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On the cover

Studying in times of social distancing, Roeterseiland Campus

Photo: Ilsoo van Dijk

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EXECUTIVE BOARD

From left to right: Jan Lintsen, MBA (member), Prof. Karen Maex (Rector Magnificus and vice-president) and Prof. Geert ten Dam (president).
Date picture: January 2020

A. Foreword by the Executive Board

Last year's annual report was written at the start of the coronavirus crisis; at that time, the consequences were impossible to foresee. For this year's annual report, we have been able to perform an initial assessment. Student numbers have not fallen, as was expected in the spring of 2020; in fact, they have risen by 10 percent. The financial impact of the coronavirus appears to be relatively limited. Many activities – in the areas of sustainability, accommodation, ICT development and the diversity policy – continued throughout. But over time, the social cohesion of the academic community was eroded more significantly than initially predicted. A university is not an online environment – that much has become clear. Never before has the importance of direct contact between lecturers and students been so clear.

The switch to online teaching happened quickly, thanks to enormous efforts by staff, the adaptability of lecturers and the flexibility of students. We learned a lot about the added value of blended learning, but the longer the situation continued, the more the shortcomings of the system came to light. Learning became much tougher, particularly for first-year students, international students, vulnerable students and students living alone. Academic results and teaching quality scores remained the same – a remarkable achievement and a huge compliment – but students experienced increased study pressure. The pandemic increasingly began to revolve around *mental* health, among staff as well as students.

Increasing workloads, the absence of colleagues, home-schooling children, the postponement of research because data collection or experiments could not go ahead – after a year in crisis mode, staff are feeling the squeeze in many areas. Many useful measures have been taken to try to deal with the negative consequences of the coronavirus crisis. Examples include the deployment of additional teaching staff, a childcare allowance, the extension of research appointments for PhD candidates, postdoctoral researchers and staff on a tenure track, measures to alleviate workloads, a greater focus on mental well-being and various measures directed at study progress.

In spite of the coronavirus measures, many activities were able to continue, sometimes in an adapted form. As budgeted, nearly €10 million was spent under the quality agreements on intensification of education, lecturer professionalisation, teaching facilities and Teaching and Learning Centres. In the area of social safety, a task force continued to operate, an external reporting point was set up, the rules for the Complaints Committee and confidential advisers, among others, were improved after advice was received and the Code of Conduct was updated. Implementation of the Diversity Policy Document began with activities such as a mentoring programme and the Homework Hub. The 2021 – 2026 Strategic Plan was finalised with input from a wide range of groups and includes a greater focus on interdisciplinary research, innovation, sustainability, collaboration with various parties and postgraduate education.

Construction began on LAB 42 at the Amsterdam Science Park, which will house teaching and research facilities for the fields of informatics and artificial intelligence. The fully refurbished Allard Pierson Museum reopened while construction of the University Library continued, as did the redevelopment of Building P on the Roeterseiland Campus. A record number of UvA researchers received grants from the ERC and the Dutch Research Council (NWO); the events ribbon along the bottom of each page in this annual report provides an overview.

As mentioned earlier, the annual report for 2019 ended where the coronavirus crisis began. It is our hope that the new 2021 – 2022 academic year can once again take place on campus, without restrictive measures, so that discussions are no longer interrupted when someone 'freezes', tutorials work better, students do not sit alone in their bedrooms, nobody is on mute and we can meet up with each other properly, in person.



Rick

student, Master's of Business Administration

Hobby: Learning Korean.

'I was supposed to go to South Korea after finishing my Bachelor's degree past summer, but unfortunately that did not happen. Therefore, I started learning Korean during the lockdown.

A quote I live by is "mind over matter".

I think it's more important than ever before to focus on the things you can control.'

B. Key data

	2016	2017	2018	2019	2020
Number of students enrolled at the UvA					
Total	31,019	32,588	34,067	35,387	39,051

	2016	2017	2018	2019	2020
Intake of students enrolled in the first year of a degree programme at the institution (as at 1 October)					
Bachelor's intake	6,267	7,007	7,063	6,869	7,737
Pre-Master's intake	455	521	490	594	453
Master's intake	5,466	5,326	5,351	5,617	6,810

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
BCredits obtained by government-funded students					
Exams taken per academic year					
Credits (ECTS) obtained by government-funded students	1,319,179	1,363,436	1,430,111	1,464,075	1,512,512
Bachelor's exams	4,350	4,390	4,300	4,604	4,853
Master's exams	5,559	5,699	5,827	6,100	6,063
Initial university degree (doctoraal) exams	171	10	0	0	0
Post-graduate Master's exams	200	336	323	425	444

	2016	2017	2018	2019	2020
Doctoral theses per calendar year					
Doctoral theses	546	543	535	527	541
<i>of which joint doctorates</i>	10	12 ¹	12	12	15
Design engineering certificates	13	13	8	15	17

	2016	2017	2018 ³	2019 ³	2020 ³
Publications per calendar year					
Academic publications	8,427	8,026	9,203	9,294	9,144
Professional journals	1,184	1,075	1,287	1,216	944

	2016	2017	2018	2019	2020
Key financial data (in €1 million)					
Equity (for the group, as at 31 December)	277	278	283	305	304 ⁴
Solvency II (for the group, definition applied by Ministry of Education, Culture and Science: equity plus provisions/total assets)	40%	41%	41%	42%	40%
Transfer FdG ²	169	169	168	170	170
Other operating expenses (excluding group companies)	541	573	590	603	632
Total operating expenses (UvA individually plus transfer FdG)	710	742	758	773	802
Group result	12.3	1.1	4.5	22.2	-4.2

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.

⁴ The equity of the T.M.C. Asser Instituut is now included in the group equity, from 2020 onwards.

	2016	2017	2018	2019	2020
Staff (FTEs as at December, not incl. FdG)					
Academic staff	2,798	2,854	2,857	2,915	3,023
<i>m/f ratio</i>	57/43%	56/44%	56/44%	56/44%	56/44%
Support and management staff	1,940	1,981	1,960	2,030	2,145
<i>m/f ratio</i>	42/58%	42/58%	41/59%	41/59%	42/58%
Individual UvA total⁶	4,738	4,835	4,817	4,945	5,168⁵
Consolidated affiliated institutions	348	317	325	274	348
Consolidated UvA total	5,086	5,152	5,142	5,219	5,516

	2016	2017	2018	2019	2020
Absence due to illness (excl. FdG)					
Academic staff	2.4%	2.4%	2.3%	2.5%	2.1%
Support and management staff	5.5%	5.8%	6.0%	5.6%	4.1%

	2016	2017	2018	2019	2020
Energy consumption and CO₂ emissions					
Gas (million m ³)	3.8	3.2	3.1	2.5	2.0
Electricity (million kWh)	37.2	36.8	36.8	37.2	33.6
<i>of which generated by the UvA (million kWh)</i>	2.6	2.6	2.7	1.2	0.4
Drinking water consumption (x1000 m ³)	116.3	92.6	96.8	91.7	90.0
CO ₂ equivalent of gas consumption (tonnes)	7,171	6,010	5,765	4,817	3,740
CO ₂ equivalent of electricity consumption (tonnes)	18,029	18,251	22,537	23,331	18,461
Total CO₂ equivalent	25,200	24,225	28,302	28,148	22,201
<i>net CO₂ footprint (tonnes)⁶</i>	<i>7,006</i>	<i>6,037</i>	<i>5,717</i>	<i>5,717</i>	<i>3,740</i>

	2016	2017	2018	2019	2020
Waste removal					
Regular waste (tonnes)	960	919	964	995 ⁷	533
Chemical waste (tonnes)	49	46	46	46 ⁷	46 ⁸
Total waste (tonnes)	1,009	965	1,010	1,041	579
<i>waste separation percentage</i>	<i>27.1%</i>	<i>25.2%</i>	<i>25.7%</i>	<i>25.7%⁷</i>	<i>27.2%</i>

⁵ In 2020, 163 of these were also enrolled as students. Many of them were student assistants.

⁶ Non-consolidated UvA staff figures up to and including 2019 include staff seconded to the T.M.C. Asser Instituut and SCO Kohnstamm Institute, as well as UvA staff members working at the ACTA. From 2020 onwards, staff seconded to the T.M.C. Asser Instituut will be shown under the affiliated institutions.

⁷ CO₂ footprint for gas, electricity and drinking water consumption, adjusted for the purchase of green energy.

⁸ This is a provisional indication of the 2020 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 specific details for each individual faculty and degree programme. 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

Resilience

2020 was an unexpected year on many fronts, with unimagined uncertainties and challenges. For the UvA, too, things turned out very differently from what we had expected. As we write this – in the spring of 2021 – the world is still in the middle of the coronavirus hurricane, and it is difficult to step back and consider the long-term effects. Will 2020 turn out to have been a lost year, a year of missed opportunities? Or will the shock of the pandemic lead to new insights and seismic changes in society and academia, or a different approach to the challenges and transitions we face?

In 2020, flexibility was key. That certainly applied to students, whose fast-paced lives came to a sudden standstill. Learning was different, communications and interactions became virtual, and personal and social development were put on hold. Perspectives shifted, and as the pandemic continued, prospects began to disappear. But our students turned out to have enormous resilience, displaying immense solidarity with society and with vulnerable people in our community. In terms of education, virtual classes quickly took off, with good results, according to the statistics – even among first-year students.

Flexibility was also key for academic researchers. Suddenly, they no longer had total control over their work area, there was a risk of missing deadlines and, in some cases, access to funding became more difficult. Looking at the overall picture, the coronavirus has caused a number of delays in the research environment. On the other hand, the pandemic has brought new opportunities, both directly and indirectly, such as enormous investments, opportunities and acceleration for the medical, paramedical and pharmaceutical world and new issues to be investigated by many other academic disciplines. Clarity and new visions are urgently needed in the ethical, political, financial/economic, social, philosophical and mental fields. Many years of work lie ahead.

All other groups of UvA staff also demonstrated enormous flexibility and resilience, and are still doing so. Although workloads were already problematic in academic education BC ('before corona'), staff bravely embraced the digital challenge, rearranging and improvising where necessary, adapting and carrying on wherever and whenever possible. Teaching took on a whole new dimension, with new challenges. These combined efforts were effective: education continued, with fresh inspiration and, in general, without significant learning deficits.

The Supervisory Board would like to express its deep appreciation for everyone – lecturers, IT staff, timetablers, support staff, security guards, cleaners and many others – who has worked tirelessly over the past year to adapt the UvA to the new reality and continues to do so. This is something to be proud of.

This does not alter the fact that, for nearly a year now, everyone has been denied the chance to learn and meet people in person, and the current generation of students has not had the normal opportunities for a fully-rounded education and a rosy future. It is not easy to make up for missed experiences and personal development. It is partly for this reason that a significant investment in the resumption of academic life is needed, using funds from the National Education Programme specifically targeted to educational recovery and development.

After the first lockdown, the Executive Board repeatedly advocated through administrative channels, the media and public broadcasts for greater allowances for higher education and students, based on the belief that it was possible to do more on campus than the government had assumed. The Supervisory Board is a strong advocate of in-person higher education, academic development and students' personal and social development at this important stage of their lives. We welcome every step and every initiative in that direction. At the same time, we are aware that the UvA, as a public institution, cannot bend the rules to suit itself.

For the academic world, the pandemic painted a volatile picture. Increased attention on the scientific underpinning of policies was offset by the ease with which expert advice (such as that schools

should not be closed) was disregarded. Medical science made impressive steps with vaccines, treatment methods, medication, coronavirus tests and so on. However, society in general was unwilling to take a balanced approach to the three basic human needs of health, freedom and socioeconomic security. Many UvA academics spoke up and advocated for a comprehensive policy approach. Once again, it has proven true that the complex nature of society requires the combined and parallel efforts of many disciplines.

Collaboration and interaction between disciplines has an important place in the new strategic plan, Inspiring Generations, with which the UvA is embarking on the new decade. We actively monitored the drafting of the strategic plan and, in 2019 and 2020, were kept informed about the discussions within the university community and the decisions that were being made. There is a broad consensus within the UvA about the issues that will require attention in the next few years. The Supervisory Board approved the plan in late 2020. The recurring theme in the strategic plan is how the UvA can maintain or improve the pre-eminent position it has carved out for itself in the academic world and how it can make better use of that position to benefit society. Digitalisation, data science and artificial intelligence will all play an important role. The UvA has recently made great strides in these areas, for example through the AI Technology for People coalition, a vehicle for collaboration between the Amsterdam-based knowledge institutions, the Economic Board and the city council. At the same time, the Executive Board and the Supervisory Board are conscious of the possible implications of these developments for the independence and public value of academia.

The UvA is well aware that digitalisation presents risks. The Supervisory Board has discussed cyber security with the Executive Board on many occasions. In February 2021, the UvA and AUAS had to deal with a cyber attack. It was successfully foiled, thanks to the appropriate response and approach of an 'army' of IT staff. However, this incident made it clear how much rests on the shoulders of the organisation's IT specialists in such a situation and how important it is for the University to have highly developed support functions.

Inspiring Generations also acknowledges the increasing diversity of students' backgrounds and the variation in their prior education and experience and therefore allows for tailored adjustments to teaching and to the portfolio of programmes. In line with its past expansion and decisions, the UvA is positioning itself as a broad-based Dutch university training students for an international world; to that end, it uses an international classroom in suitable degree programmes.

The strategic plan addresses working methods, behaviour, inclusiveness and the autonomy of teams. It reflects the outcome of internal discussions and the findings of external commissions in the wake of the unrest and occupations of 2015, as well as recent social movements at a national and international level, aiming for continuing emancipation with a focus on diversity, equality and inclusion. Likewise, the UvA Code of Conduct, which was updated in August 2020, is the result of the reflections on core values, shared principles and diversity that have taken place over the past few years.

Social safety is a subject that is close to the hearts of Supervisory Board members and has long received significant attention at the faculty and central levels. We can see that executive staff are working intensively and with urgency to create a safe 'home' for students and staff, with university-wide support and a change in culture. In mid-2019, the Executive Board set up a social safety task force. In 2020, a number of integrity issues from previous years received public attention. The nature of the incidents and the omissions in the way they had been handled and settled led to outrage and disgust throughout the university community, including within the corridors of power. We too were shocked by the events and the obvious flaws in the system for reporting, handling and follow-up of incidents. We should not have a situation in which someone feels they have not been heard, not been seen and not been treated properly, with all the accompanying major negative effects. Nor should we have a situation where the UvA is not a safe environment for everyone. These cases highlight the urgency and importance of further improvements in the area of social safety. The Executive Board and the deans have addressed this issue in consultation with the representative advisory bodies, taking into account the recommendations of an external commission that investigated one of the cases and the recommendations published in early 2021 by the social safety task force.

In January 2020, the nationwide movement #WOinActie published a document highlighting the issues with university workloads, an area of major concern in the context of the expectations around education and research quality and staff well-being. The coronavirus brought about a setback to the movement when the way in which university staff worked changed almost overnight. The ‘Managing your workload’ action plan contains a variety of action points to alleviate high workloads, but changes to government funding are also needed. Although the government grant is set to increase slightly in the next few years due to the quality agreements, this increase will be nowhere near enough to compensate for the fact that, since 2000, funding levels have progressively fallen below what is required. The Minister of Education, Culture and Science recently commissioned a study into the costs of higher education, in response to the report of the Van Rijn Committee. We were not surprised by the conclusions that were presented to the Lower House in March 2021. The conclusions of the study confirmed the views of the universities and #WOinActie that the structural funding shortfall at the national level has grown to more than a billion euros per year. In early April 2021, the universities, student unions and #WOinActie brought these conclusions to the attention of the newly elected Lower House with the Normal Academic Standard campaign.

In 2019, quality agreements were made within the UvA about how to spend the funds released through the introduction of the student loan system. More than 80% of the quality agreement funds were allocated to the faculties and earmarked for measures tailored to each faculty, with the agreement of the representative advisory bodies for the faculty concerned. Where necessary, these arrangements were adapted in 2020 to take account of the fact that teaching was largely taking place off campus and to accommodate the new needs that arose out of the coronavirus crisis. The Supervisory Board is closely monitoring whether the funds are being spent in a timely and effective manner.

Discussions within the UvA

Within the UvA, there is ongoing dialogue between the Executive Board and the representative advisory bodies. The active contribution of the Central Works Council (COR) and the Central Student Council (CSR) to policy-making and assessing the feasibility and implementation of policy measures is important for the short and long-term operation of the UvA.

The Supervisory Board holds consultation meetings twice a year with each of these councils, which are attended by the chairperson and the member nominated by the council concerned. These meetings are an important source of information for our supervisory activities and are also attended by the president of the Executive Board and the Rector Magnificus.

The statutory consultations (‘WHW consultation’) with the COR took place in July and December. The main items on the agenda were social safety, the coronavirus measures at the UvA and their effect on workload. The cases of inappropriate behaviour described in the media were discussed in a general sense, as well as the protection of both victims and suspected perpetrators while a case is under investigation. The Supervisory Board was also made aware of the COR’s concerns regarding the new 2021 – 2026 Strategic Plan and its finalisation.

During the statutory consultation meeting with the CSR in May, in addition to the implementation of the coronavirus measures, the online invigilation of digital exams was discussed. In the November statutory consultation meeting, the CSR drew attention to social safety and the effect of #MeToo issues, the future of education after the pandemic and student mental health. In response to discussions and deliberations within the institution about a research partnership between the UvA and Huawei, the CSR called for the position of the University of Amsterdam Ethics Committee to be restored. Naturally, the new strategic plan was also on the agenda.

In addition to formal contact in the statutory consultation 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 both with the member nominated by them and with the chairperson. Unfortunately, our annual informal ‘walking lunch’ with the COR and CSR in December was one of the many events that were unable to take place due to the coronavirus.

In 2020, we consulted both councils on numerous occasions, in very unusual circumstances, and as always, their professional, critical and constructive attitudes commanded respect. We would like to take this opportunity to express our appreciation for the contribution of both councils and their 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 discussions between the Executive Board and the Supervisory Board, considerable attention is given to the provision of information. Where necessary, the bodies do not shy away from frank debates and exchanges of views. 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

On 1 June 2020, the president of the Executive Board and the Rector Magnificus each began a second four-year term. The Supervisory Board had reappointed both of them in November 2019 after receiving a positive recommendation from the COR and the CSR. In December 2020, the Supervisory Board decided to extend the appointment of the Executive Board member holding the Finance and Operational Management portfolio for another four years from 1 September 2021, again based on a positive recommendation from the COR and the CSR. Before doing so, we adopted and published an updated profile in November, once it had been approved by the COR and the CSR. The profile and the reappointment were prepared by a committee chaired by the chairperson of the Supervisory Board. The other members of the committee were a member of the Board, the chairs of the COR and the CSR, a dean and the president of the Executive Board.

In July, the chairperson 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 Supervisory Board and the Executive Board members 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.

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, or slightly less. Since the reduction of the maximum salary in 2016, we have felt that this is appropriate for a university that is among the largest and most complex public entities in the country. The UvA's expense claim and travelling allowance policy for members of the Executive Board, adopted in 2017, is in some respects more stringent than the model policy collectively developed by the universities to serve as a guide. In 2020, the Education Inspectorate investigated the various expense claim policies in higher education institutions and discussed its findings with the chairperson of the Supervisory Board and the president of the Executive Board. None of its findings required adjustments to the UvA policy.

Composition and tasks of the Supervisory Board

The composition of the Supervisory Board was unchanged in 2020. 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. They also meet the necessary independence requirements.

On 26 February 2020, the Supervisory Board adopted an updated profile for the board and its members. This complies with the updated Good Governance Code for Dutch Universities, which took effect in 2020 and mandates a review of the profile once every four years. The draft profile was submitted to a committee in November 2019; the committee consisted of the chairperson and a member of the Supervisory Board, a member of the Executive Board, a dean, and the chairs of the COR and the CSR. The committee then sought an opinion from the COR and the CSR, as is required by law. Both councils issued a positive opinion. Based on this profile, in early May 2020, the Supervisory Board recommended to the Minister of Education, Culture and Science that the chairperson and two other members be reappointed for a second four-year term. The Minister accepted the recommendation and all three were reappointed, with effect from 26 August 2020. 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 2020, we had six regular meetings with the Executive Board, which were attended by the secretaries of the University and the Supervisory Board. From September onwards, the Executive Board's student assessor, Rijk van Beek, also attended these meetings, as is customary. In October, the Supervisory Board met with the Executive Board member who holds the Finance portfolio about the multi-annual financial projections and accommodation costs on the eve of the new strategic plan period. Due to the coronavirus measures, several meetings were held by video link. In May, our meeting was attended by the external auditor, which reported on its findings with regard to the 2019 Annual Statement of Accounts and the 2019 Annual Report.

We convened twice without the Executive Board. In addition to a number of substantive topics, we evaluated our own performance; we also considered the retirement schedule for the next few years and the vacancy that would be created on the Supervisory Board in May 2021 when Gerard Mols' term of office expired. For eight years, the Supervisory Board and the UvA benefited from his broad knowledge, experience and insights. We owe a great debt of gratitude to Gerard for his immense contribution and commitment. The Minister has appointed Willy Spaan to fill the vacant position, with effect from 1 May 2021. On one occasion, the Supervisory Board and the Executive Board met in an informal setting, without an agenda, to discuss a number of selected topics and assess the way they relate to each other.

Over the course of the year, the president of the Executive Board and the chairperson 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 autumn, 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 usual annual consultation meeting between the Supervisory Board, the Executive Board and the deans did not go ahead due to the coronavirus restrictions.

The Supervisory Board has formed three committees from among its members, which meet with the relevant portfolio holder from the Executive Board and the relevant directors from the organisation to prepare for Supervisory Board meetings. Sometimes, another university officer is invited to attend a committee meeting, such as the chief diversity officer or the director of Real Estate Development. The committees prepare the agenda items for the Supervisory Board meeting and help shape the Supervisory Board's role as adviser to the Executive Board. The frequency of committee meetings is established in advance and is set out below.

The Education and Research Committee, comprising Mols (chairperson) and Meurs, met four times with the Rector Magnificus. Topics on the agenda included the quality agreements, the draft strategic plan, the consequences of the coronavirus measures for education and research, the growth in student numbers, artificial intelligence and data science, and developments in the area of open science. The consequences for the UvA of the imminent legal merger of the AMC-UvA and VUmc were also discussed.

In the Governance, Staffing and Organisation Committee, the members Voskens (chairperson) and Ramadan held two meetings with the president of the Executive Board, in which they discussed diversity, social safety, the new ombudsperson role and important issues relating to the HR policy, such as workloads, the transparency of ancillary activities and the appropriate use of temporary

appointments. Supervising the application of the VSNU Good Governance Code also falls within the remit of this committee.

The Audit Committee, comprising Becker (chairperson) and Meurs, held five regular meetings with the Executive Board member holding the Finance and Operational Management portfolio and one additional meeting in connection with developments in the cost of the new University Library. All Audit Committee meetings were attended by the head of the Internal Audit Unit and the external auditor. The committee is responsible for ensuring the effective and legitimate spending of funds, based on regular internal reports. It also discusses risk management, the audit function and reports, cyber security and privacy. In November, the chairs of the UvA and AUAS audit committees met with the holders of the operational management portfolios from both institutions, to discuss matters relating to the shared service units.

Several times a year, the chairperson of the Supervisory Board attends a meeting with the Minister of Education, Culture and Science, senior Ministry officials and the chairs of the Supervisory Boards from the other Dutch universities.

Effective and legitimate spending of funds

The Supervisory Board and Audit Committee devoted considerable time to discussing financial policy and management and the long-term capital position, solvency and liquidity. In May, we approved the 2019 Annual Report and the Annual Statement of Accounts. In December, we signed off on the 2021 budget. During the course of the year, we discussed interim reports on finances, accommodation and IT investments. In particular, the costs involved in turning the old Binnengasthuis buildings into a new university library were the subject of much discussion. Some of the additional costs were caused by the long duration of the project, interim functional modifications, weak quay walls and changes in understanding about the care of listed buildings. The structure of the building was also in a worse state than previous investigations had suggested. The Executive Board commissioned an external firm to give advice on the new cost estimates and project risks. This second opinion was discussed with the Supervisory Board before the Executive Board made the necessary adjustments to the construction budget.

An ongoing area of concern is 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, delays in final expenditure regularly occur at the lower levels of the organisation. This appears to be inherent in the budgeting and spending patterns of universities. Alongside an abundance of budgetary caution and the reserving of funds to match research grants that are not yet confirmed, the length of tendering procedures and the time taken to allocate and fill vacancies play a role in this issue. Spending in 2020 was around €15 million less than budgeted, although this was offset by the incidental expenses of the coronavirus measures and thus did not translate into a surplus in the Annual Statement of Accounts. The Supervisory Board also discussed the financial implications of the 2021 – 2026 Strategic Plan with the Executive Board.

In 2020, the UvA discontinued the interest rate swaps and roll-over loans with Deutsche Bank. These were (or will be, after the expiry of one final swap in early 2023) replaced with long-term fixed-interest loans, which Deutsche Bank then transferred to BNG. This should simplify the financing portfolio and make it more transparent.

It is clear from the Auditor's Report on the 2020 Statement of Accounts and the verbal explanation by the auditor on the report that the financial processes at the UvA are properly organised and that the UvA's spending of public funds is both legitimate and effective.

In conclusion

Even if they emerge from the pandemic with their academic development more or less on track, our students will feel the effects of the coronavirus year for a long time to come. The pandemic abruptly and radically curtailed their prospects, but it may also in some ways have improved them. For staff, too, it was a brutal year, with the vast majority of their work having to be done differently. The coronavirus measures cost the UvA an extraordinary amount of effort, although the financial

consequences were fortunately limited. The UvA has weathered many ups and downs in its 389 years; its resilience will carry it through this pandemic.

As it does every year, the Supervisory Board, as the internal supervisory authority, monitored the Executive Board's management and policies, kept an eye on risk management at the UvA and the general state of affairs and checked that funds are being spent in an effective and legitimate way. What strikes us once again in 2020 is that the UvA is a learning and adaptable organisation, which is constantly developing and creating opportunities in spite of any external factors or limitations. We therefore look back with satisfaction and with great appreciation for the entire university community. The UvA is also looking ahead: it has developed a challenging strategic plan that will serve as a guide and a source of inspiration for the years to come. Onwards and upwards, to new opportunities.

