

**Concept
Spring Memorandum
2017-2020**

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Management summary

The Spring Memorandum, Annual plan and Budget 2017-2020

This Spring Memorandum shows the strategic and financial framework for the next years 2017-2020. These form the framework for the Annual plan 2017 and the Multi-annual budget 2017-2020 of the units.

In this Spring Memorandum we present the Government funding and the budgeting of the faculties, institutes and service-departments. By incorporating multi-annual budgets per unit, the insight in the financial effects of our choices will be enhanced. The budgets for 2017 form a commitment from the Executive Board to the units. The multi-annual budgets for 2018, 2019 and 2020 are guidelines.

Policy agenda

The Executive Board lays down her ambitions for the years 2017 and beyond in the policy agenda. The basis for these ambitions comes from the organization wide discussion concerning the strategic Vision 2020 and the ambitions expressed in the OC&W performance agreements.

The four core values of the Vision 2020 are:

- Societal impact: making a real difference
- Synergy: excellence in combinations
- Entrepreneurship and innovation: the best in Europe
- Internationalization: tomorrow's global citizens

These four core values have been translated into administrative priorities for 2015 and beyond. The Agenda 2017 is a further operationalization of our ambitions in Education, Research and Entrepreneurship and its organizational implications.

The available resources

The direct funding available consists of the Government funding for Education and Research and the tuition fees. The available budget in 2017 amounts to M€213,2.

The estimate of the Government funding in this framework is based on the most current information: First Government Funding Letter 2016 and the 'Funding Picture' 2017. The funding picture 2017 is based on the number of enrolments and degrees on 1 October 2015. The estimates of the Education and Research Budgets have not yet been updated with the wage and price adjustment 2016. We expect more information before the summer of 2016. If the Spring Memorandum of the National government leads to an adjustment of the estimated budget, this will be processed in the 2017 budget.

A budget horizon of four years is used in accordance with the new guidelines for the annual report.

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1. Introduction

This Spring Memorandum shows the strategic and financial framework for the years 2017-2020. These form the framework for the Annual plans 2017 and the Multi-annual budget 2017-2020 of the units.

This document has been drafted while the discussion about the future of the UT matrix model is ongoing. In this spring memorandum we have applied the current matrix organization for the allocation of the budgets. When the organizational layout of the UT is changed before the Budget 2017 has to be drawn up by the units, we will amend the allocation model accordingly.

The Policy Agenda has (for the first time) been drafted in close cooperation with the Deans and the UCB. The input from the faculties is the basis for this spring memorandum.

This Spring Memorandum consists of six chapters. Chapter 2 contains the key features of the UT-budget. In chapter 3 the ambitions of the UT are discussed for 2017. In chapter 4 the expected available budget for 2017 is shown and the financial policy frameworks are outlined in Chapter 5. In Chapter 6 the procedure for the preparation of the annual plans, partial budgets and the Multi-annual budget 2017-2020 with explanations of the faculties, institutes and service-departments are shown.

The University Council has the right of approval on the key features of the UT-budget. On the non-key features the University Council has the right of advice. Key features of the budget concern the allocation to the faculties, institutes and service-departments, resources for investment and investment plans (including real estate) and the financial policy. In more detail:

- The way in which resources are made available for allocation to the departments, including the decision whether or not to withdraw funds from reserves.
- The budget allocation to the departments and activities, including changes in the multiannual allocation methodology.
- Spending limits and scope of the Strategic budgets in the areas of education, research and knowledge transfer with explanation of large amounts (above k€500). The explanation contains, as far as possible, the (proposed) Executive Board decisions, the objectives, substantiation and duration of the relevant project.
- Key features of the real estate investments in accordance with the Real Estate plan. More specific: approval in respect of the total amount of the real estate investments, as well as specific investments exceeding M€5. The goal is to incorporate the Real Estate plan in the multi-annual budget as of from 2017.
- The financial policy, including the policy on financial reserves and preconditions for budgets contained therein.
- The financial risk analysis including management of the risks of holdings.
- Substantial change of the budget during the budget year. Specifically: in case of budget deviations exceeding 1%. The Spring Memorandum will, where possible, indicate in general terms how changes in the government funding are to be allocated.

The key features of the Budget are laid down in this Spring Memorandum, on which the University Council has the right of approval. The University Council will also have the right of approval on any changes to these key features in the process of translating the Spring memorandum into the Budget.

The units can prepare their annual plan for the budget year 2017 with underlying plans and budgets, based on the substantive priorities and budgetary and political framework laid down in this Spring Memorandum. The units are also expected to draw up a multi-annual forecast for the period 2018-2020.

For a timely preparation of the (multi-annual) Budget, Scientific Directors will have to negotiate four-year comprehensive agreements with the Deans before 24 June 2016 on the research budgets they will grant the faculties. The faculties and service-departments should reach service level agreements no later than 1 July 2016 and internalize these into their annual plan and multi-annual budget.

2. Key features

Since the Budget 2016 the University Council has the right of approval on the key features of the UT-budget. These key features can be found in this chapter.

2.1 Modifications to the UT allocationmodel

The UT allocationmodel conforms to the Government funding model as much as possible. This means that there are two main flows of budget: Education and Research. Besides these flows, budgets are also allocated to the service-departments and to strategic budgets. In the allocationmodel the budgets are allocated in two steps to the smallest budgetary units. First the budgets are allocated by the Executive Board to the faculties, institutes, service-departments and strategic budget (CS including “zwaartepuntmiddelen”). Subsequently the budgets of the institutes, based on multi-annual agreements between scientific director and dean, are allocated to the faculties.

The Government funding for PhD's (and PDeng degrees) will change in 2017. Based on the Strategic Agenda for Higher Education 2015-2025 the budget for PhD's will be limited to 20% of the national research budget. As a result the price per PhD will drop from k€ 96 in 2016 to k€ 74 in 2017. A further decline of this price is expected in the coming years, as the numbers of PhDs will most likely increase, while the budget stays maximized. The part of the budget that is no longer allocated to the PhDs will be allocated to the universities as “profileringsmiddelen onderzoek”. It is yet unclear when or whether the Minister will impose conditions on spending this budget, but we anticipate that she will.

We have adjusted the UT allocationmodel in the same way the government funding has changed. This means, that the price per PhD has dropped to k€ 74 in 2017. This is the same price the UT receives per PhD. The allocating system for PhD grants has not been altered, it is still based on a three-year average. This is also the way the government funding for PhDs will be allocated from 2017 forward. The same procedure as described above applies to the funding for PDeng degrees.

The new budget for “profileringsmiddelen onderzoek” amounts to M€5,1. Until 2016 we have subtracted the budget for Twente Graduate School (M€ 0,6) from the PhD budget, thereby reducing the price per PhD. From 2017 we will subtract the TGS budget from the “profileringsmiddelen onderzoek”, thus funding the units with the National price per PhD. The remaining “profileringsmiddelen onderzoek” ad M€ 4,5 will be partially used to compensate the faculties for the sudden drop in PhD budget. The compensation per PhD bonus is k€ 14,4 in 2017, thus supplementing the PhD bonus to k€ 89,1 (the price for 2017 in the Budget 2016 was k€ 92,9). This compensation will decrease over the coming years. The remainder of this budget will be allocated as additional research budget, awaiting the outcome of the discussions about the future of the research institutes. The additional research budget for 2017 will be allocated in the fall of 2017, in time to incorporate this into the annual plans for 2017. The additional research budget for 2018 and further will be allocated in the spring of 2017 under the supervision of the new rector.

2.2 Basic principles of the UT allocationmodel

The UT allocation model is designed to distribute the annually available budget along clearly defined algorithms to provide predictability and stability for the units. All the available budget is allocated, so none of the public funding or tuition fees are left unused. The basic rules for the model are:

- The UT allocationmodel conforms to the Government funding model as much as possible.
- A budget horizon of four years is used in accordance with the new guidelines for the annual report.
- The allocationmodel contains incentives that match the Government funding and stimulate entrepreneurship. In Education this is achieved by following the input and outcome based model of the Government, in Research by using realistic contribution margins.
- The deans are responsible for matching the education activities with the available budget.
- The current central support is at the desired level. The generic overhead is currently at 18,2%, which is well below our target of 19%. In the coming years the focus will be on qualitative improvements of the support. From the educational budget and the research budget a fixed amount for the central support is deducted. Mutations in the 1st money flow (government funding and tuition fees) will lead to mutation of the budget for the service-departments on the basis of 80/20 (political deliberation).
- The allocation of the available resources in the allocationmodel is as follows:
 - Education: M€ 74
 - Research: M€ 69
 - Service-departments: M€ 53
 - Policy budget: M€ 7.

- Performance agreements have been made with the Minister. On this title a profiling budget is assigned to the UT. This profiling budget is used to achieve the agreed goals. In the allocationmodel there is approximately M€ 1.6 available for this purpose. The compliance with the agreements will be audited in the fall of 2016. It is expected that from 2018 the expected extra funding from the “leenstelsel” will also be subject to performance agreements. We have not yet incorporated any extra expected budget from the “leenstelsel” into the now estimated UT budget.

2.3 Budgeting faculties, institutes, service-departments and strategic budget

Education

The Government funding for Education is determined by OC&W based on funded enrollments and degrees, a fixed budget and a budget for performance agreements and profiling. Along with the tuition fees this forms the ‘1st money flow’ Education. This budget is allocated through the UT allocationmodel.

Subsequently some specific budgets are allocated:

- the budget for ITC is equal to the ODA budget received from OC&W, less a proportionate part of the central overhead.
- for small technical educations and the education Technical Medicine a fixed budget is allocated, which is revised annually.
- from the education budget some smaller budgets are allocated.
- the costs of generic classrooms (COV) are funded centrally.

The remaining budget is allocated to the faculties into two parts: a Bachelor and in a Master part:

- the Bachelor courses are budgeted according to the TOM model. This is based on the funded registrations and degrees multiplied by the corresponding weighing by the Minister.
- the internal compensation for TOM education from faculty to faculty is based on the shares of the different tutors and chairs in the modules of a course.
- the Mastercourses are budgeted using EC’s. Premasters are registered as master EC’s.

for further details please see annex 1.

Research

The Government funding Research is determined by OC&W based funded degrees, number of PhDs and designers and a fixed budget. OC&W expects knowledge transfer activities to be funded out of the 1st money flow resources.

Some specific budgets are allocated from the research budget:

- the budget for ITC is equal to the ODA budget received from OC&W, minus a proportionate part of the central overheads, plus the PhD funding attributable to ITC.
- some smaller budgets are allocated from the research budget.

The available institutional funds are allocated using historically established percentages for the Institutes and faculty research groups. The allocation of the Research budget is now being discussed within the University. We expect the allocationmodel for research to be changed in 2017 or 2018. If this has budgetary consequences for the year 2017, a revision of this Spring Memorandum will be issued.

In this Spring Memorandum we have used the current system for budget allocation:

- The regular institute funds (at least 90% of the modifiable institute funds) are awarded by the institutes or the faculties, based on multi-annual agreements. The institutes and faculties will only negotiate for the new third and fourth financial year. The regular institute funds, together with the O&O and PhD premiums, form the basis for the available research capacity per department. These funds are made available by the institute to the faculty.
- The scientific directors have a strategic budget (up to 10% of the variable institute budget). With this budget they can stimulate new developments. In most institutes, the aim is to grow towards this 10% budget.
- The O&O and PhD premiums are allocated to the institutes. The institutes distribute these resources directly to the faculties, without reallocation. (The allocation of the O&O budget for Bachelors is aligned with the allocation of the TOM budgets).

Service-departments

The generic overhead is in line with the performance agreements, now well below 19%. Coming years, the focus will be on qualitative improvements in the support. From the educational budget and the research budget a fixed budget for the central overhead is deducted. Mutations in the 1st money flow (government funding and tuition fees) will lead to mutation of the budget for the service-departments on the basis of 80/20 (political deliberation).

The Executive Board also has an annual investment budget available for institution-systems (M€ 0,7), for graduation support for students (M€ 0,6), for the support of non-EEA students (M€ 0,8) and for strategic human resources policy (M€ 0,7).

Strategic budgets

For strategic projects, the Executive Board has the budget CS. This is a fixed annual budget (approximately M€ 7) deployed by the Executive Board, in consultation with the Strategic Counsel (SB), for crossovers and other strategic projects. A limited part of the budget remains available to fund other incentives. In addition to CS, the profiling resources (M€ 1.6), granted temporarily by OC&W, are used for strategic initiatives.

The deans have the possibility to maintain a strategic faculty education budget. As of from 2015 this budget can be formed by the deans through re-allocating the educational resources allocated to the faculty. This strategic budget may not exceed 50% of the additional allocation of educational resources in 2015 and amounts to M€ 1,4.

As a result of the redemption of the interest rate swaps interest costs have dropped by approximately M€ 3. The Supervisory Board and the University Council have decided to deploy this reduction of interest costs to strengthen the implementation of Vision 2020, which includes the increase of the master inflow and a guarantee for Top Technology Twente of M€ 0,5. In 2016 to 2018 M€ 2.5 will be made available through a performance funding for the faculties of BMS, EWI, CTW and TNW (M€ 0,5 each), and M€ 0,5 for the service-departments.

From 2019, the reduction of the interest costs will be used to lower the housing (RT) rates. This means that the above mentioned M€ 0,5 per faculty will no longer be allocated through the UT allocationmodel, but through the tariffs for housing.

2.4 Reserve policy and financial ratios

The UT reserve policy includes key figures, ranges and targets to ensure the current healthy financial organization and to be able to adjust to changes at an early stage. UT uses the following ratios, ranges and targets:

- a range of 30 to 40% for the solvency, with a target of 35%;
- maintaining a liquidity border of M€ 25;
- a bandwidth of 0,5 to 1,5, with a target value of 1 for the current ratio.

However, these indicators only have value when the (individual and composite) multi-annual operating results and projections are reliable and budget discipline is maintained. The Executive Board plans to enhance the budget discipline within the university.

Reserve policy agreement

The Executive Board has to agree upon the reserve policy with the Supervisory Board. Based on the 'nota reservebeleid' of 2009 and the 'nota herziening reservebeleid' of 2011 the Executive Board decided to invest M€ 25 of our equity into the primary processes in the period 2010-2014.

Investments	2010	2011	2012	2013	2014	subtotal	2015	2016	2017	2018	Total
First program	-9,4	-5,6				-15,0					-15,0
RoUTe 14+	2,1	2,1	-6,7	-4,4	-3,2	-10,1					-10,1
Planned	-7,3	-3,5	-6,7	-4,4	-3,2	-25,1	-2,4	-2,5	-0,9	0,2	-3,2
Realization (2010-2015)	-7,3	-3,5	-4,0	-2,0	-0,5	-17,3	6,7				-10,6
Cumulative Balance	0,0	0,0	2,7	5,1	7,8	7,8	14,5	12,0	11,1	11,3	11,3

In the first program M€ 15 was used in 2010 and 2011 for overlapping personnel constructions, temporary intensification of education, start-up costs of new programs, improved strategic positioning, investments in IT, campus development and strengthening of our marketing policy.

External developments forced the UT to implement RoUTe14+, a comprehensive package of measures to quickly focus, realign and deploy the RoUTe14 strategy. Key parts of this strategy were: a new educational model, a reorientation of priorities in research and a reform of our organization, which included a structural cut of costs of M€ 15. M€ 14.2 was needed to cover reorganization costs. The Board decided to fund this from the equity (M€ 4.2 from the remaining of the M € 15 and M€ 10 from 2012-2014).

The UT has remained well within the current reserve policy framework. At the end of 2014 M€ 7.8 still remained of the planned M€ 25. In 2015 a positive result was achieved of M€ 6.7, instead of the planned M€ 2.4 deficit. For 2016 to 2017 further deficits are forecasted.

The partially unexpected positive result in 2015 has shown, that budget discipline needs to be enhanced. Awaiting the outcome of the discussions on our research organization and proof of enhanced budget discipline, the Executive Board sees no reason to revise the current reserve policy agreement with the Supervisory Board or the agreed upon multi annual outcome targets.

Solvency

At year-end 2015 the solvency of the UT is 36,3%. OC&W and the NCA (Algemene Rekenkamer) apply the solvency 2 ((equity + provisions) / total capital)) instead of 1 solvency (equity / total assets) as a control number. At year-end 2015 to solvency 2 of the UT amounts 39,8%.

Liquidity

At year-end 2015 the liquidity of the UT above M€ 100. This is well above the border of M€ 25. The UT has closed, at the Ministry of Finance, an overdraft at the level of M€ 21 (UT is allowed an "overdraft" of M€ 21). This credit can be used, in a flexible manner, as a financing by the UT. The overdraft facility will be addressed by the UT if there is need for additional liquidity for a short time (several days to several weeks). Given the actual high of the bank accounts of the university, it is not likely that we really need to address this facility.

The current ratio

For the current ratio (the ratio of current assets and current liabilities) UT uses a bandwidth of 0,5 to 1,5 (with a target value of 1). In 2015, the current ratio is above 1,17.

Intra-faculty reserve policy

Within the UT reserve policy the faculties have their own responsibility regarding the use of intra-faculty reserves (accumulated reserves of the departments under the faculty). This commitment is framed by multi-annual operating results, with the arrangement that the units have a balanced budget each year from ordinary activities, as agreed with the board.

Investment budget 2017-2020

At the moment the UT meets the target of 35% for the liquidity and the target of 35% for the solvency. The Executive Board may decide that it is responsible to finance additional investments. These investments need to fit within the long term strategic frameworks for the UT and the units and a sound business case is required. The principle 'new for old' must also be pursued to maintain a solid financial base.

3. Policy agenda

In this policy agenda the Executive Board in cooperation with the Strategic Council lays down the ambitions for the UT for the years 2017 to 2020, focusing on the activities in 2017. The foundation for these ambitions is laid down in our institutional strategy Vision 2020:

The University of Twente is forging ahead. In the coming years we will be raising the bar even higher and elevating our ambitions. The University of Twente is the leading entrepreneurial university: we constantly anticipate future developments and respond rapidly and effectively to changes in our environment. We are opinion leader in the public debate. We interact with research institutes, industry and government on an ongoing basis to generate pioneering research. We deliver outstanding students who excel at bringing together high standards of expertise from a range of fields and designing solutions that meet the demands of the future, in the Netherlands and throughout the world. As a leading international university, we are the driving force behind the innovative power of our region.

