4.244	3.717	3.183	3.069	3.183
Total income from internal settlement	4.244	4.267	3.742	3.069	3.183
TO TAL INCOME	139.312	155.587	157.083	159.502	163.968
EXPENSES					
Staff employed	91.072	100.538	101.710	103.168	105.551
Hired staff	2.871	2.240	2.240	2.240	2.240
Internal settlement of staff costs	601	790	664	602	602
Total staff costs	94.543	103.567	104.615	106.010	108.393
Other operating expenses	10.106	13.318	14.318	14.818	16.318
Accommodation expenses	277	68	68	68	68
Depreciation	565	557	557	557	557
Grants and transfers	970	617	617	617	617
Total other external expenses	11.917	14.560	15.560	16.060	17.560
Costs of real estate	6.850	7.068	7.068	7.068	7.068
Costs of Energy	1.062	1.046	1.046	1.046	1.046
Costs of Facility Services	6.522	7.051	7.132	7.195	7.238
Costs of ICT Services	3.791	4.581	4.734	4.851	4.932
Costs University Library	4.754	5.384	5.698	5.960	6.141
Costs Administrative Centre	3.089	3.243	3.645	3.774	3.866
Costs Communication	1.414	1.613	1.732	1.824	1.887
Costs Student Services	2.619	2.915	3.147	3.324	3.447
Costs ARBO	253	268	268	268	268
Allocation of theme budgets internal	2.497	2.434	2.123	2.123	2.123
Total internal service expenses	32.851	35.602	36.594	37.432	38.015
TO TAL EXPENSES	139.312	153.729	156.768	159.502	163.968
RESULT	0	1.858	314	0-	0-
Mutation (earmarked) reserve	213	172	-	-	-
Result after mutation reserve	213	2.030	314	0-	0-

The Faculty of Social and Behavioural Sciences (FMG) is currently in a phase of strong growth, which is manifesting itself mainly within teaching. The 2022 budget shows an increase in government funding, due to the growth in the number of students and the number of cost-financed performances. On the basis of the long-term estimates of the Ministry of Education, Culture and Science (OCW), the growth in the number of students within the Behaviour and Society domain is expected to continue in the coming years, and subsequently to weaken in the longer term.

The sharply improved operating income will enable the Faculty to replenish the reserves utilised in the years 2016-2019, thereby strengthening the faculty's resilience. It should however be noted in this connection that the positive results in 2020 and 2021 were to some extent a direct consequence of deferrals of planned expenditure due to the Covid-19 pandemic. In addition to the regular activities, the focus on external fund-raising and philanthropy will be intensified in 2022.

The budget that the FMG receives under the UvA allocation model is €13.5 million (11.9%) higher than in 2021. Student numbers will remain high, especially in the Bachelor's programmes. This level of student numbers will be reflected in due course in continued increases in budgets.

Overall, personnel costs will increase by around 9% compared with 2021. The increase is due to a limited extent to wage indexation (0.75%), and is mainly attributable to the growth in deployment of staff (+8.3%). The wage indexation has been incorporated in the prices of the allocation model (which have been increased by 0.75% compared with 2021) by the Executive Board.

The total costs of shared UvA services rose by almost 8% in 2020. This is partly due to the growth in the number of students and academic staff. There were also rate increases, especially at the University Library and at ICTS. The property costs are developing in line with the long-term accommodation plan. The accommodation surplus that was reintroduced for the Faculty of Social and Behavioural Sciences in 2019 will continue to apply in 2021.

The forecast operating result for 2022 in this budget is €1,858,000. With a view to the long-term forecast, a modest profit will be achieved in 2023 and a balanced budget will be presented from 2024. Potential (financial) impacts of the recommendation of the Van Rijn Committee have not yet been accounted for on a long-term basis in this budget.

4.1.6 Faculty of Medicine

FdG	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	31.789	35.618	35.079	35.501	35.764
Transferred government grant and tuition fees	3.701	4.214	4.052	4.320	4.508
Capacity budget education	-	-	-	-	-
Policy budget education	3.520	3.531	3.529	3.529	3.529
Institutional tuition fees ed.	102	102	102	102	102
Contract education	-	-	-	-	-
Total income education	39.112	43.465	42.762	43.451	43.903
Variable allocation for research	31.448	32.479	33.045	32.897	33.037
Transferred government grant and tuition fees	1.108	1.133	1.108	-	-
Capacity budget research	-	-	-	-	-
Policy budget research	7.540	7.586	7.586	7.117	7.077
Institutional tuition fees re.	26	26	26	26	26
Contractresearch	-	-	-	-	-
Total income research	40.121	41.223	41.765	40.040	40.140
Policy budget other	-	56	38	19	-
Total other income	-	56	38	19	-
Internal transfer CvB budgets	-	612	626	-	-
Internal income from variable settlements	1.279	875	564	564	564
Total income from internal settlement	1.279	1.487	1.190	564	564
TOTAL INCOME	80.512	86.231	85.755	84.074	84.606
EXPENSES					
Staff employed	51.600	55.314	54.986	53.868	54.222
Hired staff	-	-	-	-	-
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	51.600	55.314	54.986	53.868	54.222
Other operating expenses	20.562	22.042	21.912	21.466	21.607
Accommodation expenses	5.432	5.823	5.788	5.670	5.708
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	25.994	27.865	27.699	27.136	27.315
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	22	28	28	28	28
Costs of ICT Services	443	530	531	531	531
Costs University Library	1.064	1.080	1.079	1.079	1.079
Costs Administrative Centre	407	385	438	438	438
Costs Communication	327	330	331	331	331
Costs Student Services	654	640	642	642	642
Costs ARBO	-	-	-	-	-
Allocation of theme budgets internal	-	59	21	21	21
Total internal service expenses	2.918	3.052	3.070	3.070	3.070
TOTAL EXPENSES	80.512	86.231	85.755	84.074	84.606
RESULT	0	0	0	0	0
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	0	0	0	0	0

Education

In 2022 and subsequent years, the Faculty of Medicine will continue its efforts to provide high-quality, innovative education by implementing curriculum innovations for all its degree programmes. Intensive, activating and collaborative learning are important pillars in this connection.

Much attention is devoted to academic and professional skills, opportunities for internationalisation and adequate assessment and feedback. Social responsibility, including sustainability, is a clear focus area in our programmes. We are also combining the forces of our Medicine and Medical Informatics programmes: the (healthcare/healthcareICT) professionals that are taught in our Faculty are frontrunners in the field of information technology such as big data, artificial intelligence and eHealth in healthcare.

In addition, we offer the teaching professionals opportunities to specialise in the field of teaching and training and we provide a structure and culture in which recognition for and a career in teaching and training are completely normal. We achieve leadership in education at all levels in our programme organisation. At the same time, the Faculty of Medicine is vigorously pursuing streamlining of the education processes and educational technology.

Research

The aim is to increase the number of personal grants and accreditations obtained from research councils (Veni, Vidi, Vici, ERC⁽¹⁾, Spinoza, EU Marie Skłodowska-Curie, Action Fellowships, EU Horizon (EU Framework Programs) consortium coordinatorships, incl. SCA ITN, IMI etc. and also to increase the number of participants/Beneficiaries in EU Horizon consortia (such as EU Framework Programs, incl. MSCA ITN, IMI). There is an effective and proven procedure in place for this, with internal support groups. An important part is also played by incentives financed from the SEO funds, which are awarded under the Government Grant for Teaching and Research of the Universities and are passed on to the faculties.

One of the goals of Amsterdam UMC is to translate the fundamental understanding of human well-being and human illnesses into effective, people-centred and affordable healthcare measures. A new Amsterdam UMC Valorisation Board was established to achieve this. In addition, we set great store by FAIR Research Data Management. To promote this, we are collaborating with the other faculties in the UvA Data Science Center programme and a Chief Scientific Information Officer has been appointed.

(1) ERC Starting, Consolidator and Advanced Grant.

4.1.7 Faculty of Dentistry (ACTA)

FdT	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	9.742	9.663	9.704	10.838	9.978
Transferred government grant and tuition fees	394	269	224	224	224
Policy budget education	6.208	6.346	6.346	6.346	6.346
Institutional tuition fees ed.	346	428	421	421	421
Contract education	1.050	1.189	1.230	1.330	1.330
Total income education	17.739	17.895	17.925	19.159	18.299
Variable allocation for research	2.170	2.066	2.369	2.770	2.976
Transferred government grant and tuition fees	128	87	76	76	76
Policy budget research	4.059	4.125	4.125	4.125	4.125
Institutional tuition fees re.	86	-	-	-	-
Contractresearch	1.330	1.579	1.689	1.779	1.869
Total income research	7.774	7.857	8.259	8.750	9.046
Direct government contribution	20.453	19.503	20.045	20.900	20.383
Other income from third-party work	2.997	4.807	5.307	5.307	5.307
Other income external	1.323	1.236	1.236	1.236	1.236
Total other income	24.773	25.546	26.588	27.443	26.926
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	-	-	-	-	-
Total income from internal settlement	-	-	-	-	-
TOTAL INCOME	50.286	51.298	52.771	55.352	54.271
EXPENSES					
Staff employed	27.018	30.221	30.061	30.060	29.991
Hired staff	2.686	1.112	909	1.046	1.066
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	29.704	31.333	30.970	31.106	31.057
Other operating expenses	15.689	14.785	14.279	14.177	14.188
Accommodation expenses	6.019	6.155	6.155	6.155	6.155
Depreciation	1.239	1.243	1.668	1.987	2.278
Grants and transfers	-	-	-	-	-
Total other external expenses	22.946	22.183	22.102	22.319	22.621
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	5	6	6	6	6
Costs of ICT Services	74	97	98	98	98
Costs University Library	262	270	271	271	271
Costs Administrative Centre	94	92	105	105	105
Costs Communication	73	76	77	77	77
Costs Student Services	145	147	148	148	148
Costs ARBO	-	-	-	-	-
Allocation of theme budgets internal	-	8	-	-	-
Total internal service expenses	654	695	706	706	706
TOTAL EXPENSES	53.304	54.211	53.778	54.131	54.384
RESULT	3.019-	2.913-	1.007-	1.221	113-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	3.019-	2.913-	1.007-	1.221	113-

As is the case for other faculties as well, the plans for 2022 at the Faculty of Dentistry (ACTA) need to be viewed in the context of the predominantly negative effects entailed by the Covid-19 pandemic. A catch-up scenario has been drawn up to make up for the significant delays in teaching in the coming academic year. Recruiting sufficient staff is a spearhead in this regard, which has partly been made financially possible by a slight improvement of the financial situation and the scope given by both Executive Boards.

The deficit for 2022/2023 is non-recurrent and is caused by Covid-19 delays from 2020 owing to which many degrees were only conferred after 1 October 2020. This had a knock-on effect in the government grant for 2022 and 2023.

FTEs

The increase in FTEs from 322 at the end of 2020 to 331 as at 1 September 2021 and to 352 FTEs in 2022 reflects an increase in the number of lecturers as well as expansion of support within the sections and central services.

Investments

The principal investments in the years ahead concern the replacement of treatment chairs in 2023 (€3.0 million). An amount of €1 million has been set aside for potential renovation of the carousel set-up. The plans for this will be developed in detail in 2022.

ACTA has a number of priorities. The key priorities for 2022 are:

1. Covid catch-up teaching
2. Future-oriented BSc, MSc and OHS curriculum
3. Approach for improvement of psychosocial workload and social safety
4. Implement valorisation
5. Reduction of workload partly by recruiting additional staff.
6. Roll-out of recommendations of Taskforce Master plan Educational Organisation (Taskforce Masterplan Onderwijs organisatie)

4.1.8 Amsterdam University College (AUC)

AUC	2021	2022	2023	2024	2025
INCOME					
Variable allocation for education	10.310	10.437	10.475	10.645	10.796
Transferred government grant and tuition fees	479	450	399	399	399
Policy budget education	285	336	336	336	336
Institutional tuition fees ed.	1.221	1.246	1.246	1.246	1.246
Contract education	-	-	-	-	-
Total income education	12.294	12.469	12.456	12.626	12.777
Variable allocation for research	725	753	768	759	760
Transferred government grant and tuition fees	18	11	11	11	11
Policy budget research	-	-	-	-	-
Institutional tuition fees re.	305	312	312	312	312
Contractresearch	-	-	-	-	-
Total income research	1.048	1.075	1.091	1.082	1.083
Other income from third-party work	0-	-	-	-	-
Other income external	-	46	46	46	46
Total other income	0-	46	46	46	46
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	46	33	33	33	33
Total income from internal settlement	46	33	33	33	33
TOTAL INCOME	13.389	13.624	13.626	13.787	13.939
EXPENSES					
Staff employed	5.313	5.812	5.812	5.812	5.812
Hired staff	3.216	3.006	3.536	3.575	3.575
Internal settlement of staff costs	723	869	883	889	889
Total staff costs	9.252	9.687	10.231	10.276	10.276
Other operating expenses	531	462	492	538	562
Accommodation expenses	100	100	100	100	100
Depreciation	50	50	50	50	50
Grants and transfers	350	350	350	350	350
Total other external expenses	1.031	962	992	1.038	1.062
Costs of real estate	1.210	1.267	1.267	1.267	1.267
Costs of Energy	187	187	187	187	187
Costs of Facility Services	488	531	530	527	524
Costs of ICT Services	291	369	367	362	357
Costs University Library	280	312	303	293	281
Costs Administrative Centre	187	199	212	207	202
Costs Communication	95	106	104	100	96
Costs Student Services	180	195	191	184	176
Costs ARBO	13	14	14	14	14
Allocation of theme budgets internal	59	56	45	45	45
Total internal service expenses	2.990	3.237	3.220	3.188	3.150
TOTAL EXPENSES	13.273	13.885	14.442	14.502	14.487
RESULT	116	262-	816-	715-	549-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	116	262-	816-	715-	549-

AUC's draft budget for 2022 is based on the plan for 2022 that was published in our 2021 budget. We have made no explicit allowance for potentially ongoing coronavirus measures.

The AUC budget and multi-year plans aim to achieve break-even or a positive result each year. For 2022 our aim with the draft budget is break-even (result zero). The apparent deficit is because of activities in our Quality Plan for which we will need to draw approximately k€ 85 from the designated reserve of Quality Agreement Funding (kwaliteitsafsprakengelden).

AUC still has a substantial cumulative operational deficit from its start-up period, which needs to be cleared before we can start to build up the desired reserve of 10% turnover. We were in the process of asking our parent universities to clear at least part of this historic deficit in order to reduce the size of this challenge for AUC, allowing us to use the government funding we currently receive entirely for the benefit of our current and future students and staff. In the face of the coronavirus pandemic and other challenges we gave this process low priority in 2021 but aim to achieve agreement in 2022.

The UvA kaderbrief (framework document) for the 2022 UvA budget mentions that a condition for the agreements on the financing of AUC is that the tariff that we pay to other Faculties for the deployment of their academic staff covers the costs. The UvA, in coordination (afstemming) with AUC, is going to examine in 2022 the adequacy of the 15% surcharge (opslag) in the tariff, and adjustments to it. The 2022 budget is based on the current tariffs which have been adjusted only for the CAO salary increases.

Budget headlines for 2022

- The budget for 2022 is mainly one of consolidation and implementation of earlier agreed plans.
- Additional structural investment in the support staff team has been incorporated.
- As a result of HR policy changes, we will be significantly reducing our use of Jobservice contracts for lecturers. The direct financial impact on the budget line for teaching (salaries) is expected to be lower costs but there will be an indirect impact resulting from the obligations and economic risks associated with other contract forms, as well as administrative and organisational consequences which are hard to quantify in financial terms. For the draft budget 2022 we are aiming at budget-neutral implementation, but we may need to make a financial provision in future years.
- The activities to be supported from the Quality Agreement Funding (kwaliteitsafsprakengelden), as already agreed with the staff and student representation (medezeggenschap) and described in our Multi Year Quality Plan (MYQP), have been incorporated into the budget for 2022 and the plans for 2023 onwards. We have received updated data from the UvA on the amounts of QAF we can expect to receive from 2022 onwards, which are lower than originally expected owing to slightly lower student numbers, and these have also been incorporated into the budget. However, despite this drop in funding, we will be able to implement all the activities in our MYQP, as we expect to have approximately k€ 300 of unspent QAF available for reallocation at the end of 2021. We can use this to fill the gap, in consultation with the medezeggenschap.
- The tuition fee levels for 2022-2023 were set earlier in 2021, following consultation with the AUC Works Council and AUC Student Council. VU and UvA policy and practice were followed, and we increased both our statutory and non-statutory tuition fees by 1.2% for inflation and rounded to the nearest 10 euro. The levels for 2022-2023 are €4610 statutory tuition fee, and €12,610 non-statutory tuition fee.

4.1.9 Institute for Advanced Study (IAS)

IAS	2021	2022	2023	2024	2025
INCOME					
Policy budget education	250	-	-	-	-
Total income education	250	-	-	-	-
Policy budget research	749	871	894	894	894
Total income research	749	871	894	894	894
TOTAL INCOME	999	871	894	894	894
EXPENSES					
Staff employed	170	287	310	310	310
Hired staff	-	-	-	-	-
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	170	287	310	310	310
Other operating expenses	580	425	325	325	325
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	580	425	325	325	325
Costs of real estate	159	167	167	167	167
Costs of Energy	25	25	25	25	25
Costs of Facility Services	34	35	35	35	35
Costs of ICT Services	20	20	20	20	20
Costs University Library	-	-	-	-	-
Costs Administrative Centre	10	11	11	11	11
Costs Communication	0	0	0	0	0
Costs Student Services	-	-	-	-	-
Costs ARBO	0	1	1	1	1
Allocation of theme budgets internal	-	0	-	-	-
Total internal service expenses	249	259	259	259	259
TOTAL EXPENSES	999	971	894	894	894
RESULT					
	0	100-	0	0	0
Mutation (earmarked) reserve	-	100	-	-	-
Result after mutation reserve	0	0	0	0	0

The UvA Institute for Advanced Study (IAS) was established as a driver of interdisciplinary scientific innovation. It focuses on: complex scientific and social challenges that require an integrated approach and cross-faculty collaboration. The IAS operates as a breeding ground between the faculties and has a pioneering and synergy-promoting function. If it is to deliver on this role, it is essential that IAS can continue to operate with comparative freedom and flexibility, within the defined financial parameters.

The 2022 budget has been drawn up in line with the 2021 budget, which was based on the Executive Board's decision to establish the Institute for Advanced Study (IAS). The costs relate to the support staff and shared services. In addition, a substantial part of the budget has not been specifically assigned yet (other costs), intended to implement the IAS Work Programme. The assumptions applied in preparing the 2022 budget are based - as in previous years - on the Executive Board decision referred to above. Several expected cost types were designated in that decision. On the basis of prior years and the plans for 2022, only the assumptions concerning the sub-division between the expected cost types have been adjusted to some extent.

The IAS has a budget deficit of 100,000 for 2022. This is connected with the one-off impetus that the IAS received in 2021 to set up interfaculty courses in conjunction with the POLDER initiative. The plans concerned proved to be impossible to implement in full in 2021, and hence a portion of the costs will not be incurred before 2022. These costs can be covered from the reserves of the IAS.

As from 2022, additional costs have been budgeted to enable the new scientific director of the IAS, who started on 1 September 2021, to continue the substantive focus on integrative methodology development for complex issues, in line with the long-term vision for the IAS, which was adopted in November 2019 by the Executive Board. This guarantees the continuity of complexity research within the IAS and also provides an infrastructure for intensifying collaboration with social sciences and the humanities (SSH domain).

4.2 Services

4.2.1 Technology Transfer Office

BKT	2021	2022	2023	2024	2025
INCOME					
Additional budget	1.700	1.700	1.700	1.700	1.700
Distribution Valorisation	750	750	750	750	750
Theme budget	-	-	-	-	-
Other income from third-party work	350	150	150	150	150
Other income external	320	450	450	450	450
Total other income	3.120	3.050	3.050	3.050	3.050
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	-	130	130	130	130
Total income from internal settlement	-	130	130	130	130
TOTAL INCOME	3.120	3.180	3.180	3.180	3.180
EXPENSES					
Staff employed	1.735	2.074	2.074	2.074	2.074
Hired staff	170	170	170	170	170
Internal settlement of staff costs	80	92	92	-	92
Total staff costs	1.985	2.336	2.336	2.244	2.336
Other operating expenses	183	183	183	183	183
Accommodation expenses	-	-	-	-	-
Depreciation	3	-	-	-	-
Grants and transfers	600	600	600	600	600
Total other external expenses	786	783	783	783	783
Costs of real estate	102	107	107	107	107
Costs of Energy	16	16	16	16	16
Costs of Facility Services	30	32	32	32	32
Costs of ICT Services	40	42	42	42	42
Costs University Library	-	-	-	-	-
Costs Administrative Centre	57	58	58	58	58
Costs Communication	1	2	2	2	2
Costs Student Services	-	-	-	-	-
Costs ARBO	4	4	4	4	4
Variable service costs	100	0	-	-	-
Total internal service expenses	350	260	260	260	261
TOTAL EXPENSES	3.120	3.380	3.379	3.288	3.380
RESULT	0-	200-	199-	108-	200-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	0-	200-	199-	108-	200-

Role and activities of IXA UvA

IXA UvA (Technology Transfer Office (BKT) performs the following core tasks within the UvA: valorisation support (business development and funds management), grant advice, legal support regarding valorisation and research collaboration, organisation of events and supporting communication activities. Partly because of the support from IXA UvA, the UvA obtains extensive income from indirect government funding and contract research funding each year.

IXA UvA Budget

IXA UvA's budget comprises the income and expenses of the service and for the Valorisation Fund of the UvA. The Valorisation Fund accounts for €750,000 and has been included in the budget on a budget-neutral basis. As in previous years, the other income from the UvA has been budgeted at €1,700,000. For the external income, €600,000 is designated for 2 new projects and also for a number of specific services, as well as other purposes.

The costs budgeted for IXA UvA largely consist of personnel costs (€2,300,00) and the cost allocations for accommodation, IT, etc. (€260,000). The material expenses are €183,000. Lastly, there are cost allocations from and to Amsterdam UAS (€45,000), as IXA is a shared service of both institutions.

The forecast result for 2022 is € -329,000. A deficit is also forecast for the years thereafter.

Development of IXA UvA budget

Demand for the basic support provided by IXA UvA has continually grown in the past few years and continues to grow. This reflects the UvA's ambitions in the field of valorisation (clear upscaling) and research collaboration (more consortia) and the focus placed on this in the new Strategic Plan, the Research Strategy and the Valorisation Strategy under development, for instance.

External income up to year-end 2021

Up to year-end 2021, part of the basic support was developed and funded with external income, mainly income obtained from grants from the Ministry of Economic Affairs and Climate Policy for stimulating valorisation and, in the past few years, some income from the pan-Amsterdam IXA-Next programme. All of these programmes will be completed in 2022. Because the basic service provision desired within the UvA will be continued without this additional income, a negative result is forecast.

New projects

New projects for 2022 and subsequent years incorporated in the budget include two new projects of around €260,000, TTT AI and Quantum Growth Fund. These relate to new, additional activities that require specific expertise and effort and generate only very limited income (€40,000) for IXA UvA. TTT AI is a nationwide thematic technology transfer programme, with the UvA as the lead organisation, in the field of AI. A business developer will be appointed at IXA UvA, funded under the programme. Under the Quantum Growth Fund, led by Stichting Quantum Delta, a Business Developer has been appointed at IXA UvA with a pan-Amsterdam remit, funded from the Growth Fund project. In addition to these 2 projects, work will be undertaken in the period ahead on a new pan-Amsterdam programme and its funding.

4.2.2 Administration Centre

AC	2021	2022	2023	2024	2025
INCOME					
Additional budget	11-	246	11-	15-	-
Administrative income from tuition fees	384	384	384	384	384
Other income external	1.901	1.901	1.901	1.901	1.901
Total other income	2.274	2.531	2.274	2.270	2.285
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	14.802	15.345	16.558	16.764	16.938
Internal income from variable settlements	567	233	233	233	233
Total income from internal settlement	15.369	15.578	16.791	16.997	17.171
TOTAL INCOME	17.643	18.109	19.065	19.267	19.456
EXPENSES					
Staff employed	9.239	10.080	10.966	10.966	10.966
Hired staff	1.413	1.714	1.714	1.714	1.714
Internal settlement of staff costs	-	67	-	-	-
Total staff costs	10.652	11.861	12.680	12.680	12.680
Other operating expenses	2.480	2.658	2.810	2.992	3.183
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	2.480	2.658	2.810	2.992	3.183
Costs of real estate	441	363	363	363	363
Costs of Energy	68	54	54	54	54
Costs of Facility Services	151	143	143	143	143
Costs of ICT Services	3.509	2.532	2.532	2.532	2.532
Costs University Library	-	-	-	-	-
Costs Administrative Centre	134	141	142	143	144
Costs Communication	10	10	10	10	10
Costs Student Services	-	-	-	-	-
Costs ARBO	23	24	24	24	24
Variable service costs	149	325	322	322	322
Total internal service expenses	4.485	3.590	3.588	3.589	3.590
TOTAL EXPENSES	17.616	18.109	19.078	19.261	19.453
RESULT	27	0	13-	6	3
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	27	0	13-	6	3

The Administration Centre (AC) is submitting a balanced budget for 2022 and beyond. The 2021 budget is the basis for the 2022 budget. Changes, adjustments, etc. have been applied to this, arising from:

- The changes agreed and discussed during the 2022 SLA cyclus
- The revised insights and special wishes based on the mission and vision as laid down and explained in the Long-term Plan for the Administration Centre.

2021 was governed by getting the foundation in order. That will also be reflected in 2022. In addition, we expect that the next step can be taken in some areas to commence process automation and digitalisation. First time right principle and inputting at the source.

The long-term plan for the AC entails optimising, standardising and professionalising the processes, both within and outside the AC. The development will go from Registering to Coordinating. In other words, from manual inputting to continuous monitoring, implementing dashboards with alert functions, etc. A shift from looking back to looking forwards and demonstrably being in control. The AC wants to be progressive and to be in the driving seat to a greater extent. Only then can quality be assured and continue to be assured. Making choices is important in this connection. The AC can only deliver on this ambition if there is a commitment to this throughout the entire organisation. This change will place major demands on both the organisation and staff.

We expect a limited Covid-19 impact for 2022. This is in line with previous years. There will however continue to be some impact on staff and on new initiatives. We hope to be able to return to the office again in 2022; the practice of hybrid working is set to continue, probably in the form of 2 days from home and 3 at the office on average. The AC sees the benefits of working from home and wants to continue to facilitate this.

No growth in FTEs is anticipated, except where activities are integrated into the line, for instance from the POL project. The Operational Management Office will be put in place in 2022. This will not impact the staffing level, as this represents a centralisation of positions already staffed elsewhere within the AC. Optimisation, standardisation and professionalisation of the processes will contribute to this.

4.2.3 ICT Services

ICTS	2021	2022	2023	2024	2025
INCOME					
Policy budget other	-	-	-	-	8.640
Additional budget	1.690	-	-	-	-
Theme budget	-	-	-	-	-
Direct government contribution	-	-	-	-	-
Administrative income from tuition fees	-	-	-	-	-
Other income from third-party work	500	624	624	624	624
Other income external	2.063	2.500	2.500	2.500	2.500
Total other income	12.893	9.967	7.337	6.534	6.534
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	25.490	27.448	27.808	27.961	28.080
Internal income from variable settlements	2.512	3.288	2.326	2.326	2.326
Total income from internal settlement	28.002	30.736	30.134	30.287	30.406
TOTAL INCOME	40.895	40.703	37.471	36.821	36.940
EXPENSES					
Staff employed	16.781	17.704	17.704	17.704	17.704
Hired staff	10.505	7.227	4.763	3.945	3.945
Internal settlement of staff costs	13	-	-	-	-
Total staff costs	27.299	24.931	22.467	21.649	21.649
Other operating expenses	9.418	11.594	11.594	11.594	11.594
Accommodation expenses	-	-	-	-	-
Depreciation	2.409	2.133	2.133	2.133	2.133
Grants and transfers	448	448	448	448	448
Total other external expenses	12.275	14.175	14.175	14.175	14.175
Costs of real estate	979	1.178	1.178	1.178	1.178
Costs of Energy	152	174	174	174	174
Costs of Facility Services	437	514	514	514	514
Costs of ICT Services	777	848	848	848	848
Costs University Library	-	-	-	-	-
Costs Administrative Centre	439	455	458	460	463
Costs Communication	13	14	14	14	14
Costs Student Services	-	-	-	-	-
Costs ARBO	32	34	34	34	34
Variable service costs	405	54	54	54	54
Total internal service expenses	3.234	3.271	3.274	3.276	3.279
TOTAL EXPENSES	42.807	42.378	39.916	39.100	39.103
RESULT	1.912-	1.675-	2.445-	2.280-	2.163-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	1.912-	1.675-	2.445-	2.280-	2.163-

Budget deficit

The 2022 ICTS-UvA budget shows a substantial deficit. In part, this deficit relates to investments arising from the long-term Information Security Plan, which was updated in 2021 in response to the cyber attack. In addition, temporary costs have been budgeted in connection with the long-term Agile ICTS transition programme, and/or investments in profitable business cases.

The temporary costs referred to, or the investments on the basis of profitable business cases, relate to our long-term Agile ICTS transition programme:

ICT infrastructure and workplace modifications

In connection with our long-term transition to a more agile ICTS, the focus on automation of management tasks and test and release activities will be undiminished in 2022. ICTS will also continue the migration of ICTS-managed applications to public cloud. The aim is to migrate all ICTS-managed applications to the cloud by the end of 2023.

Transition to an agile organisation

Becoming more agile is the major ongoing policy theme. By making ICTS more agile, we aim to achieve the following:

- Prioritise available resources (development capacity and management capacity) even more selectively geared to the strategic objectives of the UvA and Amsterdam UAS.
- Shorten lead times from idea to realisation;
- Add value (including quality/user friendliness/safety) for users;

We will achieve this through the current transition, addressing the following issues:

- Improve management of ICT, with a more important role for the faculties;
- Where possible work on an agile basis (scrum) instead of waterfall projects;
- Increase the agility of our IT infrastructure (step up the utilisation of cloud and automation);
- Accelerate innovation by means of central integration expertise team.
- Improve the user experience of our IT service delivery;
- Strong focus on strategic personnel development: look ahead, train and move.

This ICTS transition strongly overlaps with the goals in the new UvA 2021-2026 Strategic Plan in which ‘agility’ is one of the key terms. Moreover, this transition is expected to lead to greater appreciation for IT, and hence increased job satisfaction and reduced job stress for ICTS staff.

Due to the impact of delays caused by the cyber attack and the changed working conditions due to the Covid-19 pandemic, the time to completion of the ICTS transition programme is being extended to year-end 2023.

Improve cyber resilience

In response to the cyber attack in February 2021, we have upgraded our Information Security Improvement Programme and are driving forward the acceleration initiated in 2020. For 2022, the (interim) target is to achieve an IS audit score of 2.75 by the end of the year. Sub-targets include improving security awareness throughout the organisation, increasing the maturity of security processes, strengthening the internal security organisation and implementing new tooling.

4.2.4 Facility Services

FS	2021	2022	2023	2024	2025
INCOME					
Other income from third-party work	2.858	1.945	1.835	1.825	1.815
Other income external	3.500	4.174	4.174	4.174	4.174
Total other income	6.588	6.119	6.009	5.999	5.989
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	37.336	39.911	40.390	40.470	40.533
Internal income from variable settlements	7.360	6.426	6.802	6.802	6.802
Total income from internal settlement	44.696	46.337	47.192	47.272	47.335
TOTAL INCOME	51.284	52.457	53.201	53.271	53.324
EXPENSES					
Staff employed	8.789	9.506	9.506	9.506	9.506
Hired staff	2.556	3.023	3.023	3.023	3.023
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	11.345	12.529	12.529	12.529	12.529
Other operating expenses	8.553	3.922	3.597	3.597	3.597
Accommodation expenses	14.749	15.105	15.105	15.105	15.105
Depreciation	1.730	1.742	1.742	1.742	1.742
Grants and transfers	-	-	-	-	-
Total other external expenses	25.032	20.768	20.443	20.443	20.443
Costs of real estate	10.878	11.478	12.510	12.510	12.510
Costs of Energy	1.686	1.698	1.744	1.744	1.744
Costs of Facility Services	3.178	3.451	3.531	3.531	3.531
Costs of ICT Services	1.811	1.593	1.615	1.615	1.615
Costs University Library	-	-	-	-	-
Costs Administrative Centre	393	418	421	424	426
Costs Communication	9	9	9	9	9
Costs Student Services	-	-	-	-	-
Costs ARBO	21	21	21	21	21
Variable service costs	2.019	1.654	1.618	1.618	1.618
Total internal service expenses	19.995	20.321	21.469	21.471	21.474
TOTAL EXPENSES	56.372	53.619	54.441	54.444	54.446
RESULT	5.088-	1.162-	1.240-	1.172-	1.122-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	5.088-	1.162-	1.240-	1.172-	1.122-

During the Covid-19 pandemic in the past year, FS worked hard to implement measures to ensure a safe environment within our buildings for everyone at present as well as going forward. In addition, FS is also looking ahead to be able to continue facilitating the changes within the organisation and teaching. Digitalisation and hybrid teaching are examples of this. Lecture rooms have been swiftly prepared for hybrid teaching with the help of smart tools and AV materials. Investments are also being made in the field of Online Examinations to be able to meet strongly increased demand.

Sustainability is a key spearhead within the organisation, to which FS can contribute significantly. For example, the raw materials vision was presented in 2021, with the commitment to reduce the UvA's footprint from 2022 by purchasing circular products, by re-use and waste separation and by recycling into new raw materials, and in other ways. This contribution helps to achieve the UvA's sustainability goals and to lead by example.

In order to be able to continue to support students and staff as effectively as possible in the future, we will invest additional funds in the year ahead to recruit new employees in the tight labour market. This is aimed at increasing our diversity in talent and continually innovating our services to enable us to respond appropriately to the developments that lie ahead, while ensuring a pleasant and safe working environment for everyone.

4.2.5 University Library

UB	2021	2022	2023	2024	2025
INCOME					
Transferred government grant and tuition fees	-	-	-	-	-
Total income education	-	-	-	-	-
Variable allocation for research	121	8	331	322	322
Transferred government grant and tuition fees	4	4	4	-	-
Total income research	125	41	335	322	322
Policy budget other	14.617	15.009	14.970	14.970	14.970
Additional budget	650	755	150	150	150
Theme budget	166	100	100	100	-
Other income from third-party work	700	1.060	1.000	1.000	1.000
Other income external	1.363	2.096	2.096	2.096	2.096
Total other income	17.496	19.020	18.316	18.316	18.216
Internal transfer CvB budgets	-	-	11-	11-	-
Internal income fixed packages	19.736	21.597	22.020	22.347	22.613
Internal income from variable settlements	6.811	6.982	6.985	6.985	6.985
Total income from internal settlement	26.547	28.579	28.994	29.321	29.598
TOTAL INCOME	44.168	47.640	47.645	47.959	48.136
EXPENSES					
Staff employed	13.082	13.657	13.657	13.657	13.657
Hired staff	904	848	845	845	845
Internal settlement of staff costs	22	40	40	40	40
Total staff costs	14.008	14.545	14.542	14.542	14.542
Other operating expenses	11.697	12.570	12.881	13.114	13.425
Accommodation expenses	200	200	200	200	200
Depreciation	521	540	504	504	504
Grants and transfers	90	107	107	107	107
Total other external expenses	12.508	13.417	13.692	13.925	14.236
Costs of real estate	11.534	12.141	12.256	12.256	12.256
Costs of Energy	1.788	1.796	1.813	1.813	1.813
Costs of Facility Services	3.159	3.425	3.455	3.455	3.455
Costs of ICT Services	1.610	1.565	1.573	1.573	1.573
Costs University Library	-	-	-	-	-
Costs Administrative Centre	312	321	323	326	328
Costs Communication	14	15	15	15	15
Costs Student Services	-	-	-	-	-
Costs ARBO	35	35	35	35	35
Variable service costs	1.201	1.425	1.410	1.410	1.421
Total internal service expenses	19.652	20.723	20.880	20.883	20.896
TOTAL EXPENSES	46.168	48.685	49.114	49.350	49.674
RESULT	2.000-	1.046-	1.469-	1.391-	1.538-
Mutation (earmarked) reserve	334	450	175	-	-
Result after mutation reserve	1.666-	596-	1.294-	1.391-	1.538-

The forecast result of the library (including Allard Pierson and excluding the AUAS Library) is – €596,000. This is after using a designated reserve (€450,000). The result is more positive than had been anticipated for 2022 in the 2021 long-term budget. It is also lower than the deficit that was taken into account in the 2023 Framework Letter.

- The deficit in 2022 is largely due to a deficit for the book depot (IWO): - €1,243,000. A Space Utilisation in Depots project (purging of all collections and restriction of m2 utilisation) is under way. The first results will be seen in 2022, i.e. 20% of the targeted reduction of space.
- The utilisation of the designated reserve is connected with the project Orphaned Collections of the Allard Pierson Museum. Partly owing to Covid-19, the completion of the project has been delayed and there is some underspend of project funds. A portion of the funds for 2021 will be transferred to 2022.
- The budget includes a 3.5% personnel cost increase. This is attributable to the wage agreements in the 2021 collective labour agreement 2021, plus an estimate of the impact of a supplementary wage increase in 2022 (negotiations on the 2022 collective labour agreement are ongoing). The total impact is an increase by €576,000 (which also includes a calculation of redundancy payment provisions of €100,000).
- Costs will already be incurred in 2022 (new library project) in connection with the opening of the new library in mid-2023. The pre-investments have been estimated at €360,000 and are included in the sub-budget for Campus Services
- The impact of the VAT dispute for the Allard Pierson Museum is still unclear and is not included in the budget. Consultations on this with the Dutch Tax and Customs Administration are ongoing. Measures have however already been implemented to reduce the impact. A limited risk nonetheless remains for 2022 and beyond.
- A surplus is expected for 2022 in the (sub)budget for Campus Services. But given the huge numbers of students, the University Library will need to create new study places in consultation with the faculty, on the basis of the 1:7 standard adopted. It is likely that available space in the sub-budget will need to be utilised for this.
- Long-term forecast. The deficit relating to the book depot (IWO) will be eliminated – by purging of collections – by the end of 2023 (a reduction of space of more than 2,400 m2). In addition, as of 30 September 2023 the libraries in the PC Hoofthuis and Singel buildings will probably be closed down owing to the opening of the new University Library. This will lead to a reduction of University Library floor space.