Amsterdam, 17 May 2021

The Supervisory Board

Marise Voskens, chairperson
Rob Becker
Pauline Meurs
Omar Ramadan
Willy Spaan

D. Members of the Executive Board and Supervisory Board

At the time of the signing of this Annual Report for 2020, 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 2025

Supervisory Board

POSITION		APPOINTED FOR THE PERIOD
President	M.S.F. Voskens, LL.M.	26 August 2016 – 25 August 2024
Member	Prof. G.P.M.F. Mols	1 May 2013 – 30 April 2021
Member	Prof. P.L. Meurs	26 August 2016 – 25 August 2024
Member	R. Becker, MBA	26 August 2016 – 25 August 2024
Member	Prof. W.J.M. Spaan	1 May 2021 – 30 April 2025
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 service unit directors

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
Amsterdam Law School	Prof. P.A. Nollkaemper, LL.M.
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, LL.M.
ICT Services	F. Hendrickx ad interim
Facility Services	G.H. Swartjes, MBA
University Library	Dr G.J.M. Nijsten
Student Services	J. van Marle
Communications Office	H.C.A. van Oosterzee
Technology Transfer Office	Dr M.S. Leloux
Development and Alumni Relations Office	M.C.A. Vink
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

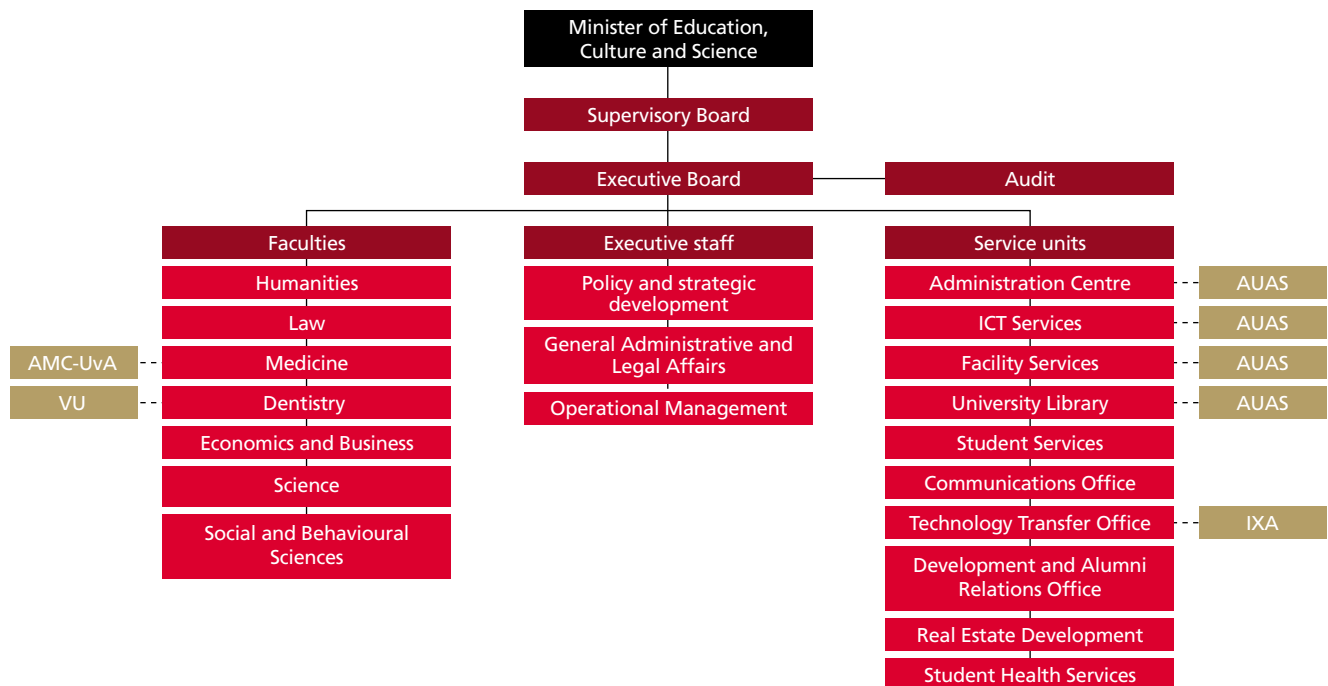
ACTA	Academic Centre for Dentistry in Amsterdam
Advanced UTQ	Advanced University Teaching Qualification
AI	Artificial Intelligence
AMC-UvA	Academic Medical Center, the UvA's teaching hospital
ASP	Amsterdam Science Park
AUAS	Amsterdam University of Applied Sciences
AUC	Amsterdam University College
BENG	Almost Energy-Neutral Building
CAO NU	Collective labour agreement for universities in the Netherlands
CAOP	Centre for Public Sector Labour Relations
CBO	Central Executive Council (comprising the Executive Board and the faculty deans)
CDO	Chief Diversity Officer
CISO	Chief Information Security Officer
COR	Central Works Council
CSR	Central Student Council
CvB	Executive Board
CWI	Academic Integrity Committee
DGw	Sustainable Humanities
DPO	Data Protection 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
EEP	Energy Efficiency Plan
EOI	Students enrolled in the first year of a degree programme at the institution
ERC	European Research Council, an EU body
EU	European Union, represented by the European Commission
FdG	Faculty of Medicine
FdR	Amsterdam Law School
FdT	Faculty of Dentistry
FEB	Faculty of Economics and Business
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
GDPR	General Data Protection Regulation
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
ICT	Information and Communication Technology
IDA	Interdisciplinary Doctorate Agreement
IIS	Institute for Interdisciplinary Studies
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
MJA	Long-Term Agreement on Energy Efficiency
NKI/AvL	Netherlands Cancer Institute/Antoni van Leeuwenhoek Hospital
NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders

NWO	Dutch Research Council
O&O	Teaching and research
OBP	Support and management staff
OCW	Ministry of Education, Culture and Science
PBO	Public Benefit Organisation
QS	Quacquarelli Symonds
REC	Roeterseiland Campus
RPA	Research Priority Area
RvT	Supervisory Board
SEP	Standard Evaluation Protocol
SMP	Strategic Master Plan
SPP	Strategic Personnel Planning
TES	Thermal Energy Storage
TLC	Teaching and Learning Centres
UFO	University job classification system
UQ	University Quarter
UTQ	University Teaching Qualification
UK	United Kingdom
USC	University Sports Centre
UvA	University of Amsterdam
VSNU	Association of Universities in the Netherlands
VU	Vrije Universiteit Amsterdam (VU Amsterdam)
WHW	Dutch Higher Education and Research Act (<i>Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek</i>)
WI	Academic Integrity
WOR	Works Councils Act (<i>Wet op de Ondernemingsraden</i>)

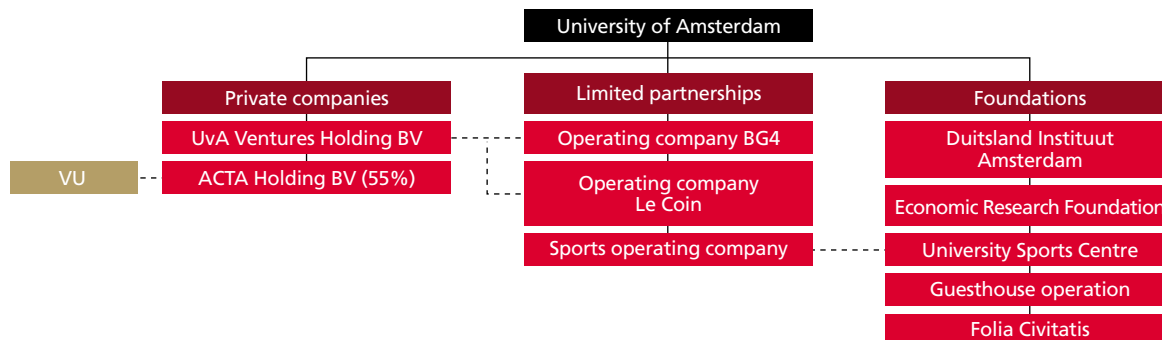
H. Organisational chart

UvA organisational chart

Internal structure



Group structure



Central Works Council: the year in review

The year 2020 was dominated by the coronavirus and its effects on teaching and research. The high workloads the COR has been fighting against for years were not resolved before the coronavirus came along, which added an even more enormous workload. For staff and students, this created a heavy burden, mainly due to the switch to online learning and limited access to buildings. The coronavirus also had an enormous impact on service units and support staff through the shift to working from home, digitalisation, ongoing changes to the opening and closure of buildings and continually changing schedules.

Work-life balance was a challenge for everyone, and the home situation had a significant effect on work, which led to major differences in workloads between different staff members, such as parents with small children, people in small homes and those caring for family members. The energy of staff members and their ongoing commitment to the continuity of the UvA, in spite of their heavy workloads, is commendable, but the COR has serious concerns about how much longer staff can maintain this level of commitment. The increased workload caused by the switch to online learning meant that many lecturers have had to spend a relatively greater amount of time adapting their teaching. For students, there was a mental burden, because they were now learning online, and contact with fellow students became a lot more difficult. For PhD candidates, there were a range of restrictions, such as not being able to set up experiments. For our colleagues with family abroad, they were unable to go and visit them. The COR monitored these matters closely and engaged in constant dialogue with the Executive Board on the subject, including by offering unsolicited advice.

2020 was overshadowed by two cases concerning a lack of social safety in the Faculty of Humanities that received extensive coverage in the national press. The COR has always kept social safety high on its agenda and believes that these two cases make it clear once and for all that the UvA must take drastic measures to make the UvA a socially safe university. Last year, the COR frequently urged the Executive Board to take action on this matter, by submitting unsolicited advice and by participating in conversations with the external social safety committee. The COR supported the opening of an anonymous reporting point that enables staff to give feedback and make suggestions for bringing about structural change in the area of social safety.

The COR has identified considerable room for improvement in the content and implementation of the HRM policy. For example, there should be a transparent career development policy and an up-to-date Selection and Recruitment procedure in which inclusiveness plays a role. The COR participated in preliminary discussions with the interim ombudsperson about the tasks and job profile for the new ombudsperson institute to be set up. The COR also engaged in discussions with the Chief Diversity Officer (CDO) about the diversity policy and submitted unsolicited advice in relation to the CDO appointment process. Since the introduction of the Public Servants (Standardisation of Legal Status) Act (Wet Normaliserend Rechtspositie Ambtenaren, WNRA) on 1 January 2020, there have been some changes with regard to taking leave. The COR received many responses and questions from staff on this subject, and it consequently formulated a number of questions of its own and requested the Executive Board to formally seek consent with regard to the leave scheme.

Last year, the COR was intensively involved in an improvement programme for the AMC Occupational Health and Safety Service and engaged in ongoing discussions with the Executive Board about that and about the HRM policy. In 2020, the contract of extension between the UvA and the AMC Occupational Health and Safety Service was presented to the COR. Initially, the COR did not agree with the contract, but after a series of useful discussions, it was agreed to add an addendum to the contract with points for improvement. These discussions were still ongoing at the end of 2020. The Occupational Health and Safety Service will have two years in which to implement the improvements. Because of its commitment to this issue, the COR will be closely involved in monitoring progress on these improvements.

In September, various media outlets focused their attention on the partnership between the UvA, VU Amsterdam and Huawei. The COR expressed its concern about this partnership with a Chinese party that is explicitly involved in human rights abuses. The scope of discussions on this subject became broader, encompassing the ethical aspects of partnerships and the revitalisation of existing ethics committees. We will continue these discussions in 2021.

In 2020, the PIG Committee continued its discussions about the introduction of Office 365, which had begun in 2019, and issued a number of recommendations on the matter. These concerned in particular the continuation of SURFdrive, the safeguarding of privacy in MS Office 365 and the compatibility of this environment with non-Windows systems. Attention



was also given to the issue of control over the systems used by staff, particularly in relation to the mandatory installation of Intune, which led to a limited group of staff members having issues and being unable to continue their teaching and research.

Discussions following the request for consent to the 2021 Framework Letter primarily related to concerns about the progress of the overhaul of the SLA cycle. The Executive Board's 2015 plan to have central service units work more closely with the faculties should be achieved through this overhaul. The overhaul is not moving very quickly yet, and the executive officer mentioned that the process had got off to a slow start.

Financially, the measures designed to curb COVID-19 have not resulted in any additional expense or profit for the UvA, except that the construction plans for the University Quarter and the University Library will have to be reviewed in the near future due to rising market prices. After a long process and various studies, the Executive Board ultimately decided not to build on Plot V at the Roeterseiland Campus for the time being. Of course, this has consequences for teaching in the faculties at the Roeterseiland Campus. The COR cannot yet predict what they will be, but it will continue to monitor the situation closely. The experiences gained from a year of online learning may lead to interesting developments in the near future in terms of education accommodation. Of course, new insights about working from home may also affect future accommodation plans.

In 2020, the COR was apprised of the UvA's sustainability plans through a green paper (in late 2019), which was developed into a white paper in the autumn of 2020. In response to the green paper, the COR recommended that three key areas be identified for the development of sustainability: research, operational management and as a mission-critical part of the University's identity. The COR expressed its concerns about the development of the plans in the white paper, particularly in regards to how the objectives could be guaranteed with a decentralised approach and whether a wind turbine in the Science Park was really a suitable project.

Regarding appointment procedures, the COR was closely involved with the reappointment procedure in 2020 for Jan Lintsen, the Executive Board member holding the Finance and Operational Management portfolio. The COR is pleased that he was reappointed for a second term. The COR also approved the profiles of Supervisory Board members in 2020. In terms of formal meetings, the COR held 19 internal meetings in 2020, as well as 11 consultative meetings with the Executive Board and 2 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 10 internal meetings and 4 consultative meetings with the Executive Board. In 2020, the COR proactively submitted unsolicited advice to the Executive Board, about matters such as the audit of lecturer appointment practices, the UvA Academic Integrity report, the division of tasks between the COR and the Joint Works Council (GOR) in the 'Getting it done, together' programme, the coronavirus (on multiple occasions), social safety, Project Care, the Teaching Cultures survey and the Chief Diversity Officer. The COR issued a positive opinion on the Code of Conduct and the draft profiles for the Supervisory Board.

A retreat was held for the COR and the Executive Board to discuss the 2021 – 2026 Strategic Plan. The operational management section in the 2021 – 2026 Strategic Plan was in keeping with the desire to further develop the system along the lines of this revision: making more flexible strategic adjustments to operational management and support services for teaching and research. It is good that the UvA took so much time and gave the Joint Meeting of the COR and CSR an opportunity to provide input, to ensure university-wide support for the Strategic Plan. The Joint Meeting ultimately approved the 2021 – 2026 Strategic Plan.

The Joint Meeting also 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 and the 2021 Framework Letter, gave conditional approval for the 2021 draft budget and issued opinions about the quality agreements, the policy priorities for the 2021 Framework Letter and IT for research. The Joint Meeting also approved the discontinuation of the Research Master's in Communication and Information Studies, the Master's in Heritage Studies and the Research Master's in Business in Society. Finally, the Joint Meeting approved three new degree programmes: the Bachelor's in Business Analytics, the Master's in Data Science and Business Analytics and the Bachelor's in Humans, Society and Technology, and it also approved a name change for the Archaeology and Prehistory programme. Through unsolicited advice, the Joint Meeting expressed its concern about the voting application.



1 JANUARY

The Faculty of Science celebrates its twentieth anniversary.

UvA



Naomi

student, Bachelor's of Medicine

Hobby: Rollerblading along the Amstel.

'Rollerblading is a way to escape my computer screen. During the pandemic, I learned how important it is to take a break.'



6 JANUARY

The ERC awards a Consolidator Grant worth €2 million to UvA astrophysicist Christoph Weniger for his research into dark matter.

TA

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, which are based on the WHW, and 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 (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.



8 JANUARY

The University of Amsterdam turns 388 and awards honorary doctorates to American neonatologist Diana Bianchi and Swedish earth scientist Johan Rockström.

Central Student Council: the year in review

For us, the year 2020 started with an awareness-raising campaign about alcohol consumption among students called 'Dry January'. We had no inkling of what was to come.

The coronavirus had an enormous impact on all of us in 2020. Its consequences could be seen both in our personal lives and in the policies we applied. Not everyone in the Central Student Council had met each other in person, and the key priorities the student council works on each year were now considered in a different light. Almost overnight, all teaching moved online, many international students left the Netherlands and everyone missed the social cohesion of going for coffee after a lecture. Both the practical and the mental issues resulting from the situation kept us very busy last year. The Central Student Council focused on abolishing BSAs for as long as the lockdown lasted, introducing the possibility of starting a Master's programme despite not having all the required ECTS credits and creating as many study spaces as possible.

One of the debates that arose because of online learning was the use of digital invigilation for exams. From the start, the Central Student Council has been firmly opposed to the use of digital invigilation; a year later, we are still working to draw attention to this disproportionate breach of privacy.

In the area of research, the Central Student Council has been occupied with the issue of third-party partnerships. It is important that research done by University staff is not used for inappropriate purposes. In response to this issue, the Central Student Council is working to revive the University of Amsterdam Ethics Committee. We are also involved in discussions about dual use.

Members of the Central Student Council have once again been busy tackling social issues at the University, such as the presence of gender-neutral toilets on every campus, the emphasis on diversity within the University and the creation of a safe environment for students. Advocating for and working to improve social safety at the University is an important goal for us, one which we worked on last year and are committed to working on in the years to come.

The Central Student Council hopes that current and former students who have the courage to tell their stories are heard and protected. We have seen first hand how difficult it is to immediately implement the necessary changes. For a complete overview of the activities of the CSR, see www.studentenraad.nl.

We hope to see you all soon on our campuses.



10 JANUARY

Rector Magnificus Karen Maex signs an agreement on behalf of the UvA to strengthen cooperation among the partners in the EPICUR alliance.

Board membership

There were no changes in the membership of the Executive Board in 2020. 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 took effect on 1 June 2020 and are for a term of four years. Jan Lintsen was reappointed by the UvA Supervisory Board as a member of the Executive Board. This reappointment too was made following a favourable opinion from the representative advisory bodies. It took effect on 1 September 2021 and is also for a term of four years.

Rijk Vegard van Beek took up the role of student assessor of the Executive Board on 31 August 2020. Starting in 2020, the term of office of the student assessor is now aligned with the administrative year.

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 Executive Council consisting 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.

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.



20 JANUARY

The Institute for Information Law receives €3.3 million from the Dutch Research Council (NWO), among other donors, for research into storing transactions in a blockchain.

Diversity

In 2020, the Executive Board's policy objectives concerning diversity and inclusion were more strongly embedded within the organisation. The team of the Chief Diversity Officer (CDO) contributed to this process in a range of ways:

- strengthening collaboration with the faculty diversity officers. Key themes this year included improving the well-being of staff and students during the coronavirus lockdown and having an HR policy that focuses on creating a more diverse workforce;
- running workshops on implicit bias and open communication (in Dutch and English). The new Workshop Menu on the website has significantly increased the visibility of the workshops and people's awareness of them. Interest in the workshops was considerably boosted by the Black Lives Matter protests;
- offering Diversity & Inclusion Consultations for groups of staff and students;
- organising the Homework Hub in Amsterdam neighbourhoods with the goal of closing the education gap for school pupils from less privileged backgrounds. This involved a collaboration with a range of Amsterdam partners;
- collaborating with higher education institutions. The Executive Board is a partner in the Amsterdam Higher Education Agreement, in which regional higher education institutions commit to strengthening diversity and inclusion by exchanging knowledge and experience. The CDO team contributes to implementing this agreement;
- designing and implementing the Decolonisation/Perspectives Toolkit for students and staff;
- drawing attention to social safety as a prerequisite for an inclusive university through collaboration with and recommendations from the Social Safety Taskforce, the interim ombudsperson and the external social safety investigation commission. The CDO is also a sponsor of the Our Bodies Our Voice (OBOV) Foundation and CARE;
- supporting UvA Pride, including by drawing attention to Coming Out Day and Purple Friday;
- strengthening and setting up mentoring programmes for students before, during and after their studies, for example the Meet Your Mentor programme for first-generation alumni and alumni of colour.
- Unfortunately, due to the lockdown, a number of activities were unable to go ahead, such as the Pride photo exhibition at the Roeterseiland Campus and the D&I lunches.



29 JANUARY

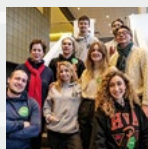
The Bruno Rossi Prize goes to the team that took the first photo of a black hole. Sera Markoff, Oliver Porth, Doosoon Yoon and Koushik Chatterjee were part of that team.

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 student enrolment 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 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.



3 – 7 FEBRUARY

Warm Sweater Day becomes Warm Sweater Week, with students, staff and the Green Office raising awareness of sustainability issues.

Report of the Data Protection Officer

The Data Protection Officer (DPO) produces a separate annual report each year, giving a broad outline of compliance by the UvA with the General Data Protection Regulation (GDPR) and the state of affairs around privacy and the protection of personal data. The position of DPO is described in the GDPR. In addition to the criteria that an organisation must use to appoint a DPO, the GDPR also prescribes a number of tasks that the DPO must independently perform. Data subjects (staff, students, research participants, third parties) can contact the DPO directly with questions and/or complaints, and the DPO is the central contact point for the supervisory authority (Dutch Data Protection Authority).

Looking back on 2020, the coronavirus crisis had a profound impact on all students and staff at the UvA. The coronavirus measures had consequences for students' privacy during online teaching and exams. But they also had consequences for the privacy of staff, who mostly had to work from home in 2020. This meant their home environments, with or without children, were often visible during meetings via video link. To enable everyone to work and study safely and with respect for their privacy, difficult choices sometimes had to be made. In particular, when administering tests using a remote invigilation system, adequately protecting students' privacy was a challenge.

Another area of tension arose between data minimisation, a principle enshrined in the GDPR, and data maximisation, a common practice within the University. Finding a balance between these principles turned out to be easy, once a joint risk analysis (Data Protection Impact Assessment (DPIA)) had been performed.

A continuing focus on developing awareness remains important. Although staff and students recognise and endorse the importance of privacy and data protection, and to a greater or lesser degree are familiar with the GDPR, it is often difficult for people to understand how the rules apply to their own day-to-day work.

In 2020, UvA staff and students gradually found ways of working in which a focus on privacy and information security was incorporated at the outset. It goes without saying that things do not always proceed as they should. Sometimes, a privacy officer is not involved early enough, or a risk analysis (DPIA) is performed too late; sometimes, a DPIA is only performed after a new application has been implemented. Nevertheless, the overall picture suggests that the UvA takes the subject of privacy seriously. The audit requested by the DPO for 2021 should confirm whether this impression is correct.



14 FEBRUARY

Students restore iconic art from the 1950s on the SS Rotterdam during a six-day workshop as part of the Conservation and Restoration degree programme.



Hadi
student, Physics and Astronomy

Hobby: Astrophotography

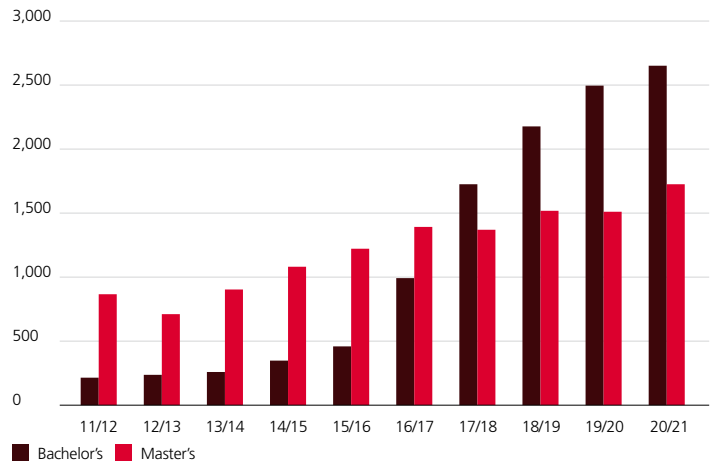
‘My advice for fellow students during these difficult times: it is about time to finally go try out that one thing that you always wanted to try.’

ARY

Internationalisation in education

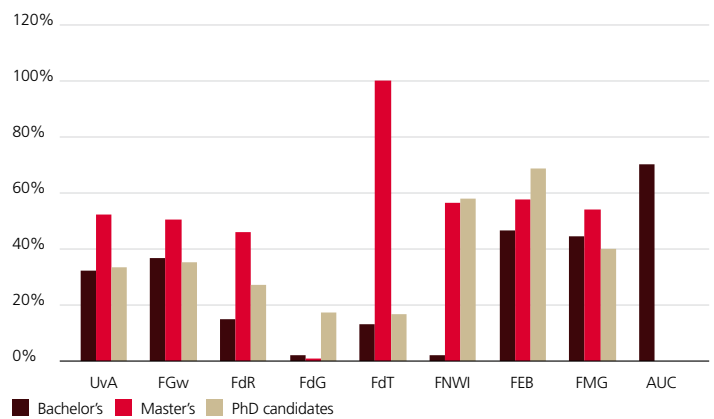
International student intake

This graph shows the intake of non-Dutch students (first-years) with foreign prior education. It shows clearly that the proportion of international students among our Bachelor's students has increased sharply since the introduction of several English-language Bachelor's degrees.



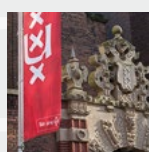
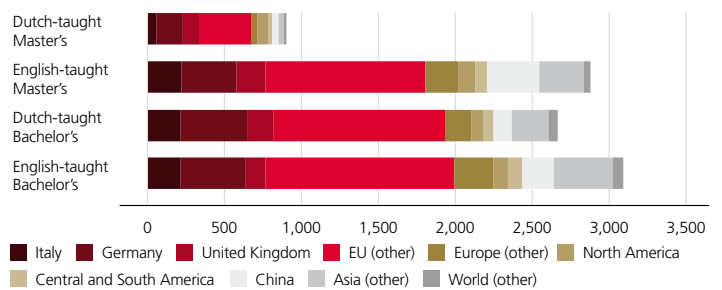
Percentage of international intake

This graph shows the percentage of non-Dutch students (first-years) in the 2020 student intake per faculty.