The four core values of the Vision 2020 are:

- Societal impact: making a real difference
- Synergy: excellence in combinations
- Entrepreneurship and innovation: the best in Europe
- Internationalization: tomorrow's global citizens

Our Vision 2020 ambitions have been translated into policy priorities for 2017 and beyond. This 'Agenda 2017' is a further operationalization of our ambitions in Education, Research and Knowledge Transfer and its organizational implications. In order to reach our goals we take a variety of measures that can be classified into three categories:

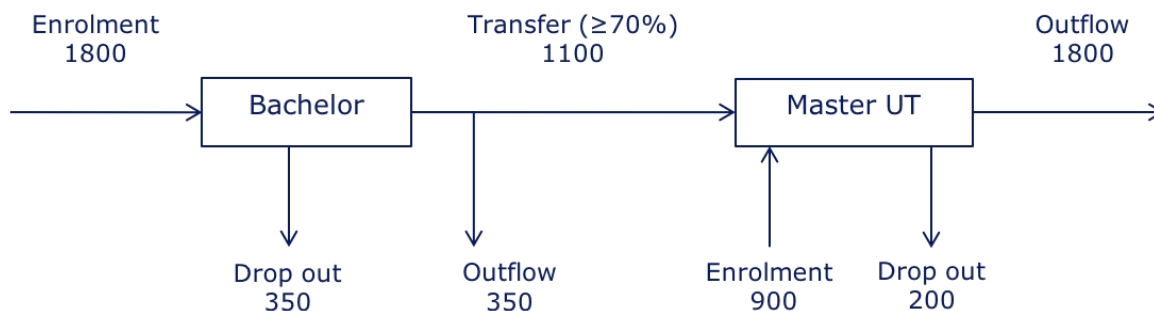
- measures aimed at innovation
- measures aimed at further growth/development and
- measures to strengthen our basis.

In this chapter we elaborate the Policy agenda for 2017. The unique profile of the UT in Education, Research and Knowledge Transfer is exemplified in the following paragraphs. Finally, in this chapter we highlight the organizational implications of Vision2020 in 2017.

3.1 Education

The University of Twente aims to educate the professionals of the future. Graduates with an outstanding education, sought after by industry and government for their skills in applying their expertise to solve new problems. The university's alumni are well-rounded individuals with a thorough knowledge of their discipline and the ability to apply their knowledge intelligently and usefully, fully aware of the interdependence between technology, humans and society.

In quantitative terms in a steady state situation (from 2020 and beyond), a population of 9.500 bachelor and master students (5.000 Ba and 4500 Ma) is our ultimate target. International students form 40% of our master enrolment. Resulting in student flows as illustrated below in 2020, striving at stabilising the bachelor enrolment (at the 2014 level) and at substantial master enrolment growth.



General

Innovation

Design: the new entrepreneurship

The University of Twente's degree programmes always have been well known for their attention to developing a wide range of personal skills in the area of entrepreneurship, research and design. Our faculties will emphasize entrepreneurship and design thinking in education in 2017. These are important 21st century skills. As from 2016 we will further facilitate and stimulate the development of an entrepreneurial and design attitude in our courses. Our DesignLab serves as a platform for the dissemination and integration of design thinking in our courses. However the course directors themselves are responsible for the final integration of the skills, thinking and attitude in their courses. The Demola concept is one of the instruments we will deploy for the entrepreneurship integration in our courses.

Digital learning

In our educational programmes, we combine state-of-the-art teaching techniques and digitalization with a personal and safe on-campus study and learning environment: the blended learning concept.

The UT will continue to invest in the development and optimization of blended learning and distance education, including development and use of Open Educational Resources and Massive Open Online Courses (MOOC's). The UT vision on digital learning, as formulated in 2015, requires a different Digital Learning Environment (DLO). In 2016 we will establish our vision on DLO. This will form the basis for a tendering process and subsequent implementation. Teaching staff will be trained and supported in using the DLO in 2017.

Growth/Development

Honours programs

Based on the report of the Review Committee Hoger Onderwijs (RCHO) and subsequent follow-up in performance agreements with OCW, further possibilities for the honours programs will be explored.

The UT considers University College Twente (UCT) ATLAS not just as a way of attracting top talent and profiling, but also as a way to strengthen the learning community within the UT (Student Driven Learning). UCT has shown to increase the qualitative value for the UT, however student enrollment is not growing as expected. Therefore, the UT has decided to update the business case for UCT. Based on experiences until now, the original targets and ambitions will be re-evaluated, as will the strategic value of UCT for the UT as a whole.

Teaching excellence

In 2017 the UT will further invest in quality improvement and rich learning environments. The UT will explore initiatives in line with developments in the (inter)national political landscape and the market. Some faculties are also exploring alternative educational possibilities and –funding. This also includes further improvements in our support processes regarding education and our response to market developments. The UT will develop its career paths in education. To this end, the UT participates in an international best practice initiative led by Ruth Graham. The aim is to create clear and promotional criteria for an academic career within the UT. We will facilitate growth in our educational leadership and knowledge. This will improve the quality of our education ("Inspired professionals delivering inspired professionals"). The educational performance of our academic staff will be assessed, valued and rewarded more transparently. Also the balance between educational and research tasks will be evaluated.

Strengthening our basis

Flexible learning tracks and didactics

In 2016 a business case will be made for a platform to accommodate initiatives for Life Long Learning (LLL) at the UT.

Bachelor courses

For our bachelor courses on the whole we aim to stabilize the number of students enrolling at 1.800. In some courses however we aim to further increase the number of enrolments. For our bachelor courses we develop various initiatives on recruitment and profiling:

Growth/Development

- Harvesting the successes of the Twente Educational Model (TOM), and by doing so enhancing the attractiveness of our Educational model through advertising the positive scores of TOM;
- Continuation of displaying excellence through our University College UCT, honors programs, etc.
- Expansion of international undergraduate recruitment;
- Increasing the number of English taught bachelor programs

Strengthening our basis

- Continuous profiling in the Dutch market by deploying and advertising our Pre-University: Twente Academy for Dutch secondary schools. Regionally we will display our full range of undergraduate courses and we will nationally target specific types of schools like Technasia, IB and TTO. We will specifically advertise our English courses, distinctive training modules and excellence tracks;

Master courses

For all our master courses the focus in 2017 will be on increasing the number of students enrolling.

Innovation

Restructuring and profiling of our master courses

This process has started in 2015 and is led by the deans. Its main goals are:

- Development of Product Market Combinations (PMC's) resulting in an integrated marketing communications approach in focus countries and
- Strengthening the profile of the UT master portfolio nationally and internationally.

Our main priority is an increase of student enrollment, partially by accommodating heterogeneous (international) target groups. Further projects target the link between Research and Education, the role of scientists in recruitment, possible new master programs, cooperation with other institutes, premaster- and exchange programs.

Growth/Development

- Increase awareness of our scholarship portfolio and incorporating this into our recruitment message;
- Enhancement of our national and international visibility through the corporate and marketing campaigns '*University of...*'

Strengthening our basis

- Optimization of the entire chain of student recruitment and the registration process using I-chain, customer journey and E-check;
- Facilitating a warm welcome for national and international master students by our scientific staff;

Education budgets

The general budget for Education in 2017 is M€ 74.

This budget is used to cover direct teaching costs, central and specific educational Infrastructure, costs of support staff, costs of educational support and general faculty overheads.

M€ 47 of the total budget is used for performance based funding. The Bachelor courses are funded like the Minister funds the UT, based on enrollments and degrees. The Master courses are funded using a uniform EC-price. M€ 17 is allocated to ITC and the central educational infrastructure (COV). The remaining M€ 10 consists of e.g. Twente Academy, Honours Programme, and Fixed budget clinical internships TNW TG.

In addition to this general Education budget, there are strategic budgets. In Zwaartepuntvorming budgets are earmarked for Excellence programs (k€ 688 in 2017, as of from 2018 k€ 539) and University College Twente (k€ 500 per year).

Finally, we have budgets for activities/projects for Education and Research combined, such as the Internationalization Budget (k€ 730 per year), University chairs (k€ 783 per year) and Design Centre (k€ 600 per year).

3.2 Research

The prime strength of the research of the UT lies in its outstanding quality and excellence. Strengthening our quality and excellence is an integral aim of all our research initiatives. We distinguish our self on themes such as Health, Digitalization and Materials. Our research is unique in creating crossovers and innovative combinations between disciplines and techniques and also between Science, Engineering and Design. By stimulating and enforcing these crossovers and combinations in the research agenda our profile and branding will focus and strengthen, e.g in the DesignLab and the Smart Living Campus.

Facing decreasing Government funding we have to put extra effort in acquiring alternative funding. Below are listed our initiatives aimed at further strengthening our:

- quality and excellence in research,
- unique multidisciplinary profile and
- financial resources.

Innovation

Revision of the governance of research

Internal and external developments demand a flexible and agile governance and organization of Research. The developments we see are thematic agenda setting, project programming, like the National Science Agenda and societal challenges, public and private funding and finance like the top sector approach and the triple helix. Management and control have to be integrative and distinct. Effective and functional programming of research will enhance quality, profile and impact. Curiosity- and application driven collaboration have to give further substance to the synergy between research groups as is pursued in Vision 2020. The UT is adapting to the changing environment.

For 2017 this process of reorientation or repositioning means:

- More integral and clear-cut management of education, research and support by the faculties;
- Effective strengthening of research programming to improve its quality, profile and impact;
- Improving collaboration across research themes to implement the Vision2020 objective regarding synergy between existing disciplines;
- Updating, if necessary, the UT allocation model to accommodate the changed organizational layout.

Connecting our core disciplines

Our research is unique in creating crossovers and innovative combinations between disciplines and techniques and also between Science, Engineering and Design. The visible presence of our various research groups and the tangible results of their collaboration on our campus emphasizes our unique combination of disciplines. The planned location of our high reputation faculty ITC on our campus contributes to further strengthening our profile and will enhance the synergy within the UT. Being a truly international faculty, ITC moreover increases the international atmosphere of our campus.

Health

As stated above Health is one of our strategic themes. Numerous research groups on our campus carry out health related research, over 20% of our students receives health related education. Various partnerships with high reputation hospitals and life sciences companies illustrate our health related research groups' quality and excellence. To capitalize on this wide multidisciplinary field of research and education and to make our health related offerings in research and education visible and tangible we will cluster our health related research and education in a physical centre: European Technological Medical Centre (ETMC).

Design thinking

DesignLab was established in September 2014 as a project aimed at further development and dissemination of Design thinking. DesignLab is a laboratory for multidisciplinary collaboration and creativity. It establishes a connection between societal challenges and science.

Design thinking goes beyond DesignLab: it is the new entrepreneurship and a key element of our strategy Vision 2020. By the integrated design approach in our research, education and external partnerships we want to further sharpen our profile.

For 2017 and further the design approach will be integrated in our research and education, resulting in the design approach becoming the unique entrepreneurial Twente-approach. Moreover we will develop a specialized design master programme.

Our DesignLab will develop into a national center of expertise for design thinking, on a commercial basis helping other research and educational institutes to integrate this approach into their research and courses. Public and private organizations also are DesignLab partners. For this target groups DesignLab will further develop their research offerings.

Living Smart Campus

The campus of the UT is a center of open innovation. It is a Smart Living lab where university, technological innovations and society come together. A place where researchers actually test their research and technology in real life situations.

Growth/Development

Strengthening our Research profile

To further enhance the research profile of the University of Twente we are intensifying our cooperation with industry, the government, and renowned knowledge institutes like Fraunhofer Gesellschaft and Max Planck Gesellschaft. Because of the shifting focus in the National and European science agenda and the ever decreasing Government funding the UT has diversified its financial sources and has increased its revenue from the 2nd and 3rd-stream projects and public-private cooperation like our PhD and PDEng programs.

In 2015 we started, together with the Province, a lobbying process to obtain additional funding from the Ministries of Education, Economic Affairs, Health, I & M etc. Aim is to acquire co-investments in activities, such as our European Technological Medical Center, DesignLab, Fraunhofer, MPC and ETMC to strengthen the position of the university. In 2017 we will further intensify our research funding activities.

Strengthening our basis

Internal support organisation

Several departments of the UT are active on innovation and business development support: Strategic Business Development, Commercial Directors, EU-office, Alumni and Development Office and Kennispark. Effectiveness of our business development can be increased by closer cooperation between these departments. Part of the project 'Revision of governance research' is the restructuring of all our innovation and business development activities. We strive at starting with a new operating model for innovation and business development in 2017. The internal support organization will constantly seek out the best fitting array of agile and lean support for our research.

Research budgets

The general budget for research in 2017 is M€ 69.

M€ 29 of the total research budget is used for performance based funding, such as the PhD-bonus, PDEng-bonus and the O&O component. Another M€ 29 is available for the Institute budgets and the remaining budget consists of e.g. fixed budget ITC (M€5) and Nanolab (M€ 1) and profileringsmiddelen OZ (M€ 1).

In addition to this Research budget, strategic budgets are available for Research. In CS and Zwaartepuntvorming budgets are earmarked for example: Contribution funding XUV group, ThermoPlastic Research Centre and Bonus Phd vouchers.

Finally, we have budgets for activities/projects for Education and Research combined, such as Internationalization Budget (k€ 730 per year), University chairs (k€ 783 per year) and Design Centre (k€ 600 per year).

3.3 Entrepreneurship

Commercial Knowledge Transfer

To maintain our position as the most entrepreneurial university of the Netherlands and even in Europe we have to continue and strengthen our activities on valorization. As stated above we will continue to develop innovative instruments for building partnerships with companies, e.g. PhD and PDEng programs. Also our organization on innovation and business development will be revised as part of the 'research governance' project. Already mentioned in the section on education, more attention will be given on the internalization of entrepreneurship (combined with design thinking) in all our curricula.

Social valorization

To increase our impact on society we will invest in social innovations and stimulate and appreciate social valorization. We will enhance our communication and increase our cooperation in social research the way the universities in the UK are doing.

Regional anchoring

The UT has an important regional function. The cooperation with the local government, industries and social parties is therefore very important. In the next years we will strengthen this cooperation. For example, we have developed a strategic agenda with the municipality of Enschede, which benefits both parties.

3.4 Organizational implications

A future proof workforce

The impact of our ambitions stated in Vision 2020 is ultimately depending on our ability to change our behavioural patterns and (academic) leadership. Our core values (societal impact, synergy, entrepreneurship and internationalization) need to be incorporated in our behaviours. It has a different meaning in different entities in the UT, but it is recognisable in everything we do. Therefore we need clear performance- and talent management to nurture our growing multidisciplinary design and engineering capabilities, to attract and retain outstanding scientists in our focus areas and to leverage on our continuously improving Tenure Track program.

A future proof organization

More agility in our organization, governance and employees is required. This will enable us to adapt proactively to changing circumstances. We are developing a more project oriented approach with the purpose of creating a more multi-disciplinary way of thinking and working within the entire UT. Internal mobility is actively promoted and facilitated by internal and external career opportunities.

Internationalization

Our international ambitions require a continuously increasing international orientation. This requires a drastic change in behaviour of everyone involved. A 'warm welcome' for every new (foreign) employee and tailor made assistance of UT employees who travel abroad are only the basics. First we will focus on the transition to English as the first language on campus and a 100% English curriculum. Step by step we will grow towards an internationally oriented UT community and campus.

Network University

We will increasingly focus on strategic partnerships in The Netherlands and globally, which will help us to connect more effectively with European and international funders of leading research and will help us recruit international talent. We also need our internal strategic partners in education and research to be capable of creating networks within and outside the UT, so talented students and researchers are quickly able to become a part of the University community and by doing so further strengthening the bond between our education and research.

Diversity

Diversity is core in an internationally oriented university and the UT is not as diverse as it should be. Diversity contributes to innovation and better decision making. It will therefore catalyse our impact. In the context of diversity 'Gender' is a top priority. We have established a positive trend in the number of female professors, but this is not nearly enough. We need to find ways to establish our ambitions on a growing presence of female academic leaders within the UT.

Attention to the workload in both primary and supporting processes

We can only realise the above mentioned goals with energetic workforce and an agile organisation. Our engagement survey in 2015 has restated the importance to establish a healthy workload as a focus area in our people agenda. We need to actively and continuously monitor the workload of our staff and follow up with custom made actions which fit the local needs and specific context.

Solid but tight financial basis

We are responsible to ensure that the financial policies of the UT fulfil the needs of its 'users', but also fits within the applicable legal and financial frameworks. In addition, we have to ensure a healthy financial basis to carry out our activities as a university and accomplish our Vision 2020 goals on Education, Research and Valorization.

The basis of nearly all of our financial activities is the Planning & Control cycle. Our goal is to develop an integrated P&C cycle, in which the faculties and service-departments cooperate as close as possible.

Knowledge Transfer budgets

The allocation model contains strategic budgets for Knowledge Transfer and Research combined. There are, for example, budgets for: Strategic Business Development, Kennispark Twente, Innovation Lab, entrepreneurship education, living labs (also 3/4TU budget), Chief Scientific Ambassador.

Accountability through integrated thinking

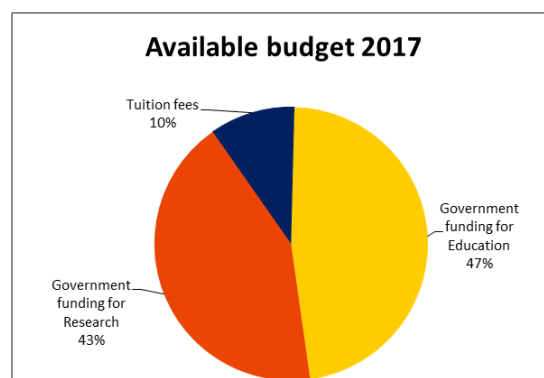
We need integrated thinking to identify all relationships and capacities needed to create the impact we aim for. Integrated thinking leads to integrated decision-making and actions that consider the creation of value over the short, medium and long term. Integrated thinking takes into account the connectivity and interdependencies between the range of factors that affect an organization's ability to create value over time. The more integrated thinking is embedded into an organization's activities, the more naturally the connectivity of information will flow into management reporting, analysis and decision-making. It also leads to better integration of the information systems that support internal and external reporting and communication.