4.2.6 Student Services

S&S	2021	2022	2023	2024	2025
INCOME					
Policy budget education	20	-	-	800	800
Total income education	-	-	-	800	800
Additional budget	1.503	1.503	1.503	1.503	1.503
Theme budget	-	-	-	-	-
Other income from third-party work	2.124	2.424	2.424	2.424	2.424
Other income external	5.076	4.118	4.118	4.118	4.118
Total other income	8.703	8.176	8.459	8.045	8.045
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	10.539	11.227	11.579	11.794	11.971
Internal income from variable settlements	17	14	14	14	14
Total income from internal settlement	10.556	11.241	11.593	11.808	11.985
	-	-	-	-	-
TOTAL INCOME	20.059	20.717	20.852	20.653	20.830
EXPENSES					
Staff employed	5.026	6.261	6.509	6.326	6.403
Hired staff	198	50	50	50	50
Internal settlement of staff costs	64	22	22	-	22
Total staff costs	5.288	6.333	6.581	6.377	6.475
Other operating expenses	1.373	1.698	1.698	1.673	1.673
Accommodation expenses	1.686	1.544	1.544	1.544	1.544
Depreciation	-	-	-	-	-
Grants and transfers	9.153	8.269	8.211	8.211	8.211
Total other external expenses	12.211	11.512	11.453	11.428	11.428
Costs of real estate	373	394	394	394	394
Costs of Energy	58	58	58	58	58
Costs of Facility Services	117	135	135	135	135
Costs of ICT Services	284	323	323	323	323
Costs University Library	-	-	-	-	-
Costs Administrative Centre	252	258	259	260	262
Costs Communication	6	7	7	7	7
Costs Student Services	-	-	-	-	-
Costs ARBO	16	18	18	18	18
Variable service costs	1.854	1.536	1.534	1.534	1.534
Total internal service expenses	2.960	2.730	2.729	2.730	2.731
	-	-	-	-	-
TOTAL EXPENSES	20.459	20.575	20.764	20.535	20.635
	-	-	-	-	-
RESULT	400-	143	89	118	195
Mutation (earmarked) reserve	400	-	-	-	-
Result after mutation reserve	0	143	89	118	195

Student Services (StS) provides advice, information and guidance to students, staff, PhD students and graduates of the UvA. Students can turn to StS for information and services of student counsellors, student psychologists, the Office of International Student Affairs, the student careers centre and the central student service desk. In addition, StS provides services in the field of student accommodation and immigration to international students and helps to arrange accommodation for foreign staff and PhD students, in collaboration with faculties. It also seeks to ensure a good start to academic careers by organising orientation programmes and soft landing activities for new students at the UvA.

The service is stable in its operations and is vigorously working on building service quality and on further professionalisation of the organisation. Given the context of rising student numbers, increasing complexity in the needs of students and diversity of the population, this represents a challenge the StS is eager to take on. The focus in working on this ambition is on strengthening cooperation with faculties and degree programmes, thereby increasing the added value of the services for students and creating complementarity in the supply chains.

The year 2021 was an intense year for StS, especially because of the impact of the Covid-19 pandemic on service delivery and the way in which staff worked from home. In 2021, StS reaped the benefits of the change and modernisation of the service provision that had taken place in 2020 out of necessity. Many hybrid work forms and adjustments in areas such as the training offer, webinars that have been developed, online consultation hours and provision of information on the web have been successfully implemented in the regular service offering. The financial basis is now in order and StS is accordingly presenting a balanced budget. The overall result for 2022 is estimated at €29,000 for StS. In 2021, dashboards with management information on the service provision were developed. This will be expanded in 2022 and will form the basis for the rate structure and agreements with faculties (the service level agreements).

Increasing effectiveness and efficiency remains necessary however to be able to respond to a continually changing environment. Seeking to reduce costs / maintain service provision goes hand in hand in this connection with investing in innovation and development. Whereas it had been necessary in recent years to devote much time and energy to professionalisation of the organisation, greater scope will arise, as a result of this, at StS in 2022 to focus on developing and expanding the contents of the service offering. All staff members of StS are guided in their work by the goal of responding optimally to students' requirements in facilitating, supporting and optimising their academic career.

4.2.7 Communications Office

BC	2021	2022	2023	2024	2025
INCOME					
Other income from third-party work	50	50	50	50	50
Other income external	235	235	235	235	235
Total other income	285	285	285	285	285
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	6.976	7.527	7.711	7.823	7.915
Internal income from variable settlements	452	332	332	332	332
Total income from internal settlement	7.428	7.859	8.043	8.155	8.247
TOTAL INCOME	7.713	8.144	8.328	8.440	8.532
EXPENSES					
Staff employed	4.098	4.012	4.062	4.112	4.162
Hired staff	277	340	340	340	340
Internal settlement of staff costs	40	40	40	40	40
Total staff costs	4.415	4.392	4.442	4.492	4.542
Other operating expenses	1.338	1.709	1.655	1.687	1.693
Accommodation expenses	45	45	45	45	45
Depreciation	2	2	2	2	2
Grants and transfers	-	-	-	-	-
Total other external expenses	1.385	1.756	1.702	1.734	1.740
Costs of real estate	239	250	250	250	250
Costs of Energy	37	37	37	37	37
Costs of Facility Services	98	101	101	101	101
Costs of ICT Services	1.275	1.316	1.316	1.316	1.316
Costs University Library	-	-	-	-	-
Costs Administrative Centre	85	84	85	85	86
Costs Communication	4	4	4	4	4
Costs Student Services	-	-	-	-	-
Costs ARBO	10	9	9	9	9
Variable service costs	165	122	121	121	121
Total internal service expenses	1.913	1.924	1.923	1.924	1.924
TOTAL EXPENSES	7.713	8.072	8.068	8.150	8.207
RESULT	0	72	260	290	325
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	0	72	260	290	325

The Communications Office (BC) contributes to achieving the objectives in the Strategic Plan by providing professional communications support to the Executive Board, the faculties and the central units on policy and execution. The Communications Office focuses on both the internal and the external target groups in its work. The Communications Office focuses particularly on university-wide topics, for future and existing students and staff in consultation with the experts of the faculties and service units.

The budget year ahead still involves several uncertainties regarding communication, owing to Covid-19: general (BA and MA) information days are unlikely to go ahead (yet), and neither are the school visits. At the time of writing, the number of live/hybrid conferences is high – but there may be cancellations – and the switch to online events again calls for flexibility from us.

The renewal of the information activities online will be continued. The UvA's social media presence is good; the number of followers continues to grow and the number of likes is high. The use of video productions remains high.

In 2022, the press and research briefings will take place from a 'newsroom' that is to be established, a concept in which various communication disciplines work together even more effectively to draw attention to the UvA news among the various target groups. To that end, a physical newsroom + studio will be set up in order to ensure communications are even more topical and swift.

The call for internal communication is growing: this continues to encompass Covid-19 items, but also areas such as social safety, alcohol policy, HR topics. This will require extra staff with effect from 2022.

We will address various major themes jointly with the other Dutch universities and the Association of Universities (UNL). Examples include 'Recognition and Reward' and the public campaign to promote science and technology in 2021. This will probably also be continued in 2022, especially if financial support is granted under the Dutch Research Agenda (NWA). The application has been submitted.

4.2.8 Student Health Services

SGZ	2021	2022	2023	2024	2025
INCOME					
Additional budget	121	73	23	-	-
Other income from third-party work	1.807	1.900	1.900	1.900	1.900
Other income external	69	70	70	70	70
Total other income	1.997	2.043	1.993	1.970	1.970
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	477	164	142	142	142
Total income from internal settlement	477	164	142	142	142
TOTAL INCOME	2.474	2.207	2.135	2.112	2.112
EXPENSES					
Staff employed	1.776	1.752	1.752	1.752	1.752
Hired staff	-	-	-	-	-
Internal settlement of staff costs	263	-	-	-	-
Total staff costs	2.039	1.752	1.752	1.752	1.752
Other operating expenses	4	4	4	4	4
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	4	4	4	4	4
Costs of real estate	233	273	273	273	273
Costs of Energy	36	40	40	40	40
Costs of Facility Services	47	60	60	60	60
Costs of ICT Services	41	40	40	40	40
Costs University Library	-	-	-	-	-
Costs Administrative Centre	19	19	19	19	19
Costs Communication	2	2	2	2	2
Costs Student Services	-	-	-	-	-
Costs ARBO	5	5	5	5	5
Variable service costs	10	33	32	32	32
Total internal service expenses	394	472	471	471	472
TOTAL EXPENSES	2.436	2.227	2.226	2.227	2.227
RESULT	38	20-	91-	115-	115-
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	38	20-	91-	115-	115-

The year 2022 will present a number of challenges. In the past 20 years, the contribution from the UvA has remained unchanged (no indexation) while the costs of regular services have increased. These costs have been compensated for in recent years by rising income from GP care. This will come to an end. For the first time, there is a risk of a deficit.

At the end of 2021, a branch/health centre was opened at the REC. It houses GPs but also physiotherapists, GGZ (mental healthcare) psychologists, dietician, dentist and the psy-poly of the Faculty of Social and Behavioural Sciences. The GP branch is expected to be cost-neutral in 2024. Start-up costs will be incurred until then.

The principal location will remain on Oude Turfmarkt.

International students, we welcome them, but they do not benefit our operating income. The GPs receive subscription fees every quarter for patients with Dutch healthcare insurance. These differ substantially from the income from appointments for students with international healthcare insurance.

It is clear for the years ahead that the payment from Central/StS is not sufficient to make a balanced budget possible for Student Health Services. Consultations on this are ongoing.

Following the decision by the Executive Board (number: 2017-064147), subject project plan: 'Care plan for students and PhD students', the project UvAcare was executed in the past few years, as part of which students received a health screening and eHealth was offered to eligible students and PhD students. This has been a success. The possibilities of continuing the project in collaboration with the Faculty of Social and Behavioural Sciences and the student psychologists are being examined at present.

The next year will also be a challenge, because the current director will reach the retirement age. It will not be easy to find a good successor.

4.2.9 Real Estate Development

HO	2021	2022	2023	2024	2025
INCOME					
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	-	-	-	-	-
Internal income from variable settlements	3.000	2.700	3.000	3.000	2.300
Total income from internal settlement	3.000	2.700	3.000	3.000	2.300
TOTAL INCOME	3.000	2.700	3.000	3.000	2.300
EXPENSES					
Staff employed	826	939	939	939	939
Hired staff	50	271	271	271	271
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	876	1.210	1.210	1.210	1.210
Other operating expenses	49	49	49	49	49
Accommodation expenses	1.772	1.286	1.586	1.586	886
Depreciation	-	-	-	-	-
Grants and transfers	5	5	5	5	5
Total other external expenses	1.826	1.340	1.640	1.640	940
Costs of real estate	158	51	51	51	51
Costs of Energy	24	8	8	8	8
Costs of Facility Services	40	23	23	23	23
Costs of ICT Services	51	42	42	42	42
Costs University Library	-	-	-	-	-
Costs Administrative Centre	22	23	23	23	23
Costs Communication	1	1	1	1	1
Costs Student Services	-	-	-	-	-
Costs ARBO	1	2	2	2	2
Variable service costs	-	2	1	1	1
Total internal service expenses	298	150	150	150	150
TOTAL EXPENSES	3.000	2.701	3.000	3.000	2.300
RESULT	0	0-	0	0	0
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	0	0-	0	0	0

Area and real estate development is a joint task undertaken by four parties: the user, the manager, and the developer. Real Estate Development (HO) acts in the role of developer in this four-party context. The core task in this role is to address required changes in the Accommodations Plan for areas and buildings and to translate them into programmes and projects. Real Estate Development maintains a network near campuses, initiates projects (initiative documents), arranges for studies to be performed and has designs drawn up. Real Estate Development also utilises knowledge and experience for permanently creating more affordable student accommodation, advises on facilities to support new forms of education (Future Learning) and advises on sustainability measures.

Programme management

Real Estate Development defines and manages programmes that contribute, from a real estate perspective, to the development of campuses. This encompasses promoting location-specific synergies between knowledge institutions, companies and social partners. The aim of the programmes is to arrive, jointly with the user, owner and manager, at an integral approach for the various dimensions of the accommodation task. The dimensions of this task are:

- Construction, aimed at renovation of listed buildings and at new building to facilitate teaching, research and valorisation of the UvA;
- Urban development, aimed at a well-considered design of the campus;
- Increasing sustainability, aimed at making buildings and public space (energy, climate adaptation, circularity) sustainable;
- Mobility, aimed at traffic and goods flows on campuses;
- Logistics, aimed at planning of projects, logistics regarding building sites, procurement of supplies for buildings;
- Social, aimed at quality of life, safety and community-building;
- Economics, aimed at attracting the right kind of businesses and institutions and where possible defining the area or advancing its development by means of place-making activities;
- Communication, aimed at providing information for and instilling enthusiasm and commitment among stakeholders.

Other activities include, for example, preparing covenants or other agreements with the City of Amsterdam, for example.

Project Management

Real Estate Development defines renovation and new-build projects and executes these. The other holders or roles - owner, user and manager - participate in the project organisation. Several major projects are set to be carried out in the years ahead. The new University Library in the University Quarter, the LAB42 project for Artificial Intelligence in the Amsterdam Science Park and projects REC P (Euclides building) at the Roeterseiland Campus are under construction.

Student accommodation

In collaboration with social housing associations, project developers and municipalities, Real Estate Development seeks to increase the supply of student accommodation for faculties. This includes contributing to covenants that are aimed at expanding the supply of affordable student accommodation in the Amsterdam Metropolitan Area.

4.2.10 Development and Alumni Relations Office

BAU	2021	2022	2023	2024	2025
INCOME					
Additional budget	2.106	2.106	2.106	2.106	2.106
Theme budget	-	-	-	-	-
Other income external	136	95	95	95	95
Total other income	2.242	2.201	2.201	2.201	2.201
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	-	-	-	-	-
Internal income from variable settlements	197	3	3	3	3
Total income from internal settlement	197	3	3	3	3
TOTAL INCOME	2.439	2.204	2.204	2.204	2.204
EXPENSES					
Staff employed	1.625	1.522	1.522	1.522	1.522
Hired staff	35	35	35	35	35
Internal settlement of staff costs	60	36	36	36	36
Total staff costs	1.720	1.593	1.593	1.593	1.593
Other operating expenses	436	390	390	390	390
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	65	-	-	-	-
Total other external expenses	501	390	390	390	390
Costs of real estate	88	92	92	92	92
Costs of Energy	14	14	14	14	14
Costs of Facility Services	36	38	38	38	38
Costs of ICT Services	42	40	40	40	40
Costs University Library	-	-	-	-	-
Costs Administrative Centre	30	30	30	30	30
Costs Communication	2	2	2	2	2
Costs Student Services	-	-	-	-	-
Costs ARBO	4	4	4	4	4
Variable service costs	4	1	1	1	1
Total internal service expenses	219	221	221	221	221
TOTAL EXPENSES	2.439	2.204	2.204	2.204	2.204
RESULT	0	0-	0-	0	0
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	0	0-	0-	0	0

The Development and Alumni Relations Office (BAU) is responsible for the university tasks in the fields of alumni relations, fundraising and managing funds from private donors. Activities for alumni are developed by the Development and Alumni Relations Office together with the faculties and the University of Amsterdam Alumni Association (AUV). For fundraising, the Development and Alumni Relations Office (BAU) also works with the faculties and the Amsterdam University Fund (AUF).

At the time of writing, the Development and Alumni Relations Office (BAU) has an acting director whose first task is to carry out (or commission) a critical review of the organisational structure and activities of the Development and Alumni Relations Office (BAU). As the outcome of that review is expected in the first quarter of 2022, it is not currently possible to draw up a revised budget. The 2022 budget therefore remains unchanged, except for the indexation of the salaries. It might be adjusted during the budget year.

The goals of the Development and Alumni Relations Office (BAU) for 2022 are:

1. to boost the importance of the alumni community for the university,
2. to optimise the staffing level and
3. to strengthen the organisational structure.

The above is expected to generate benefits for fundraising and the engagement of alumni in projects for teaching, research and valorisation. The online, interactive platform “UvA BRIDGE”, for which UvA alumni can register, was launched in relation to the first goal. Further content will be produced for this in 2022.

The University Fund is seeking to raise more non-earmarked capital, which can be deployed across a wider range of purposes. To pursue this, the team develops and stimulates fundraising at central as well as decentralised levels. Work will continue in 2022 on a UvA-wide approach, in collaboration with faculties and service units, aimed at scaling up income from contract research funding. Steps towards achieving this include identifying and describing ‘fundable’ projects of a varying nature and financial scope, including the targeted added value (impact) and the active involvement of (top) alumni. The staffing of the team is a significant area requiring attention. This will be strengthened in 2022.

4.2.11 Energy accounting

EB	2021	2022	2023	2024	2025
INCOME					
Additional budget	86-	172-	172-	172-	84-
Other income external	709	799	799	799	799
Total other income	623	627	627	627	715
Internal transfer CvB budgets	-	-	11	11	-
Internal income fixed packages	9.764	9.759	9.999	9.999	9.999
Internal income from variable settlements	173	131	-	-	11
Total income from internal settlement	9.937	9.890	10.010	10.010	10.010
TOTAL INCOME	10.561	10.517	10.638	10.638	10.726
EXPENSES					
Staff employed	-	-	-	-	-
Hired staff	-	-	-	-	-
Internal settlement of staff costs	215	270	270	270	270
Total staff costs	215	270	270	270	270
Other operating expenses	730	180	180	180	180
Accommodation expenses	8.910	8.972	8.972	8.972	8.972
Depreciation	1.014	1.000	1.000	1.000	1.000
Grants and transfers	34	-	-	-	-
Total other external expenses	10.688	10.152	10.152	10.152	10.152
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	2	2	2	2	2
Costs of ICT Services	-	-	-	-	-
Costs University Library	-	-	-	-	-
Costs Administrative Centre	71	71	72	72	73
Costs Communication	-	-	-	-	-
Costs Student Services	-	-	-	-	-
Costs ARBO	-	-	-	-	-
Variable service costs	-	-	-	-	-
Total internal service expenses	73	74	74	75	75
TOTAL EXPENSES	10.976	10.496	10.497	10.497	10.498
RESULT	415-	21	141	140	228
Mutation (earmarked) reserve	550	-	-	-	-
Result after mutation reserve	135	21	141	140	228

Besides the optimisation of the Central Energy Facility that was recently completed, various other projects have been launched to accelerate the energy transition. These "Quick Wins" projects that enable us to generate energy savings will also be implemented in 2022.

In the 2022 budget, we expect to be able to benefit financially from applying clustering to our connections. This could lead to energy tax savings of €400,000 for 2022. In the period ahead, we will also examine whether this clustering can be applied with retroactive effect for the past 5 years. Besides such financial benefits, we also see a risk due to the further increase of both the energy tax and energy prices. These increases are not yet known at the time of preparing the budget and are therefore not included in the figures.

5 Tables

5.1 Government grants and tuition fees

Revenues from state education funding	2021	2022	2023	2024	2025
Weighted funding units education UvA	40.451	42.360	-	-	-
Price per weighted education unit se	4.273	4.211	-	-	-
Student grants UvA (x 1,000)	172.860	178.365	-	-	-
UvA's market share in student grants	10,90%	10,73%	10,73%	10,73%	10,73%
Total student grants for the university (x 1,000)	1.585.535	1.661.870	1.715.262	1.786.443	1.844.544
Student grants UvA (x 1,000)	172.860	178.365	184.096	191.736	197.972
Percentage of tuition fees UvA	11,37%	11,00%	11,00%	11,00%	11,00%
Total university tuition fees (x 1,000)	946.768	982.575	982.575	982.575	982.575
Student contributions in % UvA (x 1,000)	107.652	108.042	108.042	108.042	108.042
Vulnerable courses (x1,000)	2.863	2.926	2.926	2.926	2.926
Special facilities (x1,000)	3.522	1.701	701	641	313
National education programme (x1,000)	-	32.400	-	-	-
Education premium in amounts UvA (x1,000)	6.385	37.027	3.628	3.567	3.240
Market share UvA (student funding)	10,90%	10,73%	10,73%	10,73%	10,73%
Total quality funding (x1,000)	-	191.511	202.210	228.233	246.055
Quality funding UvA (x1,000)	-	20.555	21.703	24.496	26.409
Performance box resources set aside (2%) (x1,000)	-	-	4.593	4.593	4.593
Reserved education funding (x 1,000)	-	-	4.593	4.593	4.593
Expected wage and price indexation 2021	7.064	-	-	-	-
Expected wage and price indexation 2022	-	5.160	5.160	5.160	5.160
Reference estimate 2021	-	-	-	-	-
Compensation for two-year educational master's degree	253	-	-	-	-
Change in market share UvA	-	-	6.000-	12.000-	18.000-
Effect of Van Rijn	-	-	600	600	600
NPO: Education Administrative Agreement	-	-	-	-	-
NPO: Compensation for tuition fees	-	-	-	-	-
Expected changes in state contribution to education	7.317	5.160	240-	6.240-	12.240-
Redemption of bama compensation	2.063-	853-	-	-	-
Sustainable Humanities from RB OW to RB OZ	1.143-	1.171-	1.171-	1.171-	1.171-
Government contribution VU for AUC	2.867	2.468	2.381	2.477	2.573
Technical corrections to education funding (x 1,000)	339-	1.793-	6.717	1.306	1.402
Total national education contribution (x 1,000)	293.876	347.357	328.539	327.500	329.418

Income from state funding for research	2021	2022	2023	2024	2025
Weighted funding units research UvA	17.590	17.760	-	-	-
Price per weighted unit of research (wo)	2.075	2.069	-	-	-
UvA degrees (x 1.000)	36.504	36.737	-	-	-
Market share UvA in degrees	11,75%	11,59%	11,59%	11,59%	11,59%
Total university degrees (x 1,000)	310.617	317.035	313.476	313.482	312.824
UvA degrees (x 1,000)	36.504	36.737	36.324	36.325	36.249
UvA PhDs (3 yrs average)	533	532	-	-	-
Design certificates UvA (3 yrs average)	13	15	-	-	-
Price per PhD wo	81.861	83.272	-	-	-
Price per design certificate wo	68.218	69.393	-	-	-
PhDs and design cert. UvA (x 1,000)	44.501	45.355	-	-	-
UvA's market share in PhDs and design certificate	10,82%	10,81%	10,81%	10,81%	10,81%
Total PhDs and design certificates wo (x 1,000)	411.189	419.686	414.974	414.982	414.111
PhDs and ontw.cert. UvA (x 1,000)	44.501	45.356	44.846	44.847	44.753
% research storage UvA	9,53%	9,49%	9,49%	9,49%	9,49%
Total research storage capacity wo (x 1,000)	1.266.813	1.302.610	1.310.439	1.305.451	1.302.271
Research storage % UvA (x 1,000)	120.714	123.674	124.418	123.944	123.642
International Research	-	-	-	-	-
Other special	-	-	-	-	-
STEM sector plan	3.612	3.692	3.692	3.692	3.692
STEM Sector Plan - transfer 2nd GS	3.264	3.337	3.337	3.337	3.337
Sector plan SSH	733	749	749	749	749
Gravity	4.957	4.261	4.336	1.940	2.731
SEO funds	4.350	4.447	4.447	4.447	4.447
National Programme for Education	-	3.201	-	-	-
Research storage in amounts (x1,000)	16.916	19.686	16.560	14.164	14.955
Expected wage and price indexation 2021	5.043	-	-	-	-
Expected wage and price indexation 2022	-	3.382	3.382	3.382	3.382
NPO: administrative agreement on research	-	-	-	-	-
Sub-funding of WO (PWC research)	-	-	20.000	30.000	40.000
Expected changes in national research fundi	5.043	3.382	23.382	33.382	43.382
Sustainable Humanities from RB OW to RB OZ	1.143	1.171	1.171	1.171	1.171
Government contribution VU for AUC	371	382	390	385	386
Balance sheet changes NPO 2nd tranche oz	-	533	1.601	-	-
Technical corrections to the state research c	1.514	2.087	3.161	1.556	1.556
Total public research funding	225.191	230.921	248.691	254.218	264.537

Central revenue tuition fees	2021		2022	2023	2024	2025
<i>College year</i>	20/21	21/22	21/22	22/23	23/24	24/25
		In begr. '21				
Regular first-year students with discount (as of October)	5.173	4.961	5.116	5.212	5.290	5.290
Tuition fees without reduction regular	1.084	542	1.105	1.105	1.105	1.105
Tuition fees first year students regular rate (x 1,000)	5.608	2.689	5.651	5.756	5.842	5.842
Regular students without discount (as of October)	27.410	28.786	29.688	30.240	30.692	30.692
Tuition fees without discount regular	2.168	1.084	2.209	2.209	2.209	2.209
Tuition fees old-year students regular rate (x 1,000)	59.425	31.204	65.581	66.800	67.800	67.800
Tuition fees small-scale intensive students (PPLE and AUC) †	4.613	3.764	4.613	4.613	4.613	4.613
Tuition fees part-time students (x 1,000)	1.623	856	1.623	1.623	1.623	1.623
Tuition fees transitional students (x 1,000)	1.312	584	1.312	1.312	1.312	1.312
Tuition fees flex students (x 1,000)	182	70	182	182	182	182
Tuition fees other (x 1,000)	138	159	138	138	138	138
Tuition fees students not on a regular basis (x 1,000)	7.868	5.433	7.868	7.868	7.868	7.868
Refund percentage	5,73%	5,73%	5,73%	5,73%	5,73%	5,73%
Refunded tuition fees	4.174-	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%	2,15%
Tuition fees of students entering after October	1.570	847	1.703	1.732	1.755	1.755
Corrections due to AUC, PPLE, part-time, flex and switch	-	-	-	-	-	-
Tuition fees per academic year	70.297	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	

5.2 Funding to deliver degree programmes

Performance

Funded performance education	2021	2022	2023	2024	2025
FEB					
Credits low	216.175	237.979	225.775	227.539	225.401
Diplomas low	1.766	2.152	2.117	2.149	2.087
FdR					
Credits low	167.309	186.785	185.050	185.050	185.050
Diplomas low	1.285	1.483	1.522	1.522	1.522
FGW					
Credits low	249.027	270.868	285.665	303.082	303.082
Credits high	3.285	2.865	2.756	2.938	2.938
Diplomas low	1.537	1.637	1.731	1.837	1.837
Diplomas high	38	35	28	33	33
FNWI					
Credits high	249.507	269.170	277.038	280.489	284.020
Diplomas high	1.605	1.807	1.862	1.880	1.906
FMG					
Credits low	352.195	418.216	443.000	469.000	492.000
Credits high	9.873	10.500	10.000	10.000	10.000
Diplomas low	2.434	2.766	2.850	3.100	3.350
Diplomas high	110	96	100	100	100
FdG					
Credits high	8.099	8.817	7.600	7.600	7.600
Credits top	103.972	115.000	116.000	117.000	118.000
Diplomas high	58	44	47	47	50
Diplomas top	637	652	580	600	600
TOTAL					
Credits low	984.706	1.113.848	1.139.490	1.184.671	1.205.533
Credits high	270.764	291.352	297.394	301.027	304.558
Credits top	103.972	115.000	116.000	117.000	118.000
Diplomas low	7.022	8.038	8.220	8.608	8.796
Diplomas high	1.811	1.982	2.037	2.060	2.089
Diplomas top	637	652	580	600	600

Funded performance education	2021	2022	2023	2024	2025
AUC					
Enrolments high UvA	481	500	500	500	500
Bachelor degree high UvA	127	127	118	123	128
Enrolments high VU	237	166	166	166	166
Bachelor degree high VU	127	127	118	123	128
Number of non-EEA students	126	153	125	125	125
Number of first year EEA students	206	225	260	260	260
Number of senior year EER students	519	481	515	515	515
FdT	-	-	-	-	-
FdT					
Enrolments top	425	446	400	400	400
Bachelor degree top	80	5	64	120	64
Master's degree top	54	64	58	64	64
Dissertations	12	14	22	22	17
Number of non-EEA students	14	13	13	13	13
Number of first year EEA students	50	59	71	71	71
Number of senior year EER students	474	466	474	474	474

Funding factors and rates

Costing factor	2021	2022	2023	2024	2025
Low	1,00	1,00	1,00	1,00	1,00
High	1,30	1,31	1,31	1,31	1,31
Top	2,22	2,27	2,27	2,27	2,27

Fees education parameters	2021	2022	2023	2024	2025
Credits	108,20	109,00	109,00	109,00	109,00
Diplomas	3.810	3.840	3.840	3.840	3.840

Fees for educational parameters	2021	2022	2023	2024	2025
Enrollment Top (FdT)	15.514	16.677	16.433	16.631	16.766
Bachelor top (FdT)	15.514	16.677	16.433	16.631	16.766
Master top (FdT)	15.514	16.677	16.433	16.631	16.766
Enrollment high (AUC)	7.526	8.111	7.979	8.078	8.154
Bachelor high (AUC)	7.526	8.111	7.979	8.078	8.154
Enrollment high VU (AUC)	7.526	8.111	7.979	8.078	8.154
Bachelor high VU (AUC)	7.526	8.111	7.979	8.078	8.154
Tuition fee FdT	2.143	2.168	2.209	2.209	2.209
Tuition fee AUC	4.435	4.560	4.610	4.610	4.610

Government grant passed on/tuition fees

Government funding for education passed on		2021	2022	2023	2024	2025
(Provisional) funds for quality agreements	Beleid	3.200	4.000	4.200	4.700	5.100
(Provisional) funds for quality agreements	FdG	1.925	2.430	2.477	2.744	2.933
(Provisional) funds for quality agreements	FGW	2.020	2.449	2.679	3.124	3.311
(Provisional) funds for quality agreements	FdR	1.334	1.666	1.714	1.884	1.997
(Provisional) funds for quality agreements	FNWI	2.586	3.121	3.336	3.711	3.984
(Provisional) funds for quality agreements	FEB	1.724	2.122	2.091	2.316	2.432
(Provisional) funds for quality agreements	FMG	2.911	3.851	4.224	4.906	5.449
Archival School	FGW	240	242	242	242	242
Comenius Scholarships (Leader Fellow)	FdG	79	-	-	-	-
Comenius Scholarships (Senior Fellow)	FdG	51	-	-	-	-
Comenius grants (Senior Fellow)	FMG	51	-	-	-	-
Compensation for the abolition of the own cc	FdG	56	-	-	-	-
Compensation for the abolition of the person	FdT	22	-	-	-	-
Sustainable Humanities	FGW	1.720	1.756	1.756	1.756	1.756
Health Care Training	FdG	1.555	1.566	1.566	1.566	1.566
Housing Restoration Program	FGW	671	686	686	686	686
Expected state contribution to be passed on	FdT	372	224	224	224	224
Expected state contribution to be passed on	AUC	258	112	112	112	112
Sector plan for physics and chemistry	FNWI	293	295	295	295	295
Student4Student Diversity Campaign: Center 1	FNWI	60	-	-	-	-
Strengthening regional partnerships	Beleid	465	-	-	-	-
FGW Secondary Education KNAW advisory r	FGW	-	307	307	307	-
NPO 2nd tranche education - fac.	FEB	-	585	-	-	-
NPO 2nd tranche OW - fac.	FdR	-	393	-	-	-
NPO 2nd tranche OW - fac.	FGW	-	592	-	-	-
NPO tranche 2 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 tranche 2.0 OW - fac.	AUC	-	56	-	-	-
NPO 2nd tranche OW - st.welzijn	Niet verdeeld	-	100	-	-	-
NPO 2nd tranche OW - st.welzijn	StS	-	500	-	-	-
NPO 2nd tranche EW - vo-ho	Beleid	-	80	-	-	-
NPO 2nd tranche OW - Language Competenc	FGW	-	250	-	-	-
NPO 2nd tranche EW - Teacher training	FMG	-	530	-	-	-
Total		21.593	28.051	25.911	28.573	30.088

Tuition fees passed on in education	For	2021	2022	2023	2024	2025
Compensation for halved tuition fees	AUC	221	282	287	287	287
Institutional Fees PPLE	FdR	877	1.516	1.516	1.516	1.516
Switching students	FdG	36	9	9	9	9
Switching students	FGW	170	261	261	261	261
Switching students	FdR	151	104	104	104	104
Switching students	FNWI	82	96	96	96	96
Schakelstudenten	FEB	355	313	313	313	313
Schakelstudenten	FMG	707	738	738	738	738
Compensation ICG NPO Discount	FEB	-	773	-	-	-
Compensation ICG NPO Discount	FdR	-	149	-	-	-
Compensation ICG NPO Discount	FGW	-	322	-	-	-
ICG NPO Discount	FMG	-	447	-	-	-
ICG NPO Discount	FNWI	-	116	-	-	-
ICG NPO Discount Compensation	FdG	-	5	-	-	-
Total		2.599	5.130	3.324	3.324	3.324

Capacity budget for teaching

Education Capacity Budget	For	2021	2022	2023	2024	2025
Beta/medical-profile gamma-ac.	FMG	1.082	1.090	1.090	1.090	1.090
Infrastructure	FNWI	1.840	1.854	1.854	1.854	1.854
Small arts	FGW	3.220	3.244	3.244	3.244	3.244
Small scale education PPLE	FdR	325	328	328	328	328
Restorers training	FGW	2.157	2.173	2.173	2.173	2.173
Total		8.624	8.689	8.689	8.689	8.689

Policy budget for teaching

Decentralised policy budget education	For	2021	2022	2023	2024	2025
Policy budget education	FdG	3.502	3.529	3.529	3.529	3.529
Policy budget education	FGW	3.370	3.395	3.395	3.395	3.395
Policy budget education	FdR	1.879	1.893	1.893	1.893	1.893
Policy budget education	FNWI	3.978	4.008	4.008	4.008	4.008
Policy budget education	FEB	2.747	2.767	2.767	2.767	2.767
Policy budget education	FMG	4.672	4.707	4.707	4.707	4.707
Total		20.148	20.299	20.299	20.299	20.299

Central government education budget	For	2021	2022	2023	2024	2025
Additional funds for educational bridges	Niet verdeeld	-	-	1.000	1.000	1.000
Supplementary resources for staircase training FdG		15	-	-	-	-
Additional resources for switching routes	FGw	145	197	-	-	-
Additional resources for switching programs	FdR	73	87	-	-	-
Additional resources for switching programs	FNWI	70	89	-	-	-
Additional resources for switching programs	FEB	371	115	-	-	-
Additional resources for switching programs	FMG	411	434	-	-	-
Settlement of organisational changes FGw	FGw	100	100	100	100	100
AMS grants	StS	800	800	800	800	800
AUC tariff compensation	AUC	285	336	336	336	336
Education policy budget FdT	FdT	6.208	6.346	6.346	6.346	6.346
Compensation for transition phase	FMG	2.000	-	-	-	-
Extra impulse for two-year master's program	Niet verdeeld	-	-	-	-	-
Extra impulse for two-year master's program	FGW	33	35	35	35	35
Accommodation costs REC A	FdR	450	450	450	450	450
Humanities in Context	FGw	250	250	250	250	-
IIS	FNWI	1.090	1.099	1.099	1.099	1.099
ILO	FMG	899	906	906	906	906
Interdisciplinary education - HST	FMG	500	500	500	500	-
Interdisciplinary education - Other	Niet verdeeld	-	250	250	250	1.000
Internal variable funding for two-year education	Niet verdeeld	-	-	-	-	-
Variable internal funding for two-year education	FGW	78	115	117	117	117
PPLE ingrowth decentralised policy budget	FdR	202	237	253	261	262
Reservation for transitional arrangement for 1	FEB	150	150	150	150	150
Implementation coordinator POL	FdG	64	64	-	-	-
Discount for financing implementation coordi	FdG	61-	61-	-	-	-
Implementation coordinator POL	FGW	64	64	-	-	-
Deduction for funding implementation coordi	FGW	65-	65-	-	-	-
Implementation coordinator POL	FdR	64	64	-	-	-
Discount to finance implementation coordina	FdR	38-	38-	-	-	-
Implementation coordinator POL	FNWI	64	64	-	-	-
Discount to finance implementation coordina	FNWI	81-	81-	-	-	-
Implementation coordinator POL	FEB	64	64	-	-	-
Discount to finance implementation coordina	FEB	50-	50-	-	-	-
Implementation coordinator POL	FMG	64	64	-	-	-
Discount to finance implementation coordina	FMG	88-	88-	-	-	-
POLDER	IAS	250	-	-	-	-
Total		14.380	12.496	12.591	12.600	12.600

Total funding to deliver degree programmes

2022	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld	TOTAAL
Education												
Variable budget	34.203	26.054	36.396	47.524	58.189	35.618	9.663	10.437	-	-	-	258.085
- Credits	25.940	20.360	29.934	38.435	47.085	29.713	-	-	-	-	-	191.466
- Diplomas	8.264	5.695	6.462	9.089	11.104	5.905	-	-	-	-	-	46.519
State contribution/college fees passed on	3.793	3.828	6.865	4.217	6.381	4.214	269	450	-	-	100	34.697
Capacity budget	-	328	5.417	1.854	1.090	-	-	-	-	-	-	8.689
Policy budget	3.046	2.692	4.091	5.179	6.523	3.531	6.346	336	-	-	250	32.795
- Decentralised policy	2.767	1.893	3.395	4.008	4.707	3.529	-	-	-	-	-	20.299
- Central policy	279	799	696	1.171	1.816	3	6.346	336	-	-	250	12.496
- Compensation budget	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Education	41.043	32.902	52.770	58.774	72.183	43.363	16.278	11.223	-	-	350	334.266

5.3 Research budgets

Performance

Funded research performance	2021	2022	2023	2024	2025
FEB					
Promotions 3-year average (number)	22,0	16,8	15,3	16,7	20,7
Turnover 2nd GS HOT (€ 1.000)	-	-	-	-	-
Turnover 2nd GS NWO (€ 1.000)	959	1.058	1.377	1.377	1.377
Turnover 3rd GS EU (€1,000)	528	683	1.012	1.012	1.012
Turnover 3rd GS (€1,000)	1.265	916	954	1.028	1.101
FdR					
Promotions 3-year average (number)	16,7	13,0	12,0	12,7	12,7
Turnover 2nd GS HOT (€1,000)	-	51	-	-	-
Turnover 2nd GS NWO (€1,000)	1.086	463	1.250	1.500	800
Turnover 3rd GS EU (€1,000)	1.836	1.933	1.450	1.500	1.500
Turnover 3rd HR (€1,000)	1.585	1.271	1.250	1.500	2.200
FGW					
Promotions 3-year average (number)	58,7	64,7	67,3	68,7	69,3
Turnover 2nd GS HOT (€1,000)	103	51	-	-	-
Turnover 2nd GS NWO (€1,000)	5.913	4.630	4.760	4.662	4.417
Turnover 3rd GS EU (€1,000)	4.528	4.140	4.256	4.168	3.949
Turnover 3rd GS (€1,000)	667	614	631	618	585
FNWI					
Promotions 3-year average (number)	120,0	126,3	129,7	133,3	135,0
Turnover 2nd GS HOT (€1,000)	103	51	-	-	-
Turnover 2nd GS NWO (€1,000)	23.703	20.377	21.500	22.750	23.000
Turnover 3rd GS EU (€ 1,000)	11.552	12.734	13.500	13.750	14.000
Turnover 3rd GS (€ 1,000)	9.229	9.595	12.000	12.500	13.000
FMG					
Promotions 3-year average (number)	81,3	80,7	82,0	86,0	83,3
Turnover 2nd GS HOT (€1,000)	103	104	-	-	-
Turnover 2nd GS NWO (€1,000)	11.965	11.451	12.250	12.350	12.500
Turnover 3rd GS EU (€1,000)	10.492	8.563	10.300	10.500	10.750
Turnover 3rd GS (€1,000)	3.186	3.110	2.800	2.850	2.950
FdG					
Promotions 3-year average (number)	233,5	232,3	232,3	229,2	230,0
Turnover 2nd GS HOT (€1,000)	102	130	-	-	-
Turnover 2nd GS NWO (€1,000)	16.900	15.700	15.700	15.700	15.700
Turnover 3rd GS EU (€ 1,000)	12.900	12.000	12.000	12.000	12.000
Turnover 3rd GS (€1,000)	65.200	62.300	62.300	62.300	62.300
UB					
Promotions 3-year average (number)	-	-	-	-	-
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1,000)	-	-	-	-	-
Turnover 3rd GS EU (€1,000)	32	-	-	-	-
Turnover 3rd GS (€1,000)	891	56	2.594	2.594	2.594
TOTAL					
Promotions 3-year average (numt	532,2	533,8	538,7	546,5	551,0
Turnover 2nd GS HOT (€1,000)	412	388	-	-	-
Turnover 2nd GS NWO (€1,000)	60.526	53.680	56.837	58.339	57.794
Turnover 3rd GS EU (€1,000)	41.869	40.053	42.518	42.930	43.211
Turnover 3rd GS (€1,000)	82.023	77.862	82.529	83.390	84.730

