



UNIVERSITEIT VAN AMSTERDAM

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FRAMEWORK LETTER 2022

We are 

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

1 Introduction

The Framework Letter provides the basis for the 2022 budget and the long-term estimates for 2023-2026 for the faculties, service units and other units. The Framework Letter sets out guidelines and provides tools to the units for preparing the 2022 budget. The status of the present version of the Framework Letter is: adopted by the Executive Board, consented by the GV with the exception of the StS tariffs, see section 5.4.8.

At the time of drafting the Framework Letter 2022, the effects of the COVID-19 pandemic continue to exert the most dominant influence on the people and work of the University of Amsterdam. Education is largely provided online, and most employees are working from home. The past year has greatly expanded our knowledge and experience of how best to conduct research, education and valorisation online. Nonetheless, the pressure is as high as ever, seriously testing the adaptability and endurance of students and staff.

The effects of the COVID-19 pandemic and the associated measures are also reflected in the UvA's finances. Owing in part to COVID-19, the UvA closed 2020 with a limited deficit and has budgeted a deficit for 2021 as well. For 2021 and 2022, the National Education Programme is extending the additional funding that is urgently needed to offset the effects of the COVID-19 pandemic. Additional structural funds have also been provided to accommodate the universities' growth. As is becoming increasingly clear, offsetting these effects will require efforts not only in the short term, but in the long term as well.

Crucial for concluding this Framework Letter is a solid grasp of the additional funds needed in this year and subsequent years and how this should be arranged. Registration figures indicate the number of students will grow again in September. Students will need more diverse forms of supervision, depending in part on how they have been affected by the pandemic, for example in the form of study completion delays. In research, we not only have to make up for lost time but also invest sufficient efforts in new projects and institutional renewal. This will have both short and long-term impacts and put even more pressure on the UvA's planning processes.

Additional funding will provide more scope to mitigate the effects of the pandemic, but this alone will not be enough. It will above all be the UvA's people whose efforts are needed now and in the time ahead, following a period that has been restrictive and burdensome for most. It will be up to every organisational unit within the UvA to seek a balance between offering some latitude after the lockdown phase of COVID-19 and stepping up activities to accommodate growth and curb lingering effects to the greatest extent possible. Besides shouldering more work, we also need a larger workforce with which to do so.

The COVID-19 period has exposed more than ever just how vulnerable universities have become in recent years. This is echoed in an independent study, which found that scientific research and education are seriously underfunded. Fulfilling the sector's current ambitions would take an additional sum of almost €1 billion per year. This reiterates the Dutch universities' claim presented to the Ministry of Education, Culture and Science some years ago. Over the medium term, such funding would enable an expansion of our workforce and therefore also structurally reduce organisational vulnerabilities.

From a policy perspective, the Framework Letter 2022 thus places a major focus on attracting additional academic staff and good support staff university-wide in order to achieve a better balance. This will impact not only 2022, but also the years thereafter. An important factor in attracting talented staff is the prospect of permanent employment. Permanent contracts also create a stable foundation for good teaching and research. This Framework Letter incorporates several measures to expand possibilities for permanent positions.

One condition for offering permanent positions is that institutes and faculties have sufficient guarantees that short and long-term funding will cover the costs of those positions. Indications are strong that, in the period ahead, the UvA and other universities can expect a rise in structural funding. The fact that independent research has confirmed the sector's major funding shortage presents a solid case to national policymakers. In its own Strategic Plan, the UvA is targeting an expansion and enlargement of all other funding flows as well.

Until these discussions have concluded, however, and until projects have been allocated, faculties and institutes continue to face a high degree of uncertainty, and permanent positions will remain risky. For the planning period of the Framework Letter, the Executive Board has decided to stand surety for the faculties for the additional funds needed to enable permanent positions. A sum of €30 million has been reserved for this purpose and a plan drawn up for its annual allocation. This should enable every faculty to appoint employees to permanent positions in accordance with realistic expected growth. Sections 2.1 and 2.2 go into more detail about this.

Support efforts will focus on finding additional means to relieve lecturers and students. In the coming period, the UvA will actively look for ways to lighten lecturers' workload in the short and medium term by transferring some tasks to support staff. This will build on experience gained over the past few years within projects for reducing work pressure. Digitalisation will be key in these efforts, and experiences from the COVID-19 lockdown may also be useful in this regard.

The UvA's new Strategic Plan, 'Inspiring Generations', was adopted at the end of 2020 and is now being implemented. Financially, further elaboration of a theme-based approach to research and massive upscaling of valorisation will in any case be vital. We will continue to take further steps in this direction in the time ahead while remaining mindful of what is possible in the COVID-19 period. Further details concerning these points will be known and incorporated in the budget.

In all other respects, the Framework Letter expects trends consistent with 2021. Available funds will be assigned according to the Allocation Model, and surcharge will be based on the cost model. The Accommodations Plan incorporates a number of measures to facilitate the optimisation set out in the budget. The ICT projects portfolio contains a limited update. For the UvA as a whole, cash funds will be invested in accommodation projects at a faster pace, as planned, which will put more pressure on our cash position from 2024 onwards. These plans are also detailed in a section of this Framework Letter.

Reader's guide

Chapter 2 describes the main features of the budget. To understand this properly, it is important to have some basic knowledge of the UvA's financial management and organisation. The various components of the UvA budget are briefly explained in

the Framework Letter. To better understand the Framework Letter, more information is available at <https://www.uva.nl/en/about-the-uva/policy-and-regulations/finances/finances.html>. Chapter 3 explains the planning of the Framework Letter and budget process. Chapter 4 discusses the two components of the Allocation Model: education and research. Chapter 5 deals with internal services and the central units. The basis for the data is provided for each of the topics discussed.

2 Main features of the budget

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

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

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

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

- long-term forecast and differences with the long-term estimates for 2021-2025;
- financial policy and principles, including the Allocation Model;
- explanation regarding policy-based investments, real estate investments and IT investments;
- section on risk.

If, after adoption of the Framework Letter, subsequent developments have an effect on the main features of the budget, the relevant features will be submitted for consent to the Joint Meeting in the draft UvA budget for 2022.

In Chapter 2: main features of the Strategic Plan funds are shown separately in the tables. After that, they are part of the tables, so they are integrated into the totals.

2.1 Long-term forecast

External developments

Economic conditions.

The UvA's funds continue to be significantly influenced by the COVID-19 pandemic. This applies to both costs and revenues. Fortunately, the overall effect on the university has been smaller than on many other organisations, though some entities in the group and organisation have been hit hard. As long as restrictive measures to mitigate the effects of the pandemic remain in place, the UvA's funding flows will also be affected. Particularly important in the medium term will be the outcome of the Dutch cabinet formation, which is now in progress, and general economic conditions in the Netherlands.

Most of the UvA's funding flows have continued to show a high level of stability during the pandemic, with public financiers also making contributions to offset the COVID-19 effects. The national government is helping to offset financial effects through a structural funding increase for growth, direct incidental funds and via the

Dutch Research Council (NWO). Several entities in the group are also receiving support through the Employment Bridging Emergency Fund (*NOW regeling*). On the cost side, site-specific costs such as travel and conference expenses have gone down. Others, such as for security, have not so much changed as shifted in nature.

Important in the short term is that the UvA is receiving additional funding for the transition from the present to the next phase of the pandemic, which will also entail additional work. This funding will be available until 2022 and, without further measures, will lead to a reduction in available funds in 2023 and thereafter.

More significant over the medium term is that an independent study has now confirmed that Dutch higher education and research are hugely underfunded and that universities need access to additional funds if they are to fulfil their current ambitions. For anything beyond those ambitions, still more funds are needed. The UvA and the other universities within the Association of Universities in the Netherlands (VSNU) are lobbying the government and parties during formation talks for this. The 2023 budget includes an estimate for the additional income this would provide. Whether this income will materialise is still uncertain, however, and depends on the outcome of the aforementioned process.

Preliminary registration figures clearly show that the UvA, like other universities, can expect another surge in students in September. This will add new pressures on existing facilities and people. As yet, the budget takes only limited account of a possible impact on tuition fee income. The reason for this is the agreement to reduce the statutory tuition fee for all students by 50%. The long-term effects of this will be analysed in the time ahead.

Societal questions arising from the COVID-19 pandemic have led to high demand for government funds and to a decline in economic growth over the past year. At the moment, willingness to borrow more to relieve need is high in many sectors. However, it is still too early to say how national economic developments may affect government policy.

Developments with respect to the collective labour agreement

Negotiations for a new Collective Labour Agreement for Dutch Universities (CAO NU) in 2021-2022 are ongoing and expected to conclude in mid-2021. The Netherlands Trade Union Confederation (FNV) has demanded a general wage rise of 5%. On the employer side, the wage bargaining range is limited due in part to the pension premium increase. Three working groups have been formed to examine and elaborate a number of themes, namely: 1) job security and agility, 2) working conditions (particularly with regard to working from home) and 3) workload recognition and valuation. This collective labour agreement's impact on wage costs in 2022 is difficult to assess at this time.

Developments at the UvA

Strategic Plan: 'Inspiring Generations'

The UvA's new Strategic Plan, 'Inspiring Generations', was adopted at the end of 2020 and is now in implementation. Between the Strategic Plan's preparatory and implementation phases, the Executive Board decided to organise a groundwork phase. Talks about the Strategic Plan are continuing during this phase, but focused more on identifying requirements for its implementation within the UvA and determining which units should be tasked with which activities. This includes looking at how those activities within individual units fit together and what forms

of joint support are needed. While the existing organisation is expected to lead implementation, a certain degree of shared support may be desirable. This groundwork phase will conclude with an implementation plan, which is expected during or after the summer.

SLA processes

With work happening online this past year, it was more difficult to make changes to SLA processes. The decision has been made to continue working according to the existing method in 2022, to hold off on desired improvements until later in the year and to concentrate on 2023.

Guarantee facility

External developments suggest there is a relatively good chance that the UvA can expect more structural government funding. Over time, this will aid the university's further development and help to lighten workloads. As stated above, however, it is still unclear at present if these funds will indeed be extended. Neither is it clear as yet in what form, or if they will be subject to additional agreements or conditions.

Pressure across all institutes and faculties is already high. In the interests of teaching and research quality, appointing more people on permanent contracts wherever possible is crucial. As an assurance to faculties that financial cover will be available in the long term, the Executive Board will stand surety for the availability of sufficient faculty funding over the 2023-2025 period. A sum of €30 million has been reserved for this, to be allocated in equal parts over the course of this whole period. However, as decisions on the specific allocation require more clarity about the coming years, they will be postponed until the Framework Letter 2023. As a sign of commitment to this guarantee, the present Framework Letter has increased the research allowance for this period from 25% to 27%. This will add an additional annual €4.6 million to the Allocation Model.

This period was selected so as to compensate for the dip that would otherwise result from the loss of a portion of the additional National Education Programme (NPO) funding. These funds are to be made available to all faculties on the basis of the Allocation Model. This will create more scope for all organisational units over the long term, without the allocation of additional work under the NPO dictating their distribution.

If funds are needed for the guarantee facility, they will be charged to the UvA reserve. Given that more time will be needed to find and recruit permanent staff, the UvA does not expect to deploy all of these funds in 2021. The resulting scope will provide basic cover for the guarantee facility for each faculty.

Long-term forecast in figures

The tables below show the long-term forecast based on the above-mentioned developments. This includes all the prices, budgets and frameworks contained in this Framework Letter. The 2021 figures have been derived from the final budget for 2021.

UvA meerjarenbeeld	2021		2022	2023	2024	2025	2026
	Begroting	Prognose*					
BATEN							
Rijksbijdrage OCW	520.371	563.743	586.501	569.626	581.727	593.521	593.368
College-, cursus-, Les- en ex	101.516	89.366	78.386	103.641	103.743	103.758	104.611
Baten werk iov derden	115.390	113.733	118.109	118.526	120.822	120.822	120.835
Overige baten	23.227	25.290	24.341	23.779	25.756	25.756	26.738
TOTAAL BATEN	760.504	792.132	807.336	815.572	832.048	843.858	845.552
LASTEN							
Personele lasten	524.464	549.094	557.258	565.965	574.844	582.147	577.123
Afschrijvingen	42.635	42.635	44.781	52.321	50.309	50.175	50.176
Huisvestingslasten	52.593	52.312	50.910	51.073	50.566	50.324	50.544
Overige lasten	137.315	137.705	143.042	146.195	151.731	155.477	154.724
TO TAAL LASTEN	757.008	781.746	795.991	815.554	827.451	838.122	832.567
Saldo Baten en Lasten	3.495	10.386	11.345	18	4.597	5.736	12.985
Financiële baten en lasten	-5.821	-5.821	-3.259	-1.108	2.340	41	41
Resultaat	-2.326	4.565	8.086	-1.091	6.937	5.777	13.026
Belastingen	-	-	-	-	-	-	-
Resultaat deelnemingen	-2.400	-2.565	-950	-500	-50	400	400
Resultaat na belastinger	-4.726	2.000	7.136	-1.591	6.887	6.177	13.426
Aandeel derden	-	-	-	-	-	-	-
Netto Resultaat	-4.726	2.000	7.136	-1.591	6.887	6.177	13.426

Table 1: UvA non-consolidated result without financial boost for the Strategic Plan

The above table displays the UvA's non-consolidated, long-term budget, broken down into the income and expenditure categories applicable to the UvA. In this table, an advance on wage compensation/cost-of-living adjustment via the government grant is incorporated in the increase in the government grant. In addition, the forecasts and new initiatives and developments as explained in this Framework Letter are apparent in the increase in the personnel and other costs.

Based on the expectations in this Framework Letter, the UvA's increase in income will exceed 6% in 2022. This will create scope to hire more people, as reflected in the rise in personnel costs. In the long term, the recovery of university financing will boost income and create corresponding scope for costs. After application of several control measures and excluding the financial boost for the Strategic Plan, the UvA's 2022 result will be €7.1 million, based on the forecasts and wishes mentioned in this Framework Letter.

One of the ambitions in the Strategic Plan is to invest in innovative interdisciplinary research and teaching. Based on the long-term positive result shown above, an amount between approximately €2 million and €13 million could be available each

year for this purpose. Financial instruments are now being developed for this as part of the recently launched Quartermaster phase of the Strategic Plan. The overall scope for Strategic Plan investments is less than in the 2021 budget, and there is a visible shift from one year to the next. The budget includes further details of the targets for 2022 and subsequent years. To enable long-term stability via the guarantee to faculties, a central reserve will be created for the share of funds not used for Strategic Plan facilities in 2022 and 2023.

UvA meerjarenbeeld	2021		2022	2023	2024	2025	2026
	Begroting	Prognose*					
Netto Resultaat	-4.726	2.000	7.136	-1.591	6.887	6.177	13.426
Financiële impuls instel	-2.000	-2.000	-2.667	-2.878	-6.887	-6.177	-13.426
Reservering garantie	-	-	-4.469	4.469	-	-	-
Resultaat na financiële impuls instellingsplan	-6.726	-	-0	0	-0	0	-0

Table 2: UvA non-consolidated result with financial boost for the Strategic Plan

The UvA's operating result (after the financial boost for the Strategic Plan) for the entire period is expected to be around zero. Any funds not needed to support implementation of the Strategic Plan in 2022 will be reserved to allow fulfilment of the guarantee for higher budgets for the faculties in 2023. Full use of the 2022 and 2023 reserves is expected.

Clearly, in light of the current uncertainties resulting from the coronavirus crisis, it is uncertain whether the above result will be achieved in 2022 and the years thereafter. This depends on a range of uncertain developments, as set out in this Framework Letter, including the new government policy that is still to be developed. The Framework Letter shows a surge in revenues in 2022, with a commensurate surge in costs, particularly for personnel. Attracting high-quality academic staff takes time, however, which means expenses included in the Framework Letter may be realised later. The use of funds to enable (prospects of) permanent positions may further reinforce this effect. Depending on how the situation surrounding COVID-19 develops over the coming months, it may be necessary to incur additional costs, which will also have an impact for years to come.

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

UvA meerjarenbeeld org	2021	2022	2023	2024	2025	2026
	Begroting	Prognose*				
Allocatie						
Allocatie onderwijs	13.591	21.194	22.600	20.709	21.028	21.689
Allocatie onderzoek	-14.177	-16.550	-21.207	-28.870	-28.792	-29.665
Subtotaal allocatie	-586	4.644	1.392	-8.161	-7.763	-3.014
Organisatie						
Faculteiten	6.074	10.303	4.678	6.352	7.405	7.891
Diensten	-9.751	-12.685	-1.095	602	893	-0
Bestuurstaf en beleid	150	351	499	82	391	956
Subtotaal organisatie	-3.527	-2.031	4.081	7.036	8.689	8.847
Vastgoed & Treasury						
Vastgoed	3.203	3.203	3.023	-1.342	3.291	896
Treasury	-3.816	-3.816	-1.360	877	2.670	4.410
Subtotaal vastgoed & tre	-612	-613	1.663	-465	5.961	7.579
TOTAAL	-4.726	2.000	7.136	-1.591	6.887	6.177
Financiële impuls instel	-2.000	-2.000	-2.667	-2.878	-6.887	-6.177
Reservering garantie	-	-	-4.469	4.469	-	-
Resultaat na financiële impuls instellingsplan	-6.726	-	-	0	-	-

Table 3: UvA non-consolidated result – Organisational cross-section

Allocation

The amount allocated for research and teaching under the Allocation Model has been updated from the 2021-2025 budget, based on the current long-term estimate of the government grant and tuition fees. The government grant has been updated based on the long-term framework set out in the most recent government grant letter and information exchanged within the context of the VSNU. In addition, an advance has been taken on the wage compensation/cost-of-living adjustment for 2022. The budgets for the faculties and other units are calculated based on the Allocation Model. The budgets have been updated based on the counts and forecasts provided by the faculties for the 2022-2025 budget. In addition, the above-mentioned wage compensation/cost-of-living adjustment translates into an increase in the prices and budgets in the Allocation Model. The new initiatives and developments referred to in this Framework Letter have also already been accounted for in the distributions from the Allocation Model. In Chapter 4, the allocation and distribution are broken down further.

In this Framework Letter, the faculty guarantee for long-term income is not incorporated as part of the Allocation Model, but as a general item. The next version will assess if allocations can be made to the faculties themselves so as to give them greater clarity.

When the Allocation Model was adopted in 2018, the internal funding factor was fixed for the duration of the Strategic Plan period. The results of the analysis on whether the funding factor needs adjustment will be incorporated into the draft

budget. This may result in a reassessment of how to apply available funds. Chapter 4.3 describes the application of the internal funding factor.

Organisation

The result for the faculties, service units, executive staff and policy, as shown in the above table, is based on the forecast results submitted by the organisational units in February 2021. See Appendix 1 for an overview per unit. Together, the faculties issued a forecast of €6.7 million for 2022. With the exception of the Academic Centre for Dentistry in Amsterdam (ACTA), all faculties forecast a positive result in 2021. Faculty forecasts for 2022 have not yet been able to factor in the effects of the National Education Programme.

Together, the service units issued a forecast of -€1.1 million for 2022, which coincides with the long-term budget drawn up at the end of last year. In the coming period, the underlying causes and the possibilities for drafting a balanced budget will be discussed with the service units that forecast a negative result. See Sections 2.2.2 and 2.2.4 for further explanation.

The result for the executive staff assumes a balanced long-term budget. The result of the policy follows from the policy decisions as set out in this Framework Letter and the parameters of the long-term budget for 2021-2025. See Section 5.6 for further explanation.

Real estate and treasury administration

The result of the real estate administration has been updated based on the updated Accommodations Plan. The result of the treasury administration has been updated based on recent insights regarding participating interests and interest charges based on planned investments in the coming years.

The table below shows the UvA's financial indicators based on the budget as set out in this Framework Letter.

Ratio's	Beleid	2021	2022	2023	2024	2025
Solvabiliteit I		36%	37%	37%	34%	33%
Solvabiliteit II	38% - 44%	40%	41%	41%	38%	37%
Liquiditeit	≥ 0,5	0,7	0,5	0,5	0,5	0,5
DSCR (obv EBITDA)		3,8	4,9	5,6	8,9	6,5
DSCR	≥ 1,5	3,5	4,6	5,3	8,9	6,5
Rentabiliteit	≥ 0%	0%	2%	-2%	0%	0%
Signaleringswaarde bovenmatige reserves		0,4	0,3	0,3	0,3	0,3
Weerstandvermogen		37%	37%	36%	35%	35%

Table 4: UvA financial indicators

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

2.2 Updates compared to the long-term budget for 2021-2025

The table below shows the evolution of the result according to the 2021-2025 budget to the result indicated in this Framework Letter. The subjects are divided into four categories:

- update of available funds. This category includes, for example, the evolution of the government grant and a number of technical revisions;

- update of use of funds. The use of the funds has been updated based on an assessment of the external and internal developments;
- new initiatives and developments. In February 2021, a wide survey was conducted on new policy initiatives and requirements;
- control measures in order to achieve efficient use of the funds.
- Financial boost for plans set out in the 2021-2026 Strategic Plan. This category includes the financial boosts that may be provided in support of the Strategic Plan.

The changes are explained for each theme after the 'Budget result evolution 2021-2025 – Framework Letter 2022-2026' overview table.

An effort has been made to include all items in the table that have a financial impact on the UvA or on its primary processes. In doing so, the intention is to provide greater insight, also for example with respect to items for which there are long-term internal agreements concerning how they should be dealt with. Examples of this are the wage/price developments on the income and expenditure side and the impact of rate increases in internal service provision on the scope available to faculties. In addition, all realistic requirements mentioned during the preparation of the Framework Letter have been included in the table in order to obtain greater insight into the totality of the ambitions. Greater insight will lead to better understanding at the UvA and enable even better decisions to be made about how to use funds.

Opbouw mutaties	2022	2023	2024	2025
Start: Begroting 2021 (incl. impuls IP)	0,0	0,0	0,0	0,0
<i>Actualisatie beschikbare middelen</i>				
<u>Voorjaarsnota rijksbijdrage 2021</u>	<u>-1,5</u>	<u>-1,5</u>	<u>-1,5</u>	<u>-1,5</u>
<u>Miljoenennota / voorjaarsnota 2022</u>	<u>21,1</u>	<u>20,9</u>	<u>19,1</u>	<u>17,0</u>
<u>Nationaal programma onderwijs</u>	<u>40,6</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>
<u>Toereikendheid macrokader</u>	<u>PM</u>	<u>20,0</u>	<u>30,0</u>	<u>40,0</u>
<u>Collegegelden</u>	<u>-25,1</u>	<u>0,0</u>	<u>0,0</u>	<u>0,0</u>
<u>Technische herijking budgetten en resultaten</u>	<u>-3,3</u>	<u>-3,7</u>	<u>-4,6</u>	<u>-5,2</u>
<i>Subtotaal</i>	<i>31,9</i>	<i>35,8</i>	<i>43,1</i>	<i>50,4</i>
<i>Actualisatie inzet middelen</i>				
<u>Allocatiemodel</u>	<u>-25,2</u>	<u>-35,4</u>	<u>-46,2</u>	<u>-58,9</u>
<u>Interne dienstverlening</u>	<u>-1,4</u>	<u>-1,0</u>	<u>-2,4</u>	<u>-1,5</u>
<u>Uitkomsten SLA cyclus</u>	<u>-3,7</u>	<u>-3,7</u>	<u>-3,7</u>	<u>-3,7</u>
<u>Resultaten eenheden</u>	<u>-2,3</u>	<u>-0,9</u>	<u>0,9</u>	<u>-0,3</u>
<i>Subtotaal</i>	<i>-32,6</i>	<i>-41,1</i>	<i>-51,4</i>	<i>-64,5</i>
Resultaat na actualisatie	-0,7	-5,3	-8,3	-14,1
<u>Nieuwe initiatieven en ontwikkelingen</u>	<u>-4,2</u>	<u>-6,1</u>	<u>-5,1</u>	<u>-5,1</u>
Resultaat na nieuwe initiatieven en ontwikkelingen	-4,9	-11,4	-13,4	-19,2
<u>Beheersmaatregelen</u>	<u>3,7</u>	<u>3,7</u>	<u>3,7</u>	<u>3,7</u>
Resultaat na beheersmaatregelen	-1,2	-7,7	-9,7	-15,5
<u>Reserveinzet en voorinvesteringen (IP en Garantie)</u>	<u>1,2</u>	<u>7,7</u>	<u>9,7</u>	<u>15,5</u>
Resultaat na reserveinzet en voorinvesteringen	0,0	0,0	0,0	0,0
Resultaat kaderbrief (incl. IP investering)	0,0	0,0	0,0	0,0

Table 5: Budget result evolution 2021-2025 – Framework Letter 2022-2026

2.2.1 Update of available funds

2021 Spring Memorandum

The total amount of the government grant is adjusted each year to the size of the compensation for wage and price increases. An estimate of the 2021 wage compensation/cost-of-living adjustment (2.5%) was included in the 2021 budget; this estimate has been adjusted downward based on the preliminary reports of a compensation/cost-of-living adjustment of 2.2%. The government's 2021 Spring Memorandum will provide definitive information about this.

Actualisatie beschikbare middelen	2022	2023	2024	2025
Voorjaarsnota rijksbijdrage 2021	-1,5	-1,5	-1,5	-1,5
Loon-/prijsbijstelling 2021	-1,5	-1,5	-1,5	-1,5

Table 6: Update of available funds – 2021 Spring Memorandum

2022 Budget Memorandum

The variable portion of the government grant is determined by counting the numbers of enrolled students, degree certificates and doctorate conferrals of all universities. The market shares of each university follow from this. The UvA's provisional market share is calculated based on its provisional numbers. The 2022 market share is lower than in 2021, mainly due to a one-off decrease in the number of degree certificates issued relative to other universities. In addition, the total amount of the variable government grant is adjusted each year to the size of the total student population, which is known as the reference estimate. Under the National Education Programme, details of this amount were released earlier than usual this year. This information is used to calculate a reference estimate for the 2022 budget. The UvA's definitive market share in 2022 and the reference estimate for 2021 are expected to be published in the Budget Memorandum in September. The variable government grant for teaching assumes a long-term rise in the student population, as per the reference estimate. This expected development over time exceeds the UvA's expected credit and degree development. To align internal forecasts with external forecasts and available funds, a correction has been included for the expected change in market share. In practice, UvA credits and degree certificates will most likely increase in line with the variable government grant for teaching. The budget will contain a better alignment of external and internal long-term forecasts.

In anticipation of the wage and price increases in 2022 and the compensation thereof in 2022, a mathematically estimated increase of 1.5% has been included. There is as yet no certainty regarding 2021, so the UvA is already well ahead of the game with 2022. However, if these increases are not relayed on time, this will result in delayed reactions, and it was agreed at sectoral level to take greater risks with regard to these items. The UvA is therefore giving substance to that now.

