
UNIVERSITY OF AMSTERDAM

Popular Financial Report

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Letter from the Executive Board



Dear Stakeholders,

On behalf of the Executive Board of the University of Amsterdam (UvA), we are pleased to present the Popular Annual Financial Report (PAFR) for 2023. This report reflects our commitment to transparency in sharing the university's financial position and accomplishments.

A Year of Global Impact and Local Innovation

In 2023, world events such as the war in Ukraine, the Israel-Gaza conflict, and climate challenges reinforced our dual role as both observers and participants. Our faculty responded actively through significant achievements, including:

- Professor Joyeeta Gupta's receipt of the Spinoza Prize for her sustainability work
- Appointment of André Nollkaemper as University Professor of International Law and Sustainability
- UvA's policy decision on fossil energy cooperation
- The award-winning UvA Placemaking initiative for sustainable education

Strategic Investments and Developments

This year, we advanced digital innovation, strengthened research infrastructure, and promoted sustainable education, including the completion of Matrix One, a milestone enhancing UvA's research capabilities. Other key achievements include:

- Infrastructure: Opening of Matrix One
- International Excellence: Hosting President Macron and King Willem-Alexander at our Quantum Lab
- Digital Innovation: Leading the ROBUST initiative in AI
- Educational Innovation: Partnering with VU Amsterdam on AI in Education



Letter from the Executive Board



Financial Responsibility

The Executive Board, with our auditors, is fully responsible for the accuracy and integrity of this report, supported by strong internal controls and oversight from our audit committee.

Looking Forward

We remain committed to:

- Sustaining financial health while investing in excellence
- Advancing climate and sustainability goals
- Driving research and education innovation
- Ensuring accessibility while managing international enrollment

Thank you for your interest in UvA's progress. As we look to the future, we will continue to foster academic excellence, innovation, and sustainability, confident that with the support of our community, we will achieve our mission to positively impact society and inspire future generations.

Sincerely,

Prof. E.H. (Edith) Hooge

President of the Executive Board

University of Amsterdam

Drs. J.W. (Jan) Lintsen MBA

Vice-President of the Executive Board

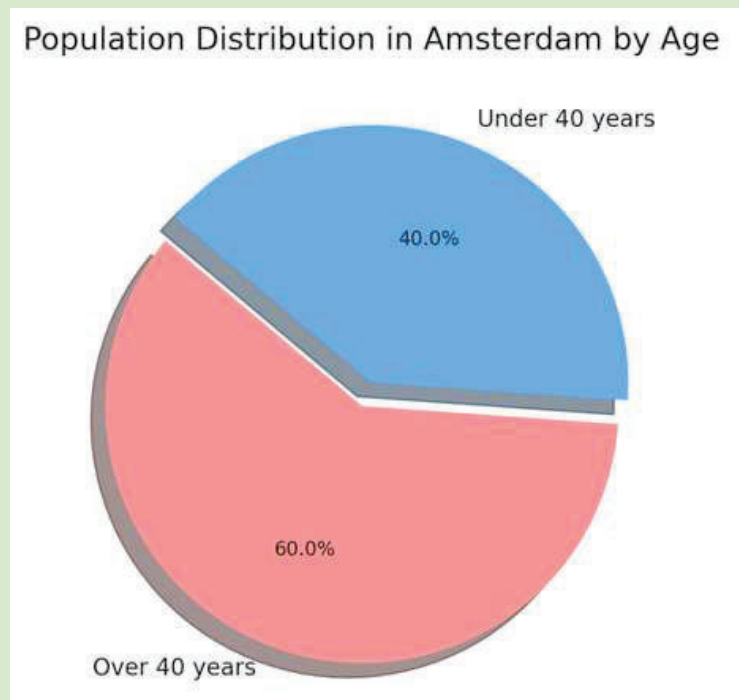
University of Amsterdam

General Data and Context:



Demographic Data of Amsterdam:

- *Population Size:* Amsterdam's total population is approximately 905,000 (based on recent city data outside the UvA report).
- *Distribution of Major Age Groups:*



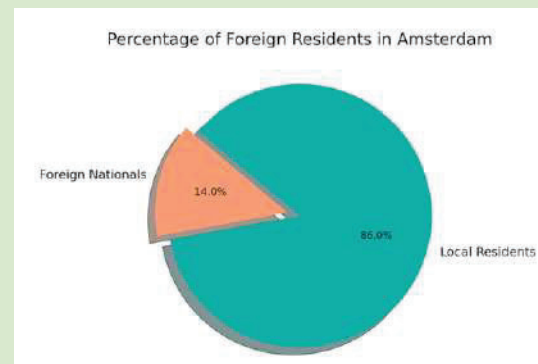
- *Population Trends Over Time:* Amsterdam has seen steady population growth in recent years, partly due to its attractiveness to students, young professionals, and international residents.

General Data and Context:

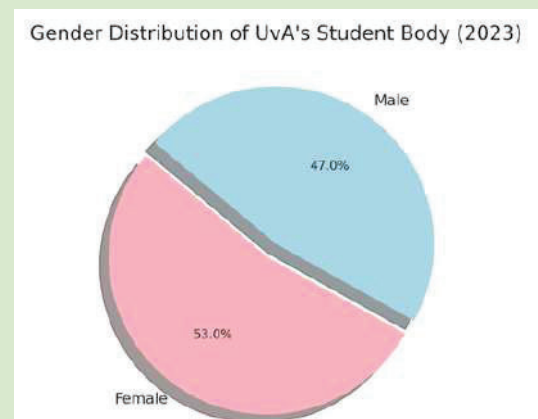
Demographic Data of Amsterdam:



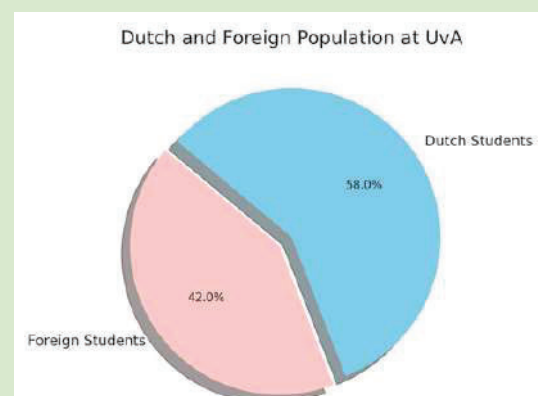
- *Percentage of Foreign Residents:*



- *Gender Distribution:*



- *Dutch and Foreign Population in the University:*



General Data and Context:



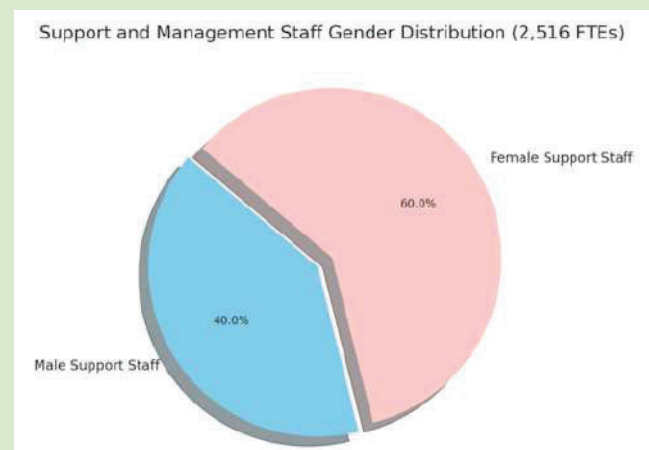
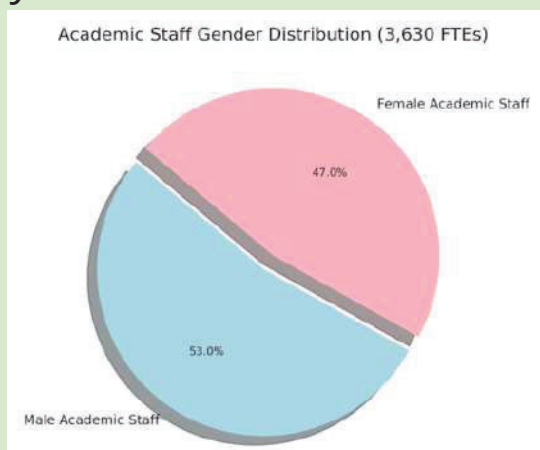
Contextual Characteristics:

- *Main Sectors of Trade and Businesses:* The key sectors are finance, information technology, and creative industries. These sectors benefit from the city's high level of human capital and strong connections with international markets.

- *Average Income:* Amsterdam's median annual income is approximately €45,000, although UvA employees' earnings vary by role and experience level.

- *Average Education Level:* Amsterdam ranks as one of the most highly educated cities in the Netherlands, with a large percentage of residents holding a Bachelor's degree or higher. UvA's educational and research programs contribute significantly to the city's educational landscape.

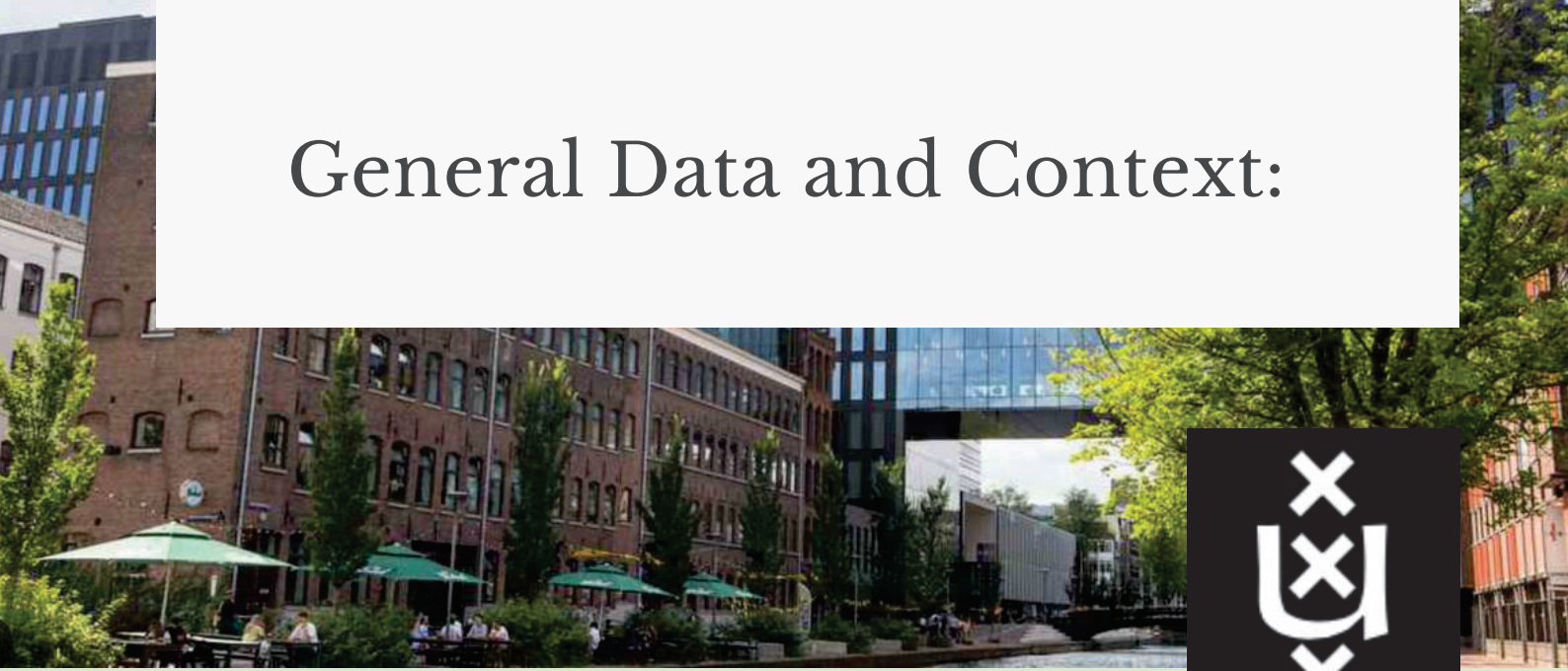
- *Employment:*



Number of Universities and Public/Private Institutions:

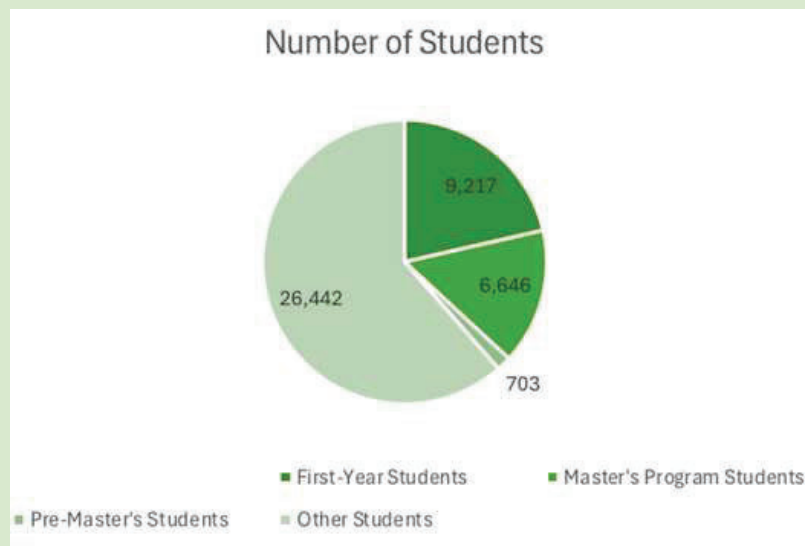
- Amsterdam hosts several higher education institutions, notably UvA and the Vrije Universiteit Amsterdam (VU), alongside other prominent institutions like Amsterdam University of Applied Sciences (AUAS) and public research entities such as Amsterdam UMC. These institutions significantly contribute to education, research, and healthcare.