Funded performance research	2021	2022	2023	2024	2025
AUC					
Bachelor's degree high 3-year average	233,0	242,7	247,7	244,7	245,0
FdT					
Bachelor's degree top 3 year average	67,7	48,3	49,7	63,0	82,7
Master's degree top 3 year average	55,0	57,3	58,7	62,0	62,0
Dissertations 3 year average	13,0	12,7	16,0	19,3	20,3

Rates, surcharges and percentages

Costing factor	2021	2022	2023	2024	2025
Low	1,00	1,00	1,00	1,00	1,00
High	1,30	1,31	1,31	1,31	1,31
Top	2,22	2,27	2,27	2,27	2,27

Add on factor research	2021	2022	2023	2024	2025
add on research (%)	25,00%	25,00%	27,00%	27,00%	27,00%

Matching rates	2021	2022	2023	2024	2025
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%

Tariff research parameter	2021	2022	2023	2024	2025
PhDs	82.100	82.700	82.700	82.700	82.700

Research parameters fees	2021	2022	2023	2024	2025
Bachelor high (AUC)	3.113	3.103	3.103	3.103	3.103
Master high (AUC)	6.226	6.206	6.206	6.206	6.206
Bachelor top (FdT)	6.226	6.206	6.206	6.206	6.206
Master top (FdT)	12.451	12.411	12.411	12.411	12.411
Dissertations (FdT)	81.861	83.263	83.263	83.263	83.263

Government grant passed on for research

State research contribution passed on	For	2021	2022	2023	2024	2025
Sustainable Humanities	FGW	1.142	1.171	1.171	1.171	1.171
Expected state contribution to be passed on	FdT	128	76	76	76	76
Expected state contribution to be passed on	AUC	18	11	11	11	11
STEM sector plan	FNWI	3.611	3.692	3.692	3.692	-
Sector plan for physics and chemistry	FNWI	1.279	1.288	1.288	1.288	1.288
Sector plan SSH	FdR	732	749	749	749	-
Sector plan STEM - transfer 2nd HS	FNWI	3.263	3.337	3.337	3.337	-
Gravity Delta Institute for Theoretical Physics	FNWI	1.031	-	-	-	-
Gravity Networks	FNWI	2.236	2.338	2.684	-	-
Gravity Second Genome of Plants	FNWI	1.688	1.923	1.651	1.940	2.731
SEO resources transferred to the 1st GS	Niet verdeeld	-	-	-	4.349	4.349
SEO resources to be transferred to the 1st GS	FdG	1.108	1.133	1.108	-	-
SEO resources to be transferred to the 1st GS	FGW	401	410	401	-	-
SEO resources to be transferred to the 1st GS	FdR	174	178	174	-	-
SEO resources to be transferred to the 1st GS	FNWI	1.519	1.553	1.519	-	-
SEO resources to be transferred to the 1st HS	FEB	90	92	90	-	-
SEO resources to be transferred to the 1st HS	FMG	1.053	1.077	1.053	-	-
SEO funds to be transferred to the 1st GS	UB	4	4	4	-	-
NPO: administrative agreement on research	Niet verdeeld	-	-	-	-	-
Macro framework adequacy (PWC report)	Niet verdeeld	-	-	20.000	30.000	40.000
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	-	-	-
Total		19.477	22.233	39.008	46.613	57.404

Capacity budget for research

Research Capacity Budget	For	2021	2022	2023	2024	2025
Broad Humanities	FGW	3.788	3.816	3.816	3.816	3.816
Infrastructure	FNWI	15.047	15.160	15.160	15.160	15.160
Research profile fac.	FEB	1.624	1.636	1.636	1.636	1.636
Total		20.458	20.612	20.612	20.612	20.612

Policy budget for research

Decentralized policy budget for research	For	2021	2022	2023	2024	2025
Policy budget research	FdG	6.152	6.198	6.198	6.198	6.198
Policy budget research	FGW	3.393	3.418	3.418	3.418	3.418
Policy budget research	FdR	1.540	1.552	1.552	1.552	1.552
Policy budget research	FNWI	7.069	7.122	7.122	7.122	7.122
Policy budget research	FEB	1.906	1.920	1.920	1.920	1.920
Policy budget research	FMG	5.353	5.393	5.393	5.393	5.393
Total		25.412	25.603	25.603	25.603	25.603

Research priority area budgets and Research Priority Areas (RPAs)

Research Priority Areas	For	2021	2022	2023	2024	2025
Amsterdam Centre for European Studies	FMG	300	300	300	-	-
Available RPA STEM/Gamma	Niet verdeeld	-	-	-	2.000	2.000
Available RPA funds	Niet verdeeld	-	-	1.300	2.300	2.600
Brain & Cognition	FMG	772	772	772	-	-
Global Health	FdG	379	379	379	-	-
Human(e) AI	FGw	300	300	300	-	-
Personalized Communication	FMG	301	301	301	-	-
RPA Digital Cultures	FGW	300	300	300	300	-
RPA Urban Mental Health	FNWI	2.000	2.000	2.000	-	-
RPA AI for Health Decision Making	FdG	450	450	450	450	450
RPA Personal Microbiome Health	FdT	450	450	450	450	450
Total		5.252	5.852	7.152	6.100	6.100

Central policy budget for research

Central Research policy budget	For	2021	2022	2023	2024	2025
Additional contribution Networks	FNWI	100	100	100	-	-
ASSER policy budget	FdR	2.195	2.211	2.211	2.211	2.211
CEDLA operating budget	FGW	1.272	1.282	1.282	1.282	1.282
Research policy budget FdT	FdT	2.952	3.018	3.018	3.018	3.018
Beta/technology	Niet verdeeld	750	750	750	750	750
Compensation budget ASSER	FdR	-	6	-	-	-
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
FdR - interest Spinoza	FdR	-	-	-	-	-
FNWI - Spinoza interest	FNWI	-	-	-	-	-
Lab REC	Niet verdeeld	-	-	-	-	-
Oral Infections and Inflammation	FdT	328	328	328	328	328
Oral Regenerative Medicine (Bioengineering)	FdT	329	329	329	329	329
Postdocs Digital Society	FdR	120	-	-	-	-
Postdocs Digital Society	FNWI	120	-	-	-	-
PPLE ingrowth decentralized policy budget	FdR	101	118	126	131	131
QuSoft	FNWI	297	297	297	297	297
SARA	FNWI	1.004	1.121	1.121	1.121	1.121
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	749	871	894	894	894
Proposals for additional deployment of reserves	FdG	90	90	90	-	-
Proposals for additional deployment of reserves	FGW	50	50	-	-	-
Support uniprofs AI	FdG	40	40	40	40	-
Support uniprofs AI	FGW	40	40	40	40	-
Support uniprofs AI	FdR	40	40	40	40	-
Support uniprofs AI	FNWI	40	40	40	-	-
Support uniprofs AI	FMG	-	40	40	40	40
Support uniprofs AI	Niet verdeeld	-	-	-	40	160
Contribution Ellis	FNWI	980	980	980	980	980
Contribution sector plan Law	FdR	400	400	400	400	400
Scaling up valorization	Niet verdeeld	-	-	-	-	-
Reservation for extra research efforts	Niet verdeeld	-	500	1.250	1.150	50
Subsequent matching	UB	-	29	-	-	-
Total		15.407	17.715	17.661	17.475	17.475

Total funding for research

2022	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld	TO TAAL
Research	-	-	-	-	-	-	-	-	-	-	-	-
Variable budget	10.888	8.666	18.492	39.278	30.893	32.479	2.066	753	8	-	-	143.523
- <i>Research storage</i>	8.551	6.514	9.099	11.881	14.547	8.905	-	-	-	-	-	59.496
- <i>Promotions</i>	1.392	1.075	5.348	10.448	6.671	19.214	-	-	-	-	-	44.148
- <i>Matching 2nd and 3rd flow of funds</i>	945	1.078	4.045	16.949	9.675	4.360	-	-	8	-	-	37.060
Central government contribution	258	1.057	2.025	15.342	2.317	1.133	87	11	4	-	-	22.233
Capacity budget	1.636	-	3.816	15.160	-	-	-	-	-	-	-	20.612
Policy budget	2.518	6.961	5.850	13.151	6.828	7.586	4.125	-	29	871	1.250	49.169
- <i>Decentralised policy</i>	1.920	1.552	3.418	7.122	5.393	6.198	-	-	-	-	-	25.603
- <i>Research priority areas</i>	-	300	600	2.300	1.373	829	450	-	-	-	-	5.852
- <i>Central policy</i>	598	5.109	1.832	3.729	62	559	3.675	-	29	871	1.250	17.715
- <i>Compensation budget</i>	-	-	-	-	-	-	-	-	-	-	-	-
Allocation Research	15.300	16.684	30.183	82.930	40.039	41.197	6.278	764	41	871	1.250	235.538

5.4 Accommodation surplus

Excess of loss housing	For	2021	2022	2023	2024	2025
Correction for bicycle storage	VG	2.600	2.900	2.900	2.900	2.900
FdR	FdR	170	175	-	-	-
FGW	FGW	2.846	2.951	2.951	2.951	2.951
FGW - BH / OIH	FGW	364	381	381	381	381
high add on factor	FEB	115	138	138	138	138
high add on factor	FMG	854	884	884	884	884
Total		6.949	7.430	7.254	7.254	7.254

5.5 Additional and policy budgets for services

Additional budgets for services

Additional budgets services education	For	2021	2022	2023	2024	2025
Depreciation charges AP	UB	150	150	150	150	150
Compensation for USC housing	Treasury	872	872	872	872	872
Group information systems (include in SLA cycle)	ICTS	620	-	-	-	-
CREA (include in SLA cycle)	StS	1.463	1.463	1.463	1.463	1.463
Multimedia services (include in SLA cycle)	ICTS	320	-	-	-	-
Development of finance and procurement systems	Niet verdeeld	500	500	500	-	-
Optimisation of space for book depository IWO	UB	300	300	-	-	-
Orientation year UvA HvA (include in SLA cycle)	StS	40	40	40	40	40
Regular budget BAU (include in SLA cycle)	BAU	2.106	2.106	2.106	2.106	2.106
Proposals for extra use of reserves	AC	4	4	4	-	-
Recover investment from reserve - EB	EB	86-	172-	172-	172-	84-
Recover investment from reserve - AC	AC	15-	15-	15-	15-	-
ICTS security plan (from 2022 in SLA)	ICTS	750	-	-	-	-
Compensation for recharging of JD's fixed packages	Niet verdeeld	500	-	-	-	-
Initiatives, bottlenecks, plans - start-up costs REC locatic	SGZ	121	73	23	-	-
Initiatives, constraints, plans - salary indexation	UB	200	-	-	-	-
Initiatives, constraints, plans - wage indexation	FS	230	-	-	-	-
Total		8.075	5.883	4.971	4.444	4.547

Additional budgets for research services	For	2021	2022	2023	2024	2025
Regular budget BKT (include in SLA cycle)	BKT	1.600	1.700	1.700	1.700	1.700
Proposals for extra use of reserves	BKT	100	-	-	-	-
Total		1.700	1.700	1.700	1.700	1.700

Valorisation payments

Payments Valorisation	For	2021	2022	2023	2024	2025
Exercise Web	FMG	100	100	100	-	-
Valorisation Fund UvA	BKT	750	750	750	750	750
Total		850	850	850	750	750

Other policy budgets

Other policy budgets	For	2021	2022	2023	2024	2025
ICT projects: ICT & operations	ICTS	400	400	400	400	400
ICT projects: ICTO program council	ICTS	600	600	600	600	600
ICT projects: SURF contribution	ICTS	448	448	448	448	448
ICT projects: Hours ICTS	ICTS	1.360	1.360	1.360	1.360	1.360
ICT projects: Compensation depreciation system	ICTS	125	125	125	-	-
ICT Theme Funding: Reserved	Niet verdeeld	1.822	4.400	6.459	7.432	6.550
ICT Theme funding: Research IT	ICTS	325	325	-	-	-
ICT theme funding: Education Logistics	ICTS	2.598	1.933	602	602	602
ICT Theme Funding: Transition to the Cloud	ICTS	2.784	-	-	-	-
ICT theme funding: improvement plan for IS	ICTS	-	454	328	-	-
Strengthening TLCs	Niet verdeeld	-	1.000	1.500	1.500	1.500
Support for policy implementation and policy scope	Bestuursstaf	1.200	1.000	1.000	1.000	1.000
Regular budget Policy	Beleid	12.768	13.686	14.038	14.315	14.595
Regular budget Preservation	UB	5.559	5.727	5.688	5.688	5.688
Regular budget Heritage (tot.)	UB	8.828	9.002	9.002	9.002	9.002
Regular budget Staff	Bestuursstaf	23.755	25.462	26.117	26.632	27.154
Proposals for additional use of reserves	Niet verdeeld	-	-	200	-	-
Data Science: Data engineers/scientist	FGW	-	158	125	85	40
Data Science: Data engineers/scientist	FMG	-	136	97	58	19
Data Science: Data engineers/scientist	FNWI	-	307	243	169	76
Data Science: Data engineers/scientist	FdR	-	50	50	-	-
Data Science: Data engineers/scientist	FEB	-	60	40	20	-
Data Science: Data engineers/scientist	FdG	-	56	38	19	-
Data Science: Data engineers/scientist	UB	50	100	100	100	100
Data Science: Data engineers/scientist	Niet verdeeld	800	334	657	629	225
Data Science: Innovation fund	Niet verdeeld	616	616	616	616	616
Data Science: Coordination	UB	180	180	180	180	180
Financial instruments IP	Niet verdeeld	-	1.976	2.878	6.887	6.177
ICT Information Security	ICTS	-	730	350	-	-
Policy agenda ICTS	ICTS	-	468	-	-	-
Impulse IP	Niet verdeeld	-	1.000	1.000	1.000	1.000
Total		64.219	72.091	74.241	78.742	77.332

5.6 Theme-based budgets & policy expenditures

Theme budgets	2021	2022	2023	2024	2025
(Policy) budget	12.768	13.686	14.038	14.315	14.595
State contribution passed on	3.665	4.080	4.200	4.700	5.100
Available	16.433	17.766	18.238	19.015	19.695
Internationalisation					
Contribution other institutes abroad	105	105	105	105	105
Germany Institute	270	270	270	270	270
Institute Athens	260	260	260	260	260
St Petersburg Institute	120	120	120	120	120
International summerschools	65	65	65	65	65
NYU incentive activities	45	-	-	-	-
Total Internationalization	865	820	820	820	820
Staff & Employee Participation					
Compensation for employment conditions at ti	1.290	1.290	1.290	1.290	1.290
New agreement on the UvA employment cond	1.400	1.400	1.400	1.400	1.400
Contribution ProActief	300	300	300	300	300
Contribution Social Fund (Sofokles)	80	80	80	80	80
Extra payment employment conditions funds	775	775	775	775	775
Facilities for employees' organisations	110	110	110	110	110
Employee participation COR	215	215	215	215	215
UCLO	70	70	70	70	70
Workload reduction struct.	1.000	-	-	-	-
Total Personnel & Employee Participation	5.240	4.240	4.240	4.240	4.240
Availability information					
Reprint Rights Foundation	245	245	245	245	245
Total availability of information	245	245	245	245	245
Strategic communication					
Int. Inf.cntr. & Archive Women's Movement	39	39	39	39	39
UAF Foundation	8	8	8	8	8
Sweelinck Orchestra	30	30	30	30	30
Total Strategic Communication	77	77	77	77	77
University facilities					
Folia Civitatis	306	306	306	306	306
Total university facilities	306	306	306	306	306
Strategic investments					
Diversity officer	200	200	200	200	200
Sustainability	200	200	200	200	200
IDA	750	750	-	-	-
KA - Professional development of teachers	2.400	3.000	-	-	-
KA - Resources for quality agreements	-	-	4.200	4.700	5.100
KA - Teaching facilities	500	700	-	-	-
KA - TLCs	300	300	-	-	-
Unforeseen	1.000	1.000	1.000	1.000	1.000
Open Science - Reserved	890	1.750	1.750	680	-
Open Science - Open Access: Diamond and Tav	166	100	100	100	-
Open Science - Research Data Exchange	200	150	150	-	-
Space for strategic investments	-	800	2.150	3.600	3.800
Uniprofs	1.240	1.240	1.240	1.240	1.240
Strengthen regional collaborations	465	-	-	-	-
Total strategic investments	8.311	10.190	10.990	11.720	11.540

Other					
Contribution VSNU	404	404	404	404	404
Campus development	600	600	600	600	600
Transportation services	100	100	100	100	100
Insurance (not property)	150	150	150	150	150
Total other	1.254	1.254	1.254	1.254	1.254
TOTAL distributed budgets					
	16.298	17.132	17.932	18.662	18.482
Themed budget not yet distributed					
	135	634	306	353	1.213

Distribution education / research / policy	2021	2022	2023	2024	2025
Thematic budget for education	5.840	6.175	6.375	6.875	7.275
Thematic budget for research	2.006	2.750	2.000	780	-
Thematic budget for policy	8.452	8.207	9.557	11.007	11.207
	16.298	17.132	17.932	18.662	18.482
	2021	2022	2023	2024	2025
Thematic budget for education	36%	36%	36%	37%	39%
Thematic budget for research	12%	16%	11%	4%	0%
Themed budget for policy	52%	48%	53%	59%	61%
	100%	100%	100%	100%	100%
Difference education and research					
	3.834	3.425	4.375	6.095	7.275

Theme budgets	2021	2022	2023	2024	2025
(Policy) budget	12.768	13.686	14.038	14.315	14.595
State contribution passed on	3.665	4.080	4.200	4.700	5.100
Available	16.433	17.766	18.238	19.015	19.695
Internationalization	865	820	820	820	820
Staff & Employee Participation	5.240	4.240	4.240	4.240	4.240
Availability information	245	245	245	245	245
Strategic Communication	77	77	77	77	77
University facilities	306	306	306	306	306
Strategic investments	8.311	10.190	10.990	11.720	11.540
Other	1.254	1.254	1.254	1.254	1.254
TOTAL distributed budgets	16.298	17.132	17.932	18.662	18.482
	-	-	-	-	-
Thematic budget not yet distributed	135	634	306	353	1.213

5.7 Rates and prices

5.7.1 Institutional tuition fee rates

The institutional tuition fee rates are stated in the institutional decree published on the UvA website: <http://www.uva.nl/over-de-uva/uva-profiel/regelingen-en-reglementen/onderwijs/onderwijs.html>.

5.7.2 Rates for services

Services tariffs		2021	2022	2023	2024	2025
Basic service AC / k€ Benefits	AC	2,83	2,89	2,95	3,01	3,07
Company Health / IAR PID	Bestuursstaf	182,00	182,00	182,00	182,00	182,00
BOL pie slice halls	FS	11.083,00	11.803,04	11.803,04	11.803,04	11.803,04
BOL hours large halls	FS	26,48	26,83	26,83	26,83	26,83
Communication / student	BC	135,00	140,50	140,50	140,50	140,50
Connectivity / m2	ICTS	18,25	18,51	18,51	18,51	18,51
Corporate communications (total)	BC	1,00	1,00	1,00	1,00	1,00
CSA / student	AC	168,10	164,06	186,16	186,16	186,16
Digital testing / student	FS	8,95	11,89	11,89	11,89	11,89
Energy / m2	EB	39,32	39,32	39,32	39,32	39,32
Facilities / IAR GAST	FS	48,33	52,52	52,52	52,52	52,52
Facilities / IAR PID	FS	196,76	200,95	200,95	200,95	200,95
Facilities / IAR PNID	FS	114,28	118,47	118,47	118,47	118,47
Facilities / m2	FS	29,56	32,69	32,69	32,69	32,69
Facilities / student	FS	77,64	84,22	84,22	84,22	84,22
Financial administration / invoice	AC	27,09	27,09	27,09	27,09	27,09
IC concern information systems (CIS) (total)	ICTS	1,00	1,00	1,00	1,00	1,00
IC multimedia services (total)	ICTS	1,00	1,00	1,00	1,00	1,00
IC program management (total)	ICTS	1,00	1,00	1,00	1,00	1,00
ICT basic service / IAR	ICTS	473,96	520,85	520,85	520,85	520,85
Purchasing / k€ Other costs + hiring PNID	FS	10,37	10,37	10,37	10,37	10,37
Education and research services / student	ICTS	138,36	179,68	179,68	179,68	179,68
Opening hours security	FS	43,17	45,43	45,43	45,43	45,43
Pers. & sal. adm. / IAR GAST	AC	58,54	58,54	58,54	58,54	58,54
Pers. Press & sal. adm. / IAR PID	AC	360,73	360,73	360,73	360,73	360,73
Pers. & sal. adm. / IAR PNID	AC	175,68	175,68	175,68	175,68	175,68
Personnel advertisements / IAR PID	BC	74,50	74,50	74,50	74,50	74,50
Proj. Adm. / WBS rules	AC	63,85	61,07	61,07	61,07	61,07
Cleaning / m2 weighted	FS	23,05	24,29	24,29	24,29	24,29
Study centers / student	UB	292,40	307,75	305,12	305,12	305,12
Studvoorz / student	StS	269,87	272,47	272,47	272,47	272,47
University Library / CV + m2	UB	-	-	-	-	-
University library / faculty collections	UB	1,25	1,25	1,25	1,25	1,25
Library / fte WP PID	UB	355,43	355,43	355,43	355,43	355,43
University Library / Scientific Publications	UB	76,83	76,83	76,83	76,83	76,83
Library / WP fte PID + student	UB	90,30	97,79	97,79	97,79	97,79
UvA workplace (Special) desktop	ICTS	1.141,56	1.141,56	1.141,56	1.141,56	1.141,56
UvA workplace (Special) laptop	ICTS	1.268,37	1.268,37	1.268,37	1.268,37	1.268,37
UvA workplace (Standard) desktop	ICTS	831,92	831,92	831,92	831,92	831,92
UvA workplace (Standard) laptop	ICTS	958,73	958,73	958,73	958,73	958,73
UvA workplace (Self-service)	ICTS	96,33	96,33	96,33	96,33	96,33
Real estate / m2	VG	253,69	265,82	265,82	265,82	265,82

5.8 Numbers

5.8.1 Numbers of Fixed Packages of Faculties

Numbers of fixed packages of faculties		2021	2022	2023	2024	2025
Basic service AC / k€ Benefits	AC	511.131	544.158	544.158	544.158	544.158
Occupational health / IAR PID	Bestuursstaf	4.824	5.235	5.265	5.285	5.290
BOL pie slice halls	FS	779	780	780	780	780
BOL hours large halls	FS	283.633	283.633	283.633	283.633	283.633
Communication / student	BC	39.051	41.206	42.497	43.287	43.935
Connectivity / m2	ICTS	129.825	130.177	133.311	133.311	133.311
CSA / student	AC	39.051	41.206	42.497	43.287	43.935
Digital testing / student	FS	39.051	41.206	42.497	43.287	43.935
Energy / m2	EB	129.825	130.177	133.311	133.311	133.311
Facilities / IAR GAST	FS	2.337	2.322	2.322	2.322	2.322
Facilities / IAR PID	FS	4.824	5.235	5.265	5.285	5.290
Facilities / IAR PNID	FS	828	995	995	995	995
Facilities / m2	FS	129.825	130.177	133.311	133.311	133.311
Facilities / student	FS	36.089	38.320	39.597	40.387	41.035
Financial administration / invoice	AC	53.716	53.716	53.716	53.716	53.716
IC multimedia services (total)	ICTS	108.000	108.000	108.000	108.000	108.000
ICT basic service / IAR	ICTS	7.989	8.552	8.582	8.602	8.607
Purchasing / k€ Other costs + hiring PNID	FS	55.976	47.419	47.419	47.419	47.419
Education and research services / student	ICTS	39.051	41.206	42.497	43.287	43.935
Opening hours security	FS	24.662	24.555	24.555	24.555	24.555
Pers. & sal. adm. / IAR GAST	AC	2.337	2.322	2.322	2.322	2.322
Pers. Press & sal. adm. / IAR PID	AC	4.824	5.235	5.265	5.285	5.290
Pers. & sal. adm. / IAR PNID	AC	828	995	995	995	995
Personnel advertisements / IAR PID	BC	4.824	5.235	5.265	5.285	5.290
Proj. Adm. / WBS rules	AC	12.090	12.372	12.372	12.372	12.372
Cleaning / m2 weighted	FS	112.188	113.643	116.353	116.353	116.353
Study centers / student	UB	37.839	40.032	41.320	42.110	42.758
Studvoorz / student	StS	39.051	41.206	42.497	43.287	43.935
University library / faculty collections	UB	2.406.685	2.406.685	2.406.685	2.406.685	2.406.685
Library / fte WP PID	UB	3.425	3.638	3.660	3.680	3.690
University Library / Scientific Publications	UB	9.293	9.101	9.101	9.101	9.101
Library / WP fte PID + student	UB	41.264	43.670	44.979	45.789	46.447
UvA workplace (Special) desktop	ICTS	91	99	99	99	99
UvA workplace (Special) laptop	ICTS	233	231	231	231	231
UvA workplace (Standard) desktop	ICTS	1.126	1.047	1.047	1.047	1.047
UvA workplace (Standard) laptop	ICTS	2.061	2.414	2.414	2.414	2.414
UvA workplace (Self-service)	ICTS	3.737	4.085	4.085	4.085	4.085
Property / m2	VG	129.825	130.177	133.311	133.311	133.311

5.8.2 Numbers of Fixed Packages of Services

Number of fixed packages Services		2021	2022	2023	2024	2025
Basic service AC / k€ Benefits	AC	264.624	267.252	267.252	267.252	267.252
Company Health / IAR PID	Bestuursstaf	834	856	856	856	856
BOL pie slice halls	FS	0	-	-	-	-
Connectivity / m2	ICTS	109.152	109.230	112.209	112.209	112.209
Energy / m2	EB	109.152	109.230	112.209	112.209	112.209
Facilities / IAR GAST	FS	224	124	124	124	124
Facilities / IAR PID	FS	834	856	856	856	856
Facilities / IAR PNID	FS	401	499	499	499	499
Facilities / m2	FS	109.152	109.230	112.209	112.209	112.209
Financial administration / invoice	AC	23.116	23.116	23.116	23.116	23.116
IC concern information systems (CIS) (total)	ICTS	4.944.583	3.833.683	3.833.683	3.833.683	3.833.683
ICT basic service / IAR	ICTS	1.459	1.479	1.479	1.479	1.479
Purchasing / k€ Other costs + hiring PNID	FS	46.194	51.270	51.270	51.270	51.270
Opening hours security	FS	32.504	32.610	32.610	32.610	32.610
Pers. & sal. adm. / IAR GAST	AC	224	124	124	124	124
Pers. Press & sal. adm. / IAR PID	AC	834	856	856	856	856
Pers. & sal. adm. / IAR PNID	AC	401	499	499	499	499
Personnel advertisements / IAR PID	BC	834	856	856	856	856
Proj. Adm. / WBS rules	AC	6.808	7.560	7.560	7.560	7.560
Cleaning / m2 weighted	FS	118.629	118.305	121.766	121.766	121.766
UvA workplace (Special) desktop	ICTS	108	39	39	39	39
UvA workplace (Special) laptop	ICTS	195	149	149	149	149
UvA workplace (Standard) desktop	ICTS	1.205	1.058	1.058	1.058	1.058
UvA workplace (Standard) laptop	ICTS	621	792	792	792	792
UvA workplace (Self-service)	ICTS	361	336	336	336	336
Real estate / m2	VG	150.512	154.277	159.955	159.955	159.955

5.8.3 Numbers of Fixed Packages of Central

Numbers of fixed packages for central		2021	2022	2023	2024	2025
Basic service AC / k€ Benefits	AC	54.454	45.276	45.276	45.276	45.276
Company Health / IAR PID	Bestuursstaf	166	189	189	189	189
Connectivity / m2	ICTS	9.353	8.784	8.784	8.784	8.784
Corporate communications (total)	BC	1.270.000	1.270.000	1.270.000	1.270.000	1.270.000
Energy / m2	EB	9.353	8.784	8.784	8.784	8.784
Facilities / IAR GAST	FS	48	46	46	46	46
Facilities / IAR PID	FS	166	189	189	189	189
Facilities / IAR PNID	FS	36	47	47	47	47
Facilities / m2	FS	9.353	8.784	8.784	8.784	8.784
Financial administration / invoice	AC	3.509	3.509	3.509	3.509	3.509
IC concern information systems (CIS) (total)	ICTS	-	-	-	-	-
IC multimedia services (total)	ICTS	-	-	-	-	-
IC program management (total)	ICTS	-	-	-	-	-
ICT basic service / IAR	ICTS	250	282	282	282	282
Purchasing / k€ Other costs + hiring PNID	FS	8.599	8.529	8.529	8.529	8.529
Opening hours security	FS	3.114	3.114	3.114	3.114	3.114
Pers. & sal. adm. / IAR GAST	AC	48	46	46	46	46
Pers. Press & sal. adm. / IAR PID	AC	166	189	189	189	189
Pers. & sal. adm. / IAR PNID	AC	36	47	47	47	47
Personnel advertisements / IAR PID	BC	166	189	189	189	189
Proj. Adm. / WBS rules	AC	461	549	549	549	549
Cleaning / m2 weighted	FS	8.822	8.427	8.427	8.427	8.427
Library / fte WP PID	UB	12	12	12	12	12
University Library / Scientific Publications	UB	10	-	-	-	-
Library / WP fte PID + student	UB	12	12	12	12	12
UvA workplace (Special) desktop	ICTS	5	-	-	-	-
UvA workplace (Special) laptop	ICTS	4	3	3	3	3
UvA workplace (Standard) desktop	ICTS	52	44	44	44	44
UvA workplace (Standard) laptop	ICTS	182	210	210	210	210
UvA workplace (Self-service)	ICTS	25	46	46	46	46
Real estate / m2	VG	9.353	8.784	8.784	8.784	8.784

Appendices

Glossary

AC	Administration Centre
ACE	Amsterdam Center for Entrepreneurship
ACTA	Academic Centre for Dentistry in Amsterdam
AES	Amsterdam Excellence Scholarship
AIHR	Amsterdam Institute for Humanities Research
AMC	Academic Medical Center
AMD	Occupational Health, Safety and Environmental Services
AUC	Amsterdam University College
AUF	Amsterdam University Fund
AUP	Amsterdam University Press
AUV	Amsterdam University Association
BAu	Development & Alumni Relations Office
Bc	Communications Office
BKO	University Teaching Qualification
BKT	Knowledge Transfer Office
BOL	Teaching Logistics Office
BYOD	Bring Your Own Device
COR	Central Works Council
CRIS	Current Research Information System
DSCR	Debt Service Coverage Ratio
EB	Energy Department
EI	First-year Bachelor's students
ESC	Education Service Centre staff
FdG	Faculty of Medicine, also referred to as AMC
FdR	Faculty of Law
FdT	Faculty of Dentistry, also referred to as ACTA
FEB	Faculty of Economics and Business
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FS	Facility Services
FSP	Faculty Strategic Plan
GDS	Shared Services
GV	Joint Meeting
HEFCE	Higher Education Funding Council for England
HO	Real Estate Development
HOT	Oudeturfmarkt GPs
HOT	Guide on Government rates
HRM	Human Resource Management
HvP	Accommodation Plan
IAS	Institute for Advanced Study
ICTS	ICT Services
IIS	Institute for Interdisciplinary Studies
ILO	Interfaculty Teacher Training Programmes
SP	Strategic Plan
IRS	ICTS Services Policy Office
IViR	Institute for Information Law
IWO	Location IWO Building
KNAW	Royal Netherlands Academy of Arts and Sciences

MJUP	Long-term Implementation Plan
NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Netherlands Organisation for Scientific Research
O&O	Teaching & Research
OCW	The Ministry of Education, Culture and Science
OMHP	Oudemanshuispoort building
OW	Teaching
OZ	Research
PDC	Product services catalogue
PID	Personnel employed by the UvA
PNID	Personnel not employed by the UvA
PPL	Politics, Psychology, Law and Economics
REC	Roeterseiland Campus
RPA	Research Priority Area
SARA	Re: SURFsara
SEP	Standard Evaluation Protocol
SGZ	Student Health Services Office
StS	Student Services
TBL	Team-Based Learning
TIN	Netherlands Theatre Institute
UB	University Library
UCLO	University Local Consultative Committee
UD	Assistant professor/university lecturer
VG	Real Estate
UNL	Association of Universities
VU	Vrije Universiteit Amsterdam (VU Amsterdam)
VUmc	VU University Medical Center
WP	Academic staff
WSV	Student Loans (Higher Education) Act
ZWP	Priority areas

Memorandum on adjustment of funding factor

Introduction

On the introduction of the present allocation model in 2019, the applicable internal funding factors were determined for the term of the strategic plan. The internal funding factors need to be recalculated because the new strategic plan applies as of 2021. The operation and the recalculation of the funding factors are explained below in this memorandum. Thereafter, the effect of adjusting the factors on the internal funding of the faculties is discussed, together with the way in which this is incorporated in the finalised 2022 budget.

This memorandum is a specific follow-up of the agreements concerning the allocation model and will as such also be part of the allocation model. It was added to the 2022 draft budget as an appendix and submitted in this way as part of the budgeting procedure for 2022 for discussion and further decision-making. The outcome of the calculation in this memorandum is incorporated in the 2022 budget.

Rationale for an internal funding

The allocation model is used to distribute the direct funding of the UvA (government grant and tuition fees). This model determines the budgetary allocation to the faculties and forms the basis for the UvA's budgeting cycle. The UvA's allocation model provides for the possibility of cost differences arising between disciplines: the internal funding factor. This internal funding factor is based on the statutory tuition fees and on the government grant in which weighting factors are also applied. The government grant makes a distinction between arts/social sciences (x1), natural sciences (x1.5) and medical sciences (x3). The statutory tuition fees are the same for all degree programmes. This is translated into a funding factor that is applied to the price per credit and degree certificate in the funding to deliver degree programmes. This forms the variable funding to deliver degree programmes.

Sommige opleidingen zijn duurder dan andere. In het UvA allocatiemodel wordt net als in de Rijksbijdrage onderscheid gemaakt tussen kostenverschillen van opleidingen. Studiepunten en diploma's worden vermenigvuldigd met een bekostigingsfactor om hier rekening mee te houden. De bekostigingsfactor is een gemiddelde van de rijksbekostigingsfactor per opleiding en het collegegeld.



Source: allocation model infographic

In addition to the variable funding to deliver degree programmes, the funding factor also directly affects part of the research budget. A research supplement of 25% of the variable funding to deliver degree programmes is included in the allocation model. This represents a large part of the variable research budget. This link has been created because the university highly values a strong connection between teaching and research. This research supplement serves to strengthen that connection. This budget will enable the faculties to develop their research efforts in line with the development of student numbers.

More information on the allocation model is available via: <https://www.uva.nl/over-de-uva/beleid-en-regelingen/financien/allocatiemodel/allocatiemodel.html>

Agreements on updating the funding factor

When the current Allocation Model was adopted in 2018, it was decided that the funding factor is fixed for the duration of the Strategic Plan. It is important to verify periodically that the funding factor is still appropriate for the current situation. The funding factor is clearly fixed for the term of a strategic plan and not adjusted more often, so as to provide the required stability in the internal allocation of funds. Nevertheless, aspects in the Government funding and tuition fees do change each year, and accordingly, it is desirable to periodically review whether the internal funding factor is still sufficiently in line with the external funding. One of the preconditions for the allocation model is that the discrepancy between internal and external funding must remain within acceptable limits, which is important because if that is not the case, there is a risk that internally funded performances will increase, while externally funded performances remain the same or decrease.

Calculation of funding factor

When the present allocation model was introduced, the funding factors were calculated on the basis of the tuition fees and government grant as they applied at that time (1st letter 2017). Based on that calculation, the funding factors in the allocation model are 1.00 for degree programmes that receive a lower amount of funding, 1.30 for degree programmes that receive a higher amount of funding and 2.22 for degree programmes that receive top-level funding.

The new calculation of the funding factors is based on the most recent statement of the 2021 government grant (2nd letter 2021) and the statutory tuition fees for the 2021-2022 academic year. The way in which special structural and non-structural components are taken into account in the calculation was considered in that connection.

The temporary measure of the National Education Programme (Nationaal Programma Onderwijs, NPO) to halve the tuition fees for the 2021-2022 academic year for all students was disregarded as this would seriously distort the balance between the price of the government grant and tuition fees on the basis of a one-off and temporary reason. The structural measure to halve the tuition fees for first-year students has been taken into account, however.

The components relating to the quality agreement funds are temporary and the funds relating to the increased intake in the 2020/2021 academic year (NPO) are a one-off effect (acceleration). The government grant is adjusted for this for the purpose of the calculation. Separate agreements have been made on the way in which the quality agreement funds are passed on to the faculties. This is not routed via the allocation model and therefore should not be part of the calculation of the funding factor. The funds relating to the increased intake for the 2020/2021 academic year lead to a one-off effect (2021) and are passed on separately to the faculties in 2021.

The government grant also contains a number of structural special components that have been incorporated in the rate in the past few years: shift from variable to fixed and compensation for halving of tuition fees for first-year students. Those components are included in the new calculation of the funding factor, because they are recurrent. This is also in line with the precondition of the allocation model that the discrepancy between external and internal funding must remain within acceptable limits. That is a precondition because if that is not the case, there is a risk that internally funded performances will increase, while externally funded performances remain the same or decrease. It should be noted with regard to the compensation for halving the tuition fees that this is included in the government grant rate and is therefore passed on based on the funding factor of the government and is also included as such in the recalculation of the internal funding factor.

There have also been changes in the fixed government grant. It is relevant to designate these changes in this memorandum to the extent that they relate to the shift from variable to fixed referred to above. This concerns the ‘Van Rijn’ effect with regard to Exact sciences/technology and External switch. The Executive Board previously decided not to implement this internally, and hence this change in the fixed government grant is not reflected in the allocation model.

Price per enrolment and degree for the purpose of calculating funding factor:

Price per enrolment and degree	€ 4,776.80
Portion relating to quality agreements	€ 413.53 -/-
Portion relating to NPO increased intake 2020/2021	€ <u>420.45</u> -/-
Price of government grant adjusted for incidental components	€3,942.82

Statutory tuition fees 2021/2022 €2,168.00

The halving of tuition fees for first-year students is taken into account in the calculation of the factor.

On the basis of these prices and the number of enrolments on the basis of the definitive status awarded for 2022, the funding factors are 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.

Funding factors		Current	Recalculated
Current	Low	1.00	1.00
Recalculated	High	1.30	1.31
	Top	2.22	2.27

The calculation is attached as an appendix to this memorandum.

Effect of adjustment of funding factor

The adjustment of the internal funding factors has an impact on the budgets to be allocated via the allocation model. It has no impact on the external funds, it is derived from them. The changes in the external funds are always incorporated in the Framework Letter and the budget, so the adjustment of the factors directly impacts the result ‘allocation’.

The effect of the adjustment on the funding factor, based on the performances in the 2022 Framework Letter, is shown in the table below:

Total regular allocation per faculty and institute	2022	2023	2024	2025
Faculty of Humanities	5	6	6	6
Faculty of Law	-	-	-	-
Faculty of Science	430	438	440	442
Faculty of Economics and Business	-	-	-	-
Faculty of Social and Behavioural Sciences	19	19	19	19
Faculty of Medicine	950	957	969	976
Faculty of Dentistry (55%)	-	-	-	-
Amsterdam University College	-	-	-	-
Institute for Advanced Studies	-	-	-	-
Other	-	-	-	-
Total	1.404	1.420	1.434	1.443

The funding factor for the allocation model is based on the number of years of nominal enrolments and degrees, the costs 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.