4. Available budget 2017

The available budget consists of the Government funding for Education and Research and the tuition fees. The available budget in 2017 amounts to M€ 216,3. Before commenting on the UT budgeting model in detail, we first show the breakdown of the available budget.

4.1 Government funding

In this paragraph we estimate the Government funding for 2017-2020. For this purpose we use several assumptions. We, for example, examine the regular parameters, such as performance indicators, our market share and the effects of earlier or known future changes in the Government funding and adjust our budget accordingly. For the years after 2017 we estimate the development of our student numbers. We fix our market share on the level of 2017, with which we then calculate our expected budget. For some parts of the government funding we follow the National budget (e.g. ITC and Sector plans).



This estimate is based on the most recent information about the National budget: the first budgeting letter 2016 and the "bekostigingsfoto" 2017 (Funding picture). The "bekostigingsfoto" 2017 shows the number of enrolled students and degrees per 1 October 2015.

4.2 Government funding for Education

The Government funding for Education amounts to M€ 91,9 in 2017, an increase of M€ 4,1 compared to the previous calculated budget for 2017 in the Budget 2016. Of this budget M€ 70,3 is derived from our "market share" and thus variable. Together with the tuition fees of M€ 21,9 this is entirely distributed through the UT-educational budgeting model. For our bachelor tracks we adopt the Government funding in which the available budget for Education (after deduction for central overheads) is distributed on the basis of government funded enrolments and degrees (bekostigingsfoto). For our master tracks the budget is distributed to the units based on the EC's they have produced. Additionally we receive M€ 12,6 for education within our ITC-faculty which we directly assign to the ITC after a deduction for central overheads.

Of the remaining M€ 8,9 of the Government funding for Education M€ 2,1 is labelled for "sector plans", which is directly assigned to the appropriate units. M€ 5,2 forms a budget which is assigned strategically, for example the Government funding for Profiling and "Zwaartepuntvorming". The remaining M€ 1,5 is our estimate for the indexation of the government funding in 2016.

Mutations Government funding on Education compared to the Budget 2016-2018:

(amounts in M€)

Government funding Education	2016	2017	2018
Budget 2016-2019	88,9	87,8	88,2
Current Estimate 2017-2020	88,9	91,9	91,0
difference Current Estimate -/- Budget	-	4,1	2,8
Higher weighed number of registrations		0,7	0,7
Higher weighed number of degrees		1,7	0,4
Mutation because of "loon/prijsbijstelling 2015"		0,3	0,3
Expected "loon/prijsbijstelling 2016" because of "loonakkoord" and "referentieraming"		1,5	1,5
total mutations	-	4,1	2,8

After a decline in the total number of students in 2016, we now see a moderate increase. Notably the number of students in our technical faculties has risen, but the number of students in the BMS faculty has fallen as it has done so the last few years. The number of degrees issued has risen and thus the funding. Based on the provisional "bekostigingsfoto 2017" the budget for registrations will increase by M€ 0,7 and the budget for degrees by M€ 1,7.

The budget we receive for “prestatiemiddelen en zwaartepuntvorming” will most likely end in 2017. We have however maintained this budget as part of our funding because we expect that this funding will continue after the legislation has ended. We expect to fully deliver on the agreement made with the Ministry on “prestatieafspraken en zwaartepuntvorming”, which will be audited in 2016. Based on this expectation the assumption of continued funding seems legitimate.

In 2018 the financial consequences of the “Wet Studievoorschot (WSV)” will be incorporated in the government funding. We expect that extra funding will become available. It is however uncertain what the terms and amounts will be. For this reason we have not incorporated any extra budget on this basis.

4.3 Government funding for Research

Government Research funding will amount to M€ 102,5 in 2017, an increase of M€ 0,3 compared to the previous calculated budget for 2017. Of this amount M€ 85,8 is derived from our market share and therefore variable. This budget is (after deduction for central overheads) allocated through the UT research funding model. The “O&O-component” ad M€ 9,7 is for the bachelor tracks distributed based on the number of degrees. For the master tracks we distribute this component on the basis of the realized EC’s. Because of the higher number of degrees, as mentioned earlier in the education funding, the funding for the degrees in research will increase by M€ 0,5.

Additionally we receive M€ 6,3 for research within our ITC-faculty which we directly assign to the ITC after a deduction for central overheads.

From 2017 the way in which the PhD’s and designers (PDeng’s) are funded by the Government will change. Until 2017 the budget for PhD’s and designers was subtracted from the overall National research budget, using a fixed price per PhD and designer. This has led to a sharp increase of this component. From 2017 the available budget for PhD’s and designers will be maximized to 20% of the National research budget. Because of the ever increasing numbers of PhD’s the price per PhD will fall subsequently. In 2017 the price per PhD will decrease from k€ 96 to k€ 74 and the price for the designers from k€ 80 to k€ 62.

The way of funding PhD’s and designers until 2016 has led to an ever decreasing research budget for the UT and the other two technical universities. Because of the deduction of ever increasing amounts from the research funding in which the UT had a share of 6,5% and the lesser share (approximately 5%) of the UT in PhD’s, budget was leaking away to other universities who grew faster in the number of PhD’s. In this Spring Memorandum we have calculated a scenario that the Ministry of education has sent us to comment on. The maximization of the PhD budget will lead to a budget of M€ 17,4 instead of the M€ 23,6 we had expected for 2017 in the budget 2016. The difference between the two (M€ 5,1) will be allocated to the UT as “profleringsmiddelen onderzoek”.

Until 2016 we have subtracted the budget for Twente Graduate School (M€ 0,6) from the PhD budget, thereby reducing the price per PhD. From 2017 we will subtract the TGS budget from the “profleringsmiddelen onderzoek”, thus funding the units with the National price per PhD.

The remaining “profleringsmiddelen onderzoek” ad M€ 4,5 will be partially used to compensate the faculties for the sudden drop in PhD budget. The compensation per PhD bonus is k€ 14,4 in 2017, thus supplementing the PhD bonus to k€ 89,1 (the price for 2017 in the Budget 2016 was k€ 92,9). This compensation will decrease over the coming years. The remainder of this budget will be allocated as additional research budget, awaiting the outcome of the discussions about the future of the research institutes. The additional research budget for 2017 will be allocated in the fall of 2017, in time to incorporate this into the annual plans for 2017. The additional research budget for 2018 and further will be allocated in the spring of 2017 under the supervision of the new rector.

Because of the way the Ministry suggests to pay for the transition in the National funding model, the UT will lose approximately M€ 0,4 base funding in the process. Although we strongly disagree with this calculation method, we have incorporated this decrease into this Spring Memorandum as a precaution. This is the reason that the budget for the institutes has fallen from M€ 60,2 to M€ 59,8. This includes the expected indexation adjustment of the government research funding in 2016.

Mutations Government funding on research compared to the Budget 2016-2018:

(amounts in M€)

Government funding Research	2016	2017	2018
Budget 2016-2019	103,8	102,2	102,0
Current Estimate 2017-2020	103,8	102,5	103,0
difference Current Estimate -/ Budget	-	0,3	1,0
Mutation promotionfees bc of maximization		-4,9	-3,8
Mutation designersfees because of numbers of designers and maximization		-0,1	-0,4
"profleringsbudget onderzoek" because of maximization		5,1	5,1
Mutation "bedragendeel" bc of maximization		-2,0	-2,0
Expected "loon/prijsbijstelling 2016" because of "loonakkoord"		1,6	1,6
Mutation numbers and prices degrees		0,5	0,4
total mutations	-	0,3	1,0

The research funding has been reasonably stable, although slightly decreasing over the last years. From 2017 the composition of research funding will change significantly. A considerable amount has moved in 2017 from PhD's to "profleringsbudget onderzoek".

5. Financial policy framework 2017-2020

5.1 Claims, positive and negative outcomes

For drafting the Multi-annual budget 2017-2020 and the internalization of positive and negative outcomes, the following applies:

- The faculties, institutes and service-departments are not allowed to incorporate **claims** into their Multi-annual budgets 2017-2020
- Positive and negative outcomes in social security costs are settled within the central budget. Only in exceptional situations the units will be compensated or billed
- The internalization of the costs of the service-departments will be coordinated through the alignment matrix. After completion in June this matrix will be fixated and used for the remuneration of the internal services in 2017. Any positive and negative deviations will not be corrected for the budget year 2017, neither in prices or in amounts.

5.2 Outcome targets

With some units specific outcome targets have been agreed upon. Each unit is expected to achieve at least the results listed below in their long-term budget. These targets can also be found in the letter we sent in December 2015 to all the units containing the outcomes of all the fall-deliberations (Najo's) on the annual plans for 2016 and beyond.

(in k€)

Faculty	Outcome	2017	2018	2019	2020
CTW	Normal	-87	0	0	0
EWI	Specific	-132	0	0	0
EWI-UCT	Normal	PM	PM	PM	PM
EWI-Nanolab	Normal	0	-34	0	0

Institute	Outcome	2017	2018	2019	2020
MESA+	Normal	-56	-49	0	0
MIRA	Normal	-980	-300	0	0
MIRA	Specific	-426	-188	0	0
IGS	Normal	-100	0	0	0
CTIT	Normal	-477	-162	0	0

For the years 2019 and 2020 all units must present a budget with an operating balance of at least zero. This applies to regular and specific operating balances.

As the business case of UCT is being updated its outcome targets are presented as PM. The business case is expected to be finalized in May/June 2016.

Nanolab has applied for an interest free loan under the "toekomstfondskrediet grootschalige infrastructuur". With this loan Nanolab will invest significantly in equipment in 2016 and 2017. Conditions of this loan demand positive annual results which have to be saved up to repay this loan. Because the loan is not yet granted, these necessary positive results have not been incorporated into the above mentioned outcome targets.

5.3 SEO-budget

Every year in November the SEO-budget, a bonus for successful EU-proposals, will become available. Faculties have to incorporate a paragraph into their annual plan on how they are going to spend this budget in a four year timeframe. The instruction, valid starting 2015, can be found in annex 21.

5.4 Housing rates

In the context of 'Lange Termijn Strategisch Huisvestingsplan', has been chosen for more transparency and fair share in the assigned costs. As stated in the Budget 2016-2018, as of from 2019 the reduction of the interest costs will be used to lower the housing rates (decrease capital costs), to the benefit of the units. In addition, as of from 2019 the owners part will be allocated to the RT codes based on the actual

costs per RT code. This will change the costs per RT code. All faculties and service-departments will get lower housing costs. See Annex 19.

5.5 Reserve policy and financial ratios

The UT reserve policy includes key figures, ranges and targets to ensure the current healthy financial organization and to be able to adjust to changes at an early stage. UT uses the following ratios, ranges and targets:

- a range of 30 to 40% for the solvency, with a target of 35%;
- maintaining a liquidity border of M€25;
- a bandwidth of 0,5 to 1,5, with a target value of 1 for the current ratio.

However, these indicators only have value when the (individual and composite) multi-annual operating results and projections are reliable and there is budget discipline. The Executive Boards plans to enhance the budget discipline within the university. For a more detailed explanation see section 2.4.

5.6 Planning & Control cycle

The Planning & Control cycle UT is focused on the planning and realization of the strategic UT goals.

In 2014, the UT strategy VISION 2020, was set. Faculties, institutes and service-departments were asked to translate this UT-strategy into concrete derivative strategies and policy goals in their Annual Plan 2015. The ambition of the faculties and institutes up to and including 2020 are summarized in dashboards for faculties and specific KPI-charts for the institutes.

During the Najo 2015, the Vojo 2016 and informal conversations between the Executive Board, deans and scientific directors the aspirations are discussed and permanent arrangements have been made. These agreements form the monitor and agenda items for the reporting and consultation moments in the Planning & Control cycle in 2017.

Based on information from the present concept Spring Memorandum the units can test their ambitions in the Annual Plan 2016, prepare the underlying Multi-annual budget 2016-2020 and give an explanation to this.

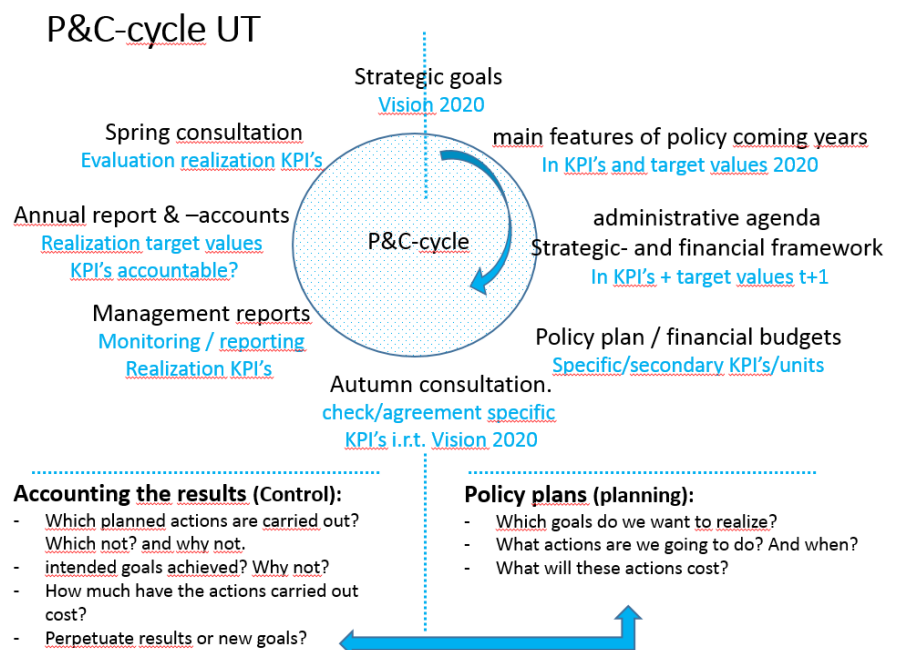
Annual plans of the units: New style

The Executive Board is in favor of short and concrete annual plans. It was decided, therefore, that the dashboard with the ambitions for 2020 provides the basis for a 'rolling' Annual plan. Each objective (KPI) is indicated:

- the baseline 31.12.2014 (start Vision2020).
- the target 2020 (absolute or relative).
- the measures to be taken.
- the risks to be recognized.

An Excel file with the dashboards of the faculty is made available. Institutes and joint 'service-departments' are invited to set up their Annual plan 2017 at the same way.

Including a short rebated note of max. 2 pages, the Annual Plan 2017 covers max. 6 pages. This eliminates the well-known templates of the annual plans. See Annex 18 for the new use pattern.



5.7 Semi integral rates in 2017

The structure and method of calculating the semi-integral rates in recent years remained the same. See Annex 16.

5.8 Staff costs 2017-2020

The units will have to take into account the salary level of 2016. The uniform level of social security is 51,6% in 2017. See Annex 17.

5.9 Charging of internal services

One of UT's financial goals is a further simplification of charging internal services, by: (1) only charging relevant amounts, (2) maximize the use of fixed amounts and (3) determining a minimum amount to be charged.

The internal service providers will publish a services portfolio describing the offered services, pricing model and conditions for both standardized and customized services. Based on the published services portfolio the providers offer the internal customers service level agreements based on customer's requirements.

Standardized services

Standardized services are services of which fixed content, pricing and conditions are made available to several or all UT business units. As of from 2013 standardized services are charged at fixed prices based on service volume of year t-2 or based on more recent relevant information.

Financial results of the rendered services (i.e. the delta between the revenue based on agreed fixed pricing and actual cost of services) less than k€ 50 will not be passed on to the customers. The service provider will report and specify the results in its annual financial report. Results of more than k€ 50 will be charged/reimbursed to the customers based on the customers volume of services of year t-2. Provider will inform its customers a.s.a.p. about the risk of extra charges or reimbursements.

Customized services

Customized services are services of which content, pricing and conditions are negotiated between provider and the individual customer. If possible also for customized services agreements will be made at fixed content, pricing and conditions.

Some customized services are charged at (monthly) actual costs, f.e. telephone services, postal charges, internal rent, etc.

All other customized services must be charged to customers not later than **March 31**. Financial results of the rendered services (i.e. the revenue based on agreed fixed pricing and actual cost of services) less than k€ 10 will not be passed on to the customers. The service provider will report and specify the results in its annual financial report. Results of more than k€ 10 will be charged or reimbursed to the customer. Provider will inform its customer a.s.a.p. about the risk of extra charges or reimbursements.

Service agreements

For budgeting purposes service agreements for year t+1 should be completed by **July 01**. The agreed amounts will be added to the 'actuals' booking schedule of year t+1. This means 1/12 part of the annual amounts will be booked in the general ledger every month. FEZ/FV will coordinate the bookings.

6. Continuation process Multi-annual budget 2017-2020

General guidelines

In this Spring Memorandum, which is a key part of our Planning and Control cycle we match policy with (available) budget. The units are now expected to do the same matching in the next phase of the P&C cycle: the annual plans. Based on the information from this concept Spring Memorandum 2017-2020 units can prepare their Annual Plan 2017, the translation into the Multi-annual budget 2017-2020, the executive summary and the underlying Multi-annual budget 2017-2020.

Text Annual Plan 2017 notes and multi-annual management summary

Including a short rebated note of max. 2 pages, the Annual Plan 2017 covers max. 6 pages. This eliminates the well-known templates of the annual plans. See Annex 18 for the new use pattern.

The services-departments prepare a joint annual plan for 2017. In addition, all services-departments will draw up an operational plan for their own use, which is based on the full annual plan.

Specific arguments referred to the Executive Board can be included in the offer letter or in the notes to the figures. For a quick and mostly correct processing of this summaries we ask the faculties, institutes and services-departments to deliver them simultaneously with their own annual budget.

Budget 2017, Multi-year budget 2018-2020

An electronic version of the budget templates for the Budget 2017 and the Multi-annual budget 2018-2020 is sent to the controllers. The services-departments are expected, as usual, to present in addition to their budget a specification per product group.

We explicitly refer to the agreements regarding filing claims and the offsetting of positive and negative in § 4.1.

The Budget 2017 and subsequent years should be based on the scale salaries, on average labor costs by category for the salary level of 2016. In response to the collective labor agreement the units will have to take into account an increase of 1% compared to the salary level of December 2015. The uniform level of social security is 51,6% in 2017.

