Issues

General:
1. UvA Governance Model
2. External funding
3. Internal funding
4. Drafting the budget
5. Financial situation

Financial issues
6. Housing
7. Strategic Plan 2021-2026
8. Coronavirus crisis
1. UvA Governance Model

- What happens at faculties, services and central organisation: structure, tasks, competences and responsibilities within the UvA.

- Points of departure:
  - integrated management
  - as many resources as possible for the primary process
  - decentralised freedom of choice

- The UvA service departments provide services for the entire UvA. Agreements on quality and price to be laid down in Service Level Agreements (SLAs)
2. External funding

**UvA Revenue**: M€ 748

- OCW government grant: M€ 511
- Tuition fees: M€ 94
- Income from work performed for third parties: M€ 117
- Other revenues: M€ 26

1 Source: 2021 Framework Letter
## 3. Internal funding (1/2)

<table>
<thead>
<tr>
<th>UvA revenue</th>
<th>Faculty income</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCW government grant</td>
<td>Through UvA Allocation Model</td>
</tr>
<tr>
<td>Tuition fees</td>
<td>- Statutory tuition fees through UvA Allocation Model</td>
</tr>
<tr>
<td></td>
<td>- Institutional tuition fees directly at faculties</td>
</tr>
<tr>
<td>Income from work performed for third parties</td>
<td>Directly at faculties (such as contract research/teaching or secondments)</td>
</tr>
<tr>
<td>Other income</td>
<td>Directly at faculties (such as grants/donations)</td>
</tr>
</tbody>
</table>
3. Internal funding (2/2)

UvA Allocation Model

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Variable budget</th>
<th>Fixed budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credits</td>
<td></td>
<td>Earmarked government grant and tuition fees</td>
</tr>
<tr>
<td>Diplomas</td>
<td></td>
<td>Capacity budgets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policy budgets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research</th>
<th>Variable budget</th>
<th>Fixed budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplementary research funding</td>
<td></td>
<td>Earmarked government grant and tuition fees</td>
</tr>
<tr>
<td>Conferral of doctorates</td>
<td></td>
<td>Capacity budgets</td>
</tr>
<tr>
<td>Matching</td>
<td></td>
<td>Policy budgets</td>
</tr>
</tbody>
</table>

The prices for credits, diplomas and doctorate conferrals and the fixed budgets are outlined in the UvA framework letter.
4. 2021 Budget (1/2)

Key points

• Higher income, but equally higher salary and material costs
• External developments: Economic uncertainty, developments in relation to collective labour agreement, funding research, sustainability and investment fund
• Internal developments: Strategic Plan 2021-2026, SLA process and system, education and research innovation, IT investments
4. 2021 Budget (2/2)

Process

• In June, the numbers (m2/employees/etc.) for internal services will be determined
• In October, the numbers (credits/diplomas) for the internal budgets will be determined
• Government grants and tuition fees to be budgeted for the entire UvA
• Units to budget personnel costs, other income and other expenses
• Approval of Joint Meeting re: key points of UvA budget + Recommendations of Faculty Student Council/Works Council regarding unit budgets
The UvA's total assets remained relatively stable despite spending of part of the Accommodations Plan reserve. The figures in this graph were corrected at the end of 2005-2007 to reflect the adjusted valuation principles introduced by the Ministry of Education, Culture and Science in 2008 (RJ660)

Source: 2019 Annual Statement of Accounts
6. Housing (1/2)

Developments and policies with an impact on investments.

<table>
<thead>
<tr>
<th>Developments / policies</th>
<th>Additional investments until 2035(^1) in Framework Letter 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price increase</td>
<td>M€ 0.5</td>
</tr>
<tr>
<td>Market trends</td>
<td>M€ 6.0</td>
</tr>
<tr>
<td>Execution risks</td>
<td>M€ 17.0</td>
</tr>
<tr>
<td>Program development</td>
<td>M€ 40.0</td>
</tr>
<tr>
<td>Sustainability in ongoing projects</td>
<td>M€ 3.5</td>
</tr>
<tr>
<td>Addition sustainability to Paris Proof All Electric</td>
<td>M€ 76.0</td>
</tr>
</tbody>
</table>

\(^1\)See Framework Letter 2021 appendix 3: “Investment tabel Housing Plan” for further information
6. Housing (2/2)
# Strategic Plan 2021-2026 (1/2)

## 1. Education & research
- Strategic focus in research
- Interconnecting disciplines
- The teaching portfolio
- Renewal through digitization

## 2. Students
- Small scale teaching
- Student engagement
- Enhanced internationality
- Life long learning

## 3. Partners
- Benefits from partnering
- Support for researchers
- Working with city & region

## 4. Responsibility
- Independent science
- Sustainable impact
- Increasing inclusivity
- Healthy work environment

## 5. Staff
- The role of leadership
- Organizational culture
- Recognition & rewards
- Recognition & rewards

## 6. Organization
- Creativity and teams
- Adaptive power
- Strong support services
7. Strategic Plan 2021-2026 (2/2)

Financial boost

Additional resources in supplement of current budget as a pre-investment or means of attracting external funding.

<table>
<thead>
<tr>
<th>Policy proposal</th>
<th>Type of UvA contribution</th>
<th>Requirements</th>
</tr>
</thead>
</table>
| Themed funding      | Contribution or co-investment | • Fits within the themes of the SP  
|                     |                           | • Involvement of multiple faculties in initiative  
|                     |                           | • Methodological innovation                                                |
| Study programmes    | Pre-investment             | • Fits within the themes of the SP  
|                     |                           | • Involvement of multiple faculties in initiative                          |
| Earning potential   | Increase of central matching budget | • In accordance with current matching definition                           |
8. Coronavirus crisis

As yet, no insight into total scope of financial impact (benefits and disadvantages).

1. Delays to research
2. Additional commitment to online education
3. National and international student intake (tuition fees)
4. Contract research
5. Various types of human resources impact
6. Public services (Healthcare, Museum, USC, CREA, etc.)
7. Rental guarantees
8. Contract teaching
9. Participating interests
Additional information

The UvA website: https://www.uva.nl/en/about-the-uva/policy-and-regulations/finances/finances.html includes the following information:

- Allocation Model infographic and Allocation Model description
- Government Grant infographic
- 2021 Framework Letter
- 2020 budget

https://uba.uva.nl/content/nieuws/2020/02/de-nieuwe-ub-in-het-uk.html?origin=mS3u5cvDRXWBnM3BkNw30w&cb (chrome/firefox/safari)

If you have any questions, Financienencontrol-bb@uva.nl