Opleiding	Tarief:		rijksbijdrage	collegegeld	Externe vergoeding per EC	Factor vergoeding t.o.v. Laag 240 EC	Aantal bekostigde inschrijvingen Ba en Ma	Factor x bekostigde inschrijvingen
	Aantal EC Ba + Ma	Rijksbijdrage	€ 3.942,82	Collegegeld (1e jaar gehalveerd)				
Alfa/Gamma Laag	240	(4 jaren inschrijving + 2 graden) x rijkstarief (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 rijkstarief (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 rijkstarief (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 rijkstarief (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 rijkstarief (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 rijkstarief (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

**FINAL
Update
of Accommodations Plan 2022**

University of Amsterdam

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.*

Animation and infographic:

<https://www.uva.nl/over-de-uva/beleid-en-regelingen/financien/huisvestingsplan/huisvestingsplan.html>

**Part of the 2022 Budget
version 3.0 – including annexes
25 November 2021
Finance, Planning & Control**

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1 Introduction and conclusion

1.1 Purpose of the UvA Accommodations Plan

The Accommodations Plan is a strategic and financial plan that aims to create strategic frameworks within which the current and future space requirements of the UvA in relation to education, research and valorisation can be met, in quantitative as well as qualitative terms. The Accommodations Plan is part of the budget of the UvA; in adopting the budget, the Executive Board also lays down the targets and ambitions of the long-term accommodation policy for the UvA within a set of clear financial criteria. The plan is updated annually to take account of the effect of ongoing developments on the accommodation requirements.

The Accommodations Plan provides a reliable forecast of the investments to be undertaken in the period until 2035 and balanced long-term real estate operations. The criteria are as follows:

- The space needed for education, research and valorisation (based on the spatial standardisation as determined by the Executive Board on 29 November 2007);
- The financing possibilities of the UvA: availability of sufficient liquid funds for implementing the plans;
- The financial standards: development of solvency and debt service coverage (DSCR) within the standards of the UvA, as set out in the budget;
- Reasonable cost of accommodation (the share of 'owners' accommodation costs for all the units is within the range of 10-12% of the total turnover)
- Investments are based on cost covering rent. Investments with a cost covering rent above the internal rental price are loss-making in the Accommodations Plan.

1.2 Conclusion

The analysis in this Accommodations Plan shows that more floor space is needed in the short term on the Roeterseiland Campus and Amsterdam Science Park to cope with the high intake of students last year and this year. New property developments have a long completion time and cannot provide a solution in the short term. Temporary measures will therefore be needed in the years ahead, aimed at optimising the current use of space as well as adding extra floor space, whether on a permanent or temporary basis.

While it is possible that the growth will continue in the coming years, this is far from certain. Uncertainty regarding the evolution of the space requirements in the longer term (>5 years) is greater than in previous years, due to the longer-term impact of the ongoing pandemic on financial resources, and hence on staff numbers and the development in the number of students. Looking to the long term, the question therefore arises as to which investments it is advisable to make and what possibilities exist for doing so in partnership with others, such as the Municipality of Amsterdam. That partnership should also contribute to the University's ambitions in terms of campus development, sustainability and innovation.

The financial pressure on the Accommodations Plan remains high. The optimisation process that was undertaken as part of the planning for the University Quarter led to the successful adoption of further choices and a lowering of the investment ambition for the coming ten years. Added to this, it is expected that revising the space standard for offices will lead to improved decision-making on space utilisation in the coming years. Both measures have been factored into this Accommodations Plan.

1.3 Reader's guide

The structure of the Accommodations Plan corresponds to the structure and classification of the budget. The Accommodations Plan begins by outlining the main features and current developments, in section 2, followed by an analysis of the financial aspects of the Accommodations Plan, in section 3. The developments on the campuses are described in annex 1. A description of the Accommodations Plan policy is given in annex 2. The annexes also include up-to-date overviews of the Functional Modifications Plan and the Major Maintenance Plan.

2 Main features of 2022 Accommodations Plan

The UvA has a notable portfolio of properties that are used to house a highly diverse primary process. This combination gives rise to varied and complex accommodation issues, which need to be placed within the financial frameworks at the time.

The UvA's buildings cover approximately 320,000 m² LFA in total ¹, spread across four campuses: University Quarter, Roeterseiland Campus, Amsterdam Science Park and Amsterdam Medical Business Park.

2.1 Accommodations Plan developments

This section outlines various internal and external developments that influence the space requirements in the short and in the long term as well as the financial result from real estate operations, such as general and policy developments.

This section only mentions current and new developments. Annex 2 provides more detailed information on several themes and an overview of the current UvA policy for accommodation.

2.1.1 General developments

Changing perspective

Times change, and that has an impact on how we use the campus and the built environment. We are aware of the consequences of climate change and, since the onset of the pandemic, we have come to value meeting places and the physical presence of work colleagues and fellow students more than ever. These quality aspects are important for the campus developments.

Large influx of student numbers continues

In the 2020/2021 academic year, the UvA was surprised by a late and large influx of Dutch and international students, even as the coronavirus pandemic raged on. At the time the 2021 Accommodations Plan was being drawn up, there was still insufficient insight into how students would be affected in an academic year that would largely unfold online. As the academic year progressed, it became clear that students' academic performance was at least comparable to other years and also that many of the new cohort of students planned to continue their studies at the UvA.

Student numbers have risen in the new 2021/2022 academic year also. Partly this reflects the progression of students who enrolled in peak numbers in the previous academic year, but there has also been a repeat increase in first-year student intake. That means that there will continue to be a sizeable student population in the coming years, and demand for educational services and facilities on the campuses may increase in the short term.

The growth in UvA student numbers has paralleled the development of the reference estimate of the Ministry of Education, Culture and Science since 2015. At the same time, the growth experienced in the previous academic year (2020/2021) is above average compared to the number of students in the Netherlands. The coming years will show whether this growth was one-off and student numbers will return to following the trend line in the long term.

As a result of Brexit, the internationalisation of education and the growing number of Dutch students enrolling at research universities in the country, the Ministry of Education, Culture and Science expects that student numbers at Dutch universities will increase further in the coming years.

¹ Excluding ACTA (Academic Centre for Dentistry Amsterdam) and AMC-UvA

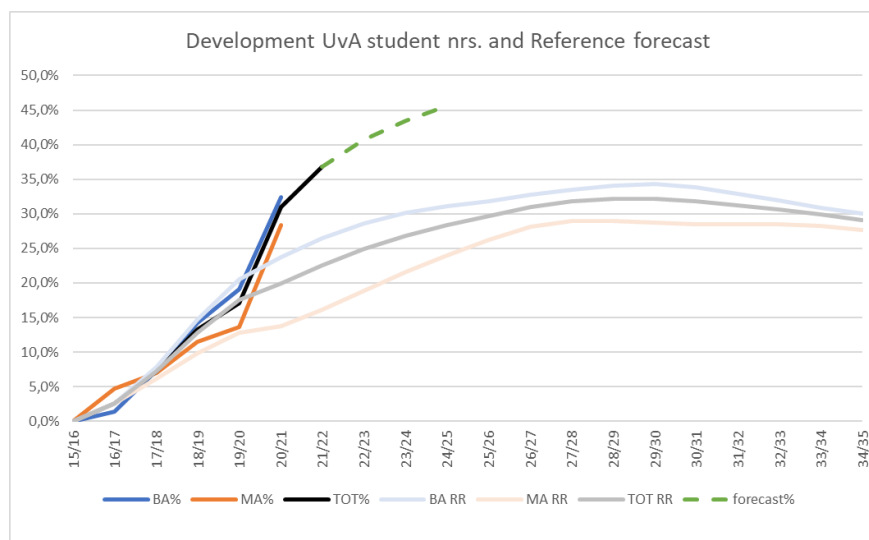


Chart: Development in the number of students at the UvA compared to the Ministry of Education, Culture and Science's reference estimate for 2021.

Return to the campus: short- and long-term effects

The lockdown has been a great accelerator of digitalisation. Distance working and learning call for other ways of communicating. At the start of the 2021/2022 academic year, several temporary measures in connection with the pandemic are still in place. Restrictions in campus-based education continue to apply, for example, in particular in relation to lectures as a result of the maximum group size of 75 people.

With the addition of extra funds to the Functional Modifications investment programme in the past year, there was scope to experiment with new ways of working. Positive experiences and ways of working will stay, and develop further, once the pandemic has eased.

As regards working, a UvA 'Guidance for hybrid working' has been prepared to help units make further choices in terms of appropriate ways of working. As regards learning and education, Academic Affairs is developing a vision for hybrid teaching. These developments make it difficult to predict future demand. The return to campus shows just how unfamiliar hybrid working feels to many. Employees indicate that the current design of the office environment makes insufficient provision for hybrid work methods. Different types of workspaces are needed, in particular to facilitate online calls. It is also noted that space for interaction and cooperation will become more important. The spatial impact of these developments will need to be studied further in the coming period. Space requirements for education also underscore the importance of knowing what developments to expect in the coming period. Extra attention will be paid to this when examining and defining new accommodation requirements.

Amsterdam Environmental Strategy

Last summer, the Municipality of Amsterdam adopted the new Environmental Strategy, which outlines the future development of the city until 2050. Making use of the opportunity to submit an opinion regarding the draft policy document, the UvA, together with VU Amsterdam and Amsterdam UMC, highlighted the importance of the knowledge institutions in the city from both an economic and a social perspective. The combined knowledge institutions generate a large group of staff and students who use the city, require affordable housing and need good public transport links to the campus, both within the city and from the surrounding region. The UvA and the municipality have a long history of cooperation in several fields, including in relation to area development. In partnership with the municipality (and

NWO), a Development Vision for the ASP was drawn up in 2019 and, in 2021, the SMP for the University Quarter was adopted. The new Environmental Strategy provides even greater scope for combined efforts to advance the area development and to further expand the range of facilities for staff and students in the city.

2.1.2 Policy developments

UvA Strategic Plan

The 2021-2026 Strategic Plan formulates the UvA's ambitions, setting out the challenges and drivers for the years ahead. Key themes in the Strategic Plan, such as digitalisation, cooperation, sustainability, inspiring education, social relevance and academic innovation, can be promoted and/or facilitated under the accommodations policy. Campus development plays an important part in pursuing these goals.

The UvA promotes intensified collaboration between disciplines and wishes to strengthen ties with the city and the region. By literally opening the doors to the campuses, it is possible to significantly increase cooperation with external parties. A guiding principle is that the shorter the physical distance, the greater the stimulus for cooperation. For example, by making UvA facilities more accessible to external parties and by supporting and unburdening researchers and staff who are seeking collaboration with external partners.

The UvA seeks to improve support for valorisation activities. Accommodation can play an important role in this regard, by promoting collaboration and partnerships as set out above and by supporting and facilitating entrepreneurship. Education focused on impact and innovation, sponsored by businesses in their role as clients, is part and parcel of this.

The UvA aims to offer students an inspiring learning environment. Accommodation should not only facilitate new teaching methods and enhanced differentiated learning; it also has to do with the facilities on campus. Providing places to meet up and stay on campus. And somewhere to study without interruption and to work together with other students.

The need for space where students can work together and more meaningful in-person classes with valuable interaction calls for a plan to be developed for how the physical space can be configured to meet this need. As plenty is already being done, the focus from the perspective of accommodation is on strengthening existing provisions and providing space - literally as well as figuratively. At the level of campus development, this principle is elaborated as the 'Amsterdam Research Based Campus' (ARBC), see 2.1.1.

Development of accommodation quality and sustainability

The Accommodations Plan sets out how needs and ambitions are translated to buildings at the strategic level. In this context, we are faced with certain and uncertain developments, opportunities and restrictions. The versatility that so characterises humans is increasingly demanded of the physical space too, particularly in light of the pressure on land in Amsterdam. The key is to leverage the Accommodations Plan to make efficient use of the available space and financial resources as well as to ensure an environment that delivers on needs and guarantees the required quality. That means that space is created for quality and ambitions if good use is also made of the available floor space: achieving more with less.

The focus in the coming year will be on elaborating spatial concepts of the IP themes and ARBC, optimising space utilisation

through revision of the space standard, detailing further policy in relation to sustainability and advancing campus development.

The spatial analyses in the Accommodations Plan take account of an anticipated revision of the space standard. We apply a cautious margin of 10% from 2023 in this respect, as this figure corresponds to a more modern standard and is also relatively easy to absorb within our current office floor space. The significance of this is that we expect it to be possible to optimise space utilisation by allocating less floor space per workstation.

In accordance with the UvA's Energy Transition Road Map, the Accommodations Plan maintains the target of 'Paris Proof All Electric' in 2040. At the national level, the details of a new covenant for the services sector, which builds on the road maps, are being filled in.

The energy transition is a huge challenge, which is fraught with difficulties. We have taken the first steps, although, as the target indicates, this is a long-term task. We will also need to do more to cope with the effects of climate change. The policy to ensure our campuses are nature inclusive and adapted to the climate is nearing completion. It will be followed by policy in relation to circularity.

Several important lessons have already been learned in the steps we have taken toward improving sustainability. Enhanced sustainability requires good preparation of design and execution as well as active monitoring and steering during the use phase; this applies across all areas. 'Sustainability' in buildings consists of an entire system of interconnected measures, and that is what makes it complex. Functional integration of sustainability into all the processes is essential. This in turn means greater coordination within the real estate quadrangle

Accommodations Plan quality improvement

During the last year considerable effort has been put into advancing a number of issues in the Accommodations Plan. This has resulted in improvement across the board: project planning is now more realistic, there is greater insight into the risks of the University Quarter, and as a result the project estimates are more complete. The University Quarter optimisation process allowed improved information to be generated, enabling several choices to be made for this campus. Experiences gained in this process have also been applied in projects on the other campuses. Together with the better informed forecast, this Accommodations Policy makes clear which choices will need to be made in the coming period.

Process improvements, real estate development chain cooperation

Agreements were made in the real estate development chain in the last year aimed at improving cooperation. HO, FS, FP&C and users are taking steps to improve information sharing, mutual communication and coordination. The improvement agenda has been completed and is now being implemented and put into action. That means a clear description of the governance of accommodation projects, elaborations that contribute to a hygienic way of working in programmes and projects and further promotion of the cooperation between user, owner, manager and developer.

A strategy session focusing on accommodation is planned in the autumn, at which the qualitative choices for accommodation and finances will be presented and discussed with deans and directors.

2.2 Portfolio analysis

The UvA has a notable portfolio of properties that are used to house a highly diverse primary process. This combination gives rise to varied and complex accommodation issues, which need to be placed within the financial frameworks at the time.

The investments in accommodation projected in the Accommodations Plan are strategic in nature, are sizeable, and in some cases very sizeable, and are focused on long-term use (15-60 years). The portfolio analysis is aimed at identifying opportunities and managing risks over this period. Investments in accommodation are accompanied by an assessment of long-term commitment as regards use.

The Accommodations Plan combines all these developments into a multi-year supply and requirement analysis, with the aim of ensuring that the UvA has sufficient high-quality floor space available for its needs. The optional developments are also highlighted and quantified, as far as possible. In addition, approximately 5% frictional margin is included for each campus.

Alongside the long-term perspective on accommodation, there are also increasingly shorter-term accommodation and space issues, however, related to new wishes and needs, which arise from growth or novel ambitions. Furthermore, the temporary decommissioning of buildings for renovation gives rise to new issues.

The impact of COVID-19 is a source of uncertainty in the update of the Accommodations Plan for 2022. It is still unknown how long this exceptional period with restrictions will last. The shift to online working and teaching has accelerated the process of digitalisation. This is expected to have a lasting effect, although it is impossible to say at this stage what impact this will have on campus space utilisation. As a result, the forecasts include an even greater margin of uncertainty than previously.

2.2.1 Space requirement analysis

The analysis of space requirements is based on the data concerning the long-term development of student numbers and staffing levels that were provided by units in the budget process. In analysing the space requirements, a distinction is made between the basic requirement, with respect to which there is a high degree of certainty and awareness, and an optional requirement that largely concerns accommodation issues that may need to be addressed in the coming years.

The following table shows that the UvA's basic space requirements due to the growth of the faculties will increase over the coming four years. After this period, they are expected to stabilise, with the proviso that it is difficult to make predictions further into the future and the time frame for the growth forecasts of the faculties is no more than three years. The basic requirement is forecast to increase by 8,000 m² usable floor space in 2025 compared to the 2021 Accommodations Plan.

The increase is largely explained by the anticipated growth in the number of students and staff. The increasing need for space can be partly offset by making more efficient use of the offices. A saving of 10% relative to the space standard has already been taken into account in the requirement analysis. The effect of this is already factored into the spatial analysis, with an increase of 25% per year.

The ambitions in relation to valorisation and cooperation are taking further shape, which in the table is expressed in the increased partner programme. The latter stabilisation in the requirement is due to the anticipated saving of space on the relocation of the University Library and the Faculty of Humanities, which will see

the amount of space used by these units, which is above the standardised level, decrease. The optional requirement and targeted frictional margin are expected to increase in the light of potential new initiatives, as a result of which the UvA's total space requirements will continue to grow. It is expected that the optional accommodation requirement will become more clearly defined over time and will partly be incorporated in the basic requirement.

Total UvA demand	2021	2022	2023	2024	2025	2026	2030
Primary	166.128	167.697	174.589	176.560	176.797	178.808	176.629
Partners	7.817	7.756	9.565	10.344	10.344	10.344	10.208
Students	4.785	4.390	4.390	4.375	4.375	4.375	4.375
Support	23.054	23.013	22.695	22.012	21.726	21.532	20.818
Commercial	3.757	3.757	1.593	1.593	927	834	927
Basic demand	205.541	206.613	212.833	214.884	214.170	215.893	212.958
Primary	0	0	0	0	0	0	1.198
Partners	0	0	0	0	2.000	3.000	5.500
Students	0	755	755	755	755	755	755
Support	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0
Optional demand	0	755	755	755	2.755	3.755	7.453
Required flexibility	1.770	1.788	3.779	5.742	7.668	7.768	7.659
Total demand	207.311	209.156	217.366	221.381	224.593	227.417	228.070

Table: forecast space requirements in m² usable floor space in the short term and long term, with a distinction being made in terms of purpose of use (primary, partners, etc.) Frictional margin is intended to cope with new and temporary accommodation requirements.

2.2.2 Available space analysis

The following table presents the analysis of the total volume of available space in the real estate portfolio, based on current project planning. A distinction is made between the basic available supply and the optional supply, which can be obtained by extending leases, continuing to use buildings that would otherwise no longer be used due to relocations, new building construction or by taking advantage of opportunities to increase the size or efficiency of buildings.

Within the basic supply and optional supply, a qualitative distinction is made for the properties owned by the UvA and the leased floor space is separately identified. Starting with this Accommodations Plan, the available supply is adjusted for the unused building floor space, which is now included under the optional supply. This floor space can only be rendered usable with additional investment, for which no funds have yet been allocated. As this space is not therefore automatically and immediately available for use, it cannot be counted as basic supply. The analysis shows that the basic supply will fluctuate in the coming years due to building renovations and is expected to increase slightly in the long run.

Totaal UvA aanbod	2021	2022	2023	2024	2025	2026	2030
Goed	119.773	119.825	128.524	139.273	139.273	145.341	164.105
Voldoende	29.646	41.287	43.869	47.443	47.443	47.443	25.876
Matig	34.814	13.505	4.726	4.726	4.726	1.710	260
Aanhuur	30.945	32.345	30.730	30.730	30.438	30.438	30.438
Basis aanbod	215.178	206.961	207.849	222.172	221.879	224.932	220.679
Goed	370	0	768	1.030	1.822	1.822	1.560
Voldoende	0	0	1.650	1.650	1.650	1.650	0
Matig	0	25	7.789	11.990	11.990	11.965	2.201
Aanhuur	0	0	761	761	761	4.161	4.161
Optioneel aanbod	370	25	10.968	15.431	16.224	19.599	7.923
Totaal aanbod	215.548	206.986	218.817	237.603	238.103	244.530	228.602
Renovatie	8.702	10.881	25.069	10.745	10.745	13.761	0
Nader te bepalen	0	0	0	0	0	0	23.058
Totaal m² NO	224.250	217.868	243.885	248.348	248.848	258.291	251.660

Table: Total supply in UvA portfolio in m² usable floor space

Implementation of the projects in the Accommodations Plan will be accompanied by a significant increase in the quality of the available supply of floor space in the coming years. Once the University Quarter area development has been broadly completed, which is expected to be in 2030, virtually all the basic and optional supply will be of good quality (including leased floor space). Poor quality properties on the optional supply side will not be retained, unless driven by demand.

Approximately 23,000 m² belongs to the category “tbd” in the longer term. These are properties that, in view of their location and/or quality, are not yet considered as a concrete supply option or are not owned by the UvA, but which are nonetheless part of the real estate portfolio. The situation will be monitored in the coming years, for each campus as well as for the University as a whole, to assess whether their continued use is considered desirable at that time.

2.2.3 Match between space requirements and supply

The overall match between supply and space requirement is made between the basic space requirement and the basic available supply of floor space. The optional supply indicates the extent to which the optional requirement and frictional margin can be met.

portfolio analysis Total	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	9.637	348	-4.984	7.288	7.709	9.038	7.722
Optional demand	0	-755	-755	-755	-2.755	-3.755	-4.755
Required flexibility	-1.770	-1.788	-3.779	-5.742	-7.668	-7.768	-7.659
Spatial requirements and basic supply match	7.867	-2.195	-9.518	791	-2.713	-2.485	-4.856
Optional supply	370	25	10.968	15.431	16.224	19.599	7.923
Spatial requirements and total supply match	8.237	-2.170	1.451	16.222	13.511	17.114	532
renovation	8.702	10.881	25.069	10.745	10.745	13.761	0
To be specified	0	0	0	0	0	0	23.058

Table: portfolio analysis of the total supply and the space requirement in m² usable floor space

The following charts show clearly that the basic supply of space in 2022 offers just sufficient scope for accommodating the UvA's total basic requirement. The figures take into account that on the REC and ASP, the faculty has less floor space in 2022 than is provided for under the space standard for offices. The bottleneck in terms of space increases further in 2023, with the REC in particular experiencing a significant shortage of space.

This is the space requirement minus optional requirement and frictional margin, having already taken into account a gradual 10% saving in office floor space relative

to the UvA space standard. The dotted red line in the chart shows that the basic supply is no longer sufficient without this saving.

In addition, the separate campus analyses indicate a longer term shortage of space on the ASP. While a growth in student and staff numbers is also expected on the REC, the forecast is still too uncertain to allow this to be translated to the budget. If the growth on the REC continues, in time this campus too will experience a shortage of space.

The possibilities for adding floor space on these campuses will be explored further in the coming period. Further details are given in the separate campus analyses.



Chart: total basic and optional supply, showing also future development of the requirement.

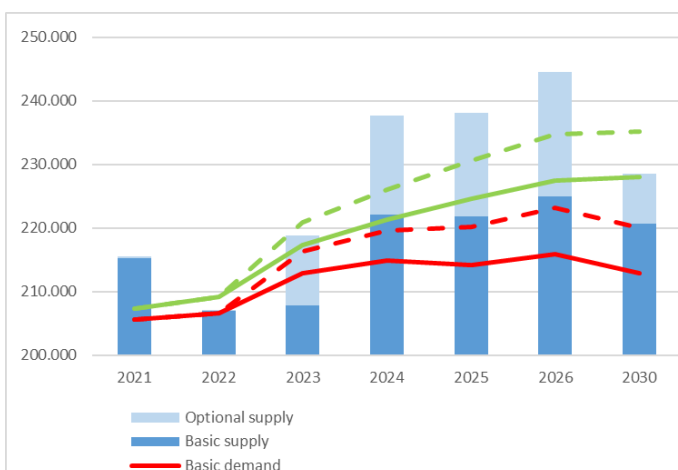


Chart: in detail - total basic and optional supply, showing also future development of the requirement.

From 2022, all the campuses face a potential shortage, if we take optional requirement and the scope for frictional margins into account. All the campuses have the task in the coming years to examine critically how the scarce space can be put to optimum use.

In the short term there are various possibilities for boosting the supply of floor space, which as far as is known are covered by the optional supply range. The feasibility of temporary measures will be explored further in the coming period, to allow a comprehensive solution to be chosen that is most effective and practical. The possibilities include putting up temporary buildings, leasing space near to the campus and making free space in the UvA's own portfolio suitable for use. The addition of temporary accommodation for lecture rooms and classrooms on the REC is being examined. Extending the use of the University Library on the Singel can also help in resolving the shortage; the Accommodations Plan includes a limited investment to facilitate this. The availability of the additional space, whether on a

temporary or permanent basis, may have an impact on the schedule for carrying out renovations.

On the requirement side, it remains important to make efficient use of the available space in times when floor space is scarce.

Even if a link can be made at the overall level, difficulties may exist at the level of the campus, building or user. Summarised details of the portfolio analysis for each campus are given below. More detailed information on the portfolio analysis for each campus can be found in Annex 1: Space requirement analysis for 2022.

2.2.4 Amsterdam Science Park (ASP)

The detailed portfolio analysis for the ASP was updated in 2021. The Faculty of Science has experienced significant growth in student as well as staff numbers, placing increasing pressure on the faculty's accommodation in recent years. This resulted in the UvA deciding in 2018 to expand the accommodation of the Faculty of Science with the addition of a new building - LAB42 - which will be completed in 2022. The shortage of floor space has been resolved mainly on the requirement side in recent years, although that has its limits. Some institutes have such a shortage of space at this moment that no further enlargement is possible, despite continued growth. In early 2021, temporary additional office space was leased in Matrix V. The opening of LAB42 ensures that the shortage of space for the Faculty of Science is resolved in the short term. The SustainaLab in Matrix One can also be taken into use in 2023.

However, with the Faculty of Science expected to continue to grow in the coming years, the basic supply of floor space will no longer be sufficient as early as in 2024. If ASP 107 is removed from use in 2025 to permit renovation, this will cause an immediate shortage of space.

At the same time, the Faculty of Science has set its sights on the further development of Quantum.Amsterdam, which is a collaborative venture between the UvA, Quosoft and CWI. The Quantum Delta NL consortium has secured a large sum of money from the research funding provided under the National Research Agenda, part of which is earmarked for Quantum.Amsterdam. In light of this development, and in a general sense the growth of the Faculty of Science, accommodation expansion was taken into account in financial terms in the 2021 Accommodations Plan, but based on the figures in the 2022 Accommodations Plan, this is no longer sufficient to provide for the Faculty's basic requirement.

The development in relation to Quantum is one of the underlying factors that will see staff numbers increase further at the Faculty of Science. The Faculty is also keen to provide more research facilities. This will result in an additional space requirement of approximately 3,400 m². In addition, a space requirement has been identified to facilitate collaboration with partners.

The following chart shows the total development of requirement in relation to the availability of space on the ASP.

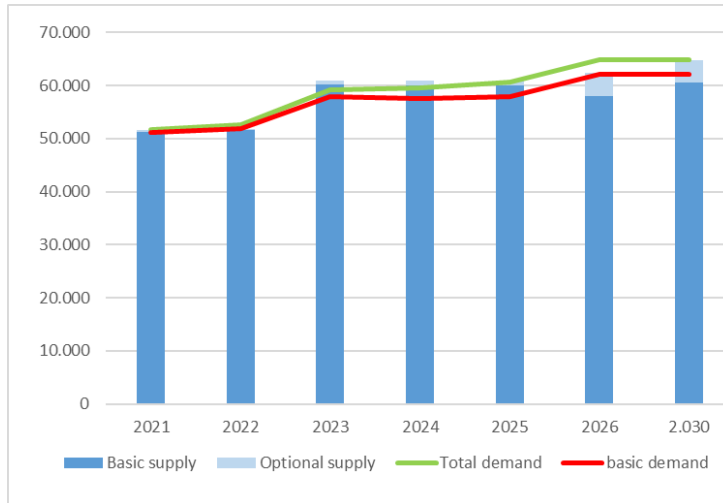


Chart: basic supply and optional supply, including the development of requirement on the ASP

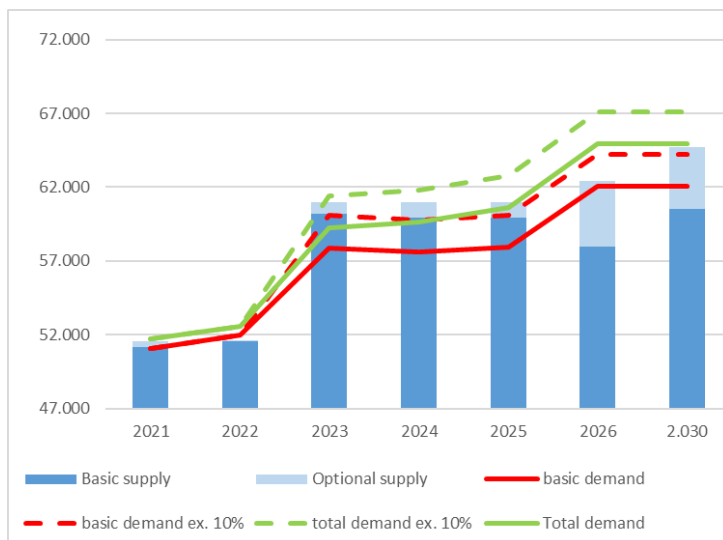


Chart: in detail - basic supply and optional supply, including the development of requirement on the ASP

The charts show that after 2022, the Faculty will face a renewed shortage of space from 2026. This is caused by the removal from use of ASP 107 to permit renovation work to be carried out. The poor state of the ASP 107 building makes renovation necessary to restore it to a usable condition for the longer term. In addition, the space requirement will increase from 2026 by virtue of the 3,400 m² of floor space needed for the Quantum research facilities previously referred to. These combined factors will result a shortage of approx. 4,000 m² of floor space from 2026, unless measures are taken. The return to service of ASP 107 will still leave a shortage of approx. 1,500 m² in the future. Factoring in the optional requirement and the frictional margin (total requirement), the shortage will increase even further.

The additional space requirement cannot be met from within the UvA's own portfolio. A project initiative has therefore been launched aimed at increasing the amount of available floor space in the ASP. This is taken into account in financial terms in the Accommodations Plan. The further elaboration of the project will make clear whether the UvA will create this accommodation itself or will seek to do so in partnership with other parties.

In early 2022, a decision should be made on a finalised plan for a new Faculty of Science building, which will house facilities for education, research and valorisation in relation to Quantum.

2.2.5 Roeterseiland Campus (REC)

The unexpected sharp growth in the number of students on the REC in the past year as well as this year has led to a significant increase in demand for lecture rooms and classrooms, which the campus is unable to meet at this time. Staff numbers at the faculties have also risen. To assist the accuracy of the forecast of the space requirement, the REC faculties were asked in mid-2021 to provide a growth forecast for their faculty within a range of estimates. The data provided showed that the three REC faculties expect the number of students and staff to increase in the coming years. The range in the forecast is relatively wide and the sudden increase in student numbers in the past few years indicates the difficulty of predicting student numbers. As a result, uncertainty about future space requirements persists, underscoring the importance of having flexible reserves of space. It should be noted that new teaching space is difficult to find in the centre of Amsterdam and, when found, is very expensive to lease. Plans for a temporary educational facility are currently being developed to meet the increased demand for lecture rooms and teaching rooms on the campus.

Covid restrictions helped to ensure the pressure on the facilities remained manageable in 2021. A full return to campus will indicate to what extent the faculties face an actual shortage of space.

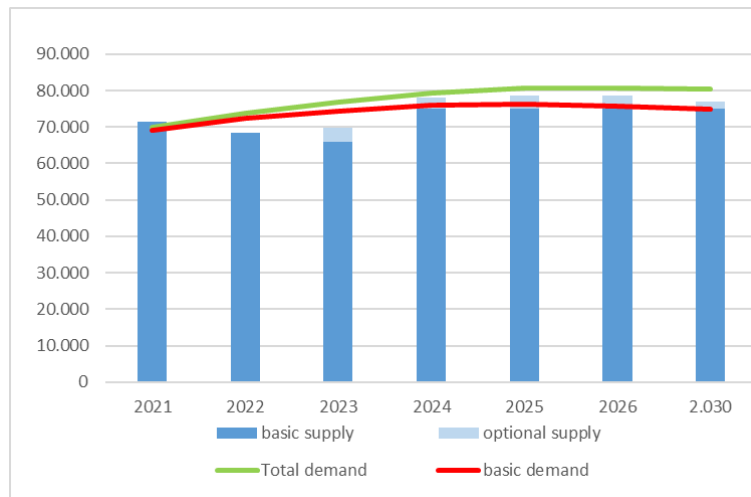


Chart: basic supply and optional supply, including the development of requirement on the REC

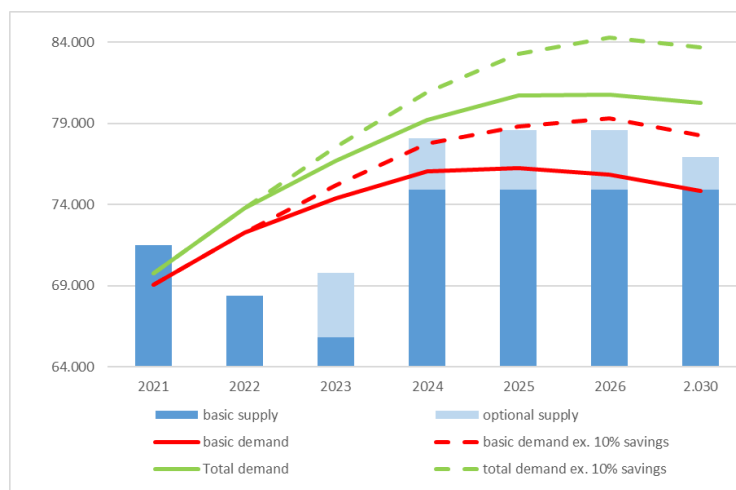


Chart: in detail - basic supply and optional supply, including the development of requirement on the REC

The growth of the faculties in particular is driving an increase in the calculated space requirements of the primary process, such as offices, lecture rooms and teaching rooms, and study spaces. This growth is set to occur in the coming years. At the same time, the renovation of the REC P and REC JK buildings planned in the years ahead will deprive the UvA of its full complement of usable space. Together with the faculties, FS and HO, a survey will be undertaken of the temporary measures that can be implemented to ensure continued fulfilment of the space requirements on the campus. These can include accommodating the growth of staff numbers within the current contours of office floor space, a temporary expansion of study spaces in the University Quarter as well as a further examination of the possibilities for creating temporary lecture rooms and classrooms on the campus.

The REC space requirement analysis indicates an increasing space requirement in the long term, which, on the basis of the forecasts of the faculties and the overall development of student numbers in the Netherlands, appears structural in nature. The basic supply of floor space is not sufficient in the longer term to meet the basic requirement.

In the period ahead, the development of the space requirements will be examined further with the faculties. The possibilities for creating extra space on the REC will be explored in terms of size, quality, feasibility and planning. The Municipality of Amsterdam is seen as a key partner in facilitating more space for academic teaching and research in the city.

2.2.6 University Quarter

Developments are still in full swing in the University Quarter. The new University Library is under construction and the plans for the other buildings are increasingly taking shape.

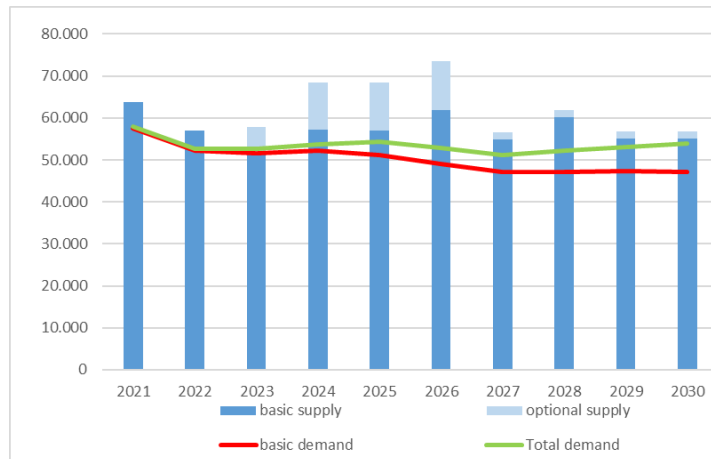


Chart: basic supply and optional supply, including the development of requirement in the University Quarter

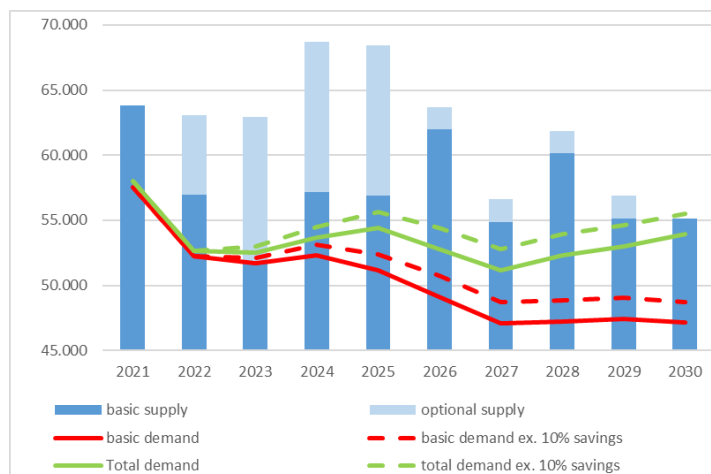


Chart: in detail - basic supply and optional supply, including the development of requirement in the University Quarter

There is sufficient space available in the University Quarter in the coming years to meet the basic requirement. The removal from use of BG5 and OMHP to allow renovation work to be carried out can give rise to constraints, however, in particular a potential shortage of lecture rooms and classrooms. The availability of suitable space for classrooms and teaching facilities in the centre of Amsterdam is very limited. Added to this, space is very expensive to lease in this area. In the period ahead, the possibility of putting the University Library on the Singel to temporary use as a flexible resource, and how to do so, will be examined. This would enable the temporary demand for tutorial rooms of the University Quarter and possibly also part of the demand for tutorial rooms of the Roeterseiland campus to be met. Consideration will also be given to whether any further measures are necessary.

Upon completion of the University Quarter, which is expected around 2030, supply and demand, within the boundaries of the University Quarter, will be well attuned. There are also sufficient possibilities for expanding the space available just outside

the boundaries of the University Quarter (availability to be determined, such as PCHH and University Library on the Singel).

Here too, the opportunities and possibilities for the long term will be explored in the period ahead. At the centre are choices with regard to programme detailing and implementation in the University Quarter and the Singel axis.

2.2.7 Other locations

Other locations include the IWO near AMC-UvA, Hogehilweg in Amsterdam Zuidoost and ACTA (Academic Centre for Dentistry Amsterdam) in the VU Amsterdam Knowledge District (Kenniskwartier).

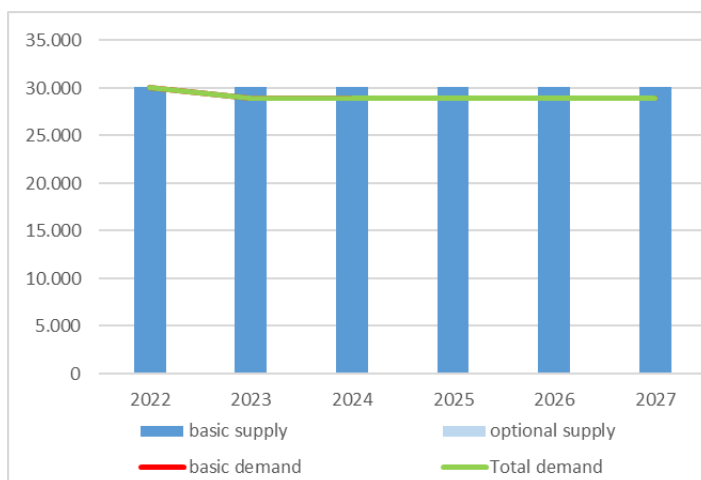


Chart: basic supply and optional supply, including the development of requirement in the other locations

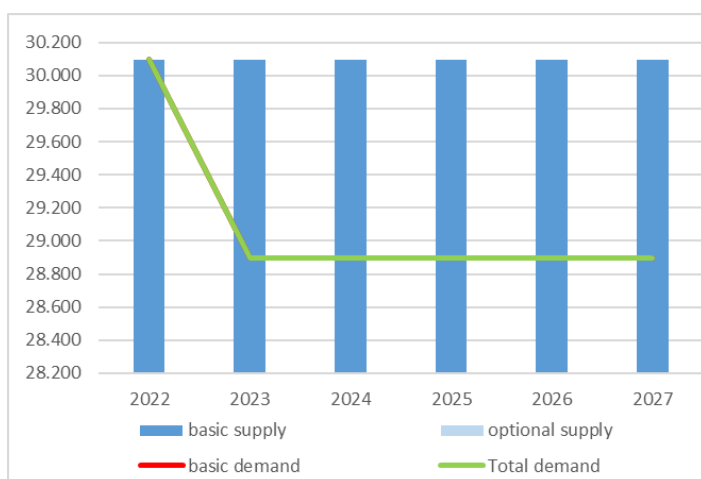


Chart: in detail - basic supply and optional supply, including the development of requirement in the other locations

There is generally a good match between supply and demand for the other locations because many properties are leased, making the discrepancies relatively easy to manage. For that reason, no additional frictional margin is included. The University Library's success in downsizing the storage of collections will free up vacant space in the IWO in 2023. As a result, the UvA has space available for housing collections.

