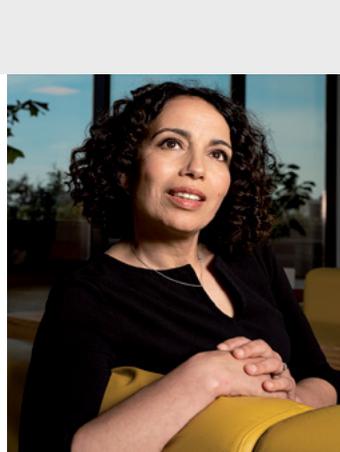
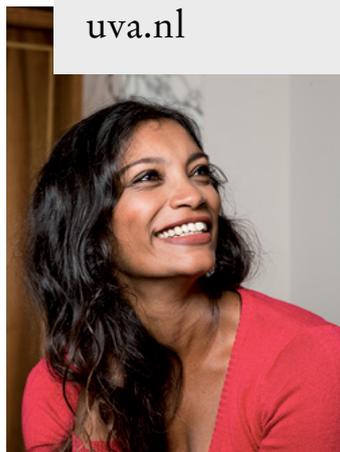




Annual Report 2019

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Annual Report 2019

University of Amsterdam

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EXECUTIVE BOARD

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

A. Foreword by the Executive Board

At the time of writing, in April 2020, it is still unclear how long the measures to combat the coronavirus will remain in place. What is certain is that the short and long-term impacts on the University of Amsterdam (UvA) will be enormous. Next year's annual report will take stock of the consequences for students, the advantages and disadvantages of online teaching, possible research delays, financial consequences for the UvA, staff workload and the student intakes for various degree programmes. We will evaluate everything that has happened and draw lessons from it, but it is still too soon to do that.

This 2019 annual report therefore does not contain extensive references to the impact of the crisis. It looks back on a year of stability and progress for the UvA.

The UvA ended 2019 with a positive balance sheet. The total number of students increased slightly, by four percent, the number of research grants and prizes awarded remains consistently high, we have retained our position in international rankings and we have seen a small rise in staff numbers – though it is important to note that the number of temporary appointments of university lecturers is continuing to fall, in line with our aim. Another constant is less positive: the workload of academic staff in particular remains high. This is a point of concern and the subject of ongoing attention.

At the same time, 2019 witnessed many new developments. The 'student loan system funds' were used to intensify contact between lecturers and students, support the ongoing professionalisation of lecturers and set up Teaching and Learning Centres (TLCs). In late 2019, the Accreditation Organisation of the Netherlands and Flanders (NVAO) issued a positive opinion to the Minister of Education, Culture and Science with regard to our plans for improving educational quality, and faculties were given the green light to start implementing those plans. Both the central TLC and those connected to faculties have an important role to play in boosting innovation.

An evaluation of the research policy provided a reminder of the immense importance of academic integrity and open science – essential preconditions for high-quality research. The university-wide theme of artificial intelligence was given a prominent place within the UvA through the appointment of four University Professors, the growth of the Innovation Center for Artificial Intelligence (ICAI), collaboration with the Municipality of Amsterdam, multinationals and small and medium-sized enterprises in labs, the decision to create a new AI location at Science Park (LAB42) and the launch of the pan-Amsterdam coalition AI Technology for People.

The international character of the UvA was further strengthened through the expansion of strategic partnerships, participation in international networks and consortia and an increase in the number of international students and PhDs.

Sustainability is being incorporated in research, education and operational management and the 'Green Paper' contains measures to – among other things – improve the sustainability of the property portfolio and work towards a climate-neutral UvA. The Diversity Document, which was written following extensive consultation with the academic community, formulated concrete ambitions for diversity, equality and inclusivity.

Work has begun on the new University Library at the former Binnengasthuis site. This construction is the first in a series of projects to restore the University Quarter, the birthplace of the UvA. A number of themed meetings were organised in collaboration with the Municipality of Amsterdam, which led to a strategic master plan for the development of the individual buildings and outdoor spaces in the University Quarter.

There were also many initiatives – large and small – from students, staff, degree programmes, research groups, faculties and shared service units. Here are just a few examples: the Amsterdam Law Hub was opened by Mayor Femke Halsema; 80 rooms in the Oudemanhuispoort complex were leased out to help alleviate the student accommodation shortage; the UvA, Amsterdam University of Applied Sciences (AUAS), Vrije Universiteit Amsterdam (VU Amsterdam) and Inholland University of Applied Sciences (Inholland) joined forces to sail a boat in Pride Amsterdam; and following a proposal by the Central Student Council, it was decided to introduce an extra week of holidays starting from the next academic year, to help lighten the load for both students and lecturers.

Finally, following an evaluation of the confidential adviser system, an independent ombudsperson and a UvA Social Safety Taskforce were set up. Everyone at the UvA should be able to raise concerns, dilemmas and complaints, feel safe when making a report and convinced the report will be taken seriously. These are essential conditions for a safe work and study environment.

Executive Board

Geert ten Dam, president

Karen Maex, Rector Magnificus and vice-president

Jan Lintsen, member of the Executive Board

B. Key data

	2015	2016	2017	2018	2019
Number of students enrolled at the UvA					
Total	30,611	31,019	32,588	34,067	35,413

	2015	2016	2017	2018	2019
Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)					
Bachelor's intake	5,406	6,267	7,007	7,063	6,869
Pre-Master's intake	589	455	521	490	594
Master's intake	4,917	5,466	5,326	5,351	5,617

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Exams taken per academic year					
Credits (ECTS) obtained by government-funded students	1,331,163	1,319,179	1,363,436	1,430,111	1,464,075
Bachelor's exams	4,558	4,350	4,390	4,300	4,604
Master's exams	5,552	5,559	5,699	5,827	6,100
Initial university degree (doctoraal) exams	94	171	10	0	0
Post-graduate Master's exams	260	200	336	323	425

	2015	2016	2017	2018	2019
Doctoral theses per calendar year					
Doctoral theses	478	546	543	535	527
<i>of which joint doctorates</i>	6	10	12 ¹	12	12
Design engineering certificates	16	13	13	8	15

	2015	2016	2017	2018 ³	2019 ³
Publications per calendar year					
Academic publications	8,229	8,427	8,026	9,203	9,294
Professional journals	985	1,184	1,075	1,287	1,216

	2015	2016	2017	2018	2019
Key financial data (in €1 million)					
Equity (for the group, as at 31 December)	264	277	278	283	304
Solvency (for the group, definition applied by Ministry of Education, Culture and Science: equity plus provisions/total assets)	39%	40%	41%	41%	42%
Transfer FdG ²	161	169	168	170	170
Other operating expenses (excluding group companies)	562	573	590	603	628
Total operating expenses (UvA individually plus transfer FdG)	723	742	758	773	798
Group result	(8.0)	12.3	1.1	4.5	22.2

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

² The government grant for the Faculty of Medicine (FdG) as an academic workplace is presented as an allowable deduction from the UvA's income in the Annual Statement of Accounts. This grant is included in the transfer of funds to the FdG and total operating expenses in this Key Data overview.

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

	2015	2016	2017	2018	2019
Staff (FTEs as at December, not incl. FdG)					
Academic staff	2,733	2,798	2,854	2,857	2,915
<i>m/f ratio</i>	58/42%	57/43%	56/44%	56/44%	56/44%
Support and management staff	1,900	1,940	1,981	1,960	2,030
<i>m/f ratio</i>	43/57%	42/58%	42/58%	41/59%	41/59%
Individual UvA total⁵	4,633	4,738	4,835	4,817	4,945⁴
Consolidated affiliated institutions	353	348	317	325	274
Consolidated UvA total	4,986	5,086	5,152	5,142	5,130

	2015	2016	2017	2018	2019
Absence due to illness, excl. FdG					
Academic staff	2.1%	2.4%	2.4%	2.3%	2.5%
Support and management staff	5.6%	5.5%	5.8%	6.0%	5.6%

	2015	2016	2017	2018	2019
Energy consumption and CO₂ emissions					
Gas (million m ³)	4.0	3.8	3.2	3.1	2.5
Electricity (million kWh)	36.2	37.2	36.8	36.8	37.2
<i>of which generated by the UvA (million kWh)</i>	3.1	2.6	2.6	2.7	1.2
Drinking water consumption (x1000 m ³)	103.1	116.3	92.6	96.8	91.7
CO ₂ equivalent of gas consumption (tonnes)	7,527	7,171	6,010	5,765	4,817
CO ₂ equivalent of electricity consumption (tonnes)	17,384	18,029	18,251	22,537	23,331
Total CO₂ equivalent	24,911	25,200	24,225	28,302	28,148
<i>net CO₂ footprint (tonnes)⁶</i>	<i>7,502</i>	<i>7,006</i>	<i>6,037</i>	<i>5,717</i>	<i>5,717</i>

	2015	2016	2017	2018	2019
Waste removal					
Regular waste (tonnes)	987	960	919	964	995 ⁶
Chemical waste (tonnes)	44	49	46	46	46 ⁶
Total waste (tonnes)	1,031	1,009	965	1,010	1,041
<i>waste separation percentage</i>	<i>35.2%</i>	<i>27.1%</i>	<i>25.2%</i>	<i>25.7%</i>	<i>25.7%⁷</i>

⁴ In 2019, 328 of these were also enrolled as students. Many of them were student assistants.

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

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

⁷ This is a provisional indication of the 2019 figure.

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

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

On the UvA website, students and staff members can find data on their own organisational unit or degree programme via UvAdata.

c. Message from the Supervisory Board

Foreword

At the time of writing, the world is in the grip of a pandemic that has swept aside all conceivable scenarios. The pandemic will leave us with unprecedented consequences and an uncertain future. From the outset of this crisis, as a broad-based university the University of Amsterdam has used its knowledge and expertise in multiple areas to make a contribution to society. The pandemic has also had an enormous impact on our students, researchers and all other staff. The Supervisory Board has considerable respect and deep appreciation for the many people who have thrown their skills and energies into the gigantic task – which is still ongoing – of helping the UvA adjust to the new reality.

Once the threat has passed and the global aftershocks begin to be felt, the long-term effects will create a lot of work for psychologists – and for virologists, anthropologists, economists, political scientists, computer scientists and many others. Once again, the complex nature of society will require the combined efforts of many disciplines. All the more reason for the UvA to keep its finger on the pulse in all sorts of ways, and more importantly, to make wide-ranging and substantial contributions to a new future – through education, research, new analyses and perspectives, wherever society has a need.

Last year feels a long time ago now, but the Supervisory Board can look back at it with satisfaction. We report on last year below..

The University of Amsterdam

Nowhere is the social engagement and public function of the UvA more visible than in *Room for Discussion*, the interview platform driven by Economics students but accessible for everyone, which has been held in the main hall on the Roeterseiland Campus since 2008, with an impressive national and international guest list. The UvA is independent, ambitious, creative and not tied to any political, religious or other interests. Equal opportunities and fairness are important values, as is the freedom to ask questions unimpeded, to be curious and to debate. UvA academics collaborate with the best in the world in their subject areas, right across the spectrum. At the same time the UvA works with the Amsterdam Metropolitan Region on issues such as sustainability, digitalisation, health and inequality. In 2017, ScienceWorks gave the UvA the highest score as a social university (based on visibility in public debate), and in late 2019 it rated the UvA as the best university in the Netherlands for communication. The UvA has a reputation to maintain, and it does so with passion.

Substantive report

The engagement of the UvA community with education, academia, the city and the world has a downside reflected in workloads. This was highlighted in last year's nationwide #WOinActie campaign. Members of the Executive Board and deans took part in a number of activities to show their support for staff.

The Supervisory Board has received regular updates on the progress of the UvA-wide 'Managing your workload' programme. That programme has four lines of action with measures for the short and long term, focusing on easing workloads and work-related stress and making workloads more manageable. Analyses have been performed to obtain a better understanding of the causes of high workloads and the differences in workload. High workloads are an issue at all universities and are a result of the rise in student numbers without a proportional rise in funding, and of the increasing time required to obtain funding for research projects.

Over the summer the Executive Board produced the Diversity Document, which received wide internal support. The UvA wants to harness the advantages of a diverse academic population. This requires a culture of inclusiveness at all levels of the organisation, in which differences are understood and valued and everyone can make a contribution and feel respected. The policy document contained measures divided into four themes (accessibility for all students, collaboration in teams with diverse membership, diversity in recruitment and selection, and knowledge sharing). The Executive Board

also decided to reinstate the position of independent ombudsperson. Collaboration and development flourish in an environment that is perceived as safe – by students as well as staff. At the moment, this is not always the case, as evidenced by the results of an initial survey of 3,000 students and an incident involving a professor. We regularly hold in-depth discussions with the Executive Board – both within and outside of regular meetings – about diversity, inclusiveness, social safety and the establishment of the special Social Safety Taskforce.

An important milestone for education was the 2019-2024 Quality Agreements which, in accordance with the Sector Agreement for research universities of April 2018, set out the quality improvements to be pursued with the additional funds being made available under the Higher Education Student Loan System Act (*Wet studievoorschot*). Agreements were made with the central representative advisory bodies about the continuing education of lecturers, teaching and learning centres and educational facilities. The remaining 80% or so of the funds has been allocated to the faculties and earmarked for quality measures tailored to each faculty, with the agreement of the faculty representative advisory bodies. The UvA hopes that this granular approach will do justice to the intention behind the granting of the student loan system funds.

In the UvA's view, students and lecturers know best how the quality of education can be improved with this modest financial boost. We followed the process and creation of the quality agreements within the UvA and the associated consultation with the representative advisory bodies, and advised the Executive Board on final adjustments to the agreements. In October, the NVAO assessment panel spoke with delegations from every division of the University, including the Supervisory Board, and gave a positive report. The NVAO Board then issued a favourable opinion to the Ministry of Education, Culture and Science, which the Minister adopted in early 2020. A good result to which many people contributed intensively and with great dedication. In the next few years, we will monitor – primarily through the Education and Research Committee – the implementation of the quality agreements based on internal reports and annual reports.

In May 2019, the Higher Education Funding Advisory Committee (Van Rijn Committee) proposed to the Minister a number of adjustments to the national funding system. The committee recommended that the 'specific attention to technical programmes' referred to in the coalition agreement be expanded to cover all areas of science. For the UvA, the financial impact of this recommendation will be limited. The Executive Board sees the strengthening of multidisciplinary collaboration at the UvA in the areas of data science and artificial intelligence as an appropriate way to implement this recommendation and, by extension, the decisions of the Ministry of Education, Culture and Science.

In the summer of 2019, the Executive Board initiated internal discussions about the UvA's future and ambitions, which in the course of 2020 will culminate in a new Strategic Plan for 2021-2026. The Supervisory Board received regular updates on the progress of these discussions. Earlier in the year, we discussed with the Executive Board the question of the extent to which continued growth of student numbers is desirable. The UvA wants to remain accessible for Dutch students. Opening up new programmes taught in English and parallel programmes for international students should contribute to the quality of education without resulting in Dutch students being displaced. We also shared our thoughts with the Executive Board on possible changes to the University as an institution due to the impact of digitalisation, open science and the emergence of wealthy players in the knowledge industry.

We held further discussions with the Executive Board on the valorisation policy. In this context, the Science and Business organisation of Amsterdam Science Park informed us that the area is being developed into a scientific ecosystem with synergy between the University, NWO institutes, businesses and startups. We also reviewed the available set of tools, including the role and control of UvA Ventures Holding and other group companies.

The UvA is inspired by major social questions and the relationship with the Amsterdam region. The Supervisory Board discussed on a number of occasions the development of the UvA into a leader in the area of artificial intelligence (AI). In late 2019 the UvA formed an alliance with other institutions in the region, named *AI Technology for People*. In addition, the UvA was selected by ELLIS, the European Laboratory for Learning and Intelligent Systems, as one of the first 17 ELLIS Units, which together form an intergovernmental European AI programme conducting world-class multidisciplinary research in the area of machine learning. A regional memorandum of understanding was also signed in the area of data and AI in the life and health sciences.

Effective and justifiable use of resources

The Supervisory Board and Audit Committee devoted considerable time to discussing the long-term financial objectives and capital position. In May, we approved the 2018 Annual Report and Annual Statement of Accounts. In December, we signed off on the 2020 budget. During the course of the year we discussed interim reports relating to finances, accommodation and IT investments. Several times in our meetings with the Executive Board we discussed how to ensure that all available funds for education and research are actually spent in the year in question. For multiple reasons, which are constantly changing, there are delays in final expenditure at deeper levels of the organisation. In spite of active encouragement by the Executive Board, the balance of income and expenses in 2019 was around €0 million higher than budgeted – a comparatively small amount, but nevertheless unnecessary and undesirable. This year, this matter has again been the subject of the Executive Board's attention.

In the city centre, the UvA is working on the final phase of the major 2005 Accommodations Plan. We regularly discussed the progress of the new University Library building, the planning of the University Quarter and the associated consultation with the municipal council. The statutory task of the Supervisory Board is limited to the annual approval of the Accommodations Plan as an appendix to the budget. However, it was agreed that the Executive Board will consult the Supervisory Board before making decisions on investment commitments exceeding €0 million.

The Auditor's Report on the 2018 Statement of Accounts and the verbal explanation by the auditor on the report made it clear that, once again, the financial processes at the UvA were properly organised, and the UvA's spending of public funds was both legitimate and effective.

The Audit Committee devoted considerable attention to the audit function. Since the creation of this function in 2018, the quality of risk management and quarterly reports has increased. We were also able to verify that the UvA has paid special attention to information security and to awareness of, compliance with and the effects of the General Data Protection Regulation in both support processes and academic research.

Discussions within the UvA

Consultation with the central representative advisory bodies is a common theme in the management activities of the Executive Board. This ongoing dialogue, active contribution and reality check are important for the short and long-term operation of the UvA. At a faculty level, the programme committees have begun familiarising themselves with their enhanced role following the latest legislative changes.

The Supervisory Board holds consultation meetings twice a year with the Central Works Council (COR) and the Central Student Council (CSR), as legally mandated. These meetings are attended by the chair and one member nominated by the representative advisory body. The consultations are also attended by the president of the Executive Board and the Rector Magnificus. This statutory consultation ('WHW consultation') with the COR takes place in May and October; the main agenda items are workload, implementation of the elements of the HR Agenda (set in late 2017), social safety and the Executive Board's plans to migrate the IT environment to the cloud. During the WHW consultation with the CSR in early July performance pressure and social safety were on the agenda, and the members presented a candid look back over their year of work. In the December WHW consultation meeting the 2019-2020 CSR presented a list of its priorities, divided into the themes of sustainability, integrity and equality, and student involvement. The CSR also shared its insights with us about the implementation of the language and internationalisation policy at the UvA.

In addition to formal contact in the WHW meetings, we use and organise various other, more informal opportunities to meet with the representative advisory bodies and, where desirable, with their governing boards. Moreover, the representative advisory bodies have regular contact with the member enjoying the exceptional confidence of the representative advisory bodies, and with the chair. Every year, we invite the COR, the CSR, the Executive Board and their respective secretaries for a 'walking lunch', which is a good opportunity for informal contact and exchanging information.

As in previous years, in 2019 we consulted both councils on numerous occasions. Their professional, critical and constructive attitudes command respect. We can see that the representative advisory bodies have been able to build support and engagement at all layers of the UvA, and we would like to take this opportunity to express our appreciation for the contribution of both councils and their tremendous commitment to the University.

The Supervisory Board's role and tasks

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

Our role as an employer

In July, the chair of the Supervisory Board and one of the members conducted annual consultations (appraisal interviews) with the individual members of the Executive Board. In preparation for these interviews, the Executive Board members and the Supervisory Board collected information and feedback from a variety of stakeholders within the immediate working environment and professional field of each of the members of the Executive Board.

On 22 November, after receiving favourable opinions from the COR and CSR, the Supervisory Board decided to extend the appointments of the president of the Executive Board and the Rector Magnificus for a second four-year term, starting from the expiry of their first term on 31 May 2020. Before doing so, on 22 October we adopted and published the updated profiles, once the COR and CSR had approved them. The profiles and appointments were prepared in September and October by a committee comprising the members of the Supervisory Board's Governance, Staffing and Organisation Committee, the chairs of the COR and CSR, a dean and the third member of the Executive Board. This committee was chaired by the chair of the Supervisory Board.

It is the policy of the Supervisory Board to pay the members of the Executive Board the maximum salary they are legally allowed to receive (which was reduced in 2016), or slightly less. We feel that this is appropriate for a university that is ranked among the largest and most complex public entities in the country. The Board abides by the UvA's expense claim and travelling allowance policy for members of the Executive Board. In some respects the UvA's policy, adopted by the Supervisory Board in late 2017, is more stringent than the VSNU's model policy.

In June, we met with the Executive Board in an informal setting, without an agenda, and assessed a number of selected topics and the way they relate to each other. Over the course of the year, the president of the Executive Board and the chair of the Supervisory Board met frequently to discuss the latest developments, the current state of affairs and the progress made on the numerous dossiers. In the spring, each member of the Supervisory Board had an individual conversation with one or two deans. These conversations were informative and informal in nature, and enabled the Supervisory Board to stay in touch with movements and developments at the UvA. The conversation partners on both sides change each year, on a rotational basis. In May, the Supervisory Board organised a meeting with all of the deans and the Executive Board to discuss the principles underpinning the new Strategic Agenda for Higher Education, to be released by the Minister of Education, Culture and Science later in 2019.

Composition and operation of the Supervisory Board

On 1 January 2019 Edith Hooge stepped down as a member enjoying the exceptional confidence of the representative advisory bodies, due to her appointment as chair of the Education Council which took effect on the same date. The vacancy was filled through the appointment of Omar Ramadan, based on a recommendation by the Central Works Council (COR) and Central Student Council (CSR). The appointment took effect on 15 May 2019. The selection committee comprised two COR members and two CSR members, and was chaired by the chair of the CSR. At the invitation of the representative advisory bodies, the chair of the Supervisory Board attended the meetings of the selection committee.

The members of the Supervisory Board collectively represent a variety of social, professional, cultural and business backgrounds and possess extensive management experience and a thorough understanding of the world of academia. For brief profiles of the members of the Supervisory Board and an overview of their positions and ancillary activities, please refer to the UvA's website.

In 2019 we had six regular meetings with the Executive Board, all of which were attended by Iris Kingma, the Executive Board's student assessor, and the secretaries of the Executive Board and the University. At the request of the Supervisory Board, these meetings were usually held in one of the UvA units, where the dean or director concerned shared information about developments and upcoming challenges. In May our meeting was attended by the external auditor, which reported on its findings with regard to the 2018 Annual Statement of Accounts and the 2018 Annual Report.

We convened twice without the Executive Board. At those meetings we assessed our own performance, examined the updated profiles for the Supervisory Board and Executive Board and considered the reappointment of the president of the Executive Board and the rector. The Supervisory Board actively contributed to the drafting of the updated Good Governance Code for Universities, which was adopted by the General Assembly of the Association of Universities in the Netherlands (VSNU) on 22 November.

The Supervisory Board has formed three committees from among its members, which meet with the relevant portfolio holder from the Executive Board. The committees prepare for the discussion of agenda items and give shape to the Supervisory Board's role as adviser to the Executive Board. In 2019, the Education and Research Committee comprised Gerard Mols (chair) and Pauline Meurs (Marise Voskens for the first half of the year), the Audit Committee comprised Rob Becker (chair) and Pauline Meurs, and the Governance, Staffing and Organisation Committee comprised Marise Voskens (chair) and Omar Ramadan (since 15 May 2019). The latter committee was created in November 2018 to consider matters relating to good governance, HR policy and the role of the Executive Board as an employer. In principle this committee is limited to two meetings per year; this was also the case in 2019. The Education and Research Committee met four times and the Audit Committee met five times, with the external auditor always in attendance. The Supervisory Board considers it important to meet once a year, at the level of the Audit Committee, with Amsterdam University of Applied Sciences (AUAS) and the portfolio holders for Operational Management of the UvA and AUAS, to discuss matters relating to the shared service units. Accordingly, on 11 November the chairs of both Audit Committees met with the portfolio holder from the UvA's Executive Board and the AUAS Secretary General.

Several times a year, the chair of the Supervisory Board attends a meeting with the Minister of Education, Culture and Science and senior Ministry officials, and the chairs of the Supervisory Boards from the other Dutch universities, with the chair of the VSNU in attendance as an observer. Several chairs of Supervisory Boards, including our own, also meet separately with the Minister to discuss financial matters; to prepare for these meetings, they meet with certain senior Ministry officials.