Actualisatie beschikbare middelen	2022	2023	2024	2025
Miljoenennota / voorjaarsnota 2022	21,1	20,9	19,1	17,0
Mutatie marktaandeel 2022	-3,2	-3,3	-3,3	-3,4
Referentieraming 2021	16,8	22,6	26,9	30,8
Verwachte mutatie marktaandeel 2023 e.v.	0,0	-6,0	-12,0	-18,0
Loon-/prijsbijstelling 2022	8,0	8,0	8,0	8,0
Overige bijstellingen	-0,5	-0,6	-0,5	-0,4
Overige mutaties	PM	PM	PM	PM

Table 7: Update of available funds – 2022 Budget Memorandum

National Education Programme

On Wednesday, 17 February 2021, the two ministers for Education, Culture and Science presented the National Education Programme (*Nationaal Programma Onderwijs*, NPO) to the Dutch House of Representatives. This programme proposed a series of measures for all education sectors to compensate medium and long-term effects of the COVID-19 pandemic and offer prospects for the years thereafter. Its provisions include funding for academic teaching and research, with a portion specifically for students and another for knowledge institutions. The programme targeting higher education aims to eliminate most delays and deficits by the end of 2022.

Most funds for the UvA will be released in 2021, but there are also some measures and associated financial resources that will be applied in 2022. The government is currently drafting two administrative agreements, one for teaching and another for research, which will offer universities a 'menu' of options to offset the impact of COVID-19. They include all previously reported measures addressing student supervision, student welfare, additional classroom assistance, work placement shortages, teacher training programme dropouts and research delays. Until these administrative agreements and surrounding plans have been approved and adopted, the size of the expected funds is unclear. All funds made available are reserved in the Framework Letter as earmarked funds with reserved expenses. This is also set out in the following section: Use of funds. How they will be allocated within the UvA depends on accountability requirements and options selected from the options menu.

The tuition fee discount compensation for universities has been fixed in advance and comes to € 27.7 million for the UvA, based on the UvA's prospective market share in 2022. The effect of the prospective discount for students is presented under 'Tuition fees'.

Actualisatie beschikbare middelen	2022	2023	2024	2025
Nationaal programma onderwijs	40,6	0,0	0,0	0,0
Bestuursakkoord onderwijs	4,7	0,0	0,0	0,0
Bestuursakkoord onderzoek	8,3	0,0	0,0	0,0
Compensatie korting collegegeld	27,7	0,0	0,0	0,0

Table 8: Update of available funds – National Education Programme

Sufficiency of the macro framework

In their report 'Sufficiency, efficiency and cost allocation in secondary vocational and higher education' (*Toereikendheid, doelmatigheid en kostentoe rekening in het mbo, hbo en wo&o*), researchers at PwC conclude that the current macro budget for academic university teaching and research is insufficient. They calculate that €400 million in additional annual funding is needed to enable research budgets to cover the costs of existing research expenditures. This coincides with calls by the Knowledge Coalition (*Kenniscoalitie*) to increase investments in university research at all levels. Research universities need another initial €300 million plus €200 million annually to restore facilities investments. Moreover, ambitions with regard to education quality and access (aspired quality) are incompatible with the size of the macro budget. Achieving the ambitions for small-scale education would take an additional €200 million in annual funding, the researchers say.

Their report has been presented to the Dutch House of Representatives, but with the formation still ongoing, it remains to be seen what the new government will do with its recommendations and outcomes. This is very uncertain; however, given the study's results and the UvA's own finding that the government grant has long been

insufficient, the UvA in any case expects government funding for research to increase annually over the coming years. Because the availability and hence the use of these funds is still uncertain, amounts equivalent to these amounts have been earmarked. This is also set out in the following section: Use of funds.

<i>Actualisatie beschikbare middelen</i>	2022	2023	2024	2025
Toereikendheid macrokader	PM	20,0	30,0	40,0
Onderbesteding WO (PWC onderzoek)	PM	20,0	30,0	40,0

Table 9: Update of available funds – Sufficiency of the macro framework

Tuition fees

Due to the 50% reduction in tuition fees (2021-2022), tuition fees have been adjusted downward €25.1 million relative to the budget (2022). This adjustment is compensated through the €27.7 million in government funding based on the UvA's 2022 prospective market share.

Otherwise, tuition fees will remain unchanged relative to the 2021 budget. At present, the income from institutional tuition fees is particularly difficult to estimate, as the intake of non-EEA students is hard to predict because of the coronavirus pandemic. In respect of the budget, greater clarity will be gained on this subject.

<i>Actualisatie beschikbare middelen</i>	2022	2023	2024	2025
Collegegelden	-25,1	0,0	0,0	0,0
Wettelijke collegegelden	-22,7	0,0	0,0	0,0
Instellingscollegegelden	-2,3	0,0	0,0	0,0

Table 10: Update of available funds – Tuition fees

Technical revision of budgets and results

In accordance with the applicable agreements and technical analyses, several budgets and results are being revised. The treasury administration has been updated in line with the most recent insights, including an amendment of the long-term interest costs and the long-term interest settlement with real estate on the basis of the planned investments. The new analysis of the Accommodations Plan (see Section 2.4.3) will lead to an updated result for real estate. Based on the provisional funding units of the Academic Centre for Dentistry in Amsterdam (ACTA) and Amsterdam University College (AUC) and the initial estimates of the prices per funding unit, the budgets for these two units are being updated.

A percentage of the government grant and tuition fees is allocated to the Board and executive staff, respectively. The expected government grant has been updated (see above), which results in an increase in the budgets for the Board and executive staff. This creates additional scope to provide policy support during transitions from one COVID-19 phase to the next. The executive staff can use this budget to accommodate higher wages and prices. For the Board, this will be used for new policy budgets, which are included and explained below. Budgets that were set aside in the 2021 budget may be used wherever possible in the 2022 budget for the intended purpose. The table below shows the funds earmarked for the 2021 wage compensation/cost-of-living price adjustment; these are used to increase the prices and budgets in the Allocation Model (see also the next section). The earmarked funds for investments in broad science initiatives are used for the theme-based funding for the Strategic Plan.

Actualisatie beschikbare middelen	2022	2023	2024	2025
<u>Technische herijking budgetten en resultaten</u>	<u>-3,3</u>	<u>-3,7</u>	<u>-4,6</u>	<u>-5,2</u>
Actualisatie resultaat treasury	-0,7	-0,5	-0,6	-0,6
Actualisatie budgetten ACTA en AUC	-0,6	-0,9	-1,2	-1,5
Actualisatie budget bestuur en bestuursstaf	-2,3	-2,4	-2,9	-3,4
Vrijval gereserveerde budgetten	0,2	0,2	0,2	0,2
Overig	0,0	0,0	0,0	0,2

Table 11: Update of available funds – Budgets and results

2.2.2 Update of use of funds

Allocation Model

When drawing up the 2021 budget, the faculties made an estimate of the expected credits and other variables that are important for the Allocation Model. Forecasts updated in February show that the number of funded credits and degree certificates is expected, on balance, to increase by more than 3% in 2022 compared to the forecast in the 2021 budget. In the period ahead, credit and degree developments will be monitored and analysed in consultation with the faculties. It is clear that working conditions during the COVID-19 pandemic have impacted performance and may cause some fluctuations in institute and faculty revenues. In a few cases, agreements aimed at long-term stability have already been necessary. We are currently exploring whether they merit wider application.

For the education portion of the Allocation Model, this means an additional allocation of €5.4 million in funds for faculties as a result of an update of the estimated numbers. This also incorporates faculty agreements regarding COVID-19 effects on the number of credits achieved as included in the 2021 budget. In the Allocation Model, a portion of the research budget is linked to the variable education budget. Seeing that an increase is expected in the variable education budget, the research budget will also increase by €1.35 million. However, the three-year average number of doctorate conferrals for 2022 is lower than forecast in the 2021 budget, resulting in a decrease in the amount of funds for faculties of €300,000.

The expected wage/price adjustment in the government grant will be passed on to the units by means of a 0.75% increase in all components in the Allocation Model. It will gradually become clearer in the budget itself and in 2022 whether there is scope for an increase. In recent years, it was possible to make an additional allocation at the beginning of the year. Should this scope become available, the intention remains to pass it on.

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

The following adjustments relative to the 2021 budget have been included in the 2022 Framework Letter:

- The price per credit has been increased to €109.00 (2021 budget: €108.20).
- The price per degree certificate has been increased to €3,840 (2021 budget: €3,810).

- The price per doctoral programme has been increased to €82,700 (2021 budget: €82,100).
- The decentralised research and teaching policy budgets, all capacity budgets, several central policy budgets and passed-on government grant budgets and the heritage budget have been increased by 0.75%.
- The capped matching budget has been increased by 0.75%, from €32.5 million to €32.7 million, and the matching budget for the Faculty of Medicine has also been increased by 0.75%, from €4.33 million to €4.36 million.

With these adjustments, faculties will be able to absorb rising wages and prices. The degree to which this will be sufficient to cover the wage costs, inflation and the increase in the fixed packages will be worked out in detail in the draft budget on the basis of the most up-to-date information available at that time. As a result of the indexations as referred to above, €3.4 million more will be available for units in 2022.

	2022	2023	2024	2025
Actualisatie inzet middelen				
<u>Allocatiemodel</u>	<u>-25,2</u>	<u>-35,4</u>	<u>-46,2</u>	<u>-58,9</u>
Actualisatie (prognose) aantallen	-8,9	-7,2	-7,7	-8,2
Aanpassing budgetten allocatiemodel (l/p)	-3,4	-3,6	-3,9	-6,1
Doorgegeven rijksbijdrage (NPO)	-13,0	0,0	0,0	0,0
Doorgegeven rijksbijdrage (Toereikendheid Macrokader)	0,0	-20,0	-30,0	-40,0
Variabele allocatie onderzoek (25-27%) vanaf 2023	0,0	-4,6	-4,6	-4,6

Table 12: Update of use of funds – Allocation Model

Internal service provision

Each year, the services provided by the UvA service units are evaluated and the need for any new service units or changes to the current service units is discussed between the supplier (service units) and the customers (all UvA units). This is referred to as the ‘SLA cycle’ within the UvA. The outcome of this cycle, rate adjustments and other service provision agreements are discussed in Chapter 5. The table below summarises the impact on the faculties and service units and at central level.

The above-mentioned increased budgets from the Allocation Model, together with an indexation of contract income, can be used in part to accommodate the higher prices for internal service provision. As a result, the pressure on the units is lower than the total amount of the rate increases. The table below shows the effects of the rate increase divided among faculties, service units and the central level. Below that, the amounts of the options to partly accommodate this are indicated.

	2022	2023	2024	2025
Actualisatie inzet middelen				
<u>Interne dienstverlening</u>	<u>-1,4</u>	<u>-1,0</u>	<u>-2,4</u>	<u>-1,5</u>
Vrijval SLA budgetten allocatiemodel	1,7	1,7	1,7	1,7
Actualisatie HvP	-3,1	-2,7	-4,1	-3,2
<u>Uitkomsten SLA cyclus</u>	<u>-3,7</u>	<u>-3,7</u>	<u>-3,7</u>	<u>-3,7</u>
Extra doorbelasting faculteiten	-3,5	-3,5	-3,5	-3,5
Extra doorbelasting diensten	0,1	0,1	0,1	0,1
Extra doorbelasting centraal	-0,3	-0,3	-0,3	-0,3

Table 13: Update of use of funds – Internal service provision

Organisational unit results

At the end of February, the units were asked about their expected result for 2022 and beyond based on recent insights, as compared to the previous budget.¹ The result across the faculties fell by €2.1 million, remained unchanged among the service units and fell by €200,000 in the Board. These forecasts were issued before the publication of the National Education Programme.

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

Actualisatie inzet middelen	2022	2023	2024	2025
Resultaten eenheden	-2,3	-0,9	0,9	-0,3
Faculteiten	-2,1	-0,7	1,2	0,9
Diensten (incl. ICT portfolio)	0,0	0,0	0,0	-0,7
Bestuur en bestuursstaf	-0,2	-0,3	-0,3	-0,5

Table 14: Update of use of funds – Unit results

2.2.3 New initiatives and developments

After the update of the available funds and the use of funds, some resources will become available for new initiatives or an additional use of funds in 2022.

In late February, all the units were inquired about new initiatives or developments related to their field of expertise or service provision that would impact the UvA's finances. The main outline of these initiatives and developments is included in the Framework Letter. In the draft budget, any further breakdown and allocation of funds to the units will be incorporated.

It is clear that the policy-level focus is on supporting the daily effort to mitigate effects of the pandemic and that there is relatively little time to think about new developments or initiatives. However, for the sake of prudence, some funds have been reserved to facilitate new initiatives in the upcoming period (up to the budget) – for example, connected with effects related to ongoing developments in information security, digital education and the TLCs. If no such initiatives arise, the funds will be released for the Allocation Model.

	2022	2023	2024	2025
<u>Nieuwe initiatieven en ontwikkelingen</u>	<u>-4,2</u>	<u>-6,1</u>	<u>-5,1</u>	<u>-5,1</u>
Tijdelijk extra middelen voor RPA toekenningen	-0,4	-1,0	0,0	0,0
Reservering extra onderzoeksmiddelen	-2,5	-2,5	-2,5	-2,5
Extra bijdrage supercomputer	-0,1	-0,1	-0,1	-0,1
Reservering cybersecurity & innovatie dienstverlening	-1,3	-2,5	-2,5	-2,5
Resultaat na nieuwe initiatieven en ontwikkelingen	-4,9	-11,4	-13,4	-19,2

Table 15: New initiatives and developments

Over the coming years, the budget available for Research Priority Areas (RPAs) will increase to a total of €10 million in accordance with a prior decision. In 2019, the faculty RPAs were integrated into the decentralised faculty budgets, with an amount

¹ This means none of the possible effects of the coronavirus have been included in these forecasts.

of €4.5 million in total. After the integration of the faculty RPAs, the available budget for interfaculty RPAs is €5.5 million (€10 million minus €4.5 million for the faculty RPAs). The RPA budget was to reach €5.5 in 2022, while the budget for new RPA allocations would not become available until 2024. To also allow two RPA allocations in 2022 and 2023, there will be a one-time expansion in the budget for RPAs in 2022 and 2023. With respect to the 2021 budget, the financial room for new RPAs has been expanded by €350,000 for 2022 and €1 million for 2023.

2.2.4 Control measures

After the updates of the available funds and the use of the funds, and after the reservation of funds for new initiatives and developments, the result in 2022 would be -€3.7 million. In order to achieve efficient use of funds, including to support the ambitions set out in the Strategic Plan, additional financial room will be created through one control measure, shown in the table below.

	2022	2023	2024	2025
Resultaat na nieuwe initiatieven en ontwikkelingen	-4,9	-11,4	-13,4	-19,2
Beheersmaatregelen	3,7	3,7	3,7	3,7
Opvangen tariefstijgingen binnen eenheid	3,7	3,7	3,7	3,7
Resultaat na beheersmaatregelen	-1,2	-7,7	-9,7	-15,5

Table 16: Control measures

All units are expected to absorb the rate increases and any increase in the size of any of the internal UvA services into their own respective unit budgets. That means that the portion that cannot be covered by the higher prices and budgets in the Allocation Model or higher contract income, must be financed by the units in another manner. In addition, the UvA services, excluding the IT project portfolio (for which the agreements as included in Section 2.4.2 apply), are requested to achieve at minimum a zero result or achieve at minimum the permitted negative result stated in the 2021 budget.

2.2.5 Financial boost for plans set out in the 2021-2026 Strategic Plan

As explained above, preparations are underway for implementing the Strategic Plan. Like other policy developments, this implementation has experienced some delay, as the COVID-19 pandemic forced the organisation to focus its time and energy on other issues. The table shows that the overall financial room for the Strategic Plan has been lowered relative to last year's budget.

Resultaat na beheersmaatregelen	-1,2	-7,7	-9,7	-15,5
Reserveinzet en voorinvesteringen (IP en Garantie)	1,2	7,7	9,7	15,5
Bijdrage themafinanciering IP	5,7	3,2	9,7	15,5
Reservering Garantie	-4,5	4,5	-	-
Resultaat na reserveinzet en voorinvesteringen	0,0	0,0	0,0	0,0

Table 17: Financial boost for plans set out in the Strategic Plan

2.3 Financial assumptions and frameworks

Application of the Allocation Model

The Allocation Model is explained in detail in the document entitled 'Description of the UvA Allocation Model' (*Beschrijving UvA allocatiemodel*), which can be

found on the UvA website. An infographic is available for understanding how the Model works. This infographic can also be consulted on the UvA website.

Changes to the Allocation Model relative to the adopted 2018 Allocation Model

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

After the adoption of the current Allocation Model, developments occurred in the funding of education and research which have given cause to reassess the application of the matching definition in the UvA's Allocation Model. The developments relate to the conditions for obtaining new funding from the Ministry of Education, Culture and Science in particular, which in substantive terms are nearly the same as, or are quite similar to, the existing financing conditions for other financial flows (Dutch Research Council), which fall under the matching definition. The matching definition has been amended in coordination with the faculties and with the Joint Meeting's (GV) approval to the definition set out in Section 4.5.3.

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

Funding for the Faculty of Dentistry and Amsterdam University College

The funding of AUC and the Faculty of Dentistry (FdT) in the 2022 Framework Letter takes place in accordance with the agreements with VU Amsterdam. The UvA and VU Amsterdam include a joint and identical section about the funding of ACTA and AUC. As with the other faculties, greater clarity will be created for ACTA and AUC at an earlier stage of the process, as a result of the coordination between VU Amsterdam and the UvA in the Framework Letter.

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

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

This will be developed as follows:

- The institutions will pass on the share of the price per funding unit in relation to the halving of tuition fees at cost to ACTA.
- Tuition fees and the share of the government grant will be passed on to ACTA on the basis of the budget actualisation.
- Regarding the expected compensation in 2022 from the government for wage and price developments, both the VU Amsterdam and the UvA have

included an estimated compensation of 1.5%. A post-calculation will be made, whereby the actual compensation may differ.

- ACTA makes use of the service provision of both VU Amsterdam and the UvA. In 2020, VU Amsterdam carried through a revision/update of the internal cost model. The effect of this on the apportionment of costs and the ACTA budget is €1.4 million in costs that have not yet been charged on. As from 2020, ACTA will be compensated for this by VU Amsterdam and the UvA.
- The funds available under the Student Loans (Higher Education) Act (WSV) will be passed on in accordance with the government grant. VU Amsterdam uses 40% of the student loan funds for the VU Amsterdam-wide focus on the quality agreement themes, and 60% goes to the faculties for decentralised implementation. ACTA is largely embedded in VU Amsterdam's operational management. This means that the portion of the student loan funds that VU Amsterdam makes available for the central implementation is also applicable to ACTA and that ACTA makes or can make full use of VU Amsterdam's central teaching facilities, which are funded from the 40% of the central student loan funds. In practice, what this means for ACTA is that VU Amsterdam will deduct the percentage, being 40%, of the funds available under the WSV (quality agreements), which is allocated centrally (40%) from the funds available under the WSV that ACTA receives from VU Amsterdam and the UvA combined. Along with this contribution to the central allocation of the funds comes the agreement that ACTA is involved in decision-making concerning the allocation of these central funds in the same way as the other VU Amsterdam faculties, because the teaching facilities that are funded from these funds are, in principle, also to the same degree available to ACTA. In the specific situation where ACTA takes part in the UvA-wide allocation of the central funds under the WSV, ACTA will contribute to these central funds from the faculty funds under the WSV.

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

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

This will be developed as follows:

- The budget related to the transfer of tuition fees and the share of the government grant is established in the Framework Letter/budget based on a cost estimate.
- To compensate for the halving of tuition fees for first-year students, the loss in tuition fees calculated in the budget will be passed on to AUC. The compensation from the Ministry of Education, Culture and Science for the halving of the tuition fees via the variable government grant will thus cease to apply to the AUC.
- The tuition fees budget for AUC is determined without consideration of the halving of the tuition fees for first-year students. All passed-on government grant amounts related to compensation for the halving of tuition fees will thus cease to apply.
- A condition for the agreements is that AUC must pay a cost-covering rate for the deployment of employees from other faculties. To this end, the adequacy of the 15% supplement that is applied in the internal agreements and an adjustment of that percentage will be considered in consultation with AUC. This will be worked out.

- Concerning the expected compensation in 2022 from the government for wage and price developments, both VU Amsterdam and the UvA include a compensation of 1.5%.

In addition, at the UvA and ACTA, the effects resulting from the recommendations of the Van Rijn Committee starting from 2021, will not be incorporated into the budgets of AUC and ACTA.

Price stability in the Allocation Model

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

Based on the developments described above, the UvA considers it realistic that underfunding of research in particular will be eliminated in the coming years. For the faculties, the Executive Board wishes to guarantee that the additional funds made available by the National Education Programme in 2021 and 2022 will also be available for teaching and research in subsequent years. For the years from 2023 to 2025, a sum of €30 million will be available as a guarantee to keep prices in the Allocation Model high enough to protect faculties from a decline in funds.

At this stage, there are still several uncertainties in relation to the forecasts of the government grant and the forecasts of the internally funded performances. In the Framework Letter, an expected wage/price adjustment of 0.75% by the Ministry of Education, Culture and Science has been included for 2022. This has been translated into a 0.75% increase in the prices in the Allocation Model. When the draft budget will be prepared, more information concerning the government grant will become available and the faculties will adjust their forecasts based on the information available at that time. At that time, the possibility to increase the prices, as included in the Framework Letter, will be assessed. The definitive prices for 2022 will be established in the final budget.

Decentralised control

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

Control of indirect costs

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

The improvement process has been delayed several months due to COVID-19. In 2021, work will be carried out on the production of the new processes and the rates for the internal service provision will be examined. Wherever possible, the improvements will take effect in the 2022 budget.

Developments with respect to the collective labour agreement and personnel policy

Negotiations for a new Collective Labour Agreement for Dutch Universities (CAO NU) in 2021-2022 are ongoing and are expected to conclude in mid-2021. The Netherlands Trade Union Confederation (FNV) has demanded a general wage rise of 5%. On the employer side, the wage bargaining range is limited due in part to the pension premium increase. Three working groups have been formed to examine and elaborate a number of themes, namely: 1) job security and agility, 2) working conditions (particularly in regard to working from home) and 3) workload acknowledgement and valuation. This collective labour agreement's impact on wage costs in 2021 is difficult to assess at this time.

We will include the indexation of the wage costs with the technical instructions to the budget. If, when these instructions are drafted, there are still too many uncertainties, an indexation of 0.75% will be applied, which is the same as the estimated compensation for wage/price increases.

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

At the time of drafting the Framework Letter, as far as the income and costs were concerned, there was no clarity as yet regarding the wage and price trend in 2022 or the wage compensation and cost-of-living adjustment. Costs are expected to rise in the next few years, for example, in relation to personnel as well as investments. This will be fully or partially compensated for by an additional wage compensation and cost-of-living adjustment in the government grant and must be taken into account in other income streams. The exact amount or timing of these increases cannot be estimated at present, so an assumption has been made of a 0.75% wage/price adjustment by the Ministry of Education, Culture and Science. The possible adjustment of the income and expenditure will, where applicable, be incorporated simultaneously into the draft or final budget.

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

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

Transparency and quality of the budget

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

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

At the time of drafting the Framework Letter and budget, there were still some uncertainties regarding the government grant to be received. The government grant

is estimated based on the information available at the time and an estimate of the expected changes. Based on information from the Ministry of Education, Culture and Science and the VSNU and in consultation with other universities, an attempt is being made to include the expected changes in the Framework Letter as accurately as possible. It is possible that the actual government grant might be lower than expected, but the financial position of the UvA is robust enough that this will not immediately lead to any problems. Chapter 4 contains details regarding the expected government grant and further explanation.

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

Moreover, it has turned out to be difficult to make use of the earmarked funds immediately and to their fullest extent. The UvA passes on the funds as much as possible and thereby makes the units responsible for spending the funds. Processes to facilitate the use of the funds may lead to more delay in spending than estimated because, for example, project organisations need to be set up, plans need to be developed and, in many cases, further internal coordination is needed. To encourage the process of decision-making and facilitate the spending of the funds within the units, the size of the earmarked funds and the conditions for using them are clearly indicated as early as possible when drafting the 2022 budget, so that the units become aware of the availability of additional funds and can therefore respond more quickly than in previous years.

The quality of the estimates and the SLA cycle will be evaluated in the coming period.

Improving the price-quality ratio of accommodation

The strategy outlined in the Accommodations Plan aims at developing the campus by providing for high-quality facilities for education and research at affordable cost. This requires a proactive, future-oriented attitude. For the faculties, it remains crucial that they properly manage the amount of space used by them and align the costs with the financial capacity of the faculty. The increase in student numbers and success in research projects is leading to an intensified use of education and research facilities on campus. Advancing digitalisation of education will also affect the need for space. These two topics were raised in all discussions with the faculties. It is still too early to say what this will mean for the portfolio. Accommodation planning requires insight into the evolution of spatial needs and associated accommodation costs.

At the Amsterdam Science Park, the prognosis for medium and long-term spatial requirements is being reassessed, as the faculty's growth in recent years is nearing the upper limit of the previously established range. The AI initiative is also growing faster than expected. This, combined with the aspiration to further expand the Quantum research theme into the 'Quantum.Amsterdam' proposition in cooperation with scientific partners, and the ambitions in the Strategic Plan, it is necessary that the ASP makes timely efforts to expand available accommodation. The UvA and its partners can initiate this.

For the Roeterseiland Campus (REC), proper insight into the costs of space utilisation will help provide input for further improving the utilisation of buildings, to adequately accommodate the growth in the number of employees and expansion

of educational activities. Of particular concern for this campus is the pressure that student population trends have created on teaching space. Alongside the need for more classrooms, an added factor is the change in group sizes. To respond to these changes, different kinds of classrooms are needed. The university is looking into how this can be achieved and whether modification of campus accommodation is needed.

This year, the service units are relocating from Leeuwenburg to Hogehilweg. Renovation of Hogehilweg to make interior spaces suitable started in early 2021, and the relocation will take place this summer.

In the planning phase for the University Quarter, the Strategic Master Plan has been completed. This means the UvA can begin steps to lay out the campus. Renovation of the University Library started in 2018. After the initial phase of demolition and asbestos remediation, the second phase, involving foundation repair and expansion and cellar construction, is underway. The third phase, consisting of interior construction, has been contracted, thus ensuring good alignment with works carried out in the last phase. The complexity of the location and building quality has led to a change in approach. In the process, intensive coordination with the municipality is required. The current investment forecast is incorporated.