The service departments relocated to Hogehilweg from Leeuwenburg in 2021. The choice for a flexible workplace concept for Hogehilweg means that the service departments are accommodated well within the space standard. A further saving on office space as a result of the forthcoming revision of the space standard does not apply here, therefore. In the coming years an analysis will be made of whether hybrid working leads to a permanently lower space requirement, creating space at Hogehilweg for other organisational units of the UvA or the Amsterdam UAS.

2.3 From ambitions to projects

The updated ASP spatial analysis shows that the ambitions in relation to AI and Quantum combined with the further growth of the faculty give rise to greater certainty regarding the space requirements than was previously assumed and that these requirements are increasing further compared to last year. Even assuming a further optimisation of office use, it is still necessary to make more floor space available for the faculty at this location. The possibility of meeting the demands of growth and new ambitions within the portfolio is more limited in the ASP than on other campuses. In light of the increasing shortage of space, and also in view of the grant conditions for the allocation of funding from the growth fund, it is advisable that a decision be made in early 2022 on expanding the size of the accommodation of the Faculty of Science. A project proposal is currently being drawn up with the faculty.

The project schedules on the REC and in the University Library mean that it will probably be necessary to keep the University Library on the Singel in use for longer as reserve space for office use or teaching/study spaces, for example. The estimates include provision, on an indicative basis, for a building investment to facilitate this. A further investment is included to ensure more floor space is made available for teaching on the REC in the upcoming years. Further discussions in this regard will be held with the units concerned over the coming period to determine more precisely how much additional floor space is needed on a temporary basis to allow relevant proposals to be further elaborated.

The Strategic Master Plan for the University Quarter has been adopted by the Municipality and the UvA. The investment programme for the University Quarter reflects the ambitions laid out in this Master Plan. Work in the University Quarter will take a further 8 to 10 years approximately to complete. The project planning was realised in consultation with the user, with a balance being struck between the user's wishes to have good facilities available at any time and the possibility (given the constructional complexity) of renovating the buildings in that order. Once the Faculty of Humanities has moved to BG3, work will commence on the accommodation of the first phase of the Research Building. OMHP and BG5 are planned from 2023 and in the meantime foundation repair work on the Gasthuiskerk will also be undertaken, after which this building will be made suitable for use in the years ahead. As there is as yet no concrete long-term space requirement for this building, the renovation will be pushed back. Together with the second phase investments in OIH (Oost-Indisch Huis) / Bushuis at Oude Turfmarkt and the BG3 redevelopment, this constitutes the later phase of campus development.

While the planning for the University Quarter has become more realistic, this also means that additional maintenance is required for the buildings that will remain in use longer. In the years ahead in particular this will lead to additional expenditure, which has been factored into the long-term estimate. This will be further coordinated internally in the coming period to ensure that maintenance work is attuned to renovation work, from the perspective of programming as well as timing.

Part of the sustainability investments has been pushed back slightly: experience has shown that more preparation time is needed to make the right choices and there is a wish to align execution to a substantial degree with the renovation scheduling and the reinvestments.

2.4 Affordability of Accommodations Plan

Under the UvA Accommodations Plan, the rising accommodation costs due to renovation and modernisation are charged over a long period through the price per square metre, which increases annually, until the final price of €225² plus inflation is reached in 2022. That moment has now been reached, in the 2022 budget. This means that from 2022, the units will experience less impact in their budgets from the increased prices for space usage. The results of the Real Estate Division will continue to fluctuate in the coming years due to the realisation of the investments (higher interest and depreciation). Nonetheless, there is monitoring throughout the entire period through the Accommodations Plan reserve to ensure shortfalls and surpluses are balanced.

Improved forecasting leads to a clearer understanding of the choices to be made. Insight into the project risks has been increased, resulting in better estimates. Steps have been taken to achieve more realistic project planning. The University Quarter optimisation process has made it possible to realise more efficient assessments for the campus and thereby reduce the level of investments. The experiences gained are being applied in the other projects, resulting in a greater focus on building-related solutions in projects than was previously the case. It is expected that further optimisation of space usage in the coming years will facilitate improved investment decisions and better affordability of the Accommodations Plan. These factors combine to ensure that this Accommodations Plan is a financially manageable plan.

The steps taken this year have led to a clearer understanding of the strategic choices that need to be addressed. Looking ahead also, it remains important to actively share information on the developments at the University and their impact on the space requirements of the campuses. As our understanding of the effects of hybrid working and the digitalisation of education evolves, these learnings can be taken into account in the preparation of projects; that too helps to ensure that accommodation is aligned with the needs of students and staff. Given the high degree of uncertainty regarding longer-term developments, it is important to invest no more than is actually necessary.

The operating result in the planning period is more negative than indicated in the framework letter due to the allowance made for additional investments, aimed in particular at making more floor space usable in the portfolio on a temporary basis for education purposes (extended use of University Library on the Singel) and enabling the temporary addition of floor space (REC). On the income side, it is possible for the result to be improved if the ambitions currently contained in the Accommodations Plan lead to rental income for the Accommodations Plan. At the moment that is not yet recognised as such in all cases, since renting units have yet to incorporate this in their long-term budgets. The conclusion is that this needs to be coordinated sooner next year, so that it is clear at the time of budget preparation where additional agreements, if any, are necessary.

The investment plans are now better substantiated, although external uncertainties, e.g. in relation to permits and agreement with the municipality on construction

² Price level at 2008

logistics, remain for the University Quarter in particular. The ambitions have been raised for the REC, and a challenge awaits in carrying out building activities on a campus that is in full use. In the ASP, a decision should be made in early 2022 on increased accommodation for the faculty.

The Accommodations Plan makes model-based provision for reinvestments. These funds will not be applied until any planning is finalised. Discussions with several units have found only limited changes from the aspect of programming. It is therefore expected that the actual expenditure for reinvestments will be lower within the horizon of this long-term budget. The investment estimate has been adjusted accordingly. There are good policy reasons for further elaborating the topic of reinvestments (assessment framework), with it being expected that this will lead to the conclusion that fewer funds in total will be needed than currently estimated, thereby potentially improving the affordability of the Accommodations Plan. This will be addressed in the coming period to ensure greater clarity on this issue in the 2023 Accommodations Plan.

The wish to realise all the ambitions in a reasonably short period of time means that more liquid assets are needed than are available under the current agreements. Choices therefore need to be made to remain within the funding constraints. A proposal in this regard will be drawn up with the units concerned to facilitate timely decision making.

Accommodations Plan reference points

Various reference points play a key role in relation to safeguarding the affordability and financial sustainability of the Accommodations Plan. The first reference point is that the Accommodations Plan reserve may not be negative in 2035. In this Accommodations Plan, the reserve is € 5 million negative. This is acceptable in the knowledge that there is still scope for measures that have a further positive impact on the operating result.

The 10-12% income-to-rent ratio reference point is also met. This reference point establishes that the overall costs of space usage by units for the UvA may not exceed 10-12% of the turnover.

In order to stay within the reference points for liquidity, measures are needed to make up the shortfall. The shortfall is currently estimated at roughly € 75 million and relates to the period 2024-2026, although this may change in the months and years ahead. The liquidity position will continue to be monitored in 2022 and appropriate measures for bridging the shortfall will be examined further during the year.

2.4.1 Changes relative to 2022 Framework Letter

Compared to the 2022 Framework Letter, several changes have been implemented that have a combined negative effect on the real estate administration operating result presented in the Framework Letter. The changes are as follows:

- 2021 forecast adjusted and investment planning updated to include most recent information from HO and FS;
- REC JK: the total budget has been adjusted by € 1.6 million in light of the Executive Board's decisions on the VO and DO phase document; additions for education and valorisation programme and relocations due to phased implementation;
- REC P: the optimisation set out in the 2021 Accommodations Plan has been dropped;

- An investment of € 5 million for the University Library on the Singel has been included in light of a longer usage horizon (temporary reserve property, for a term of five years);
- For the REC, allowance is made for an additional investment of € 7 million to provide temporary floor space for education;
- For the ASP, in the light of the spatial analyses allowance is made for a larger expansion of accommodation for the Faculty of Science/Quantum, currently stated as an overall operating expense (with offsetting for space usage) instead of investment;
- The estimate for the initial phase of the Faculty of Humanities Research Building has been adjusted (from € 3 million to € 2 million), the overall investment estimate for the Research Building has been maintained (deferment);
- The estimate for Gasthuiskerk construction after foundation repairs has been increased by € 500,000.
- Estimate for APM Museumcafé adjusted from € 1 million to € 0.7 million based on latest project proposal;
- The investment for relocating service departments has been adjusted (+ € 0.2 million) due to additional security requirements.

3 Finances

3.1 Accommodations Plan financial long-term forecast

The calculation model in the Accommodations Plan is an investment and operating calculation from 2005 over a period of 30 years. The Accommodations Plan reference points apply to this calculation. The calculation model has since been extended to cover the period up to 2045 to show the impact of current choices over the long term.

The revenues from internal and external lettings constitute the *income*, which is increased on an occasional basis by the revenues from property disposals. Properties that become vacant and are no longer needed for the University's own use are available for use by collaborative partners or other third parties. Partnerships are favoured at locations close to the campuses. Locations situated further away are candidates for disposal to third parties. The Accommodations Plan includes a cautious estimate of revenues, assuming the current condition and designated use of the buildings.

Expenditure consists of amortisation, depreciation and interest charges of the investments in the land and buildings, as well as the property charges, maintenance costs, costs of insurance and the rental costs of various properties that the UvA rents from third parties, including the buildings housing the service departments.

Result of real estate operations

Real estate expenditure can fluctuate from one year to the next due a variety of causes, such as asbestos remediation or write-off of remaining book values. While rental income is predictable, total income may fluctuate significantly as a result of one-off revenues, such as from sales. Furthermore, the Accommodations Plan does not constitute a zero net investment, in the sense that the annual investments roughly equal the amortisation and depreciation charges. On the contrary, as the Accommodations Plan shows, the majority of the UvA's buildings are to be renovated, modernised or rebuilt in a relatively short period of roughly 20 to 25 years. Due to the straight-line system of depreciation, this results in a period in which expenditure exceeds income, followed later on by a period with relatively few investments in which these losses have to be recovered.

The following chart shows the developments in income and expenditure from real estate operations during the years to 2035 according to the calculation model behind the Accommodations Plan.

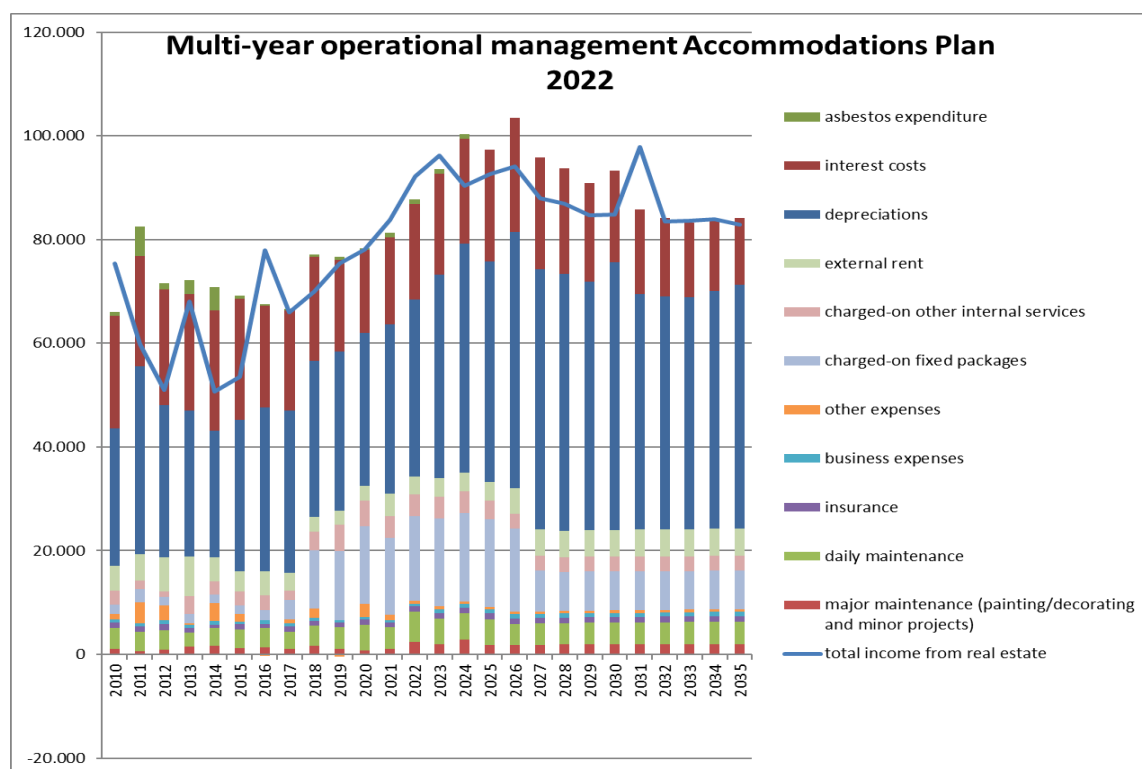


Chart: Developments in income and expenditure from the real estate administration up to the end of 2035

The internal rental fee for 2021 is determined in accordance with the 2022 Framework Letter on the 2021 fee level, plus 3.5% and with an inflation adjustment of 1.28% (CPI 2020), and hence resulting in € 265.82 per m² LFA.

Real estate rate	2021	2022	2023	2024	2025
Real Estate / m ²	253,69	265,82	265,82	265,82	265,82

Table: development of internal rental fee (Source: 2022 Framework Letter)

The principle of solidarity in this rent policy was endorsed by all the units in 2005 based on the assumption that the Accommodations Plan would have a timespan of ten years and that at the end of this period each unit would have the opportunity to adjust their space utilisation as needed. The analysis of space utilisation shows that, for a variety of reasons, faculties make choices in terms of space utilisation which, added together, lead to more space being taken up on the campuses than was foreseen. While that leads to more revenues and hence greater financial cover in the Accommodations Plan, it also means that new space requirements come with a risk of additional investments. In light of the growth seen in the past few years and the expected development in the years ahead, it is advisable first to consider how and where the use of space can be optimised. Where that use exceeds space standards in particular it ought to be possible to achieve reductions. The revision of the standard for office use will help units to make more effective choices, which are additionally more tailored to employees' workspace needs.

External lessees with close ties to the UvA are charged at a minimum the cost covering rent and, where possible, the higher internal rental fee. Other lessees are charged a fee that is in keeping with the actual quality, market value, length of lease and policy in relation to the space rented.

On the cost side, an adjustment in investments leads to a change in amortisation, depreciation and interest charges and an adjustment of the capitalised construction period interest attributable to projects. In addition, increased maintenance expenditure, comprising both investments and costs, is included for the coming years relative to the 2021 Accommodations Plan. Extended use of buildings in the inner city will require additional maintenance to be carried out, in particular on the exterior of the buildings, and occasionally systems and installations may also need to be replaced. Choices are made in line with the intended renovations. As regards the development of prices, it has been concluded that, as with the development of project costs, maintenance also results in higher cost rises on average than was previously assumed. Further investigation should reveal whether this also has an impact on the key figures in the model calculation of the Accommodations Plan. The results will be incorporated in the 2023 framework letter.

Long-term operations are more negative than is presented in the 2021 Accommodations Plan. Although the optimisation process for the University Quarter has resulted in partial realisation of the targeted reduction of investment, as set out in the 2021 Accommodations Plan, the optimisation efforts are being overtaken by new requirements. Relying on existing models, the growth seen in recent years is driving increasing demand for more and more floor space for education and staff. At the same time, there is uncertainty surrounding the impact of the adjustment of the office standard and post-Covid on space utilisation. There is a risk of too much investment in accommodation, or too little. This underlines the importance of making investment decisions within the frameworks of the Accommodations Plan going forward.

Generally, the effects in terms of the development of costs are managed by investment planning considerations and quality differentiation in accordance with the policies outlined in the Accommodations Plan. That makes it quite possible for the plans to be realised in an affordable way. However, this Accommodations Plan too shows that the totality of ambitions and the desire to achieve them within a relatively short period mean that in the planning period of the budget, as well as the first year thereafter, the demand for cash funding will outstrip the supply of funding available within the current financing constraints. As a result, choices need to be made in relation to project planning to continue to align with the financing framework. This has been an issue for some time and it is desirable, if not imperative, that a decision be made in the coming months. A proposal will be drawn up with the units concerned which will be submitted for decision making to the Executive Board.

It is noted that the Accommodations Plan reveals a development in space requirements after 2022 that is, as yet, not always recognised by faculties in the long-term budget. Often, faculties are slow in initiating the process leading to a new space requirement, with choices still having to be made, while the significance of the Accommodations Plan lies in the ability to predict this type of development in a timely manner in spatial as well as financial terms. The shortage then remains in the Accommodations Plan until the user has that certainty.

The annual results, with the exception of those charged to the asbestos special-purpose reserve or the Amsterdam Science Park Area Development, are charged or taken to the Accommodations Plan special-purpose reserve, which can be considered as equalisation reserve. At the end of 2020, this reserve stood at EUR 25 million, and is effectively a "reserve" for the Accommodations Plan created in the years before the costs of the entire construction of Amsterdam Science Park began to impact on operational results. The forecast annual result for 2021 is EUR 1.3 million positive.

The Accommodations Plan reserve is currently forecast to be EUR 5 million negative in 2035.

Additional measures, such as the temporary letting of properties which become vacant and are awaiting renovation, can have a further positive impact on real estate operations. Experience has shown that it is difficult in practice to produce a clear definition of the useful life of a property, raising problems when it comes to making agreements with third parties and hence generating additional income. The OMHP is being partly let out to provide temporary student accommodation until it is due for renovation. The relevant agreements in this regard were extended this year. This makes a temporary contribution, within the possibilities available to the UvA, toward relieving the shortage of student accommodation and, by virtue of the extended useful life, will also help to generate a limited amount of income. The faculties have also launched a variety of internal initiatives, aimed at making use of the vacant space in BG5 at this time. While not generating any external income, this does help contribute to a lively campus.

A limited rescheduling of investments, now primarily necessary due to liquidity availability, also helps to improve real estate operations, as well as the balance of the Accommodations Plan reserve in 2035, as it allows amortisation, depreciation and interest charges to be deferred.

The impact of inflation is not taken into account in the financial analysis of the Accommodations Plan, incidentally. If annual inflation of 1% is factored into the analysis, the Accommodations Plan reserve is EUR 54 million positive in 2035.

Adjustments to investment estimate in 2022 Accommodations Plan

The update of the 2022 Accommodations Plan includes an adjustment for cash flow planning in connection with the schedule for the renovation of the University Library and the other projects in the University Quarter as well as for the construction of LAB42. The planning schedules for REC P and REC JK have also been amended. The estimate for REC P has been raised by EUR 0.6 million in recognition of the fact that the ambition of keeping to the original budget (2021 Accommodations Plan) is no longer realistic.

The growth fund application for Quantum has been approved in full, so that a project proposal can now be prepared. This will be done in consultation with partners, with decision making to take place at the end of this year. Aside from focusing on the spatial issue, work will also be undertaken to explore whether and under what conditions it is possible to advance the building development in partnership with other parties. The Accommodations Plan provides for a limited deployment of reinvestment resources for movements that the faculty expects in the main building as a result of the opening of LAB42.

Studies that were carried out, in preparation for renovations in the University Quarter, into the quality of the foundations, the impact of heritage status and construction logistics showed that roughly EUR 20 million is needed for foundation repairs. This has been incorporated into the estimates for the University Quarter. It is also known that as a result of the heritage status, it will not be possible to undertake renovation of the OMHP and BG5 within the financial constraints of the Accommodations Plan. The optimisation process has however identified that it is feasible to achieve a reduction in investments for the first ten years. The project estimates and the investment planning have been modified in line with the decisions made earlier this year. The University Quarter project estimates make provision, in a general sense, for a 10% contingency. The Accommodations Plan additionally includes a further 10% contingency for the University Quarter as a whole.

An investment is included for repair of the Grimburgwal quay, based on the indicative estimate prepared at the time emergency repairs were made. A survey is being carried out of the quality of the existing quay (BG1). The quays on the REC have been inspected and further investigation of the situation underwater continues. Any overdue maintenance that is revealed will be addressed. Discussions are ongoing with the Municipality regarding the ownership and management of our quays, to establish clearly who is responsible and liable for what, and what that means in relation to municipal policy.

To fund the temporary provision of additional floor space for education, an investment of EUR 5 million is included for the extended use of the University Library at the Singel and, for the sake of prudence, an amount of EUR 7 million for the addition of extra floor space in the REC.

In addition, the Accommodations Plan includes provision for an investment of EUR 0.7 million to facilitate the museum café at APM Special Collections. This represents only limited use of the scope for reinvestment that was reserved for this building in the Accommodations Plan. The remaining estimate for the reinvestments has been put back. An investment of EUR 0.5 million for facilitating the use of the offices above Spui 25 is taken into account, alongside the investments that have been reserved in the fire safety programme. The building measures will be agreed with the owner.

Planning for the sustainability investment programme has also been adjusted. Phase one of accelerated planning took place in 2020, with nine projects aimed at accelerating the process of making the UvA more sustainable. Most projects will be completed this year. Several projects could not be fully implemented and, where possible, alternatives have been sought. It was also found that various solutions could be delivered more cheaply. The amount determined for accelerated programme implementation has been adjusted from EUR 7 million to EUR 4.5 million. Preparations for sustainability improvements generally took longer than regular work, such as major maintenance. In that sense, the programme acceleration is an example of the overall challenge of improving sustainability: it is complex and requires integration and cooperation.

In general, sustainability investment planning follows renovation project planning or the rhythm of reinvestments. As the renovation of REC JK has been put back to 2037, sustainability investments have also been deferred until 2037.

Under the Sustainable Long-Term Maintenance Plan (DMJOP), the sustainable option is chosen when replacement is necessary. Added to this, as is explained further in section 3.1.2, the investment estimate for planned maintenance has been increased for the first few years.

In accordance with the framework letter, the financial project estimates are based on the price level as at 1st January 2021, with a model projection for the price level upon work completion (1% per year, being the long-term average difference between increased construction costs and inflation). For the first few years, a declining price increase as a result of market risks has additionally been taken into account (2022: 3%; 2023: 2%; 2024: 1%). The 2021 forecast column has been updated relative to the framework letter on the basis of information from Real Estate Development and Facility Services on the progress of projects. This relates in particular to arrear planning adjustment for projects that are already in preparation and progress: the execution schedules for the University Library and LAB42 and later commencement of REC P renovation and REC JK upgrade, as well as the execution of the sustainability projects.

The investment programme in the long-term budget amounts in total to EUR 315 million, and to EUR 407 million for the period until 2035. Accordingly, the investment estimate of the Accommodations Plan in the 2022 budget is as follows:

Accommodations Plan investment estimate, amounts in €1000	Budget 2021				Budget 2022								Changes compared to Accommodations Plan 2021						Remarks
	2021	total 2022-2025	subsequent period until 2035	total	2021 forecast	2022	2023	2024	2025	total 2022-2025	subsequent period until 2035	total	programme expansion in K€	price development in K€	risks in K€	programme quality in K€	planning change	Total no of changes	
University Quarter (UK)	19.121	183.025	36.519	219.543	22.040	49.890	42.041	43.911	35.353	171.185	40.386	211.571	0	0	-9.967	3.824	-1.829	-7.972	
University Quarter renovations	2.121	132.649	36.519	169.168	3.211	6.944	10.253	43.911	35.353	96.460	40.386	136.846			-16.161	-16.161		-32.321	The investments in the UK do not include the OMHP, BGS and GHK in accordance with the maximum investment based in on the internal rent. Foundation repairs is included on a separate line.
Renovation of University Library in progress	17.000	50.376		50.376	18.829	42.028	12.712	0	0	54.740	0	54.740			6.193		-1.829	4.364	Adjustment of the University Library implementation estimate (decision plot III and correction on planning optimism line) and scheduling delay cash flow.
Foundation repairs					0	909	19.076	0	0	19.985		19.985				19.985		19.985	This amount consists of the budget for the foundation repairs for BGS, OMHP and GHK and has been corrected on the planning optimism line.
Roetersseiland Campus	11.029	14.077	46.588	60.666	1.963	13.640	9.610	2.186	0	25.437	0	25.437	0	1.348	0	1.584	-38.161	-35.229	
Teaching areas	5.800	8.371		8.371	300	7.688	5.818	1.252	0	14.758		14.758				5.500		6.387	Figures adjusted to 2021 price level and REC P scheduling delay.
REC programme expansion	5.229	5.706	46.588	52.295	1.663	5.952	3.792	934		10.679		10.679		461		1.584	-43.661	-41.616	Due to later implementation of upgrade, renovation has been pushed back to beyond 2035 horizon and adjustment to 2021 price levels.
Amsterdam Science Park	29.500	43.969	0	43.969	28.057	16.341	1.215	1.196	10.551	29.303	0	29.303	0	94	0	390	-15.150	-14.666	
LAB 42	29.500	21.701		21.701	27.424	16.341	1.000	0	0	17.341		17.341				390	-4.750	-4.360	Shift in cash outflow and price adjustment in project.
ASP programme expansion	0	22.267	0	22.267	633	0	215	1.196	10.551	11.962		11.962		94			-10.400	-10.306	Figures adjusted to 2021 price level and investment in Quantum has been scrapped (lease as starting point)
Additional scope for investment	5.394	0	0	0	5.716	9.991	4.080	0	0	14.072	0	14.072	13.372	505	13	0	0	687	14.072
Getting the Handboogstraat offices ready for leasing (temporary measure University Quarter)	0	0	0	0	0	505				505		505						505	investment in getting offices ready to be leased.
Additional scope for investment for study spaces.	500	0	0	0	0	513				513		513		13				500	Figures adjusted to 2021 price level and scheduling delay.
Accommodation service departments	4.894	0	0	0	5.298	187				187		187						187	187
Temporary measures: additional investment PCCH data, time: ASP bicycle parking facilities	0	0	0	0	418	0				0		0						0	0
Museum café APM	0	0	0	0	0	707				707		707		707				707	Investment in museum café
University Library Singel						1.010	4.080			5.090		5.090		5.090				5.090	Investment in University Library Singel for flexible space
REC temporary facilities						7.070				7.070		7.070		7.070				7.070	Investments in REC temporary facilities for teaching
Cross-portfolio	-1.366	-88.399	187.141	98.742	3.317	2.952	2.405	5.193	6.956	17.506	51.286	68.792	-	5.158	-30.000	16.583	-21.690	-29.949	
Additional risk estimate price increases (toward end of work)	1.434	1.445	19.079	20.524	0	979	2.177	3.042	3.397	9.595	16.046	25.641		5.117				5.117	The increase relates to additional market risk estimate for investment projects toward end of work. A risk price increase of 3%, 2% and 1% have been taken into account for the years 2022 to 2024, in addition to the 1% increase that the Accommodations Plan model is based on.
(replacement) Investments security	404	1.286	3.113	4.399	215	596	228	170	364	1.358	3.082	4.440		41				41	Figures adjusted to 2021 price level.
Sustainability	6.796	13.869	59.950	73.819	3.102	1.378	0	1.980	3.195	6.553	53.075	59.629				-2.500	-11.690	-14.190	Relating to investments in sustainability that have been pushed back to beyond the 2035 horizon as a result of the postponement of renovations.
Investment reduction (e.g. through Spatial Standardisation Regulations)	0	-25.000	-15.000	-40.000	0	0	0	0	0	0	-20.917	-20.917				19.083		19.083	This line reflects the expectation that it will continue to be possible to achieve further reductions in investments in future, for example, by modifying the system of Spatial Standardisation Regulations.
Planning optimism	0	20.000	10.000	30.000												-30.000		-30.000	The planning risk line for the Accommodations Plan 2021 has been used for UK, implementation of University Library and foundation repairs.
Planning adjustment/managing for investment cash flow	-10.000	-100.000	110.000	10.000	0	0	0	0	0	0		0					-10.000	-10.000	The plans and schedules currently included are based on current estimates.
Maintenance and FM	10.469	86.010	0	86.010	9.505	13.884	10.798	14.794	18.479	57.956	0	57.956	0	0	0	8.157	-36.211	-28.054	
Multi-year Maintenance plan (structural)	4.330	22.452 etc		22.452	4.330	8.110	6.590	9.591	5.896	30.188 etc		30.188				7.736		7.736	Addition to Maintenance policy framework for Sustainable MIOP and additional costs based on painting/decorating
Functional Modifications (structural) plus statutory compliance/accessibility	6.139	18.491 etc		18.491	5.175	5.774	4.208	3.503	3.538	17.023 etc		17.023				-1.468		-1.468	Statutory compliance/accessibility projects to end and become part of regular processes.
Reinvestments (model forecast, at the end of depreciation period 30% initial inv)	0	45.067 etc		45.067	0	0	0	1.700	7.156	8.856 etc		8.856				-36.211		-36.211	Delay of reinvestments as a result of postponement of renovation projects.
Quality of quays	pm								1.889	1.889		1.889			1.889			1.889	Estimated cost of final repair Grimburgwalkade
To be specified																		0	0
Temporary measures during UK implementation					pm	pm												0	currently funded by additional investment extended use of University Library Singel
Quality re: longer use of buildings/vacancy UK	pm				pm													0	currently funded by DMJOP increase
Total included in planning	74.147	238.681	270.248	508.929	70.598	106.689	70.151	67.280	71.339	315.459	91.672	407.131	13.372	6.612	-39.967	30.538	-112.354	-101.799	

Table: 2022 Accommodation Plan investment table

Investment plans have been increasingly put back, in many cases further, in recent years. This has resulted in a substantial amount of cash being available, which should now preferably be earmarked for expenditure. The current investment planning in the Accommodations Plan reflects an ambition to do so in the coming years. More capital expenditure is planned in total than is covered by available funding within the current financing agreements. Once the size of the gap to be bridged is clear, control measures will be elaborated and submitted for decision making, most likely in 2022. If this requires a rescheduling of investments, a proposal will be drawn up with the units concerned.

The following chart shows for each campus the extent to which the Accommodations Plan has been implemented. The figures include the additional investment for the campuses, including sustainability.

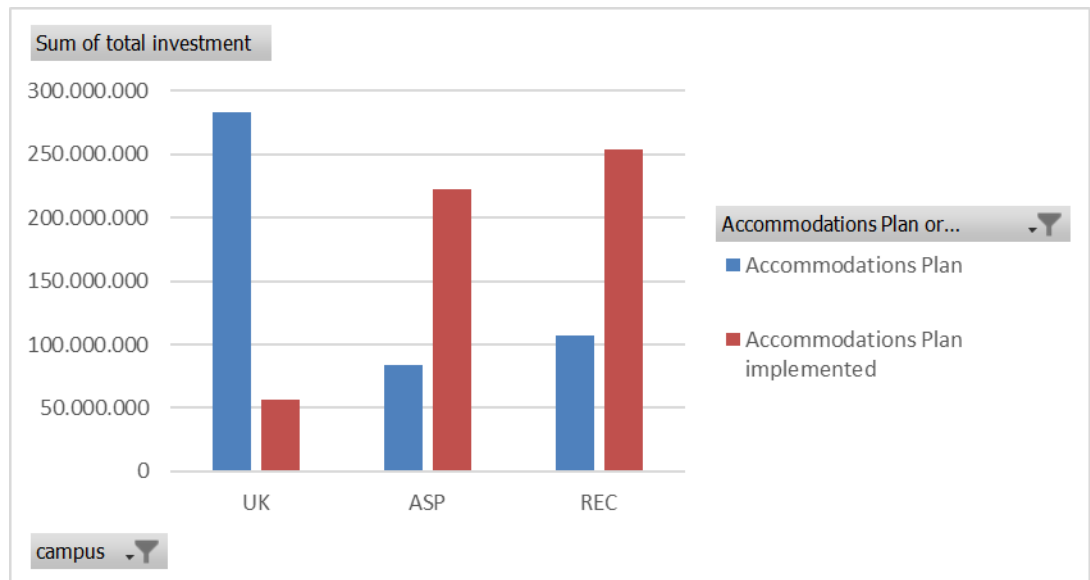


Chart: Planned and realised investments x EUR 1,000 in the Accommodations Plan, including sustainability programme.

3.1.1 Functional Modifications (FM)

The Functional Modifications programme is the investment programme to facilitate changes in space utilisation. The framework is formed by an annual investment budget of roughly EUR 3.1 million, assuming an average 10 year depreciation period. The 2022 plan is based on the results of a survey of refurbishment and renovation wishes amongst the units. In June, the Operational Managers' Meeting agreed to the list of projects set out in the annex. The combined projects leave some financial leeway for applications made later in the year. Proposals for utilising this financial leeway will be submitted to the Operational Managers' Meeting for decision making at the appropriate time.

In 2021, units used the additional investment stimulus of EUR 1 million, added to the FM budget, for experiments with new ways of working. The projects will be evaluated, to assess their suitability and usefulness in relation to hybrid working.

In the 2018 Accommodations Plan, additional financial scope was created in the FM budget for building modifications that are necessary to support developments in education. This was done by making funding available separately for the Safety and Accessibility Programmes. The Safety and Accessibility Programmes will cease to exist as separate programmes after this year. The Safety Programme contained measures to bring building safety standards up to the level of the requirements under

the Buildings Decree. The funding for Safety will be fully utilised, although the spending programmes will extend into 2022. At the policy level, building safety is safeguarded under the Sustainable Long-Term Maintenance Plan (DMJOP) and is an integral part of the project requirements for refurbishments or renovations.

In the case of the Accessibility Programme, solutions were often sought, in dialogue with users, from a property management perspective and only to a limited extent through building modifications. The heritage status and cultural value in particular of buildings in the centre of the city often precludes building measures from being implemented. Buildings earmarked for renovation will not be altered at the moment, provided that an adequate solution can be achieved in management terms.

As accessibility is now an integral part of the schedule of requirements of users and FS, it is possible for appropriate safeguarding measures to be taken in any project. Active monitoring to detect possible new constraints or issues remains important. For this reason, a degree of funding will be maintained in the investment budget in this Accommodations Plan for the time being.

3.1.2 Sustainable Long-Term Maintenance Plan (DMJOP)

The annual major maintenance plan takes its lead from the Sustainable Long-Term Maintenance Plan (DMJOP) and is also based on the annual maintenance survey carried out by contacting parties and cluster managers. An inspection report for each property is drawn up every three years. Based on the findings in this report, the fault reports, the systems and installations measurement data and local readings and observation, a list of maintenance work is drawn up each year for every building. This list is prepared by FS and aligned with the Accommodations Plan project planning. Buildings earmarked for renovation receive low maintenance priority. As renovation work is pushed back, quality issues come to the fore in the buildings concerned. In terms of daily maintenance, this is expressed in increased reports of malfunctions and service interruptions (systems and installations). Planned maintenance centres on replacement of system parts or installations, to comply with legislation and regulations, as well as structural aspects of building shells. Greater certainty regarding the planning of renovation projects facilitates better informed decision making with regard to maintenance. Maintenance management will be further developed to improve the quality of planning processes and increase the effectiveness of execution actions as well as the capacity to take those actions.

This plan includes all the work that is deemed necessary to carry out in 2022. Unlike in previous maintenance plans, it is now understood that extending the useful life of buildings in the city centre requires additional maintenance to be carried out. In addition, inspections have shown that essential painting needs to be carried out. The annual plan is attached as an annex to this Accommodations Plan and will now be adopted as part of the budget process.

3.2 Criteria

The overall affordability of the Accommodations Plan is assessed on the basis of the following three criteria:

- The Accommodations Plan special-purpose reserve should not be negative in 2035. In other words, the interim negative balance should have been made up by this time, as a new series of renovations will need to be funded from that date.

The Accommodations Plan reserve will be € 5 million negative in 2035. Given the long time horizon and the possibility of further improving the operating result during this period, the plan satisfies the criterion.

- Solvency should be above 30%, on a long-term average basis. At the commencement of the Accommodations Plan in 2005, the solvency requirement was 20% - 5% above the solvency demanded by the banks. The debt service coverage ratio (DSCR) should remain above 1.2. These levels also apply during the planning period of the long-term budget, and are also calculated for the very long term in the Accommodations Plan.

For the investment planning in the Accommodations Plan, this means that choices may need to be made as to which projects to push back. It is important not to wait too long before making these decisions. Working with the units concerned, this will be examined further so that the choices can be presented, most likely in 2022.

- The percentage of turnover that the UvA must allocate to internal rent (the income-to-rent ratio) should remain stable, at 10-12%, over the years.

The income-to-rent ratio will remain within the range of 10-12%, as determined by policy, in the coming period. The trend, however, is upward, reflecting the continued use of space in excess of the space standard in tandem with a rising internal rental fee. By managing the use of floor space, with the aid of the space standard among other things, it is possible to limit the share of the UvA's accommodation costs. The share of the accommodation costs, in the event of space utilisation in conformity with the space standard, is 10.5%.

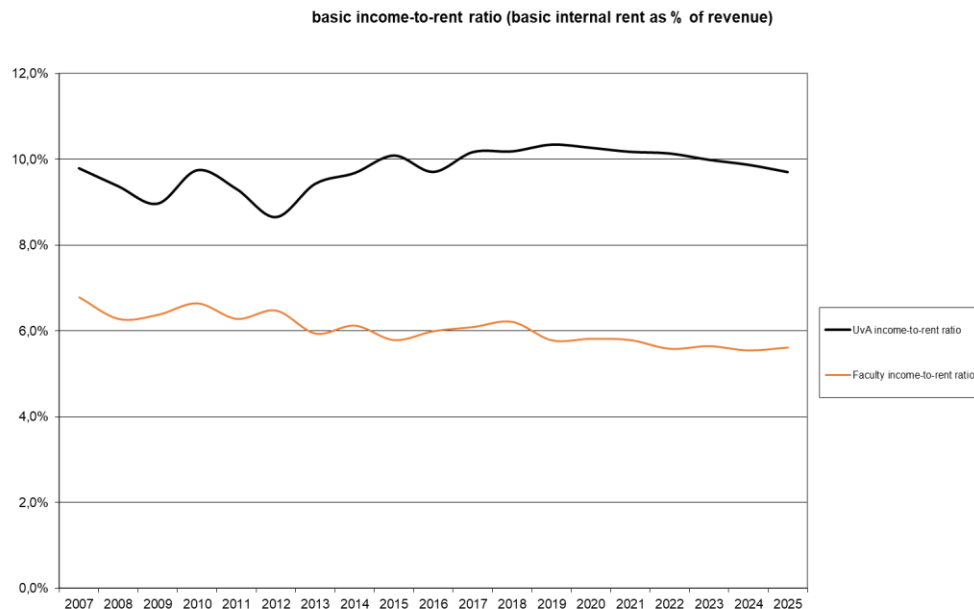


Chart: Percentage cost of accommodation (rent, excluding service charges) of the units compared to the total turnover of the UvA, adjusted for ACTA and AMC.