Just like last year no interest income is attributable on the state of the reserves of the faculties and institutes. They may therefore not be budgeted.

Reconciliation redirection Research budgets, Education budgets and Internal calculations

For a timely preparation of the (multi-year) budgets of the institutes multi-annual agreements with the faculties of the height of the distribution of Research budgets in the years 2017-2020 should be made not later than July 1. The same applies to the faculties (mutually) about the divide of the Education budgets. Long-term agreements are to be made between faculties and services-departments about the height of the internal calculation. In order to accommodate the alignment of these processes FEZ will send the controllers and administrators an alignment matrix. The fully completed matrix should be sent on June 24 to FEZ. Although it is assumed that the alignment matrix and the internal calculation matrix at that time will be in balance, any past differences will be resolved in the next few weeks.

The Executive Board points out that handing in timely (and simultaneously) of the (draft) budget part of the annual plan, the budget breakdown into product groups and the multi-annual budgets is very important. Exceeding this limit restricts preparation time that is needed for the 'Autumn' consultation.

Timetable, method of submission and further information

The submission date handing in the Multi-annual budget 2017-2020, the executive summary and the templates Multi-annual budget 2017-2020 is September 16 2016.

The Annual Plan 2017, the notes to the 2017-2020 Multi-annual budget and the management summary are to be sent by mail in MS-Word files to the secretariat of the support service FEZ (Secretariaat@fez.utwente.nl). The delivery of electronic templates must be in MS Excel also sent to Secretariaat@fez.utwente.nl.

After the establishment of the part budgets the 'Autumn' consultation follows in the period October 10 to 28 October. From the faculties the management team and the controller are invited. From the institutes the scientific director, the business director and the controller and from the services-departments the director is invited. The schedule with exact dates and times will follow.

After the autumn consultation the Executive Board will make, after consultation with the UMT, the final decision about the resource allocation 2017-2020. The results are set out in the Draft Budget 2017-2020. In November, it will be sent to the University Council for advice or approval and then for approval to the Supervisory Board. In December, made the ultimately decision will be made.

In January 2017 the budget will be released for both external and internal use and a supplement-budget, which is intended for internal use only. The budget includes the policy and the long-term budget of the UT. The supplement to the budget must include the part budgets with the notes and the specifications of the funds and the way they are distributed. For the explanations the management summaries of the annual plans will be used.

In the management reports 2017 the execution of the annual plans will be monitored and debated in the SB. In September an extra meeting of the SB will organized to specifically target and update the annual plans.

For questions about this Spring Memorandum please contact the support service S&B (annual plans in substance) or FEZ (financial budget).

APPENDIX

Spring Memorandum 2017-2020

FEZ/CvB UIT-1886
14 April 2016

UT allocationmodel, budgetary period 2017-2020

This document has been drafted while the discussion about the future of the UT matrix model is ongoing. In this spring memorandum we have applied the current matrix organization for the allocation of the budgets. When the organizational layout of the UT is changed before the Budget 2017 has to be drawn up by the units, we will amend the allocationmodel accordingly.

Right of approval University Council

The University Council has the right of approval on the key features of the UT-budget. Amongst others, this concerns a substantial change of the budget during the budget year. Specifically: in case of budget deviations exceeding 1%.

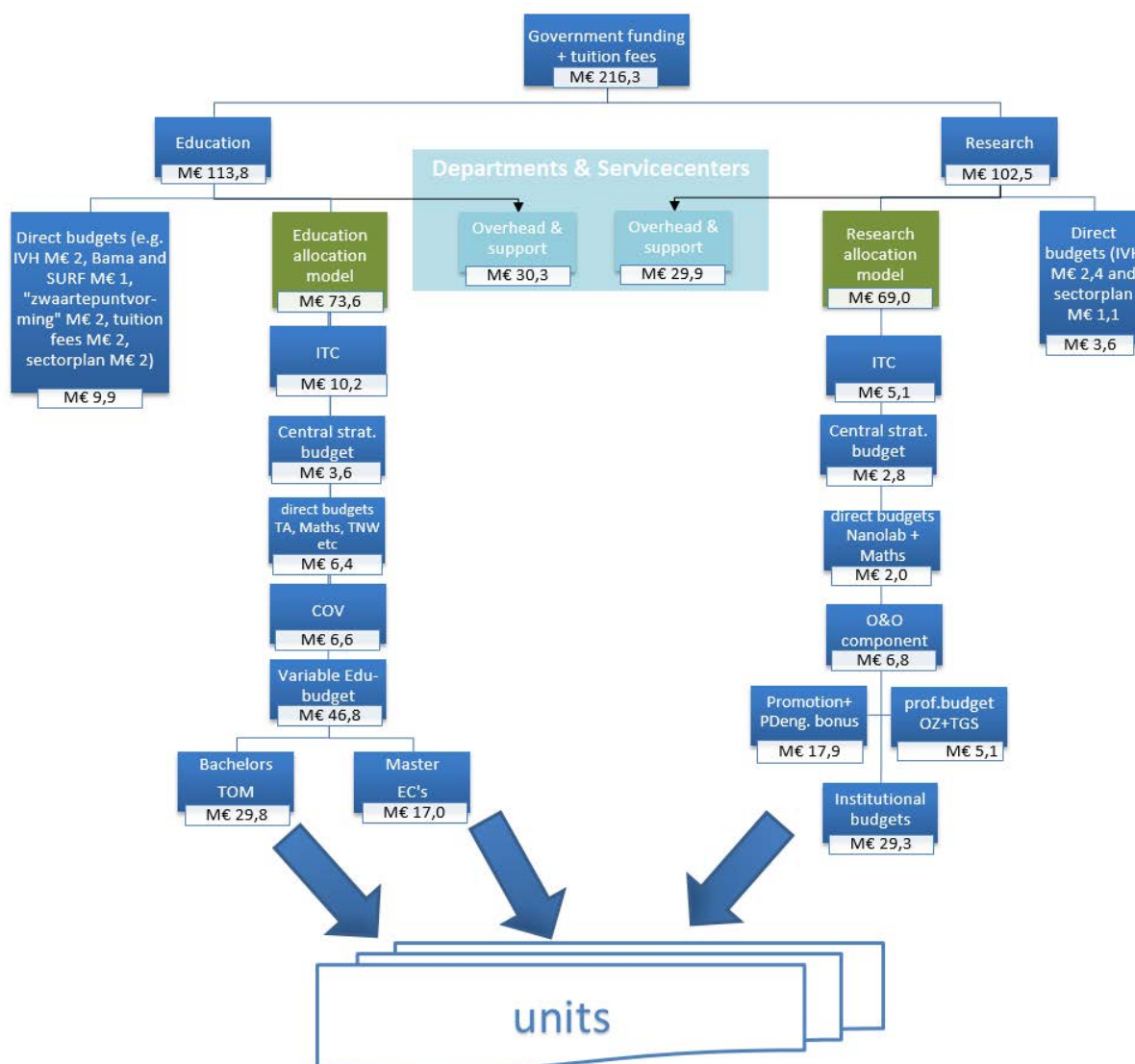
Allocationprinciples of changes in government funding:

- Wage and price adjustments are allocated to the faculties and institutes in proportion to the budgeted salaries of the units, 20% to the service departments in proportion to the budget of the service departments.
- Regular changes in Government funding: allocation to the units according to UT-allocationmodel
- Earmarked changes/budgets: full amount to the concerned unit.

The above subject to consideration of the Executive Board, for example in case of UT-wide financial setbacks.

UT-allocationmodel

The model below has changed in comparison to last year. An extra element has been added to accommodate the change in the way the PhD's and Pdeng's are funded. Next to the existing PhD and Pdeng bonus an extra budget is placed: "profileringsmiddelen onderzoek". In annexes 9 and 10 the allocation of these budgets is explained.



Budgeting:

The '1e Geldstroom' funding from the UT (Government funding and tuition fees) is divided primarily into three blocks: (i) direct allocations, (ii) Education- and Research funds through the allocationmodel and (iii) the resources for service-departments and central projects.

Subsequently the allocation via the UT allocationmodel is described. Modelchanges in relation to the Budget 2016-2018 are commented in the text.

Budget transfer

Although the allocationmodel stops at the level of the budget holders, in the allocationmodel guidelines are included for the distribution of the budgets among the units and for the allocation of the faculty and institute overheads.

Education

The UT allocationmodel supports professional and performance-oriented control (budget control) of Education and Research. The budgeting is two-fold: the bachelor courses are funded in the way the UT receives funding from the Ministry, the master courses are funded using a UT-wide fixed price per European Credit (EC). The dean is responsible for the content and form of the courses and calibrates this with his departments. Departments tend to the education within the courses. The dean is responsible for adequate funding of the departments.

The Education allocationmodel has the following components:

Fixed Education budgets:

- Teacher training courses
 - Twente Academy (TA)
 - Honours Programme
 - Government funding ITC, excl. CB/TCB
 - Mathematics Intensive
 - Coordination Continuous learning en Academic competences
 - Dean educational innovation (poss. of continuation after 2016)
 - Transitional measure BMS
 - Fixed budget Klinische stages TM, EWI, TNW
 - Central Strategic Budget (CSB)
 - Central Educational Facilities
- (See Annex 5.)

Variable OW-budget ¹:

The assigned variable Education budget is mainly intended for the funding of the costs the faculties can control:

- a) Direct costs of courses (teaching costs).
- b) General faculty overheads.
- c) Specific Infrastructure and personnel costs on education (Teaching Labs/practica and other Education-spaces for exclusive use).
- d) Costs educational support (such as internship coordinators and student advisors).

Variable OW budget = (Government funding OW + Tuition fees) - / - Central overhead - / - Other components Education-allocationmodel.

This budget is divided between Bachelor (Ba) and Master (Ma) courses.

In the years 2015, 2016 and 2017 the Ba-Ma-shift (the effects of adopting the Dutch funding model for the bachelor courses) is partially reversed by reducing the Variable OW-budget for the Master courses by M€2,0 and increasing the Bachelor budget by the same amount.

Government funding OW

The Government funding is based on the funding registration t-2 by DUO. The number of enrollments and degrees per course are recorded, which have been registered by us in OSIRIS. These numbers form the basis for the student-related funding in year t. Net Government funding OW is divided into a Bachelor and a Master-part.

¹ "OW"; Dutch abbreviation for "Onderwijs" = Education

Tuition fees

All tuition fees are directly allocated to the bachelor- and master budgets. The basis for allocation of the estimated revenue of Tuition fees in the years 2017-2020 is a forecast of the revenue for each course in the academic year 2015/2016 on the basis of the students enrolled by March 2016. Please note that pre-master related tuition fees are not allocated to the Ba but the Ma-budget.

Budget allocation Bachelor courses

The budgets for the Bachelor courses are allocated to the coordinating faculty. These funds are then used to pay for their own costs of the course and teacher deployment.

For the Profiling modules and shared programs separate funding is available:

Profiling Modules

In the TOM-education, all students have to take profiling modules in the first two quartiles of the third undergraduate year. Students have a choice of six to eight profiling modules HTHT, two additional modules learning to teach, a Management Module, own interpretation, 'queuing'-modules, Foreign and MOOC's. For the summer, students must have made their choice.

With the budget for the profiling module a "bare" price is calculated per student. That is, the budget for each course is stripped of the Government storage factor (1-1½-3) and local overhead. Then the proportion of the profiling modules in the education budget of the courses is determined. The departments that manage the profiling modules will receive compensation awarded by the Education allocation matrix. This allocation will take place on the basis of actual enrollments of students.

If students complete their profiling module abroad or by MOOC's entirely, the budget will be assigned to the course the student is enrolled in.

Shared programs

The Executive Board has decided to fund the coordination of the shared programs separately. The total budget of k€ 150 is allocated as follows: k€ 100 is awarded to the shared Mathematics program and k€ 50 for the shared Academic competences program. For Academic competences 10/180 (10 EC) is taken from the Educational budget. This budget is re-allocated to the departments or courses who provide the Academic competence courses.

Redistribution bachelor budgets

The starting point in the TOM allocationmodel is the funding for the educational efforts of the teachers. The course director (OLD) distributes the TOM budget to the education providing departments using the following steps:

1. Gross to net TOM budget: Gross TOM budget is given in the Spring Memorandum. The real overhead is deducted, with a maximum of 30% + 50% surcharge factor (if applicable).
2. The course director divides the total net budget over the three years of study and then the modules per year, based on numbers of students for example, intensity of teaching and other insights.
3. The budget for each module can be divided by the Education-rate to get an indication of the number of possible compensating hours. The course director tests this standardized indication by comparing it with the number of actual hours.
4. The course director determines the percentage per department of the Education effort per module.
5. Allocation of net budget to education providing departments in accordance with a percentage per module.
6. O&O Bachelors follows the allocation of teacher deployment.

In the context of a more professional and performance-oriented control (budget control) of education and research, the TOM-allocationmodel is designed for the Bachelor courses. This model focuses on the financing of the courses. The deans control the content and form of the courses and make agreements about this with the departments. Departments carry out education within the courses. The dean is and remains responsible for adequate funding for the departments.

Budgetallocation Master-courses

The total budget for the Master courses is distributed using a uniform price per EC. The allocation per Master course is therefore only used to calculate the total Master-budget.

Pre-masters must be enrolled as bachelor students according to regulations. These students are typically not funded by OC&W. The UT regards these pre-master students as an investment in the Master, therefore it is decided to incorporate the EC-realization of these students into the allocation of the EC budget for the Masters. The tuition fees for these students will also be added to the available Master budget.

Research

The Research allocationmodel has the following components (see annex 5):

Fixed research budgets:

- Fixed budget technical infrastructure Nanolab
- Supplement Research funds Mathematics
- Government funding ITC, excl. CB/TCB
- Central Strategic Budget (CSB)
- TGS
- PDeng-coordination

Variable research budgets:

- PhD-bonus and PDeng-bonus
- O&O-Ba and O&O-Ma component
- Profileringsmiddelen OZ (NEW)
- Researchbudget Institutes

New: Profileringsmiddelen OZ²

The Government funding for PhD's (and PDeng degrees) will change in 2017. Based on the Strategic Agenda for Higher Education 2015-2025 the budget for PhD's will be limited to 20% of the national research budget. As a result the price per PhD will drop from k€96 in 2016 to k€74 in 2017. A further decline of this price is expected in the coming years, as the numbers of PhDs will most likely increase, while the budget stays maximized. The part of the budget that is no longer allocated to the PhDs will be allocated to the universities as "Profileringsmiddelen onderzoek". It is yet unclear when or whether the Minister will impose conditions on spending this budget, but we anticipate that she will.

We have adjusted the UT allocationmodel in the same way the government funding has changed. This means, that the price per PhD has dropped to k€74 in 2017. This is the same price the UT receives per PhD. The allocating system for PhD grants has not been altered, it is still based on a three-year average. This is also the way the government funding for PhDs will be allocated from 2017 forward. The same procedure as described above applies to the funding for PDeng degrees.

The new budget for "Profileringsmiddelen OZ" amounts to M€5,1. Until 2016 we have subtracted the budget for Twente Graduate School (M€0,6) from the PhD budget, thereby reducing the price per PhD. From 2017 we will subtract the TGS budget from the "Profileringsmiddelen OZ", thus funding the units with the National price per PhD. The remaining "Profileringsmiddelen OZ" ad M€4,5 will be partially used to compensate the faculties for the sudden drop in PhD budget. The compensation per PhD bonus is k€14,4 in 2017, thus supplementing the PhD bonus to k€89,1 (the price for 2017 in the Budget 2016 was k€92,9). This compensation will be assigned to the faculties directly and will decrease over the coming years. The remainder of this budget will be allocated to the faculties as additional research budget, awaiting the outcome of the discussions about the future of the research institutes. The additional research budget for 2017 will be allocated to the faculties in the fall of 2016, in time to incorporate this into their annual plan for 2017. The additional research budget for 2018 and further will be allocated in the spring of 2017 under the supervision of the new rector.

O&O component

The height of the O&O component is conformed to the Government Funding, by using the Ba and the Ma Degrees component in the Government OZ-funding, reduced by the relative share of Research-allocated central budgets.

The part of the O&O component, that is based on bachelor's degrees, will be distributed to the faculties per course (the O&O-Bachelor budget cannot be determined per institute). The allocation to the courses is in proportion to the share of the course in the variable Ba-Education budget. Subsequently, the Research funds will be passed on based on the allocation by the courses of the budgets for teacher commitment to the departments (see above, *Redistribution bachelor budgets*, step 6).

The part of the O&O component for the Master degrees will be divided to the departments on the basis of the realized Master ECs in 2015. This component will be piped through without modification by the institutes to the faculties.

² "OZ"; Dutch abbreviation for "Onderzoek" = Research

The entire O&O component is intended for research and cannot therefore be identified as educational resources.

Researchbudget Institutes

The Executive Board determines the appropriate allocation of the institute resources to the institutes as stated in the Spring Memorandum. The institutional resources give the scientific director the ability to assign the available resources where he sees fit. The institutes are required to pay their own costs from the researchbudget and allocate the remaining budget to the departments.

The scientific director can use up to 10% of the research budget for temporary strategic research stimulation. In the current discussion about the way our research is organized, this 10% is also a topic of debate. The institutes are expected in 2017 to allocate their **entire** budget to the departments. For the years thereafter, they may keep a limited part of the budget unallocated.

Central support

The budget for the Central support (Service departments and Central projects) will be deducted from Government funding for Education and Research. Mutations in the 1e geldstroom (government funding and tuition fees) will for 20% of this amount lead to mutation of the Central budgets (CB) of the previous multiannual budget. The in- or decrease of the total Central budget will be allocated to the service departments/central projects on the basis of specific considerations.

Should an increase in the funding not be added for the whole 20% (policy realm) to the overhead and support, then the remainder will be added to the dividing Education resources or Research resources.

In the calculation of the 20% the ITC's contribution to the central support is not included, this contribution is based on specific agreements.

Compared to the Central budgets in the Budget 2016-2018, there is an increase of approximately M€ 0,8 in 2017 and M€ 0.6 in 2018, M€ 0,7 in 2019 and M€ 0,8 in 2020. This increase is primarily due to the wage-and price adjustment 2015/2016. See annex 11.