For the Oudemanhuispoort building, a preliminary design has been prepared in order to be able to assess which investments are required to integrate the description of requirements into the building complex. The multitude of buildings in combination with the monumentality of large portions of the complex mean that the investment is considerable. In the further elaboration, it will be considered how the approach can be made less complex with the objective to reduce the required investment.

The longer runtime of the University Quarter campus development means that certain buildings will remain in use for a longer period of time. An inventory is being prepared to determine which building measures are necessary to support this prolonged use as much as possible. Initial indications from the building surveys show that the building hull in particular needs additional maintenance. The building assessment will be completed to clarify which choices need to be made. Financially, higher maintenance costs are expected in the coming years.

The Accommodations Plan makes model-based financial assumptions for maintenance of the portfolio, using key figures last reviewed in 2015. Recent trends in system maintenance costs, as well as information from project operating scans, make it worthwhile to test whether the Accommodations Plan's maintenance key indicators are still appropriate. This will be addressed in the near future.

The Accommodations Plan for 2021 includes an investment estimate for the Energy Transition Road Map. With sustainability, the starting point is that these investments will largely pay for themselves through lower energy expenses. At a later stage, additional agreements concerning the set-off of additional costs will be needed. In the first few years this is not yet a concern, however, the proposal is to start with this at the end of the planning period.

The investment estimates in the Accommodations Plan are based on the price level as on the 1st of January 2021, with a model-based assumption for the increase in construction costs relative to inflation. Current market developments pose a financial risk for additional investments. Prices rose almost 1.5% relative to 2020. This has been incorporated in the investment estimates. Recent figures show a slight downturn in the procurement market, which could be favourable for pricing. It might be that prices will go down this year, though they also might not. In other words,

uncertainty still exists. The current financial analysis resumes the normal trend after 2021, with this uncertainty incorporated as a TBD item for the time being. The market developments oblige us to incorporate additional risk assurance in the contracting stage. The risk report associated with the campus development reports on this issue.

Compared to the 2021 Accommodations Plan, the investment programme through 2035 has decreased by €95 million. This is mainly because the delayed upgrade of REC JK has pushed both the renovation and sustainability improvements beyond the 2035 horizon. Additionally, the cash forecast for this year had to be adjusted following an assessment of ongoing projects (University Library and LAB42). Altogether, €89 million has been rescheduled.

The investment planning currently under examination follows from the planning adjustment of projects. Based on the firm intention to avoid resuming efforts to attract liquidity (not entering into new loans), the available cash is limited. However, the complexity involved in preparing and executing projects also places limitations on the UvA's capability to implement multiple large projects within the same time frame while also managing the environment effectively. As in the budget as a whole, the planning of these projects sometimes proves overly optimistic. In the Framework Letter for 2022, this planning is based on a current estimate of projects' feasibility within the constraint of the affordability of the Accommodations Plan. Investment plans for the University Quarter will continue to be drawn up in the time ahead, which should help to make plans even more concrete. In the period ahead, in the process moving towards the 2022 budget et seq., consultations will be held with all involved parties in order to achieve a more realistic project planning. All projects will also be examined to possibly reduce financial investments. The Oudemanhuispoort (OMHP) project has provided insight into elements of projects in the University Quarter where this is possible, which could apply more broadly to other projects as well. The investment table incorporates these new insights from the University Quarter, achieving a reduction in investments relative to the 2021 Accommodations Plan, as is also reflected in the calculation model's additional estimates for risk and indexation. Various analyses have now shown that foundation repair is necessary for the OMHP, BG5 and GHK buildings, and an investment line has been added for this purpose. For the sake of caution, the campus estimate still includes an extra contingency line. The general investment rule for plan optimism, included based on experiences with the University Library and uncertainty about the condition of buildings to be renovated, has been dropped. The results of the aforementioned actions will be integrated in a single vision on the scale of investments and their financing. The aim is to complete this vision in the first quarter of 2022.

A process to update the space standard, m² per X, will also be initiated. The current space standard was adopted in 2007 and was based on the government's system for office use, supplemented by UvA-specific functional requirements for teaching and research. The government updated its space standard in 2015, partly to improve occupancy of office workspaces. As assessing the effectiveness of accommodation investments requires an up-to-date set of policy instruments, there has long been a need to reassess this system of standards. In discussions, organisational units have expressed a desire for better utilisation and to simplify the system. The OMHP project did some initial explorations as to how this could be achieved. This will be further examined with users in the period ahead. The aim is to use the updated space standard to define new projects and for investment decisions. This is also expected to support the objective of further reducing investments.

Buildings are maintained on the basis of a long-term maintenance plan. Measures surveyed for the Energy Transition Road Map will be integrated in this long-term maintenance plan, so that sustainable options will be applied at logical points during maintenance. This integration of assessments will be incorporated in the sustainable long-term maintenance plan. When buildings are due for renovation, it will be assessed which measures are logical to use in the renovation.

A separate long-term plan has been drawn up for changes to be made for fire safety and accessibility. Both programmes will be evaluated this year. Organisational units also have the option of submitting, possibly through the service units, a request for adjustments and renovations necessary for research and teaching, in the form of a Functional Adjustment (FA). Starting from 2018 and continuing for a number of years, the FA budget includes additional financial room for building modifications in the context of educational innovation.

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

See Appendix 3 for the Accommodations Plan investment table.

Solvency II between 38% and 44%

Internal UvA standard

Internal thresholds are used to better monitor the solvency situation and make it possible to reach some form of agreement on the progression of the figures. Internal thresholds have less to do with the continuity risk (which is already catered for in other ways) and more with the issue of whether capital is being used in a suboptimal way, including with regard to making contributions to society. The frame of reference for these thresholds is the internal treasury policy and the treasury plan. In view of the societal nature of the organisation, both a lower limit and an upper limit have been defined for the internal threshold. This creates a range within which solvency can fluctuate over the planning period. The UvA will strive to keep solvency II at a level between 38% and 44% in the years ahead. If solvency is too high, this could suggest that too much is being saved and, as such, that more funds could be made available for research and teaching. If solvency is too low, this could suggest the presence of a financial risk (in time). The application of internal thresholds that are subject to an upper limit makes it possible to monitor this point – which is important for societal debate too – more closely. Also, the upper limit should create a more balanced consideration. Based on the plans set out in this Framework Letter, solvency II will remain within these limits, with the exception of the year 2025, when it will decline to 37%, which is still well above the Ministry of Education, Culture and Science's alert threshold. Assuming that the UvA will make the investments with no additional funding, the solvency will stay within the internal thresholds in 2025 as well. This point will be further optimised during preparation of the 2022 budget.

Standard applied by the Inspectorate of Education

The Inspectorate of Education only applies a lower limit as the threshold for solvency II; this is 30%. If this threshold is exceeded, this is viewed by the Inspectorate as a sign that an institution may run financial risk/financial continuity

risk. Based on the plans set out in this Framework Letter, solvency II will remain above this limit.

Alert threshold for excessive reserves

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

Long-term financial zero result for the entire UvA

Internal UvA standard

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

Standards applied by the Inspectorate of Education

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

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

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

DSCR > 1.5

The UvA's agreement with banks

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

Liquidity ratio > 0.5

Standards applied by the Inspectorate of Education

The policy is to remain above the 0.5 alert level set by the Inspectorate of Education. In the planning period for the Framework Letter 2022, a technical planning assumption proved necessary for this purpose. This is explained in more detail in Section 5.7.2.

Accommodation costs passed on internally < 12%

Internal UvA standard

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

Reserves

Within a few years, the budget may evolve in such a way that it will no longer be possible to immediately bring the costs in line with income. In that case, the reserves will be used to bridge the gap. Hence, the policy on reserves is closely related to the allocation issue. Faculties must maintain a minimum buffer capital. In accordance with the Financial Management Regulations, the standard for the decentralised faculty reserve position is 10% of the annual income of the unit. In times of need, they should

be able to use this buffer capital. This is elaborated in greater detail in the UvA Reserve Policy Memorandum. The Framework Letter indicates the financial room available to the faculties to make use of the reserves. If the reserve position falls below the standard of 10%, the unit must indicate in its long-term budget how the required reserve position will be achieved. The UvA Reserve Policy Memorandum further explains the UvA's policy regarding reserves. The designated reserves and funds may only be used if this is approved in the budget.

2.4 **Investments**

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

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

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

2.4.1 **Policy investments**

In 2022, the UvA will invest €163.5 million in various policy themes through:

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

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

Beleidsinvesteringen		2021	2022	2023	2024	2025
<i>Ingezette middelen via allocatiemodel</i>		<i>Afkorting</i>				
Decentraal beleid onderwijs	<i>DBOW</i>	20.148	20.299	20.299	20.299	20.299
Decentraal beleid onderzoek	<i>DBOZ</i>	25.412	25.603	25.603	25.603	25.603
Centraal beleid onderwijs*	<i>CBOW</i>	14.380	11.123	11.435	11.447	10.697
Centraal beleid onderzoek*	<i>CBOZ</i>	14.657	16.701	16.655	16.465	16.465
RPA's	<i>RPA</i>	5.252	5.252	5.252	1.200	900
Doorgegeven rijksbijdrage ow en oz (excl. aan	<i>DGRB</i>	37.405	53.022	61.029	66.510	78.712
Overige beleidsinvesteringen	<i>OVB</i>	8.640	7.519	6.674	5.910	5.910
Beleidsbudgetten diensten (excl. SLA)	<i>BD</i>	754	190	160-	187-	84-
Subtotaal		126.648	139.708	146.786	147.247	158.502
<i>Gereserveerde middelen via allocatiemodel</i>		<i>Hoort bij</i>				
RPA's	<i>RPA</i>	-	650	1.300	4.300	4.600
Aanvullende middelen schakeltrajecten	<i>CBOW</i>	-	1.000	1.000	1.000	1.000
Interdisciplinair onderwijs	<i>CBOW</i>	-	250	250	250	1.000
Beta/techniek	<i>CBOZ</i>	750	750	750	750	750
SEO middelen overheveling naar 1e GS	<i>DGRB</i>	-	-	-	4.349	4.349
Reservering loon/prijscompensatie	<i>OVB</i>	-	-	-	-	-
ICT themafinanciering: Gereserveerd	<i>OVB</i>	1.822	4.033	6.148	7.432	6.550
Ontwikkeling systemen financiën en inkoop	<i>BD</i>	500	500	500	-	-
Initiatieven, knelpunten, plannen diensten	<i>BD</i>	-	-	-	-	-
Subtotaal		3.072	7.183	9.948	18.081	18.249
<i>Ingezette middelen via bestuur</i>		<i>Afkorting</i>				
Internationalisering	<i>INT</i>	865	865	865	865	865
Personeel & Medezeggenschap	<i>P&M</i>	4.240	4.240	4.240	4.240	4.240
Beschikbaarheid informatie	<i>BI</i>	245	245	245	245	245
Strategische communicatie	<i>SC</i>	77	77	77	77	77
ICT	<i>ICT</i>	-	-	-	-	-
Universitaire faciliteiten	<i>UF</i>	306	306	306	306	306
Strategische investeringen	<i>SI</i>	4.111	4.390	3.640	2.140	1.640
Overige	<i>OV</i>	1.254	1.254	1.254	1.254	1.254
Subtotaal		11.098	11.377	10.627	9.127	8.627
<i>Gereserveerde middelen via bestuur</i>		<i>Hoort bij</i>				
Werkdruk verlaging structureel	<i>P&M</i>	1.000	-	-	-	-
IT programmagelden	<i>ICT</i>	-	-	-	-	-
Open Science	<i>SI</i>	-	-	-	-	-
Kwaliteitsafspraken	<i>SI</i>	3.200	4.000	4.200	4.700	5.100
Ruimte voor strategische investeringen	<i>SI</i>	-	800	2.150	3.600	3.800
Onvoorzien	<i>SI</i>	1.000	1.000	1.000	1.000	1.000
Subtotaal		5.200	5.800	7.350	9.300	9.900
TO TAAL (excl. IP investering)		146.018	164.068	174.711	183.755	195.278

Table 18: Policy investments via the Allocation Model and Board

The policy budgets via the Allocation Model are explained in more detail and broken down in Chapter 4. The policy investments from the Board are explained in Section 5.6.

As from 2022, the budgets for the IT portfolio for IT projects and IT developments will be allocated directly from the Allocation Model instead of from the policy investments via the Board. As from 2022, these will be included under 'Other policy

investments'. A breakdown of this component can be found in 2.4.2, where it is explained further.

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

Quality agreements

The Coalition Agreement specified that the funds that are released for study loan funds will be linked to quality agreements. These agreements have since been made at institutional level and approved by the Minister following an assessment by the Accreditation Organisation of the Netherlands and Flanders (NVAO). In 2022, the NVAO will perform an interim assessment of the realisation of the plans on the basis of the 2021 Annual Report. A final assessment will take place in 2024. The assessment will be carried out in line with the process followed by the voluntary Institutional Quality Assurance Audit conducted by the NVAO.

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

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

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

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

In 2021, the UvA will organise a mid-term review of the quality agreements. The mid-term review could lead to a different implementation of the themes and/or a different allocation of the financial resources, but until that time, this is not the case. In general, the focus is on continuity and the intention is to continue to maintain a ratio of central to faculty funds of approximately 20% to 80%.

The UvA receives the funds for quality agreements via student-related funding in the government grant. In accordance with decisions taken, funds are allocated to the units based on the weighted number of credits. Compared to the 2021 Budget, the allocation has been updated based on the revised unit forecast for the number of credits in 2022 and beyond. The allocation of funds made available under the Quality Agreements for 2022 takes account of credits that were obtained in 2020 but registered too late to be included in the allocation of funds for the 2021 budget.

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

AUC receives a separate budget from VU Amsterdam for quality agreements, which is why these funds are not included in the table below. The remaining part of the funds received by the UvA, after deduction of the UvA-wide commitment for the

Faculties of Economics and Business, Humanities, Science, Social and Behavioural Sciences and Medicine and the Amsterdam Law School, are allocated to these six faculties based on the weighted number of credits. This leads to the allocation shown below. This allocation will be adjusted annually, at the time of budget preparation, based on the final number of credits.

Voorlopige toekenning middelen tbv kwaliteitsafspraken (x€ 1.000)	2021	2022	2023	2024	2024
Faculteit Economie en Bedrijfskunde	1.724	2.084	2.087	2.284	2.456
Faculteit der Rechtsgeleerdheid	1.334	1.734	1.833	2.070	2.229
Faculteit der Geesteswetenschappen	2.020	2.526	2.870	3.337	3.594
Faculteit der Natuurwetenschappen, Wiskunde en Informatie	2.586	3.078	3.263	3.699	4.002
Faculteit der Maatschappij- en Gedragwetenschappen	2.911	3.781	3.955	4.433	4.717
Faculteit der Geneeskunde	1.925	2.514	2.597	2.955	3.209
Faculteit der Tandheelkunde	695	764	827	933	1.006
Amsterdam University College	378	465	484	551	598
UvA-breed	3.200	4.000	4.200	4.700	5.100
Totaal	16.773	20.945	22.115	24.961	26.911

Table 19: Provisional allocation of funds for quality agreements

Research Priority Areas (RPAs)

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

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

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

In the coming years, the budget available for Research Priority Areas (RPAs) will increase to a total of €10 million in accordance with a prior decision. In 2019, the faculty RPAs were integrated into the decentralised faculty budgets, for an amount of €4.5 million in total. After the integration of the faculty RPAs, the available budget for interfaculty RPAs is €5.5 million (€10 million minus €4.5 million for the faculty RPAs). The RPA budget was to reach €5.5 in 2022, while the budget for new RPA allocations would not become available until 2024. To also allow two annual RPA allocations in 2022 and 2023, there will be a one-time expansion in the budget for RPAs in 2022 and 2023. This means €650,000 will be available for new allocations in 2022 and another €650,000 in 2023. For the 2022 budget, the Board will decide on the definitive allocation in October 2021, following Steering Committee discussions with the initiators about details of their proposal and after receiving the UOC's advice on this. As of 2024, the available budget for RPAs will

once more be in line with the agreed policy (€5.5 million), which means that at least some RPA allocations from 2019 cannot be renewed.

Research Priority Areas	Voor	2021	2022	2023	2024	2025
Amsterdam Centre for European Studies	FMG	300	300	300	-	-
Beschikbaar RPA bèta/medisch/gamma	Niet verdeeld	-	-	-	2.000	2.000
Beschikbare RPA middelen	Niet verdeeld	-	650	1.300	2.300	2.600
Brain & Cognition	FMG	772	772	772	-	-
Global Health	FdG	379	379	379	-	-
Human(e) AI	FGw	300	300	300	-	-
Personalized Communication	FMG	301	301	301	-	-
RPA Digital Cultures	FGW	300	300	300	300	-
RPA Urban Mental Health	FNWI	2.000	2.000	2.000	-	-
RPA AI for Health Decision Making	FdG	450	450	450	450	450
RPA Personal Microbiome Health	FdT	450	450	450	450	450
Totaal		5.252	5.902	6.552	5.500	5.500

Table 20: RPAs

2.4.2 ICT investments

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

The annual budget is used to fund small and medium-sized projects in all areas of information provision. Larger investments are needed for a number of developments, but the annual budget offers insufficient scope for such investments. That is why the UvA has created additional theme-based budgets. A total of €9.2 million is available long-term for the theme-based budgets. Together with the annual budget, the hours for the IT portfolio, the contribution to SURF and the depreciation set-off system, the total available 2022 budget for the IT portfolio comes to €11 million.

Allocated theme-based funding

Theme-based funding is allocated by the Executive Board based on approved project plans. The projects to which the Executive Board has already decided to allocate theme-based budgets in 2022 are the Teaching Logistics Programme, IT for Research Business Cases, IT for research (Support) and the Information Security Improvement Plan. The pace of spending of the theme-based projects is difficult to predict, however. Delays may be incurred in particular at the beginning, as a result of establishing the organisation for the project; as a result, a designated reserve will develop which can be spent in later years (as for the IT for Research Business Cases).

Earmarked theme-based funding

With the creation of the *ICT theme-based funding: 'Earmarked'*, the budget for 2022 and beyond introduces scope for new investments in all domains of information security. The Executive Board has not yet taken a decision on the allocation of these funds, so for the time being, these are allocated to earmarked theme-based funding. Over the coming years, IT for education and research will continue to demand major, far-reaching investments. These investments will arise from fulfilment of the ambitions of the 2021-2025 Strategic Plan and the related digital agenda. Included in this are topics such as ICT for Education Innovation (accelerated by the pandemic, which has led to deeper reflection on the role of ICT in education), the further development of IT facilities for research (chiefly data exchange, data storage and the virtual research environment), employee information services (part of the

UvAweb roadmap still to be drafted) and the renewal and development of operational management systems and online and offline working environments for staff and students. When drafting the budget, these topics will be defined further and supplemented as part of drawing up a new digital agenda for the UvA. Approved proposals from the ICT Steering Group that are not funded from the annual budget, must also be funded from the ICT theme-based funding budget.

ICT-investeringen (ICT-ontwikkeling)	2021	2022	2023	2024	2025
BUDGETTOEKENNINGEN					
ICT projecten: ICT & bedrijfsvoering	400	400	400	400	400
ICT projecten: ICTO programma's	600	600	600	600	600
ICT projecten: SURF bijdrage	448	448	448	448	448
ICT projecten: Uren ICTS	1.360	1.360	1.360	1.360	1.360
ICT projecten: Compensatie afschrijvsystematiek	125	125	125	-	-
<i>Subtotaal ICT projecten regulier</i>	<i>2.933</i>	<i>2.933</i>	<i>2.933</i>	<i>2.808</i>	<i>2.808</i>
ICT themafinanciering: Businesscases IT voor onderzoek	-	800	311	-	-
ICT themafinanciering: E-science*	-	-	-	-	-
ICT themafinanciering: IT voor onderzoek	325	325	-	-	-
ICT themafinanciering: Onderwijsloeiatiek	2.598	1.933	602	602	602
ICT themafinanciering: verbeterplan IB	-	278	328	-	-
ICT themafinanciering: SAP Roadmap	-	-	-	-	-
ICT themafinanciering: Transitiewerken in de cloud	2.784	-	-	-	-
<i>Subtotaal themafinanciering toegekend</i>	<i>5.707</i>	<i>3.336</i>	<i>1.241</i>	<i>602</i>	<i>602</i>
ICT themafinanciering: Geenserveerd	1.822	4.083	6.148	7.482	6.530
TOTAAL	10.462	10.302	10.322	10.842	9.960
<i>Geplande uitgaven toegekende themafinanciering</i>					
Transitie werken in de cloud	2.925	-	-	-	-
Businesscases IT voor onderzoek	1.400	800	331	-	-
IT voor onderzoek	325	325	-	-	-
Onderwijsloeiatiek	2.598	1.933	602	602	602
<i>Totaal</i>	<i>7.248</i>	<i>3.058</i>	<i>933</i>	<i>602</i>	<i>602</i>
<i>Saldo toegekende themafinanciering</i>	<i>-1.541</i>	<i>278</i>	<i>308</i>	<i>-</i>	<i>-</i>

Table 21: Long-term IT investments

Explanatory note to allocated theme-based funding

IT for research (Business Cases).

Given the increasingly data-intensive research being carried out across all UvA faculties and the UvA's ambition to secure a leading position in the IT facilities it provides to its researchers, investing in IT for research is important. In June 2019, the Executive Board decided to commit additional funds (total amount of €4,150,000) to strengthen the IT facilities for researchers. IT solutions for researchers (data storage, virtual research environment, research management portal) and support for researchers form an essential basis enabling researchers to do their research more easily, effectively, securely and innovatively.

IT for research (Support)

This theme is closely related to the above topics and entails the reinforcement of the ResearchIT team and the execution of the projects that fall outside the scope of business cases.

Teaching Logistics Programme (POL)

POL is helping to increase the teaching organisation's agility and clout and forging effective process chains in the education logistics domain. POL works on creating facilities and the preconditions for excellent information provision to students and lecturing staff.

Information Security Improvement Plan

The Information Security Improvement Plan contributes to structural enhancement of the level of information security. The programme plan consists of several subprojects that are being carried out in partnership with Amsterdam University of Applied Sciences (AUAS). These projects are implementing measures to mitigate the greatest risks to information security at the UvA and AUAS.

2.4.3 Real estate investments and Accommodations Plan

The budgetary precondition for the Accommodations Plan is that, measured until 2035, this Plan must be implemented in a budget-neutral manner (including the costs of capital) within the framework of the current internal rental policy and with the designated reserve built up so far. An update of the Accommodations Plan will be added to the 2022 budget, which will incorporate the most recent insights. How exactly this will be done will be further elaborated in a proposal.

The internal rental policy consists of the annual adjustment of the rent with, at most, inflation (CPI) and an additional increase of 3.5%, until a level of €225 per m² (2008 price level) has been reached. Due to the combination of this increase in price due to inflation and the decrease in the number of square metres, the share of the basic accommodation costs of university funds remains within the range of 10-12% of the total costs. For the faculties, this income-to-rent ratio is, on average, approximately 6-7%. This is displayed in the graph below.

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

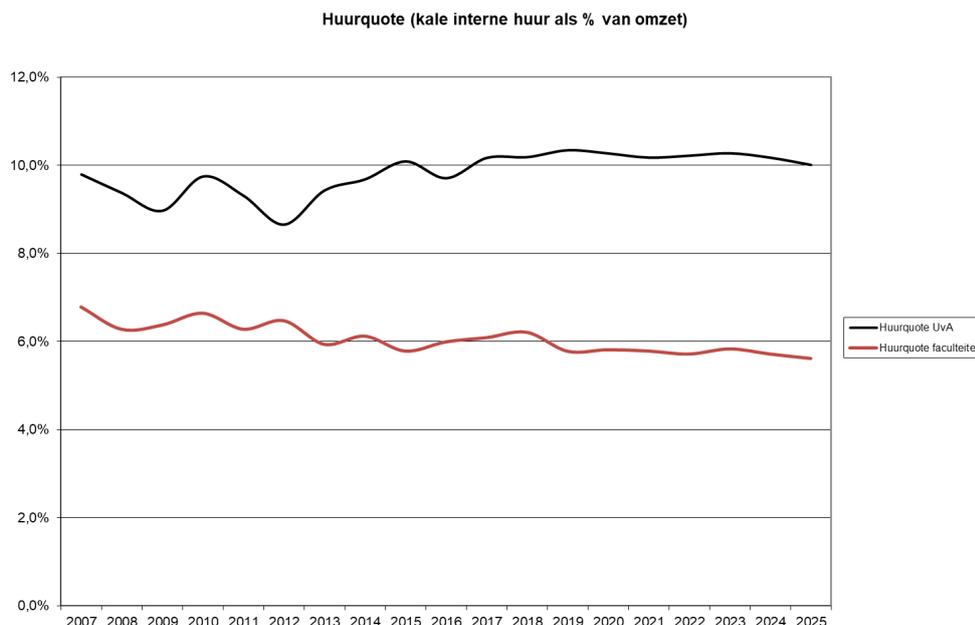


Table 22: Income-to-rent ratio

The real estate administration will have a cumulative positive operating result for the years 2022 to 2025. However, the results for the years 2022 to 2024 fall below the 2021 long-term budget. This is due to the inclusion of additional maintenance and planning adjustments in Accommodations Plan projects. The 2021 budget still took account of a shift in planning to stay above the 0.5 alert threshold for the liquidity ratio. The current Framework Letter has set a more realistic timeline for Accommodations Plan projects. The shift in planning has been dropped, and possible measures to stay above the threshold are discussed in more detail in the treasury chapter.

In the years after 2025, the result will remain negative for several years because, in the financial long-term model, the first reinvestments will then also start to influence the estimate. The amount and the timetable of the reinvestments are easy to control. On the horizon up to 2045, it is quite possible to achieve an investment programme of approximately 40 to 45 million euros per year on average, which is comparable to the amount of the depreciations.

For planning purposes, it is desirable to gain insight into the size of the annual cash-out. That is why, during the preparation of the budget for 2022, particular attention will be paid to the feasibility of all proposals (quality and time). Faculty ambitions have an impact on future spatial needs. In some cases, it may be a good idea to take more time to state the ambitions in more concrete terms, so as to better understand the spatial needs. If this is done, the quality of accommodation will be more in line with the actual needs of the faculties, which will make the investments more stable. However, all of this may result in a longer lead time for the investment programme.