3.3 Conclusion

The long-term picture is for space requirements to increase in the years ahead. Choices need to be made on how these requirements can be met, with a view to resolving any constraints. In the longer term, there is more uncertainty regarding the development of the University and the resulting space requirement of the units. That underlines the continuing importance in the coming years of making the best possible

estimates of space utilisation, in dialogue with the units, and of the raising the assessments for the portfolio in good time.

Investment ambitions are weighed in accordance with the policies outlined in the Accommodations Plan. In this Accommodations Plan, it has been possible to make a better estimate of the funding needed to meet the accommodation requirements, thereby improving affordability. The stream of new wishes and requirements underscores the importance of making well-considered choices. Any further increase in risks must be compensated by adjusting ambitions.

This Accommodations Plan shows that choices need to be made in the light of availability liquidity. The liquidity position will continue to be monitored in 2022 and appropriate measures for bridging the shortfall will be examined during the year. Furthermore, it remains important to adhere to the policies outlined in the Accommodations Plan and to take them as the basis for determining the level of investment so as to ensure the continued affordability of accommodation for the UvA into the future.

This means that it is necessary, as plans are developed further, to establish whether each plan that is proposed is in keeping with what units need and to consider new developments when undertaking assessments. At the same time, it is important to increase the capacity of the organisation to take on projects and see them through to implementation.

It also remains important to be able to assess what ambitions mean. The optimisation process undertaken for the University Library projects highlighted several important issues, in relation to which various choices have already been made. The lessons from this process can largely also be applied in other projects. Dialogue continues with the units aimed at keeping in focus the possibility for further optimisation and lowering costs as well as in the interest of planning considerations.

Compared to last year, a substantial improvement has been achieved in the sharing of information that is essential for accommodation decisions. Attention will nonetheless continue to be focused on this key area in the coming period.

While additional investments for new wishes on the campuses are possible (i.e. fundable) as such, from the point of view of affordability it is desirable that the additional costs be charged directly to the party requesting and benefiting from those investments.

New wishes in the Accommodations Plan, such as investment in even more lecture/seminar rooms and study spaces due to an inability to optimise space utilisation or due to growth in the longer term, might lead to investments that would require additional funding. This expenditure, with the exception of what was set out earlier, is not currently part of the long-term calculation analysis.

Annex 1: Space requirement analysis for 2022

B1.1 Amsterdam Science Park (ASP)

Amsterdam Science Park is situated in the Watergraafsmeer district, on the eastern city limits (Amsterdam Oost), between the A10 motorway, the Ringdijk and the Science Park railway station. Founded 20 years ago, Amsterdam Science Park is now home to one of the largest concentrations of beta sciences in Europe. Amsterdam Science Park houses the Faculty of Science, as well as Amsterdam University College (AUC), Innovation Exchange Amsterdam (IXA) and the University Sports Centrum (USC). In combination with SARA and the Netherlands Organisation for Scientific Research (NWO) institutes Amolf, NIKHEF and CWI as well as a large number of companies occupying their own buildings and sharing space in the buildings of Matrix IC, the ASP is a unique hub of high-quality research and education and knowledge intensive companies. Following the establishment of Startup Village, Ace Venture Lab has joined several other start-ups in locating on the ASP. In partnership with NWO and the Municipality, the UvA is working on further developing the area and to this end is engaged in joint land development with the Municipality in the eastern section of Amsterdam Science Park, where the Faculty of Science is located. The spatial development vision has four ambitions for the further development of Amsterdam Science Park: Colouring, Compacting, Connecting, Campus Sustainability.

B1.1.1 ASP - current use

The UvA occupies roughly 51,000 sq. m. usable floor space in Amsterdam Science Park. Of this, approximately 316 sq. m. is vacant space that is difficult to utilise due to noise nuisance caused by the nearby plant room.

B1.1.2 Amsterdam Science Park - developments

Space requirement analysis for Faculty of Science

The Faculty of Science has had to contend with a shortage of floor space for several years. In 2018, partly in light of the ICAI initiative and in cooperation with the faculty, a medium-term and long-term spatial needs forecast was prepared. This clearly reveals the type of decisions that need to be made with regard to the portfolio and has led to resources being made available to meet the increasing demand for space. A new building (LAB42), which is under construction, is scheduled for completion and delivery at the end of 2022.

Between 2018 and 2021, several new substantive and planning developments took place on the ASP. To facilitate assessment of all these developments, a new analysis into the space requirements of the Faculty of Science and partners on the ASP was carried out in 2021. As part of the analysis, a new scenario was drawn up for the space requirements until 2026. Attention was also focused more specifically on the space requirements for partners and to facilitate co-creation. The match between the supply of and demand for space, at building level and by function type, for example, was also examined in closer detail. The results of the portfolio analysis are incorporated in the Accommodations Plan.

LAB42

The establishment of the ICAI (Innovation Center for Artificial Intelligence) is a concrete step in fulfilling the ambition of creating a research hotspot in the area of AI. LAB42 will also house the Informatics Institute (IvI) and the Institute for Logic, Language and Computation (ILLC). The building will be home to a unique knowledge community which will inspire students, researchers and entrepreneurs and provide a forum for them to learn from one another. LAB42 will feature a mix

of teaching rooms, study spaces, offices, research labs with a focus on informatics, AI Research labs, a meeting place, touchdown spaces and other co-creation facilities supporting the ICAI. Construction of LAB42 is progressing steadily and is on schedule for completion and delivery at the end of 2022.

The City of Amsterdam has made funding available to promote co-creation initiatives with businesses, in particular SMEs and start-ups. This is supplemented by an additional operating contribution from the UvA.

The Faculty of Science and FS are together studying ways of guaranteeing an array of services in support of co-creation as well as what is needed for UvA to offer this as a complete package to external parties. This has resulted in various rental concepts and subscription options for joining the AI community. The first tenants will be able to rent spaces in LAB42 from the start of 2022.

ASP 904

Once LAB42 is completed, the new building will become home to the Informatics Institute (IvI), freeing up space in ASP 904. The shortage of space in ASP 904 has hampered the Faculty of Science's attempts to make logical use of its available space. The Faculty has therefore made a new, logical building layout, which will better facilitate collaboration within and between the institutes, a priority. Any structural modifications that may be needed can be funded from the reinvestment resources that have been factored into the Accommodations Plan for the short term. The 2021 portfolio analysis provides insight into the developments within the various departments of the Faculty of Science. In combination with new plans for expanding the accommodation of the Faculty of Science, a layout plan for ASP 904 can be made in 2022.

SustainaLab/ Matrix One

The SustainaLab is home to an ecosystem of knowledge, community, talent and infrastructure and facilities centred on sustainability in the Matrix ONE building on the ASP. Construction work on the new Matrix building is ongoing, and the building is scheduled for completion at the end of 2022. The new building is situated on plot 12, close to ASP 904 and LAB42, facilitating collaboration on a range of issues with the Faculty of Science. The building offers space for co-creation and interaction and, with a focus on sustainability, will further strengthen the profile of the ASP.

The SustainaLab cooperation agreement sets out a number of joint targets agreed by the UvA, the Faculty of Science, the Matrix Innovation Centre and the Science & Business Foundation aimed at promoting co-creation and stimulating and increasing visibility, collaboration and social impact around the topic of sustainability. These parties have now joined IXA in developing the proposition of the SustainaLab, with the aim of getting as many parties as possible to commit to the initiative.

The objective of the SustainaLab is supported by the new Strategic Plan, in which sustainability is highlighted as one of the interdisciplinary strategic research themes. In the coming period, an analysis will be undertaken, in partnership with the other faculties, into the contribution the SustainaLab can make in this respect.

Future use of ASP 107

The Science Park 107 building, also known as the former Astronomy Building, is attached to the FOM/Nikhef (NWO) building. The UvA has a right of use in respect of the building linked to the duration of FOM/Nikhef's ground lease for the land. In light of the spatial analysis for the campus, the UvA's use of this building will be

continued in the long term, subject to new arrangements concerning use that will be agreed with FOM/Nikhef.

Nikhef (the National Institute for Subatomic Physics) plans to renovate its section of the building. The UvA's section of the building is also technically outdated and modifications are needed if the building is to continue to be used after 2023. The UvA has agreed to Nikhef's view that similar renovation work should be undertaken on the façade when continuing to use the building.

The portfolio analysis for the ASP shows that the building will continue to be needed to house the Faculty of Science. The building's poor structural condition presents a challenge in this respect, as it means that renovation work can no longer be put off. The eventual use that is made of ASP 107 depends on the detailing of the Faculty of Science's accommodation requirements, which cannot be accommodated within ASP 107. A decision in this regard is expected in early 2022, and will also provide more certainty regarding the future use of this building.

Campus facilities

As campus use intensifies, so too does the growing need for general facilities on campus. There is increasing demand for catering facilities, for example, and bicycle parking facilities are nearing capacity. The bicycle parking facility for ASP 904 has been moved to allow construction of LAB42. A permanent solution for bicycle parking on the Amsterdam Science Park is being sought with the Municipality.

The UvA's parking policy is based on the principle that all buildings should be easily accessible by either bicycle or public transport. Accessibility by car forms a limited addition to this, and is mainly intended for people with a physical disability.

The UvA continues to develop plans with the Municipality aimed at further improving accessibility by bicycle and public transport, with direct connections to the city as well as Diemen.

B1.1.1.3 Developments at the Faculty of Science

In the 21/22 academic year, the Faculty of Science has 7,200 enrolled students and approximately 1,615 FTE of staff.

Faculty of Science												bandwidth 21/22	
	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	-10%	+10%
students	5.550	5.983	6.347	6.534	6.681	7.016	7.200	7.307	7.416	7.526	7.526	6.480	7.920
FTE	1.250	1.477	1.362	1.359	1.465	1.478	1.615	1.774	1.734	1.743	1.719	1.454	1.777

Table: no. of enrolled students and FTE at Faculty of Science

Students

The number of Faculty of Science students increased by 2.6% this year. The natural sciences programme remain popular and the student population is expected to increase even further in the coming years. In order to continue to guarantee the quality of and education, growth has partially been slowed down in recent years by the introduction of an enrolment quota and Additional Requirements for Admission. The Ministry requires the enrolment quota to be lifted from academic 21/22, which may have an upward effect on student numbers.

Staff

Staff numbers at the Faculty of Science continue to increase. In recent years, the Faculty of Science has consistently succeeded in absorbing the growth of its staff contingent within the existing office spaces. On the one hand, this has succeeded due to the fact that scientists also use the laboratories as their workspace. On the other hand, the Faculty of Science also provides a large number of study spaces for Master's students in their own office environment.

The Faculty's use of space is lower than the standard. In addition to the growth of faculty staff numbers, space usage is under increasing pressure due to the number of guests who are offered a workspace by the faculty. Although the limits of internal expansion have now been reached, the Faculty will continue to pursue its aim of achieving efficient use of space and limiting accommodation expenses.

The Faculty of Science's strength partly lies in the joint accommodation of research and education at the ASP. The NWO institutes (NIKHEF, AMOLF, CWI, ARCNL, eScience Research Centre) situated nearby likewise contribute to the success of the Faculty of Science. In addition, the partnerships with businesses and civic parties, as well as ties with the Amsterdam startup scene (including Startup Village) are of increasing importance. In the future, the Faculty of Science sees itself taking on a bigger role with regard to connecting scientific knowledge with value creation. This requires a profile in leading and distinctive research themes at an international level. The shifts in the flows of funding, with less direct research funding from central government and more funding from grants and joint initiatives, are likewise a driving force in this regard.

The ASP is first and foremost a place where accommodation can make a stimulating contribution to in the form of sites that invite co-creation and knowledge sharing. The natural sciences have a strong valorisation potential. More and more initiatives are emerging at that the ASP that are aimed at co-creation. This is only expected to increase, given that co-creation is highly useful in resolving complex issues.

B1.1.4 AUC

The AUC (Amsterdam University College) is a collaborative initiative between the UvA and the VU University Amsterdam. The annual intake of AUC students is capped. The AUC has a building that was realised specifically for the programme. As such, supply of and demand for space are considered equal. A key area of focus in respect of further development planning at the ASP is the use of the indoor bicycle parking facility at the ASP 107 by the AUC.

B1.1.5 ASP portfolio analysis

The table below shows the weighing up of basic supply and demand as well as optional supply and demand. A variance analysis, including the desired flexible space, is subsequently provided at the bottom.

SUPPLY ASP categorised		2021	2022	2023	2024	2025	2026	2030
Good		47.889	48.292	56.948	56.686	56.686	57.706	60.286
Satisfactory		0	0	0	0	0	0	0
Average		3.301	3.276	3.276	3.276	3.276	260	260
Lease		0	0	0	0	0	0	0
Basic supply		51.190	51.568	60.224	59.962	59.962	57.966	60.546
Good		370	0	768	1.030	1.030	1.030	768
Satisfactory		0	0	0	0	0	0	0
Average		0	25	25	25	25	0	0
Lease		0	0	0	0	0	3.400	3.400
Optional supply		370	25	793	1.055	1.055	4.430	4.168
TOTAL supply		51.560	51.593	61.017	61.017	61.017	62.396	64.714
Renovation		0	0	0	0	0	3.016	0
TOTAL m2		51.560	51.593	61.017	61.017	61.017	65.412	64.714
DEMAND APS categorised		2021	2022	2023	2024	2025	2026	2030
Primary		49.708	50.602	53.794	53.540	53.834	57.983	57.983
Partners		118	118	2.780	2.780	2.780	2.780	2.780
Students		0	0	0	0	0	0	0
Support		1.267	1.231	1.304	1.304	1.304	1.304	1.304
Commercial		0	0	0	0	0	0	0
Total Basic Demand		51.093	51.952	57.878	57.624	57.918	62.067	62.067
Primary		0	0	0	0	0	0	0
Partners		0	0	0	0	0	0	0
Students		0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0
Commercial		0	0	0	0	0	0	0
Optional demand		0	0	0	0	0	0	0
Total demand		51.093	51.952	57.878	57.624	57.918	62.067	62.067
ASP Portfolio analysis		2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match		97	-384	2.346	2.338	2.044	-4.101	-1.521
Optional demand		0	0	0	0	0	0	0
Required flexibility		-621	-633	-1.345	-2.008	-2.692	-2.899	-2.899
Spatial requirements and basic supply		-524	-1.016	1.001	330	-648	-7.000	-4.420
Optional supply		370	25	793	1.055	1.055	4.430	4.168
Spatial requirements and total supply		-154	-991	1.794	1.385	407	-2.570	-252

Table: ASP portfolio analysis with match in m² of UFA between basic and optional supply and demand

The match between basic demand and basic supply shows a structural shortage of space at the ASP. In the short term, the space shortage should be resolved with the completion of Lab42, however, with regard to office space, this would require use of space below the standard. Based on the aim that 10% in office space savings can be achieved in the short term, compared to the Spatial Standardisation Regulations, this line has been continued on the basis of modelling.

Based on the standard of 1 study space for every 7 students, there is a shortage of approximately 1,250 m² worth of study spaces at the ASP. At present, this supply is being provided through the supply (in excess of the standard) at the University Quarter, based on the assumption that the number of study spaces will meet the standard of 1 in 7 on campus from 2023.

The absence of flexible space also requires careful control of supply and demand in the ASP portfolio. If new initiatives are developed, it would be advisable for accommodation to be able to respond to this on a flexible basis. The extent to which this is possible has decreased in recent years due to this capacity being used for the growth of the Faculty of Science. The proximity of the NWO and the buildings of Matrix IC may potentially be used as a flexible layer to accommodate temporary additional space needs. In addition, leasing of additional premises may provide the

additional space requirements. For example, additional space in Matrix V has been leased for temporary use in 2021 and 2022.

Long term

Following the commissioning of LAB42 in 2023, the shortage will have been solved in the short term. ASP 107 will also be needed to be able to absorb space requirements even after LAB42 comes into use. Given that the building is of mediocre quality, it will eventually have to be renovated. Based on the assumption that this will take place in 2026, a new shortage of m² arising can be immediately identified. For the time being, it has been concluded that ASP 107 can only be closed if the Faculty of Science has access to new m².

The campus site still has enough space to accommodate the realisation of new floor area. However, the realisation of a new building would require a lead time of at least three years. In order to have a building ready for use in 2026, a relevant decision to that effect would be required at the start of 2022.

B1.1.6 10% growth or contraction

The portfolio includes a growth forecast for student numbers and staff numbers until 2024 (budget period), beyond which growth is assumed to be constant for the time being. The calculation below shows the effect on the portfolio analysis of a 10% growth or decrease in space requirements for the primary process.

ASP Portfolio analysis	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	97	-384	2.346	2.338	2.044	-4.101	-1.521
Optional demand	0	0	0	0	0	0	0
Required flexibility	-621	-633	-1.345	-2.008	-2.692	-2.899	-2.899
Spatial requirements and basic supply match	-524	-1.016	1.001	330	-648	-7.000	-4.420
Optional supply	370	25	793	1.055	1.055	4.430	4.168
Spatial requirements and total supply match	-154	-991	1.794	1.385	407	-2.570	-252
10% test based on supply and demand	2021	2022	2023	2024	2025	2026	2.030
minus 10% basic primary process	-4.971	-5.060	-5.379	-5.354	-5.383	-5.798	-5.798
total minus 10%	5.068	4.676	7.725	7.692	7.427	1.697	4.278
plus 10% basic primary process	4.971	5.060	5.379	5.354	5.383	5.798	5.798
total plus 10%	-4.874	-5.444	-3.034	-3.016	-3.339	-9.899	-7.319

Table: impact of portfolio analysis in m² UFA of a 10% growth/contraction of space requirements for the primary process

In the event of an additional 10% increase of space requirements, the space shortage will increase significantly. In the planning of new accommodation, the bandwidth of the developments will have to be identified as accurately as possible in order to ensure that the growth can likewise be absorbed within the available space.

In the event of a 10% contraction of the spatial requirements of the Faculty of Science, it will have to be examined how the UvA would be able to use the surplus of space. First and foremost, within the UvA it would have to be identified whether the space could be allocated for internal use. The space could then be offered to external parties. These developments will be discussed and monitored with collaborative partners NWO and Matrix IC as well as with the City. In the event of a decrease in the need for space, this will initially be able to be compensated by disposing of the extra space being leased.

B1.2 Roeterseiland Campus (REC)

The Roeterseiland Campus (REC) is situated between the Roetersstraat, Sarphatistraat and Plantage Muidersgracht. This campus is home to the Faculty of Social and Behavioural Sciences (FMG), the Faculty of Economics and Business

(FEB) and the Amsterdam Law School. The campus, which has a big student population (approx. 22,800 students), also accommodates the cultural centre CREA, Student Services and the Executive Board of the UvA. Working alongside the AUAS, which developing the Amstel Campus at the top of the Wibautstraat, and the City of Amsterdam, the UvA is working to make the area around the Weesperplein an attractive ‘knowledge district’ in the heart of Amsterdam.

In addition to the faculties, the Roeterseiland Campus accommodates (knowledge) partners such as UvA Holding, ITTA, SEO, the Occupational Health and Safety Service, CREA, Folia, ONCAMPUS Amsterdam and the new health centre.

B1.2.1 Current use of space at Roeterseiland campus

In 2022, approximately 77,700 m² of UFA will be in use at the REC. There is approx. 8,200 m² worth of vacant property, relating to the vacancy at REC P due to building works, which has been filled with temporary initiatives until the start of the renovation, and the vacancy of unusable space in REC JK, which, in turn, will be renovated into usable floor area by project REC JK. In addition, there is vacancy at REC H and REC G due to building works, which can only be made lettable by way of an investment. Following completion of REC JK and REC P, there will be virtually no vacant buildings (due to building works) at the REC and all floor area will be used optimally.

B1.2.2 Developments at the Roeterseiland Campus

The following developments are up to date and affect the Accommodations Plan:

REC Portfolio analysis 2021

Due to the unforeseen and strong growth of the REC faculties over the past two years, the pressure on available space at the REC has suddenly increased. In 2021, an extensive portfolio analysis was carried out in order to get a better understanding of the development of future spatial needs, for which the faculties provided long-term growth forecasts, with a bandwidth for minimum and maximum growth. The average growth, however, deviates from the forecast provided for the UvA budget, meaning that the analysis does not align with the Accommodations Plan.

It follows from the analysis that the campus will still be subject to planned works at the REC P and REC JK in the short term, which means that not all space on campus is available. In combination with the strong growth of the faculties for these years, this seems to lead directly to a shortage of space. This requires temporary measures, the options for which are currently being examined further. The Accommodations Plan takes into account additional costs for the years to come.

Once the renovations of REC P and REC JK are completed, spatial requirements will still exceed the supply available. In the long term, approx. 5,000-10,000 m² of UFA will be needed at the REC. As a general remark in relation to the analysis, it should be noted that particularly in the area of educational needs, even better information is needed in order to be able to arrive at a proper estimate in this regard. Over the coming weeks and months, this will be something that will be fleshed out further.

Campus development

The three REC faculties are considering the opportunities that are arising in order to strengthen the profile of the campus. A strong campus profile will help fulfil the aims with regard to valorisation. In addition, it will lead to more synergy between the faculties, resulting in greater interdisciplinary scientific collaboration. The Science & Business organisation of the ASP has been asked to help provide insight into the scientific ecosystem of the Roeterseiland Campus in a way that is in line with the

University Quarter (Universiteitskwartier, UK) and ASP. Based on the Accommodations Plan analysis, the issues will become more concrete and, if required, may be fleshed out on campus.

Area development

A number of actions have been set out in order to further shape the area development of the campus. In terms of urban planning, it is currently being examined whether the use and layout of the campus can be optimised, for example, in terms of public-oriented functions. In view of the increasing need for space at the REC, the opportunities for an expansion of floor area at the campus will be explored, both within and outside of the options provided in the zoning plan. This requires close collaboration with the City of Amsterdam.

The urban planning opportunities will be examined with an architect with the aim of integrating the identified opportunities and aims on campus. This, for example, will involve examining factors that can contribute to increasing the attractiveness of the entire area surrounding the Nieuwe Achtergracht up to and including the REC JK building.

In addition, an anthropological study was carried out by an external consultant in relation to how users experience the campus, which may provide a number of starting points for the further development of the campus.

Renovation REC P

REC P is currently subject to vacant property management pending the upcoming renovation. The building will be used for small-scale and exclusive forms of education, such as PPLE, the contract teaching of the Amsterdam Business School and the contract teaching of FMG and the Amsterdam Law School, which is provided under the banner of the UvA Academy. As such, the REC P will become the UvA's flagship for lifelong learning education.

Planning has now been finalised and the tendering process has been initiated. Realisation will be kicked off at the start of 2022, with completion envisaged for mid-2023.

REC E

The relocation of PPLE to REC P has resulted in space becoming available in the REC E1 tower. This has yielded the opportunity of establishing more connections between space usage in REC ABCD, on the one hand, and the REC E, L, G and H cluster on the other. Effective positioning of the lower floors of the buildings, in particular, may allow the attractiveness of the area around the canal to be increased. In the coming weeks and months, the relevant units will be addressing the new function of the REC E1 tower. Any structural modifications can be proposed in the FM (Functional Modifications) process.

REC V

REC V included the plan for the construction of a new, large flexible lecture hall with a capacity of 1,000 people. In the meantime, the need for large lecture halls has once again been the subject of debate due to the accelerated digitalisation of education. At the start of 2021, the Executive Board decided to halt the REC V project. In view of the potential shortage of space that may occur in future, it is highly likely that construction will take place on plot V, albeit with another function and in conjunction with the further development of the area surrounding REC JK.

Upgrade REC JK

The analysis of REC spatial requirements show that REC JK will continue to be necessary to accommodate the primary process in the years to come. In 2019, it was

decided that REC JK would be given an upgrade allowing the building to remain usable for education, research and valorisation purposes for the next 15 years.

This means that the maintenance and management of the building must guarantee the period of use for the coming years. In addition, funds have been made available under the Sustainable Accommodation programme and the Accommodations Plan to make the building more sustainable, increase comfort and make functional modifications. Facility Services are working on a plan alongside the faculties and users of REC JK to achieve step by step improvements for the building. At the end of 2021, a decision will be taken on the final design and the tendering procedure will be able to start. Due to the shortage of space at the REC, the building will be tackled in phases to ensure that as much space as possible should remain available.

In the longer term (beyond 2035), renovation will be required, with realising an extension becoming a potential option – possibly in combination with Plot V.

Outdoor area

In 2020, safety on campus was increased as a result of the installation of posts with CCTV cameras and emergency buttons in the outdoor areas. Over the next few months, the maintenance condition of the quays and bridges will be examined following a survey conducted by the City.

Supply and demand for lecture rooms

Before the pandemic, a development in education had been kicked off that led to an increasing demand for small lecture rooms. The Teaching Logistics Office (BOL) initially saw occupancy of the available lecture rooms rise to over 70% and submitted a request for additional lecture rooms for 21/22. As a result of temporary use of part of REC P, the realisation of additional classrooms in REC L and flanking measures, such as extending operating hours, the timetable for this academic year could be accommodated. If the expected growth in the number students at the REC should occur in the coming academic years, this will likely lead to a classroom shortage.

On the other hand, the pandemic makes the future qualitative and quantitative demand for classrooms highly uncertain. The impact of accelerated hybridisation will only become clear once the restrictions have been lifted. It is expected that in-person education will change and that contact hours will be reduced to a smaller scale. The extent and scope of large-scale classroom teaching will have to be re-examined in light of the astronomic rise of digitalisation over the past year.

Expansion of study spaces

In order to meet the demand for study spaces of a growing student population, new opportunities are constantly being examined. However, the expansion options available have now been used and there is a shortage of approximately 650 spaces. Until 2023, there will be a transition period of a number of years during which a temporary shortage of study spaces, in respect of the standard of 1 study space for every 7 students, at the REC will be accepted. The nearby University Quarter, by contrast, will have a surplus in the years to come. The key issue is that the number of study spaces per student will have been resolved on all UvA campuses by 2023. However, the shortage at the REC has become so large that capacity must be expanded urgently despite the surplus at the University Quarter. This issue will be included in the plans for temporary measures for the REC.

In the coming year, it will also become clear what the impact of the changes in teaching methods has been on the demand for the number and type of study spaces. This may have an effect on future spatial requirements for study spaces.

Health centre

The UvA is committed to providing student health services. In 2021, a compact health centre was opened in REC L that focuses on student well being and which provides the services of GPs, dentists, psychologists and physiotherapists through a partnership between Student Health Services and the Faculty of Social and Behavioural Sciences and third parties.

Sports

The REC faculties have indicated that students and staff have expressed the need for a sports facility on campus. A survey was carried out to explore the realisation of a USC sports facility in the basement of REC BC.

The lecture rooms that are located in the basement do not receive any daylight and are therefore undervalued and underused. This site is predicated on an alternative being found for the current lecture rooms, however, given the pressure on the availability of classrooms in the years to come, this is unlikely.

For that reason, it is being examined whether REC JK may be suitable for this type of functionality. Should it turn out that there is a feasible business case for the operation of a sports centre in the basement of REC JK, then proposal may be submitted for decision making. The costs of the project will have to be charged to the Functional Modifications (Functionele Aanpassingen, FA) budget. The relevant work will be able to be combined with the overall upgrade of REC JK.

De Brug

The Faculty of Social and Behavioural Sciences (FMG) has taken to using the space on 'the bridge' (de brug) on the fourth floor of REC C for events purposes following a number of modifications. The space is used by FMG, however the faculty also intends to make the space available for use by other users. This will involving reviewing whether the nearby area in REC D and E can be connected to De Brug more closely.

Valorisation

Alongside UvA Holding, the faculties have set out their aims to achieve more space for valorisation in REC Impact. For the time being, the plan is to start with 500 m² in REC JK, which is included in the REC JK upgrade.

The Amsterdam Business School (ABS) has expressed a need for space for accessible accommodation for startups at the REC.

In order to support the objectives of the Strategic Plan, the real estate portfolio takes into account an optional increasing demand for space for valorisation and accommodation of partners. Due to the lengthy lead time of accommodation developments, it is vital to provide these types of spaces in time, to allow spatial needs to be responded to immediately. Given the aim to expand the space available at the REC in the long term, the spatial needs in respect of valorisation and partners can likewise be accommodated.

Commercial plinth

The commercial plinth of the REC has had various changes in terms of occupancy and function over the past year, but will be in full use once again from 2022.

B1.2.3 Faculty of Social and Behavioural Sciences (FMG)

The Faculty of Social and Behavioural Sciences (FMG) is accommodated in the REC BCD, RED G buildings and in the REC L lab building. The Faculty saw strong growth in its student numbers in the 20/21 academic year, with a 15.7% rise, and is set to grow a further 11.6% in 21/22, making it the largest faculty at the UvA with a

total of 10,700 students. Following a number of stable years, the faculty is growing towards a staff complement of 1,134 FTE and expects to grow even further in the years to come.

Faculty of Social and Beh Sciences												bandwidth 20/21	
	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	-10%	+10%	
students	7.430	7.160	7.220	7.770	8.386	9.706	10.700	11.550	12.200	12.650	9.630	11.770	
FTE	1.059	1.046	1.133	1.072	1.070	1.071	1.134	1.243	1.256	1.256	1.021	1.248	

Table: no. of enrolled students and FTE at FMG

Students

The Faculty of Social and Behavioural Sciences has seen an unprecedented rise in student numbers both in 2020/21 and 2021/22. In the longer term, the faculty aims to stabilise student numbers at the level of 10,000 students, however, due to the strong growth in recent years it is forecast that this is to increase to 12,650 students. The faculty offers more English-language programmes and therefore attracts a larger cohort of international students. The faculty received accreditation for the new Bachelor's programme in Computational Social Science, which is set to start in 22/23 and will grow to a maximum size of 350-400 students, The REC JK upgrade will provide the accommodation required.

The range of contract teaching under the banner of the UvA Academy will be expanded further and will be accommodated at REC P.

Staff

The Accommodations Plan 2021 assumed that the staff complement of the Faculty of Social and Behavioural Sciences would stabilise within a range of 1,050-1,080 FTE. The growth of student numbers and the additional funds available to the faculty have led to an adjustment in the forecast in respect of staff at the faculty. Based on the budget margin, it is expected that the FMG will continue to grow to approximately 1,256 FTE in the coming years.

In the past year, the faculty has either divested spaces with a low rate of occupancy or reused the space for other purposes, resulting in the faculty's accommodation now being in line with the standard. Given that workplace occupancy is generally still quite low, a review will be carried out over the coming months to determine how space usage could be optimised further. The aim is to be able to absorb growth to a significant extent, however, the faculty recognises that the possibility to do so may be subject to limitations.

B1.2.4 Faculty of Economics and Business (FEB)

The FEB is accommodated in REC M, which is mainly used by the Amsterdam Business School (ABS), and REC E that houses the Amsterdam School of Economics (ASE) and faculty support. In the 21/22 academic year, the faculty has a student population of approximately 7,011 student, which marks a decrease to the strong growth seen previously. The staff complement has increased to 574 FTE.

FEB												bandwidth 20/21	
	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	-10%	+10%	
students	4.831	5.243	5.852	6.250	6.078	6.964	7.011	7.061	7.037	7.155	6.310	7.712	
FTE	358	368	378	423	491	536	574	611	604	604	517	632	

Table: no. of enrolled students and FTE at FEB

Students

In previous years, the Faculty of Economics and Business experienced tremendous growth in its (international) student numbers. In order to be able to continue to guarantee the quality of education provided, an enrolment quota was introduced in the 19/20 academic year. This most likely prevented many students from enrolling, as this led to a(n) (unexpected) drop in student numbers. The enrolment quota was scrapped in the 20/21 academic year, which led to student intake increasing by 14.6%

to almost 7,000 students. This growth saw a slight increase in 21/22. The FEB expects the growth to level out.

Staff

The integration of the faculty in 2015 took into account an expected growth in the staff complement up to 385 FTE. With a current staff complement of 574 FTE, the faculty by now is considerably larger, resulting in a shortage of office space to the amount of approx. 700 m² UFA in respect of standardisation regulations. It is expected that the staff complement will grow even further in the coming years. Once COVID restrictions are lifted, pressure on the availability of the offices at the FEB will become noticeable to employees, which is why the FEB is requesting more office spaces. The possibilities for expansion in REC M and REC E, however, have now been fully exhausted and the faculty at present is not yet considering accommodating staff in other buildings. If the FEB were to succeed in saving 10% in respect of standardisation regulations for offices, then the current floor area would be suitable. The faculty has indicated that it is committed to efficient space usage but that if growth should develop rapidly there is a limit to its ability to absorb that growth in the existing office environment.

B1.2.5 Amsterdam Law School

The Amsterdam Law School has been housed in REC A since the summer of 2017. The faculty started the 21/22 academic year with 5,043 students and 364 FTE.

Amsterdam Law School										bandwidth 20/21		
	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	-10%	+10%
students	3.298	3.298	3.480	3.737	4.118	4.684	5.043	4.946	4.946	4.946	4.539	5.547
FTE	316	349	349	334	364	374	364	405	406	406	328	401

Table: no. of enrolled students and FTE at the Amsterdam Law School

Students

Student numbers have increased steadily in recent years. Initially, this was due to the start of PPLE, however, in recent years this is also the result of an increase in the number of Bachelor and Master's students. In the 21/22 academic year, the Amsterdam Law School is seeing substantial growth of 7.7% in the number of enrolments. In the coming years, the faculty intends to focus on attracting more Dutch-speaking Master's students.

Staff

The staff complement of the faculty has grown. A slight increase in FTE is expected in the coming years due to the sector plan funds and additional funds from the quality funds.

An increase in the number of FTE will see more efficient use made of the available space at REC A. Due to the fact that accommodation costs are passed on to the departments directly, space is used for consciously, resulting in a growth and decline between the various departments.

PPLE

PPLE (Politics, Psychology, Law and Economics) is high-quality and small-scale broad Bachelor's programme that is provided by the Faculty of Social and Behavioural Sciences, the Faculty of Economics and Business, with the Amsterdam Law School as the lead institution. PPLE is housed in REC E, however, in mid-2023 it is set to relocate to REC P alongside the Executive Programmes (EP) of the FEB and the contract teaching under the banner of the UvA Academy.

Law Hub

The Amsterdam Law School uses a large part of the commercial space in REC A for the Law Hub – a meeting place and co-creation space for students, researchers and professionals in the legal field – making it a visible bridge between the faculty and society. This initiative therefore aligns seamlessly with the joint ambition of the REC faculties in respect of campus development.

B1.2.6 Roeterseiland Campus portfolio analysis

The table below shows the weighing up of basic supply and demand as well as optional supply and demand. A variance analysis, including the desired flexible space, is subsequently provided at the bottom.

SUPPLY REC categorised	2021	2022	2023	2024	2025	2026	2030
Good	63.380	62.830	62.873	65.973	65.973	65.973	65.973
Satisfactory	0	0	2.582	8.606	8.606	8.606	8.606
Average	6.163	3.581	0	0	0	0	0
Lease	1.956	1.956	341	341	341	341	341
Basic Available	71.498	68.367	65.796	74.920	74.920	74.920	74.920
Good	0	0	0	0	500	500	500
Satisfactory	0	0	1.650	1.650	1.650	1.650	0
Average	0	0	1.598	751	751	751	751
Lease	0	0	761	761	761	761	761
Optional	0	0	4.009	3.162	3.662	3.662	2.012
TOTAL supply	71.498	68.367	69.805	78.083	78.583	78.583	76.933
Renovation	3.252	5.834	9.276	0	0	0	0
TOTAL m2	74.750	74.201	80.678	78.834	79.334	79.334	77.684
DEMAND REC categorised	2021	2022	2023	2024	2025	2026	2030
Primary	57.228	60.010	62.942	64.176	64.365	63.976	63.576
Partners	2.647	2.585	1.733	2.512	2.512	2.512	2.512
Students	4.235	3.840	3.840	3.825	3.825	3.825	3.825
Support	4.219	5.120	5.120	4.793	4.793	4.793	4.206
Commercial	740	740	740	740	740	740	740
Total Basic Demand	69.068	72.295	74.375	76.046	76.235	75.846	74.859
Primary	0	0	0	0	0	0	0
Partners	0	0	0	0	500	1.000	1.500
Students	0	755	755	755	755	755	755
Support	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0
Optional demand	0	755	755	755	1.255	1.755	2.255
Total demand	69.068	73.050	75.130	76.801	77.490	77.601	77.114
REC Portfolio analysis	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	2.430	-3.928	-8.579	-1.126	-1.315	-926	61
Optional demand	0	-755	-755	-755	-1.255	-1.755	-2.255
Required flexibility 5%	-715	-750	-1.574	-2.407	-3.218	-3.199	-3.179
Spatial requirements and basic supply mat	1.715	-5.433	-10.907	-4.288	-5.788	-5.880	-5.373
Optional supply	0	0	4.009	3.162	3.662	3.662	2.012
Spatial requirements and total supply mat	1.715	-5.433	-6.899	-1.125	-2.126	-2.218	-3.360

Table: REC portfolio analysis with match in m² of UFA between basic and optional supply and demand

Both in the short and long term, there is insufficient supply available in order to meet both the basic demand and the desired optional flexibility. In the short term, the renovations of REC P and REC JK will lead to reduced supply availability. In the long term, the supply including these buildings will be insufficient to meet the growing demand for the primary process. It is estimated that an additional 5,000 to 10,000 m² of usable floor area (UFA) will be required.

Due to the growth of the size of the faculties, the space usage exceeding standardisation has decreased – including into negative figures by now. Although the faculties expect to continue to grow, an expansion of office space is unlikely to

take place in the short term. The growth of the faculties will therefore have to be absorbed within the total area of office space available at the REC, which is achievable by saving 10% in respect of Spatial Standardisation Regulations.

In addition to a potential office space shortage, more space is primarily needed for teaching. At present, not enough information is available to make a reliable calculation, however, a general analysis shows that the increase in student numbers will lead to an additional demand for tutorial spaces of approximately 1,500 m² in the long term. In the short term, more classrooms will be needed temporarily due to the limited availability.

The shortage of study spaces is another key area of focus. Growth in student numbers will lead to a considerable shortage of study spaces (approx. 700) that the surplus at the University Quarter can no longer accommodate. As such, expansion is required in the short term. In addition, dual purpose use of classrooms and offices may also provide part of the solution. For the long term, more insight is needed into the development of demand for study spaces in view of hybrid forms of learning, however, even then an expansion in floor area is very likely.

The UvA intends to work with the City to explore what options there are realise more floor space on campus. The REC JK plot and plot V would initially provide an option in this regard, however densification along the edges of the campus is likewise conceivable. The financial impact on the Accommodations Plan will be reviewed further.

Given that new accommodation will only be ready around 2028 at the earliest, it is likewise necessary to examine in the short term how more floor area can be provided. Additional funds will be included in the Accommodations Plan for the coming years.

Despite the large size of the buildings and connection of the buildings on campus, flexibility is nevertheless limited. The contours of the campus are solid and there are limited possibilities for internal expansion. The space usage of the units is demarcated at the boundaries and thus creates barriers for exchange. In addition, there are some spaces/areas with limited use potential, resulting in the matching between supply and demand being less flexible in practice. Once the various aims become concrete, the faculties will also be faced with the challenge of managing the available space in an efficient and flexible manner.

B1.2.7 10% growth or contraction

A growth forecast up to 2025 (budget period) is incorporated in the portfolio analysis. The calculation below shows the effect on the portfolio analysis of a 10% growth or decrease in space requirements for the primary process.