General Data and Context:



Specific Categories:

- University Students:

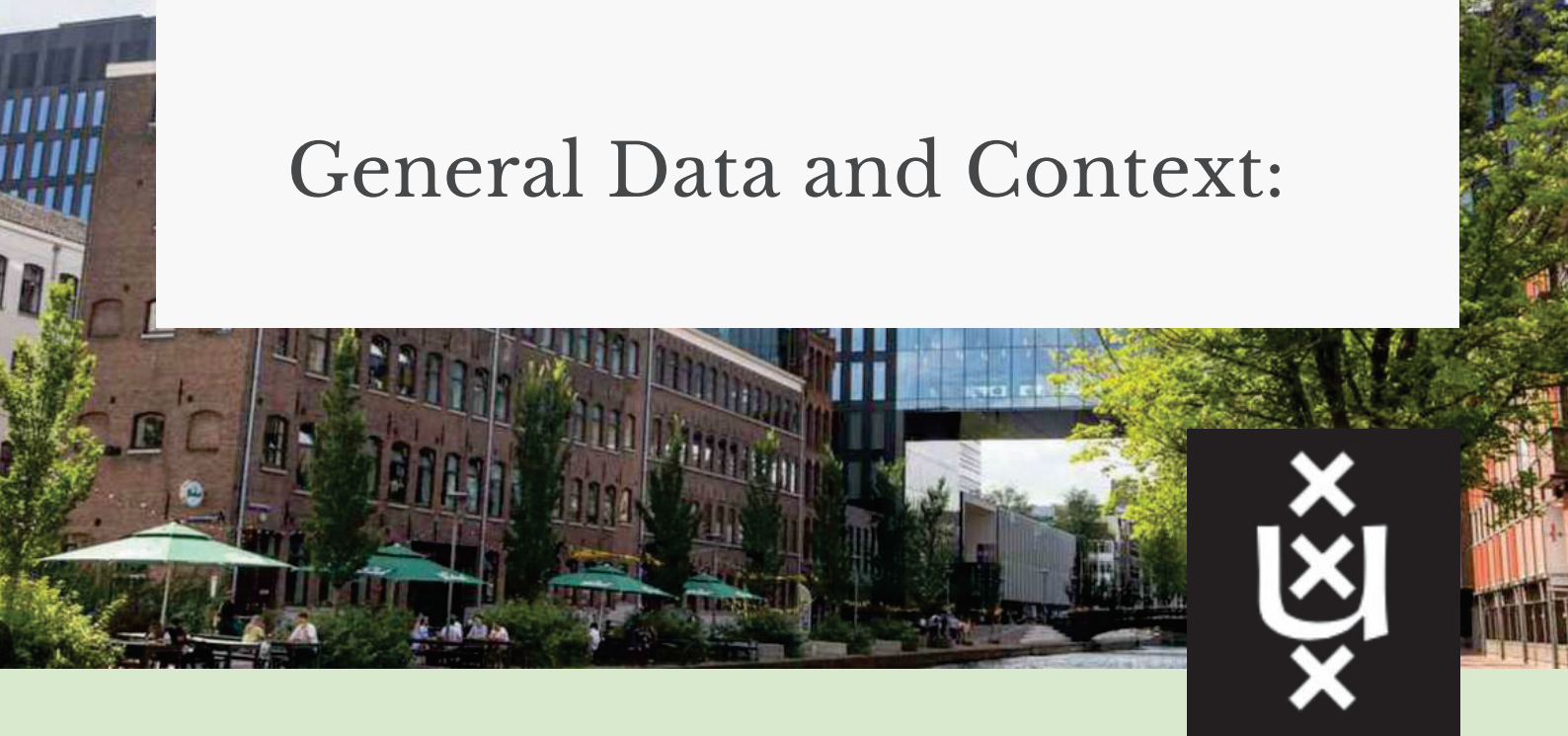


- *Awards and Recognitions:* UvA won notable accolades in 2023, including the Spinoza Prize awarded to Prof. Joyeeta Gupta and a first-place honor in the Dutch Education Awards for the UvA Placemaking sustainability initiative.

Geographical Characteristics:

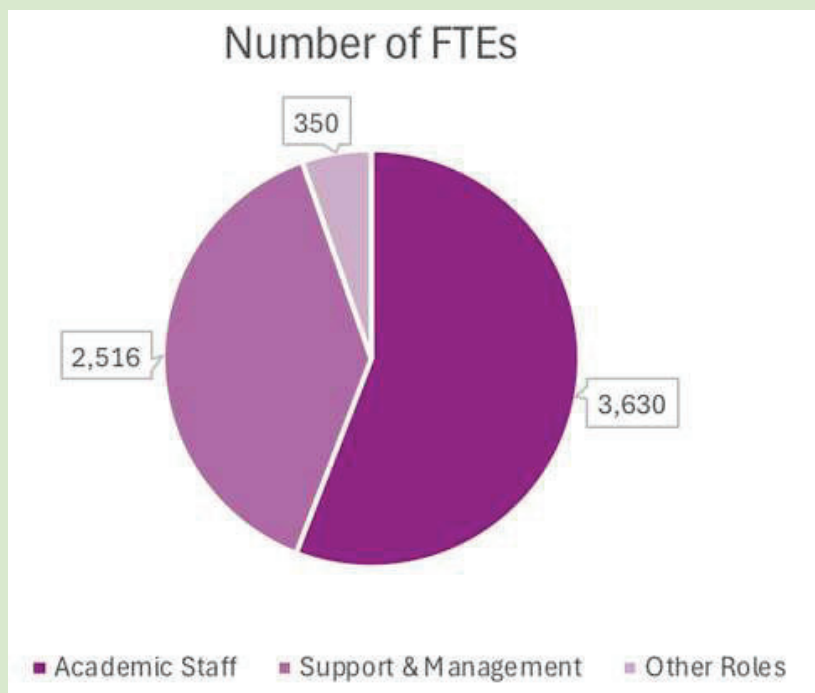
- Amsterdam's layout is marked by its famous canals, which are a UNESCO World Heritage site. The city's neighborhoods vary from densely populated historic districts to more spacious, modern areas. UvA's campuses are spread across Amsterdam, including the Roeterseiland Campus, Science Park, and the city center's University Quarter, integrating the university into the urban fabric and fostering community interaction.