International students by nationality

This 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.



20 FEBRUARY

The Dutch Research Council awards Vici grants worth €1.5 million each to Jason Hessels (Astronomy), Christof Monz (Computing Science) and Roger Laeven (Econometrics).



2. Education

Consequences of the coronavirus pandemic – Students

The UvA has measured the consequences of the coronavirus measures for students in several ways. Monitoring pass rates, average marks and teaching quality shows that study results have not been negatively affected by the measures. Nor have the measures had a negative impact on teaching quality, as measured using the UvA Q system. The average scores for the question about the assessment of the course and for the statement ‘I learned a lot from this course’ more or less correspond to the scores given in the previous two academic years. These insights are not only important during the pandemic; they have also informed our plans for the digitalisation of education.

However, students have experienced a significant increase in study pressure due to the measures, as evidenced by the UvA Crisis Monitor, which measures the impact of the internal coronavirus measures on staff and student well-being. Nearly 60% of students indicated that they had experienced more or a lot more study pressure than under normal circumstances. This percentage remained steady each time the Crisis Monitor was run.

Consequences of the coronavirus pandemic – Education

At the start of the ‘intelligent lockdown’, the UvA decided to let teaching continue, albeit primarily online. This required significant efforts from all teaching staff.

The UvA instituted a number of measures to ensure the switch to online teaching proceeded as smoothly as possible. One of these was the ‘Keep on Teaching’ web page.

The UvA Crisis Monitor investigated how staff found the experience of delivering online lectures and what issues they had encountered. Staff were also asked whether they had received sufficient support.

During the period covered by the Monitor, lecturers were positive about teaching online and about the support they had received. Only 4% said that online teaching was going poorly; 53% thought it was going well, and 6% even said it was going extremely well. It should be noted that respondents took the situation into account when answering the question – in other words, they reported that teaching was going well given the circumstances.

Only 3% of respondents rated the level of support they received as extremely poor, and 7% reported that it was poor. Nearly 60% said the support they had received was good or very good.

Obstacles encountered by staff when working and teaching from home primarily related to a lack of facilities in their home workspace and their Internet connection. A number of obstacles improved over time, such as the VPN connection and the accessibility of the help desk.

Temporary halting of binding study advice (BSA) system

Due to the coronavirus pandemic, the UvA decided to temporarily halt the issuing of the binding study advice (BSA). This means that students from the 2019 – 2020 cohort received a dispensation instead of a negative BSA. In actual fact, in most cases, the results were the same as in previous years. Out of all first-year students who started at the UvA, 64% met the BSA standard, and 13% terminated their enrolment before the end of the first year (provisional/no BSA) and therefore did not receive a final BSA. Approximately 4% of the population had received a dispensation in a previous year. In the 2019 – 2020 academic year, this percentage was around 23%. In past years, on



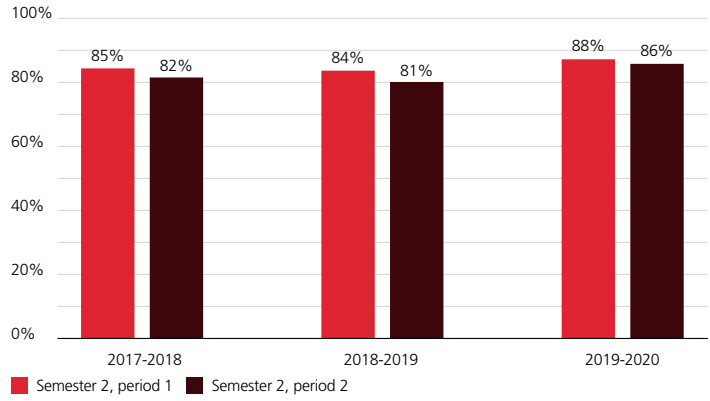
24 FEBRUARY

Five UvA law students win prizes in the Jessup Moot Court Competition.

Consequences of the coronavirus crisis – Binding study advice system

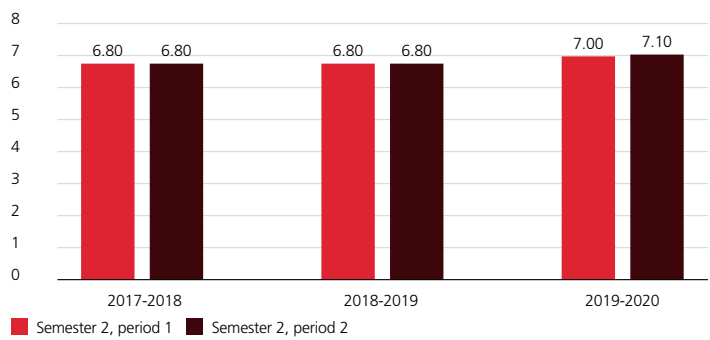
Average pass rate per subject

This graph shows the average pass rates per subject before (2017 – 2018 and 2018 – 2019) and during the coronavirus crisis (2019 – 2020).



Average exam mark per subject

This graph shows the average exam marks per subject before (2017 – 2018 and 2018 – 2019) and during the coronavirus crisis (2019 – 2020).

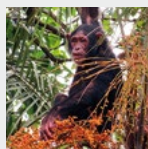


First year of a Bachelor's

The table shows the BSA percentages for the first-year population.

	16-17	17-18	18-19	19-20
Positive	64%	64%	65%	64%
Exemption	1%	2%	2%	1%
Dispensation	4%	5%	4%	23%
Negative	15%	17%	16%	0%
Provisional	8%	8%	8%	7%
No BSA	7%	5%	5%	6%

	FEB	FdG	FdR	FdT	FGw	FMG	FNWI	UvA
Master's intake	2,112	219	1,196	110	1,185	1,843	1,404	8,069
with provisional admission	149		88	91	87	28	79	522
% starting a Master's programme despite not having all the required ECTS credits	7%	0%	7%	83%	7%	2%	6%	6%



26 FEBRUARY

UvA researchers discover that colour perception among African primate species is related to the spatial distribution of palm fruit colours.



average, around 72% of Bachelor's students progressed to the second year. Last year, that percentage was 8% higher (80%). In 2020 – 2021, the number of students who started the second year with fewer than 48 credits was nearly twice as high as the year before. In the 2020 – 2021 academic year, that number was 1,425 students, while in 2019 – 2020, it was 794 students.

A second measure to deal with any study completion delay that might be experienced by these students was to issue exemptions from the 'Bachelor-before-Master' rule. This allowed students who still needed to obtain up to 15 ECTS for their Bachelor's degree to begin a Master's degree.

Of the more than 8,000 students who started a Master's programme in 2020 – 2021, 522 (6%) took advantage of this exemption. The proportion of such students in the Faculty of Dentistry (ACTA) was particularly high. The coronavirus delay hit these students hardest due to the lack of practical teaching.

Internationalisation

Over the past decade, the UvA has developed into a truly international university. An essential pillar of that reputation is the provision of bilingual education and the development of the associated policies.

The impact of the global coronavirus pandemic has further strengthened the importance of international cooperation. Never before had universities from all countries and corners of the globe been confronted at the same time with a public health crisis that resulted in in-person education and research being largely replaced with online activities. Paradoxically, a number of sub-areas witnessed enormous acceleration of innovative developments, particularly virtual mobility. The global network of partner universities and networks, including LERU and U21, were a source of inspiration and collegiality for the design of a 'socially distanced campus'.

An unavoidable consequence of the coronavirus pandemic was that all exchange students were recalled to their home countries in March 2020. The UvA was also forced to cancel physical student mobility for the remainder of the second semester of 2019 – 2020 and the first semester of 2020 – 2021. To replace physical mobility, the UvA ran a number of pilots involving virtual mobility.

For the EPICUR project, the UvA and its seven partner universities in the alliance received top-up funding of € million from the Horizon2020 programme. The additional funding was earmarked for developing a research agenda for EPICUR. The EPICUR project is focused on promoting interdisciplinary research by beginning researchers.

Influx of international students

The UvA has limited funds to devote to incoming international students. New legislation in this area, which would offer more opportunities, has been temporarily suspended. Most of the international students at the UvA come from other European countries that are members of the EU. Agreements have been made at the EU level regarding these students: like all European citizens, they are free to live and move about within the EU, which also means they can study at our universities. The tuition fees for EU students are €2,000, the same as for Dutch students. Non-EU students pay annual fees on a cost-recovery basis.



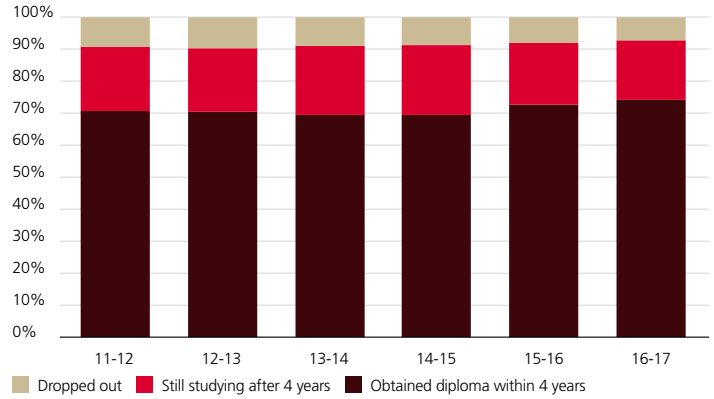
27 FEBRUARY

The UvA posts the first timelapse video online for the construction of the new University Library, which is expected to be completed by the end of 2022.

Development of Bachelor's success rates

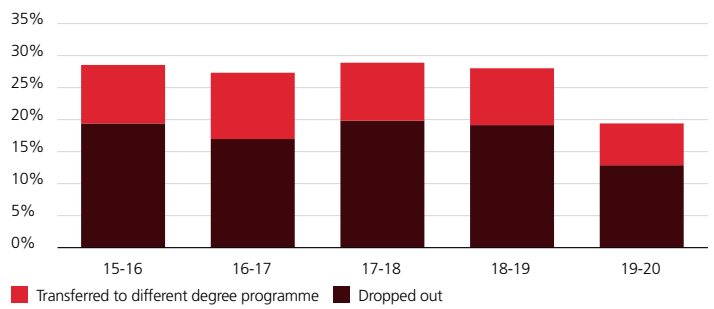
Study success rates in Bachelor's programmes after 4 years (students who re-enrolled in the second year)

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



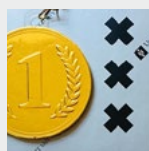
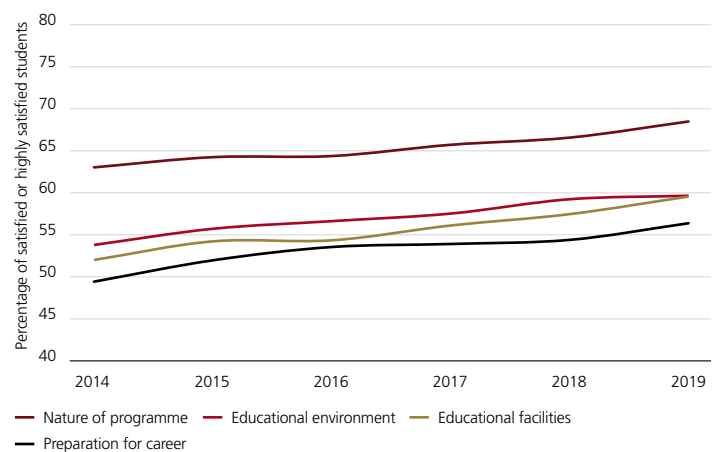
Drop-outs and first-year Bachelor's students switching degrees, by matriculation year

This graph shows the percentage of students who had dropped out by the end of their first year of study (at the UvA) or transferred to another degree programme.



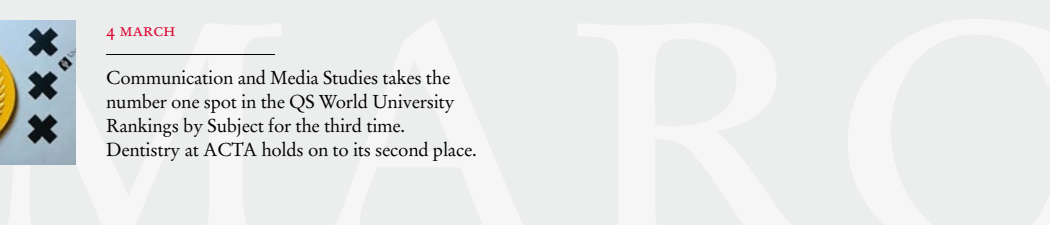
Student satisfaction rate

This graph shows the distribution of students (in percentages) who indicated in the National Student Survey that they were satisfied or highly satisfied with the nature of their degree programme, the educational environment, the facilities provided and the extent to which the degree prepared them for a career. Due to the coronavirus crisis, the National Student Survey was not carried out in 2020.



4 MARCH

Communication and Media Studies takes the number one spot in the QS World University Rankings by Subject for the third time. Dentistry at ACTA holds on to its second place.



Sustainable Humanities

Each year, the UvA receives a grant from the Ministry of Education, Culture and Science under the Sustainable Humanities scheme (in 2020, it received €2.8 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 2020, the educational institutes spent the majority of the funds (€1.4 million) on increasing the sustainability of Bachelor's and Master's programmes, consolidating study success rates and expanding English-language Bachelor's tracks. Spending on research under the Sustainable Humanities scheme (€1.3 million) was mainly devoted to strengthening young talent through new PhD places, improving research infrastructure, strengthening groundbreaking research and expanding research support.

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

Social safety

The UvA has contracted the Centre for Public Sector Labour Relations (CAOP) to set up and operate an external reporting point for social safety. Current and former UvA staff and students can contact it to report inappropriate behaviour. For more information on this topic, see the 'Key aims of the UvA's social policy' section in Chapter 7 – HR Policy.

High-profile education projects

2020 UvA Lecturer of the Year

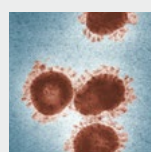
René Smits, professor of the Law of the Economic and Monetary Union, was elected 2020 UvA Lecturer of the Year. Students appreciate the genuine connection Professor Smits makes with them. The other faculties' shortlisted nominees were: Alex de Koter from the Faculty of Science, Andrea Wehrauch from the Faculty of Economics and Business, Bart Wallet from the Faculty of Humanities, Sharon Klinkenberg from the Faculty of Social and Behavioural Sciences and Myrna Roks from the Faculty of Dentistry.

'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 course, which they then develop in association with IIS curriculum developers. The winner of the challenge gets to teach their course in the next academic year. The 2020 edition was won by Thijs Rebel and Matthijs de Gooijer with a course entitled 'Digital Warfare'.

Comenius Grant recipients

Comenius grants enable lecturers to shape their visions and plans for educational innovation in higher education. In 2020, a musicology consortium of which the Faculty of Humanities is a member received a Comenius Leadership Fellow grant worth €500,000 for cross-programme educational innovation (duration: 36 months). Jeanine Suurmond of the Faculty of Medicine and Michaele Hordijk of the Faculty of Social and Behavioural Sciences received Comenius Senior Fellow grants worth €100,000 for innovation in their programmes (duration: 24 months). Two UvA lecturers, Blandine Joret and Erwin van Vliet, also received Comenius Teaching Fellowships worth €50,000 for innovation in a course component (duration: 12 – 18 months).



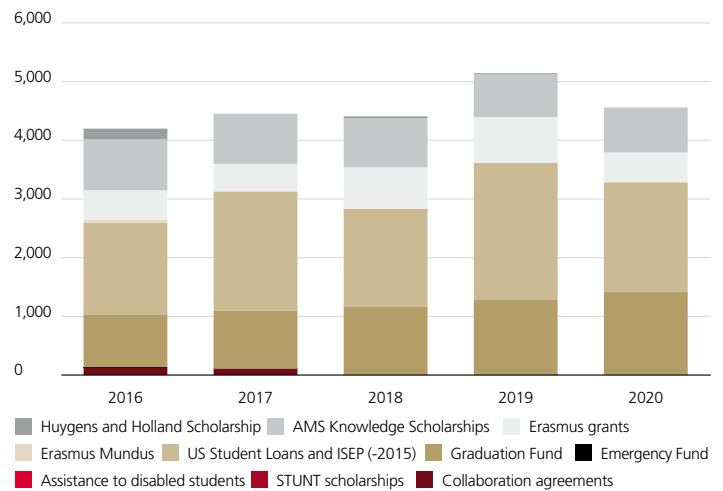
13 MARCH

The Netherlands goes into lockdown against the coronavirus. The UvA, too, closes most of its doors. Teaching, doctorate conferrals and examinations move online en masse.

Financial contributions to students

Contributions to students (x €1,000)

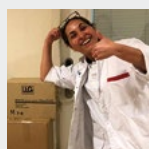
The graph shows the financial contributions to students from the Profiling Fund and external sources.



Achievement of KPIs from the 2015 – 2020 Strategic Plan

KPI	DESCRIPTION	TARGET	ACTUAL
1	Reduce the first-year dropout rate to	15%	20%
2	Increase international experience by	30%	35%
3a	Increase the Bachelor's study success rate to ¹	80%	70%
3b	Increase the Master's study success rate to ¹	90%	80%
4	Increase UvA-led research projects		no change
5	Increase individual grants and recognition		no change
6	Increase the impact of publications		1.3%
7	Increase contract research funding/funds generated in the commercial exploitation phase		no change
8	Increase participation in entrepreneurship courses		no change
9	Increase the number of patents		no change
10	Reduce temporary teaching staff to	22%	19.5%
11	Reduce generic overheads to less than	20%	19.3%
12	Student satisfaction with facilities equal to national level		no change

¹ Success rates in Bachelor's and Master's programmes have improved by 5% compared to the baseline year (2015).



24 MARCH

The Faculty of Science lends lab coats and donates gloves to the Red Cross.

Student financial assistance

In 2020, the UvA provided financial support to hundreds of students. A portion of this amount consisted of loans to 141 American and 15 Canadian students. These loans were covered by the United States and Canada. The 177 Erasmus grants for outgoing students were covered by the EU.

The UvA also awarded scholarships for online and offline summer schools, with 10 students receiving a scholarship for a U21 summer school. Due to travel restrictions and programmes being cancelled because of the coronavirus crisis, this number was considerably lower than usual.

The UvA also lent its assistance to a range of other scholarships, including certain South American scholarships, StuNed scholarships and scholarships from the Ministry of Defence. These scholarships enabled around 15 students to study at the UvA.

Profiling Fund

In 2020, the UvA allocated just under €1.5 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'. In addition, around €700,000 was earmarked for knowledge grants (Amsterdam Merit Scholarships). The UvA also awarded three students an Amsterdam Excellence Scholarship, for a total amount of over €70,000. These scholarships were awarded to incoming students from outside the European Economic Area (EEA).

From the Profiling Fund, administrative body membership grants were also paid to around 850 students because they were members of student councils, programme committees or student or study society executive boards.

Around 85 students received an allowance because they had fallen behind in their studies due to special circumstances, such as illness, disability or pregnancy; 5 students were awarded an allowance allowing them to engage in top-class sport, while around 45 students received an allowance enabling them to take 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 2020, approximately €6,000 in total from the Emergency Fund was granted to nine students who needed assistance.



25 MARCH

Communication Scientist Mark Boukes designs a portal to collect and analyse coronavirus-related humour from around the world.



Kiki
student, Bachelor's in History

Hobby: Crochet
'After an online Zoom lecture, it's great to do a bit of crochet to clear my head. A motto that I find particularly fitting right now is: 'Live through actions, not through reactions.'

MARCH

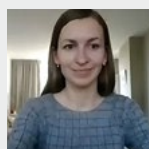
Reflection from the Joint Meeting of the COR and CSR

We were happy to see the individual themes appropriately highlighted. However, in addition to this text, the Joint Meeting would also like to see how the UvA's performance compares to the goals set for each year. In our view, that is an essential component of an annual report. We would also like to see the disparity removed so that, in the future, the annual income from the quality agreement funds increases in line with expenditure.

In addition, we would like to see more explanations and clarifications in the table regarding lecturer professionalisation and TLC expenditure. In these explanations, we would like to see the reasons why certain faculties have only used a marginal portion of the planned budget and how this will be adjusted in the future.

For further questions about our reflection, please contact the dossier coordinators, David Steenmeijer (CSR) and Taco Walstra (COR). We hope we can continue our discussions on how to derive the maximum benefit from the quality agreement funds. We look forward with interest to the final version of the annual report.

Finally, the Joint Meeting would be grateful if, in the future, it could be given more time to respond to requests. Five working days is not enough time to do justice to the role of participation in decision-making. We trust there will be fewer time constraints in the future.



26 MARCH

PhD candidate Zina Lekniūtė is the first person to defend her doctoral thesis online (on the consequences of underfunding American pension funds).

3. Quality agreements

Quality agreements

The savings created by the introduction of the student loan system in 2015 freed up money to invest in education. This money is known as the ‘student loan system funds’ and is earmarked for improving the quality of education. In April 2018, the Minister of Education, Culture and Science signed an agreement with the umbrella organisations and student unions with regard to the general shape of the 2019 – 2024 Higher Education Quality Agreements. The universities then made agreements with their representative advisory bodies about how they would invest in improving the quality of education. The NVAO is responsible for monitoring the implementation of the plans.

General overview

2019 was the first year of implementation of the quality agreements. The UvA engaged in an intensive process of theme selection and plan development that involved active consultation with the university community. In mid-2019, agreement was reached on the 2019 – 2024 Higher Education Quality Agreements. The NVAO issued a favourable opinion on the agreements in November 2019. This opinion was endorsed in January 2020 in a positive decision by the Minister concerning the allocation of the funds.

The UvA selected the following themes:

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

By the end of 2019, even though it was only the first year of implementation, a great deal of progress had been made on almost all of the themes. Any funds that were not spent in 2019 were earmarked in the balance sheet and remained available for spending in 2020. It was expected that progress would continue in 2020, but the coronavirus crisis severely hampered the implementation of the quality agreements. However, we still managed to spend the vast majority of the available funds – in some cases, after making adjustments in consultation with the representative advisory bodies.

The first table below shows how the funds were spent on each theme in 2020, with the amounts corrected for VU Amsterdam’s share in the ACTA and AUC.

The table shows that the available funds were fully spent for three of the themes, with a slight underspending of funds for the teaching facilities theme. Although the money was allocated, the implementation was delayed, which meant the funds were not spent.

However, in terms of the spending of funds in 2020, we have to look not only at the budgeted funds for 2020, but also at the funds that were not spent in 2019. The second table below shows the budgeted figures for 2020 along with the figures for the remaining 2019 funds.

The figures in the second table show that the UvA did not manage to spend both the funds allocated for 2020 and the funds remaining from 2019 for any of the themes. A small amount of progress was made on spending the unused funds for the ‘Intensification of education’ and ‘Lecturer professionalisation’ themes. However, no unused funds could be spent on the ‘Suitable and high-quality teaching facilities’ theme. The remaining amounts from 2020 will be added to the budgeted amounts for 2021.



31 MARCH

The Teaching & Learning Centre provides support and tools with ‘Keep on Teaching’, to help lecturers teach online.

Spending of quality agreement funds by theme

Table 1: Budgeted figures and actual results by theme, 2020

THEME	BUDGETED 2020	ACTUAL 2020
Intensification of education	7.7	8.0
Further lecturer professionalisation	1.0	1.0
Suitable and high-quality teaching facilities	0.5	0.4
Teaching and Learning Centres (TLCs)	0.3	0.3
Other	0.0	0.1
Total	9.5	9.9

Table 2: Budgeted figures and actual results by theme, 2020 plus remainder of 2019 funds

THEME	BUDGETED 2020	REMAINDER 2019	AVAILABLE 2020	ACTUAL 2020	REMAINDER 2020
Intensification of education	7.7	3.3	11.0	8.0	3.0
Further lecturer professionalisation	1.0	0.4	1.4	1.0	0.4
Suitable and high-quality teaching facilities	0.5	0.2	0.7	0.4	0.3
Teaching and Learning Centres (TLCs)	0.3	0.1	0.4	0.3	0.1
Other	0.0	0.1	0.1	0.1	0.0
Total	9.5	4.0	13.5	9.9	3.7



9 APRIL

The mathematics consortium NETWORKS receives a European grant worth €1.5 million for the optimisation of complex networks such as energy and communications.

In each faculty, the faculty representative advisory bodies were involved in making decisions in 2020 about how the quality agreement funds should be used.

The themes are discussed below, followed by a brief overview for each faculty.

Lecturer professionalisation

In 2020, part of the budget was again set aside for UvA-wide activities aimed at lecturer professionalisation. The available funds were earmarked at the central level for developing and running UvA advanced courses, which are supplementary to the existing University Teaching Qualification (UTQ) courses, along with workshops and knowledge-sharing sessions. Including the remaining funds from 2019, a total of €240,000 was available for 2020, of which €160,000 was spent.

The number of modules offered was 16. A total of 280 UvA lecturers participated in these courses, a significant increase compared to 2019, when 81 lecturers took part. A possible explanation could be that the central TLC has simplified the process of registering for courses and now issues certificates as proof of participation. The Teaching and Learning Centres (TLCs) focus on educational innovation, lecturer professionalisation and knowledge sharing within the UvA. The central TLC works together with the faculty TLCs to implement initiatives in these areas.

The ‘Teaching skills for beginning lecturers’ course was offered again in 2020, the central TLC developed an inter-faculty UTQ programme (which will be offered for the first time in the 2020 – 2021 academic year, as a pilot) and other professionalisation activities were organised, such as webinars, knowledge-sharing sessions and a live help desk. Tools for designing or redesigning courses were also developed. There was a specific focus on teaching during a pandemic, and lecturers were given support for the swift conversion from in-person teaching to largely online teaching.

The remaining funds (€80,000) were set aside for 2021 for the development of more online teaching materials, an innovation grant for lecturers and lecturer professionalisation through educational research.