In conclusion

In 2019, the agenda was dominated by workload and social safety. In the area of education, much attention was paid to the creation of and decision-making around the 2019-2024 quality agreements, and in the area of research fleshing out the ambitions relating to AI was the main topic under discussion. Work began on the 2021-2026 Strategic Plan, based on the starting point that, as the broadest-based interdisciplinary university in the Netherlands, the UvA is well equipped to face the challenges of the future. There is also an awareness that the position and stature of universities will change significantly in the coming decade, due to digitalisation, artificial intelligence and the arrival of open science.

The development of external policy frameworks has also had an impact, such as the Strategic Agenda of the Ministry of Education, Culture and Science, which appeared in late 2019, and the preparation for the ninth EU Framework Programme, which will follow on from Horizon 2020. The Supervisory Board is looking to the future with confidence. The UvA is a dynamic and resilient community, capable of tremendous achievement – thanks to the individual and collective ambitions and inspiration of our lecturers, researchers, students and PhD candidates, the dedication of our support staff and the commitment of all of our representative advisory bodies and executive staff. As always, we would like to express our tremendous appreciation and gratitude to all members of our organisation for their enormous commitment, hard work and results.

Amsterdam, 13 May 2020

The Supervisory Board

Marise Voskens, chair

Rob Becker

Pauline Meurs

Gerard Mols

Omar Ramadan

Suzy Niamut

Marketing and programme information adviser,
Master's programmes, Faculty of Humanities



D. Members of the Executive Board and Supervisory Board

At the time of the signing of this Annual Report for 2019, the Executive and Supervisory Boards comprised the following individuals:

Executive Board

POSITION		APPOINTED FOR THE PERIOD
President	Prof. G.T.M. ten Dam	1 June 2016 - 31 May 2024
Rector Magnificus and Vice-President	Prof. K.I.J. Maex	1 June 2016 - 31 May 2024
Member	J.W. Lintsen, MBA	1 September 2017 - 31 August 2021

Supervisory Board

POSITION		APPOINTED FOR THE PERIOD
President	M.S.F. Voskens	26 August 2016 - 25 August 2020
Member	Prof. P.L. Meurs	26 August 2016 - 25 August 2020
Member	R. Becker, MBA	26 August 2016 - 25 August 2020
Member	Prof. G.P.M.F. Mols	1 May 2013 - 30 April 2021
Member	O. Ramadan, MSc MA	15 May 2019 - 14 May 2023

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

E. Faculty deans and directors of the organisational units

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

Executive staff

POSITION

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

Faculty deans

FACULTY

Faculty of Humanities	Prof. F.P. Weerman
Faculty of Law	Prof. P.A. Nollkaemper
Faculty of Medicine	Prof. J.A. Romijn
Faculty of Dentistry	Prof. F. Abbas
Faculty of Science	Prof. P.H. van Tienderen
Faculty of Economics and Business	Prof. H.G. van Dissel
Faculty of Social and Behavioural Sciences	Prof. A.H. Fischer

Shared service unit directors

SERVICE

Administration Centre	C. Galjaard
ICT Services	F. Hendrickx ad interim
Facility Services	G.H. Swartjes, MBA
University Library	Dr B. Zeeman ad interim
Student Services	J. van Marle
Communications Office	H.C.A. van Oosterzee
Technology Transfer Office	Dr M.S. Leloux
Development and Alumni Relations Office	C.E. Wever
Real Estate Development	K. Lammers
Student Health Services Office	P. Vonk

F. Details of the legal entity

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

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

BRIN number: 21PK
Competent authority number: 22222

Bank
Deutsche Bank NL48DEUT0444042342

Chamber of Commerce registration number
34370207

LEI (Legal Entity Identifier):
724500CFDCA9PSUM7351

ANBI number (Public Benefit Organisation):
003240782

VAT number:
NL0032.40.782.B01

EORI number (Economic Operators Registration & Identification):
NL003240782

G. Glossary of abbreviations

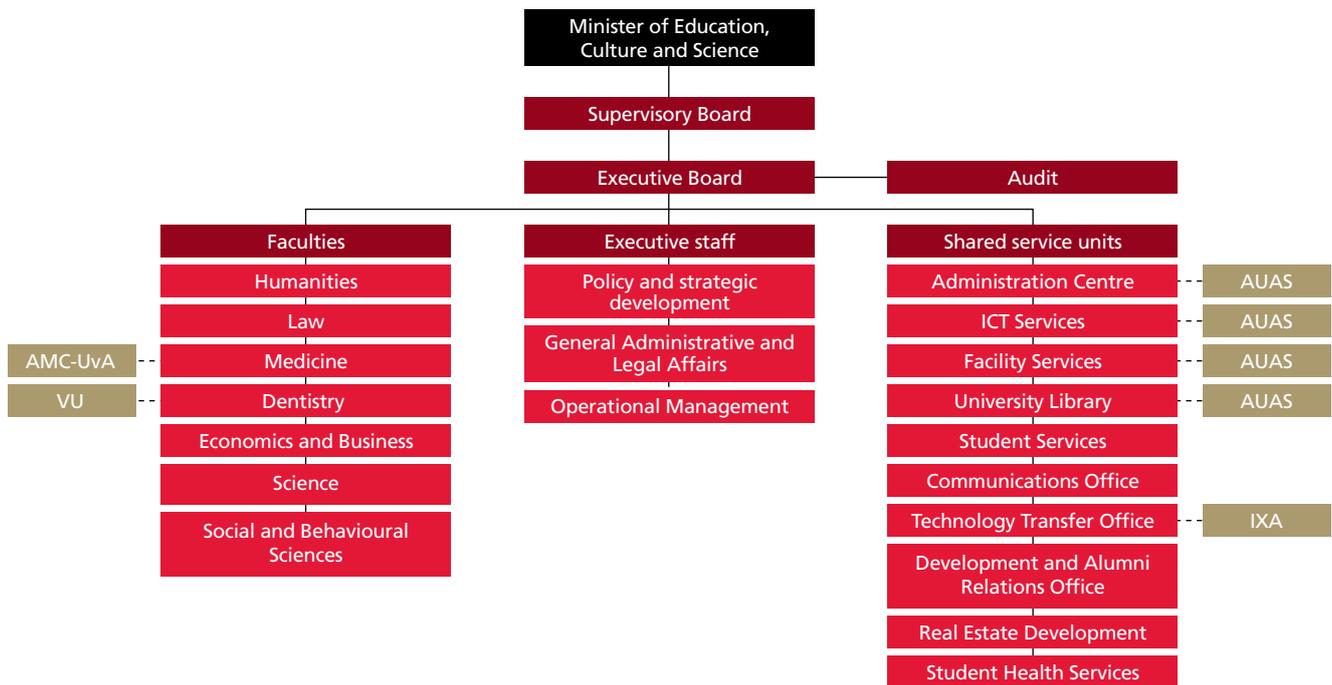
ABS	Amsterdam Business School
ACTA	Academic Centre for Dentistry in Amsterdam
ADP	Academic Diversity Programme
AMC-UvA	Academic Medical Center, the UvA's teaching hospital
APCA	Academic Proof of Concept Fund Amsterdam
ASP	Amsterdam Science Park
AUAS	Amsterdam University of Applied Sciences
AUC	Amsterdam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

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

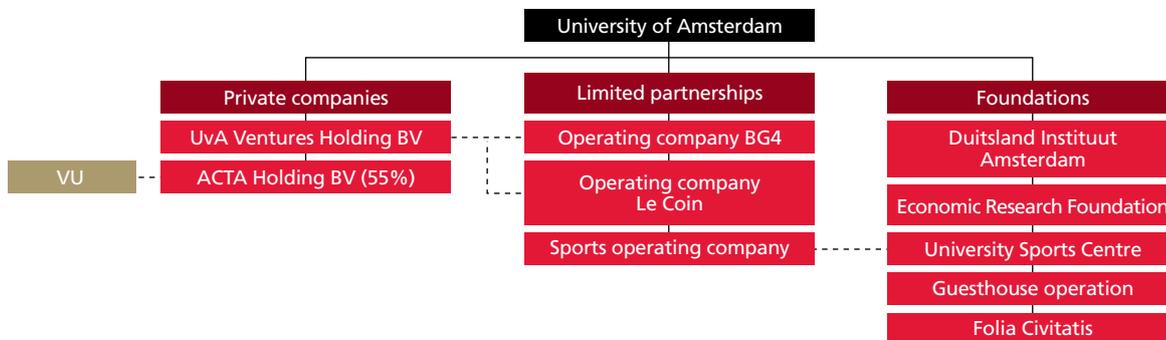
H. Organisational chart

UvA organisational chart

Internal structure



Group structure



Central Works Council: the year in review

The social safety of staff, and the discrepancies between the official records kept by confidential advisers and the Complaints Committee, and the misconduct that staff hear about from each other, have been on the agenda of the Central Works Council (COR) continuously since 2011. The decision to reintroduce the position of ombudsperson was an important one, and was made on a recommendation by the COR; it is also good that the ombudsperson will pave the way for a new system, and will evaluate all aspects of the current system of confidential advisers and complaints committee, in consultation with the COR.

The COR approved the profiles of Executive Board members, the ombudsperson, the central occupational health and safety management policy and the RI&E method. In 2019, the COR was proactive in sending unsolicited advice to the Executive Board about the language policy, legal assistance in the event of a negative grant decision, the development days, evaluation of the collaboration between the shared service units of the UvA and AUAS, lack of social safety and confidential advisers, the diversity policy framework, facilitating flexible hours for parents and the selection of a VPN. In addition, the COR submitted written questions about the 2019-2022 UVA/AUAS Library Policy Plan, the implementation of the HR Agenda, the introduction of the Public Servants (Standardisation of Legal Status) Act (WNRA) and the Balanced Labour Market Act (WAB), the implementation of Office 365, reintegration in the role of a representative advisory body, and the controlling relationship with UvA Ventures Holding BV. The COR pointed out the correct procedure for the extension of the Occupational Health & Safety contract.

The major social themes of 2019 were regularly presented as policy documents and discussed with the COR. These included the draft UvA diversity policy framework and the Sustainability Green Paper. Discussions in all meetings of the COR were dominated by concerns about the extremely high workload of employees and possible ways of reducing it. The COR closely monitored the progress of the 'Managing your workload' programme and discussed the programme with the project leader every six months. In addition, when dealing with each of its portfolios, the COR expressly looks at the possible knock-on effects of a high workload.

In the area of privacy and information, for some years the COR has expressed concerns about improper use of the UvA Q system, including the use of UvA Q reports in annual consultations (appraisal interviews), the consequences of a low score and the low response rate. To the great satisfaction of the COR, an evaluation of the UvA Q system has been launched; it will be conducted by an internal working group, in which the COR will be represented. The COR also raised important questions around the way in which Office 365 and cloud-based data storage was to be introduced at the UvA almost as a matter of course. In particular, the fact that the servers were located outside Europe and the uncertainty around whether document ownership rights could be guaranteed were a source of concern for the COR.

The COR deepened its understanding of a wide range of portfolios in 2019, and consulted extensively on a range of issues. In terms of formal meetings, in 2019 the COR held fifteen internal meetings, eight consultative meetings with the Executive Board and two consultation sessions with the Supervisory Board. The Joint Meeting (GV) of the COR and the Central Student Council (CSR) also met frequently: in total, it held twelve internal meetings and three consultative meetings with the Executive Board.

2019 was also the year that a new member of the Supervisory Board enjoying the exceptional confidence of the representative advisory bodies had to be recruited. The COR was closely involved in the selection of Omar Ramadan. The COR was also closely involved in the reappointment procedure for Executive Board President Geert ten Dam and Rector Magnificus Karen Maex. The COR is pleased that both were reappointed for a second term.

To strengthen the connection between the COR, the decentralised works councils and the Joint Works Council for the Central Service Units, on 17 May 2019 the COR organised, for the first time in its history, 'OR Live', a meeting for all works council members to share the good and bad experiences from their own works councils, and to see how certain issues, such as workload, are dealt with in their own faculty and in the service units.

In the Joint Meeting we approved the discontinuation of the Master's in Dutch Studies and the Research Master's in Law, the creation of the Research Master's in Business Data Science, the quality agreements and the 2020 Framework Letter, gave conditional approval for the 2020 draft budget and issued an opinion about the policy priorities for the 2020 Framework Letter and IT for research.

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

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



7 JANUARY

Ed van den Heuvel, astronomer and emeritus professor, wins the 2018 Viktor Ambartsumian International Science Prize.



8 JANUARY

The UvA turns 387 and awards honorary doctorates to the Canadian-American journalist and activist Naomi Klein and renowned composer Louis Andriessen.

I. Administration

Administrative structure

The University of Amsterdam (UvA) is a legal entity under public law pursuant to Section 1.8(2) in conjunction with Annex 1(a) of the Higher Education and Research Act (WHW). The UvA engages in the statutory duties of a university, including academic teaching and research, transferring knowledge to society and building awareness of social responsibility, and is a recognised Public Benefit Organisation.

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

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

In the Central Executive Council (CBO), where consultations between the Executive Board and the deans take place, cooperation between the Executive Board and the deans has the highest priority. All major strategic and policy questions are discussed in the Executive Council prior to the Executive Board's decisions on such matters. The deans also use the CBO to coordinate their exercise of the powers attributed to them by statute.

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



10 JANUARY

Prof. Karel van Dam receives the Distinguished Stappenning honorary medallion for his record of service and dedication to the UvA, in particular his pioneering work in the area of interdisciplinary education and research.

Central Student Council: the year in review

In 2019, the CSR worked as hard as it could to promote the interests of students at the UvA. Major themes included the quality agreements, the extra week of holidays, sustainability, a new approach to elections, mental health and social safety.

In collaboration with Folia and the Communications Office, considerable efforts were focused on the elections and increasing turnout. In the end, only 15.4% of the student body cast a vote in 2019.

The government freed up a significant amount of money when it eliminated the basic student grant. This money is being 'returned' to students in the form of investment in education ('quality funds'). Because this concerns student money, the CSR has had a great deal of say in how and where it will be spent. The result of these discussions was the quality agreements. In late 2019, the Accreditation Organisation of the Netherlands and Flanders (NVAO) assessed whether our quality agreements met the strict requirements. We received a favourable opinion, and it is now up to the faculties to actually use this money in accordance with our agreements.

After many hours of meetings, debates and compromises, we finally succeeded in obtaining an additional week of holidays. For students, this represents one of the most tangible achievements of the CSR, which makes a nice change from the many issues which are not always immediately visible to students.

Ideas for improving the sustainability of the UvA are described in the Green Paper. The CSR has contributed ideas to this plan and supplied a critique where necessary. The travel policy in particular was the focus of considerable discussion in the CSR. Unfortunately, this has not yet resulted in a concrete measure for more sustainable travel by the UvA, but there are hopes that the White Paper will lead to such measures.

Stress. Whether from the growing performance culture or significantly increased student debt due to loan system changes, students (and staff as well, of course) are subject to a significant stress burden. In conjunction with the COR, the CSR has secured the allocation of an additional €00,000 in the UvA budget for the appointment of additional student psychologists/study advisers to help students manage stress better. Of course, this is only treating the symptoms, it is not a solution. The CSR will keep working on ways to tackle the problem.

A university is a place where a critical gaze is crucial. Everyone, from students to professors, must be able to question ideas, theories and the status quo. To live up to this academic ideal, it is crucial that students and staff feel safe enough to voice their opinions. It appears that this is not always the case at the UvA. We are therefore pleased that a student is playing an active role in the Social Safety Taskforce, and that this student has regular conversations with the ombudsperson and the Chief Diversity Officer.

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

Pjotr van der Jagt, chair of the Central Student Council 2019-2020



11 JANUARY

Hal Caswell, professor of Mathematical Demography and Ecology at the UvA, is awarded the Distinguished Lorentz Fellowship 2019-2020 for research into mathematical models for understanding human and animal populations.



Board membership

There were no changes in the membership of the Executive Board in 2019. Geert ten Dam and Karen Maex were reappointed by the UvA Supervisory Board as president of the Executive Board and Rector Magnificus of the UvA respectively. Both reappointments were made following a favourable opinion from the representative advisory bodies; they take effect on 1 June 2020 and are for a term of four years. Omar Ramadan was appointed by the Minister of Education, Culture and Science as a member of the UvA Supervisory Board, based on a recommendation by the representative advisory bodies. His four-year term began on 15 May 2019.

Iris Kingma was the student assessor of the Executive Board in 2019. Starting from 2020, the term of office of the student assessor will be aligned with the administrative year. The student assessor position will become vacant during 2020.

Administrative renewal

The two-year University Forum experiment was launched in 2018. In the final meeting of 2019, the members put forward a proposal that the experiment be continued in a modified form. The following changes will be implemented:

- The membership will be refreshed, partly to replace people who have since left the UvA and partly to give other staff and students the opportunity to participate. The latter goal will be achieved by making membership terms shorter.
- From now on, an agenda committee made up of a small number of members will agree on the topics to be placed on the agenda, so that meetings can be run in a more structured manner. The meetings will increase in frequency and decrease in length.
- The University Forum is positioned right at the start of the policy cycle, before the actual policy-making, which may result in discussions being somewhat abstract and open-ended. The aim is for the next phase of the experiment to be able to formulate more concrete recommendations for policy and administration.

Affiliated institutions

AMC-UvA

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

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

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

In 2018, the AMC-UvA was merged at an administrative level with the VUmc, the hospital connected with VU Amsterdam. In 2019, the two universities initiated discussions with the Ministry of Education, Culture and Science about effecting a legal merger of their university medical centres.

The UvA's regulations on teaching and research also apply to the Faculty of Medicine. Medical students have the right to vote for members of the Central Student Council. In all other aspects, the AMC-UvA is governed by its own regulations and councils, in which patient care activities play a key role.



18 JANUARY

An international team of astronomers, including UvA researchers, successfully tracks a gamma ray burst to its point of origin for the first time.



22 JANUARY

Lecturer Sanneke Stigter from Conservation and Restoration receives a NWO grant for the research proposal 'Interviews in Conservation Research'.

Diversiteit

In 2019 zijn de opdracht en verantwoordelijkheden van de Chief Diversity Officer (CDO) en haar team verder uitgekristalliseerd. In de nota Diversiteit staat helder aangegeven dat de verantwoordelijkheid voor de beleidsvorming bij het CvB en de decanen ligt. De CDO heeft een belangrijke rol bij het aanjagen van het proces van 'cultural change', het identificeren, stimuleren en realiseren van initiatieven alsmede het 'hoeden' van een aantal van die initiatieven, en het scherp houden van de instelling en het bestuur op gelijkwaardigheid, inclusie en diversiteit. De CDO doet dit werk in nauwe samenwerking met de facultaire Diversity Officers, de bestuursstaf, de centrale diensten en de studenten (CSR). Voorbeelden van werkzaamheden in 2019 zijn:

- Bijdragen aan de organisatie van een symposium over studenten met een functiebeperking.
- Steunen van grassroots-financiering van verschillende initiatieven gericht op bevordering van gelijkwaardigheid, inclusie en diversiteit.
- Samenwerking met het Instituut voor Interdisciplinaire Studies (IIS) bij de organisatie van de Get Ready Summerschool voor eerste-generatie-studenten.
- Organiseren van Diversity & Inclusion lunches met als doel studenten en stafleden ondersteuning te bieden bij veranderingstrajecten en tevens een platform te bieden voor kennisdeling en co-creatie.
- Verzorgen van Implicit Bias workshops voor staf en studenten.
- Revitalisering van de UvA Pride met als belangrijk doel om staf en studenten die zichzelf rekenen tot de LGBTQI+-gemeenschap binnen de UvA, de mogelijkheid te bieden elkaar te ontmoeten en de zichtbaarheid van deze groep binnen de UvA te vergroten.
- Versterken van de sociale veiligheid binnen de UvA. Dit in samenwerking met de Taskforce Versterken Sociale Veiligheid en de ombudsfunctionaris.
- In samenwerking met de centrale afdeling P&O een divers personeelsbeleid stimuleren, zowel bij de werving als bij het behoud van medewerkers.



23 JANUARY

Professor Rens Bod publishes his book *Een wereld vol patronen, de geschiedenis van kennis* (A world of patterns: the history of knowledge).



29 JANUARY

Birte Forstmann, professor of Cognitive Neurosciences at the UvA, wins the Ammodo Science Award and receives €300,000 to explore new avenues of fundamental scientific research.

ACTA

The Academic Centre for Dentistry in Amsterdam (ACTA) brings together the respective Faculties of Dentistry of the UvA and VU Amsterdam. Teaching, research and patient care activities at both faculties are fully integrated and directed by a single dean. The ACTA was established as an unincorporated joint venture, of which the UvA bears 55% of the costs and VU Amsterdam 45%, in line with the student enrolment quotas imposed for each institution.

AUC

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

UvA Ventures Holding

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



6 FEBRUARY

The Laren copy of Rodin's *The Thinker* is restored using 3D technology based on advice from Tonny Beentjes, course lecturer in Metal Restoration and Conservation at the UvA.



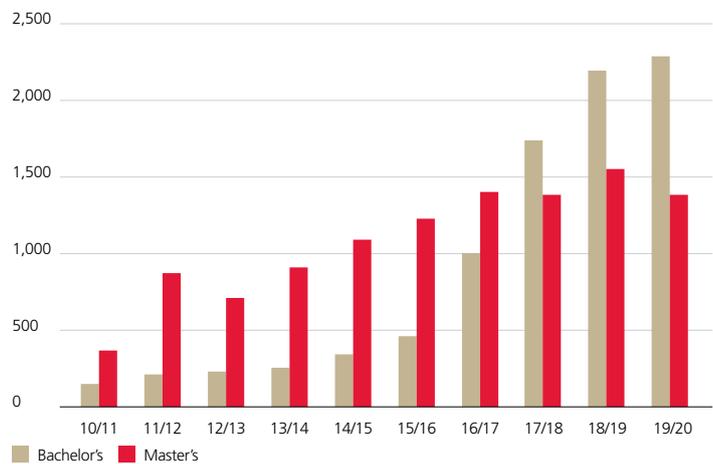
12 FEBRUARY

Amade M'charek, professor of Anthropology of Science, gives a lecture in Bergkerk in Amersfoort.

Internationalisation in education

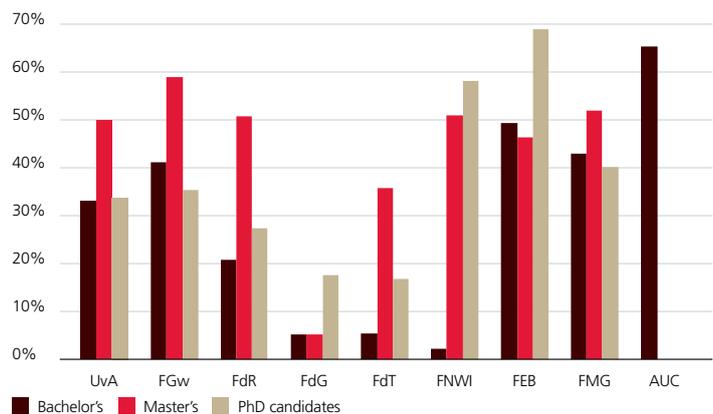
International student intake

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



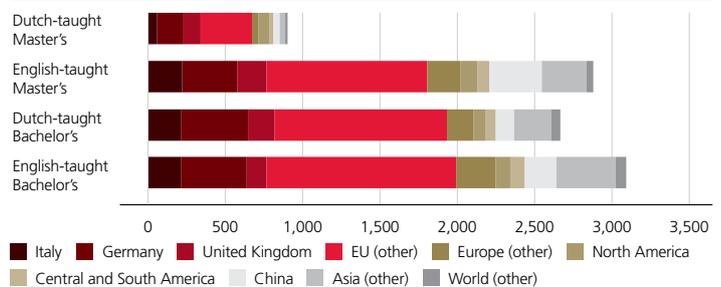
Percentage of international intake

The graph shows the percentage of non-Dutch students in the 2019 student intake per faculty.



International students by nationality

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



13 FEBRUARY

The UvA endorses the ambitions in the Universities Climate Letter.



2. Education

New Pre-Master's policy

The UvA is committed to education that is focused on developing talent and to being an accessible university. At the UvA, everyone with the ability to complete an academic Master's programme should be given a genuine opportunity to do so, regardless of the route they take to get there. Pre-Master's programmes are an important means of promoting this goal, because they offer students the chance to complete a university Master's programme following a degree programme with an applied emphasis, or a degree programme in an academic discipline that does not line up perfectly with their Master's programme. Pre-Master's programmes also contribute to diversity within Master's programmes, because they attract a relatively high number of students from groups that are under-represented at the UvA. The UvA is therefore wholeheartedly committed to developing strong, high-quality pre-Master's programmes. In November 2018, the Executive Board adopted a new pre-Master's policy in which the maximum scope of a pre-Master's track was expanded to 60 ECTS credits and recommendations were made concerning how pre-Master's preparatory education could be provided more efficiently. It was also decided that degree programmes would receive €1,000 per pre-Master's student from the 2019-2020 academic year onwards, in addition to the standard tuition fees. The number of pre-Master's programmes increased from 28 in the 2018- 2019 academic year to 31 in the 2019-2020 academic year.