2.4.4 Other investments

In 2019, the first additional investments were made from the reserves to provide financial room for experimentation, from the scope created for that purpose in the budget. This has resulted in a number of initiatives, the allocated budgets for which are included over a multi-year period in the budget for 2020. In 2019, experience was gained with the system for offering interim opportunities to create extra scope

for projects and temporary innovations intended to have a structural effect. This has shown that the extent of the proposals is such that the financial scope becoming available during the year is expected to offer sufficient opportunity for honouring proposals. The policy of creating scope for investments from faculty and university reserves will be continued and, in 2022, as in previous years, will be based on the financial scope becoming available in the year itself, which, given the expected size, is not budgeted in advance. In consultation with the units, further agreements/process agreements have been made about the decision-making processes related to the allocation of additional funds from reserves. The process followed in recent years will be evaluated and will be continued in 2022, with adjustments where necessary.

Risks

The UvA faces the following significant financial risks:

- evolution of wages, pension premiums and prices and the extent to which this will be compensated for in the government grant; an absence of additional resources from the Ministry of Education, Culture and Science, for science education and research, that would structurally eliminate underfunding so that the current ambitions in the sector can be achieved;
- uncertainty about the amount of the government grant, possible adjustments to the funding system and any impact resulting from the recommendations of the Van Rijn Committee;
- uncertainty about the amount of funding received by the UvA from the Dutch Research Agenda via the Dutch Research Council (NWO) Open Competition;
- uncertainty about student intake numbers in the coming years;
- extent of matching pressure;
- the investment wishes regarding accommodation expressed by the organisation, and translated into financial terms, exceeding the estimate in the adopted Accommodations Plan;
- budget overruns in the implementation of accommodation projects due to deviations from the original project plan or time overruns;
- uncertainty about the short and long-term effects of the coronavirus crisis.
- As a result of the COVID-19 pandemic, the UvA may need to make more additional investments in digital education and working from home in 2022.
- The COVID-19 pandemic has led to delays in the implementation of indirect government-funded and contract research-funded projects.

Risk management measures include:

- diversifying the sources of income, especially indirect government funding and contract research funding, but also philanthropic sources and valorisation;
- maintaining our focus on interdisciplinary aspects and the interests of the chain in research;
- in the context of the VSNU, holding consultations with the Ministry of Education, Culture and Science in order to gain timely insight into the sectors' funding and the implementation choices, so that the right responses can be made at the right time;
- performing internal analyses, at both central and decentralised levels, as part of the budget preparation process to better substantiate the forecasts of student numbers and performance and hence to be able to prepare a reliable estimate in addition to the Accommodations Plan analyses. In so doing, the intake of international students is also taken into account. The plans will be adjusted accordingly, if necessary;
- ensuring that all estimates related to the government grant are based on the most up-to-date information and are aligned with expectations within the faculties;

- regular monitoring of the development of accommodation requirements, based on a rolling forecast approach in the Accommodations Plan, in order to identify any issues in time and make adjustments where necessary; specifying new requirements and submitting them for decision-making;
- making risk management part of project implementation in order to identify risks (likelihood and impact) promptly and make adjustments as necessary;
- developing a number of scenarios and the associated measures in relation to the coronavirus crisis in order to anticipate several of the uncertainties. In so doing, efforts are focused on reducing the disturbance in research and teaching to a minimum.

3 Framework letter and budget process

This year, the planning for the framework letter and budget process is as follows:

23/02/2021	Delivery of policy priorities for units and joint meeting + delivery of unit forecasts
09/03/2021	Discuss policy priorities from framework letter in Central Executive Council (CBO)
18/03/2021	Delivery of 2022 rate proposals by services
06/04/2021	Adoption of draft 2022 framework letter by Executive Board (CvB)
14/04/2021	Discuss draft framework letter in Operational Managers' Meeting (BVO)
15/04/2021	Discuss draft 2022 framework letter in CBO
25/05/2021	Adoption of final framework letter subject to approval
31/05/2021	Start of central representative advisory bodies' approval period for main features of 2022 budget and start of consultation period for final 2022 framework letter
11/06/2021	Joint consultative meeting of representative advisory bodies and CvB on the framework letter
14/06/2021	End of 2020 framework letter consultation period
22/06/2021	- Determine numbers for permanent service provision as at 1 June (excluding student numbers) for 2022 budget
22/06/2021	- Deliver forecast of permanent numbers for 2023-2025 (incl. forecast of student numbers for 2022) - Deliver (reconciled) 2022-2025 internal settlement statement
09/07/2021	Budget tool, populated with all central data, available to units
12/07/2021	End of approval period for main features of the 2022 budget as set out in the 2022 framework letter
18/08/2021	Deliver forecast of cost-financed performances for 2022-2025
01/09/2021	Deliver draft 2022-2025 unit budget
28/09/2021	Adoption of draft 2022-2025 budget, including draft Accommodations Plan, by CvB
04/10/2021	- Start of approval period for central representative advisory bodies for amended main features of 2022 budget - Start of consultation period for decentralised representative advisory bodies with regard to draft unit budgets - Start of consultation period for Central Works Council (COR) and Central Student Council (CSR) with regard to the draft UvA budget for 2022 - Start of consultation period for the draft UvA budget for 2022
19/10/2021	End of consultation period for the draft UvA budget
20/10/2021	Count of student numbers and cost-financed performances (credits and diplomas) that count towards the 2022 budget
25/10/2021	Deliver updated estimate of cost-financed performances for 2022-2025 and student numbers for 2022-2025
27/10/2021	Discuss draft UvA budget for 2022-2025 in BVO
28/10/2021	Discuss draft UvA budget for 2022-2025 in CBO
12/11/2021	Consultative meeting of representative advisory bodies and CvB about the budget
08/11/2021	End of consultation period for decentralised representative advisory bodies

10/11/2021	Delivery of final unit budgets for 2022-2025
22/11/2021	- End of approval period for central representative advisory bodies for amended main features of 2022 budget - End of consultation period for COR and CSR for the draft UvA budget for 2022
30/11/2021	Adoption of the final UvA budget by CvB
14/12/2021	Close budget tool for units
15/12/2021	Approval of UvA budget by Supervisory Board (RvT)

Approval, advice and consultation

Early in the process, the CvB explicitly enters into a dialogue with the central representative advisory bodies with regard to the main features of the budget. In the framework letter and the budget, a separate chapter entitled ‘main features of the budget’ is included to clarify in which cases the Joint Meeting's approval is sought.

The 2022 framework letter will again include a separate chapter entitled ‘main features of the budget’, with which the Executive Board explicitly states what the main features of the budget consist of. These will no longer be changed after that. Should there be any developments that subsequently have an effect on the main features of the budget after adoption of the framework letter, the relevant features will be submitted separately to the Joint Meeting for approval. The planning is once again aimed at approval being obtained for the main features of the budget before the summer recess begins.

The decentralised consultation period and the central approval period start at the same time, to ensure that different parts of the UvA are discussing the same documents. It has been agreed with the CvB, the deans and the directors that, just like last year, they will make a concerted effort to follow the agreed planning in order to ensure smooth delivery to the decentralised representative advisory bodies. At the request of the Joint Meeting, more time was allotted in 2019 for the incorporation of the decentralised representative advisory councils’ recommendations in the request for approval of the amended main features of the budget. This will be continued in 2021. The central approval period therefore ends two weeks after the decentralised consultation period. The decentralised consultation period has a duration of five weeks; the central approval period lasts seven weeks.

The framework letter and the draft budget are submitted to the academic community for consultation for a period at least two working weeks. The start of this consultation period coincides with the start of the approval period for the main features of the budget, as included in the framework letter or draft budget, respectively. The central representative advisory bodies’ right to advise on the budget is implemented by requesting the advice of the COR and the CSR on the draft budget. This advisory period runs concurrently with the approval period and will therefore also last seven weeks.

Unit budgets

The draft unit budgets are expected to be delivered to Facilities Planning & Construction (FP&C) by 1 September 2021. All units are asked to discuss the draft budget with the decentralised representative advisory bodies and submit it to them for advice by 4 October 2021 at the latest. The results of the discussions with the representative advisory bodies must be taken into account when drafting the final unit budgets. The final unit budgets are expected to be delivered to the CvB by 10 November 2021.

At various points in the process, numbers for the budget are determined or the forecasted numbers are requested. The planning for this is explained below per group.

Numbers for permanent service provision (excluding student numbers)

The 2022 numbers for permanent service provision, excluding the student numbers for 2022, will be determined in June. In July, all units will be asked to provide a forecast of those numbers for 2023-2025. These numbers will be included in the draft and final 2022 unit budget.

Student numbers

The faculties are asked to provide a forecast of student numbers for 2022-2025 in July, which will be used in the draft unit budgets for the permanent service packages and the tuition fees to be passed on to the Faculty of Dentistry (FdT) and Amsterdam University College (AUC). The final student numbers for 2022 will be determined in October. At that time, the faculties will be asked to provide an updated forecast of student numbers for 2023-2025. These numbers will be included in the final 2022 unit budget.

Internal cost-financed performances

The Faculty of Humanities (FGw), Amsterdam Law School (FdR), Faculty of Science (FNWI), Faculty of Economics and Business (FEB), Faculty of Social and Behavioural Sciences (FMG) and Faculty of Medicine (FdG) are asked to issue a forecast in February of the internal cost-financed performances: credits and diplomas for 2022-2025 and conferrals of doctorates and revenue of research projects for 2023-2025. The conferrals of doctorates and revenue of research projects for the 2022 budget will be determined in early May following the adoption of the annual report and annual statement of accounts. These numbers will be included in the draft and final framework letters. In early August, the same faculties will be asked to provide an update of the forecasts issued in February.² These forecasts will be included in the draft unit budgets. In October, the final numbers for the internal cost-financed performances for 2022 will be determined. At that time, faculties will be asked to provide an updated forecast of internal cost-financed performances for 2023-2025. These numbers will be included in the final 2022 unit budget.

Government grant funding units

The funding units from the 2022 government grant: enrolments, diplomas and conferrals of doctorates, are usually determined in June by the Ministry of Education, Culture and Science (OCW). In February, FdT and AUC were asked to provide a forecast of the 2023-2025 funding units for the draft and final framework letters. The provisional 2022 funding units will be incorporated into the draft framework letter. The final 2022 funding units will, where available, be incorporated into the final framework letter. FdT and AUC can submit updates of the 2023-2025 forecast concurrently with the requests for information from the other faculties so that these can be incorporated into the draft and final budgets.

The numbers are subject to change while the budget is being drafted. Therefore, the internal income and internal expenditure of the units will also change during this period. In principle, the framework results presented in Appendix 1 apply to both

² An opportunity to issue an initial forecast for internal budget reconciliation will also be provided in July.

the draft and final unit budgets regardless of any changes in the numbers. In terms of the services, if there is a large increase or decrease in the permanent numbers during the financial year, a discussion will be held as to how this will affect service's results. Should any bottlenecks or large surpluses emerge after the final counts have been tallied, these should at least be discussed in the CBO in late October and early November. It can also be a subject of discussions between individual units and the CvB.

Any effects of the aforesaid discussion must be taken into account in the final unit budget. Any requests for additions or adjustments to the draft budget must also be incorporated.

UvA budget

Based on the draft unit budgets submitted and the additional clarity regarding the government grant that will come about after Budget Day and the tuition fees based on the enrolments as at 1 September, the draft 2022-2025 UvA budget will be prepared at the end of September. When the Executive Board approves the UvA draft budget, the units may be asked to provide additional information or to make changes, particularly if the supplied unit budget deviates from the agreed frameworks.

Based on the final unit budgets, the counts and the results of the discussion about these, a final UvA budget for 2022-2025 will be drawn up and adopted by the CvB in early December. The Supervisory Board's approval of the final budget is on the agenda for 15 December 2021.

Format & instructions

Each unit with its own company number in SAP is expected to submit a 2022 budget, including a long-term forecast through 2025. Each unit must provide a balanced long-term budget, unless permission has been obtained from the CvB to deviate from this. This is mentioned in Section 2.1 and explained in detail in Appendix 1. When submitting the draft and final unit budgets, the unit must include a brief explanation that will be included in the UvA budget.

The allocation system, prices and budgets included in the framework letter should be used when preparing the budgets. These are included in Chapter 4.

In accordance with agreements reached between the CvB and Joint Meeting in 2016, there is an extensive format that must be used by the faculties for the submission of the draft unit budgets to the decentralised representative advisory bodies. In 2017, agreements were made with the Joint Works Council (GOR) on the delivery of the draft unit budgets of the services to the GOR.

The technical budgetary instructions have been separated from the framework letter. The technical budgetary instructions, which include further guidance on how certain items should be estimated by the units, will be made available to the unit controllers separately. These technical instructions will also include the instructions for the budget tool.

Liquidity planning

A good understanding of the changes in liquidity throughout the year helps to minimise the UvA's cost of capital. The existence of a 'seasonal pattern' in the key items of government grant, tuition fees and salaries is known at central level. The units are asked to report any other deviations from a regular seasonal pattern.

Liquidity plans are expressed in millions of euros. It follows from this that the units are asked to report situations (outside the realm of salaries) in which monthly income or expenditure is expected to deviate more than €100,000, whether positively or negatively, from one twelfth of the annual amount. It is expected that this may be the case for the faculties primarily when it comes to the estimated income from the 2nd and 3rd flows of funds and subsidies; for services such as ICTS, Facility Services (FS) and the University Library (UB), there may be unevenly distributed investment or purchasing expenditure and for the executive staff, there may be unevenly distributed subsidies.

Balance sheet

A long-term balance sheet will be added to the budget. The balance sheet has been included in the Accommodations Plan for several years, usually in graph form. A long-term balance sheet consistent with the long-term budget will be added to the 2022 budget. Other units that expect to make investments in the next several years are requested to report this.

4 Allocation to education and research

4.1 UvA income

The UvA distinguishes between the following types of income:

- First flow of funds, which consists of the government grant and statutory tuition fees. The government grant is a lump sum budget that is received centrally and distributed among the two components of the Allocation Model. Statutory tuition fees are distributed through the Allocation Model for education;
- Second flow of funds from projects and programmes of the Netherlands Organisation for Scientific Research (NWO), the Royal Netherlands Academy of Arts and Sciences (KNAW) and the EU. The UvA has a broad interpretation of the second flow of funds and that includes the EU. These funds are received at decentralised level and are the responsibility of the faculty;
- The third flow of funds concerns project-related funding and comes among others from private individuals, companies, institutions, grant providers and ministries. These funds are received at decentralised level and are the responsibility of the faculty;
- Institutional tuition fees, from students who pay the institutional tuition fee. These funds are received at decentralised level and are the responsibility of the faculty; The faculty surrenders 15% of the institutional tuition fees to the UvA Allocation Model to cover UvA-wide costs for this group of students, such as scholarships for non-EEA students, support for the executive staff and general UvA policy objectives, modernisation and innovation³. Within the faculty, 80% of the remaining income is allocated to education and 20% to research. This becomes visible in the (draft) unit budgets. The amount of 15% of the institutional tuition fees surrendered to the UvA Allocation Model is allocated to education and research in the same proportions (80%-20%);
- Other income concerns all income that does not fall under one of the above categories.

The university's first flow of funds income has, as usual, been estimated based on the data available in October on tuition fees and the government grant. The data known at the time of drafting the framework letter, draft budget and final budget are used for those documents.

4.2 Income and distribution in the UvA Allocation Model

A distinction is made in the Allocation Model between the education and research components. The government grant for education, statutory tuition fees and surrendered institutional tuition fees allocated to education constitute the income of the Allocation Model for education. The government grant for research, the surrendered institutional tuition fees allocated to research and the Return on Equity constitute the income of the Allocation Model for research. The return on equity derives from the fact that the UvA uses its equity capital to fund part of the investments made for renovation and new construction of accommodation for teaching and research purposes. This reduces the amount of interest the UvA has to pay on loans. The UvA adds the resulting savings to the Allocation Model for research.

³ Including: credits and diplomas obtained by students paying institutional tuition fees at faculties other than where they have their principal enrolment

The income of the Allocation Model is distributed among the units by means of the distribution of the Allocation Model. The resources from the government grant for the heritage and preservation function at the UB are passed on directly to the UB. This gives substance to the fact that the UvA manages a large museum collection and has the task of maintaining it.

The revised Allocation Model has applied since 2019. Only for FdT and AUC does the old method of funding still apply, about which consultations were held with VU Amsterdam in early 2020 with regard to the interpretation of the agreements that both institutions have made in this regard. See Chapter 2.3 for an explanation of the agreements regarding FdT and AUC. A detailed description of how the Allocation Model works can be found on the UvA website.⁴ The following sections explain the application, technical elaboration and, finally, the results of the 2022-2025 Allocation Model for education and research in greater detail.

4.3 Funding factor

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

The government grant makes a distinction between arts/social sciences (x1), natural sciences (x1.5) and medical sciences (x3). The tuition fees are the same for all degree programmes. The funding factor in the Allocation Model is calculated based on the number of years of nominal enrolments and degrees, prices in the government grant per enrolment and degree and the tuition fee rate. The factor is a weighted average of the government grant factor adjusted for the tuition fee for the number of credits and the government grant factor for diplomas. Taking this into account, the funding factors are set at 1.00 for programmes with a low level of funding, 1.30 for programmes with a high level of funding and 2.22 for programmes with the highest level of funding. The funding factor is determined for a Strategic Plan period.

When the Allocation Model was adopted in 2018, the funding factor was fixed for the duration of the Strategic Plan period. When the draft framework letter was being prepared, the analysis to determine whether or not the funding factor needed to be adjusted had not yet been completed. The results of the analysis will be incorporated into the final framework letter. This may result in a reassessment of how to apply available funds.

Appendix 4 contains a specification of the way in which the funding factors are calculated.

Chapter 2: main features of the Strategic Plan funds are shown separately in the tables. In Chapter 4 (this chapter), they are part of the tables, so they are integrated into the totals.

4.4 Allocation Model: education component

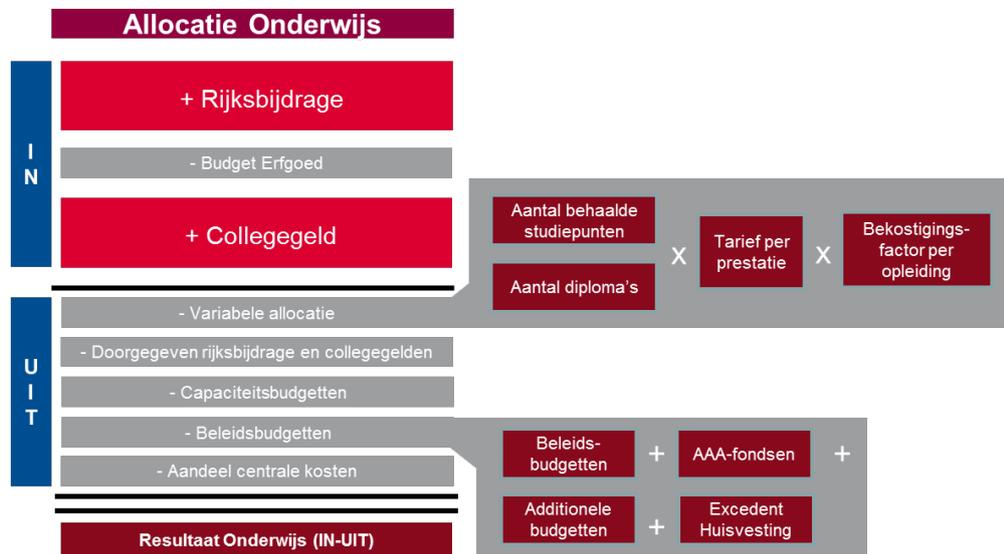
4.4.1 Explanation

The Education component of the Allocation Model ensures the distribution among the faculties of the centrally received education resources.

⁴<https://www.uva.nl/over-de-uva/beleid-en-regelingen/financien/allocatiemodel/allocatiemodel.html>

The allocation for education consists of the following five categories:

- Variable allocation;
- Earmarked government grant and tuition fees;
- Capacity budgets;
- Policy budgets;
- Share of central costs.



For FdT and AUC, the government grant for education and tuition fees that can be directly related to those units is passed on directly to them (see Section 2.3). This is done using the same variables as the government grant itself and a component from the UvA's fixed funding (fixed amount), which has developed on the basis of historical distribution.

4.4.2 Income in Allocation Model for education

Government grant

The long-term estimate (2022-2025) of the government grant for education has been updated on the basis of the latest insights. The total expected allocation from the government grant for education for 2022 is €348.6 million. This forecast is based on the provisional 2022 status grant (OCW funding picture with the numbers of cost-financed performances), the long-term developments in the macro framework in the most recent government grant letter and information shared by OCW and Association of Universities in the Netherlands (VSNU).

The table below first explains the expectation with regard to the current items in the government grant. The expected changes in the government grant are explained in the table after that.

Inkomsten rijksbijdrage onderwijs	2021	2022	2023	2024	2025
Gewogen bekostigingseenheden onderwijs UvA	40.451	42.366			
Prijs per gewogen eenheid onderwijs wo	4.273	3.745			
Studentgebonden financiering UvA (x 1.000)	172.860	158.670			
Marktaandeel UvA in studentgebonden financiering	10,90%	10,75%	10,75%	10,75%	10,75%
Totaal studentgebonden financiering wo (x 1.000)	1.585.535	1.476.567	1.475.839	1.506.431	1.526.351
Studentgebonden financiering UvA (x 1.000)	172.860	158.670	158.592	161.879	164.020
% onderwijsopslag UvA	11,37%	11,37%	11,37%	11,37%	11,37%
Totaal onderwijsopslag WO (x 1.000)	946.768	946.768	946.768	946.768	946.768
Onderwijsopslag in % UvA (x 1.000)	107.652	107.652	107.652	107.652	107.652
Kwetsbare opleidingen (x1.000)	2.863	2.863	2.863	2.863	2.863
Bijzondere voorzieningen (x1.000)	3.522	2.737	2.737	2.737	2.737
Onderwijsopslag in bedragen UvA (x1.000)	6.385	5.600	5.600	5.600	5.600
Marktaandeel UvA (<i>studentgebonden financiering</i>)	10,90%	10,75%	10,75%	10,75%	10,75%
Totaal kwaliteitsbekostiging (x 1.000)	-	187.349	197.814	223.273	240.709
Kwaliteitsbekostiging UvA (x1.000)	-	20.132	21.257	23.993	25.866
Geparkeerde prestatieboxmiddelen (2%) (x 1.000)	-	-	4.503	4.503	4.503
Gereserveerde middelen onderwijs (x 1.000)	-	-	4.503	4.503	4.503

Table 23: Government grant for education cf. government grant letter

Based on the provisional status grant, the UvA's market share for the variable education component for 2022 in the government grant is 10.75%. The expected variable budget therefore comes to €158.7 million.

The UvA has a percentage of 11.37% in the provision for supplementary teaching funding in percentages and receives specific amounts through supplementary teaching funding in amounts. Together, these supplements form the fixed amount in the government grant. The expected level of the fixed amount for 2022 is €113.3 million.

From 2022 onwards, the resources for quality agreements are conditional and are shown separately in OCW's long-term estimates. The UvA assumes that it will comply with the agreements that have been made and that it will receive quality funding equal to its market share in the student-based funding. Given that the quality agreements plan has been approved, the UvA is assured of receiving the funds until 2024. If the results of the 2022 interim assessment are unsatisfactory, this could only lead to a levelling off in the last year (2024). In that case, the increase in the funds will not be paid out for this last year. The expected level of the quality resources for 2022 is €20.2 million.

Inkomsten rijksbijdrage onderwijs	2021	2022	2023	2024	2025
Verwachte loon- en prijsindexatie 2021	7.064	6.217	6.217	6.217	6.217
Verwachte loon- en prijsindexatie 2022	-	4.726	4.726	4.726	4.726
Referentieraming 2021	-	16.764	22.631	26.925	30.814
Compensatie tweejarige educatieve master diploma	253	253	253	253	253
Mutatie marktaandeel UvA	-	-	6.000-	12.000-	18.000-
Effect Van Rijn	-	2.900-	2.300-	2.300-	2.300-
NPO: Bestuursakkoord onderwijs	-	4.652	-	-	-
NPO: Compensatie collegegeld	-	27.663	-	-	-
Verwachte mutaties rijksbijdrage onderwijs (x 1.	7.317	57.374	25.526	23.820	21.709
Aflossing bamacompensatie	2.063-	2.063-	2.063-	2.063-	2.063-
Duurzame Geesteswetenschappen van RB OW naar RB	1.143-	1.145-	1.145-	1.145-	1.145-
Rijksbijdrage VU voor AUC	2.867	2.424	2.337	2.432	2.526
Technische correcties rijksbijdrage onderwijs (x	339-	784-	871-	776-	682-
Totale rijksbijdrage onderwijs (× 1.000)	293.876	348.644	322.259	326.672	328.669

Table 24: Changes and technical corrections to government grant for education

In the 2021-2024 budget, additional resources have been estimated for compensation of wage/price increases. This will be adjusted downwards on the basis of the latest insights. In anticipation of the wage and price increases in 2022 and the compensation thereof in 2022, an estimated increase of 1.5% has been included. In 2019, the determination of the reference estimate has been changed from t-1 to t-2, which means that the 2022 reference estimate will be announced in the 2021 Spring Memorandum. However, the expected level has already been communicated by means of the National Education Programme because it will also be awarded to universities on a one-off basis in 2021. The new reference estimate will increase (substantially) over the coming years. As a result, the external expectations as regards the developments in student numbers differ from the expected developments with regard to internal credits and diplomas. To align these with each other, an adjustment of the expected government grant has been included.

A pilot project is underway for two-year educational Master's programmes for which compensation for the loss of funding for a degree via the variable government grant is additionally compensated for via the government grant in amounts. The UvA expects €0.3 million for this in 2021.

Due to the change in the government grant as a result of the recommendations of the Van Rijn Committee, the student-based funding has decreased. From 2022 onwards, we do not expect any additional compensation in the fixed amount, which results in a reduction in the government grant of €2.9 million for 2022. It is, however, likely that the advice contained in PwC's report "Sufficiency, efficiency and cost allocation in secondary vocational and higher education" will reverse this reduction. But as long as no formal announcement has been made about this, this remains the most recent estimate.

The expected (earmarked) resources for education according to the National Education Plan are included in the upcoming 2022 government grant. These amounts are based on the latest available information, but may change following administrative coordination.

Together, these expected changes to the 2022 government grant for education amount to €57.4 million.

The technical adjustments within the UvA are the deduction of the earmarked amount for the repayment of the Bachelor's-Master's compensation, the transfer of a portion of the earmarked budget for sustainable humanities from education to research and the settlement with VU Amsterdam in relation to the AUC. The balance of these adjustments leads to an adjustment to the allocation of the government grant for education of -€0.8 million in 2022.