Unit	Strategic budget				Primary budget															Total budget 1st 'geldstroom' 2017	Total budget 1st 'geldstroom' 2016	Δ '17-'16	(M€)
	Toekenningen:			Total Strategic budgets	UT-allocation model; education					UT-allocation model; research							CB/TCB	Total Primary budget					
	Centr. Strat. budget (CSB)	Zw.p.	Ear-marked funding		Fixed Educ. budgets	TOM (Ba)	EC (Ma)	CSB OW	Total Alloc. model OW	Fixed Research budgets	O&O- component	PhD / PDeng bonus	TGS / PDeng coord.	'Profilerings-midd.' OZ	Institute Resources	CSB OZ			Total Alloc. model OZ				
1	2	3	4= 1-3	5	6	7	8	9= 5-8	10	11	12	13	14	15	16	17= 10-16	18	19= 17+18	20= 4+19				
CTW	175	-	500	675	174	5.321	4.569	-	10.064	-	1.249	2.756	72	-	1.850	-	5.927	-	15.991	16.666	14.292	2.374	
EWI	415	515	500	1.430	1.145	4.603	2.938	-	8.686	450	395	59	-	-	-	-	904	-	9.590	11.020	10.082	938	
EWI-Nanolab	-	-	-	-	-	-	-	-	-	1.381	-	-	-	-	-	-	1.381	-	1.381	1.381	1.347	34	
EWI-UCT	-	500	743	1.243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.243	1.153	90	
TNW	185	-	1.847	2.032	2.910	9.518	2.452	-	14.880	-	905	488	660	-	729	-	2.782	-	17.662	19.694	17.987	1.707	
BMS	-	154	800	954	1.107	7.299	7.076	-	15.482	-	623	-	-	-	-	-	623	-	16.105	17.059	17.221	-162	
ITC	770	-	1.090	1.860	10.156	-	-	-	10.156	5.119	-	1.569	-	-	-	-	6.688	-	16.844	18.704	20.276	-1.572	
ITC-TA	-	-	-	-	1.091	-	-	-	1.091	-	-	-	-	-	-	-	-	-	1.091	1.091	1.091	0	
Total faculties	1.545	1.169	5.480	8.194	16.583	26.741	17.035	-	60.359	6.950	3.172	4.872	732	-	2.579	-	18.305	-	78.664	86.858	83.449	3.409	3,4
CTIT	655	-	-	655	-	-	-	-	-	-	979	4.443	-	-	6.394	-	11.816	-	11.816	12.471	12.759	-288	
MESA+	250	-	-	250	-	-	-	-	-	-	331	5.823	-	-	11.851	-	18.005	-	18.005	18.255	18.400	-145	
MIRA	100	-	-	100	-	-	-	-	-	-	697	2.424	-	-	5.885	-	9.006	-	9.006	9.106	9.640	-534	
IGS	-	-	-	-	-	-	-	-	-	-	1.310	3.761	-	-	2.719	-	7.790	-	7.790	7.790	8.848	-1.058	
Total institutes	1.005	-	-	1.005	-	-	-	-	-	-	3.317	16.451	-	-	26.849	-	46.617	-	46.617	47.622	49.647	-2.025	-2,0
Total primary process	2.550	1.169	5.480	9.199	16.583	26.741	17.035	-	60.359	6.950	6.489	21.323	732	-	29.428	-	64.922	-	125.281	134.480	133.096	1.384	1,4
LISA	-	-	214	214	-	-	-	-	-	-	-	-	-	-	-	-	15.426	-	15.426	15.640	15.657	-17	
CES	33	19	43	95	-	-	-	-	-	-	-	-	-	-	-	-	6.855	-	6.855	6.950	6.691	259	
SU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.278	-	1.278	1.278	1.268	10	
FB	-	-	-	-	6.560	-	-	-	6.560	-	-	-	-	-	-	-	5.764	-	12.324	12.324	12.343	-19	
S&B	240	-	-	240	-	-	-	-	-	-	-	-	-	-	-	-	3.337	-	3.337	3.577	3.721	-144	
M&C	515	-	-	515	-	-	-	-	-	-	-	-	-	-	-	-	6.169	-	6.169	6.684	6.636	48	
FEZ	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.328	-	3.328	3.328	3.302	26	
HR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.655	-	3.655	3.655	3.707	-52	
AZ	833	-	-	833	-	-	-	-	-	-	-	-	-	-	-	-	6.564	-	6.564	7.397	7.659	-262	
CvB	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.387	-	1.387	1.387	1.376	11	
Total Servicedep.	1.621	19	257	1.897	6.560	-	-	-	6.560	-	-	-	-	-	-	-	53.763	-	60.323	62.220	62.360	-140	-0,1
CSL	275	-	-	275	-	-	-	-	-	-	-	-	-	-	-	-	3.111	-	3.111	3.386	3.491		
CHRM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	158	-	158	158	158		
CE	2.400	300	5.432	8.132	198-	3.192	-	3.680	6.674	-	274	-	-	1.000	-	2.820	4.094	3.117	13.885	22.017	20.584		
Centr. Projects	2.675	300	5.432	8.407	198-	3.192	-	3.680	6.674	-	274	-	-	1.000	-	2.820	4.094	6.386	17.154	25.561	24.233	1.328	1,3
Total UT allocated	6.846	1.488	11.169	19.503	22.945	29.933	17.035	3.680	73.593	6.950	6.763	21.323	732	1.000	29.428	2.820	69.016	60.149	202.758	222.261	219.689	2.572	2,6

Reallocated budgets				-				3.680-	3.680-						2.820-	2.820-	-	6.500-	6.500-	-6.430	-70	-0,1
Free budget	364	144		508															508	37	471	0,5
Total UT available 1st geldstroom budget	7.210	1.632	11.169	20.011					69.913							66.196	60.149	196.258	216.269	213.296	2.973	3,0

* In 2017 the total budget of the primary process will increase with M€ 1,4. The increase of the Central projects-budget is M€ 1,3. M€ 1,0 of this increase stems from the Profileringsmiddelen OZ, which will be allocated to the faculties/ institutes by the end of 2016. Effectively, the budgetincrease 2017 of the primary proces will be M€ 2,4 and that of the Central projects only M€ 0,3.

** In 2017 a budget of M€ 3,2 (M€ 2,3 Profiling modules and M€ 0,9 Academic competences) will be allocated to the faculties, thus increasing the total budget of the faculties. As this was the same in 2016, allocation will not influence the Δ budget 2017-2016.

Total B2017	6.846	1.488	11.169	19.503	22.945	29.933	17.035	3.680	73.593	6.950	6.763	21.323	732	1.000	29.428	2.820	69.016	60.149	202.758	222.261		
Total B2016	6.986	1.743	10.579	19.308	24.464	27.792	14.584	3.645	70.485	7.386	6.593	22.871	587		29.811	2.785	70.033	59.863	200.381	219.689		
Δ 2017-2016	140-	255-	590	195	1.519-	2.141	2.451	35	3.108	436-	170	1.548-	145	1.000	383-	35	1.017-	286	2.377	2.572		

'1e geldstroom' budgets 2017

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annex 2a

(amounts in k€)

1e 'geldstroom' budgets, 2017-2020, per department

annex 2b

	2016					2017					2018					2019					2020					Δ '20-'17	
	Strat.	Model	CB/TCB	Primary	Total	Strat.	Model	CB/TCB	Primary	Total	Strat.	Model	CB/TCB	Primary	Total	Strat.	Model	CB/TCB	Primary	Total	Strat.	Model	CB/TCB	Primary	Total		
<i>Faculties</i>																											
CTW	738	13.554	-	13.554	14.292	675	15.991	-	15.991	16.666	675	15.743	-	15.743	16.418	175	15.558	-	15.558	15.733	175	15.658	-	15.658	15.833	933-	
EWI	1.425	8.657	-	8.657	10.082	1.430	9.590	-	9.590	11.020	1.395	9.679	-	9.679	11.074	865	9.806	-	9.806	10.671	865	10.014	-	10.014	10.879	349-	
EWI-Nanolab	-	1.347	-	1.347	1.347	-	1.381	-	1.381	1.381	-	1.381	-	1.381	1.381	-	1.459	-	1.459	1.459	-	1.459	-	1.459	1.459	78	
EWI-UCT	1.153	-	-	-	1.153	1.243	-	-	-	1.243	1.423	-	-	-	1.423	1.867	-	-	-	1.867	2.230	-	-	-	2.230	624	
TNW	2.123	15.864	-	15.864	17.987	2.032	17.662	-	17.662	19.694	2.032	17.784	-	17.784	19.816	1.532	18.293	-	18.293	19.825	1.515	18.519	-	18.519	20.034	131	
BMS	764	16.457	-	16.457	17.221	954	16.105	-	16.105	17.059	810	15.150	-	15.150	15.960	310	15.073	-	15.073	15.383	310	15.225	-	15.225	15.535	1.676-	
ITC	1.630	18.646	-	18.646	20.276	1.860	16.844	-	16.844	18.704	1.930	16.863	-	16.863	18.793	1.930	16.644	-	16.644	18.574	1.930	16.639	-	16.639	18.569	130-	
ITC-TA	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	-	
Total faculties	7.833	75.616	-	75.616	83.449	8.194	78.664	-	78.664	86.858	8.265	77.691	-	77.691	85.956	6.679	77.924	-	77.924	84.603	7.025	78.605	-	78.605	85.630	2.255-	
<i>Institutes:</i>																											
CTIT	409	12.350	-	12.350	12.759	655	11.816	-	11.816	12.471	655	11.388	-	11.388	12.043	655	10.747	-	10.747	11.402	655	10.502	-	10.502	11.157	1.069-	
MESA+	250	18.150	-	18.150	18.400	250	18.005	-	18.005	18.255	250	17.946	-	17.946	18.196	250	17.007	-	17.007	17.257	250	16.188	-	16.188	16.438	998-	
MIRA	100	9.540	-	9.540	9.640	100	9.006	-	9.006	9.106	-	9.113	-	9.113	9.113	-	8.723	-	8.723	8.723	-	8.641	-	8.641	8.641	383-	
IGS	50	8.798	-	8.798	8.848	-	7.790	-	7.790	7.790	-	7.876	-	7.876	7.876	-	7.200	-	7.200	7.200	-	6.863	-	6.863	6.863	590-	
Total institutes	809	48.838	-	48.838	49.647	1.005	46.617	-	46.617	47.622	905	46.323	-	46.323	47.228	905	43.677	-	43.677	44.582	905	42.194	-	42.194	43.099	3.040-	
Total primary process	8.642	124.454	-	124.454	133.096	9.199	125.281	-	125.281	134.480	9.170	124.014	-	124.014	133.184	7.584	121.601	-	121.601	129.185	7.930	120.799	-	120.799	128.729	5.295-	
<i>Servicedepartments:</i>																											
LISA	214	-	15.443	15.443	15.657	214	-	15.426	15.426	15.640	214	-	15.409	15.409	15.623	214	-	15.133	15.133	15.347	214	-	15.133	15.133	15.347	293-	
CE	62	-	6.629	6.629	6.691	95	-	6.855	6.855	6.950	95	-	6.855	6.855	6.950	79	-	6.753	6.753	6.832	62	-	6.753	6.753	6.815	118-	
SU	-	-	1.268	1.268	1.268	-	-	1.278	1.278	1.278	-	-	1.278	1.278	1.278	-	-	1.278	1.278	1.278	-	-	1.278	1.278	1.278	-	
B&A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
FB	-	6.561	5.782	12.343	12.343	-	6.560	5.764	12.324	12.324	-	6.560	5.764	12.324	12.324	-	6.350	5.665	12.015	12.015	-	6.350	5.665	12.015	12.015	309-	
S&B	240	-	3.481	3.481	3.721	240	-	3.337	3.337	3.577	230	-	3.337	3.337	3.567	230	-	3.283	3.283	3.513	230	-	3.283	3.283	3.513	64-	
M&C	515	-	6.121	6.121	6.636	515	-	6.169	6.169	6.684	365	-	6.169	6.169	6.534	365	-	6.128	6.128	6.493	365	-	6.128	6.128	6.493	191-	
FEZ	-	-	3.302	3.302	3.302	-	-	3.328	3.328	3.328	-	-	3.328	3.328	3.328	-	-	3.289	3.289	3.289	-	-	3.289	3.289	3.289	39-	
HR	-	-	3.707	3.707	3.707	-	-	3.655	3.655	3.655	-	-	3.655	3.655	3.655	-	-	3.517	3.517	3.517	-	-	3.517	3.517	3.517	138-	
AZ	883	-	6.776	6.776	7.659	833	-	6.564	6.564	7.397	583	-	6.564	6.564	7.147	333	-	6.267	6.267	6.600	333	-	6.267	6.267	6.600	797-	
CvB	-	-	1.376	1.376	1.376	-	-	1.387	1.387	1.387	-	-	1.387	1.387	1.387	-	-	1.374	1.374	1.374	-	-	1.374	1.374	1.374	13-	
Total servicedepartments	1.914	6.561	53.885	60.446	62.360	1.897	6.560	53.763	60.323	62.220	1.487	6.560	53.746	60.306	61.793	1.221	6.350	52.687	59.037	60.258	1.204	6.350	52.687	59.037	60.241	1.962-	
CSL	275	-	3.216	3.216	3.491	275	-	3.111	3.111	3.386	275	-	3.111	3.111	3.386	275	-	3.111	3.111	3.386	275	-	3.111	3.111	3.386		
CHRM	-	-	158	158	158	-	-	158	158	158	-	-	158	158	158	-	-	158	158	158	-	-	158	158	158		
CE	8.477	9.503	2.604	12.107	20.584	8.132	10.768	3.117	13.885	22.017	8.142	11.704	2.925	14.629	22.771	9.962	12.700	4.060	16.760	26.722	9.752	14.124	4.156	18.280	28.032		
Centr. UT-unit	8.752	9.503	5.978	15.481	24.233	8.407	10.768	6.386	17.154	25.561	8.417	11.704	6.194	17.898	26.315	10.237	12.700	7.329	20.029	30.266	10.027	14.124	7.425	21.549	31.576	4.705	
Total UT allocated	19.308	140.518	59.863	200.381	219.689	19.503	142.609	60.149	202.758	222.261	19.074	142.278	59.940	202.218	221.292	19.042	140.651	60.016	200.667	219.709	19.161	141.273	60.112	201.385	220.546	2.552-	
Herverd. middelen *		-6.430		-6.430	-6.430		-6.500		-6.500	-6.500		-6.500		-6.500	-6.500		-6.500		-6.500	-6.500		-6.500		-6.500	-6.500	-	
Free space Zwaartep.m.	-117				-117	144				144	293				293	293				293	293				293	149	
Free space CSB	154				154	364				364	824				824	1.300				1.300	1.544				1.544	936	
Total UT available 1st geldstroom budget	19.345	134.088	59.863	193.951	213.296	20.011	136.109	60.149	196.258	216.269	20.191	135.778	59.940	195.718	215.909	20.635	134.151	60.016	194.167	214.802	20.998	134.773	60.112	194.885	215.883	1.467-	

Faculties and Institutes; 1st geldstroom budgets

Spring memorandum 2017-2020		B2016	B2017	B2018	B2019	B2020	17-'16	20-'17
Faculty								
01 CTW								
<i>Allocationmodel</i>								
OW	20 TOM-Variable OW-budget	4.914	5.321	4.878	4.835	4.871	407	-450
	23 Ma-budget EC	3.316	4.569	5.060	5.132	5.199	1.253	630
	27 Budget-shift Ma-Ba	94	174	0	0	0	80	-174
OW Total		8.324	10.064	9.938	9.967	10.070	1.740	6
OZ	32 O&O-Ba component	401	455	455	443	443	54	-12
	33 O&O-Ma component	690	794	796	788	789	104	-5
	34 PhD-bonus	2.189	2.167	1.880	1.560	1.339	-22	-828
	35 PDeng-bonus	72	589	736	852	1.069	517	480
	36 PDeng-coordination	8	72	88	100	100	64	28
	41 Researchbudget Institutes	1.870	1.850	1.850	1.848	1.848	-20	-2
OZ Total		5.230	5.927	5.805	5.591	5.588	697	-339
Allocationmodel Total		13.554	15.991	15.743	15.558	15.658	2.437	-333
<i>Strategic</i>								
Div	43 Central strategic budget	238	175	175	175	175	-63	0
	46 Earmarked Government funding, tuition fees	500	500	500	0	0	0	-500
Div Total		738	675	675	175	175	-63	-500
Strategic Total		738	675	675	175	175	-63	-500
01 CTW Total		14.292	16.666	16.418	15.733	15.833	2.374	-833
02 EWI								
<i>Allocationmodel</i>								
OW	05 Honours Programme	200	200	200	200	200	0	0
	07 Mathematics intensive	300	300	300	300	300	0	0
	08 Coordination Continuous learning Mathematics	100	100	100	100	100	0	0
	15 Fixed budget EWI	500	500	500	500	500	0	0
	20 TOM-Variable OW-budget	3.970	4.603	4.409	4.497	4.538	633	-65
	23 Ma-budget EC	2.571	2.938	3.254	3.300	3.344	367	406
	27 Budget-shift Ma-Ba	69	45	0	0	0	-24	-45
OW Total		7.710	8.686	8.763	8.897	8.982	976	296
OZ	29 Supplement Research funds Mathematics	450	450	450	450	450	0	0
	32 O&O-Ba component	324	395	411	412	412	71	17
	34 PhD-bonus	173	59	55	47	63	-114	4
	35 PDeng-bonus	0	0	0	0	107	0	107
OZ Total		947	904	916	909	1.032	-43	128
Allocationmodel Total		8.657	9.590	9.679	9.806	10.014	933	424
<i>Strategic</i>								
Div	43 Central strategic budget	415	415	385	355	355	0	-60
	44 "Zwaartepuntmiddelen"	510	515	510	510	510	5	-5
	46 Earmarked Government funding, tuition fees	500	500	500	0	0	0	-500
Div Total		1.425	1.430	1.395	865	865	5	-565
Strategic Total		1.425	1.430	1.395	865	865	5	-565
02 EWI Total		10.082	11.020	11.074	10.671	10.879	938	-141
03 EWI-UCT								
<i>Strategic</i>								
Div	44 "Zwaartepuntmiddelen"	500	500	500	500	500	0	0
	46 Earmarked Government funding, tuition fees	653	743	923	1.367	1.730	90	987
Div Total		1.153	1.243	1.423	1.867	2.230	90	987
Strategic Total		1.153	1.243	1.423	1.867	2.230	90	987
03 EWI-UCT Total		1.153	1.243	1.423	1.867	2.230	90	987
04 EWI-Nanolab								
<i>Allocationmodel</i>								
OZ	28 Fixed budget technical infrastructure Nanolab	1.347	1.381	1.381	1.459	1.459	34	78
OZ Total		1.347	1.381	1.381	1.459	1.459	34	78
Allocationmodel Total		1.347	1.381	1.381	1.459	1.459	34	78
<i>Strategic</i>								
Div	43 Central strategic budget	0	0	0	0	0	0	0
Div Total		0	0	0	0	0	0	0
Strategic Total		0	0	0	0	0	0	0
04 EWI-Nanolab Total		1.347	1.381	1.381	1.459	1.459	34	78