Internationalisation

Last year, the UvA continued the development of a number of qualitative aspects of its Strategic Framework for Internationalisation. At the heart of all this is the idea that internationalisation improves the quality of education and research. In education, the principle is that the UvA educates all students (including international students) for a future in a global context. Priority has been given to developing a UvA model for the international classroom and the language policy.

The UvA closely monitors the effects of its internationalisation policy. For example, the International Student Barometer survey has been conducted annually since 2018, and the UvA participates in the National Student Survey (NSE). The latest survey showed an increase in student satisfaction with regard to the focus on internationalisation.

The EPICUR project deserves special mention; it was launched in November 2019 for an initial three-year period. The project focuses on the development of innovative teaching methods in the Humanities and Liberal Arts and Sciences. The project proposal was developed in conjunction with seven other European universities, under the coordination of the University of Strasbourg, and was approved as part of the initial pilot call for European Universities Alliances in the European Commission's Erasmus+ programme.

In addition, the UvA is a long-standing member of two international networks of universities: the worldwide Universitas21 (U21) and the League of European Research Universities (LERU). Rector Karen Maex has been a member of the LERU Board of Directors since September 2018.



25 FEBRUARY

Ellen Algera, UvA lecturer in the interdisciplinary Natural and Social Sciences programme, receives an IDA grant for research into the digitalisation of fertility.



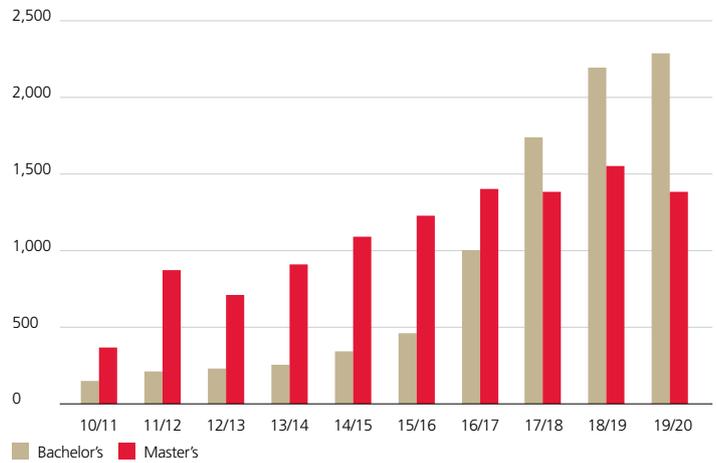
26 FEBRUARY

Mayor Halsema opens the Amsterdam Law Hub at the Roetersseiland Campus.

Internationalisation in education

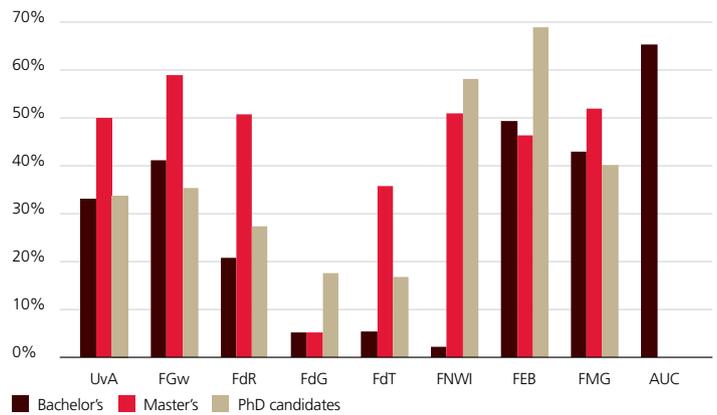
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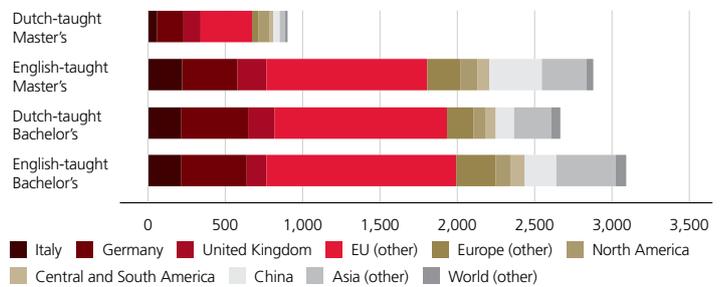
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International students by nationality

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



26 FEBRUARY

Three UvA researchers receive a NWO Vici grant worth €1.5 million.



27 FEBRUARY

The UvA's Communication Science and Media Studies study programme is again rated the best in the world in the QS Ranking.

Study success

Study success is nationally measured on the basis of the dropout rate in the first year of the Bachelor's degree programme and the percentage of students who re-enrolled and obtained their Bachelor's degree within four years. In accordance with the 2012-2016 performance agreements, the UvA managed to increase the latter percentage from 61% in 2012 to 70% in 2016, while the first-year dropout rate fell slightly.

The 2015-2020 Strategic Plan had anticipated a greater improvement on these indicators. In practice, a slight decline was observed in 2017 and 2018, which was mirrored in the figures for most other broad-based universities. The UvA reconsidered these targets in the midterm review of its strategic plan, after seeing an analysis of the differences between the UvA and universities that achieved higher figures for these indicators. The analysis showed that a combination of three types of causes were to blame: the mix of disciplines, factors specific to studying at the UvA, and factors specific to the student population (such as a higher proportion of male students and a lower proportion of students enrolling directly from university preparatory education).

In the 2019-2020 academic year, the percentage of students who re-enrolled from the 2015-2016 cohort and had obtained their Bachelor's degree after four years increased to 73%. The introduction of the loan system will undoubtedly have played a role in this outcome. Indeed, the increase in relation to the previous academic year (2018-2019) can almost entirely be attributed to Dutch students. However, the percentage among international students is considerably higher, at 84%.

In the one-year Master's programmes, the percentage of students who graduated within two years has increased to 78%; for the two-year Master's, 72% have obtained a diploma within three years. Both figures are around 5% higher than four years ago. The study success percentages show that the UvA is able to deliver the same educational quality even with a steep increase in educational demand, primarily from abroad.

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

Sustainable Humanities

Each year, the Faculty of Humanities (FGw) receives a grant from the Ministry of Education, Culture and Science under the Sustainable Humanities scheme (in 2019, it received €8.8 million). The additional funds are intended to overcome the main obstacles to a sustainable future for the Humanities, such as a scarcity of the various types of funding, the significant increase in teaching load, pressure on research time, the fragmentation of the range of programmes and the disadvantages of a small scale.

Within the Faculty of Humanities, these funds are spent in accordance with the 2016-2020 Sustainable Humanities Investment Agenda, which was submitted to the national steering body in April 2015. This investment agenda has been translated into the budgets for the teaching and research institutes of the Faculty of Humanities.

In 2019, the educational institutes spent the majority of the funds (€1.1 million) on increasing the sustainability of the Bachelor's and Master's programmes, consolidating and strengthening study success rates and expanding the English-language Bachelor's tracks. The largest spend (€9 million) on research under the Sustainable Humanities scheme was used for:

- strengthening government-funded research by young talent, with five PhD places being created;
- strengthening research support;
- funding the 4D Research Lab;
- strengthening the Cutting Edge Research Fund.

The remainder of the budget is used each year to maintain the quality of education and research in small degree programmes.



28 FEBRUARY

Ten talented scientists receive a Marie Skłodowska-Curie Individual Fellowship to come and do research at the UvA.

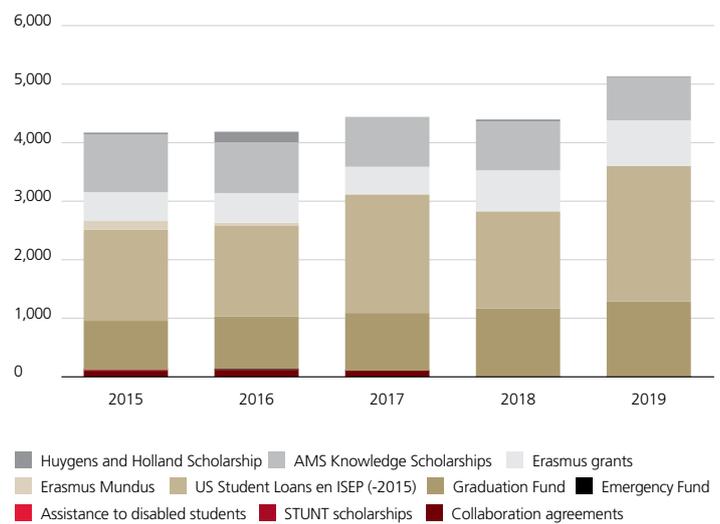
Allocation and spending of student loan system funds

The table shows how the student loan system funds were actually spent, distributed across the various categories. The unspent funds have been added to the quality agreements budget. These figures have not been audited.

FACULTY	REMAINING FROM 2018 BUDGET	EDUCATIONAL	STUDENTS	TALENT DEVELOPMENT	EDUCATION FACILITIES	LECTURERS	ADDED TO QUALITY AGREEMENTS BUDGET
FGw	141	-	96	55	-	-	-
FdR	97	14	48	-	78	-	-
FdT	0	-	-	-	-	-	-
FdG	174	-	-	-	-	-	174
FNWI	1,184	-	-	-	-	-	1,184
FEB	782	120	-	-	298	120	244
FMG	0	-	-	-	-	-	-
AUC	292	35	0	0	75	165	17
Concern	801	159	0	13	536	-	93
Total	3,471	328	144	68	987	285	1,712

Contributions to students (x €1,000)

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



7 MARCH

Researchers Eric Laenen and Wouter Waalewijn of the Institute of Physics (IoP) receive a SPARC grant for research in particle physics.

SPARC

High-profile education projects

2019 UvA Lecturer of the Year

Elio Baldi, lecturer in Romance Languages and Cultures (Faculty of Humanities), was selected as the 2019 UvA Lecturer of the Year. Students called him an outstanding lecturer, whose teaching is filled with passion for his subject, and said that it's a pleasure to listen to him. The other faculties' shortlisted nominees were: Lianne van Bunderen from the Faculty of Economics and Business, Rolef de Wijs from Amsterdam Law School, Marijn Dekker from the Faculty of Social and Behavioural Sciences and Rianne van den Berg from the Faculty of Science.

Comenius Grant recipients

Comenius grants enable lecturers to shape their visions and plans for educational innovation in higher education. In 2019, Vincent Geukers (AMC-UvA) received a Comenius Leadership Fellow grant worth €50,000 for cross-programme educational innovation (duration: 36 months). Jozefien De Leersnyder (Faculty of Social and Behavioural Sciences) received a Comenius Senior Fellow grant worth €100,000 for innovation in her programme (duration: 24 months). In addition, two UvA lecturers, Forrest Bradbury and Esther Quaedackers, received a Comenius Teaching Fellowship worth €50,000 for innovation in a course component (duration: 12-18 months).

'Create a Course Challenge' Winners

Each year, the Institute for Interdisciplinary Studies (IIS) holds the UvA Create a Course Challenge. Students are encouraged to submit an idea for a particular subject, which they will then develop in association with the IIS's curriculum developers. The winner of the challenge will teach his or her course in the next academic year. The 2019 challenge was won by José Bernardo Pedroso Couto Soares, Amalia Calderón and Clémentine Dècle with the course Post-Humans in the Anthropocene: A Relational Inquiry into Humanity Futures, Other Species, and the Environment.

Student loan system funds

Not all of the student loan system funds were spent in 2018. Half of the remaining €3.4 million was spent on the agreed themes in 2019. The outstanding €1.7 million from those surplus funds will be added to the 2020 budget for the student loan system funds. The table below shows the allocation and depletion of these funds.

Student financial assistance

In 2019, the UvA provided financial support to hundreds of students. A portion of this amount consisted of loans to 115 American and 12 Canadian students. These loans were covered by the United States and Canada. The 576 Erasmus grants for outgoing students were covered by the EU.

The UvA also awarded scholarships for summer schools, with 6 students receiving a scholarship for the NICE summer school, 24 students receiving a scholarship for the INCiTE summer school, and 13 students receiving a scholarship for a U21 summer school. Finally, the UvA awarded a BIS scholarship to 13 students.

The UvA also lent its assistance to a range of other scholarships, including certain South American scholarships and scholarships from the Ministry of Defence. These scholarships have enabled around 20 students to study at the UvA.



12 MARCH

The first of eighty student rooms in the Oudemanhuispoort university complex are leased.



18 MARCH

Astronomer Athira Menon and Paris Asif (Amsterdam UMC) win the international competition FameLab Amsterdam.

Profiling Fund

In 2019, the UvA allocated just under €9 million in support from its general funds under Sections 7.51 to 7.51h of the WHW, which is referred to as the 'Profiling Fund'. From this fund, around €700,000 was earmarked for knowledge grants (Amsterdam Merit Scholarships). In addition, the UvA awarded 11 students an Amsterdam Excellence Scholarship, for a total amount of around €286,000. These scholarships are awarded to incoming students from outside the European Economic Area (EEA).

From the Profiling Fund, administrative body membership grants were also paid to around 900 students because they were members of student councils, programme committees or student or study society executive boards.

Around 100 students received an allowance because they had fallen behind in their studies due to special circumstances, such as illness, disability or pregnancy; 3 students were awarded an allowance allowing them to engage in top-class sport, while 47 students received an allowance because they were taking a dual Master's degree with a workload greater than 60 ECTS.

Emergency Fund

In emergency situations giving rise to financial issues, students can apply for assistance from the Emergency Fund. The situation must be acute, one-off, limited in scope and capable of resolution. In 2019, approximately €4,000 in total from the Emergency Fund was granted to 12 students who needed assistance.



18 MARCH

Research into blood flow by UvA computer scientist Gábor Závodszky appears on the cover of *Physics of Fluids*.



25 MARCH

Zakya Kafafi (Lehigh University, USA) is appointed as a Visiting Professor in Physics & Astronomy.

Herman Pleij
Emeritus Professor of
Medieval Dutch literature



25 MARCH

Professor Ton Nijhuis receives a high honour in Germany for his contribution to German-Dutch relations.



26 MARCH

Philosopher Daan Roovers is selected as the new Philosopher Laureate of the Netherlands.

3. Quality agreements

Quality agreements

Since 2018, universities have received additional funds known as ‘student loan system funds’ from the Ministry of Education, Culture and Science out of the savings created in the Ministry’s budget from the abolition of the basic student grant. In April 2018, the Minister of Education, Culture and Science signed a five-year sector agreement with the universities. This agreement stated that the funds would be allocated based on a favourable opinion from the NVAO on the quality agreements that the universities would make with their representative advisory bodies concerning improvements to educational quality.

2019 was the first year of implementation of the quality agreements. After an intensive process of theme selection, plan development and consultation with the various components of the university community, in mid-2019 agreement was reached with the representative advisory bodies on the 2019-2024 Quality Agreements. The NVAO issued a favourable opinion on the agreements in November. The NVAO’s opinion was endorsed in January 2020 in a positive decision by the Minister concerning the allocation of the funds.

By the end of 2019, a great deal of progress had been made on almost all themes. Some of the themes are discussed below, followed by an examination of the progress of each faculty. We realise that there will be a certain amount of catching up to be done in 2020, and we therefore expect this trend to continue in 2020.

Professionalisation of lecturers

In 2019, part of the budget was set aside for UvA-wide activities aimed at the professionalisation of lecturers, such as the development and provision of new University Teaching Qualification (UTQ+) modules and the upscaling of pre-UTQ courses. In 2019, four pre-UTQ courses and eight UTQ+ modules were delivered. A total of ninety lecturers took part, from five different faculties. The pre-UTQ courses (such as *Teaching skills for beginning lecturers*) attracted the most interest.

Not all of the funds allocated to UTQ+ modules were spent. This is because the central Teaching and Learning Centres (TLCs) only really became fully operational in the autumn. Now that the central TLC is running, the courses can be more actively promoted, making it easier for lecturers to find out about them. UTQ+ modules will also be given a more attractive name: from 2020, they will be known as ‘UvA Advanced Courses’. The central TLC will further simplify enrolment and issue certificates as proof of participation.

Suitable teaching facilities

In 2019, €0.3 million was set aside for alterations to teaching facilities to better support more intensive teaching methods and enable more community building. Because work can only happen over a summer break, and there was not enough lead time for work to begin in the summer of 2019, the first call for tenders took place in the autumn of 2019. Most of the projects are planned for the 2020 summer break. The autumn inventory process resulted in projects for the FGw, FdR and AMC-UvA.



26 MARCH

Sigrid Kaag, minister for Foreign Trade and Development Cooperation, visits the Faculty of Science in preparation for a working visit to Silicon Valley.

Quality agreements

This table provides an overview of the lecturer professionalisation courses offered and delivered by the central TLC in 2019	Pre-UTQ and UTQ+ modules offered	<ul style="list-style-type: none"> • Practice-based research (UTQ+) • Skills for the international classroom (UTQ+) (offered twice) • Teaching skills for beginning lecturers – Autumn (pre-UTQ) (offered four times) • Active teaching methods for tutorials and lectures (UTQ+) (offered twice) • Experiential learning (UTQ+) • € Feedback: the key to learning (UTQ+) • Effective and efficient teaching (UTQ+)
	Modules that did not go ahead	<ul style="list-style-type: none"> • A good test: design and key features (UTQ+) • Peer feedback and collegial cooperation (UTQ+)
	Number of participants in UTQ+ modules	46
	Number of participants in pre-UTQ courses	44

This table provides an overview of the implemented and proposed alterations to teaching facilities	Number of spaces refurbished using the standard package	<ul style="list-style-type: none"> • 0 • 6 planned for 2020 (FGw) – expected expenditure: €160,000 	<ul style="list-style-type: none"> • €0 • €60,000 (estimate)
	Custom solutions completed	<ul style="list-style-type: none"> • FdR Active Learning Space • AMC-UvA refurbishment of lecture room • 2 planned for 2020 (FGw) 	<ul style="list-style-type: none"> • €115,000 • €150,000 • €60,000 (estimate)

This table gives an indication of the proposed spend on TLCs and lecturer professionalisation	FACULTY	TEACHING AND LEARNING CENTRES SPEND (X €1000)	LECTURER PROFESSIONALISATION SPEND (X €1000)
	ACTA	N/A	164 of 125
	FGW	44 (Appointment of TLC programme leader)	316 of 129
	FdR	13 (TLC programme manager) 33 (Assessment specialist)	0 of 60
	FdG	19 (TLC coordinator)	1 of 80
	FEB	0 (Appointment of TLC staff financed from pre-investments)	2 of 80
	FMG	48 (TLC coordinator)	0 of 230
	FNWI	50 (manager to lay the groundwork)	50 of 123



28 MARCH

Physicists Jan de Boer and Daniel Bonn receive Advanced Grants from the ERC.



1 APRIL

Henny Bos, professor of Sexual and Gender Diversity in Families and Youth, receives the Van Emde Boas–Van Ussel Award.

At the Amsterdam Law School, the purchase of furniture for the Active Learning Space was funded out of the quality agreements. The same applies to the AMC-UvA, where furniture on wheels and furnishings for the break-out rooms connected to the refurbished, innovative lecture room were funded out of the quality agreements. In the FGw, six tutorial rooms and two computer-based testing rooms were refurbished.

At the Roeterseiland Campus, a campus-wide inventory of options was conducted. Based on this inventory the faculties jointly agreed on which alterations were most necessary and desirable.

Each faculty has now set up a TLC, with some faculties being able to leverage existing faculty initiatives and other faculties having to start from scratch. Almost all faculties used the allocated budget to appoint a TLC coordinator (see the overview). To assist the faculty TLCs, a central TLC was also created (but not out of the quality agreement budget).

The TLCs focus on educational innovation, professionalisation of lecturers and the sharing of knowledge by running courses and workshops, among other activities. A number of faculties made a considerable investment in the professionalisation of lecturers in 2019. The FGw, for example, worked on educational quality with assessment experts and language consultants, and lecturers were given the opportunity to enrol in professionalisation courses (UTQ, Advanced UTQ and the professional development programme for university lecturers). A number of faculties, such as Amsterdam Law School, included the professionalisation of lecturers under the theme of ‘intensification of education’.

Intensification of education

The theme of intensification of education was fleshed out by the faculties in 2019. The specific details of the theme are highly context-specific and have therefore resulted in a diverse range of projects. The faculties have reported on these projects in their faculty annual reports, and most faculties have more detailed reports available to underpin the figures in their annual reports.

Some faculties have invested in additional lecturers (or lecturer hours) and the appointment of student assistants. This makes it possible to supervise students more intensively – particularly first-year students or those writing a thesis, help students develop ‘academic skills’, expand the number of contact hours or provide smaller tutorials. Some faculties have also set aside funds for improving feedback (developing better feedback methods and integrating feedback more closely into the curriculum) and improving skills teaching. Finally, extra investments have been made to better prepare students for a socially-connected career, for example by improving career counselling, involving the alumni network in education and continuing the development of experiential learning. Because this theme accounts for a significant portion of the budget, a brief summary of the state of affairs in each faculty is given below.

At the start of 2019 the faculties were working with their representative advisory bodies to refine their plans, and many projects needed time to get up and running. These projects had caught up by the second half of 2019, and progress is expected to continue in 2020. In all cases, budgeted funds will be carried over to future years via a special-purpose reserve, and can be spent on the same projects or on projects that are yet to be started.



2 APRIL

Nobel laureate Gérard Mourou speaks at the FYSICA 2019 Physics conference, organised by the UvA in collaboration with VU Amsterdam.

APRIL

Further details by faculty

ACTA

At ACTA, the training opportunities for dentistry lecturers were expanded, a policy adviser for lecturer professionalisation was appointed and preparations were made for education to become more intensive from 1 September 2020. Almost the entire budget was spent on the themes of professionalisation of lecturers and intensification of education. Significant progress was also made on the programme portfolio, an important tool that lecturers can use to monitor and assess students' clinical and reflection skills. Progress was made not only in the substantive development of the portfolio, but also in relation to agreements about the configuration of the portfolio software system and in training lecturers.

In contrast to the other faculties, ACTA has local resources available to improve and expand teaching facilities. ACTA has used this budget to supplement the standard consumables package. Furthermore, it has now become clear that there is no demand for certain projects (such as setting up iOS workstations). In consultation with the representative advisory bodies new spending goals will be found for this budget.

Faculty of Medicine

The activities of the Faculty of Medicine in the first half of 2019 included the recruitment of junior lecturers. In total, the Faculty of Medicine recruited 20.4 FTE staff in 2019. The faculty also devoted considerable effort to the orientation and professionalisation of these junior lecturers. The junior lecturers are helping to strengthen 'learning in context' and supporting the intensification of education.

Other projects also got underway in the second half of 2019. For example, in October a two-day conference was organised for medical interns, covering such topics as career choices, wellbeing and personal development, as part of the *Medical Professional Training* project. Preparatory work was also completed on two projects: the lecturer feedback app and the eHealth Living Lab.

Faculty of Economics and Business

In 2019 the Faculty of Economics and Business (FEB) concentrated on seven projects, divided into sub-themes: 1) Small within large, 2) Improving feedback and 3) Greater focus on 'learning in context'.

Five projects were launched under the 'Small within large' sub-theme. For example, additional student assistants were appointed to provide administrative support and support for educational innovations. Work was also done on increasing student engagement: around eighty lecturers and teaching assistants were trained through the *Bonding and Energising* programme and ten Study Toolkit tutorials were organised for first-year BSc students. A mentor project initially planned for junior lecturers was given a different focus; it is now aimed at the PhD community. Under the second sub-theme, 'Improving feedback', the focus was on the creation of information and workshop material about giving efficient feedback on written assignments. This material is primarily aimed at supporting MSc thesis supervisors.

The third sub-theme, 'Greater focus on learning in context', is about implementing the *Career/Your Future First* project, consisting of a Be Prepared campaign, professional skills training for students and high-quality research into students' needs.

Based on feedback from students and lecturers, the FEB concluded that the *Student Engagement, Career/My Future First* projects and the use of student assistants to support lecturers had been particularly successful.



4 APRIL

Helmut Kessels, professor of Cellular and Computational Neuroscience at the Swammerdam Institute of Life Sciences (SILS), receives more than €500,000 from the Dutch Brain Foundation for Alzheimer's research.