Tuition fee

The income from statutory tuition fees is added in full as income from the Allocation Model for education. The student numbers as estimated in the 2021-2024 budget are assumed to be the same. The faculties estimate 85% of the expected institutional tuition fees in their own budgets. Of this estimate, 15% is included as an allocation to the Allocation Model, 80% of which is for education. Due to the 50% reduction in tuition fees (2021-2022), the statutory tuition fees have been adjusted downward by €22.7 million and the institutional tuition fees by €2.3 million relative to the budget (2022).

This adjustment is compensated through the €27.7 million in government funding based on the UvA's 2022 prospective market share.

The faculties have indicated that they do not expect any other major deviations from the 2021-2024 budget for the time being. The remaining income from the institutional tuition fees is therefore assumed to be the same as in the 2021-2024 budget. The allocation from tuition fees to the education allocation for 2021 is €52 million.

Centrale inkomsten collegegeld	2021	2022	2023	2024	2025	2026
<i>Collegejaar</i>	20/21	21/22	22/23	23/24	24/25	25/26
Eerstejaars studenten met korting (per oktober)						
Collegegeld met korting regulier						
Collegegeld eerstejaars studenten (x 1.000)	-	-	-	-	-	-
Studenten zonder korting (per oktober)						
Collegegeld zonder korting regulier						
Collegegeld oudejaars studenten (x 1.000)	-	-	-	-	-	-
Reguliere eerstejaar studenten met korting (per oktob	5.141	5.173	5.173	5.173	5.173	5.173
Collegegeld zonder korting regulier	1.071	542	1.084	1.084	1.084	1.084
Collegegeld eerstejaars studenten regulier tari	5.508	2.804	5.608	5.608	5.608	5.608
Reguliere studenten zonder korting (per oktober)	27.072	27.410	27.410	27.410	27.410	27.410
Collegegeld zonder korting regulier	2.143	1.084	2.168	2.168	2.168	2.168
Collegegeld oudejaars studenten regulier tarie	58.012	29.712	59.425	59.425	59.425	59.425
Collegegeld studenten kleinschalig intensief (PPLE er	4.560	3.384	4.613	4.613	4.613	4.613
Collegegeld studenten deeltijd (x 1.000)	1.604	811	1.623	1.623	1.623	1.623
Collegegeld schakelstudenten (x 1.000)	1.297	656	1.312	1.312	1.312	1.312
Collegegeld flexstudenten (x 1.000)	180	92	182	182	182	182
Collegegeld overig (x 1.000)	136	70	138	138	138	138
Collegegeld studenten niet regulier tarief (x 1.	7.778	5.013	7.868	7.868	7.868	7.868
Restitutiepercentage	5,73%	5,73%	5,73%	5,73%	5,73%	5,73%
Restitutie collegegeld	4.082-	2.149-	4.174-	4.174-	4.174-	4.174-
Percentage instroom na oktober	2,15%	2,15%	2,15%	2,15%	2,15%	2,15%
Collegegeld van instromers na oktober	1.535	808	1.570	1.570	1.570	1.570
Correcties ivm AUC, PPLE, deeltijd, flex en schakel						
Collegegeld per collegejaar	68.751	36.189	70.297	70.297	70.297	70.297
Omzetting collegejaar naar kalenderjaar	69.266	47.558	70.297	70.297	70.297	71.165
Bijdrage VU voor AUC	1.084	1.084	1.084	1.084	1.084	1.084
15% afdracht faculteiten ICG onderwijs	3.571	3.398	3.700	3.713	3.713	3.713
15% afdracht faculteiten ICG onderzoek	893	850	925	928	928	928
Totale centrale collegegelden	74.814	52.891	76.006	76.022	76.022	76.890
Totale inkomsten allocatiemodel onderwijs	73.921	52.041	75.081	75.094	75.094	75.962
Totale inkomsten allocatiemodel onderzoek	893	850	925	928	928	928

Table 25: Budget for tuition fee income

4.4.3 Variable education budget

Performances in Allocation Model for education

The table below shows the forecast for cost-financed performances per faculty that serve as a basis for the variable allocation. For the faculties FEB, FdR, FNWI, FGw, FMG and FdG, these are the number of credits and degrees. The numbers shown below have been determined based on the faculties' forecasts. The number of performances indicated in the table below does not include the performances of students who pay institutional tuition fees.

Bekostigde prestaties onderwijs	2021	2022	2023	2024	2025
FEB					
Studiepunten laag	216.175	226.573	214.892	208.344	208.070
Diploma's laag	1.766	2.040	2.131	1.915	1.909
FdR					
Studiepunten laag	167.309	188.961	188.709	188.829	188.829
Diploma's laag	1.285	1.434	1.471	1.492	1.492
FGW					
Studiepunten laag	249.027	271.833	291.629	300.432	300.432
Studiepunten hoog	3.285	2.772	2.989	3.076	3.076
Diploma's laag	1.537	1.609	1.750	1.830	1.830
Diploma's hoog	38	28	32	35	35
FNWI					
Studiepunten hoog	249.507	257.710	258.425	259.598	260.773
Diploma's hoog	1.605	1.668	1.671	1.674	1.682
FMG					
Studiepunten laag	352.195	397.567	394.300	391.400	386.600
Studiepunten hoog	9.873	10.382	10.000	10.000	10.000
Diploma's laag	2.434	2.638	2.730	2.880	2.920
Diploma's hoog	110	100	100	100	100
FdG					
Studiepunten hoog	8.099	7.600	7.600	7.600	7.600
Studiepunten top	103.972	115.000	116.000	117.000	118.000
Diploma's hoog	58	47	47	47	50
Diploma's top	637	640	580	600	600
TO TAAL					
Studiepunten laag	984.706	1.084.934	1.089.530	1.089.005	1.083.931
Studiepunten hoog	270.764	278.464	279.014	280.274	281.449
Studiepunten top	103.972	115.000	116.000	117.000	118.000
Diploma's laag	7.022	7.721	8.082	8.117	8.151
Diploma's hoog	1.811	1.843	1.850	1.856	1.867
Diploma's top	637	640	580	600	600

Table 26: Performances in Allocation Model for education - UvA

For the faculties FdT and AUC, the variable allocation is based on the number of state-funded enrolments and diplomas and the earmarked tuition fees. In the framework letter, only the UvA numbers are shown for FdT, and for AUC, both the UvA and VU Amsterdam numbers are shown. The numbers for the 2022 budget are based on the provisional status grant and for 2023 and the years thereafter, on the forecasts of FdT and AUC. The final status grant for 2022 is expected to be known on publication of the draft budget.

Bekostigde prestaties onderwijs	2021	2022	2023	2024	2025
AUC					
Inschrijvingen hoog UvA	481	500	500	500	500
Bachelordiploma hoog UvA	127	127	118	123	128
Inschrijvingen hoog VU	237	166	166	166	166
Bachelordiploma hoog VU	127	127	118	123	128
Aantal eerstejaars EER studenten	206	260	260	260	260
Aantal oudejaars EER studenten	519	515	515	515	515
FdT					
Inschrijvingen top	425	446	400	400	400
Bachelordiploma top	80	5	64	64	64
Masterdiploma top	54	64	64	64	64
Aantal eerstejaars EER studenten	50	71	71	71	71
Aantal oudejaars EER studenten	474	474	474	474	474

Table 27: Performances in education for status grant and student numbers in FdT and AUC

Funding factors

The funding factors in the Allocation Model are set at:

Bekostigingsfactor	2021	2022	2023	2024	2025
laag	1,00	1,00	1,00	1,00	1,00
hoog	1,30	1,30	1,30	1,30	1,30
top	2,22	2,22	2,22	2,22	2,22

Table 28: Funding factors

Further explanation of the funding factors can be found in Chapter 4.3 .

Education rates

The prices for credits and diplomas follow the established Allocation Model, including the indexation as explained in Chapter 2.

Tarieven onderwijsparameters	2021	2022	2023	2024	2025
Studiepunten	108,20	109,00	109,00	109,00	109,00
Diploma's	3.810	3.840	3.840	3.840	3.840

Table 29: Education rates in the Allocation Model

The prices for the variable education allocation for FdT and AUC are based on the most recent insights from the government grant. For FdT and AUC, the resources for quality agreements have been incorporated into the rates below.

Tarieven onderwijsparameters	2021	2022	2023	2024	2025
Inschrijving top (FdT)	15.514	16.384	16.145	16.338	16.471
Bachelor top (FdT)	15.514	16.384	16.145	16.338	16.471
Master top (FdT)	15.514	16.384	16.145	16.338	16.471
Inschrijving hoog (AUC)	7.526	7.968	7.840	7.937	8.007
Bachelor hoog (AUC)	7.526	7.968	7.840	7.937	8.007
Inschrijving hoog VU (AUC)	7.526	7.968	7.840	7.937	8.007
Bachelor hoog VU (AUC)	7.526	7.968	7.840	7.937	8.007
Collegegeld FdT	2.143	2.168	2.168	2.168	2.168
Collegegeld AUC	4.435	4.560	4.560	4.560	4.560

Table 30: Education rates for government grant and tuition fees

The total variable education budget of the faculties is included in Chapter 4.4.7 .

4.4.4 Earmarked government grant/tuition fees for education

Budgets that are already earmarked by the government for specific (policy) goals or purposes, are passed on directly to the faculty concerned.

Earmarked tuition fees are:

- Institutional tuition fees;
- Tuition fees in case of higher statutory rates (institutional fees);
- Pre-Master's students.

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

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

Faculties receive €1,083 per pre-Master's student who pursues a regular programme of up to 30 credits. For more extensive regular programmes, faculties receive the amount of the student's total contribution for the pre-Master's programme. The performances of pre-Master's students do not count towards the internal funding. Under the education policy budget, additional budgets for pre-Master's students are included in line with the CvB's decision on pre-Master's policy. The measures in the National Education Programme relating to the 50% reduction of the tuition fees and the agreements therein on the pre-Master's students will be analysed, along with the compensation by means of the government grant.

A portion of the budgets set out below is mentioned separately in the government grant allocation (supplement in amounts); the rest is part of the fixed amount (supplement in percentages). The budgets allocated to the UvA via the supplement in amounts are indexed as soon as the actual indexation is known to the UvA. It is assessed in the framework letter whether or not indexation is applicable to the other amounts.

Doorgegeven Rijksbijdrage onderwijs	Voor	2021	2022	2023	2024	2025
(Voorlopige) middelen kwaliteitsafspraken	Beleid	3.200	4.000	4.200	4.700	5.100
(Voorlopige) middelen kwaliteitsafspraken	FdG	1.925	2.514	2.597	2.955	3.209
(Voorlopige) middelen kwaliteitsafspraken	FGW	2.020	2.526	2.870	3.337	3.594
(Voorlopige) middelen kwaliteitsafspraken	FdR	1.334	1.734	1.833	2.070	2.229
(Voorlopige) middelen kwaliteitsafspraken	FNWI	2.586	3.078	3.263	3.699	4.002
(Voorlopige) middelen kwaliteitsafspraken	FEB	1.724	2.084	2.087	2.284	2.456
(Voorlopige) middelen kwaliteitsafspraken	FMG	2.911	3.781	3.955	4.433	4.717
Archiefschool	FGW	240	242	242	242	242
Comeniusbeurzen (Leader Fellow)	FdG	79	-	-	-	-
Comeniusbeurzen Senior Fellow)	FdG	51	-	-	-	-
Comeniusbeurzen (Senior Fellow)	FMG	51	-	-	-	-
Compensatie afschaffen eigen bijdrage (selectie)	FdG	56	56	56	56	56
Compensatie afschaffen eigen bijdrage (selectie)	FdT	22	-	-	-	-
Duurzame geesteswetenschappen	FGW	1.720	1.720	1.720	1.720	1.720
Gezondheidszorgopleidingen	FdG	1.555	1.566	1.566	1.566	1.566
Huisvesting Restauratorenopleiding	FGW	671	671	671	671	671
Nog door te geven verwachte rijksbijdrage	FdT	372	592	592	592	592
Nog door te geven verwachte rijksbijdrage	AUC	258	425	425	425	425
Sectorplan natuur en scheikunde	FNWI	293	295	295	295	295
Student4Student Diversiteit Campagne: Center for Student Et	FNWI	60	-	-	-	-
Versterken regionale samenwerkingsverbanden	Beleid	465	-	-	-	-
NPO: bestuursakkoord onderwijs	Niet verdeeld	-	4.652	-	-	-
		-	-	-	-	-
Totaal		21.593	29.936	26.372	29.045	30.874

Table 31: Earmarked government grant for education

Doorgegeven collegegelden onderwijs	Voor	2021	2022	2023	2024	2025
Compensatie gehalveerd collegegeld	AUC	221	282	282	282	282
Institutional Fees PPLE	FdR	877	1.236	1.236	1.236	1.236
Schakelstudenten	FdG	36	36	36	36	36
Schakelstudenten	FGW	170	170	170	170	170
Schakelstudenten	FdR	151	151	151	151	151
Schakelstudenten	FNWI	82	82	82	82	82
Schakelstudenten	FEB	355	355	355	355	355
Schakelstudenten	FMG	707	707	707	707	707
Totaal		2.599	3.019	3.019	3.019	3.019

Table 32: Earmarked tuition fees

4.4.5 Capacity budget for education

Capacity budgets are budgets for special roles or degree programmes that require additional funding on a structural basis. Which budgets are determined for specific teaching activities involving costs that are above and beyond the normal financing capacity of a faculty, which contribute to the overall UvA profile and/or an important UvA-wide supported objective are specified in the table below. The indexation as mentioned in Chapter 2 has been incorporated into the budgets.

Capaciteitsbudget onderwijs	Voor	2021	2022	2023	2024	2025
Beta/medisch-profiel gammafac.	FMG	1.082	1.090	1.090	1.090	1.090
Infrastructuur	FNWI	1.840	1.854	1.854	1.854	1.854
Kleine letteren	FGW	3.220	3.244	3.244	3.244	3.244
Kleinschalig onderwijs PPLE	FdR	325	328	328	328	328
Restauratorenopleiding	FGW	2.157	2.173	2.173	2.173	2.173
Totaal		8.624	8.689	8.689	8.689	8.689

Table 33: Capacity budgets for education

4.4.6 Education policy budget

The education policy budget is made up of two components:

- Decentralised policy reserves;
- Central policy reserves.

The decentralised policy reserves are aimed at to achieving strategic educational goals. The fixed size of the decentralised policy budget of faculties was 10% of the variable education budget in 2016 through 2018 according to the system of the new Allocation Model. The amount is determined on introduction of the Allocation Model. The indexation as mentioned in Chapter 2 has been incorporated into the budgets. The policy budget allocated is available to faculties to use at their own discretion.

Decentraal beleidsbudget onderwijs	Voor	2021	2022	2023	2024	2025
Beleidsruimte onderwijs	FdG	3.502	3.529	3.529	3.529	3.529
Beleidsruimte onderwijs	FGW	3.370	3.395	3.395	3.395	3.395
Beleidsruimte onderwijs	FdR	1.879	1.893	1.893	1.893	1.893
Beleidsruimte onderwijs	FNWI	3.978	4.008	4.008	4.008	4.008
Beleidsruimte onderwijs	FEB	2.747	2.767	2.767	2.767	2.767
Beleidsruimte onderwijs	FMG	4.672	4.707	4.707	4.707	4.707
Totaal		20.148	20.299	20.299	20.299	20.299

Table 34: Decentralised policy reserves for education

The central policy reserves meet the need for room for UvA-wide policy initiatives. In principle, this does not concern the allocation of resources (or costs) among the faculties, but rather areas in which a joint investment is needed or a policy objective to arrive at a different distribution. Central education policy also includes the FdT policy budget. The table below shows the central policy budgets.

The importance of pre-Master's programmes is recognised by the UvA. Internal analysis shows that the costs of pre-Master's programmes are higher for almost all faculties than the payments for these programmes. On this basis, the CvB decided in October 2018 to put a financial compensation measure funded from central policy resources in place for a period of two years. In March 2021, the CvB extended the measure involving a 1,000-euro allowance for each pre-Master's student through the 2022-2023 academic year. After the evaluation of the pre-Master's policy, which is expected to be completed in autumn 2022, a decision will be made for the periods thereafter. This will also include the external funding and the internal cost allocation for pre-Master's students applicable at that time. What will remain unchanged is that the performances of pre-Master's students do not count towards the internal funding.

Centraal beleidsbudget onderwijs	Voor	2021	2022	2023	2024	2025
Aanvullende middelen schakeltrajecten	Niet verdeeld	-	1.000	1.000	1.000	1.000
Aanvullende middelen schakeltrajecten	FdG	15	-	-	-	-
Aanvullende middelen schakeltrajecten	FGw	145	-	-	-	-
Aanvullende middelen schakeltrajecten	FdR	73	-	-	-	-
Aanvullende middelen schakeltrajecten	FNWI	70	-	-	-	-
Aanvullende middelen schakeltrajecten	FEB	371	-	-	-	-
Aanvullende middelen schakeltrajecten	FMG	411	-	-	-	-
Afwikkeling organisatieveranderingen FGw	FGw	100	100	100	100	100
AMS-beurzen	StS	800	800	800	800	800
AUC tariefscompensatie	AUC	285	285	285	285	285
Beleidsbudget onderwijs FdT	FdT	6.208	6.208	6.208	6.208	6.208
Compensatie transitiefase	FMG	2.000	-	-	-	-
Extra impuls tweejarige educatieve masters	Niet verdeeld	-	-	70	83	83
Extra impuls tweejarige educatieve masters	FGW	33	35	35	35	35
Huisvestingslasten REC A	FdR	450	450	450	450	450
Humanities in Context	FGw	250	250	250	250	-
IIS	FNWI	1.090	1.099	1.099	1.099	1.099
ILO	FMG	899	906	906	906	906
Interdisciplinair onderwijs - HST	FMG	500	500	500	500	-
Interdisciplinair onderwijs - Overig	Niet verdeeld	-	250	250	250	1.000
Interne variabele bekostiging tweejarige educatieve masters	Niet verdeeld	-	-	233	233	233
Interne variabele bekostiging tweejarige educatieve masters	FGW	78	116	116	116	116
PPLE bijdrage aanloopkosten	FdR	-	-	-	-	-
PPLE ingroei decentraal beleidsbudget	FdR	202	225	234	233	233
Reservering overgangsregeling bestuur	FEB	150	150	150	150	150
POLDER	IAS	250	-	-	-	-
Totaal		14.380	12.373	12.685	12.697	12.697

Table 35: Central policy reserves for education

4.4.7 Total education budget

2022	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	Beleid	StS	Niet verdeeld	TOTAAL
Onderwijs												
Variabel budget	32.529	26.103	36.341	44.844	55.435	34.595	9.542	10.583	-	-	-	249.973
- Studiepunten	24.696	20.597	30.023	36.518	44.806	28.905			-	-	-	185.544
- Diploma's	7.833	5.507	6.318	8.327	10.629	5.691			-	-	-	44.304
Doorgegeven rijksbijdrage/collegege	2.439	3.121	5.329	3.454	4.488	4.172	592	707	4.000	-	4.652	32.955
Capaciteitsbudget	-	328	5.417	1.854	1.090	-			-	-	-	8.689
Beleidsbudget	2.931	2.593	3.895	5.090	6.089	3.531	6.208	285	-	800	1.250	32.672
- Decentraal beleid	2.767	1.893	3.395	4.008	4.707	3.529	-	-	-	-	-	20.299
- Centraal beleid	164	700	500	1.082	1.382	3	6.208	285	-	800	1.250	12.373
Allocatie Onderwijs	37.899	32.145	50.982	55.242	67.103	42.299	16.342	11.575	4.000	800	5.902	324.290

Table 36: Education budget per faculty

4.4.8 Results of Allocation Model for education

The table below shows the results of the Allocation Model for education. This follows from the size of the components of the Allocation Model for education as explained in Section 4.4.

Allocatiemodel onderwijs	2021	2022	2023	2024	2025
Inkomsten					
Rijksbijdrage onderwijs	293.876	348.644	322.259	326.672	328.669
Collegegeld onderwijs	73.921	52.041	75.081	75.094	75.094
- Erfgoed & Bewaar onderwijs	-9.180	-9.427	-9.210	-9.143	-9.023
Totaal inkomsten onderwijs	358.617	391.258	388.131	392.622	394.739
Allocatie					
Variabele allocatie onderwijs	-233.768	-249.973	-251.523	-252.489	-252.746
Doorgegeven Rijksbijdrage en collegegeld ow	-24.192	-32.955	-29.391	-32.064	-33.893
Capaciteitsbudget onderwijs	-8.624	-8.689	-8.689	-8.689	-8.689
Beleidsbudget onderwijs	-34.528	-32.672	-32.984	-32.996	-32.996
Additioneel budget onderwijs	-12.385	-10.304	-9.750	-9.041	-9.086
Overig beleidsbudget onderwijs	-7.367	-8.325	-9.067	-9.152	-7.934
Aandeel centrale kosten onderwijs	-24.161	-25.740	-26.018	-27.162	-27.705
Totaal allocatie onderwijs	-345.026	-368.658	-367.422	-371.594	-373.049
Resultaat Onderwijs	13.591	22.600	20.709	21.028	21.689

Table 37: Allocation Model for education

Income

The income of the Allocation Model for education follows from the forecast of:

- The income from the government grant and tuition fees as detailed in Section 4.4.2
- Minus the portion of the budget allocated to education for heritage and preservation. These budgets are included in Section 5.5

Allocation

The expenditure through the Allocation Model for education follows from the forecast of:

- The variable allocation for education to faculties as elaborated in Section 4.4.3
- The government grant for education and tuition fees passed on to the faculties as detailed in Section 4.4.4
- The capacity budgets for education for the faculties as elaborated in Section 4.4.5
- The education policy budgets for the faculties as elaborated in Section 4.4.6
- The additional budgets allocated to education for the services and housing surpluses. These budgets are included in sections 5.5.1 and 5.5.3.
- The other policy budgets allocated to education. These budgets are included in Section 5.5.2
- The portion of the budget allocated to education for management and executive staff. The percentages for the budget for management and executive staff are included in Section 5.6

The Allocation Model for education shows a positive result. This means that the UvA receives more educational resources than it allocates to the faculties and other units. The surplus in the UvA Allocation Model for education is used for other budget components within the UvA.

4.5 Allocation Model: research component

4.5.1 Explanation

The research component of the Allocation Model allocates the incoming resources from the government grant for research, the surrendered institutional tuition fees allocated to research, and the Return on Equity (the interest saved). This is reduced by the share of the UB's heritage and preservation budgets that is allocated to the government grant for research.

The allocation for research consists of the following five categories:

- Variable allocation;
- Earmarked government grant and tuition fees;
- Capacity budgets;
- Policy budgets;
- Share of central costs.

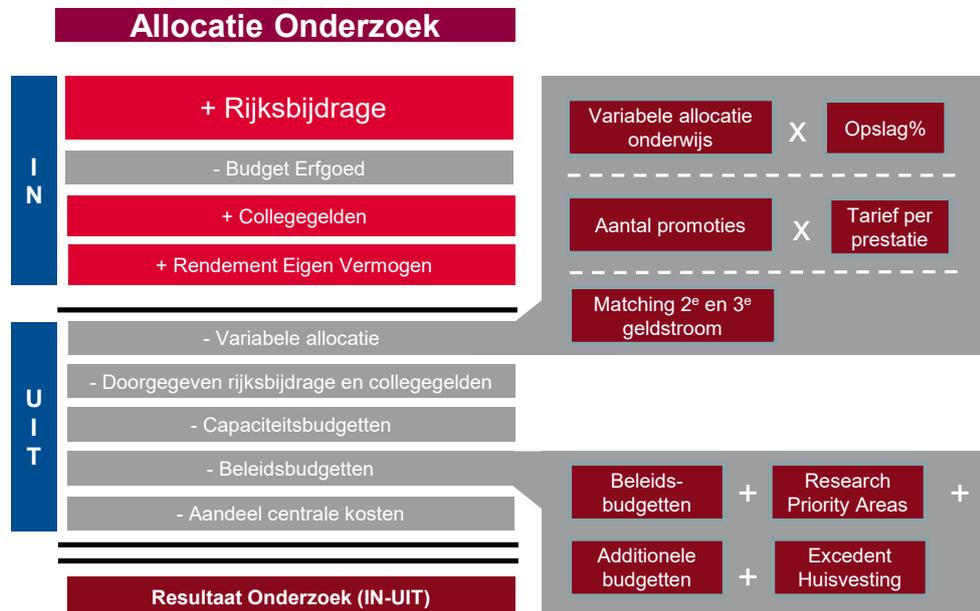


Figure 1: Schematic representation of the Allocation Model: research component

For FdT and AUC, the government grant for research that can be directly related to these units is passed on directly to them. This is done using the same variables as the government grant itself and a component from the UvA's fixed funding (fixed amount), which has developed on the basis of historical distribution.

4.5.2 Income of Allocation Model for research

Government grant

The long-term estimate (2022-2025) of the government grant for research has been updated on the basis of the latest insights. The total expected allocation from the government grant to research for 2022 is €234.5 million. This forecast is based on the provisional 2021 status grant (OCW funding picture with the numbers of cost-financed performances), the long-term developments in the macro framework in the most recent government grant letter and information shared by OCW and Association of Universities in the Netherlands (VSNU).

The table below first explains the expectation with regard to the current items in the government grant. The expected changes in the government grant are explained in the table after that.

Inkomsten rijksbijdrage onderzoek	2021	2022	2023	2024	2025
Gewogen bekostigingseenheden onderzoek UvA	17.590	17.755			
Prijs per gewogen eenheid onderzoek wo	2.075	2.025			
Graden UvA (x 1.000)	36.504	35.961			
Marktaandeel UvA in graden	11,75%	11,60%	11,60%	11,60%	11,60%
Totaal graden wo (x 1.000)	310.617	310.136	310.073	310.080	309.428
Graden UvA (x 1.000)	36.504	35.961	35.953	35.954	35.879
Promoties UvA (3 jr gem.)	533	532			
Ontwerpcertificaten UvA (3 jr gem.)	13	15			
Prijs per promotie wo	81.861	81.451			
Prijs per ontwerpcertificaat wo	68.218	67.876			
Promoties en ontw.cert. UvA (x 1.000)	44.501	44.350			
Marktaandeel UvA in promoties en ontw.cert.	10,82%	10,80%	10,80%	10,80%	10,80%
Totaal promoties en ontwerpcertificaten wo (x 1.000)	411.189	410.552	410.469	410.478	409.614
Promoties en ontw.cert. UvA (x 1.000)	44.501	44.350	44.341	44.342	44.249
% onderzoekopslag UvA	9,53%	9,53%	9,53%	9,53%	9,53%
Totaal onderzoekopslag wo (x 1.000)	1.266.813	1.264.829	1.264.980	1.264.973	1.261.888
Onderzoekopslag in % UvA (x 1.000)	120.714	120.525	120.539	120.539	120.245
Sectorplan Bèta en Techniek	3.612	3.612	3.612	3.612	3.612
Sectorplan Bèta en Techniek - overheveling 2e GS	3.264	3.264	3.264	3.264	3.264
Sectorplan SSH	733	733	733	733	733
Zwaartekracht	4.957	4.168	4.241	1.897	2.671
SEO middelen	4.350	4.350	4.350	4.350	4.350
Onderzoekopslag in bedragen (x1.000)	16.916	16.127	16.200	13.856	14.630

Table 38: Government grant for research cf. government grant letter

Based on the provisional status grant, the UvA's market share for the variable portion for degrees for 2022 is 11.60%. The expected budget for degrees therefore comes to €36.0 million. The UvA's market share in doctorate conferrals and design certificates for 2022 is expected to be 10.8%, bringing the size of this budget to €44.4 million.