REC Portfolio analysis	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	2.430	-3.928	-8.579	-1.126	-1.315	-926	61
Optional demand	0	-755	-755	-755	-1.255	-1.755	-2.255
Required flexibility 5%	-715	-750	-1.574	-2.407	-3.218	-3.199	-3.179
Spatial requirements and basic supply mat	1.715	-5.433	-10.907	-4.288	-5.788	-5.880	-5.373
Optional supply	0	0	4.009	3.162	3.662	3.662	2.012
Spatial requirements and total supply mat	1.715	-5.433	-6.899	-1.125	-2.126	-2.218	-3.360
10% test based on supply and demand	2021	2022	2023	2024	2025	2025	2.030
minus 10% basic primary process	-5.723	-6.001	-6.294	-6.418	-6.437	-6.398	-6.358
total minus 10%	8.153	2.073	-2.285	5.292	5.122	5.472	6.419
plus 10% basic primary process	5.723	6.001	6.294	6.418	6.437	6.398	6.358
total plus 10%	-3.293	-9.929	-14.873	-7.544	-7.751	-7.324	-6.297

Table: effect on portfolio analysis in m² of UFA of a 10% growth/decrease of the primary process

Due to the growth of student numbers, it is likely that the need for space at the REC will increase. The analysis for a 10% growth of the primary process indicates that the shortage of space at the REC will increase further in the match between basic demand and basic supply. This range will have to be taken into account in the analysis of future expansion options in order to be able to continue to meet new demands in the future.

In the event of a decrease in demand, the pull on the available space will decrease. If there is a surplus of space, then there will likewise be sufficient interest in this area to be able to compensate for the temporary fall in demand by way leasing activities.

B1.3 University Quarter (UK)

The University Quarter (Universiteitskwartier, UK) is the set of buildings around the Binnengasthuisterrein, Oude Turfmarkt, Nieuwe Doelenstraat, Oudemanhuispoort and extends to the Bushuis, Oost-Indisch Huis and Spinhuis. The current City Centre cluster also includes other buildings (PC Hoofthuis, UB Singel, Maagdenhuis, Aula and Handboogstraat).

The University Quarter accommodates the Faculty of Humanities, the University Library and the heritage collections as well as the UvA's administrative centre. A lease agreement was concluded with the KNAW in 2016 for the Oost-Indisch Huis and Spinhuis, which house a number of humanities institutes.

B1.3.1 Current use of University Quarter

A total of approximately 56,500 m² of UFA is in use by the UvA and partners in and around the University Quarter. There is approximately 23,000 m² of UFA worth of vacant property, primarily for construction purposes, as a result of relocations and renovations. Part of this space is needed for temporary use as flexible space during the renovations. An active leasing policy is being used to accommodate new (temporary) initiatives and to provide third parties with use of space. Depending on the final planning and phasing of the development of the University Quarter, temporary use of space will be intensified or used more extensively. The location allows for various activities, however these are restricted by quality concerns (and safety concerns in particular).

B1.3.2 Developments at the University Quarter

The development of the University Quarter is extensive and ambitious. The ambition can be realised with the available funds provided there is a proper balance of quality and quantity. This requires choices and optimisations. With the start of various projects, that process is currently fully under way.

The analysis of the total spatial requirements will be fleshed out further in the coming months and will be coordinated with the planning of the University Quarter. A strategic master plan for the entire area has been drawn up in collaboration with partners in the area that will form the starting point for the supply available in future. In the planning phase for the University Quarter, there is now a possibility for a programme to be drawn up with the user that aligns effectively with the development of the faculty and the desired campus services. As the Master Plan comes into clearer view and demand thereby becomes clear, the portfolio strategy can be fleshed out further.

Campus development

The UvA is working on the development of the University Quarter in the heart of Amsterdam. The aim is to realise a University Quarter that encourages interdisciplinary exchange and facilitates interaction between students, lecturers, researchers, collaborative partners, neighbours and alumni. The University Quarter programme was launched to realise this aim. This programme serves to shape the development of the University Quarter on the basis of various perspectives and in consultation with a wide variety of stakeholders.

With the largest market share in the Humanities and the clout of a campus in Amsterdam city centre, the University Quarter constitutes the No. 1 national hotspot for the Humanities. The establishment of the Humanities institutes of the KNAW at the Spinhuis and Oost-Indisch Huis strengthens that position, making it extra attractive for other partners to establish themselves in or around the University Quarter – particularly given the integration of the Humanities labs in the Research building at the Bushuis.

The Duitsland Instituut Amsterdam (DIA) is already based at the Oost-Indisch Huis. With a comprehensive and well-attended programme, the student initiative VoxPOP has been a success – as have VentureLab FGw and the expansion of startups with Klinikum in BG5.

Science & Business conducted a review of the opportunities for valorisation at the University Quarter for the Faculty of Humanities and specified them in an Ecosystem. The opportunities have been quantified in the Accommodations Plan, allowing the issue to be included in the realisation of the University Quarter or the realisation of the Research building (phase II).

Area development: University Quarter Strategic Master Plan

The University Quarter is situated within a vulnerable urban area that contains a large number of protected heritage buildings. All stakeholders (City, university, residents, entrepreneurs and visitors) stand to benefit from a balanced and coherent development of the area. That is why the UvA and the City of Amsterdam have jointly drawn up a University Quarter Strategic Master Plan (SMP) that guarantees this coherence, both programmatically and qualitatively. The realisation process has contributed to creating support for the plans among stakeholders. The SMP consists of development opportunities for the area on a social, scientific and economic level, the starting points for themes such as sustainability, logistics and management and the development frameworks for the buildings.

Research building

The Faculty of Humanities' desire for an accelerated start for the Research building has led to the decision to relocate the Faculty Office to BG3. The building will be undergoing a limited upgrade to ensure it can remain in use for the next 10 years. In addition, the design process will be kicked off with the City of Amsterdam regarding the final realisation of the BG3.

OMHP

The OMHP project has undergone a cost savings process over the past year, which involved the development of possible solutions by way of an agile process to get the project within the framework of the Accommodations Plan. Owing to close cooperation and strong commitment, a range of solutions were developed both at project level and that of the University Quarter and UvA as a whole within a short period of time. This had led to a number of major decisions. The project will be based on non-demolition, unless this proves necessary, for example, for access structure purposes or the creation of daylight. In addition, it has been decided that Theatre Studies and Musicology will be accommodated

at OMHP rather than the Aula programme. This means that Aula will remain in the Lutheran Church for the time being and that the University Theatre will be available.

B1.3.3 Faculty of Humanities (FGw)

The Faculty of Humanities is accommodated in the University Quarter and as of the start of the 21/22 academic year has approximately 7,264 students and 722 FTE staff.

Faculty of Humanities											bandwidth 21/22	
	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	-10%	+10%
students	6.088	5.934	6.113	6.312	6.495	7.051	7.650	8.033	8.113	8.113	6.885	8.415
FTE	764	705	718	699	671	673	722	752	773	773	650	795

Table: number of students and FTE according to budget statement 2022

Students

As of 1 October 2021, 7,650 students are enrolled at the Faculty of Humanities, representing an increase of 8.5% compared to the previous year. Student numbers have been increasing since 2018. The faculty has observed that Bachelor's programmes taught in English attract more (international) students and has expanded the range of programmes provided in English. By innovating and broadening its profile, the faculty hopes to remain appealing to students. It is with these measures that the faculty is attempting to increase its market share and prevent shrinkage as a result of a decrease in the national number of Humanities students as much as possible. At present, the Faculty of Humanities' market share accounts for 25% of all humanities programmes in the Netherlands. The faculty aims to grow to a size of approximately 8,113 students.

Staff

In 2016, the Faculty of Humanities carried out certain cuts, which resulted in the number of FTE decreasing at the time. The staff numbers have stabilised in the meantime. The Faculty of Humanities has a large number of small-scale programmes, which means that the staff complement includes a relatively large number of small (part-time) appointments. In line with the Standardisation Regulations, this has led to a calculation with a high workspace/FTE ratio: 1.24 workspace per FTE. As such, the allocated number of m² of offices is relatively high compared to other faculties. This ratio is expected to decrease as a result of the envisaged 10% savings compared to Spatial Standardisation Regulations. However, the question is at what pace the Faculty of Humanities is able to take steps in the direction of the standardisation regulations, plus realising further savings.

With the move to the BG1 and BG2 buildings, the Faculty of Humanities has completed the first relocation steps to its final accommodation. In addition, the faculty has already completed an interim relocation from the Bungehuis to the Bushuis/Oost-Indisch Huis. In 2023, the Faculty Office will be relocating to BG3 in order to make room for the Research building.

A large part of the faculty is yet to relocate to the University Quarter. As such, the 'Excedent huisvesting' supplementary budget³ still applies to the Faculty of Humanities, which is greater than the additional accommodation expenses that the faculty incurs as a result of the foregoing accommodation.

³Financial compensation for inefficient space usage by faculties who have not been accommodated at their final location.

B1.3.4 UvA Executive Staff Department

The UvA Executive Staff Department will remain housed at the Maagdenhuis for the time being. The final location of the Executive Staff Department in the University Quarter is still dependent on the further development of the Faculty of Humanities and the renovation of the buildings. In 2022, a number of modifications to the Maagdenhuis will be completed, making the building more available for meetings and interaction. The Executive Board is currently still housed at the REC, however will move back to the University Quarter in future.

B1.3.5 University Library

A large part of the employees at the University Library are already accommodated at the UB Singel. From 2023, the office will be relocating to the new University Library. The UB has chosen an efficient workplace concept, resulting in accommodation in conjunction with the offices at the IWO being in line with Standardisation Regulations.

B1.3.6 University Quarter portfolio analysis

The table below shows the weighing up of basic supply and demand as well as optional supply and demand. A variance analysis, including the desired flexible space, is subsequently provided at the bottom.

SUPPLY categorised	2021	2022	2023	2024	2025	2026	2027	2028	2029	2.030
Good	8.504	8.702	8.702	16.614	16.614	21.662	32.610	37.845	37.845	37.845
Satisfactory	29.646	41.287	41.287	38.837	38.837	38.837	22.270	22.270	17.270	17.270
Average	25.350	6.648	1.450	1.450	1.450	1.450	0	0	0	0
Lease	292	292	292	292	0	0	0	0	0	0
Basic Available	63.793	56.930	51.732	57.193	56.900	61.948	54.880	60.116	55.116	55.116
Good	0	0	0	0	292	292	292	292	292	292
Satisfactory	0	0	0	0	0	0	0	0	0	0
Average	0	0	6.167	11.214	11.214	11.214	1.450	1.450	1.450	1.450
Lease	0	0	0	0	0	0	0	0	0	0
Optional available	0	0	6.167	11.214	11.506	11.506	1.742	1.742	1.742	1.742
TOTAL supply	63.793	56.930	57.898	68.407	68.407	73.455	56.622	61.858	56.858	56.858
Renovation	5.450	5.047	15.792	10.745	10.745	10.745	5.236	0	0	0
TOTAL m2	69.234	61.977	73.691	79.152	79.152	84.200	61.858	61.858	56.858	56.858
To be specified	0	0	0	0	0	0	11.353	11.353	23.058	23.058
TOTAL portfolio	69.243	61.977	73.691	79.152	79.152	84.200	73.211	73.211	79.916	79.916
DEMAND categorised	2021	2022	2023	2024	2025	2026	2027	2028	2029	2.030
Primary	35.127	32.436	34.407	35.398	35.153	33.403	31.393	31.552	31.712	31.624
Partners	5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053	4.917
Students	550	550	550	550	550	550	550	550	550	550
Support	13.814	11.213	10.822	10.466	10.180	9.986	9.987	9.988	9.989	9.859
Commercial	3.017	3.017	853	853	187	94	94	94	94	187
Total Basic Demand	57.561	52.269	51.685	52.319	51.122	49.085	47.076	47.237	47.397	47.136
Primary	0	0	0	0	0	0	0	0	0	1.198
Partners	0	0	0	0	1.500	2.000	2.500	3.500	4.000	4.000
Students	0	0	0	0	0	0	0	0	0	0
Support	0	0	0	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0	0	0
Optional demand	0	0	0	0	1.500	2.000	2.500	3.500	4.000	5.198
Total demand	57.561	52.269	51.685	52.319	52.622	51.085	49.576	50.737	51.397	52.334
UK Portfolio analysis	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Basic supply and demand match	6.231	4.660	47	4.874	5.778	12.863	7.804	12.879	7.718	7.979
Optional demand	0	0	0	0	-1.500	-2.000	-2.500	-3.500	-4.000	-5.198
Required flexibility	-439	-405	-860	-1.327	-1.758	-1.670	-1.570	-1.578	-1.586	-1.581
Spatial requirements and basic supply mat	5.792	4.255	-813	3.546	2.521	9.193	3.735	7.802	2.133	1.200
Optional supply	0	0	6.167	11.214	11.506	11.506	1.742	1.742	1.742	1.742
Spatial requirements and total supply mat	11.605	4.255	5.353	14.760	14.027	20.700	5.477	9.544	3.875	2.943
To be specified	0	0	0	0	0	0	11.353	11.353	23.058	23.058

Table: University Quarter portfolio analysis with match in m² of UFA between basic and optional supply and demand

In the 2023-2025 period, a large number of buildings in the University Quarter will be undergoing renovation, which will create a temporary shortage in the available supply. There will be a shortage of teaching areas during the renovation of the OMHP and BG5 buildings. It will still be possible to accommodate basic demand by making use of buildings such as the PC Hoofthuis, the Aula – and potentially the UB Singel. The available supply does not exactly align in spatial or functional terms, which means that investments are needed to make it temporarily suitable. It is primarily the large lecture rooms that are a difficulty.

A sufficient amount of floor area for offices, however, is available, however, the relevant supply does not always match the demand and nor is it desirable for users to be continuously shifted around in order to match supply and demand. In order to keep investments for temporary accommodation as low as possible, the planning takes into account the match between supply and demand in order for the smartest possible choices to be made.

Once completed, the University Quarter will provide a basic supply of 55,000 m² of adequate or good quality space. The comparison of required and available space shows that this will be sufficient to provide all organisational units currently in the city centre with accommodation in the University Quarter. The shortage shown by the table lies primarily in providing accommodation for valorisation/partners, with a difference of approximately 5,000m².

The University Quarter Strategic Master Plan has been adopted and is now ready for implementation and will also determine the future nature and size of the real estate portfolio. The programme of the University Quarter SMP aligns effectively with the University Quarter SMP supply with sufficient room for growth and new developments.

B1.3.7 10% growth or contraction

A growth forecast up to 2024 (budget period) is incorporated in the portfolio analysis. The calculation below shows the effect on the portfolio analysis of a 10% growth or decrease in space requirements for the primary process.

UK Portfolio analysis	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Basic supply and demand match	6.231	4.660	47	4.874	5.778	12.863	7.804	12.879	7.718	7.979
Optional demand	0	0	0	0	-1.500	-2.000	-2.500	-3.500	-4.000	-5.198
Required flexibility	-439	-405	-860	-1.327	-1.758	-1.670	-1.570	-1.578	-1.586	-1.581
Spatial requirements and basic supply mat	5.792	4.255	-813	3.546	2.521	9.193	3.735	7.802	2.133	1.200
Optional supply	0	0	6.167	11.214	11.506	11.506	1.742	1.742	1.742	1.742
Spatial requirements and total supply mat	11.605	4.255	5.353	14.760	14.027	20.700	5.477	9.544	3.875	2.943
To be specified	0	0	0	0	0	0	11.353	11.353	23.058	23.058
10% test based on supply and demand	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
minus 10% basic primary process	-3.513	-3.244	-3.441	-3.540	-3.515	-3.340	-3.139	-3.155	-3.171	-3.162
total minus 10%	3.513	3.244	3.441	3.540	2.015	1.340	639	-345	-829	-2.036
plus 10% basic primary process	3.513	3.244	3.441	3.540	3.515	3.340	3.139	3.155	3.171	3.162
total plus 10%	-3.513	-3.244	-3.441	-3.540	-5.015	-5.340	-5.639	-6.655	-7.171	-8.360

Table: effect of 10% growth/decrease on University Quarter portfolio analysis in m² of UFA

The translation of the increase in student numbers to an optional demand for space can be accommodated within 10% growth. 10% growth provides flexibility in the match between overall demand and basic supply at the time UB Singel goes switched from basic supply to optional supply in 2023. Enough space is therefore still available in the optional supply to be able to respond to this. A key area of focus in this regard is that the space in and around the Binnengasthuisterrein, the heart of the campus, is limited and the available optional supply has a peripheral location in respect of the campus. This also increases the likelihood of additional investments.

In the event of a decrease of 10%, it will be examined how part of the floor area can be (temporarily) used for other purposes. Preferably this will involve attracting partners with added value for the campus. Due to the high demand, the risk profile for floor area in the city centre of Amsterdam is relatively small.

B1.4 Other locations

In addition to the REC, University Quarter and ASP campuses, the UvA also occupies space at the Medical Business Park at the AMC, with ACTA on the Zuidas, at Leeuwenburg near Amstel station until mid-2021 and at the Hogehilweg in the Zuid Oost district from mid-2021.

other	teaching	research	offices	support	other	total
total	2.702	0	4.935	12.632	0	20.270
use	2.702	0	4.935	12.247	0	19.885
vacant buildings	0	0	0	385	0	385
primary	2.702	0	464	11.633	0	14.799
BOL	2.702		94	14		2.811
UB			370	11.619		11.989
internal other	0	0	2.547	536	0	3.083
AC			828	47		875
FS			327	382		709
ICTS			1.392	108		1.500
third parties	0	0	1.924	79	0	2.003
AUAS			1.924	79		2.003
Available	0	0	0	385	0	385
architectural				385		385
economic						0

Table: UvA space usage in m² of UFA at other locations 2021

Hogehilweg

Until mid-2021, the FS, ICTS and AC service departments were located at the Leeuwenburg, near Amstel station. Given that the AUAS intends to sell off this building in the near future, the service departments relocated to the Hogehilweg in Amsterdam Zuidoost. The property will be leased for at least the next 10 years. Architectural adjustments have allowed this building to be made suitable for the joint service departments of the UvA and the AUAS.

Accommodating the service departments in Amsterdam Zuidoost requires small office hubs on campuses, so that employees of the service departments have a workspace they can use as a base of operations if necessary. This is also in line with orientation towards the desired types of services on campus. It is likely that an overall decrease in space can be achieved through cooperation in this regard.

Medical Business Park/ IWO

In 2018, the Amsterdam Medical Center merged with the VUMC, becoming Amsterdam UMC and is responsible for accommodating the Faculty of Medicine, among others. The Medical Business Park is being developed on the AMC site in Zuidoost.

This campus is also home to the IWO, which houses the book depot of the University Library, and also include (online) exam halls. The University Library is currently focusing on the shrinkage of depot use at the IWO. The final collection to be relocated from campus to the IWO is part of the CEDLA collection. This will mark

the completion of the relocation of the local faculty collections to a central depot (IWO). In the event of a further increase in the need for exam facilities, such needs will preferably be absorbed at other locations in the portfolio. Overall, there is still sufficient space available to make such accommodations.

ACTA

The Faculty of Dentistry of the UvA and the Faculty of Dentistry of VU University Amsterdam jointly make up the Academic Centre for Dentistry Amsterdam (ACTA). In 2010, the ACTA relocated to the new building realised by VU University Amsterdam on the campus on the Zuidas. The ACTA uses 18,567 m² of UFA in total, with the UvA share of the lease for the building corresponding to 10,212 m² of UFA.

Amstel Campus

The AUAS is largely based on the Amstel Campus at the top of the Wibautstraat. The proximity of the Roeterseiland Campus ensures a large concentration of educational facilities in this part of Amsterdam. Where there opportunities to collaborate, such as sharing facilities on the campuses and the use of each other's flexible layer, this goes toward optimising the use of both portfolios.

B1.4.1 Portfolio analysis of other locations

The table below shows the weighing up of basic supply and demand as well as optional supply and demand. A variance analysis is subsequently provided at the bottom.

SUPPLY categorised other	2021	2022	2023	2024	2025	2026	2030
Good	0	0	0	0	0	0	0
Satisfactory	0	0	0	0	0	0	0
Average	0	0	0	0	0	0	0
Lease	28.697	30.097	30.097	30.097	30.097	30.097	30.097
Basic Available	28.697	30.097	30.097	30.097	30.097	30.097	30.097
Good	0	0	0	0	0	0	0
Satisfactory	0	0	0	0	0	0	0
Average	0	0	0	0	0	0	0
Lease	0	0	0	0	0	0	0
Optional	0	0	0	0	0	0	0
TOTAL supply	28.697	30.097	30.097	30.097	30.097	30.097	30.097
Renovation	0	0	0	0	0	0	0
TOTAL m2	28.697	30.097	30.097	30.097	30.097	30.097	30.097
DEMAND categorised other	2021	2022	2023	2024	2025	2026	2030
Primary	24.533	24.648	23.446	23.446	23.446	23.446	23.446
Partners	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Support	3.754	5.449	5.449	5.449	5.449	5.449	5.449
Commercial	0	0	0	0	0	0	0
Total Basic Demand	28.287	30.097	28.895	28.895	28.895	28.895	28.895
Primary	0	0	0	0	0	0	0
Partners	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Support	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0
Optional demand	0	0	0	0	0	0	0
Total demand	28.287	30.097	28.895	28.895	28.895	28.895	28.895
Portfolio analysis other	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	410	0	1.202	1.202	1.202	1.202	1.202
Optional demand	0	0	0	0	0	0	0
Required flexibility	0	0	0	0	0	0	0
Spatial requirements and basic supply mat	410	0	1.202	1.202	1.202	1.202	1.202
Optional supply	0	0	0	0	0	0	0
Spatial requirements and total supply mat	410	0	1.202	1.202	1.202	1.202	1.202

Table: portfolio analysis for other locations in m² of UFA

B1.5 Accommodating growth and contraction

The purpose of the growth forecast is to test whether the UvA is able to absorb any additional demand for space and/or to assess what the impact of decreasing demand would be. Gaining a better understanding of growth or contraction of the number of m² required also provides insight into the financial impact of that growth or contraction.

In view of recent developments, such as the pandemic and the rapid developments in the digitalisation of education, the increase in the number of enrolled students, but equally in view of the UvA's in the area of lifelong learning, research and valorisation, the number of uncertainties in the forecasts regarding spatial requirements are increasing. Beyond 2025, the demand analysis does not include any further growth in student numbers, given that the forecast in the budget does not extend beyond 2025.

In order to counter these risks, the Accommodations Plan a growth and contraction of the spatial requirements of the overall primary process of +/- 10% in its calculation, thereby increasing the bandwidth compared to the forecast previously used as outlined in the above.

The analysis below shows how the UvA's spatial requirements will develop in the event of a 10% growth or contraction of spatial requirements in respect of the primary process. This indicates a bandwidth in spatial requirements of approx. +/- 16,800 m² of UFA compared to basic spatial requirements in 2022.

portfolio analysis Total	2021	2022	2023	2024	2025	2026	2.030
Basic supply and demand match	9.637	348	-4.984	7.288	7.709	9.038	7.722
10% test based on supply and demand	2021	2022	2023	2024	2025	2026	2.030
minus 10% basic primary process	-16.613	-16.770	-17.459	-17.656	-17.680	-17.881	-17.663
total minus 10%	26.250	17.118	12.475	24.943	25.389	26.919	25.385
plus 10% basic primary process	16.613	16.770	17.459	17.656	17.680	17.881	17.663
total plus 10%	-6.976	-16.421	-22.443	-10.368	-9.970	-8.843	-9.941

Table: effect of +/- 10% on the spatial requirements of the primary process and match with available supply

10% growth

In the event of 10% growth of the primary process, there will be a shortage of space in the UvA's real estate portfolio. This may, for example, occur if the units are unsuccessful in achieving savings in respect of the Spatial Standardisation Regulations of 2007 or if the sharp increase in student numbers continues in the coming years. Various can be taken, such as further intensification of space usage or temporary expansion of the real estate portfolio, depending on the nature and scope of the increase spatial requirements.

For the faculties, it remains crucial that they properly manage the amount of space used by them and align the costs with the financial capacity of the faculty. Together with the faculties it will be examined which aims are far enough advanced and concrete to be developed into demand for accommodation.

10% contraction

This analysis can also be used to analyse the spatial effects of the COVID-19 pandemic. Based on the developments outlined earlier, such as the expected increase in staff working from home, the accelerated digitalisation in teaching and the pressure on public finances, the COVID-19 pandemic may lead to a decrease in floor area. Based on current insights, this decrease will not take place in one go. At the UvA, the units themselves have the flexibility to make decisions with regard to space usage, albeit within the standards of the Accommodations Plan. Based on the expectations at the start Spatial Standardisation Regulation review process, it is expected that developments (of decline) in relation to office floor area will occur gradually. There are good opportunities for the UvA to manage risks in the portfolio by divesting these floor area of this type. In addition, in connection with the Strategic Plan, there will be opportunities in the months to come for the UvA to use accommodation with partners.

With regard to education, knowledge and experience is being gained rapidly for the provision of teaching online. Based on current insights and experiences, the difference in quality is primarily visible in comparison with small-scale intensive teaching and less so for large-scale teaching. Accommodation costs are higher for large-scale teaching and the capacity for alternative use of these facilities is lower, which entails the risk that the demand for larger facilities will decrease and that the demand for smaller facilities will increase. The impact on overall spatial requirements for teaching will still have to be examined, partly in conjunction with increased student numbers.

The mix of conditions may lead both to an increase and a decrease in total space requirement. The developments in recent years have created a large number of uncertainties, making bandwidth monitoring extra relevant. Risks will mainly arise in a qualitative sense, as to whether the types of floor area spaces of the supply match the functional demand. In relation to specific accommodation decisions in the coming months, it is therefore vital to ascertain on each occasion how these risks have developed.

Appendix 2: Accommodations Plan policy

B2.1 Accommodations Plan – General

B2.1.1 History

In 1995, ownership of the university buildings was transferred to the universities by central government, thus giving the UvA ownership of a highly diverse real estate portfolio.

The foundations of the Accommodation Plan date back to 1998, when the vision on the clustering of UvA accommodation on campuses was drawn up. This strategy was subsequently fleshed out in the Accommodations Plan 2000-2015. At the time, the plan consisted of an investment programme plotted out over time, with financial review primarily focusing on the liquidity and affordability of the investment programme. Prior to the first major investment for the new buildings at the Amsterdam Science Park, the plan was revised in the Accommodations Plan 2005-2020, which applied Spatial Standardisation Regulations to ensure that a sufficient amount of good quality floor area would be realised. In addition, more financial parameters were added, such as the solvency ratio and the 12% standard. In 2010, the Accommodations Plan was revised and is updated each year as part of the university budget in connection with developments regarding the UvA's space requirements. Due to the lengthier preparation time for the renovations, the horizon of the plan is now set at 2030. This period will also be marked by the first reinvestments, resulting in the Accommodations Plan becoming more like a 'rolling forecast' in nature.

B2.1.2 Organisation

Within the UvA, a real estate administration system has been set up that has its own balance sheet listing all UvA buildings and on which all ownership costs are recorded alongside income from the settlement of the space usage. The Finance, Planning and Control (FP&C) department manages this real estate administration as well as the Accommodations Plan and acts as an internal landlord of the spaces. As such, the department has taken on the ownership role. In addition, the FP&C provides support in relation to drawing up of plans and ideation, fleshing out issues, gaining insight into risks, process and financial impact.

Units are not permitted to acquire or lease or let a space independently, except for a short period of time (less than a year). Furthermore, the organisation of real estate and accommodation complemented by the Real Estate Development (HO) and Facility Services (FS) departments and by the faculties and service departments.

The Real Estate Development department is responsible for the realisation and further development of campuses and actively communicating campus aims. This means that it bears primary responsibility for (new build) construction projects or renovations for the UvA, but is equally responsible for actively communicating the mission, vision and ambition of the campuses. This means that the campus is both part of and operates in a metropolitan context and is strongly embedded in neighbourhoods and districts. The activities of Real Estate Development on the one hand consist of shaping the strategic contours of the campuses in the form of programme activities and managing (new build) construction and renovation projects on the other.

Real estate management duties are carried out by Facility Services and inter alia relate to the planning and implementation of major maintenance works and functional modifications, measures in the context of accessibility and safety,

building management, cleaning, energy supply and performance of tenant maintenance.

B2.2 Accommodation strategy

Accommodation is a key factor in the infrastructure that should contribute to achieving the UvA's objectives. The UvA's accommodation strategy is in line with the UvA's ambition and is aimed at using campus development to realise high-quality facilities for education, research and valorisation at the lowest possible cost. Strategic choices in accommodation are made based on developments in supply and demand, planning and financial flexibility.

B2.2.1 Campus development ARBC

UvA campuses are dynamic and attractive environments that centre around education, research and knowledge valorisation. Synergy and collaboration contribute to strengthening the scientific ecosystem. The campuses can make a valuable contribution in this regard, for example, by realising attractive collaboration spaces, sharing facilities and providing accommodation for partners. This makes campus development more than just an accommodation issue: it requires a comprehensive vision on the use and profile of the campus.

The campuses are characterised by an interactive interplay between scientific research and complex issues from society and the business community. Cross-pollination occurs in places where knowledge, businesses and talent are physically in close proximity to one another, where innovation is accelerated through facilitation of collaboration on societal challenges, and where parties work to actively encourage crossovers between sectors, resulting in learning from and with one another: all of this results in innovation and impact being accelerated and reinforced.

B2.2.2 Strategic partnership/ownership

A shift is taking place in the accommodation domain from coordination to true collaboration. A healthy, long-lasting partnership requires professional agreements and reciprocity. The partnership between the City of Amsterdam and the UvA is getting stronger and stronger. This is something that can be observed particularly with a large number of developments ongoing. The City and the UvA need one another to achieve their ambitions. This also increasingly applies to parties such as Matrix IC and UvA Holding, for example. Strategic partnership leads to opportunities to resolve accommodation issues in cases where there is shared ownership.

B2.3 Rental policy

The rental model was introduced in 2006 and essentially means that every organisational unit at the UvA 'eases' or 'rents' the space that it uses internally for a uniform price per m² of lettable floor area. At the time of its introduction, it was decided that this price would not take into account quality and location. The pricing was introduced in order to give the organisational units a clear sense of self-interest in relation to the actual reduction of their space usage, as is intended with the Accommodations Plan.

At the time of introduction, the price was fixed at € 135 (the level of costs of operating the real estate divided by the number of square metres in 2006) – significantly below real estate prices in Amsterdam. It has now been decided that the internal rent will increase annually by (up to) the CPI plus 3.5% until 2022. This

additional increase of 3.5% represents the policy that the UvA will soon have fewer, but better, square metres of space available as a result of the implementation of the Accommodations Plan. As such, the real rental costs of the organisational units (on average) will not rise by that 3.5% because the renovation and (new build) construction projects lead to a reduction of the number of square metres they need. As a result, the accommodation burden as a percentage of the turnover for the UvA (the income-to-rent ratio) as a whole will not increase by that 3.5%, but will remain below 12%. For the faculties, it will remain roughly the same at an average of 7%⁴. This is shown by the chart below. The difference between the income-to-rent ratio of the faculties and of the UvA as whole is that spaces in the library, study centres and lecture rooms are managed by the service departments. These accommodation costs ultimately are also passed on to the faculties through the rates of the service departments. The UvA as a whole stands to benefit from striving to achieve efficient use of education and study spaces.

B2.3.1 Space utilisation policy

The accommodation strategy is aimed at fewer square metres of a higher quality. Two policy instruments were introduced in order to realise the necessary space reductions:

- The rental model, introduced in 2006, which has organisational units pay for space utilisation and thereby gives them an incentive as a unit to avoid unnecessary space utilisation;
- The UvA Spatial Standardisation Regulations, adopted by the Executive Board and introduced in 2007, which calculates space requirements and provides a test to assess spatial plans and needs.

A variety of developments are ongoing in pursuit of usable, affordable, future-proof space utilisation. This will lead to changes to the policy on the space utilisation, with the Regulations for office spaces from 2007 to be revised in 2022. In anticipation thereof, updating the Regulations is expected to result in savings of 5-15%. The future supply development of the Accommodations Plan takes into account savings of 10% on offices, starting from 2023.

From a sustainability and affordability perspective, more intensive use of our spaces is required, but new needs will also arise. Through accurate insight into space utilisation through the use of data, awareness and sharing of knowledge and experiences, users will be given the opportunity to focus on more intensive use.

B2.3.2 UvA Spatial Standardisation Regulations

The Spatial Standardisation Regulations were established in order to determine the university spatial needs based on the size of the staff complement and the number of students.

In addition, it forms a crucial yardstick for establishing spatial need and schedules of requirements. At the moment a decision must be made, the size of an organisational unit can be translated into reasonably appropriate utilisation of space. In principle, the unit has the freedom to make its own choices within the total scope of standardised utilisation, for example, in terms of the office concept, provided that the unit will use these facilities for a longer period of time. The unit always pays for the actual utilisation of space.

The key spatial categories for which standardised regulations have been developed are:

- education-related spaces: lecture halls, tutorial rooms, student desks, study spaces and break rooms.

⁴5% for most faculties and 9% for the Faculty of Science with its many laboratories

- staff-related spaces: seated workstations (including for meetings and workplace archiving), coffee and break rooms, repro facilities.

These spaces are essential to the primary process and make up the largest part of the accommodation portfolio. The developments that are ongoing for these categories of spaces are crucial to follow. They provide insight into potential changes in needs and demand for these spaces.

In addition, spatial requirements consist of:

- research areas
- special provisions
- support facilities

These types of spatial requirements are so specific that they are difficult to define in a generic standard, for which reason they are not standardised. As a point of departure, the Accommodations Plan assumes that any new request for these facilities must first be assessed before they can be included in a project.

The demand for floor area is defined as usable floor area (m² of UFA) in accordance with the NEN 2580. Space utilisation is assessed on the basis of lettable floor area (m² of LFA), which is normatively 35% higher than UFA according to the NEN 2580.

In addition to incorporating a premium of approx. 35% of communal space in accordance with the NEN 2580 guidelines, the UvA uses a system in which a number of additional spaces are regarded as communal spaces, such as sanitary facilities, First Aid, contemplation rooms, etc. This space is settled on a pro rate basis over the building users, resulting in the premium factor to convert UFA to LFA being higher than 35%, i.e. 40%.

The Spatial Standardisation Regulations constitute a yardstick for spatial requirements and schedules of requirements. At the moment a decision must be made, the size of an organisational unit can be translated into reasonably appropriate utilisation of space. The detailed structure of the Spatial Standardisation Regulations served to substantiate the analysis that was carried out in 2007 into the space utilisation of the UvA and served to ensure that the Accommodations Plan would plan for sufficient floor area, taking into account an expected size of faculties and service departments and added up to the level of the UvA. In principle, the unit has the freedom to make its own choices within the total scope of standardised utilisation, for example, in terms of the office concept, provided that the unit will use these facilities for a longer period of it. In addition, the Space Utilisation Regulations apply to ensure efficient use. The unit always pays for the actual utilisation of space.

The table below summarises all the principles and parameters of the Spatial Standardisation Regulations:

Room type	standard	description
<i>Education-based:</i>		
Study spaces	0.43 m ² / student	0.14 space per student, 3,0 m ² per space
Student break room	0.05 m ² / student	
Student catering room	0.15 m ² / student	
Student desk	0.05 m ² / student	
Tutorial rooms	Occupancy > 80%	Based on educational curriculum
Lecture halls	Occupancy > 80%	Based on educational curriculum
Practical rooms	None	If and as needed

Study associations	None	floor area based on staff
Staff-based:		
Seat-workspace	10 m ² per workspace	>= 0.5 FTE → 1 workspace
		< 0.5 and >= 0.25 FTE → 1/2 workspace
		< 0.25 FTE → 1/3 workspace
Meeting rooms	3% of working area	faculties
Workspace related archiving	5% of working area	
Repro room	0.28 m ² / FTE	
Staff break room / pantry	0.25 m ² / FTE	
Staff catering room	0.27 m ² / FTE	
Other:		
Research facilities	None	If and as needed/ research budget
Library	None	If and as needed
Support facilities	None	Facilities, special storage, etc.

B2.4 Accommodations Plan – Quality

The quality of the buildings must do justice to the high level of quality that the UvA aims to achieve in education and research. This translates into a certain level of desired quality in respect of usability, flexibility, ease of maintenance and sustainability.

A project that has been realised and renovated as an Accommodations Plan project must meet at least the following requirements:

- Renovations and new constructions are executed in compliance with laws and regulations.
- Renovations and new constructions are executed in accordance with internal UvA policy:
 - o Accessibility: The building must meet the ITS accessibility requirement, unless the costs of the measure do not weigh up against the effect achieved (and any potential restrictions for historic buildings).
 - o Occupational health & safety: facilities that are realised inside the building must meet the Occupational Health and Safety guidelines and will be realised in such a way that the mandatory is able to accept the building for use.
 - o Asbestos: in accordance with the asbestos policy, an asbestos assessment will be carried out prior to the renovation and any sources of asbestos that are identified will be remediated to ensure the building is asbestos free. This will take place on the basis of current laws and regulations.
 - o Safety: the building must comply with UvA safety policy. Any problems that have emerged from an RI&E must be included in the result.
 - o Space utilisation: The realisation of the standardised programme must take place according to or within the Spatial Standardisation Regulations. Following any modifications, the mark-up factor must not exceed 1.4.
 - o Level of delivery ready to be leased.

- The programme that is realised must have been drawn up in close cooperation with the end users. The users must be able to make use of the new accommodation without any architectural or installation modifications for at least 5 years.
- The building must meet the sustainability goals of the UvA and the sustainability criteria that are prescribed by laws and regulations and covenants to which the UvA has committed itself.
- The building must comply with the Schedules of Requirements of FS and ICTS. The service departments are responsible for updating the SoR, which must ensure that services can be provided without restrictions.
- The new building management must be able to be implemented within the financial frameworks of the relevant organisational unit of both the user, service provider and owner.
- The building sections must have a technical lifespan that is at least equal to the economic lifespan of the investment:
 - o 15 years for installations
 - o 15 years for fit-out packages
 - o 30 years for completion
 - o 30 years for site layout
 - o 60 years for shell
- The building must be able to be used on a flexible basis, for example, by way of the following:
 - o the functions within the building must be adaptable with limited architectural interventions;
 - o installations must be sized to accommodate a degree of flexibility in terms of alternate use. Air treatment is particularly key in this regard;
 - o the size of the rooms must be able to be adjusted with limited intervention;
 - o there must be a clear structure that allows for the building to be split horizontally and vertically;
 - o and must have logical dimensions.

In addition, buildings must be maintained based on class 3 of the NEN 2767 Condition measurement. Quality may be scaled down as a building that has been in use for a long time approaches a renovation point. A building must comply with laws and regulations at all times and must be safe as well as windproof and waterproof.

B2.4.1 Sustainability

White paper

The White Paper on Sustainability (White paper Duurzaamheid) was adopted last year and sets out five goals for a sustainable UvA. The Accommodations Plan is in line with the first goal: *Achieving a fair ecological footprint: 25% reduction within 5 years*

The annex to the white paper sets out the objectives for operational management in greater detail. Specifically with regard to real estate, the objectives are as follows:

1. Paris-proof campuses
2. Fossil-free campuses
3. Optimal sustainable energy production on campus
4. Circular, nature-inclusive and climate-proof campuses

Energy transition policy

The UvA Energy Transition Road Map (Routekaart Energietransitie UvA) was adopted last year with the aim of becoming Paris Proof All Electric at portfolio level by 2040. Paris Proof means that we aim to achieve a capped maximum level of energy consumption for our real estate portfolio that allow us to meet the climate

goals of the Paris Climate Agreement. All Electric means that natural gas must have been phased out of energy supply for all UvA buildings by 2040. The first steps were taken in 2020 with an acceleration of the measures (nine projects), which have resulted in a substantial reduction of CO2 emissions. In addition, sustainability is now included in renovation plans and reinvestments. Furthermore, all maintenance plans have been converted into Sustainable Long-term Maintenance Plans (Duurzame Meerjaren Onderhoudsplannen, DMJOPs). All buildings will gradually be made more sustainable. The faculties and users will be involved in the process, given that the input and commitment of staff are key to achieving the objectives. Prior to 2040, each building in the portfolio will have a sustainability intervention in addition to the sustainability modifications already taking place through major maintenance.