8 APRIL

Three UvA researchers receive a Rubicon grant from NWO to do research at a foreign research institution.

Amsterdam Law School

The Amsterdam Law School focused on 1) strengthening skills training, 2) interactive and experiential learning in the Bachelor's programme, 3) strengthening small-scale and intensive education in the Master's programme and 4) professionalisation of lecturers in relation to skills training and interactive learning. The focus of the interfaculty Politics, Psychology, Law and Economics (PPLE) programme is on 1) giving better individual feedback to students, 2) strengthening students' academic and professional skills, 3) improving assessment quality, 4) helping students develop 21st century skills and 5) professional development of lecturers.

Both the Amsterdam Law School and the PPLE programme have taken steps on almost all of the themes in the strategic plan. For example, in the PPLE programme additional hours have been allocated for giving feedback and the appointment of various coordinators (for work placements and academic skills) has been funded. For the Amsterdam Law School, course coordinators have completed training to improve and expand the skills training programme.

A number of projects are still in the exploratory phase, such as improving assessment quality in the PPLE programme and strengthening small-scale and intensive education during the Master's phase at the Amsterdam Law School.

Faculty of Humanities

The Faculty of Humanities spent the allocated funds on strengthening the final year of Bachelor's programmes: lecturers have been given additional hours for supervising students. The project began in the 2019-2020 academic year and has thus been running for one term. Three-quarters of the budget remains unspent and will be carried forward to future years.

In 2019, the Faculty of Humanities also identified two spending goals for future years: cross-fertilisation with the city/surrounding area and intensification of academic student counselling. Consultation with the representative advisory bodies on these spending goals is ongoing.

Faculty of Social and Behavioural Sciences

The Faculty of Social and Behavioural Sciences (FMG) has set up a variety of projects focusing on 1) greater differentiation and interconnectedness, for example through differentiation in the range of courses offered and more remedial education, 2) a better balance between contact hours and independent study, 3) a greater focus on 'learning in context' and 4) more effective feedback and better assessment.

Some examples of implemented projects include the expansion of the flipped classroom format in various Communication Science courses, improving opportunities for feedback in the Master's in Political Science and developing optional online modules on Research Data Management and Ethics for Master's students in Pedagogical and Educational Sciences.

Progress varies by subject area: some have indicated that their projects are largely progressing according to schedule, while others have reported underspending and delays.



11 APRIL

Agneta Fischer, professor of Emotions and Affective Processes, is appointed Dean of the Faculty of Social and Behavioural Sciences



12 APRIL

Ivana Išgum is appointed University Professor of AI and Medical Imaging at the UvA.



Spending of quality agreement funds

Spending of quality agreement funds by organisational unit

UNIT	2019 BUDGETED	ACTUAL
FdG	1,042	537
FGw	919	527
FdR	524	376
FdT	315	294
FNWI	1,289	539
FEB	822	564
FMG	1,206	762
AUC	164	164
Property, Management and Group	1,500	78
Total	7,781	3,841
PROPORTION EXTERNAL PARTIES (VU)		
FdT		52
AUC		42
Total		94
Total spending of UvA quality agreement funds		3,747

Spending of quality agreement funds by theme

THEME	2019 BUDGETED	ACTUAL
More intensive education	5,088	2,588
Further professionalisation of lecturers	1,982	901
Suitable and high-quality teaching facilities	300	122
Teaching and Learning Centres (TLCs)	300	206
Other	111	24
Total	7,781	3,841
PROPORTION EXTERNAL PARTIES (VU)		
FdT		52
AUC		42
Total		94
Total spending of UvA quality agreement funds		3,747



16 APRIL

Frans Oort, professor of Methodology and Statistics at the Faculty of Social and Behavioural Sciences, is appointed Open Science Coordinator at the UvA.

Faculty of Science

The Faculty of Science is focusing on 1) more time and attention for students, partly by allocating additional junior lecturers, 2) better career/professional preparation, 3) community building, for example by setting up a buddy system and 4) offering a better range of minors, for example through the creation of additional minors and a crossover minor.

Most projects are now underway. For example, 2.5 FTE junior lecturers have been hired. The Explore Your Options career orientation programme has also been launched successfully. The minors programme will be adjusted slightly following an initial exploratory study by IIS, and it is expected that the new programme will be able to start shortly afterwards.

It was decided, for good reasons, not to implement a number of projects. For example, it was decided that developing study workspaces (under the 'community building' focus) could be funded from the ordinary budget, while investment in additional support for laptop use through a number of small adjustments proved unnecessary. These amounts will be reallocated.

Amsterdam University College

Amsterdam University College (AUC) receives part of its quality agreement funds from VU Amsterdam and part from the UvA. The AUC reports significant progress on its projects. A number of projects have been proposed for which student loan system funds could be used. These include projects for 1) a greater focus on 'learning in context' (Learning Anchored in Real World Contexts), 2) more hours for course development and 3) the introduction of co-teaching. None of these projects will actually begin until 2020 or 2021.

Other projects were launched, including multiple Educational Development Initiatives, and an AUC Quality Officer was appointed. Some projects will not incur expenses until 2020.



16 APRIL

Working on behalf of the Dutch Cancer Society, UvA researchers develop a communication tool for elderly migrants with cancer.

Amade M'charek
Professor of Anthropology of Science



24 APRIL

Eva Groen-Reijman, philosophy alumnus, wins the 2019 Dissertation Prize from the Praemium Erasmianum Foundation for her doctoral thesis *Deliberative Political Campaigns: Democracy, Autonomy and Persuasion*.



24 APRIL

The UvA receives a positive final assessment from the NVAO in its Institutional Quality Assurance Audit.

Broad range of UvA disciplines

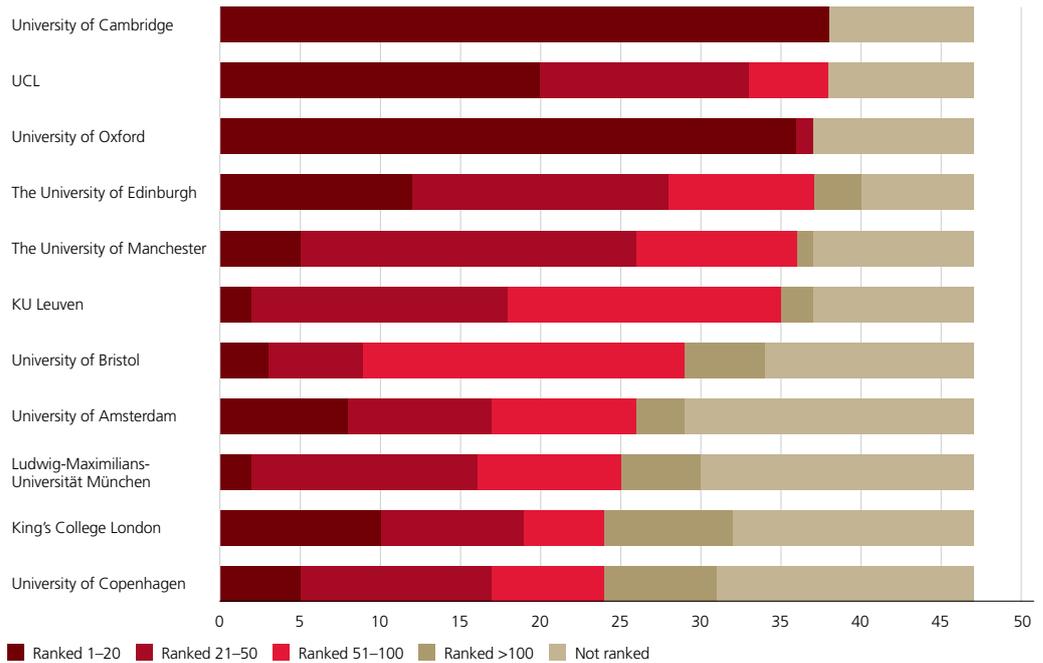
Quacquarelli Symonds (QS) publishes rankings for each of 48 academic disciplines. In the 28 disciplines listed in this table (March 2020 edition), the UvA was in the top 100 worldwide.

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

European Top 10 QS ranking of number of fields listed in Top 100

QS enables a peer analysis of universities which are similar to the UvA in terms of their profile – the so-called ‘general universities’. These universities conduct research and offer education covering the majority of the academic spectrum. The graphic shows, for a number of European universities, in how many of 48 disciplines they appeared in the top 100 of the QS ranking, and how the subject areas are distributed across the three placement categories. It also shows the disciplines in which universities are ‘not active’.

¹ QS does not provide a ranking by discipline for certain Parisian universities.



24 APRIL

Professors Harro Bouwmeester, Natali Helberger, Henkjan Honing, Giselinde Kuipers, Tom van der Poll and Ralph Wijers are named as new members of the KNAW.



24 APRIL

Researchers from Nikhef and the UvA measure the slowest radioactive decay ever.

4. Research

Research Policy

The key research ambition of the UvA is to conduct high-quality research with scientific and social impact over the short or long term. To achieve that ambition, more indirect government funding and contract research funding, interdisciplinary collaboration and collaboration with third parties will be necessary.

To compensate for the imbalance between education and research in the government grant the UvA has to exploit all possible funding options, including external funding from the Netherlands Organisation for Scientific Research (NWO) and the European Union (EU), and contract research funding. Traditionally, UvA researchers do a good job of securing individual grants and awards, and in 2019 many large personal grants were once again obtained. Encouraged by this success with personal grants, the UvA is now focusing more on large project grants that require intensive and structural collaboration, such as the NWO Gravitation Programme and the National Research Agenda. This policy, which has been applied since 2016, may have contributed to the approval in 2019 of a Gravitation application of which the UvA was the coordinator, *Harnessing the Second Genome of Plants: Microbial Imprinting for Crop Resilience* (MiCRop, programme leader: Prof. Harry Bouwmeester).

Strategic Research Framework

To maintain the high level of research at the UvA and to continue to play a leading role internationally, new areas of emphasis are required in the research policy. One key element is more strategic positioning of UvA research. This means a greater awareness of both the relative position of UvA research in the scientific community and the social positioning of that research. A new Strategic Research Framework was drafted in 2019.

The Strategic Research Framework focuses on more strategic positioning based on the UvA's intellectual footprint: what unique contributions do research groups make to the development of the research field? All faculties were asked to develop a faculty research strategy in which they specified their faculty research priorities. They did this based on their competitive advantage: the areas where the UvA already sets itself apart on the international stage, or could do so in the future. The faculty strategy is also focused on achieving innovation in research.

Although much of the research carried out at the UvA is inspired by social or economic issues, the UvA is keen to increase its involvement with social organisations and issues. The key principle is that academic research and social issues should reinforce one another.

For high-quality research, state-of-the-art research facilities are more important than ever. The UvA continues to invest in specific research facilities at the various campuses. In many subject areas, research is becoming increasingly data intensive. With this in mind, over the next few years the UvA will be investing in advanced ICT infrastructure which will provide optimal support to UvA researchers and lower the thresholds for use.

The Strategic Research Framework also devotes a great deal of attention to academic integrity and open science, two necessary preconditions for high-quality research. In 2017, a UvA working group advised the Executive Board on how ethical research practices could be further promoted at the UvA. In 2019, the UvA policy was focused on the implementation of the recommendations in the advisory report (see the section on academic integrity for more details).



25 APRIL

The ACTA marks its 35th birthday with a symposium.



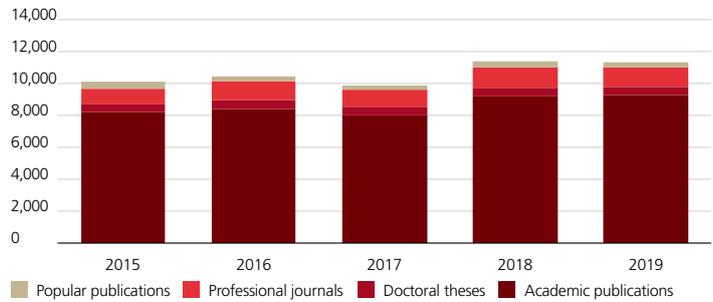
30 APRIL

The UvA declares its commitment to reducing the Amsterdam teacher shortage.

Development of research output

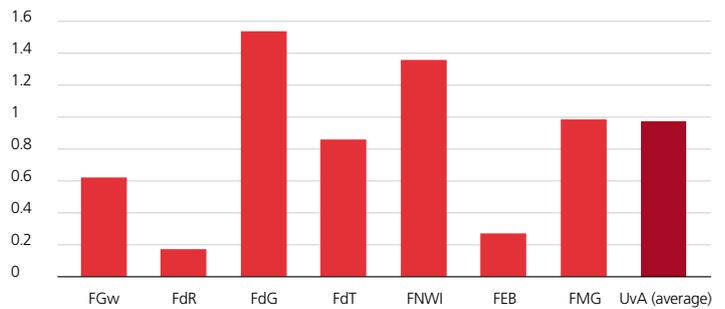
Number of publications

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



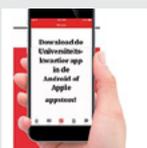
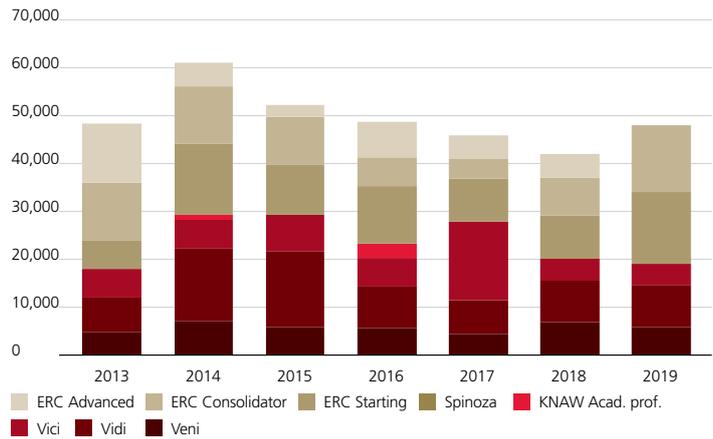
Number of doctoral theses supervised per full professor in 2019

The UvA conferred 527 doctorates in 2019. Each full professor supervised an average of one doctorate, with considerable differences between the faculties.



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

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



2 MAY

The UvA launches the *University Quarter* app, which publishes the latest news about construction work at the UvA.



10 MAY

The UvA Faculty of Humanities unveils a painting of five female professors.

Interdisciplinarity

The UvA aims to support the innovation outlined above by dedicating more resources to interdisciplinary collaboration. In this regard, the UvA is conscious of the fact that the deepening of disciplines is a necessary precondition for being able to perform innovative research across disciplinary boundaries. The UvA is unique in that it combines strong science and medical faculties with the largest and strongest arts and social science faculties in the country, not to mention NWO institutes, the KNAW, Sanquin, the Dutch Cancer Institute (NKI/AvL) and VU Amsterdam. Because of its large number of subject areas, the UvA is uniquely well placed to respond rapidly to the varying, interdisciplinary requirements produced by social issues. In 28 of the 48 disciplines identified by the ranking system (QS), the UvA is in the top 100 worldwide. This means the UvA has the largest and highest-ranked arts and social science faculties in the country. Other than Cambridge, Oxford and Paris, only five European universities appear more frequently in this list than the UvA: University of Edinburgh, University of Manchester, University College London, University of Bristol and KU Leuven.

Open Science

The UvA shares the view that open science promotes scientific progress, and it supports the goals of open science. Together with its partners, the UvA has embarked on a number of open science initiatives, including striving to make academic research as transparent, reproducible and suitable for collaboration as possible, and making results generally available. The UvA has strongly advocated for the retention of public control over research and education data at a national and European level. In 2019, in the context of open access, the UvA worked on negotiations with publishers. The guiding principles were accessibility of science and scholarship, supporting researchers to share their research by invoking the Copyright Act, and the development of alternative publication platforms. In addition, the guidelines for research data management were updated, with the FAIR principles given a central place. These principles focus on making research data findable, accessible, interoperable and reusable. A programme for drawing up data management plans was also put into effect.

Research assessments

Every research unit (faculty, research institute or research group) is evaluated once every six years by an assessment panel based on the Standard Evaluation Protocol 2015-2021. This evaluation may be performed at a national level. The assessment panel consists of experts from the relevant discipline. The panel reads the self-evaluation written by the research unit and, during a visit to the institution, speaks with executive staff, researchers, lecturers and doctoral candidates from the research unit. The panel pays particular attention to the academic quality, social relevance and viability of the research unit. In 2019, the Research Institute of Child Development and Education (RICDE) was visited. The institute obtained the maximum score on each of the three criteria: it was rated 'excellent' for quality of research, social relevance and viability.

MAY



14 MAY

Astronomer Athira Menon wins the Dutch final of FameLab.

Research Priority Areas

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

Partly based on this evaluation and recommendations from the University Committee on Research (UOC), a review of the priority area policy was started in 2018. In the new policy, the priority areas have been integrated into the research strategy of each faculty. The new policy focuses on interdisciplinary collaboration and innovation. At a central level, funds will be set aside each year for establishing and funding university-wide interfaculty Research Priority Areas (RPAs). The underlying policy is set out in the Research Priority Area guidelines. The objectives of this policy include greater connection to social issues, a sharper focus, ensuring implicit renewal of fundamental research and greater visibility of UvA research.

The existing interfaculty priority areas of Brain & Cognition, Global Health and Information, Communication & the Data Society will remain university RPAs for another five years. Three new RPAs were identified in 2018, in a university-wide process run by the Executive Board and the deans with advice from the UOC. These new RPAs (Amsterdam Centre for European Studies, Human(e) AI and Urban Mental Health) took effect at the start of 2019. In a similar process, the RPA Global Digital Cultures was selected for the institution in 2019, and will take effect at the start of 2020.

The current university Research Priority Areas are:

- Amsterdam Centre for European Studies
- Amsterdam Brain & Cognition
- Global Digital Cultures
- Global Health
- Human(e) AI
- Information, Communication & the Data Society
- Urban Mental Health

Doctorate conferrals and joint doctorates

In 2019, 527 doctoral theses were defended at the UvA. In 2019, 272 women (52%) and 255 men (48%) were awarded doctorates. The 'cum laude' designation was awarded in a total of 20 cases (3.8%) representing equal numbers of men and women. Of the total number of PhD graduates approximately two-thirds were of Dutch origin, while one-third were from foreign countries.

Of the 527 doctorate conferrals 12 were joint doctorates, completed with 9 different partner universities in 6 different countries.

For 46 doctorate conferrals, the status of supervisor or co-supervisor had been granted to an associate professor, as part of the expansion of *ius promovendi*.

MAY



14 MAY

Frank Abbas, professor of Periodontology at the University of Groningen, is appointed Interim Dean of the ACTA.

High-profile research projects

In 2019, a number of UvA researchers received an ERC Starting Grant worth around €1.5 million: legal researcher Marija Bartl, anthropologist Cristóbal Bonelli, economist Thomas Buser, physicist Corentin Coulais, political scientist Ursula Daxecker, political scientist Jana Krause, sociologist Thomas Leopold, biologist Crystal McMichael, psychologist Bastiaan Rutjens and biologist Franciska de Vries.

No fewer than seven researchers received a Consolidator Grant worth around €1 million:

- Birte Forstmann for her research *Deep Brain: Decision Mechanisms in Deep Brain Networks*.
- Artemy Kalinovsky for *Building a Better Tomorrow: Development Knowledge and Practice in Central Asia and Beyond, 1970-2017*.
- Arnon Kater for *Boosting Metabolism in T Cells: a Tool to Improve T Cell Therapy for Chronic Lymphocytic Leukemia Patients*.
- Shaul Shalvi for *Responsible sharing: Paving the Path for Transparent Trust*.
- Joost van Spanje for *New Parties on the News: How New(s) Media and New Parties Shape Attention and Electoral Support for Political Ideas*.
- Lenny Taelman for *Zeta functions and Fourier-Mukai Transforms*.
- Anna Watts for *Advancing the Equation of State of Neutron Stars*.

Ten researchers were awarded Marie Skłodowska-Curie grants worth €180,000 by the EU to gain research experience abroad. In addition, three UvA researchers received 2019 Vici grants from the NWO, each worth up to €1.5 million: astronomer Jason Hessels for his research *Short and sharp astrophysics*, Christof Monz for *Multi-parallel automatic translation systems* and econometrist Roger Laeven for *Modelling and measuring 21st-century risks*.

NWO awarded Veni grants to 23 UvA and AMC-UvA researchers in 2019, as well as Vidi grants to 11 researchers. The Veni grant of up to €250,000 is awarded to recent doctoral graduates, who are free to use the amount to develop their own research concepts over a three-year period. The Vidi grant is an amount of up to €800,000, which recipients may use to set up their own research group or develop a new line of research.

The KNAW also appointed a number of UvA researchers as new members: biologist Harro Bouwmeester, legal researcher Natali Helberger, musicologist Henkjan Honing, sociologist Giselinde Kuipers, medical researcher Tom van der Poll and astronomer Ralph Wijers.

UvA Institute for Advanced Study

The UvA Institute for Advanced Study (IAS) supports researchers to work on complex scientific issues and societal challenges, unrestricted by the boundaries between individual disciplines. The IAS specifically focuses on large-scale research questions that require an integrated, systemic approach to understand the effect of possible interventions.

In 2019 the IAS organised around fifty events, ranging from think tanks, lectures and networking events to slow science days. The aims included promoting synergy and the exchange of knowledge, creating new ideas, insights and research methods and forging new research partnerships.

The IAS has a fellowship programme which gives guest researchers an opportunity to work in Amsterdam for a period of time (usually 2 to 6 months). In 2019 a total of 15 research fellows were associated with the IAS: four UvA researchers, six external researchers from the Netherlands and five external researchers from abroad. There are already eight alumni from the fellowship programme. In 2019, the IAS also selected an artist in residence for the fellowship programme.

15 MAY

The UvA's Executive Board submits a critical response to the Van Rijn Report on higher education funding.



15 MAY

Two UvA spinoffs are among the ten winners of the Academic Startup Competition.

2019 Annual Report of the Confidential Advisers for Academic Integrity

I. Foreword

The University of Amsterdam endorses the Netherlands Code of Conduct for Academic Integrity, which was drawn up in 2018 and replaces earlier versions from 2004 and 2014. In accordance with the National Model Regulations for Complaints Regarding Academic Integrity, the UvA drew up its own complaints procedure in 2013. In 2018, the UvA appointed five Confidential Advisers for Academic Integrity, and in 2019 it added a sixth. The confidential advisers are:

- Prof. C. van Loveren (ACTA)
- Prof. E.T. van Bavel and Prof. Hanneke de Haes (AMC-UvA)
- Prof. Frans Grijzenhout (City Centre Campus)
- Emeritus Prof. A.M.B. de Groot (REC)
- Prof. J.A.E.F. van Dongen (ASP)

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

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

II. Cases handled

The confidential advisers handled 24 cases in 2019. These cases concerned allegations of:

- i. appropriation of intellectual property (3).
- ii. a report of data fraud;
- iii. incorrect citation in a PhD thesis;
- iv. alleged plagiarism by UvA staff (2);
- v. question about intellectual property (2);
- vi. suspected breach of the Social Support Act (WMO) (2);
- vii. opinion on a Medical Ethics Review Committee (METC) application and evaluation of a verbal explanation;
- viii. suspected falsification;
- ix. plagiarism of ideas, failure to reference work;
- x. lack of independence in an academic assessment committee considering a grant application for contract research funding;
- xi. admission of falsification;
- xii. intending to do research in breach of academic integrity;
- xiii. whether to submit a complaint and the role of a whistleblower;
- xiv. plagiarism (2);
- xv. authorship (2);
- xvi. doubts about effort and progress towards obtaining a doctorate;
- xv. doubts about the legitimate use of students as test subjects in academic research.

They issued opinions in relation to twenty cases, and attempted to mediate in four cases.

16 MAY

Omar Ramadan joins the Supervisory Board of the UvA.



22 MAY

Zef Hemel, special chair of Urban and Regional Planning at the UvA, is asked by Mayor Halsema to sketch out a vision for the city centre's future.

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

Academic integrity

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

Each year, this committee renders account on behalf of the University in its publicly-accessible annual report. This report contains a summary of submitted complaints and the manner in which they were handled by the committee. All cases that were deemed admissible by the committee and prompted recommendations to the Executive Board are posted on the VSNU website in anonymised form.

In 2019 the Executive Board reached a final decision in two cases. In one case the complaint was declared to be unfounded. In the other case the complaint was found to be partially inadmissible, and partially admissible but unfounded, in the sense that there was no breach of academic integrity, but there was culpable negligence.