Spring memorandum 2017-2020		B2016	B2017	B2018	B2019	B2020	17-'16	20-'17
05 TNW								
<i>Allocationmodel</i>								
OW	13 Transitional measure TNW-TG	0					0	0
	14 Fixed budget clinical internships TNW TG,	2.250	2.300	2.400	2.500	2.500	50	200
	16 Fixed budget TNW	1.000	1.000	1.000	1.000	1.000	0	0
	20 TOM-Variable OW-budget	8.382	9.518	9.048	9.401	9.475	1.136	-43
	23 Ma-budget EC	2.161	2.452	2.715	2.754	2.790	291	338
	27 Budget-shift Ma-Ba	-350	-390	0	0	0	-40	390
OW Total		13.443	14.880	15.163	15.655	15.765	1.437	885
OZ	32 O&O-Ba component	684	815	843	860	861	131	46
	33 O&O-Ma component	66	90	90	89	89	24	-1
	34 PhD-bonus	345	414	329	330	338	69	-76
	35 PDeng-bonus	0	74	0	0	107	74	33
	37 TGS	587	660	630	630	630	73	-30
	41 Researchbudget Institutes	739	729	729	729	729	-10	0
OZ Total		2.421	2.782	2.621	2.638	2.754	361	-28
Allocationmodel Total		15.864	17.662	17.784	18.293	18.519	1.798	857
<i>Strategic</i>								
Div	43 Central strategic budget	276	185	185	185	168	-91	-17
	46 Earmarked Government funding, tuition fees	1.847	1.847	1.847	1.347	1.347	0	-500
Div Total		2.123	2.032	2.032	1.532	1.515	-91	-517
Strategic Total		2.123	2.032	2.032	1.532	1.515	-91	-517
05 TNW Total		17.987	19.694	19.816	19.825	20.034	1.707	340
06 BMS								
<i>Allocationmodel</i>								
OW	02 Teacher training courses	388	388	388	388	388	0	0
	09 Coordination Continuous learning M&T	0	0	0	0	0	0	0
	10 Coordination Continuous learning Acad.competences	50	50	50	50	50	0	0
	11 Dean educational innovation	170	0	0	0	0	-170	0
	12 Transitional measure BMS	800	300	0	0	0	-500	-300
	20 TOM-Variable OW-budget	7.499	7.299	6.290	6.127	6.174	-200	-1.125
	23 Ma-budget EC	6.536	7.076	7.837	7.947	8.052	540	976
	27 Budget-shift Ma-Ba	388	369	0	0	0	-19	-369
OW Total		15.831	15.482	14.565	14.512	14.664	-349	-818
OZ	32 O&O-Ba component	612	623	585	561	561	11	-62
	34 PhD-bonus	14	0	0	0	0	-14	0
OZ Total		626	623	585	561	561	-3	-62
Allocationmodel Total		16.457	16.105	15.150	15.073	15.225	-352	-880
<i>Strategic</i>								
Div	43 Central strategic budget	10	0	0	0	0	-10	0
	44 "Zwaartepuntmiddelen"	154	154	10	10	10	0	-144
	46 Earmarked Government funding, tuition fees	600	800	800	300	300	200	-500
Div Total		764	954	810	310	310	190	-644
Strategic Total		764	954	810	310	310	190	-644
06 BMS Total		17.221	17.059	15.960	15.383	15.535	-162	-1.524
07 ITC								
<i>Allocationmodel</i>								
OW	06 Government funding ITC OW, net contribution CB/TCB	11.054	10.156	10.190	10.205	10.220	-898	64
OW Total		11.054	10.156	10.190	10.205	10.220	-898	64
OZ	30 Government funding ITC OZ, net contribution CB/TCB	5.589	5.119	5.136	5.144	5.152	-470	33
	34 PhD-bonus	2.003	1.569	1.537	1.295	1.267	-434	-302
OZ Total		7.592	6.688	6.673	6.439	6.419	-904	-269
Allocationmodel Total		18.646	16.844	16.863	16.644	16.639	-1.802	-205
<i>Strategic</i>								
Div	43 Central strategic budget	840	770	770	770	770	-70	0
	46 Earmarked Government funding, tuition fees	790	1.090	1.160	1.160	1.160	300	70
Div Total		1.630	1.860	1.930	1.930	1.930	230	70
Strategic Total		1.630	1.860	1.930	1.930	1.930	230	70
07 ITC Total		20.276	18.704	18.793	18.574	18.569	-1.572	-135
08 ITC-TA								
<i>Allocationmodel</i>								
OW	03 Twente Academy (TA)	1.091	1.091	1.091	1.091	1.091	0	0
	04 Coordinationpoint Technology Promotion	0					0	0
OW Total		1.091	1.091	1.091	1.091	1.091	0	0
Allocationmodel Total		1.091	1.091	1.091	1.091	1.091	0	0
08 ITC-TA Total		1.091	1.091	1.091	1.091	1.091	0	0
Faculty Total		83.449	86.858	85.956	84.603	85.630	3.409	-1.228

Spring memorandum 2017-2020		B2016	B2017	B2018	B2019	B2020	17-'16	20-'17
Institute								
09 CTIT								
<i>Allocationmodel</i>								
OZ	33 O&O-Ma component	1.043	979	981	972	973	-64	-6
	34 PhD-bonus	4.829	4.443	4.016	3.387	3.142	-386	-1.301
	41 Researchbudget Institutes	6.478	6.394	6.391	6.388	6.387	-84	-7
OZ Total		12.350	11.816	11.388	10.747	10.502	-534	-1.314
Allocationmodel Total								
<i>Strategic</i>								
Div	43 Central strategic budget	149	655	655	655	655	506	0
	44 "Zwaartepuntmiddelen"	260	0	0	0	0	-260	0
Div Total		409	655	655	655	655	246	0
Strategic Total		409	655	655	655	655	246	0
09 CTIT Total		12.759	12.471	12.043	11.402	11.157	-288	-1.314
10 MESA+								
<i>Allocationmodel</i>								
OZ	33 O&O-Ma component	387	331	332	329	329	-56	-2
	34 PhD-bonus	5.757	5.823	5.769	4.839	4.023	66	-1.800
	41 Researchbudget Institutes	12.006	11.851	11.845	11.839	11.836	-155	-15
OZ Total		18.150	18.005	17.946	17.007	16.188	-145	-1.817
Allocationmodel Total								
<i>Strategic</i>								
Div	43 Central strategic budget	250	250	250	250	250	0	0
Div Total		250	250	250	250	250	0	0
Strategic Total		250	250	250	250	250	0	0
10 MESA+ Total		18.400	18.255	18.196	17.257	16.438	-145	-1.817
11 MIRA								
<i>Allocationmodel</i>								
OZ	33 O&O-Ma component	711	697	698	692	693	-14	-4
	34 PhD-bonus	2.866	2.424	2.532	2.152	2.070	-442	-354
	41 Researchbudget Institutes	5.963	5.885	5.883	5.879	5.878	-78	-7
OZ Total		9.540	9.006	9.113	8.723	8.641	-534	-365
Allocationmodel Total								
<i>Strategic</i>								
Div	43 Central strategic budget	100	100	0	0	0	0	-100
Div Total		100	100	0	0	0	0	-100
Strategic Total		100	100	0	0	0	0	-100
11 MIRA Total		9.640	9.106	9.113	8.723	8.641	-534	-465
12 IGS								
<i>Allocationmodel</i>								
OZ	33 O&O-Ma component	1.428	1.310	1.312	1.301	1.301	-118	-9
	34 PhD-bonus	4.615	3.761	3.846	3.183	2.846	-854	-915
	41 Researchbudget Institutes	2.755	2.719	2.718	2.716	2.716	-36	-3
OZ Total		8.798	7.790	7.876	7.200	6.863	-1.008	-927
Allocationmodel Total								
<i>Strategic</i>								
Div	43 Central strategic budget	50	0	0	0	0	-50	0
Div Total		50	0	0	0	0	-50	0
Strategic Total		50	0	0	0	0	-50	0
12 IGS Total		8.848	7.790	7.876	7.200	6.863	-1.058	-927
Institute Total		49.647	47.622	47.228	44.582	43.099	-2.025	-4.523

		B2016	B2017	B2018	B2019	B2020	17-'16	20-'17	20-'16
Service-department									
13 LISA	42 CB / TCB	15443	15426	15409	15133	15133	-17	-293	-310
	43 Central strategic budget	0	0	0	0	0	0	0	0
	46 Earmarked Government funding, tuition fees	214	214	214	214	214	0	0	0
13 LISA Total		15.657	15.640	15.623	15.347	15.347	-17	-293	-310
14 CES	42 CB / TCB	6629	6855	6855	6753	6753	226	-102	124
	43 Central strategic budget	0	33	33	17	0	33	-33	0
	44 "Zwaartepuntmiddelen"	19	19	19	19	19	0	0	0
	46 Earmarked Government funding, tuition fees	43	43	43	43	43	0	0	0
14 CES Total		6.691	6.950	6.950	6.832	6.815	259	-135	124
15 SU	42 CB / TCB	1.268	1.278	1.278	1.278	1.278	10	0	10
15 SU Total		1.268	1.278	1.278	1.278	1.278	10	0	10
17 FB	19 Central Educational Facilities (CEF)	6561	6560	6560	6350	6350	-1	-210	-211
	42 CB / TCB	5.782	5.764	5.764	5.665	5.665	-18	-99	-117
17 FB Total		12.343	12.324	12.324	12.015	12.015	-19	-309	-328
18 S&B	42 CB / TCB	3481	3337	3337	3283	3283	-144	-54	-198
	43 Central strategic budget	240	240	230	230	230	0	-10	-10
18 S&B Total		3.721	3.577	3.567	3.513	3.513	-144	-64	-208
19 M&C	42 CB / TCB	6121	6169	6169	6128	6128	48	-41	7
	43 Central strategic budget	515	515	365	365	365	0	-150	-150
19 M&C Total		6.636	6.684	6.534	6.493	6.493	48	-191	-143
20 FEZ	42 CB / TCB	3.302	3.328	3.328	3.289	3.289	26	-39	-13
20 FEZ Total		3.302	3.328	3.328	3.289	3.289	26	-39	-13
21 HR	42 CB / TCB	3.707	3.655	3.655	3.517	3.517	-52	-138	-190
21 HR Total		3.707	3.655	3.655	3.517	3.517	-52	-138	-190
22 AZ	42 CB / TCB	6776	6564	6564	6267	6267	-212	-297	-509
	43 Central strategic budget	883	833	583	333	333	-50	-500	-550
22 AZ Total		7.659	7.397	7.147	6.600	6.600	-262	-797	-1.059
23 CvB	42 CB / TCB	1.376	1.387	1.387	1.374	1.374	11	-13	-2
23 CvB Total		1.376	1.387	1.387	1.374	1.374	11	-13	-2
Service-department Total		62.360	62.220	61.793	60.258	60.241	-140	-1.979	-2.119
CUTE									
24 CSL	42 CB / TCB	3216	3111	3111	3111	3111	-105	0	-105
	43 Central strategic budget	275	275	275	275	275	0	0	0
24 CSL Total		3.491	3.386	3.386	3.386	3.386	-105	0	-105
25 CHRM	42 CB / TCB	158	158	158	158	158	0	0	0
25 CHRM Total		158	158	158	158	158	0	0	0
26 CE	18 Central strategic budget OW	3645	3680	3680	3680	3680	35	0	35
	21 TOM-Profiling modules	2.213	2.333	2.143	2.143	2.164	120	-169	-49
	22 TOM-Academic competences	814	859	788	789	794	45	-65	-20
	25 EC-premiering Calamiteitenpot	0	0	0	0	0	0	0	0
	27 Budget-shift Ma-Ba	-201	-198	0	0	0	3	198	201
	31 Central strategic budget OZ	2785	2820	2820	2820	2820	35	0	35
	32 O&O-Ba component	247	274	273	268	269	27	-5	22
	40 "Profileringsmiddelen" OZ: policy oriented		1.000	2.000	3.000	4.397	1.000	3.397	4.397
	42 CB / TCB	2.604	3.117	2.925	4.060	4.156	513	1.039	1.552
	43 Central strategic budget	2.745	2.400	2.410	2.230	2.020	-345	-380	-725
	44 "Zwaartepuntmiddelen"	300	300	300	300	300	0	0	0
	46 Earmarked Government funding, tuition fees	5.432	5.432	5.432	7.432	7.432	0	2.000	2.000
26 CE Total		20.584	22.017	22.771	26.722	28.032	1.433	6.015	7.448
CUTE Total		24.233	25.561	26.315	30.266	31.576	1.328	6.015	7.343

Allocation "1e geldstroom", budget summary

annex 2e

I UT-Total

(amounts in M€)

	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
Available "1e geldstroom" budget:	213,3	216,3	215,9	214,8	215,9	3,0	-0,4
1 -/- Earmarked Ow/Oz-budgets ITC en TNW	2,1	2,4	2,5	2,5	2,5	0,3	0,1
2 -/- UCT Government funding and tuition fees	0,7	0,7	0,9	1,4	1,7	0,1	1,0
3 -/- 3TU-funds	1,9	1,9	1,9	1,9	1,9	0,0	0,0
4 -/- Strategic budget Zwaartepuntvorming	1,6	1,6	1,6	1,6	1,6	0,0	0,0
5 -/- Margin for uncertainties (juridical procedures)	0,3	0,3	0,3	0,3	0,3	0,0	0,0
6 -/- Redemption BaMa-compensation+contribution SURF	0,9	0,9	0,9	0,9	0,9	0,0	0,0
7 -/- Guarantee TTT	0,5	0,5	0,5	0,0	0,0	0,0	-0,5
8 -/- Performance based funding faculties	2,0	2,0	2,0	0,0	0,0	0,0	-2,0
9 -/- 20%-share servicedepartments M€ 2,5	0,5	0,5	0,5	0,0	0,0	0,0	-0,5
10 -/- Other earmarked budgets (like IVH, ZVVO)	1,8	2,0	2,0	5,0	5,0	0,2	3,0
11 -/- (Flexible) Central Budgets	59,9	60,1	59,9	60,0	60,1	0,3	0,0
12 Total available budget OW & OZ via allocation model	141,2	143,3	142,9	141,3	141,9	2,1	-1,4
13 OW-budget (excl. CSB)	66,8	69,9	69,2	69,6	70,1	3,1	0,2
14 OZ-budget (excl. CSB)	67,2	66,2	66,6	64,5	64,7	-1,1	-1,5
15 Central Strategic budget (CSB)	7,1	7,2	7,1	7,1	7,1	0,1	-0,1
16 Balance	0,0	0,0	0,0	0,0	0,0	0,0	0,0

II Resumé

Perc.

(amounts in M€)

		2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
1 Faculties and Institutes *	70% F	148,1	150,6	151,3	147,4	143,3	2,5	-7,3
2 Service departments	26% D	56,3	56,2	55,2	53,9	59,0	-0,1	2,9
3 Central Projects	4% C	8,9	9,5	9,4	13,5	13,6	0,6	4,0
4 Total available 1e geldstroom budget	100%	213,3	216,3	215,9	214,8	215,9	3,0	-0,4

* Apart from the directly allocated budgets via the Allocation model and strategic budgets, we have also ascribed to the primary proces the strategic budgets which are temporarily "parked" under "Central budgets"; during the year, these budgets will for the most part be allocated to the primary proces.