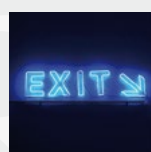
Each faculty has set up a TLC, with its own coordinator. These TLCs allow lecturers to take advantage of existing initiatives for educational innovation, lecturer professionalisation and knowledge sharing. A central TLC was created to support the faculty TLCs, but not using funds from the quality agreement budget.

During the pandemic, the TLC network set up a number of joint activities, such as webinars, the help desk and the development of the ‘Keep on Teaching’ web page. It is hard to overstate the added value of these activities for the organisation of teaching.

Teaching facilities

In 2020, €0.5 million was set aside for alterations to teaching facilities to better support more intensive teaching methods and enable more community building. Part of the funds was spent on refurbishing existing teaching rooms, with a focus on tutorial rooms for around 30 people. A standard package was compiled for this project, although faculties could also request custom facilities.

In 2020, the UvA allocated funds to four projects: two for the Faculty of Humanities, one for Amsterdam Law School and one at the AMC-UvA. One of the Faculty of Humanities projects involved the refurbishment of six tutorial rooms and used standard packages. Funds were also allocated for the redevelopment of two rooms for digital exams; this was a custom project. Due to the measures taken to combat the coronavirus, these two projects for the Faculty of Humanities have not yet been completed, but they should be finished in 2021.



14 APRIL

The launch of the crowdsourcing website Strategies versus Corona by UvA researchers invites people to come up with exit strategies and directly calculate the consequences.

Quality agreements

Quality agreements

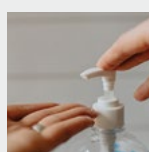
Table showing an overview of the lecturer professionalisation courses offered and delivered in 2020 (central and other activities for lecturers)	Modules offered	16 modules (offered 34 times)*
	Number of participants UTQ+ modules	280, of which 226 in the UvA advanced courses (UTQ+) and 54 in the introductory course (pre-UTQ)
	Number of webinars	15 sessions
	Knowledge-sharing sessions	11 sessions (assessment, hybrid teaching and college/graduate school directors)
	Educational content	Development of 'Keep on Teaching', Educational Redesign Aid – ERA, website
	Help desk	Early on in the coronavirus crisis, the live help desk operated for eight hours/day, which was later reduced to 3 hours per week (for all faculties)

Table showing an overview of implemented and proposed alterations to teaching facilities (2019 – 2020)	Number of spaces refurbished using the standard package	<ul style="list-style-type: none"> • Around 10 planned for 2021 (Faculty of Science) 	• €116,000
	Custom solutions	<ul style="list-style-type: none"> • 6 planned for 2021 (Faculty of Humanities) • Active Learning Space (School of Law) • Lecture room refurbishment (AMC-UvA) • 2 projects postponed to 2021 (Faculty of Humanities) • 2 practical training rooms (Faculty of Science) 	<ul style="list-style-type: none"> • €180,000 • €115,000 • €154,000 • €40,000 • €100,000

Table giving an indication of spending on TLCs and lecturer professionalisation	FACULTY	TEACHING AND LEARNING CENTRES SPENDING	LECTURER PROFESSIONALISATION SPENDING
	ACTA	N/A	TBA
	FGW	€73,000 of €56,000	€345,000 of €190,000
	FdR		€150,000 of €110,000 (incl. TLC, excl. PPLE**)
	FdG	€56,000 of €81,000	€4,300 of €158,800
	FEB	€0 of €100,000	€71,300 of €157,700
	FMG	€107,000 of €120,000	€53,000 of €392,000
	FNWI	€689,000 (incl. TLC coordinator) of €841,000	€74,000 of €152,000

* Inspiring online teaching, Basic teaching skills course, Active teaching methods for lectures and tutorials, Teaching skills for beginning lecturers and boot camp (NL, EN), Knowledge clips, Storytelling, Feedback: The key to learning, Effective and efficient teaching (EN, NL), A good test: Design and key features, English for lectures, Experiential learning, Skills for the international classroom, Giving compelling and engaging lectures, Peer feedback and collegial cooperation, Speaking animatedly.

** PPLE budgets are arranged differently to those of other faculties. In PPLE, 51,000 was spent of the 109,000 that constitutes the total quality agreement funds budget for PPLE.



15 APRIL

Giovanni Colavizza, Digital Humanities researcher, receives a Dutch Research Council grant for research into the handling of the 'coronavirus infodemic'.

The autumn inventory process at the end of 2020 resulted in new custom projects for the Faculty of Science: Two practical training rooms will be modified and equipped with moveable furniture so that they can accommodate different forms of teaching (not just practical lessons). In addition, the Faculty of Science identified around 10 smaller lecture rooms that could be equipped with moveable furniture and extra power outlets using the standard package, so that other, more active teaching methods can be accommodated there.

Custom proposals have been funded out of the available budget for the Amsterdam Law School and the Faculty of Medicine. For the Amsterdam Law School, the proposal related to the purchase of furniture for the Active Learning Space, while the Faculty of Medicine's proposal was for moveable furniture and the furnishing of break-out rooms.

Potential projects at the Roeterseiland Campus are still being identified, for which the Faculty of Social and Behavioural Sciences, the Faculty of Economics and Business and the Amsterdam Law School will submit joint project proposals. Implementation of these projects will be scheduled for 2021.

Intensification of education

Since the start of 2019, the faculties have been working with their representative advisory bodies to refine their plans on the 'Intensification of education' theme. Many projects needed time to get up and running. In 2020, the theme was given a significant boost in almost all faculties. The specific details 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 those annual reports.

Some faculties have invested in additional lecturers (or lecturer hours) and student assistants. Expanding the number of contact hours or creating smaller tutorials makes it possible to supervise students more intensively, particularly first-year students or those writing a thesis, and to help students develop academic skills. Some faculties have also set aside funds for improving skills teaching and feedback (using better feedback methods and integrating feedback more closely into the curriculum). Finally, faculties have made efforts to better prepare students for a socially connected career, for example by improving career counselling, involving alumni in education and continuing the development of experiential learning.

A positive effect of the coronavirus situation in 2020 worth noting is that several faculties put extra effort into blended and active learning, generally in close collaboration with the faculty TLCs.

ACTA

In 2020, the ACTA focused on the themes of 'Intensification of education' and 'Lecturer professionalisation'. It also set up a faculty TLC and introduced a focus on blended and student-activating teaching, particularly in its Bachelor's programme. Due to the coronavirus crisis, projects under the 'Teaching facilities' theme were either adjusted or delayed. 'Creating Apple IOS workspaces' and 'Developing an application for students for workspace use' were replaced with the 'Creating a student technology lab' project, and renovations to create additional workspaces and a student technology lab were postponed.

Key aspects of the intensification of education include improving the programme portfolio and expanding the pool of dentistry lecturers. Solid progress was made on the programme portfolio, which is a tool that lecturers can use to monitor and assess students' 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. The portfolio was implemented in September 2020 for the first and second years of the Master's programme. Five additional dentistry lecturers were also appointed.



20 APRIL

UvA astrophysicists propose a new method for detecting possible dark matter.

Unlike other faculties, ACTA has its own sources of funding to improve and expand teaching facilities. It uses this budget to supplement the standard consumables package. Changes to spending goals are made in consultation with the Faculty Student Council.

Faculty of Medicine

In 2020, the Faculty of Medicine focused on the intensification of education, dedicating almost its entire budget to this theme. The changes involved additional staff (teaching assistants and medical educators), more small-scale teaching methods and more intensive supervision of students.

The medical educators were deployed to help implement the small-scale and blended teaching methods in the Bachelor of Medicine programme. In the Master of Medicine programme, the medical educators developed a digital teaching package for medical interns. The Faculty of Medicine also recruited junior lecturers for the Bachelor's programme in Medical Informatics, as it did in 2019.

The money freed up for lecturer professionalisation was only partially spent and was primarily used to strengthen the activities of the TLC. The Faculty of Medicine has a Centre for Evidence-Based Education (CEBE), which is responsible for the majority of its lecturer professionalisation activities. External training agencies often have difficulty connecting with the large group of medical lecturers. The Faculty of Medicine also uses a number of specific teaching methods, such as medical clerkships and team-based learning, in which the faculty itself has a great deal of expertise.

In 2020, the faculty moved its professionalisation courses online, but due to the coronavirus crisis, a number of ambitions had to be postponed until 2021. For example, seven master classes are scheduled to be held in 2021, and the faculty intends to launch a major professionalisation campaign covering observation, feedback and programme-based assessment for clerkship supervisors. The faculty will also have a stronger focus on mentor training.

These activities were designed by staff from within the faculty, but the faculty will rely heavily on external trainers to deliver the training. This will bring expenditure more into line with the budget.

Amsterdam Law School

The Amsterdam Law School has been focusing on strengthening skills training, active and experiential learning in the Bachelor's programmes and strengthening small-scale and intensive education in the Master's programmes. Funds have also been budgeted for lecturer professionalisation.

A significant portion of the budget was used for these goals in 2020. In particular, progress was made on strengthening the Master's programmes. For example, three Master's programmes were given updated graduation profiles, and development began on new profiles for the other programmes. Implementation of a project for educational innovation in the Bachelor's programmes in Law and Tax Law was postponed for a year due to the coronavirus crisis.

The interfaculty programme Politics, Psychology, Law and Economics (PPLE) used almost its entire budget. The programme continued working on professionalising teaching, giving better feedback to students and improving academic, professional and 21st-century skills. Additional attention was also given to strengthening assessment, particularly with regard to the quality of online assessment.

Faculty of Economics and Business

As in 2019, the Faculty of Economics and Business concentrated on a number of sub-themes within the theme of 'Intensification of education', including 'small within large', improving feedback to students and a greater focus on learning in context. As in 2019, the majority of the money went to the 'Student engagement' and 'Career/My future first' projects and to the use of student assistants to support lecturers.



24 APRIL

ALLEA awards the Madame de Staël Prize to Joep Leerssen for his research into the emergence and development of nationalist movements in Europe.

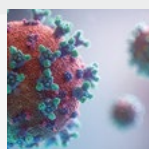
Spending of quality agreement funds by organisational unit

Spending of quality agreement funds by organisational unit

UNIT	BUDGETED 2020	ACTUAL 2020
FdG	1.4	1.8
FGw	1.4	1.0
FdR	0.8	0.8
FdT	0.4	0.3
FNWI	1.6	2.0
FEB	1.2	1.6
FMG	1.8	1.8
AUC	0.2	0.2
Property, Management and Group	0.7	0.3
Total	9.5	9.9

Spending of funds by organisational unit: available 2020 funds + remainder of 2019 funds

UNIT	BUDGETED 2020	REMAINDER 2019	AVAILABLE 2020	ACTUAL 2020	REMAINDER 2020
FdG	1.4	0.5	1.9	1.8	0.1
FGw	1.4	0.4	1.8	1.0	0.7
FdR	0.8	0.1	1.0	0.8	0.1
FdT	0.4	0.1	0.4	0.3	0.1
FNWI	1.6	0.7	2.4	2.0	0.4
FEB	1.2	0.3	1.4	1.6	-0.1
FMG	1.8	0.4	2.3	1.8	0.5
AUC	0.2	0.0	0.2	0.2	0.0
Property, Management and Group	0.7	1.4	2.2	0.3	1.8
Total	9.5	4.0	13.5	9.9	3.7



29 APRIL

Nearly half of all UvA students and staff are worried or very worried about the coronavirus crisis, according to the first UvA Crisis Monitor.

A number of projects were reworked in 2020 due to the coronavirus crisis, as money was reallocated to fund support for online teaching and exams. This support included additional workshops and advice about online teaching methods and techniques. The reallocation was done with the support of the representative advisory bodies. The intensification of the education budget for 2019 and 2020 was fully allocated.

The funds for the TLC were used to hire the TLC coordinator. The costs of this hiring have not yet been passed on.

A significant portion of the money for lecturer professionalisation was devoted to recruiting a trainer/education adviser, although no suitable candidate has so far been found for the position.

Faculty of Humanities

To date, the Faculty of Humanities has spent around three-quarters of the overall quality agreement funds budget. This underspending has less to do with the coronavirus crisis and more to do with the decision-making process, which took longer than expected. In late 2020, the faculty representative advisory bodies (the Works Council and the Faculty Student Council) issued a positive opinion on the spending of funds for 2020.

Since the 2019 – 2020 academic year, the Faculty of Humanities has been focusing on strengthening the final year of its Bachelor's programmes under the 'Intensification of education' theme. This work continued in the 2020 – 2021 academic year. Programmes developed new forms of supervision and feedback, in addition to the supervision that was already being provided. In the end, 17 of the 27 Bachelor's programmes developed activities, with time being allocated and spent. These programmes intensified their teaching in a range of ways, particularly in the final year. For example, additional groups were formed and the research skills learning path was further developed. The remaining programmes made preparations to spend their funds in the 2021 – 2022 academic year.

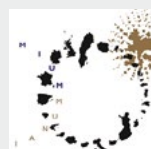
Spending by organisational unit

Set out below is an overview of the budgeted and actual spending of funds for 2020, by organisational unit. Table 3 shows the actual spending of budgeted funds for 2020, while Table 4 shows the budgeted and actual spending with the funds remaining from 2019 taken into account.

Faculty of Social and Behavioural Sciences

In 2020, the Faculty of Social and Behavioural Sciences had a strong focus on the intensification of education, particularly in relation to differentiation and interconnectedness, the balance between contact hours and independent study, learning in context and feedback. The Faculty of Social and Behavioural Sciences comprises four departments – Communication Science, Psychology, Social Sciences and Pedagogical and Education Sciences – which have each nominated a diverse range of actions under this theme. These include intensification of supervision (first-year students, international students, theses), student-activating teaching (knowledge clips, feedback) and a greater focus on practical skills. The faculty has successfully spent funds on these actions.

The funds allocated for lecturer professionalisation were not fully spent. The unspent quality agreement funds are still earmarked for this specific purpose. In 2020, lecturer professionalisation activities were dominated by the coronavirus pandemic. Many professionalisation activities were offered through the TLC and funded from the TLC budget and additional coronavirus-related income. The activities focused on sharing knowledge and skills around digital and hybrid teaching, blended learning and the effective use of the available digital teaching tools. There was also a focus on the additional workload experienced by lecturers due to the coronavirus pandemic.



7 MAY

Janna Coomans and Milton Fernando González Rodríguez of the Faculty of Humanities win dissertation prizes for their doctoral theses from the Praemium Erasmianum Foundation.

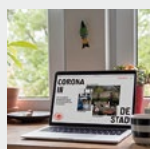


Faculty of Science

At the start of 2020, the Faculty of Science adjusted some of its plans, since a number of projects required more time than originally envisaged. The faculty primarily focused on intensification of education, in particular: more time and attention for students, better career preparation, expansion of the range of minors taught and greater attention on community building. Specifically, the faculty hired additional postdoctoral researchers, junior lecturers and assistant professors (university lecturers), provided additional training for teaching assistants and intensified the supervision of final projects.

Due to the coronavirus crisis, the budget for intensification of education was not fully spent. However, the lecturer professionalisation budget was almost entirely used in 2020.

The budget will increase in future years. The Faculty of Science has therefore included new initiatives in its plans, such as appointing postdoctoral students to deliver teaching and expanding the teaching duties of university lecturers. This will improve student supervision and reduce staff workloads.



15 MAY

The Amsterdam Museum opens the digital exhibition 'Coronavirus in the City', in collaboration with the UvA and other partners.





Mateo

student, Bachelor's in Economics and Business
Economics

Hobby: Callisthenics

'Try to adapt your passions to the current
situation, but if you can't, don't be afraid
of trying new things.'

AY

4. Research

Consequences of the coronavirus pandemic – Research

Many researchers experienced delays with their research due to the coronavirus measures, because their data collection (such as field work, lab experiments or research involving human subjects) could not proceed, because the researchers themselves became sick or because of additional care responsibilities at home due to the closure of schools and childcare centres. The conversion from in-person to online teaching also took up a lot of time.

According to the UvA Crisis Monitor, 40% of UvA academic staff experienced significant issues in their research work due to the coronavirus measures. The delay could have had more serious consequences for researchers on temporary employment contracts, such as PhD candidates, postdoctoral researchers and staff on a tenure track, because it might have prevented them from finishing their research before the end of their employment contract. The UvA put financial measures in place to enable researchers in this situation to complete their research. The UvA is also committed to working with research funders such as the Dutch Research Council, the EU and the Minister of Education, Culture and Science to find solutions.

Due to the pandemic, doctorate conferral ceremonies were temporarily halted. The ceremonies could eventually be held, but only online or in person with an online element. Since March 2020, research assessments have also been conducted online.

Research Policy

The UvA is a leading, research-intensive university, where high-quality research takes place throughout the university and where teaching and research are inextricably linked. The QS rankings show that the UvA has the strongest arts and social science faculties in the Netherlands and also has strong science and medical faculties. The UvA works intensively with national and international partners and with key Amsterdam knowledge institutions, such as VU Amsterdam, the Amsterdam University of Applied Sciences (AUAS), various Dutch Research Council institutes, the KNAW, Sanquin and the Netherlands Cancer Institute (NKI-AVL).

Because of its large number of subject areas, the UvA is uniquely placed to respond rapidly to the changing, interdisciplinary challenges facing society.

UvA research is world class, as shown by a range of ranking systems. In the QS World University Rankings, 9 UvA disciplines were ranked in the top 20 in the world, and another 18 research areas were in the top 100.

Strategic Research Framework

To maintain the high quality of its research and to continue to occupy a leading position internationally, the UvA has developed a strategic framework. The Strategic Research Framework focuses on more strategic positioning based on the UvA's intellectual footprint: what unique contribution do research groups make to the development of the research field? Traditionally, UvA researchers are good at securing individual grants and awards.

A significant portion of UvA research is already inspired by the issues facing society. Nevertheless, the UvA is keen to increase its involvement with social organisations and issues. The starting point is that academic research should benefit societal issues and vice versa. In this context, it was also decided to develop a 'knowledge security' policy, covering the prevention or mitigation of dual use or misuse of research results by third parties. This issue also arises in relation to collaborations



20 MAY

The Association of Universities in the Netherlands, the Dutch Federation of University Medical Centres, the Dutch Research Council, the Royal Netherlands Academy of Arts and Sciences and the Association of Universities of Applied Sciences enter into a five-year national partnership with Elsevier for open access and open science services.

with third parties in countries with restricted freedoms. A meeting of the University Forum on this topic was held in December. This policy will be adopted in 2021.

For high-quality research, state-of-the-art research facilities and support are more important than ever. For that reason, the UvA is committed to supporting data-driven research through the UvA Data Science Centre. The UvA considers academic integrity and open science to be essential prerequisites for high-quality research.

AI Technology for People

AI Technology for People is an artificial intelligence coalition formed by the UvA, other Amsterdam knowledge institutions, the city council and the Amsterdam Economic Board. The Amsterdam-based coalition has already built a strong position for itself, for example in the proposals for the growth fund submitted by the Netherlands AI Coalition. Amsterdam has a good reputation: the broad expertise and strength of the Amsterdam ecosystem is gaining recognition at a national and international level, which acts as a pull factor. The publication of the special edition of *New Scientist – AI Technology for People* (October 2020), targeted lobbying with assistance from ambassador Anita Nijboer, ongoing streamlining of communication and positioning both specifically for the UvA and in relation to the coalition as a whole have all contributed to this increased recognition. Over the next few years, the national and international profile and strength of the coalition will continue to develop: ‘Amsterdam – Europe’s living lab for human-centred AI technology.’

Research Priority Areas

The UvA has been investing in research priority areas since 2008. An internal evaluation shows that working with priority areas has a positive effect on research quality, attracting and retaining international talent and raising external funds. Since 2018, interdisciplinary collaboration, connection to societal issues and innovation have been of central importance in the allocation of funding to priority areas. The current Research Priority Areas are:

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

In 2020, two new Research Priority Areas were developed, which will take effect on 1 January 2021:

- Artificial Intelligence for Health Decision-Making;
- Personal Microbiome Health.

UvA Data Science Centre

Due to the increase in digitalisation, the amount of data available has grown exponentially. This data explosion gives universities unprecedented opportunities to make discoveries and shift the boundaries of academic research.

In 2020, the UvA Data Science Centre was founded to strengthen and promote innovation in data-driven research at the UvA, making it easier to deal with the increased quantity and heterogeneity of data.

The UvA Data Science Centre provides boost funding for faculties to appoint data engineers or data scientists. The centre also invests in interdisciplinary research.



28 MAY

Using laser lighting technology, UvA physicists and doctors discover that tiny cough droplets (aerosols) remain suspended in the air for several minutes. Good ventilation is therefore crucial to combating the coronavirus.

Broad range of UvA subject areas

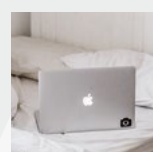
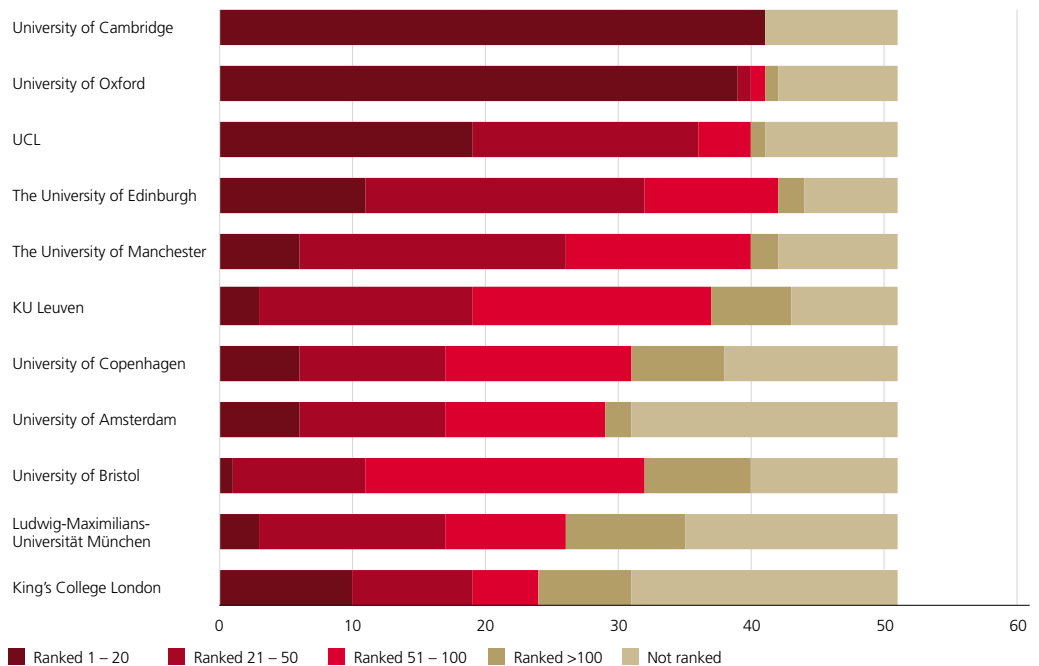
Quacquarelli Symonds (QS) publishes rankings for each of 51 academic disciplines. In the 29 disciplines listed in this table (March 2021 edition), the UvA was in the top 100 worldwide.

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



30 MAY

The Central Student Council takes the Executive Board of the UvA to court to prevent the use of the online invigilation software Proctorio.

Open science

Open science is about publicly sharing scientific results at various stages of research, so that everyone within and outside the academic world can benefit from research results and see the progress being made by researchers. The UvA aims to implement open science in a way that benefits scientific progress and makes life easier for researchers.

In 2020, the Executive Board adopted an open science programme for the period 2020 – 2025, including an open access policy. The goals of the programme are for the UvA to achieve a higher open access percentage (63% in 2019), develop alternative publication platforms, score higher with regard to Research Data Management and FAIR data and better safeguard academic independence in the publication of research data.

Research assessments

The national Strategy Evaluation Protocol (SEP) is at the heart of the research quality assurance system. In 2020, it was renamed the Strategy (previously ‘Standard’) Evaluation Protocol and given a stronger focus on the role of strategy in research groups. The new SEP for 2021 – 2027 also focuses more on open science and on recognising and valuing researchers.

Every UvA research unit (faculty, research institute, department or research group) is evaluated against the SEP once every six years at a local or national level by an assessment panel composed of external experts. During the evaluation, the panel reads the self-evaluation written by the research unit and speaks with executive staff, researchers, lecturers and doctoral candidates from the research unit.

In 2020, the following research units were assessed:

- Social and Cultural Anthropology;
- Sociology;
- Political Science;
- Human Geography and Urban and Regional Planning;
- ACTA (Dentistry);
- Communication Science.

The department of Social and Cultural Anthropology received the maximum score of ‘Excellent’ on each of the three assessment criteria: research quality, social relevance and viability. For Sociology, the research quality was assessed as ‘Excellent’, while the social relevance and viability were given a score of ‘Very Good’. For Human Geography and Urban and Regional Planning, the research quality and social relevance were assessed as ‘Excellent’, with the viability being assessed as ‘Very Good’.

The following research units will be assessed in 2021: Economics and Business, Mathematics, Neuroscience and Computing Science.



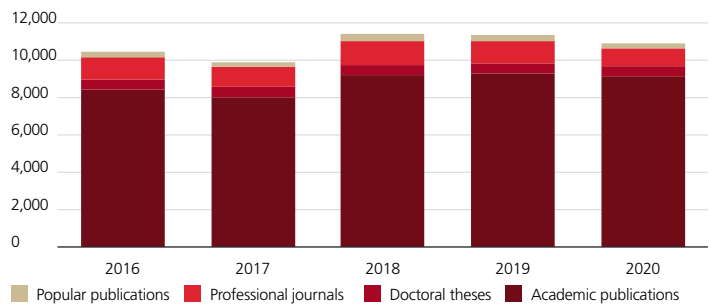
3 JUNE

UvA researchers Bert Bakker (Political Communication) and Berenice Boutin (International Law) are awarded a KNAW Early Career Partnership.