MAY



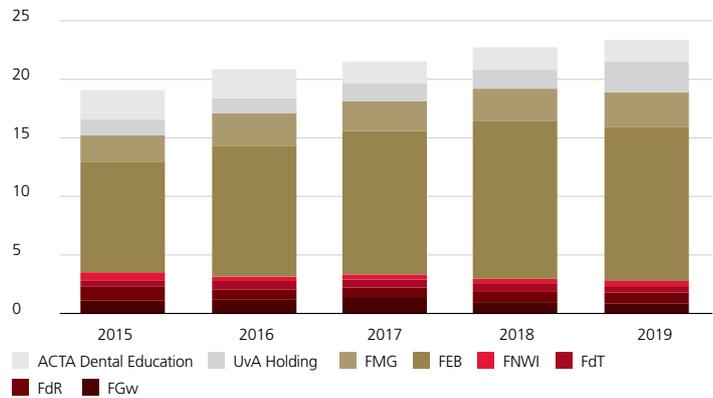
23 MAY

Tobias Blanke is appointed
University Professor of
Humanities and AI at the UvA.

Valorisation indicators ‘people’

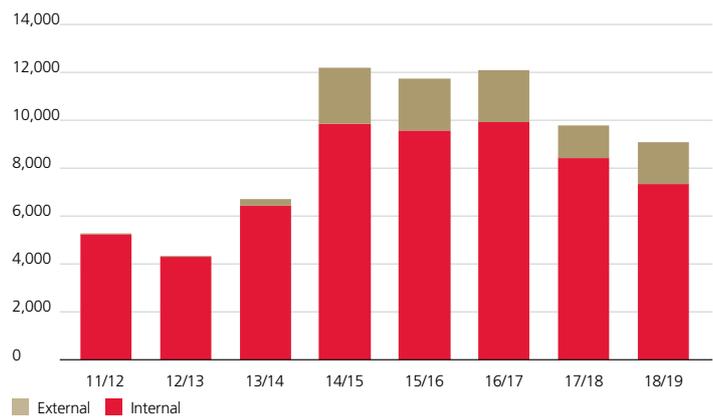
Contract teaching at the UvA (x €1 million)

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



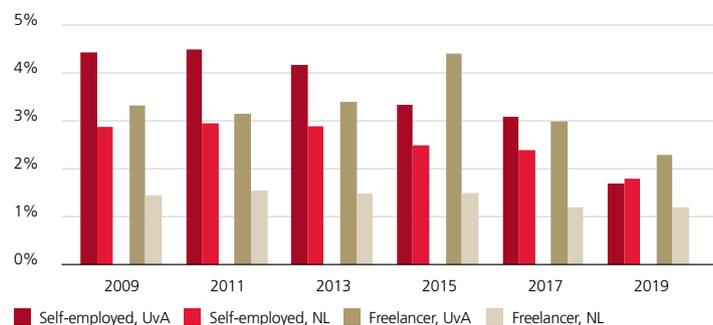
Credits obtained for entrepreneurship-related subjects

The graph shows the number of credits obtained by UvA students within and outside of the UvA for subjects in the area of entrepreneurship. In 2018-2019, these related to courses completed by 607 students.



WO Monitor: students starting their own business

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



24 MAY

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



28 MAY

Shrinivas Kulkarni is appointed Visiting Professor of Physics and Astronomy at the UvA.

5. Innovation and impact

Valorisation policy

Further development of the UvA's valorisation policy began in 2019. This policy draws a distinction between economic valorisation, social valorisation and lifelong learning. A project coordinator has been recruited for lifelong learning. For economic and social valorisation, additional business development capacity was deployed in 2019 for arts, humanities and social sciences valorisation and artificial intelligence as part of Innovation Exchange Amsterdam (IXA). Humanities Venture Lab Amsterdam and the Law Hub have also been set up as places where students and researchers can develop new ideas for social innovation. The increased social awareness of researchers has also led to the development of more joint research projects with third parties in the area of the National Research Agenda, Top Sectors and the NWO Gravitation Programme.

When such partnerships are entered into, academic values are safeguarded in accordance with the Netherlands Code of Conduct for Academic Integrity, published by the VSNU.

IXAnext: A Talent for Innovation

IXA is a partnership between the Technology Transfer Offices of Amsterdam's universities and teaching hospitals and Amsterdam University of Applied Sciences. This partnership was set up in 2012 as part of the valorisation programme funded by the Netherlands Enterprise Agency (RVO). The RVO valorisation programme ended in late 2019, and IXA is now working on a new strategy to ensure all Amsterdam institutions continue to achieve valorisation. The new valorisation programme *IXAnext: A Talent for Innovation*, which will run until the end of 2021, completed a successful mid-term review in 2019. IXAnext is providing a major boost to entrepreneurship, innovation and valorisation in Amsterdam.

Valorisation Fund

With assistance from the Valorisation Fund, which has run as part of IXA since 2017, researchers can develop innovative ideas into spin-offs. Recent spin-offs include Macrobian Biotech, a spin-off from SILS that is developing new insights into Parkinson's disease, and SusPhos, a spin-off from HIMS that provides a solution to waste that contains phosphate.

The fund has also invested in the Expertise Centre for Forensic Child and Youth Care Sciences. Professionalisation of the collaboration with UvA Ventures Holding continued in 2019.



29 MAY

Elio Baldi, lecturer in Romance Languages and Cultures, is selected as the UvA 2019 Lecturer of the Year.

3 JUNE

The UvA sets up an external commission to investigate possible breaches of the academic integrity rules by the former rector.

Valorisation indicators 'results'

IXA-SUPPORTED VALUE CREATION FROM UVA RESEARCH 2019

101	Screening of new ideas
34	ERC grant applications
1	Invention disclosures
12	IP licence contracts
4	Patent application
5	Physics2Market Grants
1	Academic Proof of Concept Fund Amsterdam (APCA)
1	New ventures established
7	Proof-of-concept funding
€524,502	Total amount of proof-of-concept funding
16	Breakfast workshops

AMSIA FINALISTS 2019

AMSIA is the Amsterdam Science & Innovation Award, an annual competition for the most innovative research-based idea with a social and/or commercial application. The competition is organised by IXA in collaboration with the Municipality of Amsterdam, the NKI/AvL and Amsterdam Science Park.

- In the Arts, Humanities & Social Sciences category, the research team led by Jill Coster van Voorhout of the UvA received the Award for their innovation of combining various research methods to trace criminal money in bank data. With this innovation, tracking down crimes like human trafficking, money laundering and corruption becomes more effective and secure.
- In the Beta category, the award was given to 'SusPhos', for research addressing the phosphate issue. The research team led by **Marissa de Boer** of the UvA is developing technology that aims to generate a circular phosphate economy by processing phosphate-containing waste into high-quality products such as fertiliser and fire retardants.
- In the Life Sciences category, the team led by **Bernadette de Bakker** of Amsterdam UMC won the award with 3D-printed models of embryos. The embryo models that are currently used in medical education are outdated; using the customised 3D embryo models, doctors and midwives can better recognise birth defects.

IMPACT AWARD 2019

The Impact Award is bestowed on Amsterdam-based researchers whose research helps society move forward in a significant way.

- **Jaap Bonjer**, Professor of Surgery at Amsterdam UMC, received the Impact Award for establishing the Amsterdam Skills Center for Health Sciences (ASC).
- **Erwin Peterman**, Professor of Physics and Living Systems, and **Gijs Wuite**, Professor of Physics and Life Processes, both of the VU, received the Impact Award. They can map the smallest details of cellular processes using instruments such as optical tweezers and a fluorescence microscope.
- **Roeland van Geuns**, Professor of Poverty Interventions at Amsterdam University of Applied Science (AUAS), received the Impact Award for his research on poverty and debt issues.
- An honourable mention went to **Willem Bouten**, Professor of Computational Geo-Ecology at the UvA for his innovation of lightweight GPS trackers for birds. These trackers can predict bird density and large-scale bird mobility. This information is important for aviation and windmill farms.



11 JUNE

Astronomer Athira Menon secures second place in the international final of FameLab.

UUNNE

Amsterdam Science & Innovation Award

In 2019 IXA organised the fourteenth edition of the Amsterdam Science & Innovation Award, featuring an expert jury led by Gigi Wang from Stanford University. This annual event is used to scout for ideas and innovations that can be commercialised. Entrepreneurship plays a key role here; in addition to meeting a need, the idea must also be implemented in practice. The competition is open to researchers and students from all Amsterdam-based knowledge institutions. In addition to the higher education institutions, NKI/AvL, Sanquin, Amsterdam Science Park and the Municipality of Amsterdam also took part in the alliance.

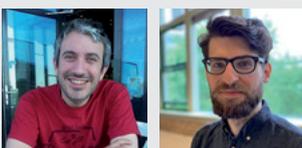
In 2019 there were 60 submissions for the award, culminating in a well-attended final at NEMO Science Museum with an audience of 200 visitors. During the final, there was an exhibition of around twenty portraits of successful scientists and scholars affiliated with Amsterdam-based knowledge institutions.

In addition, the Amsterdam Impact Award was bestowed for the second time on researchers from a range of disciplines with a proven track record of valorisation throughout their careers.

Collaboration with the Amsterdam region

Collaboration between research institutes and businesses is being strengthened, for example in the area of artificial intelligence (AI) where a range of new innovation labs have been opened, including in partnership with the Inception Institute of Artificial Intelligence in Abu Dhabi, Elsevier and TomTom. The partner knowledge institutes have committed to an ambitious list of objectives for the next ten years:

- At least € billion of financial support earmarked for AI;
- At least 800 people working in AI education, research and innovation;
- At least 5,000 students trained in AI technology at the BSc, MSc and PhD levels;
- At least 10,000 students taking a minor in AI;
- At least 100 small and medium-sized enterprises (SMEs) affected by collaborative spin-off projects;
- At least 100 AI start-ups.



12 JUNE

Philosophers Luca Incurvati and Julian J. Schlöder win the 2019 Sanders Prize in Metaethics for their article 'Inferential Expressivism and the Negation Problem'.



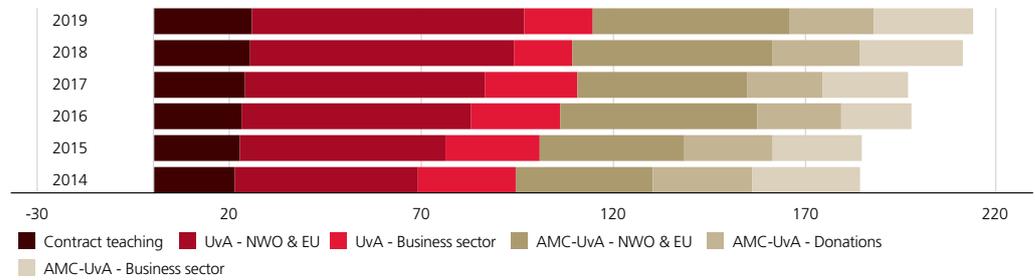
15 JUNE

Information Law alumnus Jan van Vegchel wins the 2019 UvA Thesis Prize.

Valorisation indicators ‘collaboration’

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

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



Scientific collaborations

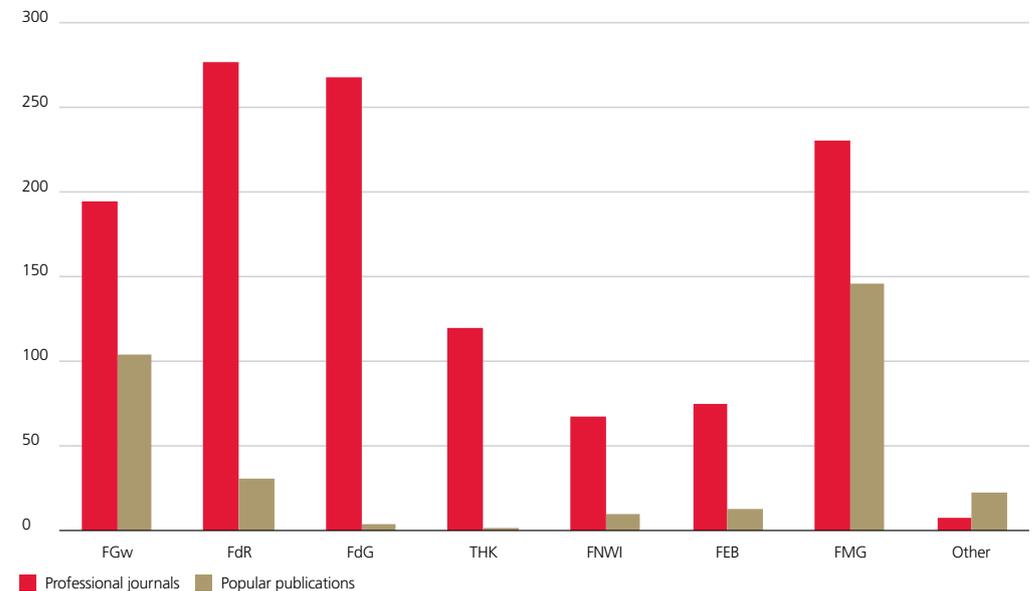
The table shows the percentage of all scientific UvA publications in the CWTS database written in collaboration with non-UvA authors (source: CWTS Leiden).

SCIENTIFIC COLLABORATIONS	2015	2016	2017	2018	2019
% co-publications with other institutions	82.6%	83.7%	85.1%	86.2%	86.9%
of which international	52.4%	53.9%	53.5%	57.7%	59.8%
of which business sector	5.7%	5.8%	5.6%	6.3%	6.3%

Publications for a wider audience, 2019

The graph shows the number of professional and popular publications (classification in accordance with VSNU definition) per faculty. These are publications intended for a professional and general audience.

At this stage, the FdG does not record the number of popular publications.



18 JUNE

The Faculty of Science receives an ECHO grant for setting up the Student Engagement Platform, which supports student initiatives that contribute to equal opportunities for students.



19 JUNE

The UvA is ranked in 64th place in the 2019-2020 QS World University Rankings.

Marlies de Roode
Head of SAP Expertise Centre



24 JUNE

Peter Bolhuis, professor of Simulation of Biomolecular and Soft Matter Systems, is appointed Scientific Director of the Van 't Hoff Institute for Molecular Sciences (HIMS).

JUNE

6. Sustainability

The UvA's sustainability policy

Sustainability has been the focus of increased attention in recent years. In the Netherlands and across the world, protesters have demanded higher climate ambitions from their governments. UvA academics supported the protests with an open letter responding to the Climate Agreement. These protests show that the concept of 'sustainable development', as described some thirty years ago in the UN report Our Common Future, is more relevant than ever: '(...) development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'

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

To achieve this ambition, in 2019 the UvA worked on a sustainability programme in consultation with the academic community. Three round table discussions were held in May, and in November the Sustainability Green Paper was published. This document sets out opportunities, barriers and potential measures for the coming years. In the final months of 2019, the Green Paper was submitted to the academic community. In 2020, based on the feedback received, the paper will be reworked into a White Paper, which will provide guidelines for the next Strategic Plan period.

Sustainability in education, research and valorisation

The UvA produces graduates with specialised knowledge of sustainability issues. Our courses include both general and more specific modules on sustainability issues. These modules are mostly organised by the IIS. The modules are open to students from all faculties, as well as staff members and interested parties not affiliated with the UvA.

Degree programmes with a significant sustainability component include the Bachelor's in Future Planet Studies, the minor programme in Science for Sustainability and the Master's in International Development Studies. Sustainability is also included in the curriculum of various other degree programmes. In 2019, the FEB successfully launched a new minor, 'Sustainability and Economics'.

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

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

26 JUNE

A large EU grant is awarded to the European Partnership for Innovative Campus Unifying Regions Alliance, of which the UvA is a member.



Sustainability in operational management

As a public institution that seeks to lead by example, the UvA has defined a number of key sustainability targets. These targets were selected based on the type of institution that a university is, taking account of the structure of our CO₂ footprint, laws and regulations, and the options for reducing our environmental impact in an effective and cost-efficient way.

Our targets for sustainability in operational management are:

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

Performance assessments will be linked to these targets. When measuring our performance, we try to calculate our footprint per student or per staff member. For example, we have recorded a 12% increase in energy consumption relative to 2015. Over the same period, the number of students and staff members increased by 15%. This helps ensure that our footprint is more 'tangible' and comparable in the event of institutional shrinkage or growth.

Energy efficiency, CO₂ reduction and sustainable electricity generation: MJA and CO₂ targets achieved

As part of the Long-Term Agreements on Energy Efficiency (MJAs), the UvA has reached agreements with other higher education institutions and the government to periodically prepare an Energy Efficiency Plan (EEP) and implement the measures it describes. This plan is designed to improve the University's energy efficiency rate by 30% by 2020, relative to 2005.

The UvA measures energy efficiency on the basis of its primary energy consumption, the sum total of gas consumption and the primary energy equivalent of electricity consumption. The UvA's primary energy consumption has fallen 6% since 2005. This decline is relatively modest due to the considerable growth of our institution over this period. If we correct the figures to account for the UvA's growth by dividing energy consumption by the number of students, it is clear that our energy efficiency improvements exceeded the target in the EEP: our primary energy consumption per student dropped by 31% over the period 2005-2019. The UvA has therefore achieved its objectives under the MJA covenant one year earlier than agreed; together with other universities, it is contributing to a more sustainable sector.

UvA contribution to the EU decarbonisation report

Physicist Bob van der Zwaan made a significant contribution to the EU report *High-Level Panel of the European Decarbonisation Pathways Initiative*. According to Van der Zwaan, the report provides a unique perspective on the complete decarbonisation of the European economy over the next three decades. 'The report clearly states that to achieve the energy transition, applied and fundamental research must cross both the boundaries of traditional academic disciplines and the boundaries between the key sectors of our economy. The natural sciences and the social sciences are both necessary to support the energy transition. A complete understanding of this transition can only be obtained through approaches in which multidisciplinary and complexity play an important role.' Van der Zwaan is a professor of Sustainable Energy Technology at the Van 't Hoff Institute for Molecular Sciences (HIMS) and is also affiliated with the UvA Institute for Advanced Study (IAS).



1 JULY

Esther Quaedackers receives a Comenius grant worth €50,000 to develop the new international course 'Local Big Histories' at the Institute for Interdisciplinary Studies (IIS).



5 JULY

The UvA is ranked 20th in the 2019 Europe Teaching Rankings.

In 2020, the final year of the MJA period, the UvA will continue implementing sustainable measures. Also in 2020, the broad lines of action for the coming years will be set out in the Climate Neutral Property Road Map, the Strategic Plan and the Sustainability White Paper.

Gas consumption in 2019 was 16.4% lower than in 2018. Electricity usage was 1% higher in 2019 than in 2018. These changes can largely be attributed to improved use of the electrical heat pumps on the Roeterseiland Campus. With virtually the same number of warm and cold days as in 2018, the weather had no meaningful impact on the changes.

North Holland Innovation Fund invests in phosphate recycling technology

SusPhos, a UvA start-up, received a convertible loan of €100,000 from the North Holland Innovation Fund. This loan enabled SusPhos to bring to market patented technology which can be used to extract high-purity phosphate from waste flows.

SusPhos is led by Marissa de Boer, who obtained her doctorate at the UvA in the Van 't Hoff Institute for Molecular Sciences (HIMS). With patented technology developed by HIMS, SusPhos recovers phosphate from local waste flows to make high-quality phosphate-based products. The SusPhos process is suitable for processing all kinds of waste flows, such as those from the agricultural sector, the food industry and municipal waste water.

By 2020, the UvA aims to have reduced its CO₂ emissions per student by 85% compared to 2010. At 141 kg per student, emissions in 2019 were 85.3% lower than in 2010, and 10.2% lower than in 2018. The UvA has therefore achieved its 2020 goals a year in advance.

The greatest decrease compared to 2010 figures was achieved through energy efficiency measures, and – more significantly – the transition to 100% wind power in 2013, which means our energy consumption no longer has an impact on our CO₂ emissions.

In April 2019, solar panels were installed on the REC J/K building. These have already generated 72,074 kWh this year, and are expected to have an annual output of 85,000 kWh. A total of 1,110 solar panels have been installed on the roof of the University Sports Centre (USC) at Science Park. These will become operational in 2020.

To achieve more significant energy savings, in 2019 the UvA used an innovative energy performance contract for its buildings in the city centre and on the Roeterseiland Campus. This agreement rewards the contractor for improving energy efficiency in its management and maintenance operations. Both parties are still adjusting to this method of controlling management, which is taking longer than expected. The contractor has not yet achieved its annual goal of 7.5% energy savings in the buildings concerned. The UvA will exercise greater control in 2020.

In 2019, the UvA received a grant for customised heat pumps on the Roeterseiland Campus, which are expected to become operational in 2020. Due to their innovative switching system, these heat pumps can achieve higher efficiency and be used in a more flexible manner than the current heat pumps. This means the Roeterseiland Campus will become increasingly less reliant on gas. The UvA is the first organisation in the Netherlands to use this new switching system.

In 2019, we continued to invest in the insulation of fittings, more efficient ventilation control in fume cupboards and more LED lighting.



15 JULY

Samaya Nissanke is selected as the new Spokesperson for the Gravitation and Astroparticle Physics Amsterdam Centre of Excellence at the UvA.



15 JULY

The UvA Conservation and Restoration programme is prominently represented in Operation Night Watch, the largest research project ever conducted into Rembrandt's masterpiece.

A portrait of Daan Roovers, a woman with shoulder-length brown hair, smiling and looking upwards and to the right. She is wearing a light-colored, button-down shirt. The background features a red, ornate metal railing and a staircase with grey steps.

Daan Roovers

Lecturer in Philosophy and Public Affairs and
Philosopher Laureate of the Netherlands

JULY

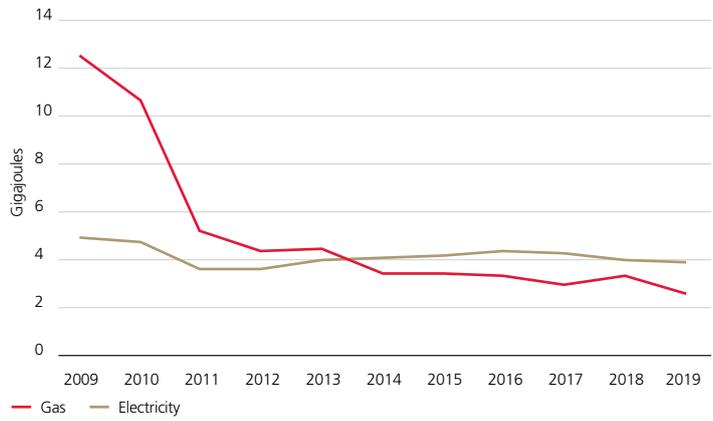
16 JULY

Twenty-three UvA and AMC-UvA researchers receive Veni grants from NWO worth up to €250,000 per project.

Data on environmental impact

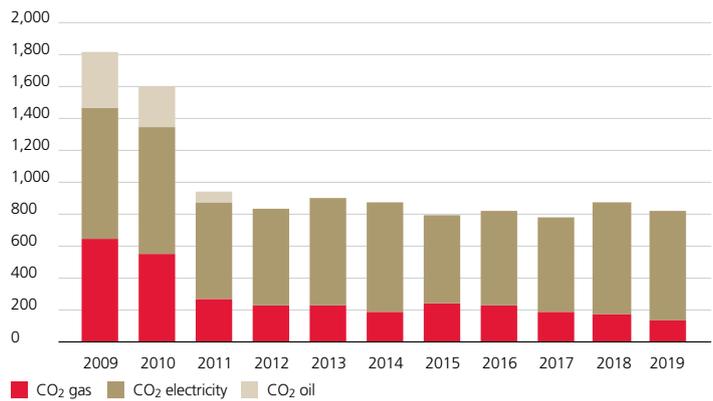
Energy consumption per student in GJ

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



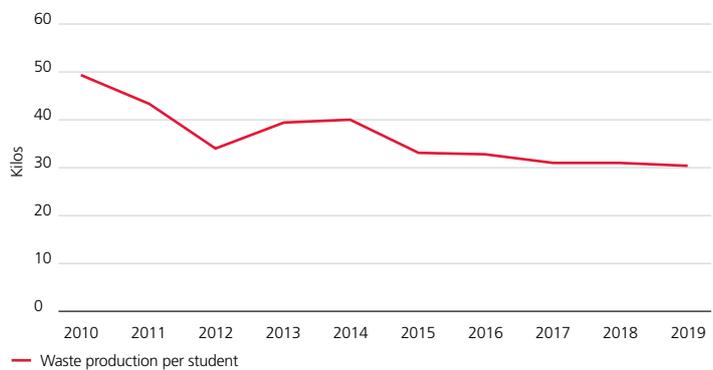
CO₂ equivalent in kg/student

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



Waste production per student

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



16 JULY

Tom Gregorkiewicz dies. He had been associated with the UvA since 1985, and held the chair in Optoelectronic Materials since 2003.