The UvA has a percentage of 9.53% in the provision for the research supplement in percentages and receives specific amounts through the research supplement in amounts. Together, these supplements form the fixed amount in the government grant for research. For 2022, the expected level of the fixed amount is €136.7 million.

Inkomsten rijksbijdrage onderzoek	2021	2022	2023	2024	2025
Verwachte loon- en prijsindexatie 2021	5.043	4.438	4.438	4.438	4.438
Verwachte loon- en prijsindexatie 2022	-	3.321	3.321	3.321	3.321
NPO: bestuursakkoord onderzoek	-	8.303	-	-	-
Onderbesteding WO (PWC onderzoek)	-	-	20.000	30.000	40.000
Verwachte mutaties rijksbijdrage onderzoek (x 1.000)	5.043	16.061	27.759	37.759	47.759
Duurzame Geesteswetenschappen van RB OW naar RB OZ	1.143	1.145	1.145	1.145	1.145
Rijksbijdrage VU voor AUC	371	374	382	377	378
Technische correcties rijksbijdrage onderzoek (x 1.000)	1.514	1.519	1.527	1.522	1.523
Totale rijksbijdrage onderzoek	225.191	234.543	246.319	253.972	264.283

Table 39: Changes and technical corrections to the government grant for research

In the 2021-2024 budget, additional resources have been estimated for compensation of wage/price increases. This turns out to be lower on the basis of the latest insights. In anticipation of the wage and price increases in 2022 and the compensation thereof in 2022, an estimated increase of 0.75% has been included.

The expected (earmarked) resources for education according to the National Education Plan are included in the upcoming 2022 government grant. These amounts are based on the latest available information, but may change following administrative coordination.

In their report ‘Sufficiency, efficiency and cost allocation in secondary vocational and higher education’ (*Toereikendheid, doelmatigheid en kostentoekening in het mbo, hbo en wo&o*), researchers at PwC conclude that the current macro budget for academic university teaching and research is insufficient. See Section 2.2.1 for a more detailed explanation. The UvA expects its research resources via the government grant to increase each year over the coming years; this is included in the table above. The expected government grant for research totals €16.1 million.

The technical corrections within the UvA consist of the transfer of a portion of the earmarked budget for sustainable humanities from education to research and the settlement with VU Amsterdam regarding the AUC. The balance of these corrections results in an adjustment of the allocation from the government grant of €1.5 million in 2022.

Tuition fee

The faculties estimate 85% of the expected institutional tuition fees in their own budgets. Of this estimate, 15% is included as an allocation to the Allocation Model, 20% of which is for research. The allocation from tuition fees to the research allocation for 2022 is €0.9 million. See Table 25 in Section 4.4.2.

Return on Equity (RoE)

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

4.5.3 Variable research budget

Performances in Allocation Model for research

The variable allocation consists of the variable research allocations to the faculties. For the faculties FEB, FdR, FNWI, FGw, FMG and FdG, the variable research allocation consists of three components:

- Research supplement;
- Doctorate conferrals;
- Matching 1st, 2nd and 3rd flows of funds.

The provisional numbers for the 2021-2024 UvA Allocation Model are shown in the table below. The three-year average of the number of doctorate conferrals for funding for 2022 (average for 2018-2020) includes the provisional funded doctorate conferrals for 2020. For the years 2023-2025, the faculties' forecasts are incorporated into the three-year average. The 2020 turnover for the purpose of matching for 2022 is based on the actual 2020 figures. After the adoption of the annual statement of accounts, these values will be definitively established.

Bekostigde prestaties onderzoek	2021	2022	2023	2024	2025
FEB					
Promoties 3-jarig gemiddelde (aantal)	22,0	16,8	15,3	16,7	20,7
Omzet 2e GSNWO (€ 1.000)	959	1.058	1.377	1.377	1.377
Omzet 3e GSEU (€ 1.000)	528	683	1.012	1.012	1.012
Omzet 3e GS (€ 1.000)	1.265	916	954	1.028	1.101
FdR					
Promoties 3-jarig gemiddelde (aantal)	16,7	13,0	14,3	16,3	17,0
Omzet 2e GSHOT (€ 1.000)	-	51	-	-	-
Omzet 2e GSNWO (€ 1.000)	1.086	443	1.500	1.500	1.500
Omzet 3e GSEU (€ 1.000)	1.836	1.848	1.500	1.500	1.500
Omzet 3e GS (€ 1.000)	1.585	1.027	1.500	1.500	1.500
FGW					
Promoties 3-jarig gemiddelde (aantal)	58,7	64,7	66,7	69,0	69,3
Omzet 2e GSHOT (€ 1.000)	103	51	-	-	-
Omzet 2e GSNWO (€ 1.000)	5.913	4.630	4.931	5.030	5.129
Omzet 3e GSEU (€ 1.000)	4.528	4.140	4.412	4.500	4.588
Omzet 3e GS (€ 1.000)	667	614	657	670	683
FNWI					
Promoties 3-jarig gemiddelde (aantal)	120,0	126,3	129,7	133,3	135,0
Omzet 2e GSHOT (€ 1.000)	103	51	-	-	-
Omzet 2e GSNWO (€ 1.000)	23.703	19.479	22.500	22.750	23.000
Omzet 3e GSEU (€ 1.000)	11.552	12.734	13.500	13.750	14.000
Omzet 3e GS (€ 1.000)	9.229	9.595	12.000	12.500	13.000
FMG					
Promoties 3-jarig gemiddelde (aantal)	81,3	80,7	82,0	86,0	83,3
Omzet 2e GSHOT (€ 1.000)	103	104	-	-	-
Omzet 2e GSNWO (€ 1.000)	11.965	11.451	12.250	12.350	12.500
Omzet 3e GSEU (€ 1.000)	10.492	8.563	10.300	10.500	10.750
Omzet 3e GS (€ 1.000)	3.186	3.110	2.800	2.850	2.950
FdG					
Promoties 3-jarig gemiddelde (aantal)	233,5	232,3	232,3	229,2	230,0
Omzet 2e GSHOT (€ 1.000)	102	130	-	-	-
Omzet 2e GSNWO (€ 1.000)	16.900	15.700	15.700	15.700	15.700
Omzet 3e GSEU (€ 1.000)	12.900	12.000	12.000	12.000	12.000
Omzet 3e GS (€ 1.000)	65.200	62.300	62.300	62.300	62.300
UB					
Omzet 3e GSEU (€ 1.000)	32	-	-	-	-
Omzet 3e GS (€ 1.000)	891	56	2.594	2.594	2.594
TO TAAL					
Promoties 3-jarig gemiddelde (aantal)	532,2	533,8	540,3	550,5	555,3
Omzet 2e GS HOT (€ 1.000)	412	388	-	-	-
Omzet 2e GS NWO (€ 1.000)	60.526	52.761	58.258	58.707	59.206
Omzet 3e GS EU (€ 1.000)	41.869	39.968	42.724	43.262	43.850
Omzet 3e GS (€ 1.000)	82.023	77.618	82.805	83.442	84.128

Table 40: Research performances

For the FdT and AUC faculties, the variable allocation is based on the number of state-funded diplomas and doctorate conferrals. The number of diplomas for the 2022 budget in the framework letter is based on the provisional status grant and for 2023 and beyond on the forecasts of FdT and AUC. The final status grant for 2022 is expected to be known on publication of the draft budget. The number of doctorate conferrals taken as the basis for 2022 is the average number of doctorate conferrals during the calendar years 2018-2020. For 2023 and beyond, the number is based on FdT's forecast.

Bekostigde prestaties onderzoek	2021	2022	2023	2024	2025
AUC					
Bachelordiploma hoog 3 jarig gemiddelde	233,0	242,7	247,7	244,7	245,0
FdT					
Bachelordiploma top 3 jarig gemiddelde	67,7	48,3	49,7	44,3	64,0
Masterdiploma top 3 jarig gemiddelde	55,0	57,3	60,7	64,0	64,0
Proefschriften 3 jarig gemiddelde	13,0	12,7	16,0	19,3	20,3

Table 41: Research performances for status grant

To do justice to research-intensive education, a portion of the research budget is linked to the variable education budget (based on credits and diplomas). A mark-up factor is used for this purpose. This percentage is shown in the table below. In order to drive home the CvB's commitment to having access to sufficient resources in the coming years (see 2.1 Long-term forecast), the mark-up factor for the period 2023-2025 has been increased from 25% to 27%. This research supplement budget will enable the faculties to develop their research efforts in line with the changes in student numbers. The amount of the research supplement ensures that, together with the other research budgets, faculties can spend at least 30% of the first flow of funds budget on research.

Opslagfactor Onderzoek	2021	2022	2023	2024	2025
Opslagfactor Onderzoek (%)	25%	25%	27%	27%	27%

Table 42: Research supplement on the variable education budget

The second component of the variable research budget consists of the doctorate conferrals of which funding from the government grant is passed on to the faculties. The (3-year average) number of doctorate conferrals and design certificates funded by OCW is multiplied by the price for doctorate conferrals. The price for design certificates is taken as equal to that of doctorate conferrals. The funding of doctorate conferrals is a payment to cover the costs incurred by the faculty for the supervision of the PhD candidate, the related overheads and an allowance towards the costs of maintaining the field of research concerned. The price per doctorate conferral is increased by the indexation as referred to in Chapter 2.

Tarieven onderwijsparameters	2021	2022	2023	2024	2025
Prijs per promotie	82.100	82.700	82.700	82.700	82.700

Table 43: Payment per doctorate conferral

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

To encourage high-quality externally funded research and education projects, a matching budget is allocated to faculties. This budget is intended to cover (a portion

of) the overall costs not reimbursed by the grant provider. A matching budget is allocated to all research and education projects acquired competitively, subdivided into the following categories:

- Second flow of funds (NWO)
- Third flow of funds - EU
- Third flow funds - other
- Second flow of funds (Government Rates Manual, HOT)

The Gravitation funding tranches awarded under the conditions set out by NWO also fall under the category of the second flow of funds.

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

Third flow of funds - other is part of the matching definition in view of the university's mission to achieve social impact (valorisation; creation of social value). So other sources are considered besides NWO and EU; there are also other large (international) funds that offer subsidies for fundamental research. It is precisely at the interface of fundamental research and social relevance that the university can be of great value. Various grant providers, such as charity funds, are willing to fund relevant fundamental research, but not at full cost. On the other hand, there are companies and social parties who do (or are supposed to) pay the full cost price.

The definition of the category 'second flow of funds (HOT)' is as follows: All project-based OCW resources acquired competitively, the indirect costs of which are not (fully) reimbursed. This includes the specific, earmarked budgets of OCW to which the Government Rates Manual applies. At present, this concerns the Comenius grants and may also apply to other grants in the future.

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

The total budget for all units excluding FdG is capped at €32.7 million; this includes the indexation as referred to in Chapter 2. When this level is reached, budgets are allocated on a pro rata basis. FdG has been allocated a matching budget of €4.4 million (also including the indexation as referred to in Chapter 2). For the first time since the introduction of the new Allocation Model, the pressure on the matching budget has been reduced due to the effects of the coronavirus pandemic, but the maximum available matching budget is still not sufficient, so the matching budget is allocated on a pro rata basis. Without the cap of €37.1 million (including the matching budget for FdG), the matching budget would amount to €38.7 million. This indicates that the matching requirement is €1.6 million higher than currently allocated to the faculties. A further increase in the size of second and third flows of funds is expected. The subsidies for these research projects do not cover the overall costs in full. They must therefore be partly financed with UvA resources from the first flow of funds (government grant).

Matchingspercentages	2021	2022	2023	2024	2025
Omzet 2e GS HOT	15,00%	15,00%	15,00%	15,00%	15,00%
Omzet 2e GS NWO	60,00%	60,00%	60,00%	60,00%	60,00%
Omzet 3e GS EU	35,00%	35,00%	35,00%	35,00%	35,00%
Omzet 3e GS	15,00%	15,00%	15,00%	15,00%	15,00%

Table 44: Matching percentage

The prices for the variable research allocation for FdT and AUC are based on the most recent insights from the government grant.

Tarieven onderzoeksparameters	2021	2022	2023	2024	2025
Bachelor hoog (AUC)	3.113	3.038	3.038	3.038	3.038
Master hoog (AUC)	6.226	6.076	6.076	6.076	6.076
Bachelor top (FdT)	6.226	6.076	6.076	6.076	6.076
Master top (FdT)	12.451	12.152	12.152	12.152	12.152
Proefschriften (FdT)	81.861	81.381	81.381	81.381	81.381

Table 45: Research rates for government grant

The total variable research budget of the faculties is included in Chapter 4.5.7 .

4.5.4 Earmarked government grant for research

The earmarked government grant for research and tuition fees consists of two components:

- Earmarked government grant;
- Research component of institutional tuition fees.

Budgets that are already earmarked by the government for specific (policy) goals or purposes, earmarked government grant, are passed on directly to the faculty concerned. The table below shows the earmarked government grants.

A portion of the budgets set out below is mentioned separately in the government grant allocation (supplement in amounts); the rest is part of the fixed amount (supplement in percentages). The budgets allocated to the UvA via the supplement in amounts are indexed as soon as the actual indexation is known to the UvA. It is assessed in the framework letter whether or not indexation is applicable to the other amounts.

Doorgegeven Rijksbijdrage onderzoek	Voor	2021	2022	2023	2024	2025
Duurzame Geesteswetenschappen	FGW	1.142	1.142	1.142	1.142	1.142
Nog door te geven verwachte rijksbijdrage	FdT	128	203	203	203	203
Nog door te geven verwachte rijksbijdrage	AUC	18	29	29	29	29
Sectorplan bèta	FNWI	3.611	3.611	3.611	3.611	3.611
Sectorplan natuur en scheikunde	FNWI	1.279	1.288	1.288	1.288	1.288
Sectorplan SSH	FdR	732	732	732	732	732
Sectorplanmiddelen beta en techniek	FNWI	3.263	3.263	3.263	3.263	3.263
SURF	Beleid	-	-	-	-	-
Zwaartekracht Delta Institute for Theoretical Phy	FNWI	1.031	-	-	-	-
Zwaartekracht Networks	FNWI	2.236	2.286	2.625	-	-
Zwaartekracht Second Genome of Plants	FNWI	1.688	1.880	1.615	1.897	2.670
SEO middelen overheveling naar 1e GS	Niet verdeeld	-	-	-	4.349	4.349
SEO middelen overheveling naar 1e GS	FdG	1.108	1.108	1.108	-	-
SEO middelen overheveling naar 1e GS	FGW	401	401	401	-	-
SEO middelen overheveling naar 1e GS	FdR	174	174	174	-	-
SEO middelen overheveling naar 1e GS	FNWI	1.519	1.519	1.519	-	-
SEO middelen overheveling naar 1e GS	FEB	90	90	90	-	-
SEO middelen overheveling naar 1e GS	FMG	1.053	1.053	1.053	-	-
SEO middelen overheveling naar 1e GS	UB	4	4	4	-	-
NPO: bestuursakkoord onderzoek	Niet verdeeld	-	8.303	-	-	-
Toereikendheid Macrokader (PWC rapport)	Niet verdeeld	-	-	20.000	30.000	40.000
		-	-	-	-	-
Totaal		19.477	27.086	38.857	46.514	57.287

Table 46: Earmarked government grant for research

The institutional tuition fees are estimated by faculties themselves. The research component of the institutional tuition fees (part of the 85% of the institutional tuition fee income) will be increased in line with the research supplement on the variable education budget in the Allocation Model (25% in 2022 and 27% in the period 2023-2025).

4.5.5 Research capacity budget

Capacity budgets are budgets for special roles or degree programmes that require additional funding on a structural basis. Which budgets are determined for specific teaching activities and positions involving costs that are above and beyond the normal financing capacity of a faculty, which contribute to the overall UvA profile and/or an important UvA-wide supported objective are specified in the table below. The indexation as mentioned in Chapter 2 has been incorporated into the budgets.

Capaciteitsbudget onderzoek	Voor	2021	2022	2023	2024	2025
Brede Geesteswetenschappen	FGW	3.788	3.816	3.816	3.816	3.816
Infrastructuur	FNWI	15.047	15.160	15.160	15.160	15.160
Onderzoeksprofiel fac.	FEB	1.624	1.636	1.636	1.636	1.636
Totaal		20.458	20.612	20.612	20.612	20.612

Table 47: Research capacity budgets

4.5.6 Research policy budget

The research policy budget is made up of four components:

- Decentralised policy reserves;
- Research Priority Areas
- Central policy reserves;

The decentralised policy reserves are aimed at achieving strategic research goals. The fixed size of the decentralised policy budget of faculties was 20% of the variable education budget from 2016 through 2018 according to the system of the new Allocation Model. The amount is determined on introduction of the Allocation Model. The indexation as mentioned in Chapter 2 has been incorporated into the budgets. The policy budget allocated is available to faculties to use at their own discretion.

Decentraal beleidsbudget onderzoek	Voor	2021	2022	2023	2024	2025
Beleidsruimte onderzoek	FdG	6.152	6.198	6.198	6.198	6.198
Beleidsruimte onderzoek	FGW	3.393	3.418	3.418	3.418	3.418
Beleidsruimte onderzoek	FdR	1.540	1.552	1.552	1.552	1.552
Beleidsruimte onderzoek	FNWI	7.069	7.122	7.122	7.122	7.122
Beleidsruimte onderzoek	FEB	1.906	1.920	1.920	1.920	1.920
Beleidsruimte onderzoek	FMG	5.353	5.393	5.393	5.393	5.393
Totaal		25.412	25.603	25.603	25.603	25.603

Table 48: Decentralised policy reserves for research

The second component of the policy budget concerns the Research Priority Areas. The existing priority areas are included in the Allocation Model under the Research Priority Areas (RPAs). In addition, policy is being developed regarding the new RPAs. The RPAs are explained with the policy investments discussed in Chapter 2.4.1. The table below shows the budgets already allocated and those yet to be earmarked in relation to RPAs.

Research Priority Areas	Voor	2021	2022	2023	2024	2025
Amsterdam Centre for European Studies	FMG	300	300	300	-	-
Beschikbaar RPA bèta/medisch/gamma	Niet verdeeld	-	-	-	2.000	2.000
Beschikbare RPA middelen	Niet verdeeld	-	650	1.300	2.300	2.600
Brain & Cognition	FMG	772	772	772	-	-
Global Health	FdG	379	379	379	-	-
Human(e) AI	FGw	300	300	300	-	-
Personalized Communication	FMG	301	301	301	-	-
RPA Digital Cultures	FGW	300	300	300	300	-
RPA Urban Mental Health	FNWI	2.000	2.000	2.000	-	-
RPA AI for Health Decision Making	FdG	450	450	450	450	450
RPA Personal Microbiome Health	FdT	450	450	450	450	450
Totaal		5.252	5.902	6.552	5.500	5.500

Table 49: Budget for Research Priority Areas

The central policy reserves meet the need for room for UvA-wide policy initiatives. In principle, this does not concern the allocation of resources (or costs) among the faculties, but rather areas in which a joint investment is needed or a policy objective to arrive at a different distribution. Central research policy includes the FdT policy budget. The central policy budgets are shown in Table 50 below.

Centraal beleidsbudget onderzoek	Voor	2021	2022	2023	2024	2025
Additionele bijdrage Networks	FNWI	100	100	100	-	-
Beleidsbudget ASSER	FdR	2.195	2.211	2.211	2.211	2.211
Beleidsbudget CEDLA	FGW	1.272	1.282	1.282	1.282	1.282
Beleidsbudget onderzoek FdT	FdT	2.952	2.952	2.952	2.952	2.952
Beta/techniek	Niet verdeeld	750	750	750	750	750
Communication-by-Action and Market Design	FEB	301	301	301	301	301
Compensatie budget ASSER	FdR	-	-	-	-	-
Compensatie m2 CEDLA	FGW	31	31	31	31	31
Complex human systems lab	FEB	297	297	297	297	297
CREATE	FGW	429	429	429	429	429
Exploitatiebijdrage ICAI	FNWI	100	100	100	100	100
FMG - Rente Spinoza	FMG	34	22	22	22	22
GRAPPA	FNWI	328	328	328	328	328
Medical Integromics	FdG	429	429	429	429	429
Oral Infections and Inflammation	FdT	328	328	328	328	328
Oral Regenerative Medicine (Bioengineering)	FdT	329	329	329	329	329
Postdocs Digitale Samenleving	FdR	120	-	-	-	-
Postdocs Digitale Samenleving	FNWI	120	-	-	-	-
PPLE ingroei decentraal beleidsbudget	FdR	101	112	117	117	117
QuSoft	FNWI	297	297	297	297	297
SARA	FNWI	1.004	1.121	1.121	1.121	1.121
Sustainable Chemistry	FNWI	429	429	429	429	429
Systems Biology	FNWI	334	334	334	334	334
The International Rule of Law en Private and Pub	FdR	334	334	334	334	334
UvA IAS	IAS	749	754	754	754	754
Voorstellen extra inzet reserves	FdG	90	90	90	-	-
Voorstellen extra inzet reserves	FGW	50	50	-	-	-
Ondersteuning uniprofs AI	FdG	40	40	40	40	-
Ondersteuning uniprofs AI	FGW	40	40	40	40	-
Ondersteuning uniprofs AI	FdR	40	40	40	40	-
Ondersteuning uniprofs AI	FNWI	40	40	40	-	-
Ondersteuning uniprofs AI	Niet verdeeld	-	-	-	40	160
Bijdrage Ellis	FNWI	980	980	980	980	980
Bijdrage sectorplan Rechtsgeleerdheid	FdR	400	400	400	400	400
30% onderzoeksbudget	FdR	365	-	-	-	-
Reservering extra onderzoeksinzet	Niet verdeeld	-	2.500	2.500	2.500	2.500
Totaal		15.407	17.451	17.405	17.215	17.215

Table 50: Central policy reserves for research

4.5.7 Total research budget

The total research budget for 2022 per faculty is shown in the table below.

2022	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Niet verdeeld
Onderzoek											
Variabel budget	10.487	8.623	18.551	38.399	30.379	32.223	2.021	737	8	-	-
- Onderzoeksofslag	8.132	6.526	9.085	11.211	13.859	8.649			-	-	-
- Promoties	1.392	1.075	5.348	10.448	6.671	19.214			-	-	-
- Matching 2e en 3e geldstroom	962	1.023	4.118	16.740	9.849	4.360			8	-	-
Doorgegeven rijksbijdrage	90	906	1.543	13.847	1.053	1.108	203	29	4	-	8.303
Capaciteitsbudget	1.636	-	3.816	15.160	-	-	-	-	-	-	-
Beleidsbudget	2.518	4.649	5.850	12.851	6.788	7.586	4.059	-	-	754	3.900
- Decentraal beleid	1.920	1.552	3.418	7.122	5.393	6.198	-	-	-	-	-
- Research Priority Areas	-	-	600	2.000	1.373	829	450	-	-	-	650
- Centraal beleid	598	3.097	1.832	3.729	22	559	3.609	-	-	754	3.250
Allocatie Onderzoek	14.731	14.178	29.760	80.257	38.220	40.917	6.283	766	12	754	12.203

Table 51: Research budget per faculty

4.5.8 Results of Allocation Model for research

The table below shows the results of the Allocation Model for research. This follows from the size of the components of the Allocation Model for education as explained in Section 4.5.

Allocatiemodel onderzoek	2021	2022	2023	2024	2025
Inkomsten					
Rijksbijdrage onderzoek	225.191	234.543	246.319	253.972	264.283
Collegegeld onderzoek	893	850	925	928	928
Rendement Eigen Vermogen	10.400	10.400	10.400	10.400	10.400
- Erfgoed & Bewaar onderzoek	-5.437	-5.343	-5.523	-5.590	-5.710
Totaal inkomsten onderzoek	231.047	240.450	252.121	259.710	269.902
Allocatie					
Variabele allocatie onderzoek	-136.806	-141.428	-147.365	-148.665	-149.278
Doorgegeven Rijksbijdrage oz	-19.477	-27.086	-38.857	-46.514	-57.287
Capaciteitsbudget onderzoek	-20.458	-20.612	-20.612	-20.612	-20.612
Beleidsbudget onderzoek	-46.071	-48.955	-49.560	-48.317	-48.317
Additioneel budget onderzoek	-4.339	-4.324	-4.352	-4.385	-4.442
Overig beleidsbudget onderzoek	-4.511	-4.873	-5.621	-5.786	-5.194
Aandeel centrale kosten onderzoek	-13.563	-14.379	-14.624	-14.223	-14.437
Totaal allocatie onderzoek	-245.224	-261.657	-280.991	-288.501	-299.567
Resultaat Onderzoek	-14.177	-21.207	-28.870	-28.792	-29.665

Table 52: Allocation Model for research

Income

The income of the Allocation Model for research follows from the forecast of:

- The income from the government grant, tuition fees and return on equity as elaborated in Section 4.5.2.
- Less the portion of the budget for heritage and preservation that is allocated to research. These budgets are included in Section 5.5

Allocation

The expenditure through the Allocation Model for research follows from the forecast of:

- The variable research allocation to the faculties as elaborated in Section 4.5.3.
- The earmarked government grant for research to the faculties as detailed in Section 4.5.4.
- The research capacity budgets for the faculties as elaborated in Section 4.5.5.
- The research policy budgets for the faculties as elaborated in Section 4.5.6.
- The additional budgets allocated to research for the services and housing surpluses. These budgets are included in sections 5.5.1 and 5.5.3.
- The other policy budgets allocated to research. These budgets are included in Section 5.5.2
- The portion of the budget allocated to research for management and executive staff. The percentages for the budget for management and executive staff are included in Section 5.6

The Allocation Model for research shows a negative result. This means that the UvA receives less research resources than it allocates to the faculties and other units. The shortfall in the UvA Allocation Model for research is covered by surpluses on other budget components within the UvA.