Development of research output

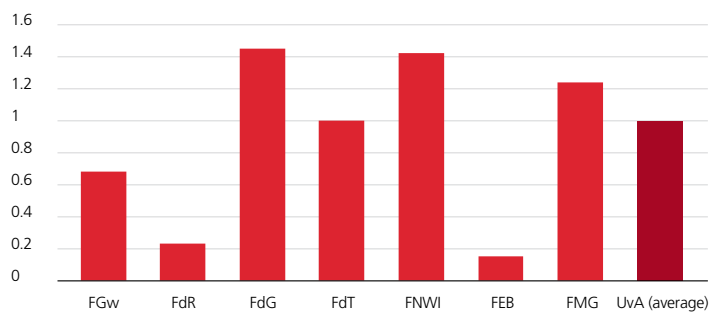
Number of publications

This 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).



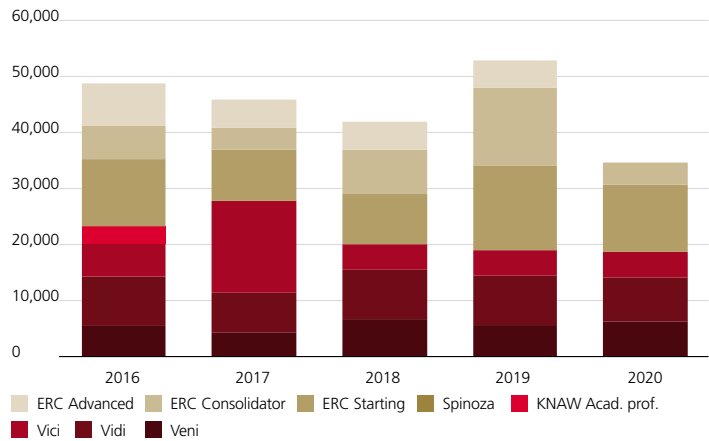
Number of doctoral theses supervised per professor in 2020

The UvA conferred 541 doctorates in 2020. 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)

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



8 JUNE

Five graduates of the Master's in Journalism and Media win a Tegel award, the premier journalism award in the Netherlands.

Doctorate conferrals and joint doctorates

In spite of the coronavirus restrictions, we were able to confer doctorates on a number of successful candidates. In 2020, 541 doctoral theses were defended at the UvA. Due to the coronavirus pandemic, from 26 March onwards, 231 doctorates were conferred online (43%), and most on-site conferral ceremonies were hybrid affairs with a mix of in-person and online conferrals. In 2020, 294 women (54%) and 247 men (46%) were awarded doctorates. The ‘cum laude’ designation was awarded in a total of 31 cases (3.8%), to 21 men and 10 women. Of the total number of PhD graduates, approximately 360 (66%) were of Dutch origin, while 181 (34%) were from foreign countries.

Of the 541 doctorate conferrals, 15 were joint doctorates, completed with 11 different partner universities in 7 different countries.

For 20 doctorate conferrals, the status of principal supervisor or co-supervisor had been granted to an associate professor (senior university lecturer), as part of the expansion of *ius promovendi*.

High-profile research projects

In 2020, eight UvA researchers received an ERC Starting Grant worth around €1.5 million: sociologist Thijs Bol, psychologist Janna Cousijn, computer scientist Efstratios Gavves, political scientist Imke Harbers, medical anthropologist Kristine Krause, communication scientist Sanne Kruikemeier, literature researcher Boris Noordenbos and communication scientist Damian Trilling.

Two researchers received a Consolidator Grant worth around €2 million: Matthijs Brouwer for his research into Improving Prognosis by Using Innovative Methods to Diagnose Causes of Encephalitis and Philippe Corboz for State-of-the-Art Simulations of Quantum Many-Body Systems with the Next-Generation Tensor Network Algorithms.

Thirteen researchers were awarded Marie Skłodowska-Curie grants by the EU, worth between €175,000 and €280,000 each, to gain research experience abroad. Three UvA researchers received 2020 Vici grants from the Dutch Research Council, worth up to €1.5 million each: medical researcher Stan van de Graaf for his research Natafelen met galzouten [After-dinner conversations with bile salts], medical researcher Max Nieuwdorp for *Effect van fructose op darmbacteriesamenstelling en insulineresistentie bij obese mensen van verschillende etnische afkomst* [Effect of fructose on the composition of gut bacteria and insulin resistance in obese people of different ethnicities] and medical researcher Colin Russell for *De evolutie in ons* [The evolution in us].

The Dutch Research Council awarded Veni grants to 25 UvA and AMC-UvA researchers in 2020, as well as Vidi grants to 10 researchers. Veni grants of up to €250,000 are awarded to recent doctoral graduates, who can use the money to develop their own research ideas over a three-year period. Vidi grants are worth up to €800,000, which recipients may use to set up their own research group or develop a new line of research.

The KNAW appointed UvA mathematician Harry Buhrman as a new member in 2020.

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.

The activities of the IAS in 2020 were significantly affected by the coronavirus pandemic. After all, physically bringing researchers from a wide range of disciplines together (to engage in slow science: reflecting on big questions to produce new ideas and develop integrative research methods) is a key



9 JUNE

Rijk Vegard van Beek is appointed UvA student assessor for a period of one year.

element of the IAS. After the first lockdown, the IAS quickly switched to holding events online; it also created an online meeting place for the IAS community.

Most fellowships were postponed until next year, since the main reason why the majority of the guest researchers (who mainly come from overseas) wanted to work at the IAS was because of its lively intellectual ecosystem. A few fellows did start their fellowship online; they expect to come to Amsterdam in 2021, but for a shorter period.

The year 2020 also produced a number of new initiatives, including the interdisciplinary discussion series 'COVID-19: Time to reflect' and the lecture series 'Science beyond the horizon', which provided a platform for prominent scientists to present innovative ideas. Lastly, the IAS successfully worked on further upscaling of activities in the areas of complexity and policy in 2020.

Academic integrity

The UvA attaches great importance to academic integrity in research. In 2017, the academic integrity working group released a comprehensive report, and it has since been working on the implementation and monitoring of that report. A component of this work is that the faculties each have their own faculty guidelines, which expand on the general guidelines for academic integrity and provide details relevant to the specific subject area.

In late 2020, in collaboration with the VSNU, the UvA organised an online symposium on 'Plagiarism in education and research', which was held in January 2021. The papers from the symposium will be published in 2021.

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 has 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 2020, the Executive Board reached a final decision in four cases. In two cases, the complaints were declared to be unfounded, while in the other two cases, the complaints were declared inadmissible.

If staff, students and other interested parties have questions or suspicions about a breach of academic integrity, they can contact one of the five confidential advisers for academic integrity (see also their annual report on page 61).



10 JUNE

The University of Amsterdam is ranked 61st in the QS World University Rankings 2020 – 2021, three places higher than in 2019.

2020 Annual Report of the Confidential Advisers for Academic Integrity

I. Foreword

The UvA 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 it added a sixth in 2019. The confidential advisers are:

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

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 of the procedure for submitting a complaint to the Academic Integrity Committee.

II. Cases handled

The confidential advisers handled 24 cases in 2020. These cases concerned allegations of:

- i. alleged appropriation of intellectual property (3);
- ii. a report of alleged data fraud;
- iii. an incorrect citation in a PhD thesis;
- iv. alleged plagiarism by UvA staff (2);
- v. a question about intellectual property (2);
- vi. a suspected breach of the Social Support Act (Wet Maatschappelijke ondersteuning, WMO) (2);
- vii. an opinion on a Medical Ethics Review Committee (METC) application and evaluation of a verbal explanation;
- viii. suspected falsification;
- ix. alleged plagiarism of ideas and failure to reference work;
- x. lack of independence in an academic assessment committee considering a grant application for contract research funding;
- xi. an admission of falsification;
- xii. an intention 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.

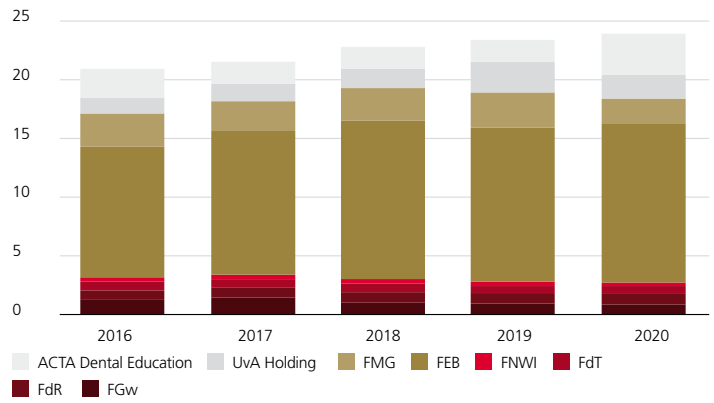
They issued opinions in relation to 20 cases and attempted to mediate in 4 cases.



Valorisation indicators – People

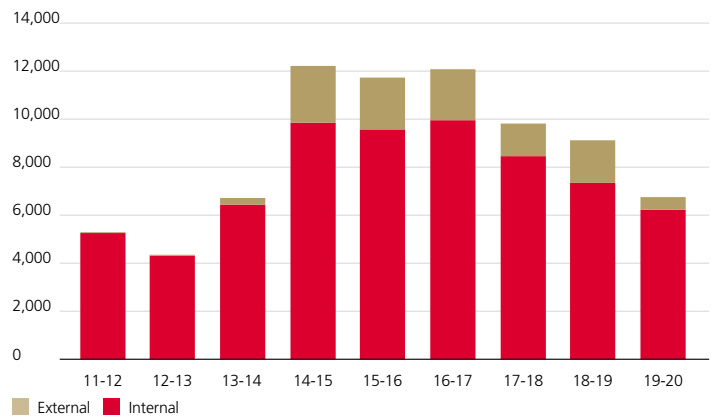
Contract teaching at the UvA (x €1 million)

This 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. The revenues generated by the Sports Centre are not included in the graph.



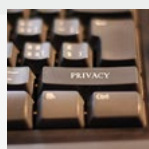
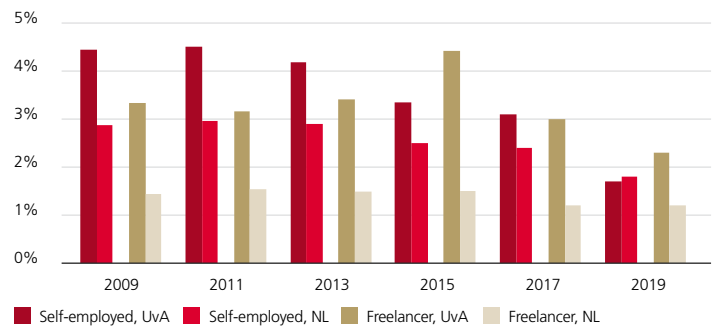
Credits obtained for entrepreneurship-related subjects

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 2019 – 2020, these related to courses completed by 488 students.



WO Monitor: students starting their own business

The graph shows the percentage of Master's students who 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.



25 JUNE

According to the Institute for Information Law, the GDPR legislation does not constitute a barrier to accessing data from online platforms for the purposes of academic research. This refutes a claim made by Facebook.

5. Innovation and impact

Valorisation policy

In the new 2021 – 2026 Strategic Plan, a dramatic increase in valorisation is an important objective for the UvA. The UvA's ambition in this regard is to continue its collaboration with the other Amsterdam-based knowledge institutions that are members of IXA (VU Amsterdam, AUMC and AUAS). IXA stands for Innovation Exchange Amsterdam, a group in which the Technology Transfer Offices in Amsterdam joined forces. Through IXA, topical webinars and information material about valorisation have been developed for researchers, while the organisation of what are mostly online meetings and events has opened the door to the outside world. The goal is to increase the impact of scientific research on society and on research practice.

The UvA team within IXA provides researchers with expertise and support from grant advisers, business developers and legal experts. In 2020, access for UvA researchers to the UvA Valorisation Fund was improved. This fund allows new ideas with a high valorisation potential to be developed further, such as a new online platform for civic participation, the application of artificial intelligence to cancer diagnosis and the development of a treatment for critically ill patients with the coronavirus.

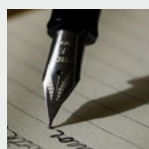
IXAnext: Talent for Innovation

The IXAnext programme, which was launched in 2017, has enabled the Physics2Market Grant, among other things. This grant promotes genuine collaboration between researchers and SMEs. In 2020, a record number of applications was submitted and approved. One of the projects awarded a grant related to research by the Institute of Physics (Faculty of Science/IoP) into the role of aerosols in spreading the coronavirus. This research has attracted a lot of attention in the national media.

In the city, an active network of incubator hubs – Amsterdam Venture Studios and the Demonstrator Lab – has been set up with assistance from the IXAnext programme. These hubs, with which the Humanities Venture Lab Amsterdam and the Law Hub are also involved, provide researchers and students with a physical location to develop innovative ideas. The IXAnext programme will run until the end of 2021 and has proven its ability to give a significant boost to academic entrepreneurship, innovation and valorisation in the Amsterdam region.

Valorisation Fund

With assistance from the Valorisation Fund, which has been part of IXA since 2017, researchers can develop innovative ideas into spin-offs. Recent spin-offs include Macrobian Biotech, a spin-off from the Swammerdam Institute for Life Sciences that is gathering new insights into Parkinson's disease, and SusPhos, a spin-off from Van 't Hoff Institute for Molecular Sciences that has developed a solution for waste containing 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.



1 JULY

Bachelor's student Niek de Brabander wins the fifth Max van Bremen thesis prize for his Bachelor's thesis 'The sublime in data aesthetics' about the work of Ryoji Ikeda.

Valorisation indicators

Valorisation indicators – Results

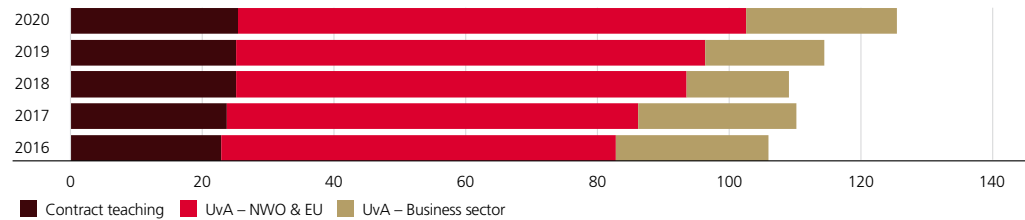
IXA SUPPORTED VALUE CREATION FROM UVA RESEARCH 2019

150	Screening of new ideas
32	ERC grant applications
7	Invention disclosures
3	IP license contracts
8	Patent application
13	Physics2Market Grants
1	Academic Proof of Concept Fund Amsterdam (APCA)
5	New ventures established
13	Proof-of-concept funding
€1,006,183	Total amount of proof-of-concept funding
10	Breakfast workshops

Valorisation indicators – Collaboration

Development of external income, x €1 million, UvA group excl. FdG

The graph shows external revenues from teaching and research, excluding the Faculty of Medicine but including group companies (UvA Holding, ACTA Holding, SEO).



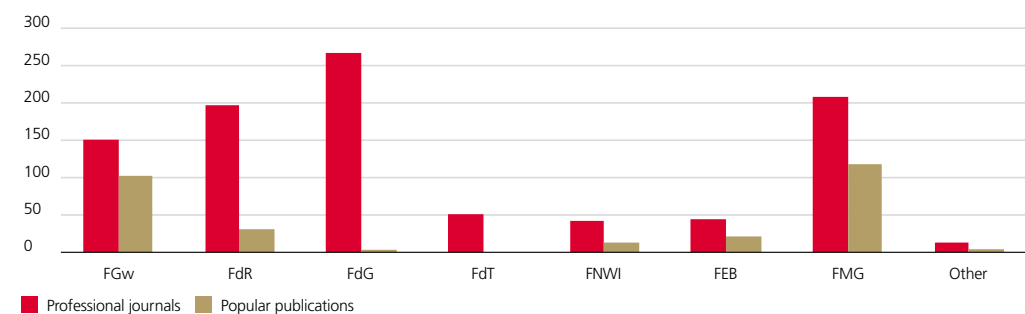
Scientific collaborations

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	2016	2017	2018	2019	2020
% co-publications with other institutions	83.7%	85.1%	86.2%	86.9%	87.7%
of which international	53.9%	53.5%	57.7%	59.8%	61.5%
of which business sector	5.8%	5.6%	6.3%	6.3%	6.4%

Publications for a wider audience, 2020

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.



Growth Fund

Quantum technology is widely seen as one of the most important breakthrough technologies of the twenty-first century. The technology has broken through internationally, and the Netherlands has a unique opportunity to translate its superior knowledge into an ongoing source of revenue. In 2020, the leading parties in the ecosystem, including QuSoft (in which the UvA and the CWI collaborate on projects under the quantum theme), QuTech, the Netherlands Organisation for Applied Scientific Research (TNO), QT/e, NanoLabNL, Techleap and NanoNextNL, which are all members of the Quantumdelta NL foundation, submitted an application for project support to the National Growth Fund, with the backing of around 70 businesses and social organisations. For Quantumdelta NL, the goal of the application is to build a new digital high-tech industry contributing between 2 and 3 billion euros to the GDP and creating 30,000 high-value jobs. The programme is based on the National Quantum Technology Agenda from 2019 and is already underway, thanks to a boost of €23.5 million for demonstrators and to encourage more start-ups. The programme will run for seven years (2021 – 2027) and require an investment of €15 million from the Growth Fund as part of an overall public and private investment estimated to be as much as €3.6 billion.

Amsterdam Student Investment Fund

The Amsterdam Student Investment Fund is a partnership between the UvA, VU Amsterdam, AUAS and the UMC to enable young entrepreneurs in Amsterdam to rapidly develop their ideas by providing financial and social investments. The fund invests up to €100,000 in student-run start-ups. In 2020, the fund invested in three start-ups, which have already enjoyed considerable success: Bringly, Lala Land and Bluestick.



2 JULY

Eight UvA researchers with creative research ideas are awarded funding from the National Research Agenda's Idea Generator programme.

6. Sustainability

Vision and policy

The UvA is a link between the present and the future. We train new generations of experts and leaders and aim to be at the forefront of developments in sustainability. To help achieve this ambition in the years ahead, the 'UvA Sustainability White Paper – Five goals for a sustainable UvA' was drafted in 2020. Over the next five years, through the goals and actions set out in the white paper, we will work on sustainability issues in research, education, valorisation and operational management. Sustainability was also covered at length in the strategic plan that was adopted in 2020, including under the research theme of 'sustainable prosperity'.

Sustainability in education, research and valorisation

The 'Sustainability Related Course List' from the UvA Green Office illustrates the breadth of our courses offered in the area of sustainability. This list sets out our degree programmes, minors and subjects related to sustainability, such as the Bachelor's in Future Planet Studies, the minors in Science for Sustainability and Sustainability and Economics and the Master's in International Development Studies.

Our goal is to ensure that sustainability is given the attention it deserves in all degree programmes. To encourage and support lecturers in incorporating sustainability in their subjects, the IIS introduced the UvA Sustainability Grant in 2020. Participating lecturers are given time and support to work on incorporating sustainability into their subjects.

Due to the breadth of its research activities, the UvA is ideally equipped to study sustainability issues. In 2020, the UvA's efforts in this area were strengthened by the appointment of Rick van der Ploeg as University Professor of Environmental Economics. From his 'home base' in the Faculty of Economics and Business, he will play a bridging role and create connections between the various faculties and research groups.

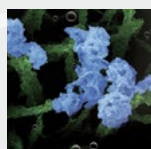
In November 2020, the first pile was driven into the ground for the SustainaLab at the Science Park. The intention is to use this building to create a place for co-creation between education, research and entrepreneurship in the area of sustainability.

Sustainability in operational management

The UvA is aiming to achieve sustainable operational management, using the goals in the white paper as a starting point. Broadly speaking, these goals call for a 25% reduction in our environmental footprint within five years. We no longer focus solely on reducing CO₂ emissions; instead, we use a broader indicator in accordance with the principles of life-cycle assessment. This means that we also take account of impacts such as land use (deforestation), acidification and toxicity.

Property and energy

In the Long-Term Agreement on Energy Efficiency, which the UvA signed with other higher education institutions and the government, the UvA committed to achieving an energy-efficiency improvement of 30% compared with 2005 levels by 2020. The UvA had already achieved this goal by 2019; in 2020, its consumption dropped even further.



2 JULY

Ning Yan and his team at the HIMS discover that easy-to-produce 'natural' cobalt phosphide nanostructures are effective catalysts for water electrolysis.

The coronavirus measures resulted in lower overall energy consumption by the UvA in 2020, in spite of higher consumption for the additional ventilation. In the meantime, we are continuing to implement energy-saving measures. In 2020, an estimated 400,000 m³ of gas was saved through improved use of the electric heat pumps at the Roeterseiland Campus, and 1,100 new solar panels went into operation on the roof of the University Sports Centre (USC). For the Amsterdam Science Park, the UvA awarded an innovative energy performance contract, under which the successful contractor has committed to achieving annual energy savings of more than 17% over the next two years. The UvA has also invested in more efficient ventilation control in fume cupboards.

Our long-term (2040) target is to be 'Paris proof and all electric'. This means that we are aiming to reduce our energy consumption to a maximum of 70 kWh per square metre and reduce our natural gas consumption for heating to zero. To achieve these targets effectively and efficiently, we adopted the 'UvA Energy Transition Road Map' in 2020. This step-by-step plan is based on an inventory of our property portfolio and the implications of various scenarios. Actions to increase sustainability will mainly be taken at opportune moments, such as during renovations or major maintenance.

All current accommodation plans have been converted to align with our 'Paris proof and all electric' ambition. These plans already reflected our ambitious sustainability goal based on the BENG (almost energy-neutral) principle. The 'Paris proof' method focuses on energy use per square metre and is more suitable for our property portfolio.

In 2020, we started drafting a plan to make our campuses more nature inclusive and better adapted to the climate. This plan, which complements the energy-focused Energy Transition Road Map, will be completed in 2021.

The design of the new LAB 42 building at the Amsterdam Science Park is sustainable, circular and energy neutral. The building will feature solar collectors, smart cooling for server rooms and rain water capture for toilet flushing. The frame of the building is a fully demountable steel skeleton, and the floor elements, dividing walls and façade are also demountable.

Natuurmonumenten (Dutch Society for Nature Conservation) and the UvA investigate the effects of chronic drought on nature

The consequences of three dry summers in a row were clear to see this summer: brown grass, trees dying or dropping their leaves far too early, dead heather and herbs with curled leaves. What is the effect of chronic drought on how our nature looks and functions, which species are the 'losers' and which are the 'winners' and could the key to predicting this lie in the soil? The University of Amsterdam and Natuurmonumenten are investigating these questions in a series of drought experiments in the Veluwe region, funded through an ERC grant and under the leadership of Professor Franciska de Vries (Institute for Biodiversity and Ecosystem Dynamics).

Small wooden test set-ups have been constructed in five areas managed by Natuurmonumenten, which will capture 80% of all precipitation over the next four years. Several test set-ups without roofs have also been constructed, to enable a proper comparison. The sample plots are located in the Planken Wambuis nature reserve near Mossel and Dennenkamp and in the southern part of Reijerscamp. The other sample plots are located near the Loenen woods, in grassland in the Hoeve Delle nature reserve and in heathland in the Reeënberg nature reserve. The study will run until the end of 2023.

Reusable modular components are being used wherever possible. Circularity was a guiding principle in the design and implementation process. We hope to use the lessons and experience drawn from this project to formulate UvA-wide principles and requirements for construction and renovation projects.



6 JULY

Amsterdam opens the Civic AI Lab, in collaboration with the VU and the UvA. In the lab, researchers work with artificial intelligence in the fields of education, well-being, the environment, mobility and health.

Circular waste processing strategies: Amsterdam case study for urban waste management

The municipality of Amsterdam has set ambitious circularity targets, such as separating 65% of its waste by 2020 and becoming fully circular by 2050. At the moment, waste flows in the city tend to be linear and not geared towards sustainability, and the percentage of organic waste recycling is very low. Chemists and business analysts at the UvA joined forces to investigate strategies for urban waste management for a sustainable society. These strategies should help the city council achieve its ambitious circularity targets.

The interdisciplinary research team, comprising Professor Gadi Rothenberg (Faculty of Science) and Professor Ans Kolk (Faculty of Economics and Business), Dr Francesca Ciulli (Faculty of Economics and Business) and Master's student Ludovica Viva, discovered in its case study that many waste streams in the city are not sustainable. The focus on incineration as a primary process for waste disposal results in emissions of CO₂, flue gases and ash (solid and airborne), which should all be considered waste products. In addition, organic waste is not separated – it is incinerated along with the rest of the waste. This prevents the biological loop in the city from being closed and is at odds with the circular strategy.

The researchers concluded that designing new strategies for waste management requires technological, social and economic innovation and a proper analysis of old and new revenue models. According to the researchers, the Amsterdam case is a fair illustration of urban waste management throughout the world. It is an extremely complex issue involving a wide range of stakeholders: consumers, retailers, service providers, manufacturers and local authorities.

ICT

In 2020, a study was conducted to determine the environmental footprint of the UvA and AUAS, with a particular focus on the ICT footprint. From this study, we concluded that the environmental impact of ICT largely depends on hardware manufacturing. The environmental impact can be reduced by making more sustainable purchases and by limiting demand for equipment, for example by extending its useful life. A start has already been made in this direction by adjusting the replacement procedure for laptops and desktop computers. Staff are now asked to postpone the replacement of their laptop if it is still working properly.

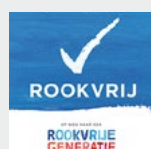
ICT energy use was reduced in 2020 due to investments in a new internal storage platform with more energy-efficient hardware and through migration to the cloud. Cloud migration delivers considerable energy savings, because cloud storage in general is 10 times more energy efficient than storage on local servers. To make the processing of e-waste more sustainable and to contract a new waste processor, the UvA formed a partnership with several businesses in 2020.

Food

In 2020, the UvA launched a programme to encourage a range of food products that align with our understanding of our planet's limits and are produced in a responsible way. Key elements include protein transition, preventing food waste and limiting the environmental impact.

Waste

In 2020, work was done on developing a raw materials vision, with the aim of limiting consumption and achieving the highest possible quality of re-use. This vision covers a range of aspects relating to our raw materials supply chain, such as procurement, user behaviour, waste logistics and the treatment process. In this context, three pilots were set up to test the best method of sorting waste. UvA and AUAS students were involved at all stages of the pilots, conducting research and helping give substance to the raw materials vision.