18 JULY

Theoretical physicist Gianfranco Bertone is appointed director of the European Consortium for Astroparticle Theory (EuCAPT).

Mobility

In 2019, Project Pakket (Project Parcel) was launched in response to a student's final project. The goal of Project Pakket is zero-emissions delivery of all parcels to UvA locations. In 2020 a central drop-off point will be set up, which will receive approximately 250 parcels each day. From here, the parcels will be delivered in bundles using electric vehicles. In implementing this project, the UvA and AUAS are taking the next step towards the sustainable procurement of supplies.

The central hub for goods delivery has also been expanded. Gispen, a large furniture supplier, has become involved. This should reduce the number of delivery vans in the city, which is good for air quality and will reduce CO₂ emissions. In addition, the last leg from the hub in Duivendrecht to the campuses will be completed using electric vehicles.

Waste

In March 2019, the UvA started developing its vision for waste management. In the spring, a project team visited various academic universities, universities of applied sciences, government agencies and commercial organisations to gain inspiration. Together with the RVO and the Ministry of Agriculture, Nature and Fisheries (LNV), discussions were held about the future of waste management.

After the summer period, a range of project assignments were suggested and students and staff attended waste sorting workshops and presentations. In collaboration with the UvA Green Office, a waste analysis was performed to look at whether sorting facilities are needed for the most usable waste flows (plastic, green waste, paper, etc.). In 2020, the vision will be further developed and refined through pilots at various locations.

Increasing the sustainability of the property portfolio

As an institution, we have a significant environmental impact on our supply chains, but up till now this impact has been hard to assess. In the policy, the focus for CO₂ emission reduction is primarily on energy and mobility. A CO₂ footprint analysis has been initiated to obtain a better understanding of our impact on our supply chains, so that the UvA can more effectively drive sustainability across the board, for example by setting different conditions in tendering procedures.

Increasing the sustainability of the property portfolio

Under the Climate Agreement, as an educational institution the UvA is required, by 1 May 2020, to establish a road map for increasing the sustainability of its property. This road map must set out the clear measures that are required to achieve the government's ambition: to become climate neutral by 2050. In 2019, the UvA's buildings were scanned to identify potential for improvements. These scans will form the basis of the road map.

The UvA's property is extremely diverse in nature. It includes both listed buildings and new buildings that meet the most recent Building Decree requirements. In renovations, our ambition is to comply with the BENG requirements at a minimum, and wherever possible make the building completely energy-neutral (ENG). With new buildings, energy-neutral is always the aim. For example, LAB 42 which is being constructed in Amsterdam Science Park complies with the ENG standard.

ICT

In 2019, ICT Services and Facility Services (FS) developed ICT sustainability targets, which are expected to be adopted in 2020. In 2019, the UvA implemented a policy of more efficient repairs and replacement of workstation equipment, to extend the service life of devices. Work was also done on migration to the cloud. Cloud storage is up to ten times more energy efficient than local storage.



22 JULY

Three UvA researchers who recently obtained their doctorates receive a Rubicon grant from NWO to do research at a foreign research institution.



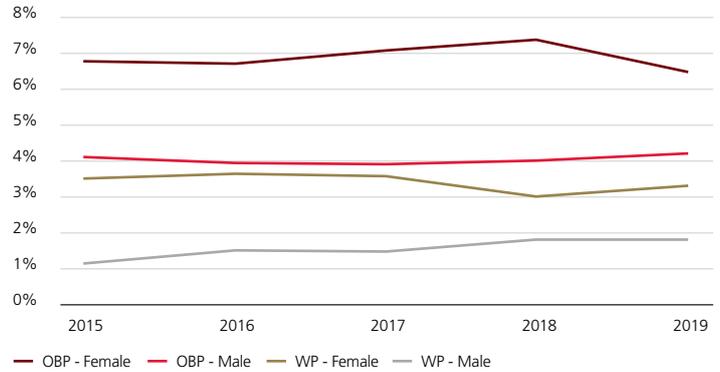
3 AUGUST

The UvA, AUAS, VU Amsterdam and Inholland share a boat during Pride Amsterdam 2019.

Key social policy figures

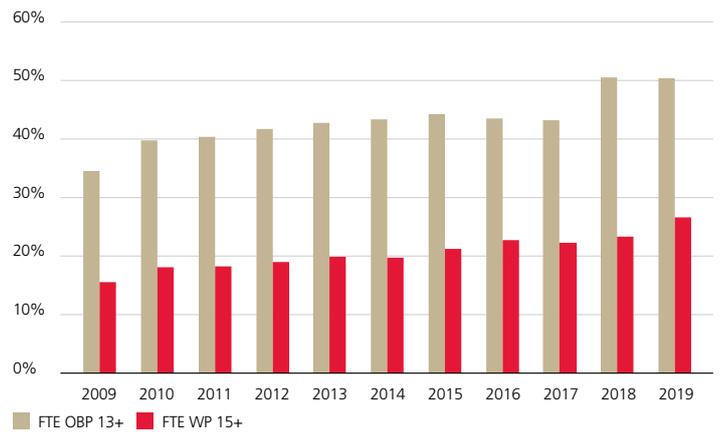
Absences due to illness - academic staff (WP) and support and management staff (OBP)

Absences due to illness among academic staff totalled 2.5%, with the figure for support and management staff at 5.6%. The graph shows the development in the rate of absences due to illness in recent years.



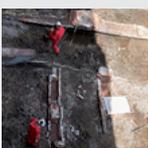
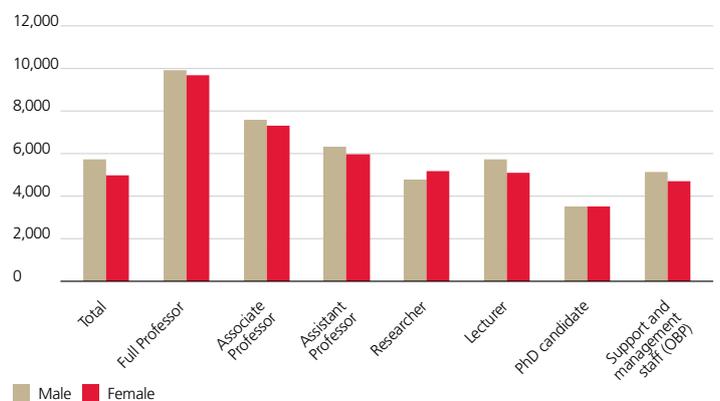
Women high on the salary scale

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



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

The graph shows the remuneration ratio between men and women by type of position for the UvA as a whole in 2019. There is hardly any difference (less than 10%) for most positions. In instances where there is a difference, this is generally due to differences in age. The fact that the difference for the UvA as a whole is 18.0% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



13 AUGUST

Archaeological artefacts are discovered at the construction site for the new University Library.



30 AUGUST

The UvA leads the national consortium set up to contribute to sustainable improvement of the global food supply.

7. HR Policy

Social report

In 2019 the UvA had 4,945 employees, an increase of 128 FTEs compared with 2018. The proportion of the university workforce represented by both support staff and academic staff has increased. The ratio remains 59:41 (academic staff to support and management staff) Staff numbers increased in the Faculty of Economics and Business and the Faculty of Science, while the number of staff members in the Faculty of Humanities declined.

The UvA is a public employer. In 2019, employees of the UvA were covered by the Central and Local Government Personnel Act (*Ambtenarenwet*) and the Collective Labour Agreement for Dutch Universities (CAO NU). The UvA participates in the General Pension Fund for Public Employees (ABP). Remuneration policy is determined by the CAO NU and the University Job Classification System (UFO), which includes a salary scale with 18 steps. In 2019, the annual gross salary of the highest-paid employee was 5.09 times the average; the highest-paid executive staff member received 3.20 times the average. There is no variable or performance-based remuneration.

In 2019, the UvA paid out €4.23 million in additional allowances to its employees. This constitutes 1.18% of the University's wage bill, including:

- 0.87% for individual allowances on the basis of CAO NU provisions;
- 0.19% for compensation for restrictions on pension accrual for higher incomes;
- 0.12% for expense allowances.

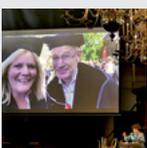
Absences due to illness

In 2019, the rate of absences due to illness (3.4%) and the reporting frequency (0.6) were lower than in the previous year. The percentage of staff members who did not report sick at all increased from 82% to 83% for academic staff and from 52% to 59% for support and management staff. For all staff combined, this percentage increased from 69% to 71.5%. For academic staff, the rate of absences due to illness rose by 0.2% to 2.5%. For support staff the rate fell from 6% to 5.6%, which seems to have mainly been caused by an increase in long-term illnesses: on average, staff members are reporting sick less often, but are staying sick for longer. In spite of this decrease, absences due to illness among support staff remain an area of concern. In 2020, a project will be launched in collaboration with the Occupational Health and Safety Service to improve the supervision of staff members while they are ill and when they return to work.

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

The jobs objective for the UvA is to create a total of 120 jobs by 2024 for people with disabilities who are distanced from the labour market. By the end of 2019, the UvA had filled approximately 26 positions for people with disabilities with staff from the target group. The UvA and AUAS have been working with the Municipality of Amsterdam and the work experience and training company Pantar to encourage the hiring and promotion of groups of people who are distanced from the labour market. The UvA provides work experience, allowing people to acquire skills that will make it easier to take the next step in their careers. Pantar provides supervision for these staff members.

The recent government decision to remove the distinction between the private and public sector in this context will, in 2020, allow the UvA to explore the possibility of filling jobs in collaboration with market operators, such as cleaning, security and catering companies.



2 SEPTEMBER

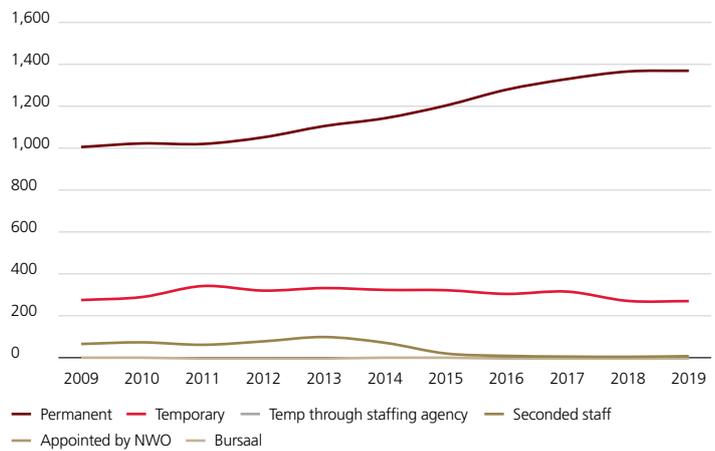
The theme for the opening of the 2019-2020 Academic Year is: What's wrong in the world of academia?

SEPTEMBER

Temporary appointments in teaching positions

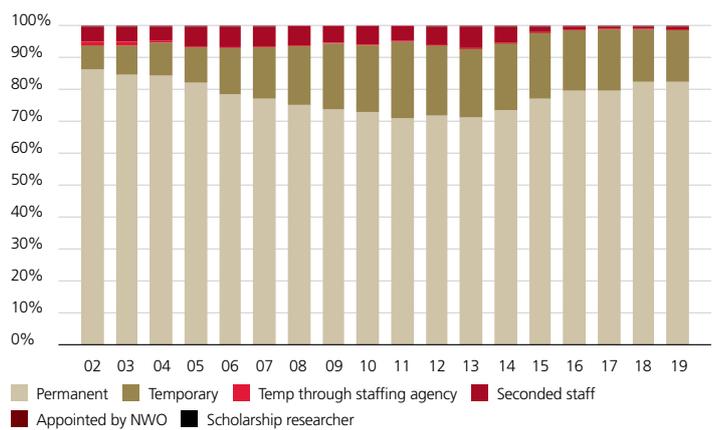
Teaching staff at the UvA by type of employment contract, excluding FdG

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



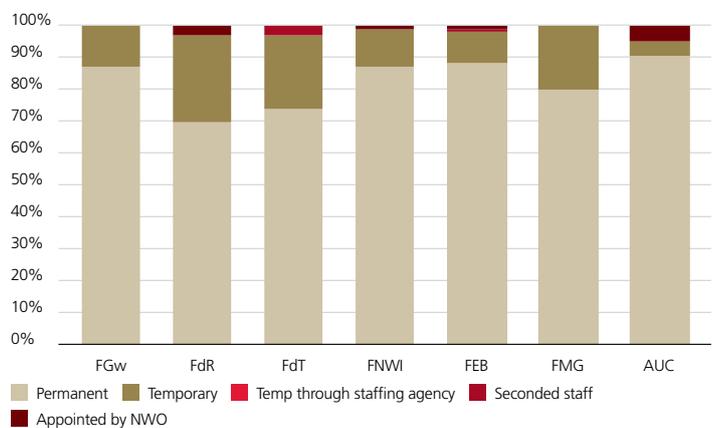
Teaching staff at the UvA by type of employment contract, excluding FdG

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



Temporary teaching staff by faculty, excluding FdG

The graph shows the distribution of the number of FTEs in the ranks of full professors, associate professors, assistant professors and lecturers for the various contract types, by faculty (reference date: end of 2019).



3 SEPTEMBER

Natali Helberger is appointed University Professor of Law and Digital Technology, with Special Emphasis on Artificial Intelligence.

3 SEPTEMBER

Ten UvA researchers receive a prestigious Starting Grant from the ERC.

The strategic HR agenda

Attracting, retaining and developing talent to meet ambitions in the areas of education, research and social impact is a strategic goal of the UvA. Accordingly, the UvA prioritises career development, annual consultations (appraisal interviews), leadership development and strategic personnel planning. Policies are implemented in phases, to cater to the preferred rate of change and demand for customisation from the faculties and service units.

Career development policy

In late 2019, work began on the *My Professional Development* portal on the UvA employee website. The portal makes it easy for all staff to access career development information and tools. This includes information about annual consultations, career advice and study facilities. Staff can also take a career assessment on the portal. In collaboration with Academic Affairs, work is being done on improving the balance in the way education and research are valued.

The career policy includes a focus on talent development and mobility. For example, in October 2019 the first edition of the 'UvA Opportunity Programme' for support staff in senior positions was launched. The 'Develop Your Future' programme was also created.

Labour market communication

Labour market shortages make it more difficult to attract talent and require more attention to be paid to labour market communication. Accordingly, in 2019 we started improving the employer branding of the UvA by drafting an employee value proposition, or core message/pledge to potential employees. This will be further developed and disseminated in 2020.

Annual consultations

During annual consultations (appraisal interviews), supervisors and employees engage in an open dialogue in which they take an in-depth look at the employee's motivation and working conditions, current performance, personal and professional development and career prospects. In 2019, implementation of the UvA's 'new style' of annual consultations was completed in the Faculties of Law, Social and Behavioural Sciences, Economics and Business and Science, and was initiated for the service units, executive staff and Faculty of Humanities. All organisational units can access supervision and training until the summer of 2020. Last year, 56.5% of employees had an annual consultation.

Academic leadership

The UvA uses coaching and unifying leadership to help it achieve its objectives in the areas of education and research. A supervisor creates an inspiring, safe working environment and an engaging vision for the discipline. To that end, the UvA has invested in leadership development. The *Academic Leadership* programme for supervisors with a strategic role (department chairs, College/Graduate School directors and research directors) came to an end in 2020. A new programme for employees with a day-to-day leadership role (programme group leaders, capacity group chairs, etc.) will start in 2020.

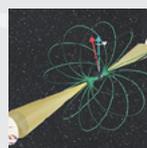
Strategic personnel planning

To strengthen its capacity to anticipate, the UvA continues to use strategic personnel planning: translating research, education and valorisation objectives into desired staffing levels over the medium to long term. In 2020, the University Library and IBED (Faculty of Science) will start using strategic personnel planning, with assistance from HR Policy & Strategy. To align with the specific needs and wishes of organisational units, the UvA will customise the planning as much as possible.



4 SEPTEMBER

The Amsterdam Educational Research Centre receives a €600,000 grant from the Netherlands Initiative for Education Research (NRO) for the Equal Educational Opportunities Centre.



4 SEPTEMBER

Astronomers, including UvA astronomer Joeri van Leeuwen, successfully map the topography of both magnetic poles of a neutron star for the first time.

Key aims of the UvA's social policy

Employee Monitor

The annual satisfaction survey of UvA and AUAS employees was conducted in the spring of 2019. Forty-seven percent of the 6,347 UvA employees completed the survey. The results of the 2019 Employee Monitor are more or less the same as those of the previous survey. In general, employees are satisfied with working at the UvA, compared with previous surveys. Appreciation for the UvA as an employer has also increased. However, perceived high workloads remain an area of concern. Improving social safety is another point requiring attention.

Workload

In 2018 and 2019, the UvA-wide Managing your workload programme ran in response to the collective labour agreement on tackling high workloads in Dutch universities. The aim was to identify the key factors behind the general feeling that workloads are too high, develop a set of short and long-term measures to tackle high workloads, help staff deal with work pressure and reduce work stress. In 2019, HR offered several types of training and coaching, funded from the central 'terms-of-employment funds' budget.

Social safety

The UvA places great value on creating a safe working environment for students, staff and visitors. In this context, an interim ombudsperson has been appointed with the goal of strengthening the power of the university community to learn and self-regulate. The ombudsperson can mediate between parties and expose patterns relating to social safety within the organisation as a whole or certain parts of it.

Social Safety Taskforce

During the 2019-2020 academic year, a UvA taskforce has been working to improve the social safety of staff and students. The role of the taskforce is to inspire and encourage improvements in the area of social safety and to monitor ongoing improvements. In September 2019, the taskforce began by drafting an action plan and identifying existing actions, initiatives and proposals to improve social safety. An overview memorandum was drawn up for each subject area. The objectives are:

- Creating a safe university (strengthening the organisation and prevention)
- Rapid help where necessary (enabling secure reporting and rapid handling of questions/complaints/incidents)
- Identifying safety risks (monitoring and reporting issues)
- A safe campus for everyone (physical and online environment)

In 2019, the taskforce conducted stocktaking interviews with a range of stakeholders (including deans, shared service unit directors, operational management directors, the Chief Diversity Officer, the ombudsperson and the PhD Council). To make this stocktaking more detailed, interviews were also conducted with staff and students. In addition, the taskforce worked on recommendations for culture, policy and communication.

The various service desks for staff have been made easier to find through the central web page uva.nl/socialeveiligheid. Development has also begun on an awareness-raising campaign and preparations are underway for the performance of the play *The Learning Curve* on all campuses in 2020.



6 SEPTEMBER

Anita Hardon, professor of Anthropology of Care and Health, is appointed as the new chairperson of the NWO Domain Social Sciences and Humanities.



11 SEPTEMBER

The UvA holds on to 62nd place in the 2019-2020 Times Higher Education World University Rankings.

An increase in the number of female professors to 25% by 2020

The UvA has committed to increasing the proportion of women in top-level academic positions. By the end of 2019, the percentage of female professors had risen to 24.5%. To increase this percentage, the UvA will endeavour to fill 50% of all vacant professorships with women.

Striking the right balance between permanent and temporary staff

In 2019, the percentage of temporary employment contracts for teaching staff job categories (professors, associate professors, assistant professors and lecturers) was 17.1%, well below the 22% cap agreed in the previous CAO and the second-lowest percentage in the sector at the end of 2018. The UvA applies the principle that those who are asked to work for the University on a regular basis must be offered a permanent employment contract, provided they have the right qualifications (a PhD) and skills (such as holding a UTQ/Advanced UTQ).

Agreements in the Local Consultative Body*Social Charter*

In addition to the re-employment efforts set out in the CAO NU, the Framework for Social Policy during Restructuring applies to the UvA. The basic purpose of this framework is to prevent compulsory redundancies in the event of restructuring wherever possible. The new UvA Social Charter was developed in the Local Consultative Body with the local union representatives. It will be valid until 2024. The Charter consists of two parts: a reorganisation code and complementary policies focused on prevention (organisational development and sustainable employability).

Terms of employment funds 2020-2024

A new agreement was reached with the unions in the Local Consultative Body concerning the spending of the 'terms-of-employment funds' in the period up to 2024. Provisions such as IPAP (insurance for partial incapacity for work), funding of sabbaticals and the SURFspot/ICT allowance of €125 per year will be continued. The Informal Care Leave pilot is new and offers the possibility of partial salary payments for leave to care for immediate family members.



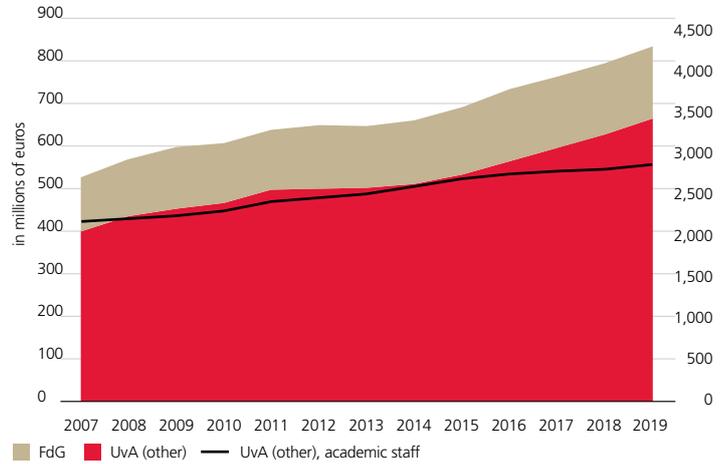
16 SEPTEMBER

The first pile is sunk for the new University Library.

Long-term financial trend outlook

Increase in UvA revenues with and without Medicine

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



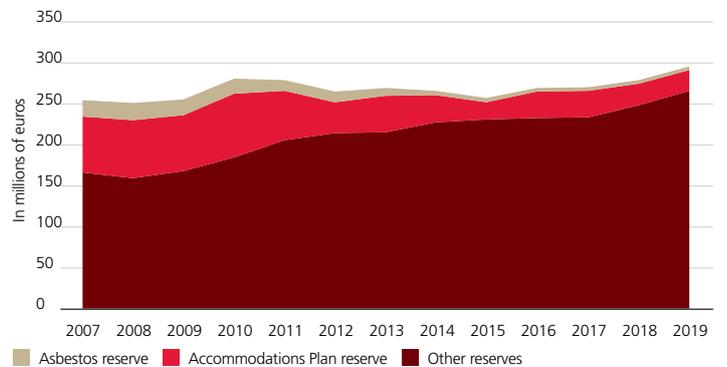
Development of government funding and educational demand since 2002 (corrected for inflation)

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



Increase in equity (UvA, non-consolidated)

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



27 SEPTEMBER

Prof. Douglas Lin is appointed as a Visiting Professor in Physics and Astronomy.

8. Financial report

The UvA's financial position

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

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

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

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

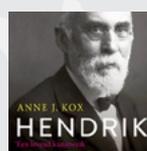
The coalition agreement stated that the funding system for higher education will be reviewed during this parliamentary term. As a follow-up to the advisory report issued in the spring of 2019 by the Higher Education Funding Advisory Committee (Van Rijn Committee), the Ministry of Education, Culture and Science conducted an additional cost impact investigation. The scope of the investigation included an assessment of the adequacy of the macro framework.

The Solvency I ratio (equity as a percentage of the total balance sheet) at the group level increased by 2.9% to 37.4% in 2019. This is well below the Dutch university average of 49% (reference year: 2018). The non-consolidated Solvency I ratio was 37.3% at the end of 2019. The UvA has the second-lowest solvency ratio out of all Dutch universities.

To be able to better monitor the state of affairs around solvency and enable agreements on the numerical trends, the UvA uses internal alert thresholds. The use of alert thresholds was introduced by the Education Inspectorate. Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution is experiencing a financial or continuity risk. The Education Inspectorate includes the Provisions item in the balance sheet in its assessment and applies the Solvency II definition (equity plus provisions as a percentage of the total balance sheet). The Solvency II alert threshold applied by the Education Inspectorate is 30%. Internal thresholds are less about the continuity risk (which is already catered for in other ways), and more about the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The frame of reference for these thresholds is the internal Treasury Policy and the Treasury Plan.

1 OCTOBER

The Executive Board decides that the UvA will have an extra week of holidays, starting from the next academic year.



2 OCTOBER

Anne Kox, emeritus professor of History of Physics, publishes a biography of mathematician and physicist Hendrik Antoon Lorentz.