General Data and Context:

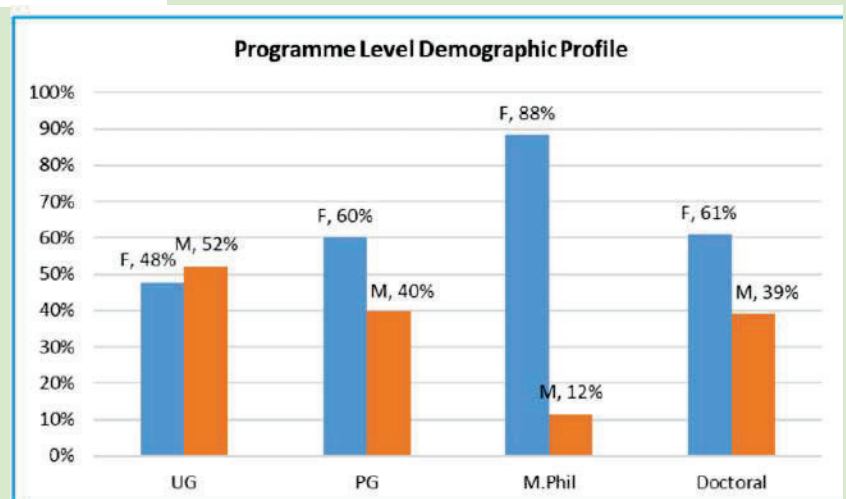


Number of Workers or Employed Individuals:

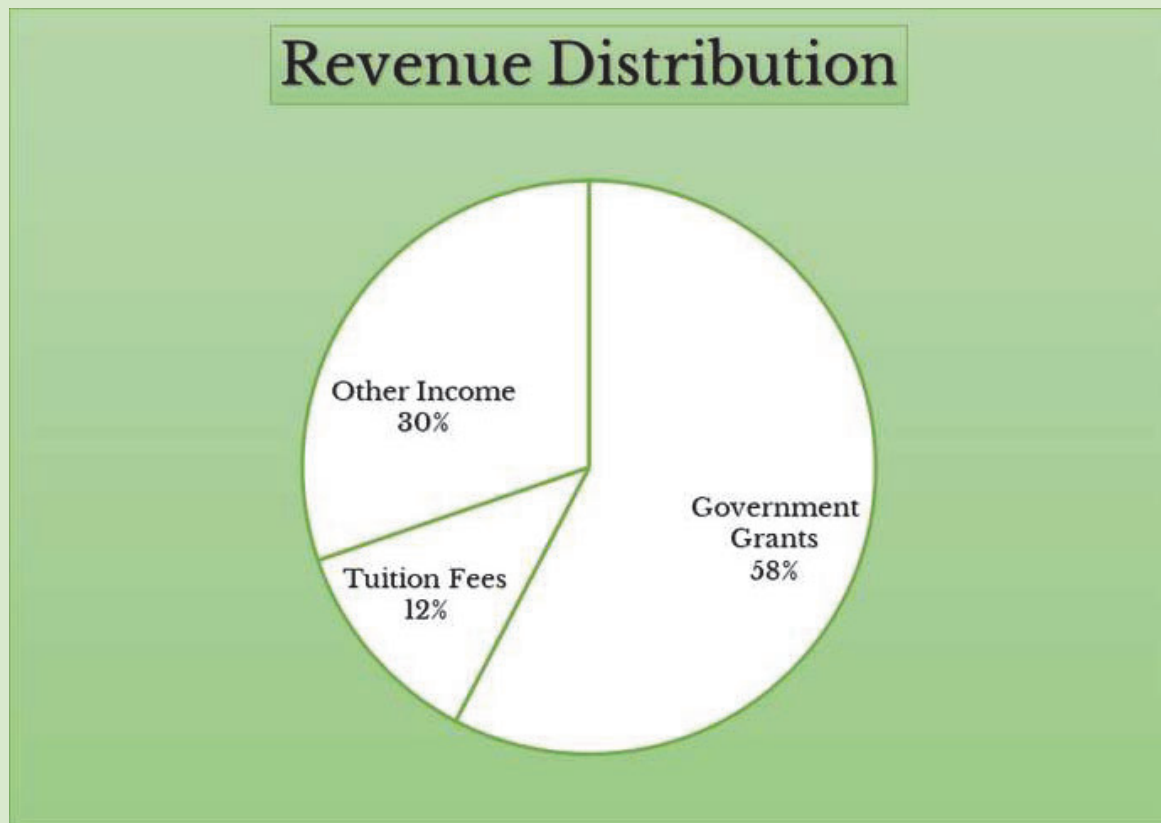
- UvA's total employee count at the end of 2023 was 6,496 FTEs, including both academic and support staff. The academic staff consists of 3,630 FTEs, while support and management staff make up 2,516 FTEs.