4.6 Total allocation per faculty

The table below shows the expected changes in the total allocated first flow of funds budget per faculty, based on the prices, budgets and forecasts included in the previous sections. The division between education and research for 2022 can be deduced from sections 4.4.7 and 4.5.7. As the budgets included in this table are based on expected numbers of cost-financed performances, no rights can be derived from them. The amounts are exclusive of accommodation surpluses, valorisation payments, other policy budgets (see Chapter 5) and internal settlements between faculties.

Totale reguliere allocatie per faculteit en instituut	2021	2022	2023	2024	2025
Faculteit der Geesteswetenschappen	76.329	80.742	85.127	86.752	86.462
Faculteit der Rechtsgeleerdheid	42.714	46.324	47.536	47.864	48.018
Faculteit der Natuurwetenschappen, Wiskunde en Informatica	132.531	135.499	136.990	131.983	133.461
Faculteit Economie en Bedrijfskunde	49.825	52.630	52.110	50.360	50.790
Faculteit der Maatschappij- en Gedragwetenschappen	98.814	105.323	106.268	104.962	104.070
Faculteit der Geneeskunde	79.105	83.215	83.645	82.689	83.298
Faculteit der Tandheelkunde	22.701	22.625	23.032	23.414	23.685
Amsterdam University College	11.817	12.341	12.089	12.247	12.392
Institute for Advanced Studies	999	754	754	754	754
Overig	4.500	18.105	26.103	43.505	54.675
Totaal	519.334	557.559	573.654	584.528	597.604

Table 53: Total allocation per faculty

The table shows an expected increase in budget distribution to faculties of about €38.2 million in 2022 compared to 2021. In the 2021 budget, an increase in 2022 with respect to 2021 in the amount of €9.3 million was estimated. This increase is mainly due to an increase in prices and budgets and NPO resources.

5 Internal service provision, indirect costs and central costs

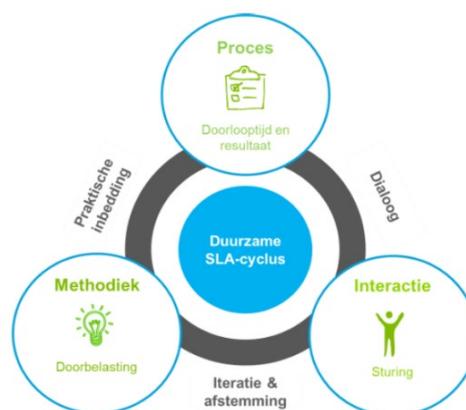
At present, additional discussions are being held between the services and faculties about the products, services, rate proposals and the argumentation. The outcome of these discussions is expected to have an impact on the rates, explanatory notes and tables included below. These will be adjusted where necessary in the coming weeks. These changes are not expected to affect the UVA's results.

5.1 Explanation of internal service provision

For its internal service provision, the UvA has had a system of comprehensive cost allocation, both internally and externally, since 2006. This cost model is characterised by the allocation of all the UvA's costs to its consuming units (e.g. faculties and other services) and ultimately to its education and research activities. This allocation is incorporated into a Service Level Agreement (SLA) cycle.

Based on the evaluation of the 2019 SLA cycle, it was decided in early 2020 to take a more structured approach to the SLA processes, to optimise the rate structure and to improve the mutual interaction.

A broad group of staff from both services and faculties got started on this at the end of February 2020. During the working conference, developments in operational management were discussed and input was provided for the operational management vision and service provision for the new institutional plan. The coronavirus pandemic has had a major impact on the planning, the process, the students, the staff and the desired interaction between the stakeholders for this subject. At the end of last year, steps were taken to draft the UVA-wide preliminary memorandum that forms the basis for the further elaboration of SLA proposals. It discussed the *Quartermaster phase* of the SLA cycle and how it would proceed. For this phase, having enough time and space to take on the SLA cycle together (faculties, services and staff) is an important precondition.



At the same time, the available time and opportunities for interaction are still limited because of the coronavirus pandemic. In order to maintain a balance between these, the main features of the planning are determined, with a two-track approach to incorporation into the framework letter and budget. With the preliminary memorandum, the intention is to get started now on the discussions on the internal service provision and to provide a structure to support these discussions.

Because of the current situation (coronavirus pandemic), a two-track policy has been proposed:

- The 1st track is to go through the SLA cycle as in previous years. The outcome will be used for this 2022 framework letter and the 2022 budget.
- The 2nd track involves working with the updated SLA cycle. On the basis of the UVA-wide SLA cycle preliminary memorandum, services will get started with the interaction, by drawing up the preliminary documents. In line with the new

Strategic Plan, the services will shed light on the demand, supply and initiatives for several years. The findings from this and the possible outcome will be used for the 2022 framework letter. Next, the service provision will be given more concrete form. *After the summer*, the SLA agreements will be fully elaborated and finalised.

For most support services at the UvA, the overall costs per (internally) offered service (provision package) have been calculated. These products and services are included in the product and services catalogue (PDC) and are evaluated during the SLA cycle. During the evaluation, the degree of precision in the cost allocation and the associated administrative burden are weighed up and incentives in the use of certain cost drivers are examined. Proposals for new products, adjustments and/or changes are discussed during the SLA cycle. Following on from this, and prior to the preparation of the framework letter, any changes will be assessed by Finance, Planning & Control on the basis of the rules framework for rates (see Appendix 5). From the 2019 budget onwards, it will not be possible to change rates in a budget-neutral manner. The UvA budget explains the overall development of the costs for service provision.

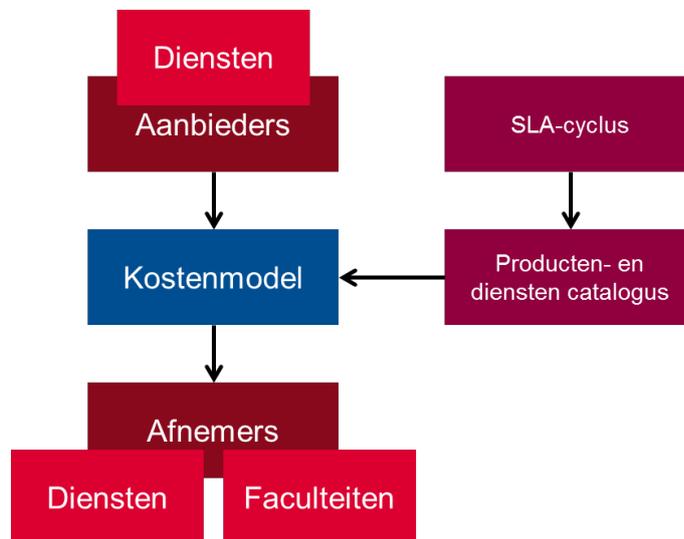


Figure 2: Cost model for internal service provision

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

Specific agreements have been made with FdG, FdT and AUC on the cost allocation of fixed and variable packages.

5.2 Accommodations Plan

The UvA policy on accommodation for education and research is described in the Accommodations Plan that is updated annually with the budget. The internal cost allocation of accommodation costs takes place on the basis of the number of square metres of lettable floor area used by a unit. In accordance with the policy described in the Accommodations Plan, the rent per square meter of lettable floor area is increased annually by 3.5% (until 2022) and, if required, by inflation, as well.

5.3 Indirect costs

In the cycle preceding the determination of the rates, the customer and supplier make agreements with regard to the quality and extent of the service provision. Occasionally, the structure of the service provision is also reassessed. The rates for the service provision may change due to a change in quality or scope, but also due to changes in structure. This includes, for example, a shift between fixed or variable cost allocation, UvA-wide or faculty-specific cost allocation, or central or decentralised coverage.

The rate changes below show that the internal cost allocations at the UvA will increase. For 2022, this is largely due to the fixed indexation of the property rate and of the energy rate.

The table below shows the cost allocations of the fixed and variable packages to the faculties. These are based on the numbers in the 2021-2024 budget and the rates as shown in Section **Fout! Verwijzingsbron niet gevonden..** The numbers of fixed packages for 2022-2025, and thus the cost allocation, are finalised in July and October.

Interne doorbelasting vaste en variabele pakketten	2021	2022	2023	2024	2025
Faculteit der Geesteswetenschappen	28.559	29.671	29.905	30.003	30.008
Faculteit der Rechtsgeleerdheid	13.787	13.776	13.859	13.861	13.864
Faculteit der Natuurwetenschappen, Wiskunde en Informat	40.478	42.172	44.586	44.053	44.063
Faculteit Economie en Bedrijfskunde	20.251	20.844	20.723	20.728	20.732
Faculteit der Maatschappij- en Gedragwetenschappen	32.851	34.084	34.412	34.420	34.427
Faculteit der Geneeskunde	2.918	3.092	3.143	3.143	3.143
Faculteit der Tandheelkunde	654	683	693	693	693
Amsterdam University College	2.990	3.085	3.098	3.098	3.098
Institute for Advanced Studies	249	259	259	259	259
Overig	976	623	2.235	2.235	2.235
Totaal	143.713	148.290	152.914	152.493	152.523

Table 54: Internal cost allocation of fixed and variable service packages (incl. property)

Based on an elaboration of the findings from the evaluation of the SLA cycle, ways to maintain room for modernisation and improvement, which ought to benefit the primary process, will be sought in the coming period.

Ontwikkeling kosten ondersteuning	2021	2022	2023	2024	2025
Begrote baten en lasten ondersteuning					
- Externe kosten	195.431-	192.575-	196.382-	197.763-	199.589-
- Externe baten	24.614	25.020	25.110	25.160	25.160
Saldo kosten en baten ondersteuning	170.817-	167.555-	171.272-	172.602-	174.428-
Begrote eerste geldstroom					
- Rijksbijdrage	520.371	586.501	569.626	581.727	593.521
- Collegegelden	101.516	78.386	103.641	103.743	103.758
Saldo eerste geldstroom UvA	621.887	664.887	673.266	685.470	697.280
Druk ondersteuning op eerste geldstroom	-27,47%	-25,20%	-25,44%	-25,18%	-25,02%

Table 55: Changes in support costs

The table above shows the budgeted external income and costs of the services and management and executive staff for 2022 through 2025 in relation to the changes in total income from the first flow of funds. This shows that the amount of support is to remain relatively stable during this period. These are budgeted figures and are therefore indicative for this period.

Section 2.3 explains the policy with regard to wage/price increases and their application in the 2022 budget. The long-term changes in museum budgets form an exception to this policy. Museum functions must cover at least 21% of their operating costs from external income. This is in line with the general government policy in this respect and is monitored by UB via the Allard Pierson annual report.

5.4 Service units

5.4.1 Real estate

The internal rent for 2022 is set in accordance with the 2008 Framework Letter at the 2021 price, increased by 3.5% and with a 1.28% inflation adjustment (CPI 2020), thus coming to €265.82 per square metre of lettable floor area.

Tarief vastgoed	2021	2022	2023	2024	2025
Vastgoed / m2	253,69	265,82	265,82	265,82	265,82

Table 56: Real estate rate

5.4.2 Energy

Energy prices change autonomously and the options for influencing them are limited. Both the tax effect and the price increase in energy rates have been taken into account in the 2022 internal rates. This results in a rate of €39.32 for 2022. If prices rise (or fall) sharply, the rates will have to be adjusted in the coming years, despite the general policy. The UvA's policy is aimed at lowering energy consumption. The benefits of this will be passed on to customers.

Tarief energie	2021	2022	2023	2024	2025
Energie / m2	39,32	39,32	39,32	39,32	39,32

Table 57: Energy rate

5.4.3 University Library

The rate for Study Centres/student University Library will increase by €15.35. Of which the 2022 framework letter proposals have an impact of €7.72. The rate reduction in 2021 was non-recurring. The proposals for the 2022 framework letter for the rate consist of a combination of the cost allocation of real estate prices per

square metre, investment in sensors for study spaces and investment in new study places in REC H.

The rate for academic staff FTE personnel employed + Student UB will increase by €7.49. The rate will increase due to the establishment of a digital depot, among other things for the long-term storage of digital publications and objects. There are also additional costs for PURE and the Canvas system, including authorship verification and Leganto. The desired expansion of research data management depends on the UvA-wide vision. The expansion has been included in the 2022 rates as a memorandum item pending publication of the Research Data Management (RDM) report (July 2021). The variable budget for the creation of faculty collections is increased by 6% per year, as it is every year, and is adjusted in consultation.

Tarief UB	2021	2022	2023	2024	2025
Studiecentra / student	292,40	307,75	305,12	305,12	305,12
UB / CV + m2	-	-	-	-	-
UB / Facultaire collecties	1,25	1,25	1,25	1,25	1,25
UB / fte WP PID	355,43	355,43	355,43	355,43	355,43
UB / Wetenschappelijke Publicaties	76,83	76,83	76,83	76,83	76,83
UB / WP fte PID + student	90,30	97,79	97,79	97,79	97,79

Table 58: University Library rates

5.4.4 ICT Services

A number of factors will have an effect on the ICTS rates in 2022.

Incorporation of additional budgets in rates

First of all, a number of shifts have occurred. In accordance with the 2021 framework letter, the budgets for group information systems, B&B and multimedia services have been transferred from policy budgets to the Allocation Model. In the framework letter, together with all other updates, choices have been made about how to use these resources from 2022 onwards. The rate effect of this shift is €19.50 per employee + student (basic service + education service).

This shift from central funding to decentralised funding with rate increases is also noticeable with respect to the expansion of the budget for the purpose of increasing cyber resilience (as a result of the 2020-2022 Integrated Operational Management (IB) plan. In 2021, this will be (temporarily) pre-financed from central. With effect from 2022, this will result in a rate increase of €14.52 per employee + student (basic service + education service). On the other hand, the rate per student (education service) will decrease by €2.60 due to a shift towards Facility Services (FS).

COVID-19/hybrid education

To support hybrid and blended education, in combination with the COVID-19 pandemic, a number of solutions have been implemented at an accelerated pace or have even been newly introduced. The implementation of Kaltura (video platform) results in a rate increase per student (education service) of €5.25. Zoom is not included in the tariffs for the time being, as the use of this platform is expected to be temporary. Investments in infrastructure also lead to a rate increase of €0.26 per square metre (connectivity).

Education

To support education, two solutions have been implemented that promote interaction between the teacher and student, i.e. Qualtrics (survey tool) and Feedback Fruits (promotes interactive learning and the giving/receiving of feedback). The management budget for the Canvas digital learning environment is

also increased annually as a result of continuous development. Together, this results in an increase in the employee rate (basic service) of €1.56 and the student rate (education service) of €4.08.

Research

To support research, the long-term Research IT programme invested in solutions to better support researchers digitally (research drive, virtual working environment and research portal). This will not yet lead to higher rates in 2022, because these investments will still be financed in 2022 from the Virtual Research Environment (VRE) portfolio or variable cost allocation (research drive/research management portal). Investments have also been made in a platform (research, teaching & student jobs) where researchers and students can meet for research assignments. The structural costs associated with this platform will increase the student fee (education service) by €0.57 starting in 2022.

Operational management

To support business operations, Microsoft 365 has been implemented at an accelerated pace within the organisation. The additional management costs associated with this will be settled as variable costs in 2022 and included in the employee and student fee from 2023 onwards. This will therefore not yet have any effect on the 2022 rates. In addition, there have been a few sharp price increases in business operations. As a result, the rate per employee (basic service) will increase by €11.31 starting in 2022.

CIS

The income from the corporate information systems (CIS) will drop significantly from 2022 onwards due to the release of the SIS depreciation charges. This is a temporary decline; from 2023 onwards, the increasing management costs in education logistics (POL) will cause these to rise again.

Tarief ICTS	2021	2022	2023	2024	2025
Connectiviteit / m2	18,25	18,51	18,51	18,51	18,51
IC concern informatie systemen (CIS) (totaal)	4,945	3,843,43	3,843,43	3,843,43	3,843,43
IC multimediasdiensten (totaal)	108	108	108	108	108
IC programmaleiding (totaal)	-	-	-	-	-
ICT basisdienst / IAR	473,96	520,85	520,85	520,85	520,85
Onderwijs- en onderzoekdiensten / student	138,36	179,68	179,68	179,68	179,68
UvA werkplek (Speciaal) desktop	1.141,56	1.141,56	1.141,56	1.141,56	1.141,56
UvA werkplek (Speciaal) laptop	1.268,37	1.268,37	1.268,37	1.268,37	1.268,37
UvA werkplek (Standaard) desktop	831,92	831,92	831,92	831,92	831,92
UvA werkplek (Standaard) laptop	958,73	958,73	958,73	958,73	958,73
UvA werkplek (Zelfsupport)	96,33	96,33	96,33	96,33	96,33

Table 59: ICTS rates

5.4.5 Facility Services

Teaching Logistics Office (BOL) hours for large rooms and lecture halls

Desktop computer service provision: An impression of the replacement of desktop computers in tutorial and practical rooms by Bring Your Own Device solutions will be formed in the short term together with the faculties; a problem-solving approach will also be agreed. The aim is to stop using desktops by 2022. If faculties are still using the desktop computers in 2022, a system connection agreement will be concluded with these faculties for the management costs.

Expansion of web lectures and audiovisual services: In order to be able to innovate and enable hybrid education in the field of web lectures and audiovisual service

provision, an expansion of 2 FTE has been implemented over the period 2019-2021. This increase is now being carried through in the fixed FS rate for lecture halls.

Functional management & support: In recent years, there has been an increasing need for management reports, and the activity has also increased as a result of the implementation of recommendations from the Well-planned Education project, the implementation of Mapiq and the implementation of the new Research Innovation and Sustainability (RIS) fund. For this purpose, the lecture hall rate will be increased by 2.25 FTE.

New room management service provision and additional POL costs: The Room Management team does not have sufficient capacity to implement the recommendations of the POL project and to replace the current timetable system. A temporary increase in the BOL team of 1 FTE is needed. It has been proposed that this increase be carried through in the lecture hall rate. In addition, the licence fees for the new timetabling system have also increased.

Facilities

Bicycle sheds: In the coming years, all campuses will have indoor bicycle sheds. The management of these sheds will be offered as part of the provision of basic FS services.

Small-scale service provision through the Participation Act: The UvA has a target to employ people on the basis of the Participation Act and in so doing to fulfil a predetermined quota based on the number of paid hours of permanent employees. The costs of this are included in the rate per square metre.

Salto locks: The costs of maintenance and replacement of Salto locks are borne by FS and are therefore included in the rate per square metre.

Outdoor area: From 2022 onwards, the maintenance of the outdoor area will be structurally included in the basic FS services and thus in the rate per square metre.

Smoking coaches: Since 1 August 2020, smoking has been prohibited on the grounds of all education institutions in the Netherlands. The UvA employs smoking coaches to enforce this rule. The annual commitment for this is included in the basic service provision and thus in the rate per square metre.

Security opening hours:

The increase in the costs of security based on the Collective Bargaining Agreement is 3.5% for 2022.

Cleaning services

The increase in the costs of cleaning based on the Collective Bargaining Agreement is 5.5% for 2022. Additional services are also provided on account of the pandemic, such as the cleaning of toilet seats and the provision of disinfectants.

Table 60: Facility Services rates

5.4.6 Administration Centre

The Administration Centre (AC) is forced to implement a number of rate changes. This is because of the expansion and renewal of the service provision. In the rate 'AC basic service/ k€ income', an annual increase of €0.06 for SAP Roadmap licences was incorporated last year. This adjustment to the 2022 Framework Rates

is not new. In the Central Student Administration (CSA)/Stud rate for 2022, an adjustment of +€14.17 has been made compared to 2021. The other rates have remained the same for now.

Tarief AC	2021	2022	2023	2024	2025
Basisdienst AC / k€ Baten	2,83	2,89	2,95	3,01	3,07
CSA / student	168,10	164,06	186,16	186,16	186,16
Financiële administratie / factuur	27,09	27,09	27,09	27,09	27,09
Pers. & sal. adm. / IAR GAST	58,54	58,54	58,54	58,54	58,54
Pers. & sal. adm. / IAR PID	360,73	360,73	360,73	360,73	360,73
Pers. & sal. adm. / IAR PNID	175,68	175,68	175,68	175,68	175,68
Proj. Adm. / WBS regels	63,85	61,07	61,07	61,07	61,07

Table 61: Administration Centre rates

5.4.7 Communications Office

The rate for Communication/student was lowered once last year from €146.50 to €135, due to higher student numbers. The expected increase will also continue this year, but at a slower pace than in 2021. This rate may be adjusted at the end of October 2021 if the final student numbers for 21/22 warrant it.

Tarief BC	2021	2022	2023	2024	2025
Communicatie / student	135,00	140,50	140,50	140,50	140,50
Corporate communicatie (totaal)	1.270	1.270	1.270	1.270	1.270
Personeelsadvertenties / IAR PID	74,50	74,50	74,50	74,50	74,50

Table 62: Communications Office rates

5.4.8 Student Services

The GV did not consent to the StS tariffs, with the remark: “Student Services has over the years been lagging behind on proper support to student wellbeing on campus.”

The fee for Student Services/student was lowered once last year from €280.67 to €269.87, due to higher student numbers. The expected increase will also continue this year, but at a slower pace than in 2021. This rate may be adjusted at the end of October 2021 if the final student numbers for 21/22 warrant it.

Tarief StS	2021	2022	2023	2024	2025
Studvoorz/ student	269,87	272,47	272,47	272,47	272,47

Table 63: Student Services rates

5.4.9 Occupational Health and Safety Service

There are no amended rate proposals for 2022.

Tarief Arbo	2021	2022	2023	2024	2025
Bedrijfsgezondheid / IAR PID	182,00	182,00	182,00	182,00	182,00

Table 64: Occupational Health and Safety Service rates

5.4.10 Development and Alumni Relations Office (BAU)

The size of the policy budget for BAU has not changed compared to 2021. On the basis of a business plan to be further elaborated, a possible increase in resources for BAU will be considered in the draft budget.

5.4.11 Technology Transfer Office (BKT)

The size of the policy budget for BKT has not changed compared to 2021.

5.4.12 Real Estate Development (HO)

The size of the budget for HO consists of the internal variable service provision. The variable service provision is determined in the budget.

5.5 Additional and other policy budgets

5.5.1 Temporary service budgets

Additional or policy budgets related to the internal service provision or UvA services are shown in the tables below. All additional budgets related to the regular service provision have been incorporated into the rates of the services as far as possible.

In accordance with the 2021 framework letter, the budgets for group information systems B&B and multimedia services were transferred from the Allocation Model to the rates. This also applies to the temporary budget for the ICTS security plan. The budgets for service provision that were included in the policy investments through the management will be paid directly from the Allocation Model as from 2021. These are included in the table below.

Additional budgetten diensten onderwijs	Voor	2021	2022	2023	2024	2025
Afschrijvingslasten AP	UB	150	150	150	-	-
Compensatie huisvesting USC	Treasury	872	872	872	872	872
Concem informatie systemen (opnemen in SLA cyclus)	ICTS	620	-	-	-	-
CREA (opnemen in SLA cyclus)	StS	1.463	1.463	1.463	1.463	1.463
Multimediasdiensten (opnemen in SLA cyclus)	ICTS	320	-	-	-	-
Ontwikkeling systemen financiën en inkoop	Niet verdeeld	500	500	500	-	-
Optimalisering ruimtegebruik boekendepot IWO	UB	300	300	-	-	-
Oriëntatiejaar UvA HVA (opnemen in SLA cyclus)	StS	40	40	40	40	40
Regulier budget BAU (opnemen in SLA cyclus)	BAU	2.106	2.106	2.106	2.106	2.106
Voorstellen extra inzet reserves	AC	4	4	4	-	-
Terugverdienen investering uit reserve - EB	EB	86-	172-	172-	172-	84
Terugverdienen investering uit reserve - AC	AC	15-	15-	15-	15-	-
Beveiligingsplan ICTS (vanaf 2022 in SLA)	ICTS	750	-	-	-	-
Compensatie doorbelasting vaste pakketten JD's	Niet verdeeld	500	500	500	500	500
Initiatieven, knelpunten, plannen - aanloopkosten REC locatie	SGZ	121	73	23	-	-
Initiatieven, knelpunten, plannen - loonindexatie	UB	200	-	-	-	-
Initiatieven, knelpunten, plannen - loonindexatie	FS	230	-	-	-	-
Totaal		8.075	5.821	5.471	4.794	4.897

Table 65: Additional budgets for education services

Additional budgetten diensten onderzoek	Voor	2021	2022	2023	2024	2025
Regulier budget BKT (opnemen in SLA cyclus)	BKT	1.600	1.700	1.700	1.700	1.700
Voorstellen extra inzet reserves	BKT	100	-	-	-	-
Totaal		1.700	1.700	1.700	1.700	1.700

Table 66: Additional budgets for research services

5.5.2 Policy budgets for services and central budgets

The budget following from the percentages for Staff and policy (Section 5.6) is included in the table below under regular budget. So is the regular budget for Heritage and Preservation. The budget for the museum tasks (Heritage) is adjusted for the increase in accommodation costs and the indexation as mentioned in Chapter 2. Given the large number of square metres in use for this function and the limited possibilities for the University Library to recoup this, maintaining the budgets actually means an additional spending cut. In line with the UvA's policy of making such choices explicit rather than implicit, compensation through the budget is therefore necessary. The budget for Preservation is adjusted to compensate for the internal accommodation costs for the collection of the Netherlands Theatre Institute

in the Examination Halls & Book Depot (IWO) and the indexation as mentioned in Chapter 2.

As from 2021, the budgets for the IT portfolio for IT projects and IT developments will be allocated directly from the Allocation Model instead of from the policy investments via the Board. These are included in the table below under other policy budgets.

Overige beleidsbudgetten	Voor	2021	2022	2023	2024	2025
ICT projecten: ICT & bedrijfsvoering	ICTS	400	400	400	400	400
ICT projecten: ICTO programmaraad	ICTS	600	600	600	600	600
ICT projecten: SURF bijdrage	ICTS	448	448	448	448	448
ICT projecten: Uren ICTS	ICTS	1.360	1.360	1.360	1.360	1.360
ICT projecten: Compensatie afschrijfsystematiek	ICTS	125	125	125	-	-
ICT themafinanciering: Gereserveerd	Niet verdeeld	1.822	4.033	6.148	7.432	6.550
ICT themafinanciering: IT voor onderzoek	ICTS	325	325	-	-	-
ICT themafinanciering: Onderwijslogistiek	ICTS	2.598	1.933	602	602	602
ICT themafinanciering: Transitie werken in de cloud	ICTS	2.784	-	-	-	-
ICT informatiebeveiliging	ICTS	-	1.250	2.500	2.500	2.500
Ondersteuning beleidsimplementatie en beleidsruimte	Bestuursstaf	1.200	1.000	1.000	1.000	1.000
Regulier budget Beleid	Beleid	12.768	13.676	13.859	14.118	14.383
Regulier budget Bewaar	UB	5.559	5.488	5.451	5.451	5.451
Regulier budget Erfgoed (tot.)	UB	8.828	9.002	9.002	9.002	9.002
Regulier budget Staf	Bestuursstaf	23.755	25.443	25.783	26.267	26.759
Data Science: Data engineers/scientist	UB	50	100	100	100	100
Data Science: Data engineers/scientist	Niet verdeeld	800	1.030	1.250	980	360
Data Science: Innovatie fonds	Niet verdeeld	616	616	616	616	308
Totaal		64.219	68.087	70.063	71.056	70.003

Table 67: Other policy budgets

5.5.3 Housing surplus

The housing surplus component in the faculties' budgets represents the above-standard use of space, at the time the level playing field⁵ of the costs and budgets was established in 2006. The housing surplus ceases to exist after the unit is accommodated in the final situation. If, when the budget is being prepared, it is sufficiently certain that (part of) a unit will relocate during the budget year, the housing surplus will be adjusted pro rata based on the expected date of relocation. The same applies to the number of square metres and thus the on-charged accommodation costs.