2019 financial result

2019 Consolidated statement of income and expenses

BUDGETED				BUDGETED			
INCOME	2019	2019	2018	EXPENSES	2019	2019	2018
Government grants	470.3	464.4	446.1	Staffing costs	546.3	461.5	522.7
Other government grants				Depreciation	45.3	43	44.5
Tuition fees and similar	83.5	81.5	81.1	Accommodation expenses	47.6	47.6	49.1
Income from work performed for third parties	251.3	109.2 ¹	237.7	Other expenses	165.6	124.8	166.0
Other income	28.8	30.4	30.2				
Total income	833.9	685.5	795.1	Total expenses	804.8	676.9	782.3

¹ Figures for FdG contract research (€106 million) are excluded from the budgeted figures but included in the annual accounts.

RESULT – AMOUNTS X €1 MILLION	2019 RESULT	BUDGETED FOR 2019	DIFFERENCE
Faculties and institutes	16.2	2.0	14.2
Shared service units	0.3	-0.4	0.7
Central	-0.3	0.7	-1.0
Group	7.3	2.9	4.4
Total Teaching and Research	23.5	5.2	18.3
Real Estate and Treasury Administration	-1.8	-5.1	3.3
<i>Non-consolidated result</i>	<i>21.7</i>	<i>0.0</i>	<i>21.7</i>
Result from other consolidated affiliates	0.5	0	0.5
<i>Consolidated result</i>	<i>22.2</i>	<i>0.0</i>	<i>22.2</i>

NORMALISED RESULT	2019	2018
RConsolidated result according to the Annual Statement of Accounts	22.2	4.5
Unspent sector plan funds	-3.5	0
Unspent sector plan funds	-2.6	0
Targeted allocation of orphaned OCW collections	-0.5	0
Movements in personnel provisions	7.9	4.6
Movement in employment conditions funds	-1.0	0.8
Expenditures for asbestos removal	0.6	0
Revaluation of Central Energy Facility	0.2	2.4
Movement in provisions (old contracts)	-0.7	7.6
Normalised result	22.6	19.6

8 OCTOBER

The NVAO assessment panel issues a positive assessment of the UvA's quality agreements.



11 OCTOBER

An international team of astronomers, including UvA astronomers Phil Uttley and Sera Markoff, uses special high-speed cameras to film a small, flickering black hole in our Milky Way.

Given its society-oriented character, the UvA applies both upper and lower limits to its internal alert thresholds. This creates a range within which solvency can fluctuate over the planning period. For the internal alert values for Solvency II, 38% is applied as the lower limit and 44% as the upper limit (based on the current valuation principles, UvA non-consolidated). The Solvency II ratio has increased from 41.1% to 41.8%.

2019 financial result

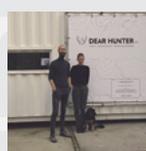
The result achieved for the 2019 financial year was a positive result of €22.2 million. The expectation in the 2019 budget was that the University would only break even. Higher external income, including sector plan funds, and underspending of budgets due to projects starting later than anticipated and labour market shortages, had an upward effect on the result.

Each year the UvA also has non-recurring income and expenditure, which are recorded in the Annual Statement of Accounts under the result from ordinary operational management. If the key incidental income and expenses are taken into account in the 2019 result, the normalised operating result is €22.6 million. This gives a better understanding of the composition of the result and the underlying movements that had an impact on the multi-year trends of our results. A breakdown is shown in the table.

Internal policy on reserves

The positive annual result of €22.2 million was added to the general and special-purpose reserves within the equity. In addition, there was movement in the minority interest of -€0.2 million, leading to a net increase in group equity of €22 million. An amount of €46 million of the equity was earmarked at the end of 2019 for faculty reserves (€112 million for general reserves and €33.9 million for special-purpose reserves). The general faculty reserves are well above the standard of 10% of revenue established in the internal Financial Management Regulations.

From the 2019 budget onwards, faculties are permitted to make investments from the reserves. This relates to incidental funds for improvement projects and innovation incentives designed to have a positive and long-lasting effect. This will give faculties more scope for experimentation and innovation, and enable them to honour agreements with academics to harness the positive results of past projects. It will also give shared service units scope to invest in quality improvement and cost reduction initiatives. The latter will pay for themselves over time. The majority of the funds for the extra investments will come from the faculty reserves. Funds may also be drawn from the university reserves for interdisciplinary investments – investments that will affect the institution as a whole, and investments in shared service units. Developing ideas into a fully-fledged investment proposal takes time. The central organisation provides support to ensure that a sufficient number of proposals are ready for evaluation each quarter. The positive balances from previous years were spent by the faculties and the holding company on the formation of special-purpose reserves or to strengthen the general reserve position, which means funds have been freed up for significant and necessary future investments. The special-purpose reserves were earmarked at the faculty level and in 2019 were also partially used to strengthen teaching and research. The special-purpose reserve for the real estate administration is the equalisation reserve for the implementation of the Accommodations Plan. The accompanying summary shows the progression of the special-purpose reserves during 2019.



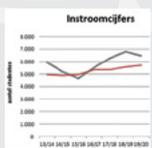
15 OCTOBER

Researchers from the firm Dear Hunter identify opportunities for the Roeterseiland Campus and live in a container on the campus for three months.

Balance sheet and reserves 2019

Consolidated balance sheet as at 31/12/2019

ASSETS	31/12/2019	31/12/2018	LIABILITIES	31/12/2019	31/12/2018
Fixed assets			Equity	304.8	282.8
Intangible fixed assets	3.6	4.5	Provisions	35.1	35.4
Tangible fixed assets	490.3	492.5	Non-current liabilities	205.5	210.8
Financial fixed assets	10.7	12.5	Current liabilities	270.0	249.4
	504.6	509.5		815.4	778.4
Current assets					
Stocks	1.7	2.4			
Receivables	68.6	83.0			
Marketable securities	0	0			
Cash and cash equivalents	240.5	183.5			
	310.8	268.9			
Total assets	815.4	778.4	Total liabilities	815.4	778.4



16 OCTOBER

The number of students enrolled at the UvA rises by 4% in 2019-2020.



Breakdown of the result

Faculties and institutes

With the exception of the AUC, in 2019 the faculties achieved a higher-than-budgeted financial result, due to:

- lower staffing costs, due to the amount of time it takes to attract good academics and fill vacancies;
- underspending of sector plan funds;
- not spending all of the student loan system funds for 2019; and
- higher income from contract activities, including the winding-up of the SEO scheme.

The AUC had a negative result of -€0.3 million due to the payment of vacancy costs on student housing.

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

Shared service units

The overall result for the shared service units was slightly positive. Facility Services had a lower result of €1.4 million, mainly due to underfunding of activities, both internally and externally. Over the next few years, appropriate agreements will be made and support processes further optimised.

The 2019 result for ICT Services was €1.9 million, mainly due to underspending of the 2019 allocated funds for ICT research. A special-purpose reserve was created for these funds at the end of 2019, so that they can be invested over the next few years.

Executive Board, executive staff and central policy budgets

The financial result for the Executive Board and executive staff was €1 million lower than budgeted due to additional staffing costs.

Group

The result for the group company was €4.4 million higher than budgeted. The government grant money increased during the year more steeply than anticipated in the budget, and the rise in the number of students led to a higher revenue from tuition fees. In addition, a number of provisions were updated. This resulted in a net release of €2.7 million.

Real Estate and Treasury Administration

The UvA records accommodation and financing expenses as a strictly separate entry from other expenses. The real estate administration result for 2019 was a net €1 million better than budgeted. The costs of asbestos removal will be charged to the asbestos reserve. The remaining result will be added or charged to the Accommodations Plan special-purpose reserve.

The 2019 result recorded by the Treasury Administration was more than €2.4 million higher than the budgeted result. This was mainly due to the non-distribution of research funds which had been included in the 2019 budget. This distribution was done through the group company.



18 OCTOBER

Physicist Hugo Doeleman wins the 2019 Doctoral Thesis in Physics Prize.



21 OCTOBER

Royal honour for Professor of Social Geography Sako Musterd.

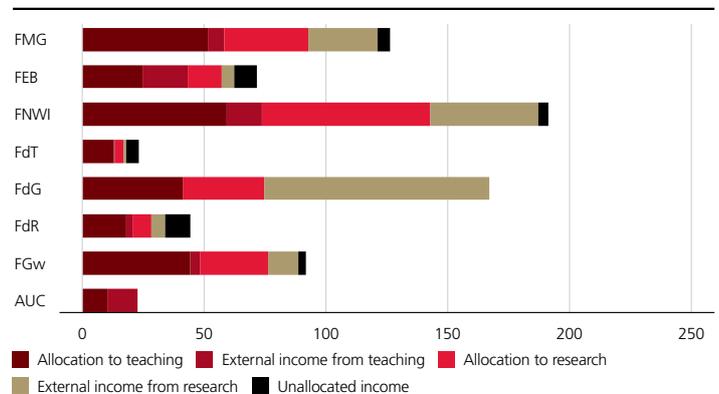
PUBLIC SPECIAL-PURPOSE RESERVES (AMOUNTS X €1 MILLION)	YE 2019	YE 2018	2019 MOVEMENT
Faculty of Humanities	5.2	6.5	-1.3
Faculty of Law	1.6	1.5	0.1
Faculty of Science	10.1	9.3	0.8
Faculty of Economics and Business	1.9	3.2	-1.3
Faculty of Social and Behavioural Sciences	15.2	17.7	-2.5
Amsterdam University College	0.2	0.3	-0.1
Faculties subtotal	34.3	38.5	-4.2
of which 2019 quality agreements reserve	3.0		
Accommodations Plan reserve	25.3	25.5	-0.2
Asbestos reserve	3.6	4.2	-0.6
Reducing workloads	2.4	2.5	-0.2
Central reserve for Student Loan System Funds Act	0.1	0.6	-0.6
2019 central quality agreements reserve	0.4	-	0.4
Educational innovation-HiC	3.0	-	3.0
Shared service units	3.1	0.3	2.8
Other	0.2	0.0	0.2
Total shared service units and other organisational units	38.0	33.1	4.9
Total public special-purpose reserves	72.3	71.6	0.7

OVERVIEW OF FACULTY RESERVES (AMOUNTS X €1 MILLION)	YE 2019	YE 2018	2019 MOVEMENT
Total special-purpose reserves	34.3	38.5	-4.2
Total other reserves	111.7	94.5	17.2
Total reserves	146.0	133.0	13.0

Breakdown of the faculty budgets

Faculty income (amounts x €1 million)

The graph shows the allocation of income by faculty to teaching and research or to central budgets (at faculty level).



1 NOVEMBER

Sjoerd Jans, director of the cultural student centre (CREA) of the UvA and AUAS, receives a royal honour.



4 NOVEMBER

UvA alumni Antonia McGrath and Lisa van Holsteijn win first prize for international projects on AUV Day.

Internal control

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

Clarity

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

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

The UvA did not outsource any components of government-funded education to private organisations in 2019.

- *Investing public funds in private activities*

In 2019, the UvA did not use any government grant funds for investments in private activities that are not in line with its statutory tasks of education, research and knowledge transfer.

- *Funding for international students*

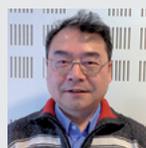
At the UvA, international students are enrolled as students only if they fully comply with the rules of procedure set out in the Enrolment Provisions. Enrolled students are eligible for government funding only if they fully comply with the relevant laws and regulations.

- *Funding of tailor-made programmes*

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

5 NOVEMBER

Gijs Schumacher, associate professor of Political Science, receives the KNAW Early Career Award.

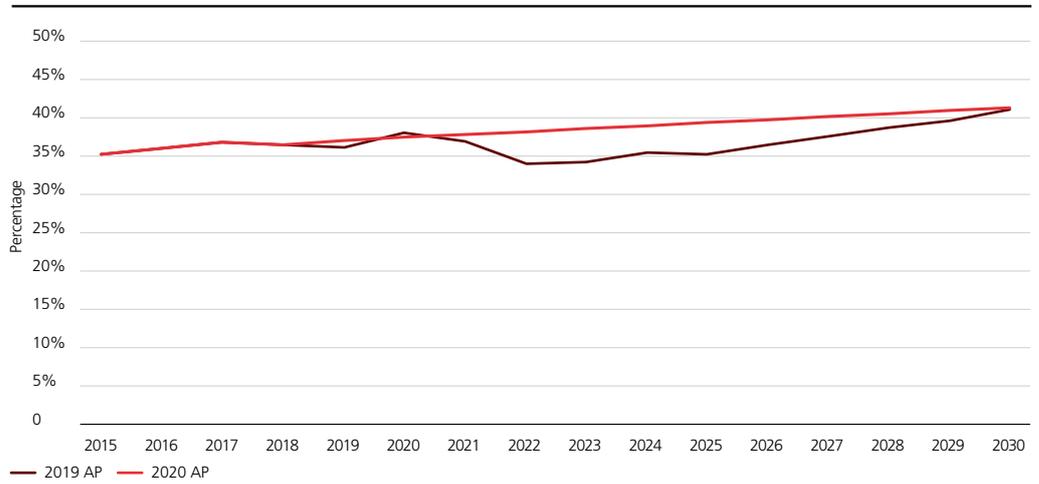


11 NOVEMBER

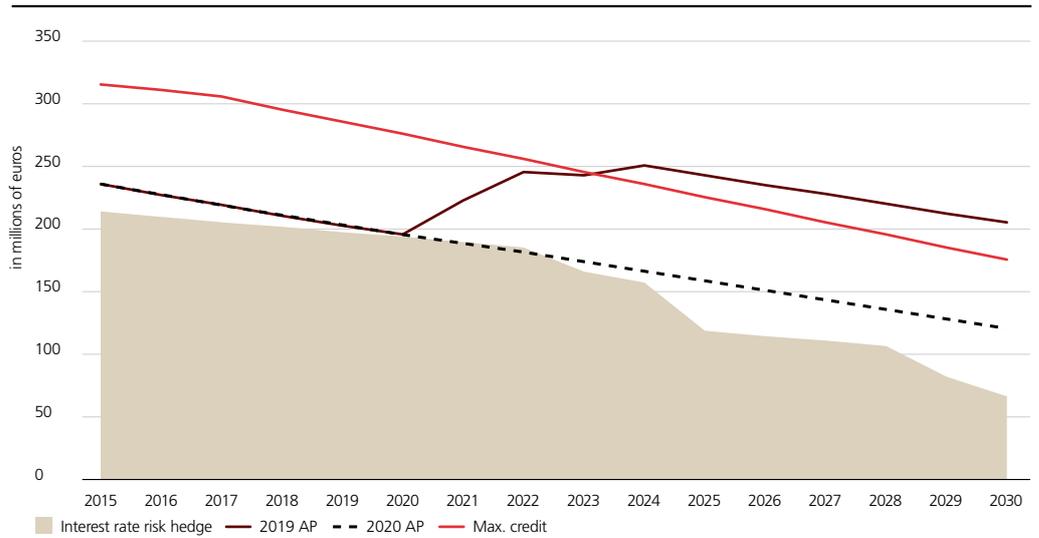
The Biophotonics research group of Hong Zhang from the Van 't Hoff Institute for Molecular Sciences (HIMS) receives a grant to research nanomaterials for cancer treatment.

Financial policy

Forecast solvency in successive budget years



Forecast bank loans in successive budget years



13 NOVEMBER

The UvA and TomTom open a new joint research lab for autonomous driving.



14 NOVEMBER

The UvA startup SusPhos receives a convertible loan of €300,000 from the North Holland Innovation Fund for phosphate recycling.

9. Accommodations Plan and financing

In 2019, activities in the context of the Accommodations Plan were focused on projects in the University Quarter, the Roeterseiland Campus and Amsterdam Science Park.

Amsterdam Science Park

LAB 42

As part of the expansion of the Faculty of Science, the LAB 42 building is being constructed at Amsterdam Science Park. It will house the Informatics Institute (IvI) and the Innovation Center for Artificial Intelligence (ICAI). LAB 42 will be the first UvA building to feature entirely energy-neutral and circular construction. The tendering procedure for the construction contractor has begun and is expected to be completed by the end of the first quarter of 2020.

The Faculty of Science has grown rapidly in recent years, and this growth is expected to continue. The options for absorbing the growth with existing accommodation are limited. When the ICAI was launched in 2018, it was already known that more AI research labs and workspaces for researchers would be required. Additional temporary accommodation has been secured, pending the opening of LAB 42 in 2021.

Sustainalab

Making society more sustainable requires intensive collaboration between science, government and the business community. The UvA has therefore joined forces with the Science & Business Foundation and the Matrix Innovation Center to build the SustainaLab in Amsterdam Science Park. Scientists and students can expect to be working on sustainability research here from 2022. Matrix Innovation Center will be responsible for the construction; the UvA will be one of the tenants.

Development vision

In 2019 a development vision for Amsterdam Science Park was drafted in conjunction with the Municipality of Amsterdam and the NWO. It will serve as the basis for future spatial development of the park. The vision takes account of the growth of education and research in the coming years.

Roeterseiland Campus

Law Hub

In February 2019, Amsterdam Law School opened the Law Hub in the REC A building. This breeding ground for service delivery and innovation will enable students in law clinics to work with legal advice centres and research-based start-ups on socially relevant issues.

Expansion

Space requirements at the Roeterseiland Campus are continuing to increase. One measure the UvA intends to take to meet this need is to construct a teaching building with a flexible design. The municipal council issued the relevant building permit in September 2019. A market consultation has also been conducted. A final decision about the construction of the teaching building is expected to be made in the first half of 2020.

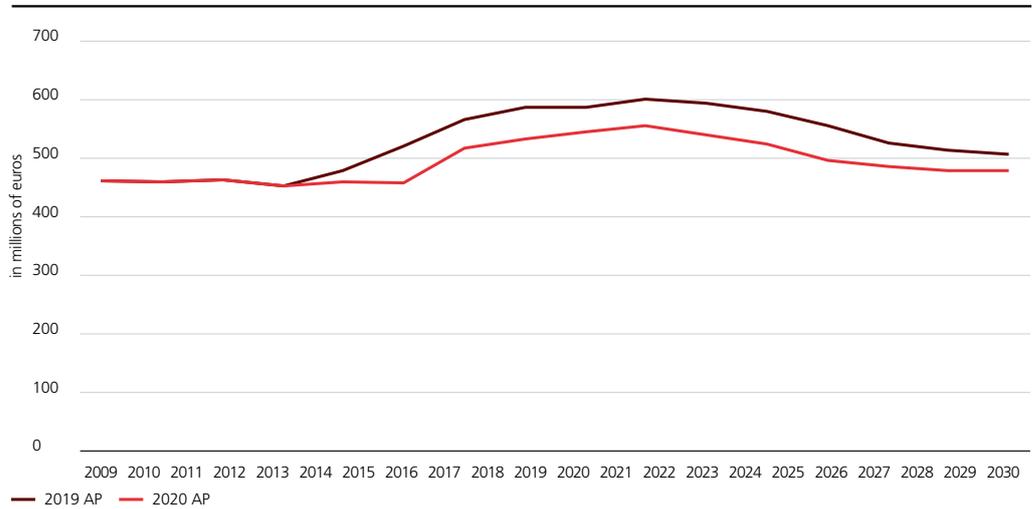


14 NOVEMBER

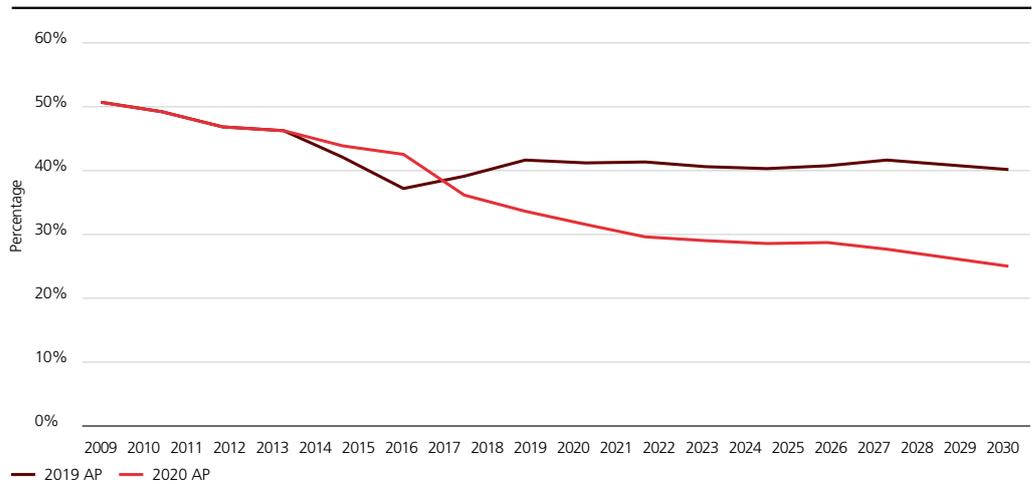
Nicholas Till, Professor of Opera Studies, takes up the Pierre Audi Chair for Musical Theatre and Opera.

Investment policy

Forecast tangible fixed assets in buildings in successive budget years



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



Investment policy

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

15 NOVEMBER

The UvA creates the Wim Crouwel Chair in History, Theory and Sociology of Graphic Design and Visual Culture.



15 NOVEMBER

UvA students interview the new President of the European Council, Charles Michel.

In October 2019, an application was submitted for a permit to renovate the shell of Building P on the Roeterseiland Campus (REC P). This building will be designed for the executive programmes of the Faculties of Economics and Business, Social and Behavioural Sciences and Law, for the interfaculty PPLE programme, and for the UvA-wide teaching activities in the context of lifelong learning. Until the construction work begins, the REC P building will be used for temporary student accommodation and start-ups.

Bicycle parking spaces

Following the reorganisation of the parking facilities on the Roeterseiland Campus, 5,745 underground bicycle parking spaces have been made available for students and staff. The underground bicycle shelter can be accessed from the Nieuwe Achtergracht and from the new Roetersstraat entrance, making it easier to park bicycles and scooters on campus. To address the concerns of local residents about excessive noise levels and to ensure ice-free access, construction began in October on a canopy over the second entrance to the bicycle shelter.

Repair work

The façades of REC B, C and D leak. Agreements concerning repairs have been made with the contractor. The repairs are expected to start in the first half of 2020 and be completed by the end of 2020 at the earliest.

University Quarter

Strategic master plan

In collaboration with the Municipality of Amsterdam, a number of themed meetings were organised for local residents and contractors in relation to the development of the University Quarter. The outcomes of these meetings were used to draw up a strategic master plan in conjunction with the municipality. This plan will serve as a framework for the development of the individual buildings and outdoor spaces in the University Quarter. Decision-making on the plan by the municipality and the UvA is expected to be completed by the summer of 2020.

Student accommodation

In March, temporary student accommodation in the Oudemanhuispoort complex was opened with an official ceremony. The student accommodation provider DUWO is letting out the 80 or so rooms for around three years.

Oudemanhuispoort and Binnengasthuis complexes

For the Oudemanhuispoort complex and Binnengasthuis 5 (BG5) building, the design teams have started working and the architects have been selected; Frits van Dongen will be drawing up the Oudemanhuispoort plans while Ector Hoogstad will be in charge of BG5.

Underground bicycle shelter

In September, in the presence of district councillors and local residents, the first pile was driven for the foundations and underground bicycle shelter of the new University Library, after pipes and cables had been laid and asbestos removed in the first half of 2019. The structural condition of the buildings is worse than expected, which means more restoration work will need to be performed. The tendering procedure for the third and final phase of demolishing the University Library is expected to begin in 2020.

Allard Pierson Museum

In October 2019, the interior renovation of the Allard Pierson Museum was completed and the old main entrance was restored. Construction on the new building (expansion) on Turfdraagsterpad has begun; it should be ready for occupation in the spring of 2020.

19 NOVEMBER

The UvA awards honorary doctorates to American neonatologist and medical geneticist Diana Bianchi and Swedish earth scientist and sustainability expert Johan Rockström.

Student housing

Although temporary student accommodation was created in 2019, the limited availability of affordable student housing in Amsterdam continues to be a concern. To reduce the shortfall, in March 2019 the municipality, housing corporations and knowledge institutions agreed to create 9,400 affordable student rooms by 2022. As a result of this agreement, the UvA is working to develop a student campus in Almere, in collaboration with the Municipality of Almere. The plans will be developed in 2020.

Increasing the sustainability of the property portfolio

The drive to increase the sustainability of construction projects was given further shape in 2019. Our ambition is to comply with the BENG requirements at a minimum, and to comply with the ENG standard where possible. LAB 42 at Amsterdam Science Park complies with the ENG standard. To give tangible expression to the Climate Agreement and agreements made with the VSNU, the UvA is in the process of identifying what other building-related measures are necessary to achieve the objectives.