GENDER EQUALITY

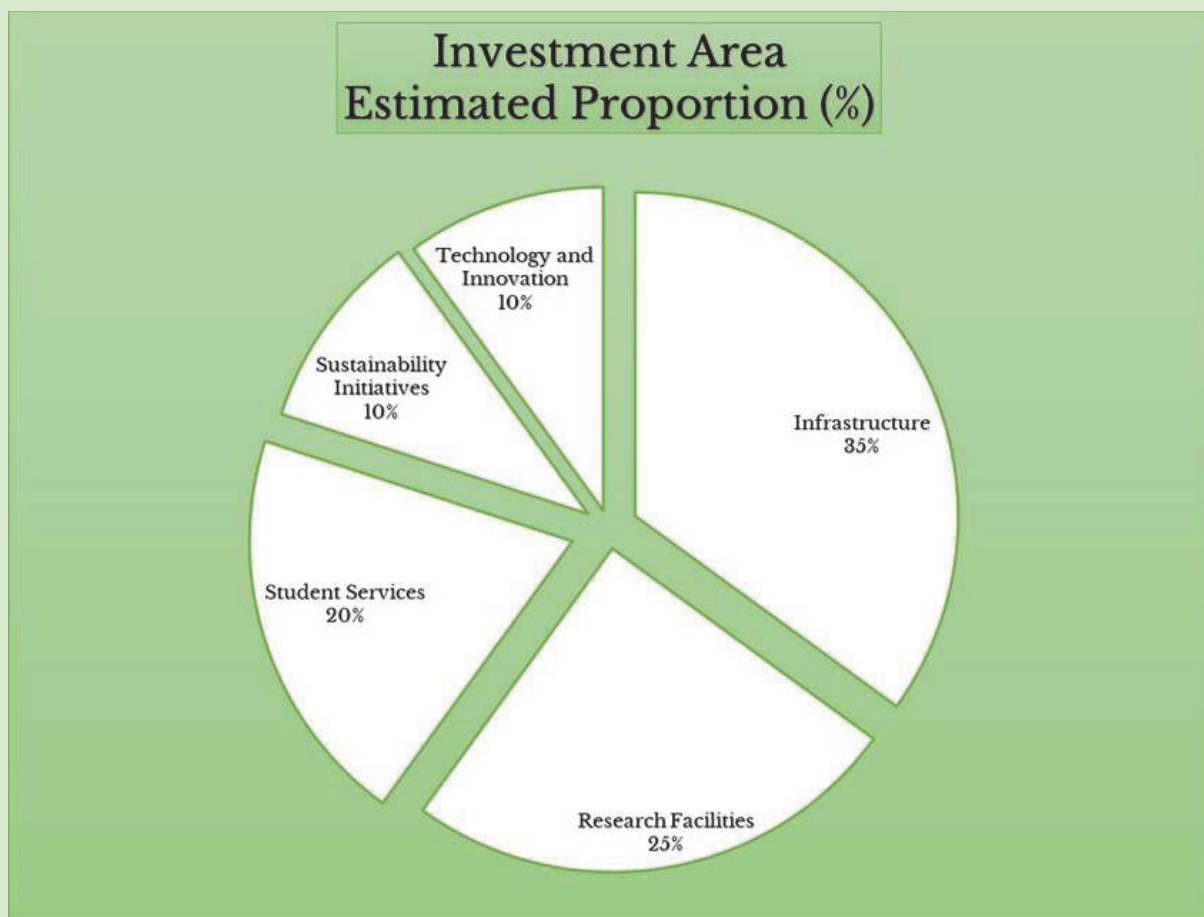


Consolidated Financial Statements



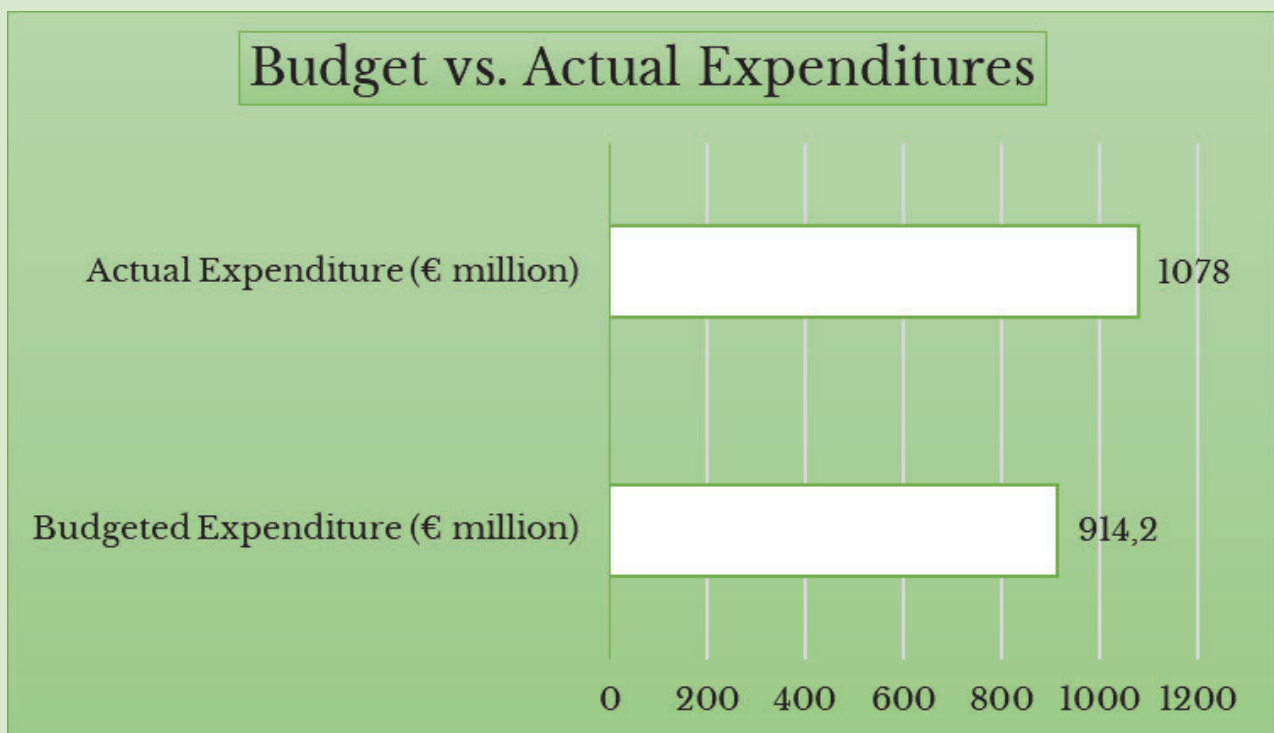
The University of Amsterdam relies heavily on government funding, which represents over half of its total revenue. This funding structure underscores the institution's commitment to making education accessible. Tuition fees, a smaller component, reflect this focus on affordability for students. The "Other Income" category (30.2%) highlights the university's diversified funding from research grants, partnerships, and auxiliary services, which supports UvA's financial stability and reduces dependency on any single funding source.