1 AUGUST

UvA buildings and grounds are now completely smoke-free, as are all Dutch educational institutions.



Liliana

student, Bachelor's of Business Administration

Hobby: Freestyle dancing.

'My hobby freestyle dancing serves a bigger purpose than just having fun, it feels like I can release tension and let go of emotions through it. It made me feel like myself again.'

ST



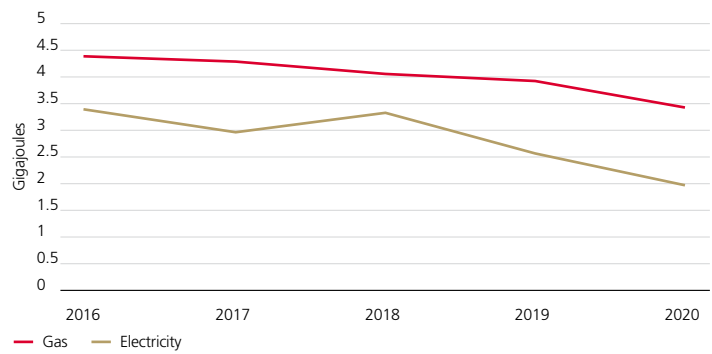
17 AUGUST

Construction begins on LAB 42 at Amsterdam Science Park. It is intended to house computer scientists and collaboration projects in the field of AI.

Data on environmental impact

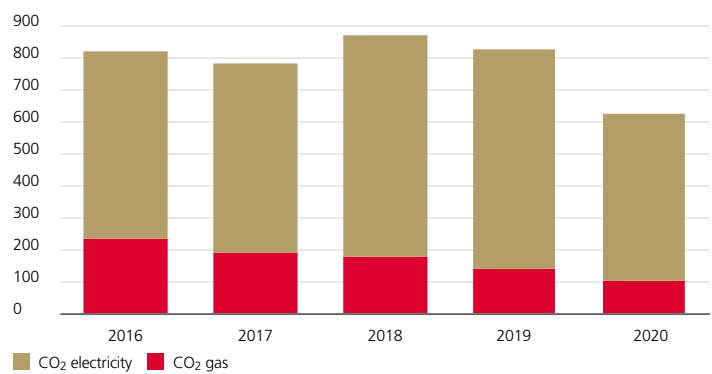
Energy consumption per student in GJ

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.



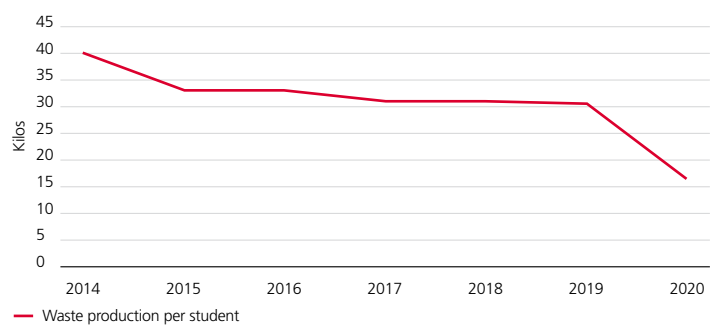
CO₂ equivalent in kg/student

The graph shows the CO₂ equivalents of gas and electricity consumption, not corrected to account for the purchase of green energy.



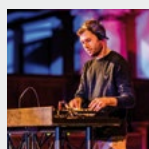
Waste production per student

On balance, waste production has decreased in recent years, although this partly depends on relocation operations, which generally cause a spike in paper and furniture waste.



This table provides an overview of recent developments with regard to our 'Paris proof and all electric' objective.

	2010	2019	2020	2040
Energy consumption (kWh)	271	153	134	70
Gas [m3]	9,400,000	2,548,508	1,985,201	0



24 AUGUST

Introduction Week, when thousands of new UvA students are traditionally welcomed to the campus, has to be moved online because of coronavirus measures.

Purchasing and environmental impact

As an institution, we have a significant environmental impact through the production and transport of goods. In 2020, we evaluated and mapped out this impact. This work revealed that the purchasing procedure for laptops and phones has a high environmental impact. The Purchasing Department will now sit down with experts and look at how the purchasing procedure can be made more sustainable.

Mobility

In 2020, as the result of a student's final research project from 2019, a central drop-off point for the UvA and AUAS was set up for the delivery of business parcels. From here, the parcels are delivered in bundles using electric vehicles. This reduces polluting transport in the city. By implementing this project, the UvA and AUAS have taken the next step towards the sustainable procurement of supplies.

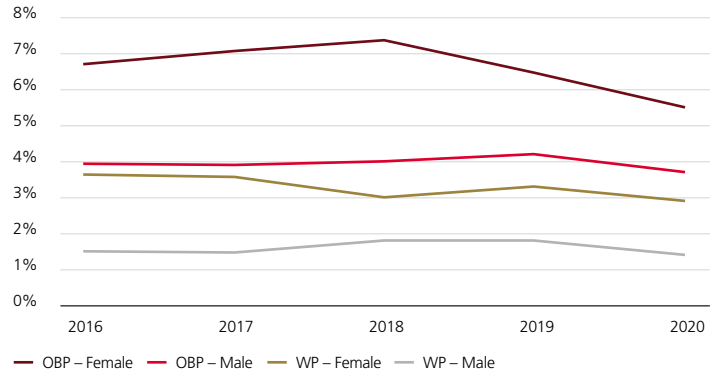
The existing central hub for the delivery of goods, such as servers, laptops and phones, has been expanded. Delivery to the hub means parcels can be bundled together, resulting in fewer delivery vans in the city. This means fewer kilometres travelled in the city, and the last leg, from the hub in Duivendrecht to the campuses, is completed using electric vehicles. This is good for air quality and reduces CO₂ emissions.

The UvA published new guidelines for official travel in 2020. The UvA's ambition is to limit the environmental impact of travel by replacing short flights with train journeys wherever possible and by offsetting emissions from flights.

Key social policy figures

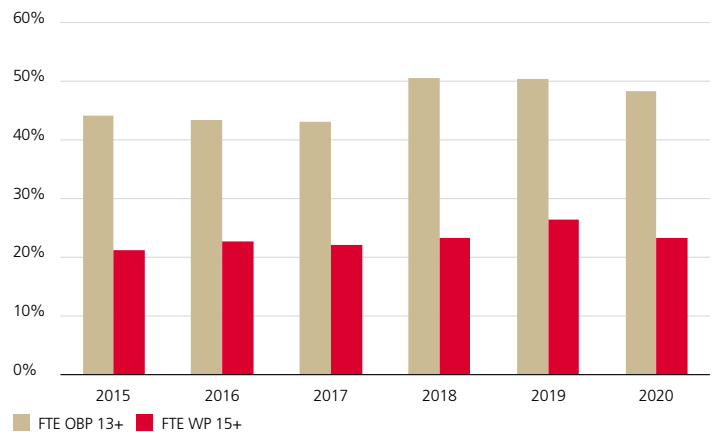
Absences due to illness – Academic staff (WP) and support and management staff (OBP)

Absences due to illness among academic staff totalled 2.1%, with the figure for support and management staff at 4.2%. The graph shows the development in the rate of absences due to illness in recent years.



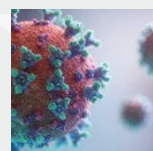
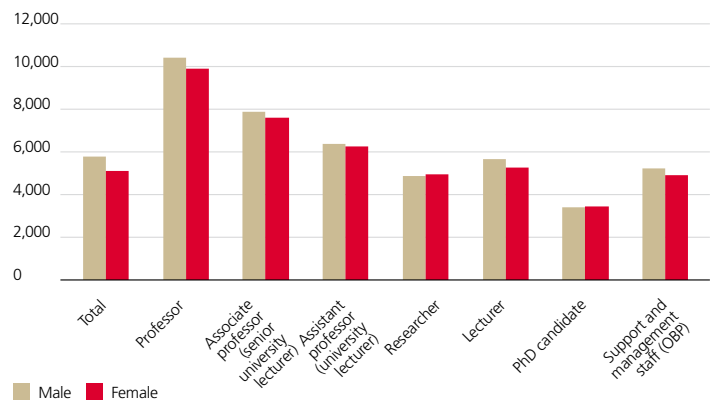
Women high on the salary scale

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 2020. 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% is due to the low percentage of female professors and the high percentage of women in certain lower-ranking positions.



26 AUGUST

The UvA Crisis Monitor shows that staff and student satisfaction with online teaching and research has slightly improved. However, perceived study pressure and workloads increase as the weeks go by.

7. Human resources policy

Social report

In 2020, the UvA had 5,206 employees, an increase of 361 FTEs compared with 2019. The total numbers of both support staff and academic staff increased. The ratio of academic staff to support staff is now 58:42. With the exception of the Faculty of Dentistry, the number of staff members increased in all faculties.

The UvA is a public employer. Since the Public Servants (Standardisation of Legal Status) Act (Wet normaliserende Rechtspositie Ambtenaren) took effect in 2020, UvA employees are subject to ordinary labour law 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 2020, the annual gross salary of the highest-paid employee was 5.11 times the average; the highest-paid executive staff member received 3.20 times the average. There is no variable or performance-based remuneration.

In 2020, €4.03 million was paid out in additional allowances to staff. This constitutes 1.06% of the University's wage bill, including:

- 0.68% for individual allowances on the basis of CAO NU provisions;
- 0.15% for compensation for restrictions on pension accrual for higher incomes;
- 0.13% for expense allowances.

Coronavirus crisis

The coronavirus crisis has had a significant impact on all UvA staff. They made an enormous effort to ensure that all education, research and support tasks could continue, with no reduction in quality. The UvA had to rapidly and creatively switch from in-person teaching to online or hybrid teaching. For some, this resulted in a lot of stress and a high workload. Many staff members found it stressful to work from home while in some cases also caring for and home-schooling children. However, the UvA did learn a great deal about crisis management, flexibility, adaptability and working and learning online and will benefit from these lessons in the future.

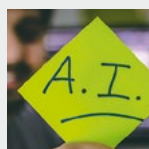
To support staff and supervisors during this crisis, in addition to providing childcare facilities and hiring extra staff, we also:

- sent out targeted communications about the coronavirus measures and the consequences for our work;
- expanded the telephone helpline for staff (run by the Occupational Health and Safety Service);
- gave particular attention to the human dimension when applying the current rules for leave;
- provided equipment and facilities to ensure healthy home workspaces;
- organised online inspiration sessions about remote working for supervisors and staff.

Absences due to illness

In 2020, the rate of absences due to illness (2.9%) and the reporting frequency (0.5) were lower than in the previous year (3.2% and 0.6 respectively). The percentage of staff members who did not report sick at all increased from 70% in 2019 to 76% in 2020.

For academic staff, the rate of absences due to illness fell by 0.4% to 2.1%. For support staff, the rate fell from 5.5% to 4.1%. There was also a drop in long-term absences; staff members reported sick less often and stayed away for shorter periods.



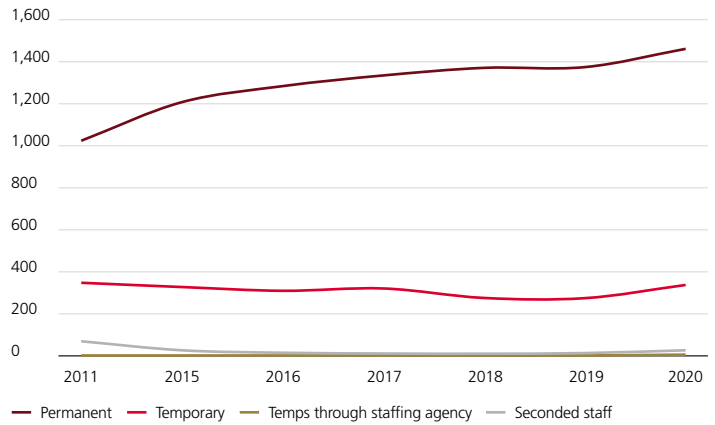
27 AUGUST

In the new DREAMS Lab, the UvA embarks on a collaboration with the VU and Huawei to use AI to improve and internationalise search engines.

Temporary appointments in teaching positions

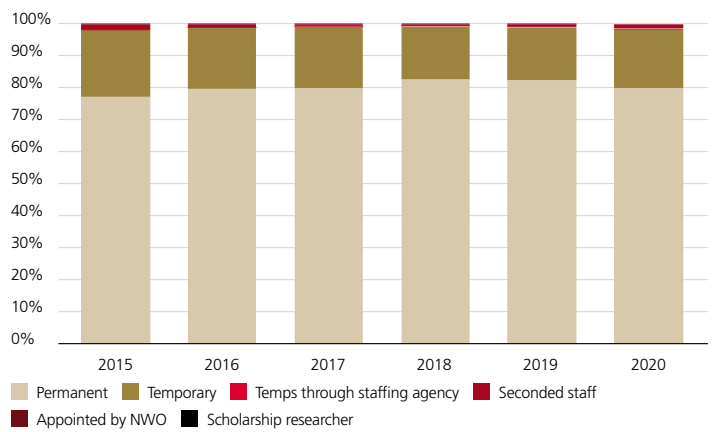
Teaching staff at the UvA by type of employment contract, excluding FdG

The graph shows the number of FTEs in the ranks of professor, lecturer, university lecturer and senior university lecturer for the various contract types.



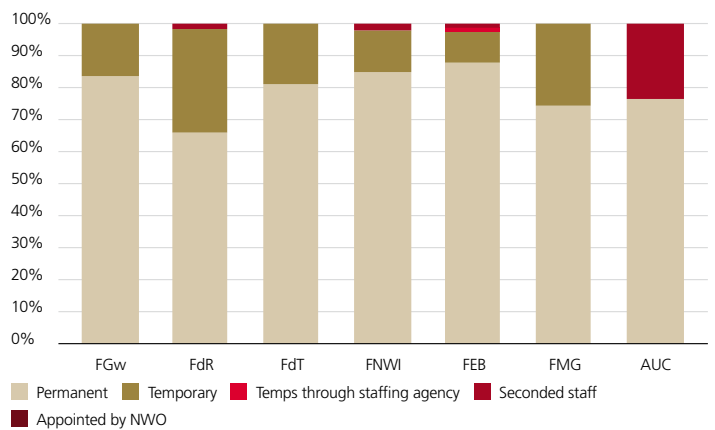
Teaching staff at the UvA by type of employment contract, excluding FdG

The graph shows the distribution of the number of FTEs in the ranks of professor, lecturer, university lecturer and senior university lecturer for the various contract types.



Temporary teaching staff by faculty, excluding FdG

This graph shows the distribution of the number of FTEs in the ranks of professor, lecturer, university lecturer and senior university lecturer for the various contract types, by faculty (reference date: end of 2020).



31 AUGUST

Executive Board President Geert ten Dam ushers in the new academic year with the theme of 'Connection'. Not from the Aula auditorium, but through an online live broadcast from Amsterdam Science Park.

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

The UvA aims to create a total of 228 FTE positions by 2024 for people with disabilities who are distanced from the labour market, in line with the Jobs Agreement and the statutory quota for people with occupational impairments. In 2020, in spite of the coronavirus restrictions, the number of new jobs remained the same. In total, 108 FTE positions (25.5 hours each) were created for people with disabilities who are distanced from the labour market. The majority of these positions were filled by Facility Services (FS), in collaboration with the social employment agency Pantar. To achieve the target by 2024, the UvA intends to expand its collaboration with external contractors, develop new forms of service delivery and execute a more focused search for people in the target group.

The strategic HR agenda

Attracting, retaining and developing talent will continue to be the UvA's top strategic ambition in the years ahead. Over the past few years, the UvA has invested in career development, annual consultations (appraisal interviews), leadership development and strategic personnel planning. This ambition will continue to be developed, with guidance from the new Strategic Plan. The policy will be implemented in phases, to meet the needs and desires of the faculties and service units.

Academic leadership

The UvA uses coaching and unifying leadership to help it achieve its objectives in the areas of education, research and valorisation. As in previous years, the UvA invested in ongoing leadership development in 2020. In spite of the coronavirus situation, the 'Academic Leadership' training programme for supervisors with a practical role was able to be run three times, either online or in a hybrid form. A new programme for supervisors with a strategic role will start in early February 2021. In addition, more than 200 supervisors participated in online inspiration sessions on remote supervision.

Career development policy

In 2020, the *My Professional Development* portal on the UvA staff website continued to be developed. The portal allows 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 2021, work will be done to improve access to the range of centralised and decentralised courses on offer at the UvA. In 2020, in the context of talent development and mobility for support staff, the 'Develop Your Future' programme was rolled out for supervisors and personnel advisers. In addition, the new UvA Opportunity Programme for support staff was run twice.

Recognition and Reward

In response to the position paper *Space for everyone's talent*, the UvA launched the 'UvA Recognition and Reward' project. The goal of this project is to recognise and reward academic performance in the areas of education, valorisation and contributions to the team and the organisation just as much as we recognise and reward performance in the area of research. To achieve this goal and to support the corresponding change in culture, the UvA set up a committee with representatives from all faculties, chaired by Rens Vliegthart.

Labour market communication

To remain a leading, broad-based university, we must attract talented people with a wide range of skills and give them opportunities to develop. Due to rising competition in the labour market, this is becoming increasingly difficult. In 2020, the UvA developed a toolkit for labour market communication to professionalise talent recruitment. In 2021, experiences with using the toolkit will be evaluated.

Strategic personnel planning

To strengthen its capacity to anticipate, the UvA has used strategic personnel planning since 2018: translating research, education and valorisation objectives into desired staffing levels over the medium to long term. In 2020, strategic personnel planning projects were begun at the University Library and the Faculty of Science. These projects include important themes such as diversity, recognition and reward, talent development and workload in relation to the strategic ambitions. In 2021, the focus of the HR policy will be on consolidating and expanding strategic personnel planning across the University.

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 2020, implementation of the UvA's 'new style' of annual consultations was completed in all faculties and service units. In 2021, supervisors and staff will be able to continue to make use of supervision and training, through open registration. Last year, 45.9% of employees had an annual consultation. Due to the coronavirus crisis, this percentage is considerably lower than in the previous year.

Key aims of the UvA's social policy

Workload

Several years ago, the UvA launched the 'Managing your workload' programme. One of its objectives was to identify the key factors behind high workloads experienced by staff. Based on this analysis, it was concluded that the problems are slightly different for each faculty, central service unit or staff services office. For that reason, in 2020, the Executive Board gave all UvA units the opportunity to submit proposals for permanently reducing workloads. This meant interventions could be better tailored to individual groups of staff. Using a number of criteria, a workload committee assessed whether the proposals were eligible for centralised funding. In 2020, a total of 26 projects were launched, receiving funding of up to €100,000 per project from the central funds earmarked for reducing workloads.

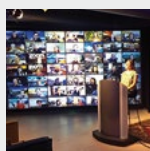
In early 2020, a doctoral research project was started that should contribute to effective interventions aimed at reducing the workloads of PhD candidates. The details of these interventions will be worked out in 2021.

A range of training courses and coaching programmes to help staff deal with high workloads and stress were also run last year, funded out of the central budget. The training courses that were evaluated as being worthwhile will be offered again next year.

Social safety

The UvA is committed to providing a positive environment for work and study, in which we treat each other with respect and everyone can develop their talents to the full. We want to offer everyone the assurance of a safe foundation for their work or studies and, if necessary, for engaging in difficult or critical conversations. Social safety is a broad concept, ranging from a culture of integrity in which people can hold others to account, to transparent, accessible complaints procedures and the setting of clear boundaries regarding behaviour. Inappropriate behaviour is never acceptable.

In recent months the UvA has been experiencing the impact of a more global, ongoing movement towards emancipation, which focuses on diversity, equality and inclusion. As a result of this movement, unsafe and inappropriate behaviour is reported more often and at an earlier stage. Recent experience in particular tells us that improvements are needed in this regard. We therefore asked a number of experts, both internal and external, to review the operation of the UvA's existing social safety system. In September 2019, a task force was set up to drive and inspire improvements in policy,



2 SEPTEMBER

Lecturers from the Faculty of Economics and Business enhance their teaching during the pandemic with a mentor system and the Hybrid Learning Theatre, a theatrical studio setting.

culture and communication and to develop an integrated approach to the issue of social safety for staff and students. The Social Safety Taskforce presented its final report to the academic community in February 2021. In response to cases within the Faculty of Humanities, the Executive Board asked an external commission to investigate the operation of the system of reports and complaints relating to social safety at the UvA. This commission released an advisory report in November 2020. The UvA has also appointed a temporary social safety manager to coordinate the various initiatives.

The following initiatives were started or further developed in 2020:

- The UvA Code of Conduct for staff and students was amended in 2020. The Code of Conduct serves as a guide for appropriate and socially safe behaviour at the UvA.
- Social safety was a focus of centrally run training courses such as the leadership programmes and training courses and workshops organised by the faculties. The goal of these training courses is to create a culture in which inappropriate behaviour can be discussed.
- An interim ombudsperson/coordinator was appointed in October 2019 to lay the groundwork for a permanent ombudsperson role, while also performing all the usual duties of an ombudsperson. The ombudsperson advises on and mediates in issues (including structural issues) reported by students and staff and has the power to carry out an investigation. Due to the coronavirus restrictions, the Executive Board extended the appointment of the interim ombudsperson/coordinator. In 2021, the ombudsperson regulations and profile will be submitted to the central representative advisory bodies, after which the recruitment of a new ombudsperson will begin.
- The UvA has contracted the Centre for Public Sector Labour Relations (CAOP) to set up and operate an independent reporting point for social safety. Current and former UvA staff and students can contact it to report inappropriate behaviour. Reports are handled confidentially, and the person making the report decides what information is or is not passed on to the UvA.
- Staff and students can submit a complaint against an administrative body of the University about the way in which they were treated in relation to a particular case. A complaints committee handles the complaint and attempts to mediate where necessary. The complaints committee comprises external members. Each year, the committee issues a report on the complaints it has received. The complaints procedure has been adjusted to make it better suited for complaints about social safety. In 2021, it will be submitted to the central representative advisory bodies for approval.
- For each faculty and shared service unit, the UvA has appointed at least one confidential adviser for inappropriate behaviour. The confidential advisers issue a joint report about the complaints they have received in the confidential advisers' annual report. The confidential adviser regulations have been amended and will be submitted to the central representative advisory bodies for approval in 2021.
- Work is ongoing to improve the information provided on the website and in newsletters. In 2020, support guides were produced to give staff and students a clear picture of all available services relating to social safety.

In strengthening social safety, the UvA focuses on three interconnected pillars:

1. *Providing information and raising awareness*

Preventing or reducing inappropriate behaviour. This requires a culture in which staff and students can openly discuss the standards and behaviours that are needed to create a safe learning and working environment. In other words, they can recognise, report and encourage the discussion of inappropriate behaviour.

2. *Help and support*

The focus of this pillar is on providing help and support to staff and students who are dealing with inappropriate behaviour. This involves providing information and making it easier to contact the confidential advisers, the ombudsperson, the staff welfare service, study advisers, student counsellors, student psychologists and student doctors.



2 SEPTEMBER

The University of Amsterdam is ranked 66th in the Times Higher Education World University Rankings 2020 – 2021, 4 places lower than last year.

3. Reports and complaints

The system of reports and complaints allows people to report inappropriate behaviour and unsafe situations, use the complaints procedures with the associated frameworks and take further action, including legal action, where appropriate.

Diversity

In the autumn of 2020, a pilot for a mentoring programme for talented staff was developed and launched with an online kick-off meeting. The aim of the programme is to contribute to an inclusive working environment at the UvA. When selecting participants for the programme, priority was given to staff from groups that are under-represented in senior positions at the UvA. In the end, 40 mentees from among both academic staff and support and management staff were paired up with mentors. In spite of the restrictions resulting from the coronavirus situation, the initial responses from participants have been extremely positive. In June 2021, the pilot will be evaluated and a decision will be made about whether a fully fledged mentoring programme will be launched in the autumn of 2021.

Number of female professors increased

The UvA has committed to increasing the proportion of women in senior academic positions. The percentage of female professors at the end of 2020 was 24.8%. Over the next few years, the UvA will continue its efforts to ensure better representation of female academics, both in the role of professor and in other academic positions. The UvA aims to have women filling 30% of its professor positions by the end of 2025.

Striking the right balance between permanent and temporary staff

In 2020, the percentage of temporary employment contracts for teaching staff job categories (professors, lecturers, university lecturers and senior university lecturers) was 18.8%, well below the 22% cap agreed in the previous CAO. 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).

Local Consultative Body

In 2020, workload was a recurring topic of discussion in the Local Consultative Body (the forum for institutional-level consultation between the employer and the employee organisations that are parties to the CAO NU). The same was true of the coronavirus crisis, which had far-reaching consequences for staff and the progress of their work.

In 2020, the UvA reached agreement with the unions about:

- extending the pilots for informal care and sabbatical rules for lecturers (including temporary lecturers) to 1 January 2022 in the context of the spending of the terms-of-employment funds and the associated long-term employability and terms-of-employment funds agreement 2020 – 2024;
- the 2020 UvA local arbitration regulations policy, to work out the procedural details of the Sectoral Arbitration Regulations for Dutch Universities.



3 SEPTEMBER

The European Research Council awards eight Starting Grants to the UvA: the recipients are Thijs Bol, Janna Cousijn, Efstratios Gavves, Imke Harbers, Kristine Krause, Sanne Kruikemeier, Boris Noordenbos and Damian Trilling.

STARTING GRANTS



Femke
student, Bachelor's in Communication Science

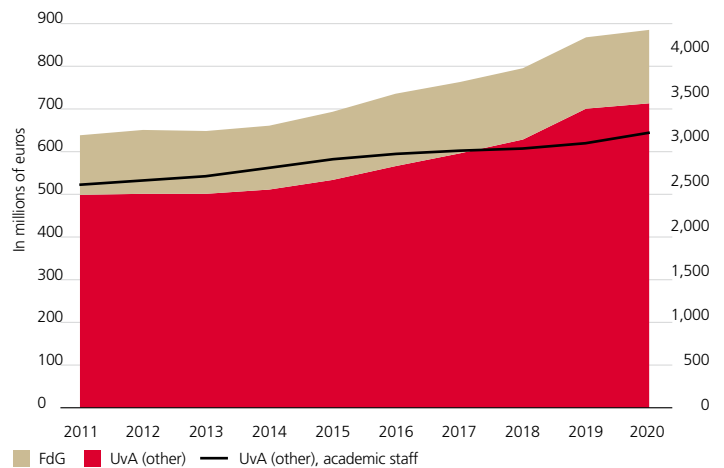
Hobby: Making jewellery
'During this period I've been trying to focus on what I actually have, instead of what I don't have or what isn't there.'