III Specification per UT-unit

(amounts in M€)

	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
Earmarked OW/OZ-budgets							
5 ITC	0,8	1,1	1,2	1,2	1,2	0,3	0,1
6 TNW Sectorplan Natuur&Scheikunde	1,3	1,3	1,3	1,3	1,3	0,0	0,0
7 UCT Government funding and tuition fees	0,7	0,7	0,9	1,4	1,7	0,1	1,0
8 Total Earmarked OW/OZ-budgets ITC, TNW and UCT	2,8	3,1	3,4	3,8	4,2	0,4	1,1
Other earmarked budgets							
9 Margin for uncertainties (juridical procedures)	C 0,3	0,3	0,3	0,3	0,3	0,0	0,0
10 Redemption BaMa-compensation+contribution SURF	C 0,9	0,9	0,9	0,9	0,9	0,0	0,0
11 Other earmarked budgets (like IVH, ZVVO)	C 1,8	2,0	2,0	5,0	5,0	0,2	3,0
12 Total other Earmarked budgets	3,0	3,2	3,2	6,2	6,2	0,2	3,0
13 (Flexible) Central budgets							
LISA	15,4	15,4	15,4	15,1	15,1	0,0	-0,3
CES	6,6	6,9	6,9	6,8	6,8	0,2	-0,1
FB	5,8	5,8	5,8	5,7	5,7	0,0	-0,1
S&B	3,5	3,3	3,3	3,3	3,3	-0,1	-0,1
M&C	6,1	6,2	6,2	6,1	6,1	0,0	0,0
FEZ	3,3	3,3	3,3	3,3	3,3	0,0	0,0
HR	3,7	3,7	3,7	3,5	3,5	-0,1	-0,1
AZ	6,8	6,6	6,6	6,3	6,3	-0,2	-0,3
SU	1,3	1,3	1,3	1,3	1,3	0,0	0,0
CvB	1,4	1,4	1,4	1,4	1,4	0,0	0,0
Total service departments	53,9	53,8	53,7	52,7	52,7	-0,1	-1,1
CSL	3,2	3,1	3,1	3,1	3,1	-0,1	0,0
CHRM	0,2	0,2	0,2	0,2	0,2	0,0	0,0
CE	2,6	3,1	2,9	4,1	4,2	0,5	1,0
Total Central Projects	6,0	6,4	6,2	7,3	7,4	0,4	1,0
Total Central budget	59,9	60,1	59,9	60,0	60,1	0,3	0,0
14 OW-budget allocation model							
CTW	8,3	10,1	9,9	10,0	10,1	1,7	0,0
EWI	7,7	8,7	8,8	8,9	9,0	1,0	0,3
EWI-UCT	0,0	0,0	0,0	0,0	0,0	0,0	0,0
TNW	13,4	14,9	15,2	15,7	15,8	1,4	0,9
BMS	15,8	15,5	14,6	14,5	14,7	-0,3	-0,8
ITC-TA	1,1	1,1	1,1	1,1	1,1	0,0	0,0
ITC	11,1	10,2	10,2	10,2	10,2	-0,9	0,1
FB	6,6	6,6	6,6	6,4	6,4	0,0	-0,2
CE	2,8	3,0	2,9	2,9	3,0	0,2	0,0
Total OW-budget	66,8	69,9	69,2	69,6	70,1	3,1	0,2
15 OZ-budget allocation model							
CTW	5,2	5,9	5,8	5,6	5,6	0,7	-0,3
EWI	0,9	0,9	0,9	0,9	1,0	0,0	0,1
EWI-Nanolab	1,3	1,4	1,4	1,5	1,5	0,0	0,1
TNW	2,4	2,8	2,6	2,6	2,8	0,4	0,0
BMS	0,6	0,6	0,6	0,6	0,6	0,0	-0,1
ITC-TA	0,0	0,0	0,0	0,0	0,0	0,0	0,0
ITC	7,6	6,7	6,7	6,4	6,4	-0,9	-0,3
CTIT	12,4	11,8	11,4	10,7	10,5	-0,5	-1,3
MESA+	18,2	18,0	17,9	17,0	16,2	-0,1	-1,8
MIRA	9,5	9,0	9,1	8,7	8,6	-0,5	-0,4
IGS	8,8	7,8	7,9	7,2	6,9	-1,0	-0,9
CE	0,2	1,3	2,3	3,3	4,7	1,0	3,4
Total OZ-budget	67,2	66,2	66,6	64,5	64,7	-1,1	-1,5
16 CSB, Zwaartepuntmiddelen, Earmarked Gov.funding etc.							
17 Faculties, Institutes, Central Projects	F 11,2	11,3	12,1	9,4	4,3	0,1	-1,9
18 Service Departments	D 2,4	2,4	1,5	1,2	6,4	0,0	-1,2
Total Strategic budgets, Earmarked Gov.funding etc	13,6	13,7	13,6	10,6	10,6	0,1	-3,1
Total available 1e geldstroom budget	213,3	216,3	215,9	214,8	215,9	3,0	-0,4

A External means and supplements from Central reserves and provisions

(amounts in M€)

	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
Education (primary budget)							
Student funding: enrolments (excl. UCT)	29,4	30,9	30,9	30,9	30,9	1,5	-
Student funding: degrees (excl. UCT)	10,7	12,7	11,3	11,2	11,3	2,0	-1,4
Base funding Education, percentages	23,3	23,6	23,6	23,6	23,6	0,2	-
Quality in Education and studysucces	4,4	4,7	5,0	5,3	5,5	0,4	0,8
ITC	13,7	12,6	12,6	12,6	12,6	-1,1	-
Gov. funding Education (primary budget)	81,6	84,5	83,4	83,6	83,9	2,9	-0,6
Education (earmarked/strategic)							
3TU-budget / Sectorplan Techniek	1,9	1,9	1,9	1,9	1,9	-	-
Student funding UCT	0,2	0,4	0,5	0,8	1,1	0,1	0,7
Watertechnology	0,0	0,0	0,0	0,0	0,0	-	-
Matching OC&W Holland Scholarship Fund	0,0	0,0	0,0	0,0	0,0	-0,0	-
IVH	2,1	2,1	2,1	2,1	2,1	-	-
Budget "Zwaartepuntvorming" (earmarked)	1,6	1,6	1,6	1,6	1,6	0,0	-
Operating margin Education	0,3	0,3	0,3	0,3	0,3	-	-
Sectorplan Natuur- en scheikunde	0,2	0,2	0,2	0,2	0,2	-	-
Redemption BaMa-compensation+contribution SURF	0,9	0,9	0,9	0,9	0,9	-	-
ZVVO	0,1	0,1	0,1	0,1	0,1	-	-
Gov. funding Education (earmarked/strategic)	7,3	7,5	7,6	7,9	8,2	0,2	0,7
total Government funding on education	88,9	91,9	91,0	91,5	92,1	3,0	0,1
Research (primary budget)							
PhD bonus	23,5	17,4	17,6	15,5	15,1	-6,1	-2,3
PDeng bonus	0,1	0,6	0,6	0,8	1,3	0,5	0,7
Ba- degrees research	3,2	3,7	3,7	3,7	3,7	0,4	-
Ma- degrees research	6,2	6,0	6,0	6,0	6,0	-0,2	-
Base funding Research, percentages	60,3	59,8	59,8	59,8	59,8	-0,5	-
"Profileringmiddelen Onderzoek"	-	5,1	5,1	5,1	5,1	5,1	-
ITC	6,9	6,3	6,3	6,3	6,3	-0,6	-
Gov. funding Research (primary budget)	100,2	98,9	99,2	97,2	97,3	-1,3	-1,6
Research (earmarked/strategic)							
Degrees UCT	-	0,0	0,0	0,1	0,1	-	0,1
Watertechnology	0,0	0,0	0,0	0,0	0,0	-	-
IVH	2,3	2,3	2,3	2,3	2,3	-	-
Sectorplan Natuur- en scheikunde	1,1	1,1	1,1	1,1	1,1	-	-
ZVVO	0,1	0,1	0,1	0,1	0,1	-	-
Gov. funding Research (earmarked/strategic)	3,6	3,6	3,6	3,6	3,6	-	0,1
total Government funding on research	103,8	102,5	102,8	100,8	101,0	-1,3	-1,5
Subtotal Government funding	192,7	194,4	193,8	192,3	193,0	1,7	-1,4
Statutory tuition fees	16,2	16,1	16,1	16,1	16,1	-0,1	-
Institutional tuition fees	2,4	3,3	3,5	3,8	4,1	0,9	0,8
Institutional tuition fees UCT	0,4	0,4	0,4	0,5	0,6	-0,1	0,2
Institutional tuition fees MEEM	0,1	0,3	0,3	0,3	0,3	0,2	-
ITC tuition fees	1,5	1,8	1,8	1,8	1,8	0,3	-
Subtotal Tuition fees	20,6	21,9	22,1	22,5	22,9	1,2	1,0
Total available budget	213,3	216,3	215,9	214,8	215,9	3,0	-0,4

Available "1e geldstroom" budget: Government funding and tuition fees, continuation annex 3

B Base funding and earmarked/strategic budgets; correspondance with the different annexes

(amounts in M€)

	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
<i>Gov. funding Education (primary budget)</i>	81,6	84,5	83,4	83,6	83,9	2,9	-0,6
Statutory tuition fees	16,2	16,1	16,1	16,1	16,1	-0,1	-
Institutional tuition fees	2,4	3,3	3,5	3,8	4,1	0,9	0,8
Government funding education+ tuition fees	100,2	103,9	103,0	103,5	104,1	3,7	0,2
<i>Research (primary budget)</i>	100,2	98,9	99,2	97,2	97,3	-1,3	-1,6

total base funding	200,4	202,8	202,2	200,7	201,4	2,4	-1,4
Central Strategic Budget	6,4	6,5	6,5	6,5	6,5	0,1	-
Central Strategic Budget, ITC contribution	0,7	0,7	0,6	0,6	0,6	-	-0,1
Budget "Zwaartepuntvorming" (earmarked)	1,6	1,6	1,6	1,6	1,6	0,0	-
						-	-
Subtotal CSB + "Zwaartepuntvorming"	8,8	8,8	8,8	8,8	8,8	0,1	-0,1
3TU-budget / Sectorplan Techniek	1,9	1,9	1,9	1,9	1,9	-	-
IVH and ZVVO	4,6	4,6	4,6	4,6	4,6	-	-
Operating margin Education	0,3	0,3	0,3	0,3	0,3	-	-
ITC tuition fees minus CSB, ITC contribution	0,8	1,1	1,2	1,2	1,2	0,3	0,1
UCT Government funding + Tuition fees	0,7	0,7	0,9	1,4	1,7	0,1	1,0
Institutional tuition fees MEEM	0,1	0,3	0,3	0,3	0,3	0,2	-
Sectorplan Natuur- en scheikunde	1,3	1,3	1,3	1,3	1,3	-	-
Redemption BaMa-compensation+contribution SURF	0,9	0,9	0,9	0,9	0,9	-	-
Subtotal earmarked / strategic	10,6	11,2	11,4	11,9	12,2	0,6	1,1
Total strategic budgets	19,3	20,0	20,2	20,6	21,0	0,7	1,0
Total allocated UT (before correction CSB)	219,7	222,8	222,4	221,3	222,4	3,0	-0,4
* Reallocation Central Strategic Budget	-6,4	-6,5	-6,5	-6,5	-6,5	-0,1	-
Total available budget	213,3	216,3	215,9	214,8	215,9	3,0	-0,4

Opmerkingen:

- * Re-allocated budget: The Central Strategic Budget is subtracted from the primary budget and subsequently used to fund CSB-acknowledgements. Primarily this budget is thus counted twice. To reconcile the budget with the available budget this reallocated budget is subtracted from the total allocated budget.

Primary budget; allocation model UT

annex 4

I	Primary budget OW and OZ -/- central budget	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
	Government funding Education (primary budget)	67.851	71.895	70.792	70.984	71.279	4.044	-616
	Government funding ITC OW	13.725	12.578	12.578	12.578	12.578	-1.147	0
	Statutory tuition fees	16.200	16.100	16.100	16.100	16.100	-100	0
	Institutional tuition fees	2.400	3.300	3.500	3.800	4.100	900	800
	Total primary budget OW	100.176	103.873	102.970	103.462	104.057	3.697	184
	PhD-bonus	23.451	17.371	17.643	15.462	15.088	-6.080	-2.283
	PDeng-bonus	80	557	648	786	1.283	477	726
	Ba-degrees OZ	3.245	3.671	3.671	3.671	3.671	426	0
	Ma-degrees OZ	6.189	6.019	6.019	6.019	6.019	-170	0
	Government funding ITC OZ	6.940	6.340	6.340	6.340	6.340	-600	0
	Base funding Research, percentages	60.300	59.800	59.800	59.800	59.800	-500	0
	Profileringsmiddelen OZ	0	5.127	5.127	5.127	5.127	5.127	0
	Total primary budget OZ	100.205	98.885	99.248	97.205	97.328	-1.320	-1.557
3	Subtotal: Primary budget OW+OZ	200.381	202.758	202.218	200.667	201.385	2.377	-1.373
	Controle	0	0	0	0	0		
	Primary budget OW B2017-2020 excl. ITC	86.451	91.295	90.392	90.884	91.479		
	Primary budget OW B2016-2018 excl. ITC	85.280	86.552	86.831	86.831	86.831		
	Increase / decrease Primary budget OW relative to B2016-2018	1.171	4.743	3.561	4.053	4.648		
	CB-FCB deducted from OW-budget (excl. ITC) was in B2016-2018	26.786	26.909	26.989	26.989	26.989		
	20% of increase/decrease OW-budget 20,0%	234	949	712	811	930		
	ITC contribution OW to CB/FCB	2.671	2.422	2.388	2.373	2.358		
4	Total contribution OW to CB/FCB	29.691	30.280	30.089	30.173	30.277	589	-3
	Primary budget OZ B2017-2020 excl. ITC and PhD/PDeng bonus	69.734	74.617	74.617	74.617	74.617		
	Primary budget OZ B2016-2018 excl. ITC and PHD/PDeng bonus	69.667	69.390	69.400	69.400	69.400		
	Correction OZ-budget 2016 due to budgetneutral budgetshift Profileringsmiddelen OZ		5.127	5.127	5.127	5.127		
	Increase / decrease Primary budget OZ relative to B2016-2018	67	100	90	90	90		
	CB-FCB deducted from OZ-budget (excl. ITC) was in B2016-2018	28.808	28.628	28.629	28.629	28.629	-180	
	20% of increase/decrease OZ-budget 20,0%	13	20	18	18	18	7	
	ITC contribution OZ to CB/FCB	1.351	1.221	1.204	1.196	1.188	-130	
4	Total contribution OZ to CB/FCB	30.172	29.869	29.851	29.843	29.835	-303	-34
4	Total Central budget	59.863	60.149	59.940	60.016	60.112	286	-37
5	Total budget OW & OZ via allocation model	140.518	142.609	142.278	140.651	141.273	2.091	-1.336

II	Budget per Compartment UT-allocationmodel	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
	OW-budget							
	Government funding OW + tuition fees	100.176	103.873	102.970	103.462	104.057	3.697	184
	Minus: contribution to CB/FCB	-29.691	-30.280	-30.089	-30.173	-30.277	-589	3
OW	Net budget OW	70.485	73.593	72.881	73.289	73.780	3.108	187
	OZ-budget							
	Government funding OZ	100.205	98.885	99.248	97.205	97.328	-1.320	-1.557
	Minus: contribution to CB/FCB	-30.172	-29.869	-29.851	-29.843	-29.835	303	34
OZ	Net budget Oz	70.033	69.016	69.397	67.362	67.493	-1.017	-1.523
	Total budget OW & OZ via allocation model	140.518	142.609	142.278	140.651	141.273	2.091	-1.336

UT-allocationmodel per component

annex 5

III	UT-allocationmodel per component	Unit	2016	2017	2018	2019	2020	Δ '17-'16	Δ '20-'17
A.	Ow-compartiment		70.485	73.593	72.881	73.289	73.780		
	Teacher training courses	BMS	388	388	388	388	388	0	0
	Twente Academy (TA)	ITC-TA	1.091	1.091	1.091	1.091	1.091	0	0
	Honours Programme	EWI	200	200	200	200	200	0	0
	Government funding ITC, excl. CB/TCB	ITC	11.054	10.156	10.190	10.205	10.220	-898	64
	Mathematics Intensive	EWI	300	300	300	300	300	0	0
	Coordination Continuous learning (100) en Acad.compet. (50)	EWI, BMS	150	150	150	150	150	0	0
	Dean educational innovation (poss. of continuation after 2016)	BMS	170					-170	0
	Transitional measure	BMS	800	300	0	0	0	-500	-300
	Fixed budget Klinische stages TM	TNW-TG	2.250	2.300	2.400	2.500	2.500	50	200
	Fixed budget EWI	EWI	500	500	500	500	500	0	0
	Fixed budget TNW	TNW	1.000	1.000	1.000	1.000	1.000	0	0
	Central Strategic Budget (CSB)		3.645	3.680	3.680	3.680	3.680	35	0
	Central Educational Facilities (CEF)	FB	6.561	6.560	6.560	6.350	6.350	-1	-210
	Subtotal		28.109	26.625	26.459	26.364	26.379	-1.484	-246
	Variable OW-budget		42.376	46.968	46.422	46.925	47.401	4.592	433
	OW-budget via allocationmodel		70.485	73.593	72.881	73.289	73.780	3.108	187
B.	Oz-compartiment		70.033	69.016	69.397	67.362	67.493		
	Fixed budget technical infrastructure Nanolab	EWI-Nanolab	1.347	1.381	1.381	1.459	1.459	34	78
	Supplement Research funds Mathematics	EWI	450	450	450	450	450	0	0
	Government funding ITC, excl. CB/TCB	ITC	5.589	5.119	5.136	5.144	5.152	-470	33
	Central Strategic Budget (CSB)		2.785	2.820	2.820	2.820	2.820	35	0
	O&O Ba-component		2.268	2.562	2.567	2.544	2.546	294	-16
	O&O Ma-component		4.325	4.201	4.209	4.171	4.174	-124	-27
	PhD-bonus		22.791	20.660	19.964	16.793	15.088	-2.131	-5.572
	PDeng-bonus		80	663	736	852	1.283	583	620
	TGS	TNW-TGS	587	660	630	630	630	73	-30
	PDeng-coordination (max k€ 100)	CTW		72	88	100	100	72	28
	Profileringsmiddelen OZ		0	1.000	2.000	3.000	4.397	1.000	3.397
	Subtotal		40.222	39.588	39.981	37.963	38.099	-634	-1.489
	Researchbudget Institutes		29.811	29.428	29.416	29.399	29.394	-383	-34
	OZ-budget via allocationmodel		70.033	69.016	69.397	67.362	67.493	-1.017	-1.523
	Total budget OW & OZ via allocation model		140.518	142.609	142.278	140.651	141.273	2.091	-1.336

Fixed budget Nanolab; index	2,5%	2,5%	0,0%	0,0%	0,0%
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Variable OW-budget per faculty; Ba per faculty, total Ma-budget

annex 6

(amounts in k€)

	2016	2017	2018	2019	2020
A. Totalbudget	42.376	46.968	46.422	46.925	47.401
Percentage of total primary budget OW	49,0%	51,4%	51,4%	51,6%	51,8%
Budgetdivision according to source:					
Government funding OW	33.259	36.987	36.357	36.650	36.935
Statutory tuition fees	7.941	8.283	8.268	8.313	8.342
Institutional tuition fees	1.176	1.698	1.797	1.962	2.124
Total Variable OW-budget	42.376	46.968	46.422	46.925	47.401

B. Ba-Ma-division Gov. funding OW, incl. Ba-Ma-budgetshift

(amounts in k€)