Consolidated Financial Statements



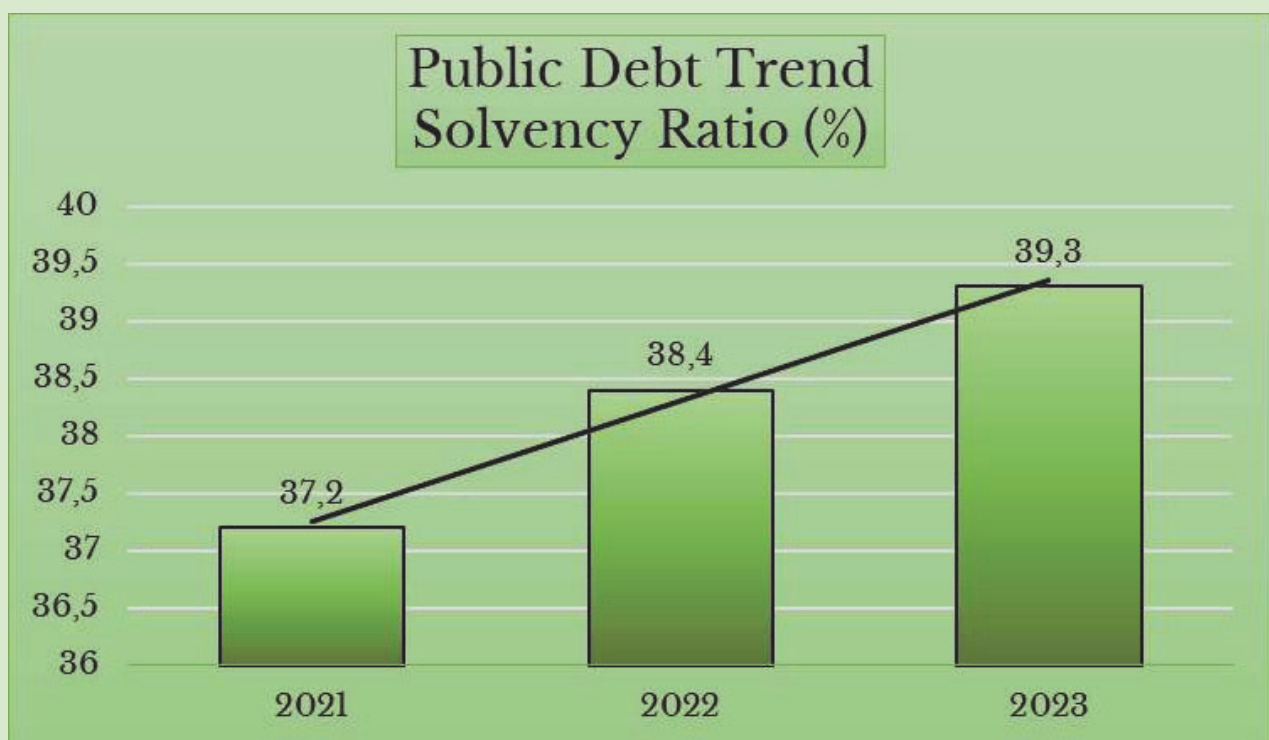
Evaluating these investment areas is essential to assess UvA's responsiveness to the needs of students and its commitment to research excellence. This strategic focus reflects the university's emphasis on creating a sustainable, inclusive, and innovative environment.

Consolidated Financial Statements



The €163.8 million variance between budgeted and actual expenditures suggests unplanned investments or increased costs in specific areas. This overage underscores the importance of careful monitoring to maintain financial sustainability. A transparent understanding of these variances will aid in better financial planning and allocation in future budgets.

Consolidated Financial Statements



The increase in UvA's solvency ratio is a favorable sign, showing a gradual improvement in financial stability and long-term viability. While the university maintains substantial liabilities, this positive trend indicates effective management of debt obligations. A more detailed examination of UvA's major financial relationships and debt composition could further illustrate the sustainability of its current financing strategy.

Consolidated Financial Statements

Key Financial Indicators Summary	
Total Revenue (€ million)	1085,1
Government Grants (%)	57,8
Tuition Fees (%)	12
Other Income (%)	30,2
Total Expenditures (€ million)	1078
Budget Exceeded By (€ million)	163,8
Solvency Ratio (%)	39,3

The University of Amsterdam's financial data for 2023 reflects a well-rounded funding structure and prudent debt management. While expenditures exceeded the budget, the increase in solvency ratio indicates improved financial stability. Moving forward, a detailed analysis of investment allocations and debt relationships will support continued alignment with UvA's strategic goals.

RANKING AND POSITIONING

RESEARCH QUALITY RANKINGS	2022 position	2023position
QS World University Rankings	58	53
Times Higher Education World University Rankings	60	61
CWTS Leiden Ranking	81	95
Academic Ranking of World Universities	101-150	101-150

RANKING AND POSITIONING

The UvA takes third place in SustainaBul, the national sustainability rankings for higher education institutions. The UvA owes this high ranking to the way it is integrating sustainability across the board. The annual SustainaBul rankings are organised by Studenten voor Morgen (Students for Tomorrow).

The UvA is ranked 53rd in the QS World University Rankings That is five places higher than in 2022, when the UvA was ranked 58th. QS ranks 1,499 institutions, including 13 Dutch universities. The UvA is one of the highest-ranked institutions, being among the top 4%.

In 2023, the UvA took third place in SustainaBul, the national ranking for sustainability in higher education.

FT Article The European SDG top 10 (ranked by ratio of SDG-related publications: 2021)

UvA ABS: 7 (Europe)

PUBLIC ADMINISTRATION GROUP

Executive Board

The Executive Board is charged with the general management of the University of Amsterdam (UvA). The Executive Board is responsible for the efficient management of the UvA.

Supervisory Board

The Supervisory Board assesses overall governance of the University and advises the Executive Board appropriately.

Key planning documents, such as the Strategic Plan, the budget, the annual financial report and the management and administration regulations, require the Supervisory Board's approval. The members of the Board are appointed for four years by the Dutch Minister of Education, Culture and Science.

Executive Staff

The Executive Staff support the Executive Board. The Executive Staff's main tasks are to formulate the University's strategic policy, to set frameworks and to provide operational steering and first-line control.

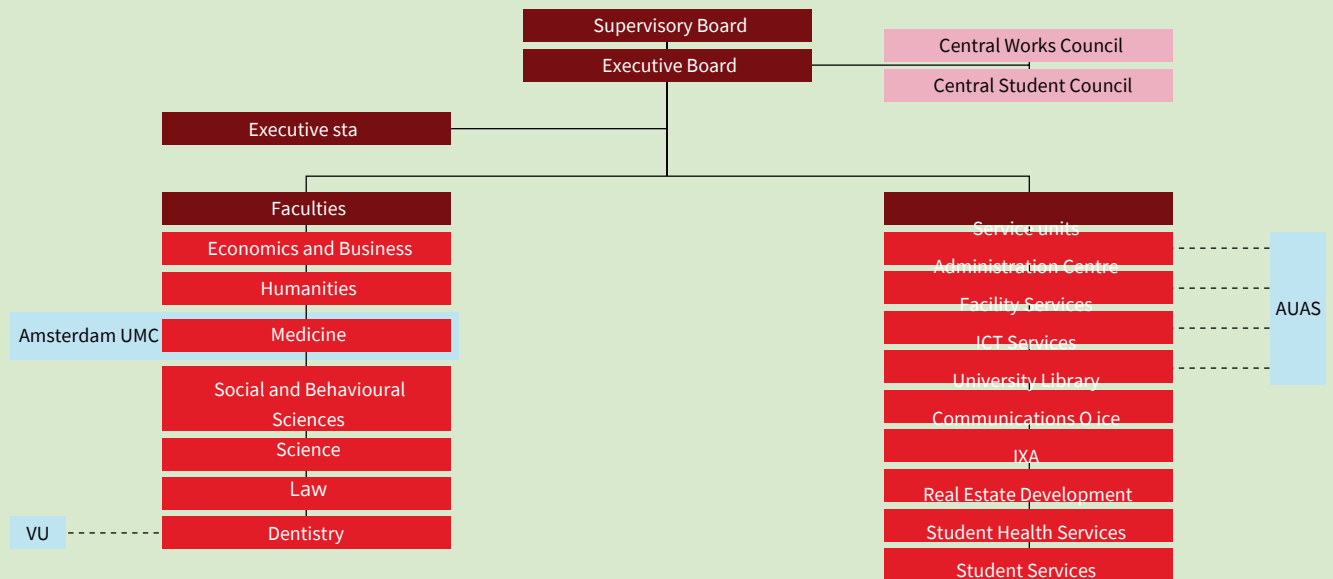
Shared Service Units

The role of the shared service units is to carry out all the support processes within the University.