PT'EMBEF

Long-term financial trend outlook

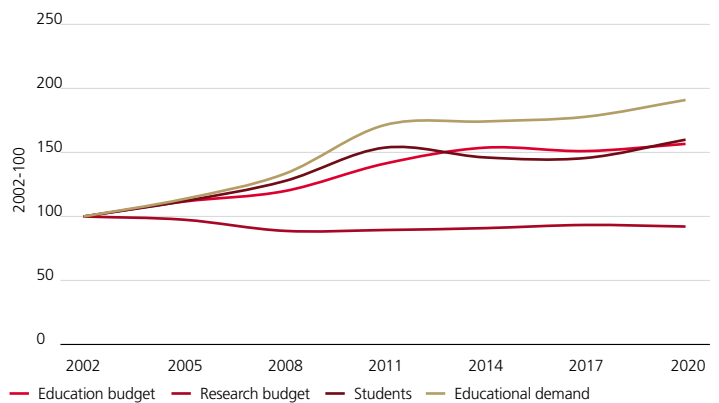
Increase in UvA revenues with and without Medicine

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 Faculty of Medicine as an academic workplace. It also shows the increase in academic staff, not including the Faculty of Medicine. Due to wage cost rises, our staff complement did not keep pace with revenue.



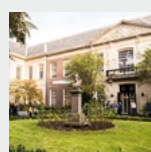
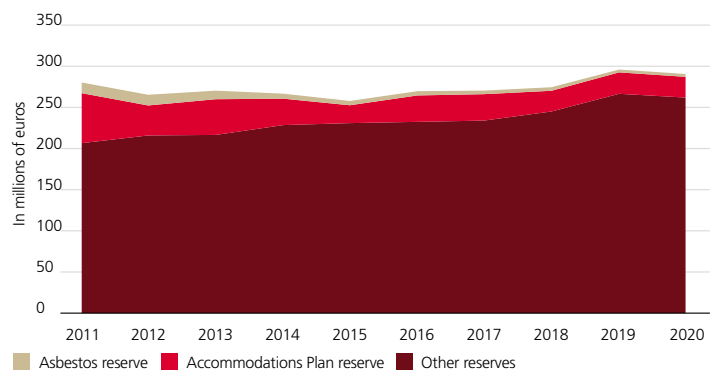
Development of government funding and educational demand since 2002 (corrected for inflation)

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 spending part of the Accommodations Plan reserve.



8 SEPTEMBER

A crowdfunding campaign with the Amsterdam University Fund produces more than €32,000 for students in financial difficulties due to the coronavirus crisis. The money is used to assist 35 students.

8. Financial report

The UvA's financial position

Over the past 15 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 has not been evenly distributed across the faculties. Some 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 with specific changes in funding for education and research within that situation.

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 10 years ago, a development that is partly attributable to government 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 they 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 2017 coalition agreement stated that the funding system for higher education would be reviewed. As a follow-up to the advisory report issued in the spring of 2019 by the Van Rijn Committee, the Ministry of Education, Culture and Science commissioned an assessment of the adequacy of the macro framework. In their report, 'Adequacy, efficiency and cost allocation in secondary vocational and higher education and research' (*Toereikendheid, doelmatigheid en kostentoerekening in het mbo, hbo en wo&o*), the investigators concluded that the current macro budget for academic university teaching and research is inadequate. According to the investigators, an additional €400 million per annum is needed to ensure the research budgets are sufficient to support all the research projects currently being conducted. This coincides with calls by the Knowledge Coalition to increase investment in all higher education research. Research universities need an injection of €300 million plus an extra €200 million annually to restore facilities investments to an appropriate level. Moreover, the government's ambitions with regard to educational quality and access are incompatible with the size of the macro budget.

The investigation report has been presented to the Lower House of Parliament, but given the elections in March 2021, it is not known what exactly the new government will do with the report's recommendations and outcomes. However, the UvA assumes that the annual amount of government funding for research will be higher in the years ahead.



15 SEPTEMBER

After four years of renovations and redevelopment, the fully refurbished Allard Pierson Museum reopens.

2020 financial result

2020 Consolidated statement of income and expenses

BUDGETED				BUDGETED			
INCOME	2020	2020	2019	EXPENSES	2020	2020	2019
Government grants	497.7	489.4	470.3	Staffing costs	591.4	493.1	546.3
Other government grants				Depreciation	44.4	43	45.3
Tuition fees and similar	94.5	91.1	83.5	Accommodation expenses	57.9	49.6	47.6
Income from work performed for third parties	241.6	111.5 ¹	251.3	Other expenses	154.7	123.3	165.6
Other income	18.9	26.2	28.8				
Total income	852.2	718.3	833.9	Total expenses	843.4	709.1	804.8
				Financial income and expenses	8.4	7.5	7.6
				Share in results of associates	0.4	(-1.7)	0.9
				Minority interest	(-0.5)		(-0.2)
				Total expenses	(-4.2)	0.0	22.2

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	ACTUAL 2020	BUDGETED FOR 2020	DIFFERENCE
Faculties and institutes	20.1	12.2	7.9
Service units	-12.6	-2.7	-9.9
Executive staff and policy	0.0	-1.0	1.0
Central	-5.7	-5.5	-0.2
Total Teaching and Research	1.8	2.9	-1.1
Real estate and treasury administration	-5.7	-3.0	-2.7
<i>Non-consolidated result</i>	-3.9	(0.0)	-3.9
Result from other consolidated affiliates	-0.3	0	-0.3
<i>Consolidated result</i>	-4.2	(0.0)	-4.2



18 SEPTEMBER

Professor of Psychiatry Damiaan Denys wins an Ig Nobel Prize for his research into misophonia.

SET

2020 financial result

The group result achieved for the 2020 financial year was a negative result of €4.2 million. The expectation in the 2020 budget was that the University would break even, but due to the coronavirus pandemic, this did not happen. On the one hand, additional expenditure was required to ensure the University's core functions were able to continue and to provide support remotely. On the other hand, the restrictive measures resulted in underspending of budgets across the board. The direct financial consequences of the coronavirus measures are clear from the table showing the incidental income and expenses. But the result from normal operations, the normalised operating result (€15.1 million in 2020), was also affected by the prolonged restrictive measures.

The Solvency I ratio (equity as a percentage of the balance sheet total) at the group level decreased by 3.4% to 36.0% in 2020. This is partly the consequence of the increase in the balance sheet total due to higher current liabilities. The non-consolidated Solvency I ratio was 35.9% at the end of 2020.

The UvA uses internal alert thresholds to monitor the state of affairs around solvency and enable agreements on the numerical trends. The use of alert thresholds was introduced by the Education Inspectorate. Last year, the set of alert thresholds was expanded to include a threshold for excessive reserves.

Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution may be experiencing a financial or continuity risk or, in the case of excessive reserves, creating unnecessary buffers. Internal thresholds have less to do with the continuity risk (which is already catered for in other ways), and more with the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The internal treasury policy and treasury plan are the frame of reference for these thresholds.

Given its society-oriented character, the UvA applies both upper and lower limits to its internal alert thresholds. This creates a range within which the Solvency II ratio can fluctuate. 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 Education Inspectorate applies a minimum threshold of 30%. The Solvency II ratio decreased from 41.8% to 39.8%, but remains well above the lower limit. The UvA's normative public equity remains well below the new alert threshold.

Internal policy on reserves

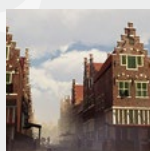
The annual result was subtracted from the general and special-purpose reserves within the equity. At the end of 2020, €173.3 million of the equity was earmarked for faculty reserves (€134.4 million for general reserves and €38.9 million for special-purpose reserves). The general faculty reserves are well above the standard of 10% of revenue established in the internal Financial Management Regulations. 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. This freed up funds for significant and necessary future investments. The special-purpose reserves have been earmarked at the faculty level; over the next few years, they will be 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 2020.

Balance sheet and reserves 2020

Consolidated balance sheet as at 31 December 2020

ASSETS	31/12/2020	31/12/2019	LIABILITIES	31/12/2020	31/12/2019
Fixed assets					
Intangible fixed assets	2.5	3.6	Equity	303.6	304.8
Tangible fixed assets	512.6	490.3	Provisions	33.2	35.1
Financial fixed assets	9.1	10.7	Non-current liabilities	197.1	205.5
	524.2	504.6	Current liabilities	308.5	270.0
				842.4	815.4
Current assets					
Stocks	1.5	1.7			
Receivables	68.4	68.6			
Marketable securities	0	0			
Cash and cash equivalents	248.3	240.5			
	318.2	310.8			
Total assets	842.4	815.4	Total liabilities	842.4	815.4

NORMALISED RESULT	2020	2019
Result according to the consolidated Annual Statement of Accounts	-4.2	22.2
Costs due to delays in research projects	5.2	0
Contract research	0.6	0
Hiring of extra staff and online teaching	3.6	0
Contract teaching	0.4	0
Public services	0.7	0
Vacancy costs	3.6	0
Leave status	4	0
Share in results of associates	1.0	0
Campus adjustments and organisation costs	6.2	0
Real windfalls	-12.7	0
Tuition fees	-0.6	0
<i>financial impact of the coronavirus subtotal</i>	<i>12.0</i>	<i>0</i>
Unspent sector plan funds	-3.5	-3.5
Emergency quay wall repair costs	1.2	0
Updating of work in progress on accommodation projects	2.0	0
Winding-up of SEO scheme	1.5	-2.6
Movement in staff provisions	7.1	7.9
Expenditures for asbestos removal	0.4	0.6
Movement in provisions for settlement of old contracts	-1.4	-0.7
Ministry of Education, Culture and Science assignment of targets for orphaned collections	0.0	-0.5
Movement in terms-of-employment funds	0	-1.0
Revaluation of Central Energy Facility	0.0	0.2
<i>'Other' subtotal</i>	<i>7.3</i>	<i>0.4</i>
Normalised result	15.1	22.6



1 OCTOBER

The exhibition 'Waterlooplein: The neighbourhood inside out' opens at the Jewish Historical Museum. UvA archaeologists created 3D reconstructions of how the area used to look.

Breakdown of the result

Faculties and institutes

With the exception of the Faculty of Dentistry and the Faculty of Economics and Business, the faculties achieved a higher-than-budgeted financial result in 2020, due to:

- lower travel and accommodation costs and lower expenditure on conferences and events;
- lower staffing costs, because it is taking longer to fill vacancies;
- underspending of sector plan funds; and
- the release of the reorganisation provision for the Amsterdam Law School due to the re-employment of staff.

The additional costs for the UvA to enable normal work to continue during the coronavirus pandemic amounted to €13.2 million. Of that sum, €3.6 million related to investments in facilities for fully online teaching and to enable all staff to work from home. The costs for research projects that were delayed due to the pandemic in 2020 amounted to €5.2 million. Some commissioners of research (NWO and the EU) have agreed to bear part of these costs. The number of days of unused annual leave in 2020 was considerably higher than usual. This resulted in an additional €4.0 million in liabilities. The significantly lower rate of absences due to illness, 1.4%, can be considered an intangible benefit.

The Faculty of Dentistry posted a negative result of €0.8 million due to higher salary costs, the need to hire more staff and less income from patient care. The Faculty of Economics and Business recorded a positive result of €5.4 million, which was €0.7 million less than budgeted due to higher staff expenses.

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.

Shared service units

The overall result for the service units was negative, almost €10 million lower than budgeted. The additional costs caused by continuing with education and research in spite of the coronavirus measures were included in the operation of the service units. In addition, Student Services had to pay vacancy costs, because student accommodation was left empty for longer than planned, due to the prolonged coronavirus measures. The expected vacancy costs for the 2020 – 2021 academic year were included in the 2020 figures (€3.6 million in total).

Executive Board, executive staff and central policy budgets

The financial result for the Executive Board and executive staff was €1.0 million better than budgeted, due to underspending of the budgets for reducing workload and the central budgets for the quality agreement funds.

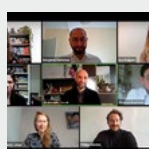
Group result

The group result was in line with the budget.

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 2020 was a net €0.3 million lower 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 result recorded by the treasury administration was more than €2.5 million lower than budgeted. This was mainly due to a lower share in the results of associates, partly due to the coronavirus crisis.



6 OCTOBER

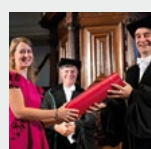
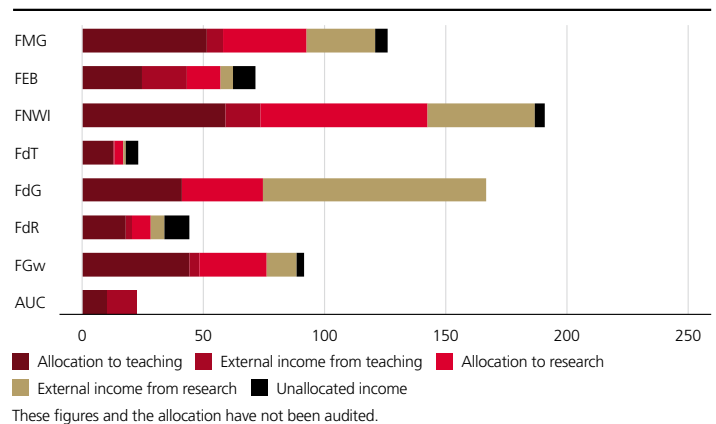
Artificial Intelligence alumnus Cindy
Löwe wins the 2020 UvA Thesis Prize.

PUBLIC SPECIAL-PURPOSE RESERVES (AMOUNTS X €1 MILLION)	YE 2020	YE 2019	2020 MOVEMENT
Faculties			
Faculty of Humanities	6.8	5.2	1.5
Amsterdam Law School	2.8	1.6	1.2
Faculty of Science	9.4	10.1	-0.6
Faculty of Economics and Business	1.1	1.9	-0.8
Faculty of Social and Behavioural Sciences	18.5	15.2	3.3
Faculty of Dentistry	0.1	-	0.1
Amsterdam University College	0.2	0.2	-0.1
<i>Faculties subtotal</i>	<i>38.9</i>	<i>34.3</i>	<i>4.7</i>
<i>of which quality agreements reserve</i>	<i>3.0</i>	<i>3.0</i>	
Service units and other organisational units			
Accommodations Plan reserve	25.4	25.3	0.1
Asbestos reserve	3.2	3.6	-0.4
Reducing workloads	2.4	2.4	-
Central reserve for Student Loan System Funds Act	0.1	0.1	-
Central quality agreements reserve	0.7	0.4	0.3
Educational innovation-HiC	3.0	3.0	-
Service units	4.4	3.1	1.3
Other	0.1	0.2	-0.1
<i>Total service units and other organisational units</i>	<i>39.0</i>	<i>38.1</i>	<i>0.9</i>
Total public special-purpose reserves	77.9	72.3	5.6
TOTAALOVERZICHT RESERVES FACULTEITEN M€			
Totaal bestemde reserves	38.9	34.3	4.6
Totaal overige reserves	134.4	115.6	18.8
Totaal reserves	173.3	149.9	23.4

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).



10 OCTOBER

In a series of small ceremonies on five consecutive Saturdays, around a hundred online PhD graduates receive their degree certificates.

Internal control

The faculties, 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 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 2020.

- *Investing public funds in private activities*

In 2020, 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.

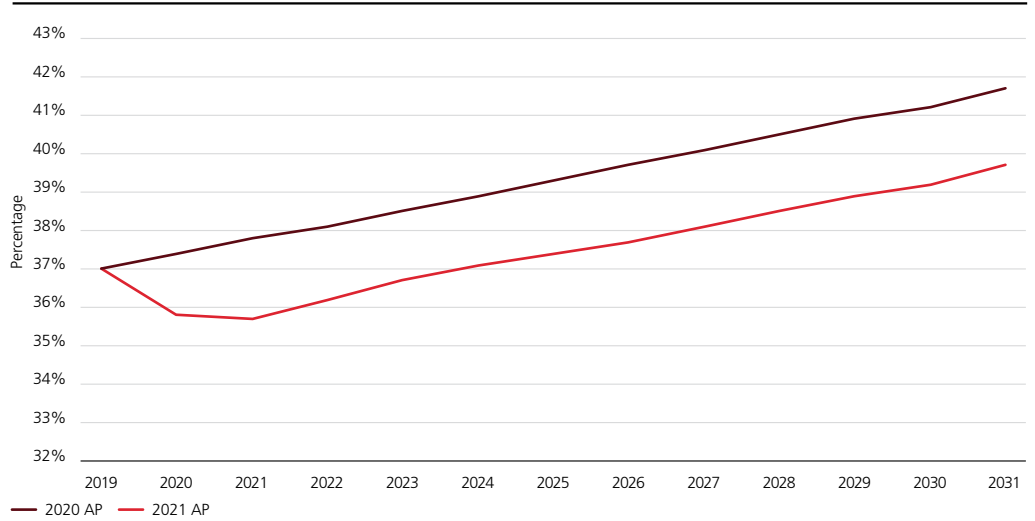


19 OCTOBER

Professor of Law & Finance René Smits is elected UvA Lecturer of the Year 2020.

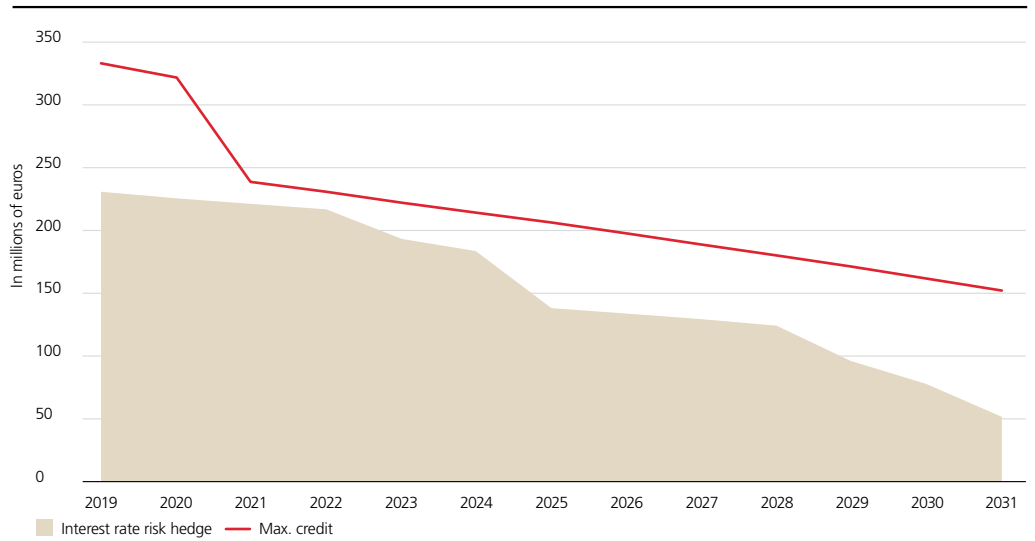
Financial policy

Forecast solvency in successive budget years



This graph shows the development of the Solvency I ratio. The equity is expressed as a percentage of the balance sheet total.

Forecast bank loans in successive budget years



1 NOVEMBER

The UvA launches the online Open House, which is open every day to provide future students with innovative help on their study choices.



9. Accommodations Plan

In 2020, activities under the Accommodations Plan were focused on projects in the University Quarter, the Roeterseiland Campus and the Amsterdam Science Park.

Amsterdam Science Park

LAB 42

Construction of LAB 42 started in mid-2020. It should be ready for occupation by mid-2022. The building will house teaching, research and valorisation facilities for Informatics. The aim is that, through co-creation with the business community and other partners, UvA researchers will find answers to the informatics and AI questions of tomorrow. Collaboration with SMEs will be encouraged through a subsidy from the municipality of Amsterdam. LAB 42 will house the Informatics Institute (IvI) and the Institute for Logic, Language and Computation (ILLC), both part of the Faculty of Science. The design of LAB42 is sustainable, circular and energy neutral.

SustainaLab

In 2020, the UvA continued to work with the Science & Business Foundation and the Matrix Innovation Centre on the plans for the SustainaLab. The UvA intends to use this new facility to work on sustainability issues with a diverse range of partners, in line with the ambitions in the new Strategic Plan. The Matrix Innovation Centre started construction of the building in November 2020. The UvA will be one of the tenants.

Development of the Amsterdam Science Park

In 2020, the revised financial section of the proposal for the development of the Amsterdam Science Park area was approved. The revision included a more realistic estimate of revenue and expenditure, a lower risk profile and the financial impact of the Development Vision adopted in 2019 in conjunction with the municipality of Amsterdam. The financial section will form the framework for the development of the eastern side of the Amsterdam Science Park, through a partnership between the UvA and the municipality of Amsterdam (Partnership Agreement, 2006). The agreements in the Development Vision and the financial section will be incorporated in a new partnership agreement.

Roeterseiland Campus (REC)

The construction of a new lecture room in REC V was initially put on hold because the construction costs were too high. In early 2020 – before the coronavirus crisis – the green light was given, and shortly thereafter we had a final design on the table. However, due to the coronavirus crisis and the growth of online teaching, the construction project was abandoned in late 2020. It is uncertain how the demand for large teaching spaces will develop over the long term. The selected location will remain earmarked for new construction until the investigation into future space requirements on the campus is complete.

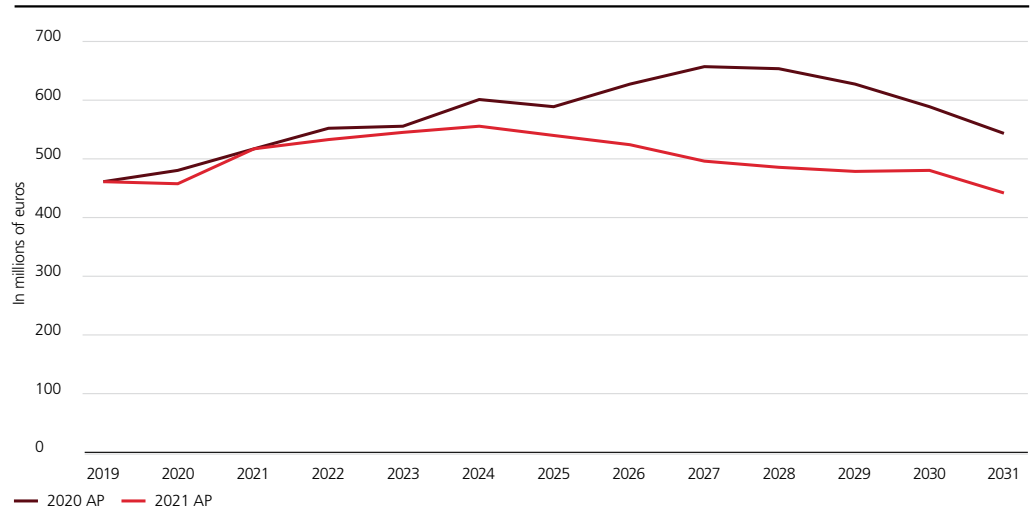
REC P

Building P on the Roeterseiland Campus (REC P) will be renovated to make it suitable to house the executive programmes, contract teaching by the Faculties of Economics and Business and Social and Behavioural Sciences and the School of Law, the interfaculty Bachelor's programme in Politics, Psychology, Law and Economics (PPLE) and UvA-wide teaching activities in the context of the UvA

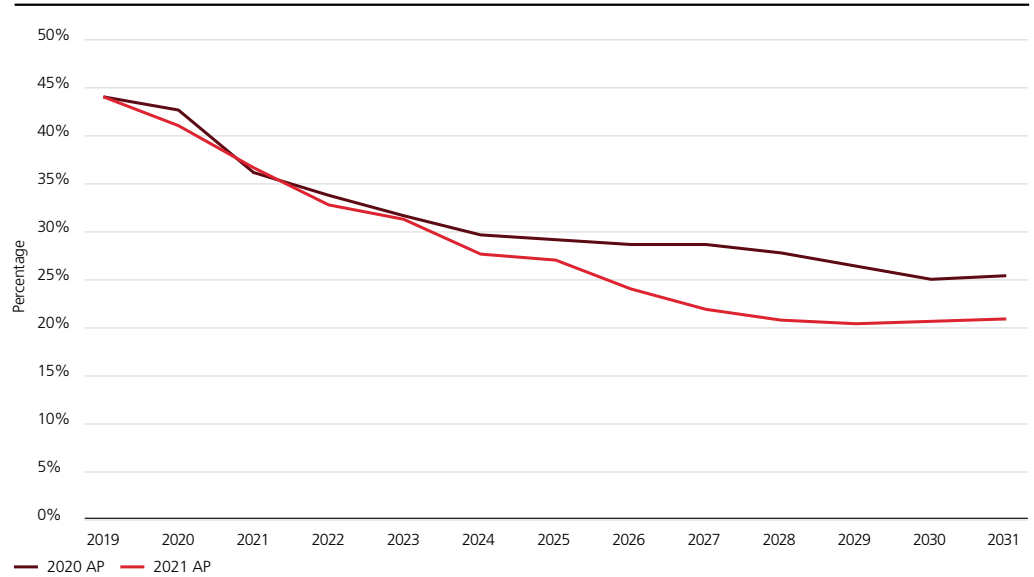


Investment policy

Forecast tangible fixed assets in buildings



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



Investeringsbeleid

De bovenste grafiek toont de verwachte ontwikkeling van de boekwaarde van de gebouwen op basis van het lopende investeringsprogramma. In lijn met het rapport van de Commissie Koopmans wordt de boekwaarde voor gemiddeld meer dan de helft met eigen vermogen gefinancierd.



5 NOVEMBER

The Dutch Research Council awards 10 Vidi grants and 25 Veni grants to researchers from the UvA and Amsterdam UMC.