Climate Adaptation and Nature Inclusiveness policy

The policy plan for Climate Adaptive and Nature Inclusive Campuses is currently being finalised. The way our campuses can be made greener lies in embedding these themes in the scope of projects, having them form part of permanent services (currently variable) and maintenance plans as well as by providing more flexibility for the participation of students and staff, such as through living labs.

A key part of the implementation of these sustainable policy themes is the partnerships and collaboration with other landowners and stakeholders, of which the City of Amsterdam is the principal party.

Development of Circularity policy

An evaluation is currently being carried out of the LAB42 project, given that this project was designed, tendered and (is being) implemented on a circular basis. Circularity in construction is still in its infancy. The fact that we have been actively gaining experience in this regard since 2018 has been extremely valuable. The initial results of the evaluation study already offer a range of tools for policies and improvements to project processes – both for new construction and renovation projects.

Circularity is not only about reusing, but also about limiting environmental damage, preserving and protecting raw materials and value.

B2.4.2 Real estate data management

Developments surrounding data and the application of data are evolving at a rapid pace and there has been enormous growth in the volume of data. It is clear that we are dependent on data in our work and that there are various options available to use to use data in our processes. There are currently two issues that are crucial to the UvA:

- Making data and data systems universal;
- Being in control of data.

This means that we should be able to use and manage data effectively, which will allow us to ensure accessible and reliable data usage.

Tools

A wealth of experience is currently being gained with the use of simulations, energy management systems and reflective monitoring through a variety of ongoing pilot projects in collaboration with scientists and users.

GDPR

The UvA complies with the General Data Protection Regulation (GDPR), which means that we handle data collection with due care and diligence. In terms of policy or in (pilot) projects, this occasionally leads to certain restrictions.

B2.4.3 Protection of historical value

The UvA has a large number of buildings that have been designated as a Nationally listed building (Rijksmonument) or as a municipal listed building. In addition, certain buildings will occasionally form part of a protected town or cityscape. The UvA believes it is vital to approach this historical value with due care. At the same time, the UvA is faced with challenge of making and keeping these buildings suitable for contemporary education and research.

Both formal and/or informal coordination with the City of Amsterdam takes place in relation to renovation or redevelopment projects in listed buildings, which involves the drafting of cultural heritage substantiations and architectural research, including valuation. Based on that knowledge and substantiation, consultations subsequently take place with the City and with the department of Monuments & Archaeology (M&A) in order to achieve effective coordination.

B.2.4.4 Safety and security

The building owner is responsible for ensuring a safe building. At the UvA, the management organisation (FS) is responsible for building safety. Safety policy is based on the following basic principles:

- It should be safe for staff, students and visitors to use UvA buildings.
- The safety of the users of the building is paramount at all times;
- The term safety is understood to mean: safe campuses and grounds, building safety and social safety.
- The UvA Code of Conduct that was updated and adopted recently;
- The UvA's policy on building safety is comprehensive and up-to-date in respect of laws and regulations;
- Any safety risks inside/on the buildings will be communicated to the responsible parties and actively managed and delegated to internal and external parties;
- The management organisation takes a proactive attitude in respect of identifying new risks.

It should likewise be safe for contracting parties or other parties to carry out work on UvA buildings. Under safety and security policy, in addition to applicable laws and regulations, this is guaranteed by:

- o UvA Asbestos remediation programme (2004)
- o Management plan for buildings containing asbestos
- o Regulations on third parties
- o Work permit procedure
- o Manual NEN-3140 working with and in electrical installations
- o Instructions for 'Working on roofs'
- o Facilities SoR FS 2019
- o Periodic certifications and inspections

Where necessary, the regulations, procedures and protocols will be amended and supplemented.

In 2020, Facility Services (FS) carried out a Risk Assessment & Evaluation (RI&E) Owner, which included the risks associated with the buildings, facilities and land that fall within the UvA real estate portfolio and are in use by the UvA. The issues that are dealt with in the RI&E include asbestos, installations, working at height, electrical safety, legionella, fire safety, construction safety, and ground and grounds facilities, which each of these issues being reviewed in terms of applicable laws and regulations and UvA policy, embedding safety and security in the organisation and the risks to the various categories of people who make use of our buildings.

The report on the RI&E shows that no major shortcomings were identified. The existing risks associated with the buildings have been brought to the attention of the responsible organisational units and are being controlled. A number of recommendations, however, were made in order to continue to guarantee safety through the management cycle on a structural basis, which included active management of information, establishing procedures, responsibilities and working arrangements with internal and external parties and a periodic audit and evaluation of the entire management cycle. These recommendations will be used for the conclusive embedding of the management cycle within the departments of FS.

Safety in respect of the activities that are carried out by staff and students in the building fall within the remit of the organisational units.

B2.5 Management and assessment policy

In 2014, an assessment framework was introduced for major investments in renovations and new construction projects. This was in response to the experiences in relation to projects up to that moment, the risk of changes in scope during the design phase resulting in the programme becoming displaced, and the development of the planning of the University Library (which was current at the time). As the Accommodations Plan advances, the scope for risk management decreases. The purpose of the assessment framework is to identify whether the facilities to be realised are affordable, meet the needs of the end user and can be operated for a longer period of time as early in the planning and development phase as possible. It is chiefly the financial assessments that assess the affordability within the assumptions of the Accommodations Plan, which, in conjunction with the qualitative assessment creates insight into any potential new risks for the Accommodations Plan. The assessment framework is kept up-to-date: developments within and outside the university, and observations in project processes, can lead to assessment criteria being expanded or for sub-questions to be added. This is not in order to keep changing the guiding principles, but to be transparent in establishing whether the project complies with previous agreements. A number of assessment elements were previously added regarding sustainability. This year, COVID-19 was the impetus for additional questions to be asked about the long-term usability of proposed investments in the assessment of project proposals.

In order to continue to manage and assess the realisation process of accommodation plans for feasibility and efficiency, the assessment framework will be completed at the end of each process phase and will be assessed at each decision-making phase. The assessment framework is part of a phase document, which is a key process document within a project. A phase and its corresponding documents is approved and completed, which also includes the finalisation of the activities of the design team for that phase – allowing it to get started on the next phase. Accuracy and completeness as well as the quality of information is crucial to effective assessment.

The assessment framework consists of the following components:

Investment test:

- The design should be fit, i.e. be affordable and capable of being financed, within the investment frameworks of the Accommodations Plan and the balance sheet ratios;
- There must be a reasonable degree of certainty that there are sufficient funds for the realisation of the entire campus;
- The investment per m² should be able to withstand comparison with the market;

- There should be a reasonable degree of certainty regarding the extent of the vacancy risk.

User test:

- The entire programme in m² of LFA must be purchased by end users and paid for over a period of at least 10 years⁵;
- The programme must be realised in such a way that the services fit within the rates;
- The integration of the programme in the building must be assessed by the user as feasible in terms of services, meaning that it fits within the framework of the services in qualitative terms;
- There must be no crowding out of the programme other buildings meaning that functions are pushed out of the building that must be accommodated elsewhere.
- The commitment of students and staff in the formulation of demand should be demonstrable, for example, due to the fact that representative advisory bodies (centralised or decentralised i.e. project-dependent) have issued a positive recommendation.

Operating test:

- The operating costs of the building should fit within the established frameworks.

Sustainability test:

- The design must at least meet the prescribed obligations and covenants to which the UvA has committed itself.
- Assessment of sustainability in accordance with the UvA Energy Transition Road Map.
- Application of the integral assessment framework which makes clear which considerations / design choices can be made based on impact on the sustainability goals, the investment and operation (preferably for lifespan).

Standardisation test:

- The realisation of the standardised programme must be in accordance with or fall within the Spatial Standardisation Regulations;
- There should be no shift in the integration of the SoR of standardised use to non-standardised utilisation;
- The non-standardised usage should not increase.

The synergy assessment framework can be used in relation to planning and ideation. It is a separate test that exists alongside the assessment framework for projects.

Synergy test:

- There should be added value for education, research and/or valorisation, both in the short and long term (future proof);
- The ecosystem should be strengthened and/or enriched, e.g. in the area of collaboration, composition, interdisciplinarity, etc.;
- There should be a positive impact on the campus, e.g. as a result of more getting together and interaction, liveliness, visitors or exposure.

⁵this test also features the online / on campus assessment.

Appendix 3: Functional Modifications Plan 2022

Appendix 4: Major Maintenance Plan 2022

Appendix 5 List of abbreviations

ASP Amsterdam Science Park
AUC Amsterdam University College
BOL Teaching Logistics Office
BVO Operational Managers' Consultation Committee
DSCR Debt Service Coverage Ratio
CvB Executive Board
FM Functional Modifications
FdR Amsterdam Law School
FEB Faculty of Economics and Business
FGw Faculty of Humanities
FMG Faculty of Social and Behavioural Sciences
FNWI Faculty of Science
FP&C Finance, Planning and Control
FS Facility Services
MM Major Maintenance
HO Real Estate Development
AUAS Amsterdam University of Applied Sciences
HvP Accommodations Plan
ICAI Innovation Center for Artificial Intelligence
ILLC Informatica Institute for Logic, Language and Computation
SP Strategic Plan
ITS Integrated Accessibility Standard
IvI Informatics Institute
UFA Usable Floor Area
NSE National Student Survey
PPLE Politics, Psychology, Law and Economics
SoR Schedule of Requirements
REC Roeterseiland Campus
RI&E Risk Assessment & Evaluation
StS Student Services
TBO Total Benefits of Ownership
UB University Library
UK University Quarter
UvA University of Amsterdam
LFA Lettable Floor Area



MJUP / ICT Portfolio 2022

Date
25-11-2021
Subject
MJUP ICT Portfolio 2022
From
IM

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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.*

Summary: Long-term Implementation Plan (MJUP)/ICT Portfolio 2022 at a glance

As set out in the ‘Inspiring Generations’ Strategic Plan 2021-2026, digitalisation has been a powerful driver for the achievement of the UvA’s aims – even more so than we imagined before the COVID-19 pandemic. In the field of research, the smart use of digitalisation transforms or enriches methods in all disciplines, and digitalisation is likewise rapidly making inroads in teaching, education and assessment. The better we are able to harness this increase in digitalisation, the better will our future position be as a provider of higher education in and from Amsterdam. Achieving agility in the UvA’s operational management is a challenge – in part due to digitalisation.

In 2022, we will continue to pursue the themes set out and begin implementing the digital agenda. In the years to come, the UvA wishes to invest more in IT, as is evident from the aims formulated in the Strategic Plan 2012-2026. The digital agenda allows us to shape the development of digitalisation at the UvA, in order for us to be able to respond to a rapidly changing world.

The key points of the Long-term Implementation Plan (Meerjaren Uitvoeringsplan, MJUP) 2022 can be outlined as follows for each domain:

- **General.** In 2022, a budget will be reserved to allow for a start to be made on realising the digital agenda, which includes various topics relating to all domains. Information security is similarly a subject that is relevant to all the various domains. The Information Security Improvement Plan contributes to a structural increase of the level of information security.
- **Education.** In 2022, efforts will be made under the VLE Annual Plan (Jaarplan DLO) to gain a better understanding of the use of the VLE, for the further development of the VLE and the introduction of new options. Bottom-up innovation by lecturers and students will be supported by the Grassroot programme. In 2022, the tendering procedure for the Testvision assessment application will take place and this will be used as an opportunity to evaluate the UvA’s experiences with online testing. The UvA Q, the UvA’s educational feedback system, is likewise in need of an update. The first steps towards a new ICT solution will be taken in 2022.
- **Research.** The developments initiated with regard to research will be continued in the MJUP. This relates to: realising facilities for storage, Research Management Services (a portal that provides researchers with support in dealing with the administrative burden of research projects), a working environment for user-friendly access to storage, applications and computing facilities (Virtual Research Environment) and setting up a support organisation for research IT. The expansion of the computing capacity of the Lisa GPU cluster realised in 2020 and 2021 will be continued in 2022.
- **Education logistics.** As part of the Education Logistics Programme (Programme Onderwijslogistiek), the updated information service for students will go live in 2022, the new course registration system will be rolled out, the improvements of the admissions procedure for Bachelor’s programmes will go live and the new timetable environment will be used for the 22/23 academic year. A project will be launched to improve Master’s admissions procedure. A project will be launched for the replacement of the Course Catalogue application.
- **Operational management.** Within the Operational management information domain, the focus is on realising the SAP roadmap. The migration to the new SAP (S/4HANA) and the UvA company code merge constitute the common thread that runs through the annual plan. Within the Human Resources domain (HR), a decision has been made to hold off on innovation with SuccesFactors, with the focus having shifted to making decisions regarding the next steps. The survey into the updating and modernisation of the intranet, which was initiated in 2021, is set to continue into the first half of 2022. This survey will provide insight into updating the UvAweb as a whole. In addition, preparations are being made for the tendering procedure for the software of the UvAweb.

- **ICT Basic Services.** In 2022, aftercare will be carried out for the programme MS 365 Collaboration in the Cloud (Samen werken in de cloud) and work will be carried out on optimising the use of MS 365.

The importance of security and privacy remains paramount and security and privacy requirements will be fleshed out in the context of the individual projects. Work will be carried out across the UvA, on the basis of ICTS and CISO plans, to structurally increase the level of information security, strengthen the organisation of information security and to create awareness among staff and students regarding secure working practices.

Introduction

This document provides an outline of the Long-term Implementation Plan (Meerjaren Uitvoeringsplan, MJUP) / ICT portfolio 2022 for the UvA. The MJUP / ICT portfolio is the implementation plan of the UvA's digital innovation agenda for 2022. The MJUP contains:

- An overview of existing initiatives and new initiatives as yet to be launched. These initiatives will be outlined for each domain as well as under the 'General' heading, which deals with cross-domain initiatives;
- An overview of the budgets as well as how they have been allocated or earmarked for the various initiatives;

The MJUP was adopted in the ICT Steering Committee meeting of 1 November 2021. Decision-making on the MJUP takes place within the framework of the UvA's budget.

The drafting of this MJUP is taking place in parallel to that of the digital agenda. The digital agenda provides direction for the development of digitalisation at the UvA and is therefore part of the implementation of the Strategic Plan 2021-2026. At the start of 2022, the digital agenda that has been drawn up will be incorporated into the MJUP 2022 following a decision from the Executive Board in the spring of 2022.

General

Existing themes to be continued

Information Security Improvement Plan. Information security is a subject that is relevant to all the various domains. 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 the AUAS. The projects implement mitigating measures for the greatest risks faced by the UvA and the AUAS from an information security perspective.

Components include:

- Setting up an IC system;
- Competency development;
- Basic IT hygiene;
- Awareness;
- Strengthening CERT;
- Red teaming, pen tests.

New initiatives being launched

Digital agenda. At the start of 2022, the digital agenda that has been drawn up will be incorporated into the MJUP 2022 following a decision from the Executive Board in the spring of 2022. The Executive Board has instructed a core team, operating as part of the Information management department within the UvA Executive Staff Department, is working on a digital agenda. The digital agenda will provide direction for the development of digitalisation at the UvA and is therefore partly the implementation of the Strategic Plan 2021-2026. As such, the digital agenda will become the policy underpinnings of the MJUP 2022 and beyond. The digital agenda will be adopted by the Executive Board, with relevant decision-making set to take place in the first quarter of 2022. We are currently in the phase in which we are fleshing out what the UvA wishes to achieve in the realm of digitalisation in relation to a large number of issues (focus areas). This is taking place by way of focus groups.

We will be developing the aims, goals and roadmap with four domain-specific focus groups:

- Education: The Campus University of the future (including lifelong learning/development, LLL/LLD).
- Research: State-of-the-art research infrastructure.
- Education logistics: For education that is feasible to study and teach as well as organise.
- Operational management: Effective operational management and (business) design.

A number of themes have an impact on all four domains and are issues in relation to which the UvA wishes to differentiate itself. We will be fleshing out the direction we wish to take on these themes in separate groups. We will ensure that the domain-specific focus groups will be fed input from the theme-specific focus groups and vice versa. The theme-specific focus groups are:

- Responsible IT. Implementation of digitalisation that is in line with the core values of the UvA.
- Artificial Intelligence and data. Use of AI and data for research, teaching and education and operational management at the UvA.
- Collaboration. A digital working environment that aligns with students' studies and the work carried out by lecturers, researchers and staff. A working environment that simplifies collaboration within the UvA as well as collaboration with (international) partners, including in the context of valorisation.
- Sustainability. A sustainable, ecological footprint for digitalisation.

Developments to be monitored.

Privacy. The Data Protection Officer will be drawing up an Annual Privacy Plan for 2022 with her GDPR team. The decentralised Privacy Contact Officers will translate that plan into individual decentralised privacy plans for the faculties and service departments. Key priorities in those plans will include continuous focus on improving the compliancy of work and work processes, improving the registration of data processing operations for personal data (for research in particular) and continued focus on awareness among both staff and students.

Accommodation. The Draft Updated Accommodations Plan 2022 (version of 4 October 2021) states that: *'A UvA "Guide for hybrid working practices" has been drawn up for working practices, in order to help units make further decisions with regard to suitable working practices. These developments make it difficult to predict future demand. The portfolio analysis has explored the impact on space requirements for desk workspaces if support and management staff structurally work from home one day a week. Experience has shown that the activities of large groups of support and management staff lend themselves well to a flexible workspace concept – which could allow potential space saving to be achieved. This is an initial tentative survey of the potential impact of an increase in working from home. The actual impact of hybrid working practices will become clear in the near future and will be examined further at that time. However, it is also important to be aware of what the developments will be in the near future with regard to space requirements for education and teaching. Additional focus will be placed on this issue in addressing new accommodation issues.'*

The accommodation agenda and digital agenda will increasingly be interacting with one another, and this effect will be examined and shaped further in 2022.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Algemeen	UvA-HvA	Verbeterplan informatiebeveiliging (1)		454	
	UvA	Digitale Agenda		1.500	
	UvA	Afschrijvingen (2)	164		
	UvA	Doorbelasting externen ICTS (3)	44		
Algemeen Totaal			208	1.954	2.162

- (1) A sum of € 278,000 was included for this purpose in the UvA draft budget. An additional € 176,000 is required to due to continued use of external employees.
- (2) The depreciation of previously completed projects are included in the annual budget on a multi-year basis. Please see Appendix 1 for the breakdown.
- (3) The costs that ICTS pays through services for external parties who work on portfolio initiatives are passed on.

ICT for research

Existing themes to be continued

Theme ICT for Research (business cases and support). The further development of IT solutions for researchers will continue. The key topics are:

- Data storage. Continued development of Research Drive.
- Virtual Research Environment, VRE. The VRE is a virtual work environment that enables secure collaboration during the execution phase of research and which brings aggregates the IT facilities required by researchers, such as storage, computing power and analysis tools, and which provide transparency in respect of the data processing and analysis process.
- Research Management Services, RMS The RMS centralises a large part of the paperwork and administrative burden of research by way of process support and monitoring. This, for example, includes review by the Ethics Committee.

New initiatives being launched

Computing capacity: Lisa GPU. In 2019, the Board decided in favour of the so-called ‘IT business case for Research’, which was subsequently translated into a spending plan. Part of this spending plan included the expansion of the Lisa GPU cluster at SURF, for which € 400,000 was reserved for both 2020 and 2021. The consumption overview of this Lisa GPU cluster shows that usage is now at approximately 90% of this new capacity. Due to the successful start of the Data Science Centre, it stand to reason that this consumption is only set to increase in the years to come. For that reason, the € 400,000 expenditure from the portfolio will be continued in 2022.

RDM programme. Discussion is still ongoing regarding the central plan of the Library and ICTS. The development of the plan, and therefore its impact on the portfolio, is expected to be clear over the course of 2022. Part of the plan, the expansion of the capacity of data stewards, has been decoupled from the plan and will be transferred into separate decisions.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Onderzoek	UvA-HvA	Thema ICT voor Onderzoek (BC)		800	
	UvA	Thema ICT voor onderzoek (Support)		325	
	UvA	Reken capaciteit: Lisa GPU		400	
	UvA	RDM-plan		pm	
Onderzoek Totaal			-	1.525	1.525

ICT for education.

Existing themes to be continued

VLE Annual Plan. The virtual learning environment (VLE) of the University of Amsterdam must be able to support ‘education and teaching’ as effectively as possible. The Annual Plan (roadmap) of the VLE board forms the basis for the digital provisions in Education and is part of the VLE Multi-year plan 2020-2025. This forms the basis for the continued development of the VLE. Activities are set to continue in 2022 relate to gaining a better understanding of the use of the VLE (continuous monitoring), continued development of the VLE (including thesis workflow, modifications to Canvas and plagiarism detection), new options for teaching and education (including eportfolio, rubrics, new feedback options, MS365 integration and use of video) and online support for lecturers. The ongoing development of the streaming media service has been part of the VLE Board’s remit since 2021 and has now also become a permanent component of the VLE annual plan with its own budget. Personnel expansion of the VLE product team is a key prerequisite to being able to carry out this broad remit of the VLE Annual Plan.

Grassroots programme. Grassroots are small-scale, low-threshold ICT projects that are carried out by lecturers or students, the result of which are immediately applicable in education, constituting a type of bottom-up (educational) innovation. Successful grassroots initiatives offer starting points for (cross-campus) scaling up – a process that is set to receive more attention in 2022. The TLC is responsible for the implementation of the grassroots programme.

New initiatives being launched

Online testing tender. The expiry of the Testvision agreement means that the use of the testing application must be put out to tender in accordance with the Public Procurement Act. This tender is a natural juncture at which to evaluate the UvA’s experiences with online testing and the services provided over the past 5 years. This evaluation will be part of the Online testing tender project. The online testing service, provided by the Facility Services Teaching Logistics Office (BOL), is a joint AUAS-UvA service. As such, the Online testing tender project is a joint initiative of the UvA and the AUAS. The clients for the project are the respective VLE Boards of both the UvA and the AUAS.

Open teaching materials. Following a set of recommendations from the Library, ‘Recommendations on open sharing of digital teaching materials via Edusources’, a project will be launched in consultation with the Library and the TLC to make the Edusources environment provided by SURF accessible to the UvA. The aim is to create conditions for the open sharing and reuse of teaching materials across institutional borders.

UvA Q. UvA Q is the UvA educational feedback system. The current UvA Q environment is outdated and no longer meets the requirements and needs that may be required of a future-proof ICT environment. On the basis of the final report of the UvA Q Technological Survey Working Group, an innovation process for a new ICT solution for UvA Q will be kicked off for the continued development of UvA Q.

Visible learning pathways. The UvA Strategic Plan 2021-2026 sets out that the UvA aims to improve the quality of teaching and education in a structured manner. One way to contribute to this aim is for the exit qualifications to be translated effectively into a constructive and coherent curriculum, which is made visible to students, lecturers, educational management and external parties by way of a tool.

The structure and cohesion will be made clear through the linking of specific objectives at the level

of individual courses, learning pathways and the curriculum. This project will be carried out by Academic Affairs and the TLC. Due to the ICT component, implementation will be monitored in the context of the MJUP.

Digital assessment records survey. There is currently no UvA-wide system for the storage of assessment records for internal and external quality assurance purposes, which poses a risk to the educational quality assurance for degree programmes. This project will identify the functional needs and requirements for an ICT solution for digital assessment records.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Onderwijs	UvA	Jaarplan DLO (1)	350	100	450
	UvA	Grassroots programma	135		
	UvA-HvA	Digitaal toetsen		300	
	UvA	Open onderwijsmaterialen	30		
	UvA	UvAQ		100	
	UvA	Onderzoek Toetsdossiers	25		
	UvA	Zichtbare leerlijnen (2)		-	
					-
Onderwijs Totaal			540	500	1.040

- (1) The VLE Annual Plan consists of: a fixed amount for the continued development of the VLE (€ 150,000), expanding product team capacity (€ 200,000) and streaming media (€ 100,000).
- (2) Funding takes place through Academic Affairs.

Educational logistics.

Existing themes to be continued

Educational Logistics Programme (POL). The Educational Logistics Programme (Programma Onderwijslogistiek, POL) contributes to increasing the agility and effectiveness of the organisation and focuses on developing effective process chains in the educational logistics domain. The POL focuses on providing both prospective and current standard students with a single place to access all information relevant to them. In 2022, the new information service for students will go live, with only 1 page per subject. In addition, the new course registration system will be rolled out. Work will also be undertaken to provide students with insight into their study progress. In addition, the new teaching schedule process, with a corresponding new timetable environment, will be used in the 22/23 academic year. The old application, Syllabus+, will be phased out in the 2nd half of 2022. The improvements to the admissions process for Bachelors programmes will go live. In 2022, the governance will be set up, which must ensure that process-based principles are applied permanently with regard to the management and continued development of the educational logistics processes and chain – including beyond 2023.

New initiatives being launched

Master's Admissions (part of POL). A project will be initiated to improve Admissions for Master's programmes. If necessary, a new system will be chosen for Master's Admissions based on the needs and requirements of the organisation.

Course Catalogue. A key component of the Course Catalogue application, the editing environment, is currently out of use, and has been incorporated into UvANose. The publication function is currently the only function in use. The application is technologically end-of-life and is complex in

terms of management and maintenance, nor does it meet the needs or align with developments taking place inter alia in the context of the Educational Logistics Programme (POL).

Single CRM for UvA Academy. In the context of the UvA Academy, efforts are ongoing to achieve a clear CRM setup and solution for professionals. The aim is to arrive at a clear working method for the FEB, Amsterdam Law School, FGW, FMG and the Faculty of Science.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema /onverdeeld	Totaal
Onderwijslogistiek	UvA	Programma OnderwijsLogistiek (1)		1.933	
	UvA	Master admissions (POL)		480	
	UvA-HvA	Projecten OL: SaNS agenda	200		
	UvA	Projecten OL: Studiegids	-	250	
	UvA	Projecten OL: UvA Academy naar één CRM (2)	-		
			-		
Onderwijslogistiek Totaal			200	2.663	2.863

- (1) The budget of the Educational Logistics Programme is based on a statement of costs to be activated for the development of the student portal and the timetable system. The Finance, Planning & Control Office has yet to approve these costs.
- (2) Funding will take place from the UvA Academy development budget.

Operational management

Existing themes to be continued

Operational management: SAP Roadmap. The migration to the new SAP (S/4HANA) and the UvA company code merge constitute the common thread that runs through the annual plan. In the Finance domain, efforts are also ongoing on the ‘Basis op Orde’ (Getting the Basics right) project at the Administration Centre and, where possible, on the further automation of the financial processes. The plans for UvAdata are largely related to the migration to the new SAP and the company code merge. Within the Human Resources domain (HR), a decision has been made to hold off on innovation with SuccessFactors, with the focus having shifted to making decisions regarding the next steps. In 2020 and 2021, the implementation of the first module of SuccessFactors proved to have a significant impact on the landscape and the organisation. This step back is needed to give the business space to develop a vision for the future of HR and because resources have to be allocated for the migration to S/4HANA and the responsibilities and duties in relation to ‘Basis op Orde’. In 2022, the focus will once again be of the further improvement of the current HR processes, such as the digital signing of documents. The implementation of the digital signature in SAP processes is part of a wider roll-out of the digital signature within the UvA and AUAS. In addition to supporting the migration to S/4HANA, the technology team will be focusing on improving information security in 2022.

UvAweb. The survey into the updating and modernisation of the intranet, which was initiated in 2021, is set to continue into the first half of 2022. This survey will provide insight into the updating and modernisation of the UvAweb as a whole. In addition, preparations are being made for the tendering procedure for the software of the UvAweb.

New initiatives being launched

Procurement. Implementation of the elected ‘order to payment’ platform (in December 2021).

The procurement process requires improvement in a number of areas: improving compliance and user-friendliness and increasing efficiency. This will be achieved inter alia by way of increasing the number of processes that are carried out on the systems and reducing manual work. In summary, the key areas are increasing user-friendliness, process improvement and more system control (controls enforced by the system) instead of data control.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Bedrijfsvoering	UvA-HvA	SAP Roadmap (1)	333	320	653
	UvA	Verkenning vernieuwing Intranet		250	
	UvA-HvA	Inkoop / Vervanging ghx (2)		-	
Bedrijfsvoering Totaal			333	570	903

- (1) The funding of the company code merge and the security projects of the SAP Roadmap will take place from the ICT projects budget item undivided.
- (2) A budget of € 500,000 has been included for the funding in the UvA draft budget.

ICT Basic Services

Existing themes to be continued

The Microsoft 365 (MS 365) Collaboration in the Cloud programme is nearly ready. At the time this document was drawn up, there was still some uncertainty as to the schedule. A budget of € 100,000 has been reserved to support the incomplete migrations of the public directories to teams and for the aftercare of the programme in 2021.

New initiatives being launched

Optimisation of MS 365 use. The MS 365 Collaboration in the Cloud programme set up MS 365 at the UvA for the benefit of staff and students. A budget of € 200,000 will be reserved for the optimisation of the use of MS 365. This is in addition to the support scheduled by ICTS. A proposal will be drawn up with the product owner and the Faculty Information Managers for the implementation of this additional budget.

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Basisdiensten	UvA-HvA	Programma MS 365		100	
	UvA	Optimalisatie gebruik MS 365		200	
ICT Basisdiensten Totaal			-	300	300

Developments at service departments

The MJUP/ICT Portfolio consists of many initiatives. All service departments are involved in the realisation of these initiatives. The extent of this involvement will depend on the subject. In addition to the initiatives outlined in the portfolio, developments will be undertaken at the service departments themselves that include a digitalisation component. This chapter will outline a number of these developments, thus allowing us to paint a more complete picture of the digitalisation playing field at the UvA.

ICTS. In 2022, a great deal of focus will continue to be devoted to providing support for hybrid teaching and education (and working practices) with ICT and new digital forms of education and teaching. This concerns the continuation of the activities in this area since March 2020, including facilities for video resources in teaching, digital meetings, online collaboration, as well as the adaptation of the ICT infrastructure at in-house data centres and on campuses for the new usage profile and the corresponding data volumes.

As a result of the cyber attack in February 2021 and the increasing threat of such attacks, there will be even more intensive efforts in the area of improving our own cyber resilience.

To this end, an extensive supplementary package of improvements has been adopted that is already being implemented within the existing long-term improvement programme, which also includes structural reinforcement of our internal security organisation.

Modifications and improvements in the ‘IT-for-IT’ domain. This domain encompasses all underlying basic IT facilities that are required to provide good, reliable end-user services, such as fixed and wireless networks, basic Cloud facilities and server parks. Within this domain, basic cloud facilities are realised, ICTS-managed applications are migrated to the cloud and work is carried out on the automation of test and release activities (continuous automation).

Administration Centre (AC). The AC is committed to providing fast, agile and excellent services, for example, to support the developments in internationalisation and greater flexibility in education. This requires the standardisation and optimisation of various AC processes in order to achieve institution-wide economies of scale to create room for any tailored solutions. Furthermore, autonomy of action must be embedded at the lower end of the organisation and employees must be able to put themselves in the shoes of their service department’s clients (students, members of staff, providers, faculties, etc.). In this way, the AC will be developing into a service centre and centre of expertise, resulting in the right information being available at the right time. A key aspect in this regard is the realisation of the SAP Roadmap and the role that is reserved for the Educational Logistics Programme (POL) in order to arrive at a personalised information system

In 2022, various aspects will be continued in order to get the foundation right and digitalise processes. However, it will also be examined whether, based on previous experiments and surveys, these may be implemented structurally or scaled up – for example, this may relate to the chatbot Robin, the digital signature and Robotic Process Automation. At all events, the cross-service department User eXperience (UX) team plays an important role in ensuring that (digital) services are considered accessible and easy to use (intuitive) by users. This also includes simplifying (near) realtime monitoring, visualising dashboards as a monitoring instrument and being able to make informed decisions on that basis for management purposes.

Library. The Library will be working on the implementation of its policy plan, which features a range of topics from the portfolio, such as support for researchers in the various stages of research. Within the Library, there are a number of ongoing topics that, although they are not part of the portfolio, are nevertheless worth highlighting (in the context of providing an overview of the range of initiatives). This concerns:

- **Open Collections:** additional open availability of its own collections and metadata, in addition to the already openly available Library catalogue, through the introduction of machine-readable standard licences and publication of open data, preferably in linked data format;

- Digital Depot: facilitating professional archiving of digital objects in the Library's possession;
- Further development of the Data Science Centre and the role of the Library in that regard;
- Expansion of training portfolio in the context of the Digital Competency Centre;
- Customer service provided via a single (online) channel;
- Introduction of sensoring for study spaces and use of space;
- Continued development of the online library environment (including Onlinelibrary);
- Increasing registration & visibility of research datasets.

Facility Services (FS). Facility Services is working on the annual plan for 2022. Many items in this annual plan are part of the ICT Portfolio 2022, such as the tender for the online testing application and improvement of the ('order to payment') procurement process. The key issue of this programme is: 'what does the procurement process look like and what systems are best suited for it?' The answer will help the organisation gain better control through increased insight into the procurement process. User-friendliness will be increased and the procurement processes will be organised more smoothly and tightly. The Strategic Plan will be implemented by way of the fleshing out of Smart Building. Within FS, work is ongoing on the continued development of the agile teams and increasing their knowledge. A number of issues that will be focused on in the coming year include:

- Monitoring using data;
- Further development of options to reserve workspaces using Mapiq;
- Tender for UvA and AUAS Web lecture system;
- Preparation of tender for card management system (CMS).

Financing and accountability

The UvA has an annual ICT Portfolio with a corresponding investment budget. The IT investment portfolio aims to contribute to the provision of innovative and modern IT services for research, teaching and education and support. The budget is used to finance small and medium-sized projects with all information provision domains. A number of developments require bigger and/or additional investments. In total, approximately € 9.0 million is made available for the ICT agenda on a long-term basis. Alongside the annual budget, the hours for the ICT portfolio, the contribution to SURF and the compensation depreciation system, the total available 2022 budget for the ICT portfolio amounts to € 10.8 million, as included in the final 2022 budget.

Portfolio	2021	2022	2023	2024	2025
Jaarlijks budget	1.000	1.000	1.000	1.000	1.000
Thema Microsoft 365 samen werken in de cloud	2.784				
Thema IT voor Onderzoek (Business cases)	1.400	800	311		
Thema IT voor onderzoek (Support)	325	325			
Thema Programma Onderwijslogistiek	2.598	1.933	602	602	602
Thema Verbeterplan Informatiebeveiliging		454	328		
ICT agenda /projecten / kwaliteit (<i>onverdeeld</i>)	1.822	4.400	6.459	7.432	6.550
Subtotaal	9.929	8.912	8.700	9.034	8.152
Uren ICTS	1.360	1.360	1.360	1.360	1.360
Compensatie ICT portfolio voor wijziging afschrijvingssystematiek	125	125	125	-	-
SURF	448	448	448	448	448
Totaal IT-portfolio lasten	11.862	10.845	10.633	10.842	9.960

The “ICTS hours’ budget is intended for the assignment of ICTS employees to the portfolio projects and amounts to € 1.3 million. Since 2018, depreciation costs have been included in the annual budget on a long-term basis. For the theme-specific budgets, the depreciation costs are estimated within the total budget and included in the budget on a long-term basis.

The allocation for the *ICT agenda/projects/quality (undivided)* is as follows:

Domein	Projectnaam	Budget	Totaal
Algemeen	Digitale Agenda	1.500	1.500
Onderzoek	Reken capaciteit: Lisa GPU	400	400
Onderwijs	Jaarplan DLO	100	
	Digitaal toetsen	300	
	UvAQ	100	500
Onderwijslogistiek	Master admissions (POL)	480	
	Projecten OL: Studiegids	250	730
Bedrijfsvoering	SAP Roadmap	320	
	Verkenning vernieuwing Intranet	250	570
Basisdiensten	Programma MS 365	100	
	Optimalisatie gebruik MS 365	200	300
Grand Total			4.000
Kader			4.400

The overall MJUP/ICT Portfolio will be realised within the framework set out in the budget. Under the current plans, the annual budget is slightly exceeded. For the annual budget this amounts to € 281

thousand on top of € 1 million. Experience over the past few years has shown that there are sufficient opportunities throughout the year to make changes to ensure expenditure is not exceeded.

As a rule, new ICT options will impact the rates of services provided by the service departments. At this stage, the operating costs (e.g. licence costs and additional management costs) are not yet known. Relevant insight will be gained throughout the duration of the projects/programmes. It is up to the projects/programmes to submit the operating costs of the services, resulting from the realised solutions, to the operational managers' consultation committee as soon as possible (if necessary on an indicative basis).

Overview of allocation of Theme-specific budgets, ICT agenda/projects/quality (undivided) and the Annual budget:

Domein	UvA/HvA	Projectnaam	Jaarlijks budget	Thema	Totaal
Algemeen	UvA-HvA	Verbeterplan informatiebeveiliging		454	
	UvA	Digitale Agenda		1.500	
	UvA	Afschrijvingen	164		
	UvA	Doorbelasting externen ICTS	44		
Algemeen Totaal			208	1.954	2.162
Onderwijs	UvA	Jaarplan DLO	350	100	450
	UvA	Grassroots programma	135		
	UvA-HvA	Digitaal toetsen		300	
	UvA	Open onderwijsmaterialen	30		
	UvA	UvAQ		100	
	UvA	Onderzoek Toetsdossiers	25		
	UvA	Zichtbare leerlijnen		-	
Onderwijs Totaal			540	500	1.040
Onderzoek	UvA-HvA	Thema ICT voor Onderzoek (BC)		800	
	UvA	Thema ICT voor onderzoek (Support)		325	
	UvA	Rekencapaciteit: Lisa GPU		400	
	UvA	RDM-plan		pm	
Onderzoek Totaal			-	1.525	1.525
Onderwijslogistiek	UvA	Programma OnderwijsLogistiek		1.933	
	UvA	Master admissions (POL)		480	
	UvA-HvA	Projecten OL: SaNS agenda	200		
	UvA	Projecten OL: Studiegids	-	250	
	UvA	Projecten OL: UvA Academy naar één CRM	-		
Onderwijslogistiek Totaal			200	2.663	2.863
Bedrijfsvoering	UvA-HvA	SAP Roadmap	333	320	653
	UvA	Verkenning vernieuwing Intranet		250	
	UvA-HvA	Inkoop / Vervanging ghx		-	
Bedrijfsvoering Totaal			333	570	903
Basisdiensten	UvA-HvA	Programma MS 365		100	
	UvA	Optimalisatie gebruik MS 365		200	
ICT Basisdiensten Totaal			-	300	300
Grand Total			1.281	7.512	8.793
Reeds toegekend, besluitvorming heeft plaatsgevonden			991	3.512	4.503
Nieuwe aanspraak op onverdeeld				4.000	
Kader			1.000	7.912	8.912
Verschil totaal			-281	400	119

Appendix 1: Breakdown of depreciations

Project	2018	2019	2020	2021	2022	2023	2024	Totaal
Afschrijflasten UvANose	30.587	91.762	91.762	91.762	91.762	61.174	-	458.808
Afschrijflasten Projectbeheersingssysteem (SAP PPM)	-	19.472	38.944	38.944	38.944	38.944	19.472	194.721
Afschrijflasten P-processen en P-dossiers	41.783	125.349	125.349	125.349	125.349	83.566	-	626.745
Afschrijflasten SAP Fiori	-	22.340	33.510	33.510	33.510	33.510	8.377	164.756
Ten laste van Jaarlijks Budget (portfoliobudget)	30.587	133.574	164.216	164.216	164.216	133.628	27.850	818.285
Ten laste van 'Compensatie ICT portfolio voor wijziging afschrijvingssystematiek'	41.783	125.349	125.349	125.349	125.349	83.566	-	626.745