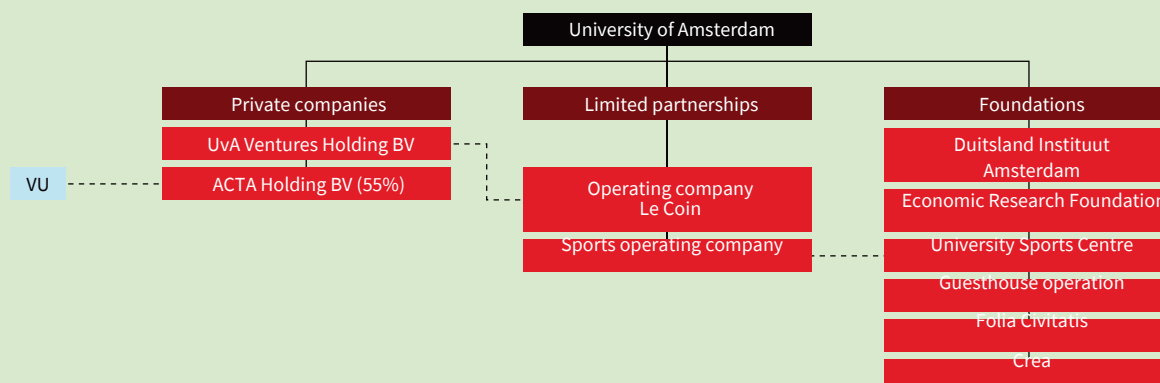


UvA organisational chart

Internal structure



Group structure



Major Policies of UvA

We chose the six most important policies from the University of Amsterdam's 2023 Annual Report, chosen for their broad impact on education, sustainability and community well-being.

Educational Quality and Teaching Innovation

The UvA is prioritizing high-quality, research-intensive education with a focus on small-scale, interactive teaching and professional development for educators. The Teaching and Learning Centres (TLCs) across faculties are instrumental in achieving this goal by providing ongoing training and support for lecturers. This policy is central to maintaining UvA's academic standards and adapting to the changing needs of students. methods.

Sustainability

The UvA aims to be at the forefront of developments in sustainability. To help achieve this ambition, the 'Sustainability White Paper – Five goals for a sustainable UvA' was adopted in 2020. During the current strategic plan period, the UvA is working on sustainability issues in research, education, valorisation and operational management based on the white paper. In addition, UvA recognizes the intrinsic value of **natural capital**—our campus ecosystems, biodiversity, and green spaces—as essential assets. Initiatives such as maintaining biodiversity and green spaces contribute to the long-term resilience and health of the campus environment.

Diversity

In 2023, we continued to invest in, and work towards, a more diverse and inclusive working environment. Diversity is still an important part of the professionalization courses offered to staff and is reflected in the various leadership and teaching skills training programmes. 2023 saw the launch of the Diversity, Equity & Inclusion Council, in which HRM, Academic Affairs and the Central Diversity Officer collaborate to promote a diverse and inclusive working and learning environment.

Research Priority Areas

Since 2018, interdisciplinary collaboration for methodological and general innovation has been the central focus in the funding of the Research Priority Areas (RPAs). After a selection process in 2022, the RPA 'Trust in the Digital Society' was launched. In 2023, the new RPAs 'Decolonial Futures' and 'Emergent Phenomena in Society' were selected to start in January 2024.



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Student Well -Being

The UvA collects information on student wellbeing in many different ways. Several surveys ask students about the extent to which they feel safe and at home at the UvA, such as the National Student Survey (NSE) and the International Student Barometer. The latter survey is for international students. There are also other sources that can provide information about student wellbeing, such as the number of registrations with student psychologists and academic performance. These sources have been analyzed over the past year to obtain a picture of the state of student wellbeing.



Student Internationalization

UvA's internationalization policy focuses on maintaining a balanced intake of international and Dutch students, promoting cultural diversity while ensuring accessibility for local students. The Balanced Internationalization Bill, which UvA supports, allows the university to manage international student numbers and ensure that education quality and capacity remain high. This policy enhances UvA's international appeal and fosters a rich cultural learning environment, providing students with global perspectives. By carefully managing the ratio of international to local students, UvA aims to balance its international reputation with its commitment to local accessibility. This balance is key to creating a diverse, inclusive campus where students can develop cross-cultural competencies.



Major Policies of UvA

Educational Quality and Teaching Innovation

UNIVERSITEIT VAN AMSTERDAM

Education and research
We continue to deliver top quality across the board

Read more at [uva.nl/instellingplan](#)

Focusing more strategically on our research programming

To do

- Make explicit the strategic position, opportunities and choices of all research initiatives for the years ahead.
- Maintain the open dialogue around the independence and integrity of academic research and include it in education.

Encouraging closer collaboration between disciplines

To do

- Invest additional funds in a fundamental innovation of research and education through inter-disciplinary collaborations.
- Attract new, young and end-career talent to the UvA and delegate responsibility for recruitment to inter-faculty appointment committees.
- Use the fellowship programme of the UvA Institute for Advanced Study (IAS) to give researchers the time and opportunity to master another discipline.

Ensuring our education reflects our research and societal questions

To do

- Explain the strategic choices behind each degree programme and the range of choices on offer.
- Review the range of choices on offer on, for example, the extent of freedom of choice and the international profile.
- Experiment with extending the duration of a number of one-year Master programmes.

Making effective use of digitalisation to renew our research and education

To do

- Set up a data science function that helps researchers conduct data-based research securely.
- Include relevant learning outcomes regarding digital methods or data science in every bachelor's degree programme, make it part of the minor in data science widely available.
- Make more use of ICT resources for active learning, digital forms of assessment, for eliminating deficiencies and educational gaps and for new forms of learning.

Diversity

UNIVERSITEIT VAN AMSTERDAM

Staff
We are a magnet for talent

Read more at [uva.nl/instellingplan](#)

Using leadership to achieve our goals and create an attractive working environment

To do

- Incorporate leadership development into strategic HR planning.
- Structure support for and reduction in the workload of managers by effectively coordinating tasks, powers and responsibilities.
- Draw up and disseminate UvA Principles of Leadership.

Increasing diversity and inclusion in our workforce and culture

To do

- Increase staff diversity and include it in the strategic HR plans.
- Translate the promotion of diversity into the criteria and channels for recruitment and selection.