The average mark-up factor of the UvA, adjusted for 'irrelevant properties' (IWO, chem storage etc.) is 1.40. The faculties that have a mark-up factor higher than 1.40 are compensated for this by means of a housing surplus.

The table below shows the housing surpluses included in this framework letter.

Excedenten huisvesting	Voor	2021	2022	2023	2024	2025
Correctie ivm fietsenstalling	VG	2.600	2.600	2.600	2.600	2.600
FdR	FdR	170	175	-	-	-
FGW	FGW	2.846	2.951	2.951	2.951	2.951
FGW - BH / OIH	FGW	364	373	373	373	373
hoge opslagfactor	FEB	115	123	123	123	123
hoge opslagfactor	FMG	854	884	884	884	884
Totaal		6.949	7.107	6.931	6.931	6.931

Table 68: Housing surplus

⁵ level playing field is a basis for justification whereby it is not necessary for every faculty to have the same number of opportunities, but rather that all faculties act according to the same rules

5.6 Central costs

All costs that are not related to the faculties, the services or the real estate administration are included in the 2022 budget under central costs. These are the centrally held costs for the management, the staff, the theme-based budgets and the strategic resources for innovation. The staff and policy organisational units receive a percentage of the expected allocation from government funding and tuition fees to the Allocation Model.

5.6.1 Staff

The percentage for Staff for 2022 and beyond has been kept the same at 4.00%. €1 million has been included under other policy budgets so that there are more resources for implementing the policy. All the costs of the executive staff, including of new initiatives or expansions, must be financed from this on a long-term basis.

5.6.2 Policy

At present, the policy budgets through the management only include the UvA-wide policy investments that cannot be allocated to one or more units. The percentage for Policy for 2022 and beyond has been kept the same at 2.2%. This means that the entire management budget can be used for UvA-wide policy themes and that the management itself can make its own choices in this respect. Based on the draft framework letter, this leads to additional new room for 2022 for strategic investments amounting to €0.8 million.

The table below sets out the main features of the policy spending from the management budget. In addition to the regular costs, the budgets of Staff and Policy also finance (temporary) investments in UvA-wide themes, such as diversity, social safety, sustainability and the Ucademy.

Themabudgetten	2021	2022	2023	2024	2025
(Beleids-)budget	12.768	13.676	13.859	14.118	14.383
Doorgegeven rijksbijdrage	3.665	4.000	4.200	4.700	5.100
Beschikbaar	16.433	17.676	18.059	18.818	19.483
Internationalisering	865	865	865	865	865
Personeel & Medezeggenschap	5.240	4.240	4.240	4.240	4.240
Beschikbaarheid informatie	245	245	245	245	245
Strategische communicatie	77	77	77	77	77
Universitaire faciliteiten	306	306	306	306	306
Strategische investeringen	8.311	10.190	10.990	11.440	11.540
Overige	1.254	1.254	1.254	1.254	1.254
TOTAAL	16.298	17.177	17.977	18.427	18.527
RESULTAAT	135	499	82	391	956

Table 69: Theme-based budgets and policy spending

5.7 Treasury

5.7.1 Administrative organisation

The (internal) interest payments of the Real Estate Administration, external parties and the results of the participating interests that are consolidated, including UvA Ventures Holding bv, constitute the income of the treasury administration. The external interest expenses on the loans and the remaining swap, the costs of building

up the valorisation fund and the costs of managing the treasury administration are included as costs.

5.7.2 Cash availability

The UvA needs cash to carry out the plans. Given the ample liquidity position and the size of the operational cash flows, there is sufficient room in 2022 for the planned investments and loan repayments. The UvA will also remain within the target values of the relevant ratios through 2022 (see Section 2.3 for a more detailed discussion of the ratios). However, net cash flow is expected to be negative in 2021 and the subsequent years due to the fact that the size of the investments exceeds the operating cash flow. As a result, the liquidity ratio will rapidly fall towards the threshold of 0.5 and from 2023 onwards it will even drop below it. In order to absorb this liquidity pressure, the technical planning assumption is that the UvA will raise an amount of €120 million in additional loans in the period from 2023 to 2026, which can be repaid in the subsequent period. Temporarily raising additional loans is a technical planning assumption and the UvA has a strong preference for realising the investments as much as possible without additional external financing. In the course of 2021, the future cash flows of the UvA (including the investment plans in the Accommodations Plan) will be critically reassessed. By the end of 2021, this should lead to a comprehensive vision of the size of the investments and their financing in the period thereafter. This will also take into account any working capital risk, inflation risk and interest rate risk. However, no bottlenecks are expected for 2021 and 2022.

5.7.3 Valorisation Fund

An annual amount of €750 is available for the UvA's Valorisation Fund. This amount has been financed by the results of UvA Ventures Holding bv for several years. If the result of UvA Ventures Holding bv is not sufficient, it is possible to draw from the third flow of funds reserve of UvA Ventures Holding bv. It is conceivable that valorisation activities might generate revenues, in addition to costs. However, this is difficult to predict and is not estimated for reasons of prudence.

5.7.4 Interest expenses

The amount of the interest expenses is largely fixed. This is because the UvA has variable interest loans almost exclusively; the interest rate is fixed on almost all loans. However, the UvA does have an extensive position of liquid assets on which, due to the negative interest rates on the money market, negative interest must be paid. This may lead to deviations between the budget and actual figures.

Uitkeringen Valorisatie	Voor	2021	2022	2023	2024	2025
Oefenweb	FMG	100	100	100	-	-
Valorisatiefonds UvA	BKT	750	750	750	750	750
Totaal		850	850	850	750	750

Table 70: Valorisation payments

Appendices

Appendix 1: Preparation of the result per unit

	Resultaat begroting 2022-2025				Aangeleverd resultaat				Beheersmaatregel resultaat			
	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025
Faculteiten												
FGw	3.031	2.834	2.642	2.135	3.031	2.834	2.642	2.642				
FdR	-	-	-	-5	-	-	-	-				
FNWI	166	204	205	978	-	-	1.806	1.806				
FEB	6.604	5.534	4.013	3.958	6.751	6.255	5.307	5.790				
FMG	565	305	0	-609	565	305	-	-				
FdG	-	-	-	-	0	0	0	0				
FdT 100%	544	-0	-0	-1.014	-3.278	890	-110	-104				
AUC 100%	223	117	200	236	223	117	200	200				
IAS	0	0	0	0	-	-	-	-				
FdT - 45%	-245	0	0	0	1.475	-401	50	47				
AUC - 50%	-112	-59	-100	-118	-111	-59	-100	-100				
Niet verdeeld F	-1.978	-1.916	-716	-716	-3.978	-3.590	-2.390	-2.390				
TOTAAL	8.799	7.021	6.245	4.846	4.678	6.352	7.405	7.891	-	-	-	-
Diensten												
BKT	2	2	2	2	2	2	2	-				
AC	378	378	392	407	378	378	392	-				
ICTS	-800	-331	0	0	-800	-331	0	-				
ICTportfolio	-	-	-	-	-	-	-	-				
FS	157	-158	-151	-151	157	-158	-151	-				
UB	-1.093	390	279	279	-1.093	390	279	-				
SS	9	9	39	394	9	9	39	-				
BC	343	353	349	349	343	354	349	-				
SCZ	-91	-181	-154	-154	-91	-181	-154	-				
HO	0	0	-0	-0	0	0	0	-				
BAU	-0	-0	-0	-0	-	-	-	-				
EB	-0	138	138	138	-0	138	138	-				
Niet verdeeld D	-	-	-	-	-	-	-	-				
TOTAAL	-1.095	602	893	1.263	-1.095	602	894	-	-	-	-	-
Bestuursstaf												
Beleid	200	200	200	376	0	0	0	-				
Treasury	499	134	466	1.061	499	82	391	956				
Vastgoed	-710	1.377	3.220	5.010	-1.360	877	2.670	4.410				
	6.092	1.327	7.345	4.126	3.023	-1.342	3.291	896				
TOTAAL	6.082	3.038	11.231	10.573	2.162	-383	6.352	6.262	-	-	-	-
Allocatie onderwijs en onderzoek												
	-5.442	-4.557	-1.817	3.431	1.392	-8.161	-7.763	-7.976				
TOTAAL	-5.442	-4.557	-1.817	3.431	1.392	-8.161	-7.763	-7.976	-	-	-	-
TOTAAL	8.343	6.103	16.553	20.113	7.137	-1.590	6.887	6.177	-	-	-	-

Appendix 2: Development of long-term budgets per faculty

FdG	2022	2023	2024	2025
Onderwijs				
Variabel budget	34.595	34.326	34.738	34.995
- <i>Studiepunten</i>	28.905	29.147	29.389	29.631
- <i>Diploma's</i>	5.691	5.179	5.350	5.365
Doorgegeven rijksbijdrage/collegegeld	4.172	4.255	4.614	4.867
Capaciteitsbudget	-	-	-	-
Beleidsbudget	3.531	3.529	3.529	3.529
- <i>Decentraal beleid</i>	3.529	3.529	3.529	3.529
- <i>Centraal beleid</i>	3	-	-	-
Allocatie Onderwijs	42.299	42.110	42.881	43.391
Onderzoek				
Variabel budget	32.223	32.842	32.691	32.830
- <i>Onderzoeksopslag</i>	8.649	9.268	9.379	9.449
- <i>Promoties</i>	19.214	19.214	18.952	19.021
- <i>Matching 2e en 3e geldstroom</i>	4.360	4.360	4.360	4.360
Doorgegeven rijksbijdrage	1.108	1.108	-	-
Capaciteitsbudget	-	-	-	-
Beleidsbudget	7.586	7.586	7.117	7.077
- <i>Decentraal beleid</i>	6.198	6.198	6.198	6.198
- <i>Research Priority Areas</i>	829	829	450	450
- <i>Centraal beleid</i>	559	559	469	429
Allocatie Onderzoek	40.917	41.536	39.808	39.907
TO TAAL allocatie	83.215	83.645	82.689	83.298

FGW	2022	2023	2024	2025
Onderwijs				
Variabel budget	36.341	39.091	40.385	40.385
- Studiepunten	30.023	32.211	33.183	33.183
- Diploma's	6.318	6.880	7.202	7.202
Doorgegeven rijksbijdrage/collegegeld	5.329	5.673	6.140	6.397
Capaciteitsbudget	5.417	5.417	5.417	5.417
Beleidsbudget	3.895	3.896	3.896	3.646
- Decentraal beleid	3.395	3.395	3.395	3.395
- Centraal beleid	500	501	501	251
Allocatie Onderwijs	50.982	54.077	55.838	55.845
Onderzoek				
Variabel budget	18.551	19.890	20.455	20.499
- Onderzoeksopslag	9.085	10.555	10.904	10.904
- Promoties	5.348	5.513	5.706	5.734
- Matching 2e en 3e geldstroom	4.118	3.822	3.845	3.862
Doorgegeven rijksbijdrage	1.543	1.543	1.142	1.142
Capaciteitsbudget	3.816	3.816	3.816	3.816
Beleidsbudget	5.850	5.800	5.500	5.160
- Decentraal beleid	3.418	3.418	3.418	3.418
- Research Priority Areas	600	600	300	-
- Centraal beleid	1.832	1.782	1.782	1.742
Allocatie Onderzoek	29.760	31.050	30.913	30.618
TO TAAL allocatie	80.742	85.127	86.752	86.462

FdR	2022	2023	2024	2025
Onderwijs				
Variabel budget	26.103	26.218	26.312	26.312
- <i>Studiepunten</i>	20.597	20.569	20.582	20.582
- <i>Diploma's</i>	5.507	5.649	5.729	5.729
Doorgegeven rijksbijdrage/collegegeld	2.762	2.861	3.098	3.257
Capaciteitsbudget	328	328	328	328
Beleidsbudget	2.593	2.576	2.576	2.576
- <i>Decentraal beleid</i>	1.893	1.893	1.893	1.893
- <i>Centraal beleid</i>	700	684	683	683
Allocatie Onderwijs	31.786	31.983	32.314	32.473
Onderzoek				
Variabel budget	8.623	9.635	9.807	9.841
- <i>Onderzoeksopslag</i>	6.526	7.079	7.104	7.104
- <i>Promoties</i>	1.075	1.185	1.351	1.406
- <i>Matching 2e en 3e geldstroom</i>	1.023	1.371	1.352	1.331
Doorgegeven rijksbijdrage	906	906	732	732
Capaciteitsbudget	-	-	-	-
Beleidsbudget	4.649	4.653	4.653	4.613
- <i>Decentraal beleid</i>	1.552	1.552	1.552	1.552
- <i>Research Priority Areas</i>	-	-	-	-
- <i>Centraal beleid</i>	3.097	3.102	3.102	3.062
Allocatie Onderzoek	14.178	15.194	15.192	15.187
TO TAAL allocatie	45.965	47.177	47.505	47.659

FdT	2022	2023	2024	2025
Onderwijs				
Variabel budget	9.542	9.629	9.731	9.801
- <i>Studiepunten</i>	-	-	-	-
- <i>Diploma's</i>	-	-	-	-
Doorgegeven rijksbijdrage/collegegeld	592	592	592	592
Capaciteitsbudget	-	-	-	-
Beleidsbudget	6.208	6.208	6.208	6.208
- <i>Decentraal beleid</i>	-	-	-	-
- <i>Centraal beleid</i>	6.208	6.208	6.208	6.208
Allocatie Onderwijs	16.342	16.429	16.531	16.601
Onderzoek				
Variabel budget	2.021	2.021	2.341	2.620
- <i>Onderzoeksopslag</i>	-	-	-	-
- <i>Promoties</i>	-	-	-	-
- <i>Matching 2e en 3e geldstroom</i>	-	-	-	-
Doorgegeven rijksbijdrage	203	203	203	203
Capaciteitsbudget	-	-	-	-
Beleidsbudget	4.059	4.059	4.059	4.059
- <i>Decentraal beleid</i>	-	-	-	-
- <i>Research Priority Areas</i>	450	450	450	450
- <i>Centraal beleid</i>	3.609	3.609	3.609	3.609
Allocatie Onderzoek	6.283	6.283	6.603	6.882
TO TAAL allocatie	22.625	22.712	23.134	23.484

FNWI	2022	2023	2024	2025
Onderwijs				
Variabel budget	44.844	44.960	45.142	45.348
- Studiepunten	36.518	36.619	36.785	36.952
- Diploma's	8.327	8.342	8.357	8.397
Doorgegeven rijksbijdrage/collegegeld	3.454	3.640	4.076	4.379
Capaciteitsbudget	1.854	1.854	1.854	1.854
Beleidsbudget	5.090	5.107	5.107	5.107
- Decentraal beleid	4.008	4.008	4.008	4.008
- Centraal beleid	1.082	1.099	1.099	1.099
Allocatie Onderwijs	55.242	55.560	56.178	56.687
Onderzoek				
Variabel budget	38.399	39.498	39.875	40.071
- Onderzoeksopslag	11.211	12.139	12.188	12.244
- Promoties	10.448	10.723	11.027	11.165
- Matching 2e en 3e geldstroom	16.740	16.635	16.660	16.663
Doorgegeven rijksbijdrage	13.847	13.921	10.059	10.832
Capaciteitsbudget	15.160	15.160	15.160	15.160
Beleidsbudget	12.851	12.851	10.711	10.711
- Decentraal beleid	7.122	7.122	7.122	7.122
- Research Priority Areas	2.000	2.000	-	-
- Centraal beleid	3.729	3.729	3.589	3.589
Allocatie Onderzoek	80.257	81.429	75.805	76.774
TO TAAL allocatie	135.499	136.990	131.983	133.461

FEB	2022	2023	2024	2025
Onderwijs				
Variabel budget	32.529	31.605	30.061	30.010
- Studiepunten	24.696	23.423	22.709	22.680
- Diploma's	7.833	8.182	7.352	7.331
Doorgegeven rijksbijdrage/collegegeld	2.439	2.442	2.639	2.811
Capaciteitsbudget	-	-	-	-
Beleidsbudget	2.931	2.917	2.917	2.917
- Decentraal beleid	2.767	2.767	2.767	2.767
- Centraal beleid	164	150	150	150
Allocatie Onderwijs	37.899	36.965	35.617	35.738
Onderzoek				
Variabel budget	10.487	10.901	10.588	10.898
- Onderzoeksopslag	8.132	8.533	8.117	8.103
- Promoties	1.392	1.268	1.378	1.709
- Matching 2e en 3e geldstroom	962	1.099	1.093	1.086
Doorgegeven rijksbijdrage	90	90	-	-
Capaciteitsbudget	1.636	1.636	1.636	1.636
Beleidsbudget	2.518	2.518	2.518	2.518
- Decentraal beleid	1.920	1.920	1.920	1.920
- Research Priority Areas	-	-	-	-
- Centraal beleid	598	598	598	598
Allocatie Onderzoek	14.731	15.145	14.742	15.052
TO TAAL allocatie	52.630	52.110	50.360	50.790

FMG	2022	2023	2024	2025
Onderwijs				
Variabel budget	55.435	55.378	55.638	55.268
- Studiepunten	44.806	44.396	44.080	43.556
- Diploma's	10.629	10.982	11.558	11.712
Doorgegeven rijksbijdrage/collegegeld	4.488	4.662	5.140	5.424
Capaciteitsbudget	1.090	1.090	1.090	1.090
Beleidsbudget	6.089	6.113	6.113	5.613
- Decentraal beleid	4.707	4.707	4.707	4.707
- Centraal beleid	1.382	1.406	1.406	906
Allocatie Onderwijs	67.103	67.244	67.981	67.396
Onderzoek				
Variabel budget	30.379	31.183	31.565	31.259
- Onderzoeksopslag	13.859	14.952	15.022	14.922
- Promoties	6.671	6.781	7.112	6.892
- Matching 2e en 3e geldstroom	9.849	9.449	9.431	9.445
Doorgegeven rijksbijdrage	1.053	1.053	-	-
Capaciteitsbudget	-	-	-	-
Beleidsbudget	6.788	6.788	5.415	5.415
- Decentraal beleid	5.393	5.393	5.393	5.393
- Research Priority Areas	1.373	1.373	-	-
- Centraal beleid	22	22	22	22
Allocatie Onderzoek	38.220	39.024	36.981	36.674
TO TAAL allocatie	105.323	106.268	104.962	104.070

AUC	2022	2023	2024	2025
Onderwijs				
Variabel budget	10.583	10.316	10.482	10.626
- <i>Studiepunten</i>	-	-	-	-
- <i>Diploma's</i>	-	-	-	-
Doorgegeven rijksbijdrage/collegegeld	646	646	646	646
Capaciteitsbudget	-	-	-	-
Beleidsbudget	285	285	285	285
- <i>Decentraal beleid</i>	-	-	-	-
- <i>Centraal beleid</i>	285	285	285	285
Allocatie Onderwijs	11.514	11.247	11.413	11.557
Onderzoek				
Variabel budget	737	737	752	743
- <i>Onderzoeksopslag</i>	-	-	-	-
- <i>Promoties</i>	-	-	-	-
- <i>Matching 2e en 3e geldstroom</i>	-	-	-	-
Doorgegeven rijksbijdrage	29	29	29	29
Capaciteitsbudget	-	-	-	-
Beleidsbudget	-	-	-	-
- <i>Decentraal beleid</i>	-	-	-	-
- <i>Research Priority Areas</i>	-	-	-	-
- <i>Centraal beleid</i>	-	-	-	-
Allocatie Onderzoek	766	766	781	772
TO TAAL allocatie	12.280	12.013	12.195	12.329

Appendix 3: Accommodations Plan investment table

HVP investeringsraming	Begroting 2021				Conceptkaderbrief 2022								Wijzigingen ten opz		
	2021	totaal 2022-2025	periode daarna tm 2035	totaal	Prognose 2021	2022	2023	2024	2025	totaal 2022-2025	periode daarna tm 2035	totaal	programma-uitbreiding in K€	prisontwik-king in K€	riscos in K€
	Universiteitskwartier	19.121	183.025	36.519	219.543	38.107	46.244	30.177	45.453	36.068	157.941	38.590	196.531		
Renovatie Universiteitskwartier	2.121	132.649	36.519	169.168	4.510	6.594	10.264	45.453	36.068	98.959	38.590	136.959			-16.105
Renovatie UB in uitvoering	17.000	50.376		50.376	33.597	31.559	8.412	0	0	39.972	0	39.972			6.193
Funderingsherstel					0	8.100	11.500	0	0	19.600		19.600			19.600
Roeterseilandcampus	11.029	14.077	46.588	60.666	1.401	11.130	11.172	1.252	0	23.554	0	23.554			
Onderwijsruimten	5.800	8.371		8.371	101	7.888	5.174	1.252	0	14.314		14.314			244
Programmauitbreiding REC	5.229	5.706	46.588	52.295	1.300	3.242	5.998			9.240		9.240			126
Amsterdam Science Park	29.500	43.969	0	43.969	25.183	10.199	9.869	16.740	4.480	41.288	0	41.288			
LAB 42	29.500	21.701		21.701	24.534	9.583	8.669	0	0	18.651		18.651			369
Programmauitbreiding ASP	0	22.267	0	22.267	649	216	1.201	16.740	4.480	22.636		22.636			369
Extra investeringsruimte	5.394	0	0	0	7.321	550	0	0	0	550	0	550	550	0	0
Verhuur/maak maken kantoren Handboogstraat (tijdelijke maatregel UK)	0	0	0	0	500					0		0			
Extra investeringsruimte aanpassing tbv studieplekken	500	0	0	0	513					0		0			
Huisvesting diensten	4.894	0	0	0	5.341					0		0			
Tijdelijke maatregelen: extra investering PCHH data, tijd, fietseinstalling ASP	0	0	0	0	418					0		0			
Museumcafe AP M	0	0	0	0	550	550				550		550	550		
Portefeuillebreed	-1.366	-98.399	187.141	88.742	4.272	4.168	-4.244	-2.447	460	-2.018	57.047	55.029			
Extra risicoraming prijsstijgingen (naar einde werk)	1.434	1.445	19.079	20.524	45	90	94	862	1.259	2.348	12.790	15.128			
(vervangings) investeringen beveiliging	404	1.286	3.113	4.399	1.100	410	524	234	174	1.342	3.532	4.874			475
Duurzaamheid	6.796	13.869	59.950	73.819	3.127	3.669	0	2.787	5.396	11.852	43.568	55.420			
Investeringsverlaging (o.a. via ruimtenorm)	0	-25.000	-15.000	-40.000	0	0	-4.862	-6.330	-6.369	-17.560	-2.833	-20.393			
Planoptimisme	0	20.000	10.000	30.000											-30.000
Planningsbijstelling/sturing op investeringscashflow	-10.000	-110.000	110.000	0	0	0	0	0	0	0	0	0			0
Instandhouding en FA	10.469	86.010	0	86.010	10.469	26.035	15.422	27.403	27.928	86.809	0	86.809	0	0	0
Meerjaren Onderhoudsplan (structureel)	4.330	22.452	etc	22.452	4.330	10.293	8.514	6.817	4.548	30.172	etc	30.172			
Functionele Aanpassingen (structureel) plus wet- en regelgeving/toegankelijk	6.139	18.491	etc	18.491	6.139	5.765	4.208	4.243	4.278	18.491	etc	18.491			
Herinvesteringen (modelraming, na afloop van afschrijving) met in 30% initiele inv.	0	45.067	etc	45.067	0	0	2.700	16.343	17.288	36.331	etc	36.331			
Kwaliteit kades	pm									1.815	1.815	1.815			
Nader in te vullen															
Tijdelijke maatregelen tijdens uitvoering UK						pm	pm								
Kwaliteit langer gebruik gebouwen/leegstand UK	pm					pm									
Totaal in plannen opgenomen	74.147	228.681	270.248	498.929	86.754	88.347	62.396	88.401	68.956	308.124	95.636	403.760	550	1.214	-20.311

Appendix 4: Calculation method for funding factors

Opleiding	Aantal EC Ba + Ma	Rijksbijdrage	rijksstarief	collegegeld	Externe vergoeding per EC	Factor vergoeding t.o.v. Laag 240 EC	Aantal bekostigde			
			€ 3.649,92	€ 2.006			inschrijvingen	Ba en Ma 2018	Factor x bekostigde inschrijvingen	
				Collegegeld						
Alfa/Gamma Laag	240	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x 3.649,92		4 jaren collegegeld 4 x € 2.006	€ 124,68	1,00	11.367	11.367		
Alfa/Gamma Laag	270	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x 3.649,92		4,5 jaren collegegeld 4,5 x € 2.006	€ 114,55	0,92	124	114		
Alfa/Gamma Laag	300	(5 jaren inschrijving + 2 graden) x rijksstarief (5 + 2) x 3.649,92		5 jaren collegegeld 5 x € 2.006	€ 118,60	0,95	486	462		
Beta Hoog	300	(5 jaren inschrijving + 2 graden) x rijksstarief (5 + 2) x 3.649,92 x 1,5		5 jaren collegegeld 5 x € 2.006	€ 161,18	1,29	4.411	5.702		
Beta Hoog	240	(4 jaren inschrijving + 2 graden) x rijksstarief (4 + 2) x 3.649,92 x 1,5		4 jaren collegegeld 4 x € 2.006	€ 170,31	1,37	347	474		
Medisch Top	360	(6 jaren inschrijving + 2 graden) x rijksstarief (6 + 2) x 3.649,92 x 3		6 jaren collegegeld 6 x € 2.006	€ 276,76	2,22	2.078	4.613		
							Aantal inschrijvingen Ma			
							Bekostigingsfactor allocatiemodel,			
							2018			
							x factor			
							verrijnde berekening			
							LAAG	1,00	11.977	11.943
							HOOG	1,30	4.758	6.176
							TOP	2,22	2.078	4.613