Listed buildings

Making the listed buildings in the University Quarter more sustainable poses additional challenges for the design teams. When UvA buildings are being constructed or renovated, right from the tendering phase attention is paid to matters such as limiting logistic flows of materials, equipment and personnel, reuse at the building site and managing waste flows. We are also collaborating with the Municipality of Amsterdam to explore the possibilities for increasing the sustainability of non-UvA buildings and public spaces in the University Quarter.

University Library

The new University Library has been made sustainable through the use of geothermal heat and solar energy.

Roeterseiland Campus

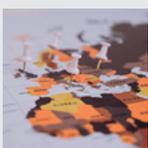
At the Roeterseiland Campus, a decision has been made to further optimise the central energy system, after comprehensive testing of its performance and operation in 2019 revealed a number of faults. Implementation of this project will continue into the third quarter of 2020.

Financing

The amounts due to credit institutions totalled €220 million at the beginning of 2019 and dropped to €213 million at year-end. These loans were first raised in 2002, based on the accommodation plans at the time. The loans were primarily used for the new Faculty of Science building and the renovation of the Roeterseiland Campus. This involved an enormous transformation of the accommodation of a number of UvA faculties – a transformation which would have been impossible to achieve without taking out loans. The loans had lengthy terms, which was appropriate for the long-term nature of the accommodation investments in question.

The UvA's operating cash flow was higher than expected in 2019, partly due to an increase in student numbers. Because the investment cash flow in 2019 worked out lower than budgeted, the UvA's total cash flow was extremely positive. Cash and cash equivalents consequently rose from €150 million to €202 million.

The financing plans from a number of years ago envisaged that the UvA would have to raise new, additional loans for the University Quarter. We no longer believe this to be the case. Partly to promote a more controlled and realistic rate of investment, which also means maintaining the UvA's overall accommodation costs at an acceptable level, the current objective is for the entire Accommodations Plan to be implemented within the existing credit lines.



19 NOVEMBER

As part of the Horizon 2020 programme, the European Union grants funding to three large research consortia of which the UvA is a partner.



In view of the comfortable cash position and the substantial operating cash flow expected for the next few years, implementation of the Accommodations Plan within the existing credit lines is eminently possible. Based on these financial facilities there is scope for a substantial investment programme, which will include, among other things, the upcoming renovation of the buildings in the University Quarter and new aspirations for the other campuses.

Although the initial financial position of the UvA is robust, over the next few years the implementation of the Accommodations Plan will also place strict requirements on the quality of financial management across the entire organisation. These are required for the efficient use of funds and to ensure that the UvA continues to meet the solvency and liquidity criteria set by lenders. As evidenced by the 2020-2024 long-term budget, the UvA expects to remain compliant with the set target values for all relevant indicators.

In terms of the UvA's loan portfolio, the Treasury Statute stipulates that the UvA must ensure that it has sufficient short and long-term cash facilities at its disposal to implement its plans. This includes the security of the interest expenses arising from the accommodations plans to be paid in the long term. For this reason, the UvA ensures that only an extremely small part of the financing obtained is subject to the variable money market interest rate. In 2019, the loans on which the UvA was exposed to such an interest rate risk represented less than 10% of the loan portfolio; more than 90% of the loans were subject to long-term fixed interest rates, or the risk of fluctuations in the money market interest rate was hedged with interest rate swaps.

The interest rate swaps were carried out some years ago, with various maturity periods and commencement dates, to cover the interest rate risk on the financing of the new Faculty of Science building and the renovation of the Roeterseiland Campus. Since 2011, no new, large investment decisions have been made for which additional financing had to be obtained; accordingly, no new swap transactions have been entered into. In December 2018, the UvA completed a conversion transaction (*doorzaktransactie*) with one of its lenders. In this transaction, a number of roll-over loans with variable interest rates and several interest rate swaps were replaced with fixed-interest long-term loans. In 2019, we explored whether the remaining interest rate swaps could also be combined and converted into fixed-interest loans. The aim would be to simplify the financing portfolio and make it more transparent, without altering the critical features of the existing situation. In practical terms, this would mean that the swaps would disappear, but the volume of available funds, interest expenses, interest rate risks, loan repayments, etc. would not change. In 2019, we were not successful in finding a solution that meets all the conditions set by the UvA.

Given that the average interest rate on the existing payer swaps exceeds the current yield curve, the UvA's swap portfolio currently has a negative market value. This is offset by the advantages of long-term availability of debt capital at a fixed rate. At year-end 2019, the market value of the swaps was approximately the same as at year-end 2018. The UvA has no additional collateral obligations under any of the swap contracts.

Interest rates on the money market have been negative since 2017. Because of these altered market conditions, and because the UvA's cash and cash equivalents have increased significantly over the same period, the UvA unfortunately has to pay interest to the banks where the UvA holds these balances.

The UvA's financing portfolio is in compliance with the Treasury Statute. The Treasury Statute of the UvA was amended in November 2016 to bring it into line with the recently re-issued *Regulations for Borrowing, Investing and Derivatives 2016* from the Ministry of Education, Culture and Science.

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



19 NOVEMBER

The UvA participates in Orange the World, the international campaign to end violence against women and girls.



22 NOVEMBER

Geert ten Dam and Karen Maex are reappointed by the Supervisory Board for a second term on the Executive Board.

10. Continuity

In this section, the UvA will provide more information on the policies it intends to implement over the next few years and the impact these policies are expected to have on the University's financial situation. The coronavirus crisis that has arisen in 2020 is affecting every aspect of the UvA's activities. The measures taken by the government in response to the crisis forced the UvA to make the decision to cease nearly all of its activities on the physical campuses. The most significant efforts are focused on finding ways for education and research to continue in a digital, online format. Early indications are that the switch to digital ways of working has been reasonably successful, although it has demanded considerable effort and flexibility from staff (and students). The medium-term effects of the crisis are uncertain and will probably be more significant: research and education with a laboratory or clinical component will be delayed, students' academic progress and study success rates will be affected, and we can also expect an impact on the intake of international students in particular for the 2020-2021 academic year.

However, most of the UvA's income streams will not be directly affected by this crisis. While an impact on income from tuition fees is likely, the income from contract research is not expected to be substantially affected, since it predominantly involves best efforts obligations. Agreements will be made at a sector level with key funders about how the consequences of delays in research performance will be handled. Although some costs are directly attributable to the coronavirus crisis, as far as can be determined at present these are not substantial. Such costs primarily relate to expenses such as funds to assist affected students, and paying staff who are unable to be fully productive during the crisis but who the UvA does not want to lose. We assume that the UvA will be able to resume physical teaching from the start of the next academic year.

The continuity section is based on the 2020 budget, adopted in late 2019, and the 2021-2024 long-term budget. Although a great deal is uncertain, the UvA currently estimates that the consequences of the COVID-19 virus will not have *any material* negative impact on the University's financial condition or liquidity. The UvA is monitoring the situation closely and taking the current financial options into consideration in all its policy choices.

2020 budget and 2021-2024 long-term budget

The 2020 budget and the 2021-2024 long-term budget are based on a forecast for 2019, drawn up last autumn. For the purpose of this continuity section, the figures were updated with the annual figures for 2019. The tables provide a summary of the 2019 Annual Statement of Accounts, the 2020 budget and the 2021-2024 long-term budget in millions of euros (UvA non-consolidated), including the relevant financial ratios.

The long-term figures are based on forecasts drawn up by the faculties and the shared service units for student numbers and academic performance, staffing levels and the services to be procured. The forecasts of staffing levels do not include employees hired by the AMC-UvA. The projected student numbers are in line with the numbers included in the 2020-2024 long-term budget.

Forecast

In 2020, the UvA's total income is expected to increase slightly, which will create greater scope for education and research in some areas of the University. The scope for realising structural improvements will be partly offset by the rising costs of both staff and equipment. An additional investment in academic education and research remains essential in order to maintain the high quality of the Dutch system and reduce the workload for lecturers and support staff. Discussions with units and consultation



26 NOVEMBER

Five students from the Faculty of Science win a €500 Young Talent Incentive Award from the Royal Holland Society of Sciences and Humanities (KHMW).



27 NOVEMBER

Marissa de Boer (UvA), Jill Coster van Voorhout (UvA) and Bernadette de Bakker (Amsterdam UMC) and their teams win the 2019 Innovation Award.

Long-term budget 2019-2023

FORECAST FIGURES	2019	2020	2021	2022	2023	2024
- academic staff (FTE)	2,899	3,090	3,167	3,228	3,220	3,208
- support staff (FTE)	1,992	2,123	2,176	2,218	2,212	2,204
- Executive Board and management (FTE)	55	58	60	61	61	60
Total staff (FTE)	4,945	5,271	5,402	5,507	5,493	5,473
Students	34,183	35,413	35,961	36,368	36,368	36,368

OPERATING INCOME (AMOUNTS X €1 MILLION)	2019	2020	2021	2022	2023	2024
Government grants (OCW)	469.5	489.5	496.6	499.4	503.3	501.0
Other government grants and subsidies	0.0	0.0	0.0	0.0	0.0	0.0
Tuition, course, lecture and exam fees	83.5	91.1	94.5	95.6	96.3	96.3
Income from work performed for third parties	121.5	111.5	115.9	118.1	120.2	120.3
Other income	25.4	26.2	26.1	26.1	26.9	26.8
Total income	699.9	718.3	733.0	739.2	746.6	744.4
Staffing costs	462.6	493.1	505.4	515.1	513.9	512.0
Depreciation	43.0	43.0	42.1	45.2	52.5	52.4
Accommodation expenses	45.9	49.6	49.5	47.6	46.6	46.6
Other expenses	117.6	123.3	130.6	128.6	128.8	127.8
Total expenses	669.1	709.1	727.5	736.5	741.7	738.8
Net income and expenses	30.8	9.2	5.5	2.7	4.9	5.6
Financial income and expenses	-7.7	-7.5	-4.3	-1.2	-3.4	-4.2
Non-recurring income and expenses	0.0	0.0	0.0	0.0	0.0	0.0
Result	23.1	1.7	1.2	1.5	1.5	1.4
Tax	0.0	0.0	0.0	0.0	0.0	0.0
Share in results of associates	-1.4	-1.7	-1.2	-1.4	-1.4	-1.4
Result after tax	21.7	0.0	0.0	0.0	0.0	0.0

The estimates in the long-term budget do not take into account any impact of COVID-19.



29 NOVEMBER

The prize for the UvA's 2019 Create a Course Challenge goes to 'Post-Humans in the Anthropocene: A Relational Inquiry into Humanity Futures, Other Species and the Environment'.

2019-2024 Long-term forecast for the non-consolidated balance sheet

BALANCE SHEET (AMOUNTS X €1 MILLION)	2019	2020	2021	2022	2023	2024
Intangible fixed assets	2.9	1.7	0.7	0.2	-	-
Tangible fixed assets	460.6	457.6	517.7	533.6	544.9	556.5
Financial fixed assets	56.9	55.5	54.6	53.5	52.3	51.2
Total fixed assets	520.4	514.8	573.0	587.3	597.2	607.7
Stocks	0.2	0.2	0.2	0.2	0.2	0.2
Receivables	63.7	63.7	63.7	63.7	63.7	63.7
Marketable securities	-	-	-	-	-	-
Cash and cash equivalents	207.0	205.1	139.4	117.6	100.2	82.2
Total current assets	270.9	269.0	203.3	181.5	164.1	146.1
Total assets	791.3	783.8	776.3	768.8	761.4	753.9
General reserves	169.7	173.7	176.0	178.0	179.1	180.2
Special-purpose reserves	120.2	116.2	113.9	111.9	110.8	109.7
Other reserves and funds	5.6	5.6	5.6	5.6	5.6	5.6
Total equity	295.5	295.5	295.5	295.5	295.5	295.5
Provisions	35.1	35.1	35.1	35.1	35.1	35.1
Non-current liabilities	205.6	198.1	190.6	183.1	175.6	168.1
Current liabilities	255.1	255.1	255.1	255.1	255.2	255.2
Total debt capital	495.8	488.3	480.8	473.3	465.9	458.4
Total liabilities	791.3	783.8	776.3	768.8	761.4	753.9
FINANCIAL RATIOS	2019	2020	2021	2022	2023	2024
Solvency I	37.3%	37.8%	38.1%	38.4%	38.8%	39.2%
Solvency II	41.8%	42.2%	42.6%	43.0%	43.4%	43.9%
Liquidity	1.06	1.05	0.80	0.71	0.64	0.57
Profitability	7%	0%	0%	0%	0%	0%
DSCR	8.48	3.39	3.92	5.32	5.12	4.83
Accommodations Plan ratio	12%	12%	11%	11%	12%	12%
Buffer capital	42%	41%	40%	40%	40%	40%

The estimates in the long-term forecast for the non-consolidated balance sheet do not take into account any impact of COVID-19.



2 DECEMBER

Physicist Corentin Coulais receives a NWO grant to develop dissipative metamaterials.

DECEMBER

with representative advisory bodies have repeatedly shown that it is becoming increasingly difficult to maintain the high quality of education and research that is customary in the Netherlands. Thanks to additional efforts by large groups of UvA academics and other staff members, as well as creativity and innovation, we are still managing to achieve this level. The question is how much longer we can do so. For this reason, boosting investments in academic education and research is not only desirable, it is essential. New long-term cuts such as those announced in the Budget Memorandum are a step in the wrong direction. Together with all the other VSNU-member universities, the UvA will keep trying to secure better funding of academic education and research.

In the medium term, universities still face considerable policy-related uncertainty. The UvA maintains the view that shifting funding between academic disciplines, as proposed by the Van Rijn Committee, is the wrong choice for the future. The UvA does not see any grounds in the Committee's report for adjusting its internal allocation of funds.

Demand for scientific and technical knowledge

In the context of the new Strategic Plan, better and broader solutions will be sought to meet the social demand for scientific and technical knowledge. However, political pressure will continue to exist on this point and will require extra attention from the Executive Board in the coming months and years.

Although the UvA's income is increasing overall, the opportunities are not divided equally among the disciplines. Among the natural sciences, the Faculty of Science will benefit from new opportunities to acquire funds, while other areas will feel considerable pressure from rising costs. Meanwhile, all UvA research institutes are experiencing pressure to match grants. The shift of a small percentage of our income from indirect to direct government funding will bring modest relief in 2020. The sector plan funds for Science and Technology that are to be shifted from indirect to direct funding will be used in accordance with the conditions set by the Ministry of Education, Culture and Science.

Accommodation

An updated investment schedule for the Accommodations Plan was included in the 2021-2024 long-term budget, amounting to €53 million for the period 2020-2023 and €03 million for the subsequent years (up to 2035). At present, the UvA has sufficient liquidity to fund these investments within the limits of its current credit arrangements.

Ict

The 2021-2024 long-term budget includes investments in teaching logistics and e-Science to provide better support to lecturers and researchers for the foreseeable future. These ICT programme funds amount to €14 million for 2020-2024 and are in addition to the annual amount of €6.5 million for ICT development.

Financial health

The 2020 budget reflects the UvA's financial health. The UvA has sufficient funds (liquidity above the standard of 0.5) in the years ahead to implement its plans. A nil result is forecast for the years 2020-2024. This will help maintain solvency at a virtually unchanged level, within the permitted range. The DSCR will remain well above the minimum threshold of 1.0 agreed with the banks. Thanks to the structural improvement in the result and the stability of the financial ratios, the UvA has the financial resources at its disposal to invest in quality and to eliminate impediments to entrepreneurship and innovation.

The 2020 budget includes detailed explanatory notes on the UvA's financial outlook.



2 DECEMBER

Mathematical physicist Marcel Vonk receives an ENW-KLEIN grant from NWO to further develop the mathematical technique of resurgence.



3 DECEMBER

Lecturer Hande Sungur leads a new project in which virtual reality is used to increase awareness of sustainability and reduce psychological distance.

11. Risks

Introduction

The Good Governance Code, which was adopted in late 2019, states, more explicitly than before, that universities must possess ‘professional internal risk management and control systems’ (Art. 9). To fulfil this more stringent responsibility, in 2019 the UvA took steps to raise the standards of risk management at the UvA, and introduce a better structure to the multitude of activities that take place under the banner of risk management.

Three Lines of Defence

Risk management at the UvA is underpinned by the *Three Lines of Defence* model, which is widely accepted throughout Europe. In this model, the first line represents the departments that perform operational tasks. In the UvA, those are the faculties and shared service units. They are responsible for risk management in the day-to-day performance of education, research, valorisation and/or delivery of support services. The key to risk management lies in the optimal management of risks by this first line of defence.

The second line consists of the staff positions with overarching responsibilities for multiple organisational units within a specific professional field. These departments generally combine responsibility for preparing policies with a role of reporting to external supervisory or inspection bodies. The second line has a certain distance from day-to-day operations, allowing it to look at where any vulnerabilities in risk management might lie.

The third line consists of the Audit department, which must ensure that all of the risk management measures taken by the first and second lines will lead to an acceptable situation for the UvA in terms of exposure to residual risks.

Normal internal risk management measures

The UvA’s internal risk management system is divided into several components:

- a. A key tool in risk management at the UvA is the regular management meetings between the Executive Board and the individual faculties and shared service units, in which all aspects of strategy and operational management are discussed. In the risk sections of the full management reports compiled for these meetings, faculties and service units report on the management measures they have taken in respect of the risks they themselves have identified.
- b. The UvA has implemented an integrated management system, involving a mandate arrangement which assigns responsibilities to the deans and the directors of the faculties and service units. Over the past few years, significant work has been done on the group information systems, in which staffing, financial and education-related transactions are recorded. These systems include authorisation requirements, and have been designed in such a way as to guarantee the integrity of actions.
- c. It is standard procedure for an in-depth risk analysis to be carried out before any major investment project involving accommodation or other infrastructure. During implementation of the project, regular updates are made to the risk profile and additional risk management measures are put in place if necessary.



10 DECEMBER

Seven UvA researchers receive a Consolidator Grant from the ERC.

- d. To prevent specific emergencies and situations involving a major burden or potential vulnerabilities of ICT systems, regular exercises are conducted and stress tests performed.
- e. The Audit department conducts audits on processes, projects and themes, where an internal risk analysis has shown that the effectiveness of the existing set of risk management procedures is suboptimal.

Strengthening risk management

To supplement its standard set of tools, in 2019 the UvA embarked on a more integrated, coherent and structured approach to risk management. At the UvA, thinking about managing risks is second nature in the areas of Finance, Operational Management, Building Security, Occupational Health and Safety, etc. Concentrating responsibility for risk management in these functions may result in risk management becoming one-sided and defensive: prevention or containment. Achieving the strategic ambitions of the UvA in education, research and valorisation requires the development of new initiatives and the taking of responsible risks, against the background of developments in the outside world. It is ultimately about risk appetite, or how prepared the university is to take responsible risks in order to achieve its strategic ambitions.

For this reason, in 2019 a broadly representative group of executive staff, including some from other parts of the second line, came together to conduct a risk assessment. Every risk that is not adequately managed, regardless of the nature of the risk, ultimately translates into a financial disadvantage. However, in a university risks often originate somewhere in the chain of performance of education or research.

To give the risk assessment a broader focus, so as to detect risks for which a financial disadvantage cannot immediately be quantified, the following additional perspectives were applied: events with an effect on the implementation of strategy, on compliance, on continuity, on reputation or on safety.

The assessment produced a list of risks in the various categories. These risks will be considered further in 2020, and suitable measures will be developed to reduce the consequences of the risks to an acceptable level.

TYPE OF RISK	DESCRIPTION	MANAGEMENT
Strategy	<p>Data Science</p> <p>The importance of Data Science is increasing in almost all scientific disciplines. This applies to both research and education. Labour market shortages and limited manoeuvrability due to significant decentralisation create a risk that the UvA will be unable to respond quickly enough to changing circumstances.</p>	<p>From 2020, additional funds will be released to invest in digital research infrastructure and digitalisation of education. The recruitment of adequate staff will be a major focus. Data Science is now embedded into many curricula.</p>
Strategy / continuity	<p>Intake of students</p> <p>A decline in student intake in a number of degree programmes and a shift in student interest towards interdisciplinary curricula.</p>	<p>A portfolio analysis of the range of programmes, focusing on a recalibration of the strategy, is underway. The internal financial distribution model forces faculties to respond within certain margins to shifts in student interest.</p>



11 DECEMBER

Sociologist Thijs Bol is one of ten new members of The Young Academy of the Royal Netherlands Academy of Arts and Sciences (KNAW).



13 DECEMBER

Astronomer Lex Kaper wins the 2019 Descartes-Huygens prize for his research and contribution to Franco-Dutch relations.

TYPE OF RISK	DESCRIPTION	MANAGEMENT
Strategy	<p>Open Science</p> <p>There is increasing pressure to make the results of research financed with public funds publicly accessible. The UvA is committed to this goal. However, there is a downside. As is the case in other sectors, Big Tech companies indirectly undermine accessibility by using opaque algorithms to assign a value to research results. In other words, the risk of dependence on private parties has returned in a different form.</p>	Through national and international networks, the UvA is endeavouring to draw the attention of political authorities to the importance of public accessibility of research data and of reducing dependence on Big Tech companies.
Strategy / continuity	<p>Student housing</p> <p>Housing market shortages in Amsterdam mean that many Dutch as well as international students are choosing to study elsewhere. In other words, the UvA is losing students.</p>	The UvA is working with all parties involved to try to expand the student housing supply. In pursuit of this goal, in 2019 an agreement was signed between housing providers, educational institutions and the Municipality of Amsterdam.
Strategy / continuity	<p>Tension in the investment agenda</p> <p>Rapid developments in the demand for education and research for suitable facilities create a risk that long-term investments in property may generate an insufficient return. Responding to that demand requires flexible building designs.</p>	The project organisation around accommodation projects is set up in such a way that demand articulation (and any changes to demand) occupies an important place.
Security / continuity	<p>Information security</p> <p>It has become apparent – partly from an information security audit in 2019 – that certain aspects of the risk management measures need improvement. Due to external developments, the risks of disruption to information services, misappropriation of data and interruption to systems crucial for education and research caused by hostile external attacks are also considered to be high.</p>	A programme has been set up by the ICT department aimed at improving the security of all devices used and increasing awareness and discipline among staff and students.
Financial	<p>Implementation of the Accommodations Plan</p> <p>As a consequence of the tightening-up of sustainability and environmental requirements and the complexity of construction in the Amsterdam city centre, there is a risk that accommodation investments will have to be increased, and that a longer timeframe will therefore be needed to accommodate all necessary measures.</p>	The project management organisation for accommodation has been strengthened. The financial and other risk profile for accommodation projects is regularly discussed to ensure that the costs remain within the margins of the Accommodations Plan.



13 DECEMBER

The UvA startup SusPhos wins the 2019 Gouden KIEM award.



15 DECEMBER

Steven Beijer, PhD candidate at the Van 't Hoff Institute for Molecular Sciences (HIMS) wins a 2019 Unilever Research Prize.

TYPE OF RISK	DESCRIPTION	MANAGEMENT
Compliance / reputation	<p>GDPR</p> <p>Compliance with the General Data Protection Regulation (GDPR), which has been in force since 2018, received a great deal of attention in 2019. In spite of this, due to the large amount of processing of personal data (including in many research disciplines) and the exchange of personal data with external parties, there is a risk that the UvA is not yet fully compliant.</p>	<p>The Office of the Data Protection Officer has been strengthened. There are protocols for assessing research proposals, and data protection impact assessments (DPIAs) are regularly conducted on processing activities to ensure the UvA is operating within the bounds of the GDPR. On a more general note, an awareness-raising campaign is ongoing.</p>
Compliance	<p>Tax</p> <p>Current practice with regard to the turnover tax is to make extensive use of supplementary tax declarations, and it is several years before the declaration is fully completed. In the event of changes in regulations or interpretation, areas of concern can therefore linger for some time. This presents a risk for the quality of the declaration.</p>	<p>The UvA recently invested in an expansion of the tax team. In 2020 an audit will be performed, focusing on detecting opportunities for improvement in the preparation and handling of turnover tax declarations.</p>
Reputation	<p>Academic integrity</p> <p>There is a risk that the University could suffer damage to its image and reputation as a result of incidents in the area of academic integrity. This in turn would impact on its ability to attract students, researchers and financial resources.</p>	<p>The quality of research is regularly monitored through the Research Quality Assurance System. Encouraging open discussions on acting with integrity should reduce the likelihood of incidents.</p>



16 DECEMBER

astrophysicist Christoph Weniger receives a Big Science grant from the Netherlands eScience Centre and SURFsara for research into signals from dark matter.

Erik Verlinde
Professor of Theoretical Physics