Recognising and rewarding all relevant talents and tasks

To do

- Ensure that the work of all areas of the University is rewarded and recognised equally: education, research, social impact, knowledge transfer, managerial tasks, teamwork and organisation.
- Whenever possible, include someone from another discipline or faculty/division unit in the selection committee for appointments and role changes from grade 11 upwards.
- Make our jobs offer more attractive to talent.

Sustainability

UNIVERSITEIT VAN AMSTERDAM

Responsibility
We put our public values into practice

Read more at [uva.nl/instellingplan](#)

Building guarantees for the independence of science

To do

- Put the public values of academic education and research on the agenda and safeguard them when procuring platform services and collaborating with third parties, including publishers and data technology companies.
- Make research data on FAIR (findable, accessible, interoperable and reusable) as possible and work towards making academic publications 100 per cent open access.

Increasing our understanding of sustainability and putting it into practice

To do

- Implement measures from the White Paper sustainability.
- Reduce energy consumption in 'buildings' by 20 per cent over the planning period.
- Make our efforts to create a sustainable UvA visible on all campuses, among others through the construction of the Sustainability and strengthening of the UvA Green Office.

Championing inclusion and equal opportunities

To do

- Promote and broaden this dialogue around equality/inequality and justice/injustice within the University.
- Include a broad spectrum of perspectives in education and research, among others in minors and in the recruitment of degree programmes where this is relevant.
- Raise awareness of bias through professional development programmes, such as the University Teaching Qualification (UTQ) and through leadership training.

Providing a healthy, safe and stimulating working environment

To do

- Include specific, direct measures to reduce workload in the faculty strategic plans.
- When adopting new policies, put more trust in the implementers, thereby reducing internal regulations.
- Establish a 'house of social safety', based on the recommendations of the Social Safety task force.

Students

UNIVERSITEIT VAN AMSTERDAM

Students
We invest in excellent and inspiring education

Read more at [uva.nl/instellingplan](#)

Organising more intensive and smaller scale learning to enhance interaction

To do

- Create a better balance in the ratio between contact time and total teaching time.
- Explore alternatives to the current system of lectures and tutorials.
- Differentiate learning modes to achieve a better match between student and degree programme.

Encouraging an engaged and proactive attitude in our students

To do

- Clarify the curriculum to encourage students to participate in academic life and research.
- Formulate learning objectives which make students aware of different social backgrounds, inequalities of power and processes of discrimination and exclusion.
- Include community activities, for example entrepreneurial activities, in the elective part of the curriculum.
- Encourage students from all backgrounds to participate in extracurricular activities.
- Increase interaction, sharing of knowledge and a personal connection between alumni and students.

Further enriching our teaching environment through internationalization

To do

- Work on increasing interaction between Dutch and international students, both at the start and throughout the academic year, in conjunction with study associations.
- Offer a summer course in Dutch for new international students.

Connecting a professional offering in Life Long Learning to our research

To do

- Include lifelong learning in the strategic choices of the teaching portfolio of each faculty.
- Further professionalise the offer through development of the UvA Academy platform and a dedicated building on the Roetersland Campus (learning rooms).





Methodological Note:

Adopted Guidelines

The financial report is prepared according to the University of Amsterdam's internal financial management policies. This includes adhering to the Dutch Higher Education and Research Act (WHW) and guidelines set forth by the Ministry of Education, Culture, and Science.

Criteria Applied for Content Drafting

- **Relevance and Materiality:** Financial data and qualitative information included in the report are selected based on their relevance to stakeholders, particularly those influencing financial health, strategic goals, and student outcomes.
- **Accuracy and Consistency:** Data is cross-checked across different financial years and various departments to ensure accuracy and consistency, enabling year-over-year comparison.



Approach

- **Collaborative Process:** The report preparation involves collecting, analyzing, and verifying data across UvA's faculties, service units, and affiliated organizations.
- **Alignment with Strategic Goals:** The report is structured to align with UvA's Strategic Plan, ensuring the financial information supports the university's goals in education quality, research, sustainability, and international collaboration. These conservation efforts they make not only manage immediate resources but also preserve **natural capital**, enhancing ecological health and sustaining campus biodiversity.

Consulted Documents

- **Annual Statements and Budgets:** Past annual financial statements, current and previous years' budgets.
- **Guidance from Regulatory Authorities:** Documentation from Dutch authorities and the Ministry of Education, Culture, and Science provides guidelines on regulatory compliance, data protection, and reporting requirements.

Methodological Note:

Committees Involved

The committees that played a role in preparing the report:

- Finance Committee: Responsible for overseeing financial policy and ensuring compliance with regulations.
- Audit Committee: Ensures accuracy and integrity of financial reporting through independent review processes.
- Executive Board: Provides strategic direction and final approval of the report.
- Advisory Councils: Include student and staff councils that contribute insights on budget priorities and resource allocation.
- Supervisory Board: Provides oversight, particularly through its Audit Committee, to review and validate financial data, budget allocations, and compliance with governance standards.





Dissemination Plan

Even though the report doesn't contain specific details on a formal dissemination plan, UvA probably disseminates research and knowledge through several key channels, based on practices described in sections about their activities.

Public Access to Research

UvA makes its research available for free online through open-access journals and institutional repositories.

Events and Workshops

The university hosts conferences and workshops to share research findings with students, academics, and the public.

Partnerships

UvA works with other universities, industries, and organizations to spread research and collaborate on projects that solve real-world problems.

Community Projects

The university takes part in local projects, like UvA Placemaking, to apply research in ways that benefit the city of Amsterdam and its residents.

Online and Media Presence

UvA uses its website, social media, and partnerships with media outlets to share news about research and developments.

Teaching

Research findings are used in UvA's courses, so students learn directly from the latest work being done by their professors and researchers.



Conclusion

The University of Amsterdam's 2023 report showcases a year of meaningful advancements in education, research, and sustainability, affirming UvA's commitment to global impact and local responsibility. From increasing student enrollment and strategic investments in digital innovation to receiving international recognition for sustainability, UvA remains at the forefront of progressive academic institutions. UvA's financial health, supported by diversified funding and prudent management, enables continued investments in areas that align with the university's mission and values. Looking forward, UvA aims to build upon these achievements by promoting educational excellence, advancing sustainable practices, and fostering inclusivity and diversity within its community. Together, these efforts position the university as a resilient institution, prepared to meet the challenges and opportunities of an ever-evolving global landscape.

References: University of Amsterdam. (2023). Popular Annual Financial Report 2023. University of Amsterdam. Retrieved from <https://www.uva.nl/en/about-the-uva/policy-and-regulations/finances/annual-reports.html>

This work was completed as part of the Public Management course at the School of Advanced Studies (SAA), University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.