Academy for lifelong learning. The schedule of requirements was finalised in 2020. Completion of the building is scheduled for the spring of 2023. It will be a flexible and sustainable almost-energy-neutral (BENG) building. Materials from the existing building will be re-used in the renovation or donated for use by third parties.

Flexibility in the portfolio

The changing space requirements at the Roeterseiland Campus demand greater flexibility in the property portfolio. An upgrade of the REC J/K building could contribute to this goal. In its current state, the building cannot be fully utilised, because it does not meet the technical permit requirements. In 2020, work was done to identify the alterations that would be required and/or desirable to enable it to be used for the next 15 years. Implementation of these alterations will begin in the third quarter of 2021.

Façade procedure

Legal proceedings have been filed against the contractor who installed the façade of buildings REC B, C and D. We are seeking an order that the construction be modified in such a way that leaks can no longer occur.

University Quarter

Strategic Master Plan

The UvA and the municipality of Amsterdam shaped the Strategic Master Plan through an intensive participation process with local residents and business owners. The plan will be presented to the Amsterdam City Council and the UvA in the spring of 2021. The SMP will provide a solid basis on which to develop a centuries-old, fragile part of Amsterdam, transforming it into a unique urban area. The plan provides a framework for the development of the individual buildings and outdoor spaces in the University Quarter.

University Library

In spite of the coronavirus crisis, significant progress was made on the construction of the University Library in 2020. The new library is scheduled to open in 2023. The complex renovation of the Tweede Chirurgische Kliniek and Zusterhuis buildings, combined with the new-build work and the construction of a basement and an atrium, is an engineering tour de force.

A number of major setbacks have driven up the costs of construction. Once stripped, the buildings proved to be in much poorer structural condition than expected. The work on the new foundations and the underground bicycle shelter will be completed in the autumn of 2021. A combination of contractors has been selected for the finishing phase of the University Library, including restoration of the façade and construction of the atrium. It should be ready for occupation by mid-2023.

Oudemanshuispoort (OMHP) and building BG5

A preliminary design has been drawn up for the renovation of the OMHP. In the first quarter of 2021, a decision will be made on the development of further plans for this project. The draft design for BG5 was a frequent topic of discussion with the municipality of Amsterdam and other parties. It became clear that the city council would allow a new-built pavilion and a new atrium roof subject to certain conditions. The preliminary design for BG5 was put on hold in late 2020, after a study revealed that repairs to the foundations of BG5 would be required first.



10 NOVEMBER

Mathematician and physicist Michael Walter and theatre researcher meLê Yamomo receive Early Career Awards from the KNAW.

Accommodations Plan

To date, the renovation of the University Quarter has given rise to more risks than other construction and renovation projections in the property portfolio. In the 2021 Accommodations Plan, these risks were taken into account as far as possible, through the inclusion of additional risk reserves.

However, new wishes have also developed at the other campuses over the past few years. Unfortunately, the options for absorbing the additional investment are limited. To ensure accommodation remains affordable, it would be desirable to make explicit decisions, such as extending the timeframe for achieving plans. Over the next few years, we will work with the units concerned to consider how we can strike a better balance between the accommodation they would ideally like to have and what the University can afford.

Increasing the sustainability of the property portfolio

Listed buildings

Plans for making the listed buildings in the University Quarter more sustainable are gradually taking shape. For listed buildings, a method has been developed to determine the impact of sustainable measures at an early stage of the renovation design. This will enable the right decisions to be made based on investment, comfort and operations. The UvA has been in discussions with the municipality of Amsterdam, residents and interested parties, such as Waternet, to shape coherent sustainable plans.

The sources of thermal energy storage (TES) that form part of the construction of the University Library will also be incorporated in a TES area development project. Planning for this project is well underway. The TES sources in the University Quarter are all linked, which means usage can be optimised, and it leaves open the possibility of connecting third parties to the groundwater system.

Student housing

Good housing for talent (students and staff) is a significant prerequisite for the economic development of the Amsterdam metropolitan region. The availability of sufficient affordable housing is also essential for the UvA's competitive position. The annual Student Housing Monitor reveals that the shortage is acute. In late 2020, the UvA launched a programme to permanently increase the supply of student housing in Amsterdam. The UvA has also signed agreements about housing with the municipality of Almere, VU Amsterdam and the Windesheim and Aeres educational institutions. In Almere, there are plans to build a student campus with 1,000 to 1,500 homes, of which half will be reserved for students at Amsterdam educational institutions. In addition to the agreements with Almere, the UvA held exploratory talks about student housing with Zaanstad and Purmerend last year.

Accommodation Projects Improvement Agenda

The directors of Finance, Planning & Control (FP&C), Facility Services and Real Estate Development have drafted an Accommodation Projects Improvement Agenda for the implementation of various lines of action. The agenda has a particular focus on the professionalisation of risk management and cost control: the distribution of responsibilities is made clearer and the roles of owner, manager, developer and user are explained. The agenda also describes how to clearly record and communicate the various project phases and the progress made on them. In drafting the agenda, the directors took account of the recommendations from the 2019 audit of the planning for the Roeterseiland Campus.



11 NOVEMBER

The book 'Golden Women' is published, about women in the seventeenth-century art world. Judith Noorman wrote it with 34 students from her Bachelor's course in Art History.

Financing

The amounts due to credit institutions totalled €213 million at the beginning of 2020 and dropped to €204 million at year-end 2020. 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. 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 again extremely positive in 2020, and the investment cash flow was strong. This was more or less in balance with the operating cash flow, which means the balance of cash and cash equivalents did not change substantially during the year. Apart from a limited number of repayments, there were no financial consequences.

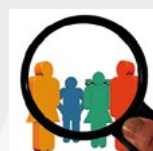
Throughout 2020, the UvA enjoyed a comfortable cash position. Due to the negative interest rates on the money market, the UvA is paying interest on its cash and cash equivalents to the banks where the UvA holds these balances. However, these balances will decrease over the next few years due to planned investments.

In terms of the 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 also explains the commitment to ensuring a reasonable degree of assurance regarding the long-term interest expenses arising from the accommodation plans. 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 2020, 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.

In late 2020, the UvA adjusted its financing portfolio. The objective was to simplify the financing portfolio and make it more transparent. Through this operation, two loans and four interest rate swaps were converted into four new loans with fixed interest rates. In an economic sense, nothing has changed. The UvA will continue to pay the same amount of interest as agreed in the past, and the terms of the loans are likewise unchanged. Furthermore, no additional costs have been incurred; for example, no penalty interest was paid. In the new situation, the UvA only has one remaining interest rate swap. This will expire in 2023, after which the UvA will have no more derivatives.

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 Accommodations Plan to be implemented within existing credit lines. 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. This will ensure that the UvA meets the solvency and liquidity criteria.

The UvA's financing portfolio is in compliance with the Treasury Statute. In November 2016, the Treasury Statute was brought 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 the remaining interest rate swap, under non-current liabilities.



17 NOVEMBER

The UvA launches an advertising dashboard providing insights into political microtargeting in the run-up to the general election in March 2021.

10. Continuity

More than in previous years, there has been a great deal of financial volatility, or movement in finances, in 2020. The coronavirus pandemic continues to be a source of uncertainty, including with regard to medium-term funding. Providing a good education to growing numbers of students puts more pressure on available resources and increases the workload of lecturers and support staff.

The 2021 – 2026 Strategic Plan provides a solid foundation for these developments. It contains guidance for further innovation in education, which was given a significant boost by recent events. Some room for manoeuvre has been created in various parts of the budget to make it possible to respond strategically in these uncertain times, with a positive effect on medium to long-term ambitions.

This continuity section is based on the 2021 budget, adopted in late 2020, and the 2022 – 2025 long-term budget. To mitigate the effects of the coronavirus pandemic, the UvA is budgeting for a one-off deficit in 2021. This budget does not take into account any funds that may be allocated under the recently launched National Education Programme, which includes a focus on the recovery of education. In its long-term budget, the UvA has not taken account of any additional income that may be generated from the implementation of the Strategic Plan or the installation of a new government.

2021 budget and 2022 – 2025 long-term budget

The 2021 budget and the 2022 – 2025 long-term budget are based on a forecast for 2020 drawn up in the autumn of 2020. For the purpose of this continuity section, the figures were updated with the annual figures for 2020. The tables provide a summary of the 2020 Annual Statement of Accounts, the 2021 budget and the 2022 – 2025 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 service units for student numbers, educational performance, staffing levels (excluding staff employed by the AMC-UvA) and the services to be procured. The projected student numbers are in line with the numbers included in the 2021 – 2025 long-term budget.

Forecast

The increase in budgeted income in 2021 compared with the actual 2020 figures is mainly due to a higher-than-expected government grant. Any possible increase in other sources of funding will be offset by the risks associated with the coronavirus. As a result, the forecast has remained nearly the same. The budgeted increase in expenses of approximately 7% is mainly the result of higher staffing costs (due to changes in staffing numbers and amendments to the collective labour agreement).

The difference in development between income and expenses is due to the additional costs budgeted for 2021 to mitigate the financial effects of the coronavirus pandemic. To offset these effects, the UvA is budgeting for a one-off deficit in 2021.

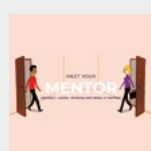
Financial health

The 2021 budget reflects the UvA's financial health. A nil result is forecast for the years 2022 – 2025. This will help maintain the Solvency II ratio at a virtually unchanged level, within the mandated 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 the objectives set out in the Strategic Plan. Over the next few years, investments and scheduled repayments can largely be financed out of the positive

2021 – 2025 long-term budget and actual 2020 figures

FORECAST FIGURES	2020	2021	2022	2023	2024	2025
- academic staff (FTE)	3,008	3,148	3,211	3,219	3,271	3,276
- support staff (FTE)	2,107	2,206	2,250	2,255	2,291	2,295
- Executive Board and management (FTE)	53	56	57	57	58	58
Total staff (FTE)	5,168	5,410	5,518	5,530	5,620	5,629
Students	35,413	39,051	38,462	38,469	38,577	38,577

OPERATING INCOME (AMOUNTS X €1 MILLION)	2020	2021	2022	2023	2024	2025
Government grants (OCW)	496.9	520.4	524.5	530.6	534.0	537.9
Other government grants and subsidies	0.0	0.0	0.0	0.0	0.0	0.0
Tuition, course, lecture and exam fees	94.5	101.5	103.5	103.6	103.7	103.7
Income from work performed for third parties	107.4	115.4	118.1	118.5	120.8	120.8
Other income	17.0	23.2	24.4	23.8	25.8	25.2
Total income	715.7	760.5	770.4	776.6	784.3	787.7
Staffing costs	502.4	525.9	536.4	537.6	546.3	547.2
Depreciation	41.6	42.6	44.8	52.3	50.3	50.2
Accommodation expenses	55.5	52.6	50.9	50.9	50.5	50.2
Other expenses	109.1	137.9	134.1	134.1	139.6	140.6
Total expenses	708.6	759.0	766.2	775.0	786.6	788.2
Net income and expenses	7.1	1.5	4.2	1.6	-2.3	-0.4
Financial income and expenses	-8.1	-5.8	-3.2	-1.1	2.3	0.0
Non-recurring income and expenses	0.0	0.0	0.0	0.0	0.0	0.0
Result	-1.0	-4.3	1.0	0.5	0.0	-0.4
Tax	0.0	0.0	0.0	0.0	0.0	0.0
Share in results of associates	-2.9	-2.4	-1.0	-0.5	-0.1	0.4
Result after tax	-3.9	-6.7	0.0	0.0	0.0	0.0



26 NOVEMBER

The Chief Diversity Officer's team launches Meet your Mentor, a mentoring programme to support students from a non-Western background as they take their first steps into the job market.

operating cash flow and the current cash position. Unless further measures are taken, by the end of 2024, the liquidity ratio will drop below the alert threshold of 0.5 set by the Education Inspectorate. The Annual Statement of Accounts shows a less favourable development of the balance sheet positions of receivables and current liabilities, which means the ratio will fall below the alert threshold sooner than was predicted in the 2021 Treasury Plan (after 2025). Over the next few years, the UvA will investigate how the Accommodations Plan can be optimised to prevent a liquidity dip of this magnitude. The University will also look at how the balance sheet ratios can be improved through working capital management.

Accommodation

Depreciation of accommodation will increase in the next few years due to the completion of a number of large construction and renovation projects. The Accommodations Plan outlines the challenges involved in achieving moderate growth. An updated investment schedule for the Accommodations Plan was also included in the 2021 – 2025 long-term budget, amounting to €315.6 million for the period 2020 – 2024 and €268.6 million for the subsequent years (up to 2035).

ICT

The 2021 – 2025 long-term budget includes investments to provide better support to lecturers and researchers for the foreseeable future, in terms of teaching logistics, the transition to working in the cloud and the UvA Data Science Centre. These ICT programme funds amount to €41.9 million for 2021 – 2024. This includes the annual amount of €6.5 million for ICT development.

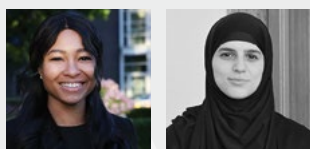


1 DECEMBER

Ivo van Vulpen and Sense Jan van der Molen win the first ENW Communication Award from the Dutch Research Council for their wall formula project. The award aims to encourage academics to communicate about their subject.

2021 – 2025 long-term forecast for the non-consolidated balance sheet and actual figures for 2020

BALANCE SHEET (AMOUNTS X €1 MILLION)	2020	2021	2022	2023	2024	2025
Intangible fixed assets	1.3	0.4	-	-	-	-
Tangible fixed assets	480.0	517.2	552.0	555.9	600.5	587.8
Financial fixed assets	54.1	52.0	51.3	51.2	51.4	52.9
Total fixed assets	535.4	569.6	603.3	607.1	651.9	640.7
Stocks	0.2	0.2	0.2	0.2	0.2	0.2
Receivables	63.9	63.9	63.9	63.9	63.9	63.9
Marketable securities	-	-	-	-	-	-
Cash and cash equivalents	216.6	165.1	120.6	106.4	53.8	57.6
Total current assets	280.7	229.2	184.7	170.5	117.9	121.7
Total assets	816.1	798.8	788.0	777.6	769.8	762.4
General reserves	159.5	152.8	152.8	152.8	152.8	152.8
Special-purpose reserves	126.5	126.5	126.5	126.5	126.5	126.5
Other reserves and funds	5.6	5.6	5.6	5.6	5.6	5.6
Total equity	291.6	284.9	284.9	284.9	284.9	284.9
Provisions	33.0	33.0	33.0	33.0	33.0	33.0
Non-current liabilities	197.1	189.6	182.1	174.6	167.1	159.6
Current liabilities	294.4	291.3	288.1	285.1	284.9	284.9
Total debt capital	524.5	513.9	503.2	492.7	485.0	477.5
Total liabilities	816.1	798.8	788.1	777.6	769.9	762.4
FINANCIAL RATIOS	2020	2021	2022	2023	2024	2025
Solvency I	35.7%	35.7%	36.2%	36.6%	37.0%	37.4%
Solvency II	39.8%	39.8%	40.3%	40.9%	41.3%	41.7%
Liquidity	0.95	0.79	0.64	0.60	0.41	0.43
Profitability	-1%	-2%	0%	0%	0%	0%
DSCR	2.9	3.2	4.5	6.1	8.9	6.5
Accommodations Plan ratio, Ministry of Education, Culture and Science	12%	11%	11%	12%	11%	11%
Buffer capital	41%	37%	37%	37%	36%	36%
Alert threshold for excessive reserves	0.4	0.3	0.3	0.3	0.3	0.3



8 DECEMBER

UvA students Priscilla Maria (Medicine) and Marwa Ahmed (Biomedical Sciences) each win an ECHO Award (for excellent and socially-engaged students from a non-Western background).

11. Risks

Internal risk management at the UvA comprises various elements designed to minimise uncertainties and negative outside influences. These elements are:

- *The governance structure*
The way in which the UvA is governed is described in the Governance Model, the Management and Administration Regulations and the Faculty Regulations. These documents also describe the delegation of the powers of each administrative unit.
- *Strategic Plan (2021 – 2026)*
The objectives set out in the UvA Strategic Plan are translated by the faculties and service units into their own strategic plans and annual plans. These plans are monitored through the annual planning and control cycle.
- *Planning and control cycle*
The UvA uses a monthly closing system for its financial accounts and works with a cycle in which all units produce quarterly reports about progress on their annual plans in relation to the budget. These reports include a section on risks, in which the units report on all relevant aspects of operational management, following a set format. At the end of the year, the actual figures are included in the Annual Report and the Annual Statement of Accounts.
- *A long-term investment agenda*
The investment agenda includes financial and other frameworks for accommodation, ICT and other investments. To assess the progress of major accommodation projects, an assessment framework has been developed and is applied at the end of each phase.
- *Periodic executive consultations (PBOs)*
During PBOs, the Executive Board and the management of the individual units (faculties and service units) discuss the progress of plans and projects.
- *Project management*
As a matter of standard practice, major projects, including projects outside the area of accommodation, are organised in a way that incorporates project or quality assurance. The risks are regularly reported on and evaluated.
- *Three Lines of Defence*
To manage risks, the UvA employs the Three Lines of Defence model, in which the line management (deans and directors of operational management in the faculties and service units) is responsible for the first line of defence. The policy advisers and the central FP&C Department provide support as the second line of defence, as does the Internal Accountancy and Control Department, which, in close coordination with the external auditor, monitors compliance with laws and regulations, particularly in the financial domain. The internal audit constitutes the third line of defence.

Description of the key risks and uncertainties

The risks and uncertainties described below featured heavily in the control instruments in 2021:

1. Coronavirus pandemic

After it became clear in early March that the disruptive impact of the coronavirus pandemic would not be of short duration, the UvA formed crisis teams at a central and decentralised level to monitor the situation from week to week and take appropriate measures. The most drastic measures were the switch to primarily online teaching and keeping on-campus research activities to a minimum.



9 DECEMBER

The European Research Council (ERC) awards Consolidator Grants worth around €2 million each to neurologist Matthijs Brouwer and physicist Philippe Corboz.

One effect of the coronavirus crisis is that – contrary to initial expectations – more students have enrolled, due to the combined effect of a massive increase in Dutch students and international students who did not go home.

However, there is a risk that first-year students could feel less engaged with their programme and with the UvA as a whole. They have been learning online for nearly an entire year. There is also a significant risk that an entire generation of Bachelor's students will graduate without international experience. The UvA has always strongly encouraged studying abroad and has included this in its objectives.

With the binding study advice system having been relaxed, there is also the risk that study progress figures could paint a distorted picture, and more students could drop out or experience delays later in their studies.

With regard to costs, the UvA has made and is still making additional investments to enable staff members to work from home and deliver teaching online.

Furthermore, due to the coronavirus pandemic, there is a risk of delay in the implementation of many research projects. This is a particular problem for projects funded with indirect government funding and contract research funding, in cases where this funding is time-limited. In 2020, the UvA identified the financial scale of this harm, which in some cases will be partially borne by the commissioners of research (agreements have been made with NWO and the EU to that effect).

The direct financial harm from the coronavirus pandemic appears to be limited. However, the long-term effects on matters such as student study habits are difficult to predict.

2. Accommodation

Although the UvA has already achieved a significant portion of its renovation agenda with the Roeterseiland Campus and the Science Park, it still faces a major challenge with the University Quarter in the city centre. The buildings in the Amsterdam city centre are subject to specific risks requiring special alertness. In several cases, it has emerged that the existing foundations were weaker than believed following the initial inspection. In addition, due to the location, the transport for the supply and removal of building materials to and from the construction sites is highly cost intensive. Partly in response to a 2019 audit, the Real Estate Development Department decided that each sub-project would be subject to regular risk analysis, using a checklist based on many years of experience.

In late 2020, it was discovered that the total budget required for construction of the new University Library would be €30 million higher than had been budgeted at an earlier stage. A second opinion confirmed that, with this most recent costing, the UvA has made a realistic estimate of all risks and uncertainties.

The coronavirus pandemic had an indirect effect on the accommodation programme, by raising the question of whether, once the pandemic is over, teaching will return to its previous format. It is still unclear what the long-term space requirements will be, not only for teaching purposes, but also for accommodation of staff. In 2020, partly for this reason, the construction of a large lecture room on the Roeterseiland Campus was put on hold.

Another topical issue is the quality of the quay walls, after the Grimburgwal quay wall partially collapsed in the autumn of 2020. Although this quay wall came under the responsibility of the city council, there are other quay walls for which the UvA is responsible. In 2021, the UvA will take stock of the quality and ownership situation with regard to these quay walls.

3. Information security

In 2020, the UvA conducted an audit into information security, based on the set of standards developed by SURF for higher education. This audit clearly identified the elements for which the information security policy needs to be tightened up. The cyber attack on Maastricht University in late 2019 increased awareness of the importance of effective information security.

In response to the audit, and with an awareness of the particular details of the events in Maastricht, the UvA's Chief Information Security Officer formulated an improvement plan. The implementation of this plan will be the subject of another audit in 2021. In the meantime, a serious threat to the UvA's information systems arose in February 2021. The consequences of this attack were limited, primarily due to the measures taken and the enormous efforts by many of the UvA's ICT professionals.

4. Social safety

In 2020, the Executive Board gave a great deal of attention to the issue of social safety. Although the UvA has already put numerous measures in place to ensure a safe environment for work and study, such as the appointment of confidential advisers, we must remain constantly vigilant. We have worked in a variety of ways to further reduce the risk that unsafe situations might arise. The measures to strengthen social safety have focused on more help and support, improved complaint procedures and more attention on providing information and raising awareness (prevention).

5. GDPR

The General Data Protection Regulation (GDPR) took effect in May 2018. Since then, the UvA has taken action in many areas to fulfil its responsibility to safeguard the privacy of students, researchers, staff and partners.

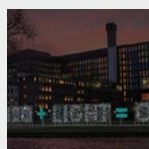
Due to its size, the UvA must continuously be alert to ensure that the design of measures taken by all individual units complies with the standards. Nevertheless, the risk of a breach remains. To minimise the chance of a breach, an audit will be conducted in 2021, in which both the design of the governance and the implementation of the processes will be assessed against the Privacy Control Framework, which is derived from the GDPR.

6. Workload

As the pandemic went on, the impact on staff and student well-being increased, as was evident from the UvA Crisis Monitor. Both staff and students were under a great deal of pressure.

Staff

Even before the pandemic, the workload for academic staff in particular was already high on the agenda. The combination of additional obligations at home and the switch to fully online teaching had an impact on many staff members. In terms of support and facilities, the UvA was generous in working with staff to find solutions. At the UvA's request, the Labour Inspectorate launched an investigation into staff workloads in 2020. We expect to receive the results of this investigation in 2021.



10 DECEMBER

The UvA takes part in the Amsterdam Light Festival at its Roeterseiland Campus with an artwork that is the result of an education project with primary school pupils.



Students

Students receive support from their lecturers and can also contact study advisers, student counsellors and other staff members if they perceive that study pressure is becoming too much for them. Study associations are also committed to promoting social cohesion among students and providing a support network, taking into account the applicable restrictions. This has resulted in a range of original and creative student activities.

7. Lecturers without research responsibilities

Faculties are often forced to employ lecturers who do not hold a doctorate, on temporary contracts. These lecturers have limited opportunities for development, since research time forms no part of their duties. The risk is that the UvA is not acting as a good employer in respect of these staff members and that students are not receiving enough of their education from staff with an academic rank (i.e. professor, university lecturer or senior university lecturer).

8. Government funding

In 2020, the UvA foresaw some uncertainties in the funding provided by the government:

- In the medium term, the coronavirus pandemic has placed considerable pressure on the government's budget. This increases the likelihood of spending cuts (from 2022 onwards).
- Given the political circumstances, it is possible that the basic student grant will make a comeback. It is unclear what effect this would have on the quality agreement funds in the years ahead.
- The ongoing investigation into higher education funding, in the wake of the report by the Van Rijn Committee, will probably have consequences for the funding of education at the UvA. It is unclear whether the investigation is considering only the parameters for distribution of the government funds or whether it is also looking at the size of those funds.

9. Brexit

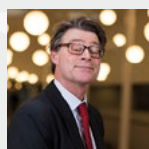
Brexit, which fully took effect on 1 January 2021, has not yet had any significant impact on the UvA. The effects of Brexit are expected to be felt several years down the track (current exchange students are permitted to complete their programme under the old conditions).

The United Kingdom has withdrawn from the Erasmus+ programme, which will have direct consequences for student exchanges. However, the UK continues to participate in Horizon Europe, the EU's grant programme for research and innovation. This reduces the risk of difficulties in collaborating with universities in the UK.

Looking ahead: Strategic Plan – 'Inspiring Generations'

In 2020, the UvA gave a great deal of attention to finalising its Strategic Plan, 'Inspiring Generations' (2021 – 2026). In this strategic plan, the UvA set out six key ambitions for the next six years. The intention was not to chart an entirely new course, but to place a greater focus on a number of issues.

To that end, forces within the UvA will be mobilised in a different direction. In a large, decentralised organisation such as the UvA, this is a challenging task. A special implementation team has been set up to provide support. In the current phase of laying the groundwork, we will take stock of the entire organisation and identify what is needed to implement the strategic plan.



18 DECEMBER

The Supervisory Board reappoints Jan Lintsen as a member of the UvA Executive Board for the next four years.

An initial risk analysis for the strategic plan has also been conducted. This will serve as a touchstone during the implementation phase. Unlike the risks already mentioned, the risks that emerged from this analysis were primarily of an internal, rather than external, nature. For example, in the strategic plan, the UvA set itself the goal of being more flexible, including in the way it responds to opportunities for collaboration with external parties and in how it develops interdisciplinary initiatives. However, there is a risk that the organisational structure and strictly regulated allocation of funds could hinder flexibility, making it difficult, for example, for projects with external parties to get off the ground.

Another challenge relates to the recruitment and retention of the right staff. The new strategic plan positions the UvA as a 'magnet for talent'. The UvA aims to have a diverse workforce characterised by excellence. Over the next few years, the UvA will look at what measures are appropriate to achieve this goal.



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