	Proc.verd.*	2016	2017	2018	2019	2020
Budget based on Ba-enrollments/-degrees	61%	20.509	22.659	22.273	22.452	22.627
Budgetshift Ma tot Ba		2.000	2.000			
Net OW-budget Ba		22.509	24.659	22.273	22.452	22.627
Budget based on Ma-enrollments/-degrees	39%	12.750	14.328	14.084	14.198	14.308
Budgetshift Ma tot Ba		-2.000	-2.000			
Net OW-budget Ma		10.750	12.328	14.084	14.198	14.308
Total Government funding OW		33.259	36.987	36.357	36.650	36.935

* Ba : Ma-enrollments / -degrees

7.386

Ba

4.671

Ma

12.057

C. Variable OW-budget: Ba per faculty, Ma-total

(amounts in k€)

Faculty		2016	2017	2018	2019	2020
CTW		4.914	5.321	4.878	4.835	4.871
EWI		3.970	4.603	4.409	4.497	4.538
TNW		8.382	9.518	9.048	9.401	9.475
BMS		7.499	7.299	6.290	6.127	6.174
	<i>To be allocated to the faculties:</i>					
CE	Budget Profiling modules	2.213	2.333	2.143	2.143	2.164
CE	Budget Academic competences	814	859	788	789	794
Total OW-budget Ba		27.792	29.933	27.556	27.792	28.016
Total OW-budget Ma		14.584	17.035	18.866	19.133	19.385
Total Variable OW-budget		42.376	46.968	46.422	46.925	47.401

Alfunding

D. Compensation for net-effect Ba-Ma-budgetshift

(amounts in k€)

Faculteit		2016	2017	2018	2019	2020
CTW		94	174			
EWI		69	45			
TNW		-350	-390			
BMS		388	369			
CUTE	<i>Corr.Prof.modules, Academic competences</i>	-201	-198			
Total compensation		0	0	0	0	0

(This compensation neutralizes the net-effect of the Ba-Ma-budgetshift)

Enrollments and degrees B2017 according to registration on 1-10-t-2																										
Faculteit	Opl afk	Opleiding	Nom. Enrollm.	De-grees	Total	Total 2016	Nom. Enrollm.	De-grees	Total	Total 2017	Nom. Enrollm.	De-grees	Total	Total 2018	Nom. Enrollm.	De-grees	Total	Total 2019	Nom. Enrollm.	De-grees	Total	Total 2020	Δ Nominal enrollments			
			A	B	C=A+B	D = C x factor	A	B	C=A+B	D = C x factor	A	B	C=A+B	D = C x factor	A	B	C=A+B	D = C x factor	A	B	C=A+B	D = C x factor	2017-2016	2018-2017	2019-2018	2020-2019
Low			1,0						1,0						1,0											
BMS	B-BSK	Bestuurskunde			0	0			0	-			0	1,0				1,0				1,0				
BMS	B-EPA	European Public Administration	236	86	322	322	185	120	305	305	150	120	270	270	143	120	263	263	143	120	263	263	-51	-35	-7	-93
BMS	B-IBA	International Business Administration	416	170	586	586	358	203	561	561	330	203	533	533	335	203	538	538	335	203	538	538	-58	-28	5	-81
BMS	B-PSY	Psychologie	429	178	607	607	352	164	516	516	300	164	464	464	250	164	414	414	250	164	414	414	-77	-52	-50	-179
BMS	B-OWK	Onderwijskunde	10	14	24	24	0	24	24	24	0	24	24	24	0	24	24	24	0	24	24	24	-10	-	-	-10
BMS	B-CW	Communicatiewetenschap	118	58	176	176	83	68	151	151	70	68	138	138	65	68	133	133	65	68	133	133	-35	-13	-5	-53
total low			1209	506	1715	1715	978	579	1.557	1.557	850	579	1.429	1.429	793	579	1.372	1.372	793	579	1.372	1.372	-231	-128	-57	-416
High			1,5						1,5						1,5											
CTW	B-CIT	Civiele Techniek	191	52	243	364,5	163	71	234	351	180	71	251	377	180	71	251	377	180	71	251	377	28-	17	-	11-
CTW	B-IO	Industrieel Ontwerpen	251	77	328	492	239	99	338	507	244	99	343	515	240	99	339	509	240	99	339	509	12-	5	4-	11-
CTW	B-WB	Werktuigbouwkunde	303	63	366	549	318	96	414	621	303	96	399	599	303	96	399	599	303	96	399	599	15	15-	-	-
BMS	B-TBK	Technische Bedrijfskunde	190	57	247	370,5	229	59	288	432	210	59	269	404	210	59	269	404	210	59	269	404	39	19-	-	20
EWI	B-TW	Technische Wiskunde	65	24	89	133,5	68	28	96	144	76	28	104	156	90	28	118	177	90	28	118	177	3	8	14	25
EWI	B-EE	Electrical Engineering	130	22	152	228	148	39	187	281	161	39	200	300	158	39	197	296	158	39	197	296	18	13	3-	28
EWI	B-BIT	Bedrijfsinformatietechnologie	75	13	88	132	79	15	94	141	83	15	98	147	87	15	102	153	87	15	102	153	4	4	4	12
EWI	B-CREA	Creative Technology	192	25	217	325,5	195	59	254	381	210	59	269	404	213	59	272	408	213	59	272	408	3	15	3	21
EWI	B-TI	Technische Informatica	152	33	185	277,5	152	37	189	284	159	37	196	294	165	37	202	303	165	37	202	303	-	7	6	13
EWI	B-TEL	Telematica (toewijzing t/m 2016)	0	1	1	1,5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TNW	B-BMT	Biomedische Technologie	159	45	204	306	191	59	250	375	223	59	282	423	255	59	314	471	255	59	314	471	32	32	32	96
TNW	B-GZW	Gezondheidswetenschappen	99	48	147	220,5	90	47	137	206	90	47	137	206	90	47	137	206	90	47	137	206	9-	-	-	9-
TNW	B-ST	Scheikundige Technologie	120	26	146	219	137	27	164	246	154	27	181	272	171	27	198	297	171	27	198	297	17	17	17	51
TNW	B-TN	Technische Natuurkunde	169	28	197	295,5	164	38	202	303	159	38	197	296	154	38	192	288	154	38	192	288	5-	5-	5-	15-
TNW	B-AT	Advanced Technology	158	41	199	298,5	159	54	213	320	160	54	214	321	161	54	215	323	161	54	215	323	1	1	1	3
total high			2254	555	2809	4213,5	2.332	728	3.060	4.590	2.412	728	3.140	4.710	2.477	728	3.205	4.808	2.477	728	3.205	4.808	78	80	65	223
Top			3						3,0						3,0											
TNW	B-TG	Klinische Technologie	299	72	371	1113	325	88	413	1.239	351	88	439	1.317	377	88	465	1.395	377	88	465	1.395	26	26	26	78
total top			299	72	371	1113	325	88	413	1.239	351	88	439	1.317	377	88	465	1.395	377	88	465	1.395	26	26	26	78
CUTE	Budget Profiling modules																									
CUTE	Budget Academic competences																									
total bachelors			3762	1133	4895	7041,5	3.635	1.395	5.030	7.386	3.613	1.395	5.008	7.456	3.647	1.395	5.042	7.575	3.647	1.395	5.042	7.575	127-	22-	34	115-
low			1,0						1,0						1,0											
BMS	M-BA	Business Administration	143	176	319	319	177	156	333	333	170	156	326	326	170	156	326	326	170	156	326	326	34	7-	-	27
BMS	M-CS	Communication Studies	118	97	215	215	81	96	177	177	90	96	186	186	90	96	186	186	90	96	186	186	37-	9	-	28-
BMS	M-EST	Educational Science and Technology	29	38	67	67	45	22	67	67	45	22	67	67	45	22	67	67	45	22	67	67	16	-	-	16
BMS	M-ES	European Studies	9	26	35	35	18	17	35	35	18	17	35	35	18	17	35	35	18	17	35	35	9	-	-	9
BMS	M-PSTS	Philosophy of Science, Technology and Society	19	5	24	24	32	6	38	38	32	6	38	38	32	6	38	38	32	6	38	38	13	-	-	13
BMS	M-PSY	Psychology	147	148	295	295	144	151	295	295	150	151	301	301	150	151	301	301	150	151	301	301	3-	6	-	3
BMS	M-PA	Public Administration	27	31	58	58	22	33	55	55	22	33	55	55	22	33	55	55	22	33	55	55	5-	-	-	5-
total low			492	521	1013	1013	519	481	1.000	1.000	527	481	1.008	1.008	527	481	1.008	1.008	527	481	1.008	1.008	27	8	-	35
high			1,5						1,5						1,5											
EWI	M-AM	Applied Mathematics	40	18	58	87	49	24	73	110	57	24	81	122	56	24	80	120	56	24	80	120	9	8	-1-	16
TNW	M-AP	Applied Physics	52	24	76	114	65	29	94	141	78	29	107	161	78	29	107	161	78	29	107	161	13	13	-	26
TNW	M-BME	Biomedical Engineering	103	35	138	207	110	59	169	254	117	59	176	264	117	59	176	264	117	59	176	264	7	7	-	14
EWI	M-BIT	Business Information Technology	42	17	59	88,5	30	22	52	78	30	22	52	78	30	22	52	78	30	22	52	78	12-	-	-	12-
TNW	M-CHE	Chemical Engineering	61	29	90	135	67	28	95	143	73	28	101	152	73	28	101	152	73	28	101	152	6	6	-	12
CTW	M-CEM	Civil Engineering and Management	102	39	141	211,5	104	53	157	236	106	53	159	239	106	53	159	239	106	53	159	239	2	2	-	4
EWI	M-CSC	Computer Science	67	34	101	151,5	67	36	103	155	67	36	103	155	67	36	103	155	67	36	103	155	-	-	-	-
CTW	M-CME	Construction Management and Engineering	44	25	69	103,5	40	18	58	87	36	18	54	81	36	18	54	81	36	18	54	81	4-	4-	-	8-
EWI	M-EE	Electrical Engineering	54	18	72	108	54	17	71	107	57	17	74	111	60	17	77	116	60	17	77	116	-	3	3	6
EWI	M-EMSYS	Embedded Systems	24	13	37	55,5	34	6	40	60	44	6	50	75	44	6	50	75	44	6	50	75	10	10	-	20
TNW	M-HS	Health Sciences	45	29	74	111	45	53	98	147	45	53	98	147	45	53	98	147	45	53	98	147	-	-	-	-
EWI	M-HMI	Human Media Interaction	27	13	40	60	41	17	58	87	55	17	72	108	55	17	72	108	55	17	72	108	14	14	-	28
CTW	M-IDE	Industrial Design Engineering	136	41	177	265,5	131	71	202	303	126	71	197	296	126	71	197	296	126	71	197	296	5-	5-	-	10-
BMS	M-IEM	Industrial Engineering and Management	133	72	205	307,5	121	59	180	270	120	59	179	269	120	59	179	269	120	59	179	269	12-	1-	-	13-
BMS																										

A. Budget and price per EC

	2016	2017	2018	2019	2020
Total Net Ma-budget (see annex 6)	14.584	17.035	18.866	19.133	19.385
<i>total number of Ma-EC's</i>	131.297	141.189	141.189	141.189	141.189
Price per Ma-EC (€)	111	121	134	136	137

(2017 is the last year of the Ma-Ba budgetshift, which is why in 2018 the budget increases significantly)

B. Realised EC

	(number of EC)				
	Ma-EC's				
Budgetyear:	2016	2017	2018	2019	2020
Year of realisation:	2014	2015	2016	2017	2018
CTW	29.855	37.868	37.868	37.868	37.868
EWI	23.143	24.353	24.353	24.353	24.353
TNW	19.457	20.321	20.321	20.321	20.321
BMS	58.842	58.647	58.647	58.647	58.647
total EC	131.297	141.189	141.189	141.189	141.189

Ma	Pre M	ToT Ma	
2017	2017	2017	
2015	2015	2015	
35.261	2.607	37.868	27%
22.516	1.837	24.353	17%
19.923	398	20.321	14%
49.291	9.356	58.647	42%
126.991	14.198	141.189	100%

C. OW-budget Master per faculty

	(amounts in k€)				
	Ma-EC-premiëring				
Budgetyear:	2016	2017	2018	2019	2020
Year of realisation:	2014	2015	2016	2017	2018
CTW	3.316	4.569	5.060	5.132	5.199
EWI	2.571	2.938	3.254	3.300	3.344
TNW	2.161	2.452	2.715	2.754	2.790
BMS	6.536	7.076	7.837	7.947	8.052
Total OW-budget Ma	14.584	17.035	18.866	19.133	19.385

Procentuele verdeling				
2016	2017	2018	2019	2020
2014	2015	2016	2017	2018
23%	27%	27%	27%	27%
18%	17%	17%	17%	17%
15%	14%	14%	14%	14%
45%	42%	42%	42%	42%
100%	100%	100%	100%	100%

A. O&O-Ba

O&O-Ba, allocation based on number of weighed degrees per course

(amounts in k€)

	2016	2017	2018	2019	2020	
CTW	401	455	455	443	443	
EWI	324	395	411	412	412	
TNW	684	815	843	860	861	
BMS	612	623	585	561	561	
CUTE	Budget Profiling modules	181	200	200	196	197
CUTE	Budget Academic competences	66	74	73	72	72
Total O&O-ba	2.268	2.562	2.567	2.544	2.546	

(annex 6b specification of O&O-ba component per course)

B. O&O-Ma

1. Bonus per EC

(amounts in k€)

	2016	2017	2018	2019	2020
Total budget O&O-Ma (k€)	4.325	4.201	4.209	4.171	4.174
EC-bonus:					
Ma-EC Low (BMS)	58.842	58.647	58.647	58.647	58.647
Ma-EC high (CTW, EWI, TNW)	72.455	82.542	82.542	82.542	82.542
Total number of unweighed Ma-EC	131.297	141.189	141.189	141.189	141.189
Ma-EC Laag gewogen	1,0	58.842	58.647	58.647	58.647
Ma-EC hoog gewogen	1,4	101.437	115.559	115.559	115.559
Total number of weighed Ma-EC	160.279	174.206	174.206	174.206	174.206
EC-bonus Ma-low (€)	27,0	24,1	24,2	23,9	24,0
EC-bonus Ma-high (€)	37,8	33,8	33,8	33,5	33,5

2. O&O-Ma per faculty / institute

(amounts in k€)

	2016	2017	2018	2019	2020
CTW	690	794	796	788	789
TNW	66	90	90	89	89
Subtotal faculties	756	884	886	877	878
CTIT	1.043	979	981	972	973
MESA+	387	331	332	329	329
MIRA	711	697	698	692	693
IGS	1.428	1.310	1.312	1.301	1.301
Subtotal institutes	3.569	3.317	3.323	3.294	3.296
Total O&O-Ma	4.325	4.201	4.209	4.171	4.174

3. O&O-Ma component, specification

A. Pré-Ma and Ma-EC, realisation 2015

(number of EC)

Master Faculty	Pré-master-EC and Ma-EC per faculty / institute							Total institutes	Total EC
	CTW	TNW	Total Faculties	CTIT	MESA+	MIRA	IGS		
CTW	23.512		23.512	1.360	339	3.005	9.652	14.356	37.868
EWI			0	18.381	1.956	4.016	0	24.353	24.353
TNW		2.657	2.657	0	7.213	10.451	0	17.664	20.321
BMS			0	12.935	423	4.435	40.854	58.647	58.647
total Ma-EC	23.512	2.657	26.169	32.676	9.931	21.907	50.506	115.020	141.189

EC-bonus Ma-low (€) 2017	24,1
EC-bonus Ma-high (€) 2017	33,8

B. Allocation O&O-Ma component to the institutes

(amounts in k€)

Master Fac.	O&O-Ma budget per faculty / institute							Total institutes	total B2017
	CTW	TNW	Total Faculties	CTIT	MESA+	MIRA	IGS		
CTW	794	0	794	46	11	101	326	484	1.278
EWI	0	0	0	621	66	136	0	823	823
TNW	0	90	90	0	244	353	0	597	687
BMS	0	0	0	312	10	107	984	1.413	1.413
total O&O-Ma budget 2017	794	90	884	979	331	697	1.310	3.317	4.201

PhD-bonus

(amounts in k€)

A. bonus per PhD-degree	2016	2017	2018	2019	2020
Bonus per PhD-degree in Government funding	96,1	74,2	70,7	67,3	64,1
Number of degrees (t-2)	244	234	249,5	229,6	235,3
Minus: TGS-budget	-660	<i>Deducted from Profileringsm.OZ</i>			
Total initial budget PhD-bonus	22.791	17.371	17.643	15.462	15.088
Profileringsmiddelen OZ; supplement		3.289	2.321	1.331	0
Total PhD-bonus		20.660	19.964	16.793	15.088

Bonus per degree

(amounts in k€)

	2016	2017	2018	2019	2020
Initial bonus per degree	103,6	74,7	72,8	65,0	63,4
Profileringsmiddelen OZ; supplement		14,1	9,6	5,6	0,0
Total Bonus per PhD-degree		88,8	82,3	70,6	63,4

(number of degrees)

B. number of PhD-degrees	2016	2017	2018	2019	2020
CTW	21,1	24,4	22,8	22,1	21,1
EWI	1,7	0,7	0,7	0,7	1,0
TNW	3,3	4,7	4,0	4,7	5,3
BMS	0,1	-	-	-	-
ITC	19,3	17,7	18,7	18,3	20,0
Subtotal Faculties	45,6	47,4	46,2	45,7	47,5
CTIT	46,6	50,0	48,8	48,0	49,6
MESA+	55,6	65,6	70,1	68,5	63,5
MIRA	27,7	27,3	30,8	30,5	32,7
IGS	44,6	42,4	46,7	45,1	44,9
Subtotal Institutes	174	185,3	196,3	192,0	190,7
Total number of PhD-degrees	220	232,7	242,5	237,7	238,1

(amounts in k€)

C. PhD-bonus per faculty / institute	2016	2017	2018	2019	2020
CTW	2.189	2.167	1.880	1.560	1.339
EWI	173	59	55	47	63
TNW	345	414	329	330	338
BMS	14	-	-	-	-
ITC	2.003	1.569	1.537	1.295	1.267
Subtotal Faculties	4.724	4.209	3.801	3.232	3.007
CTIT	4.829	4.443	4.016	3.387	3.142
MESA+	5.757	5.823	5.769	4.839	4.023
MIRA	2.866	2.424	2.532	2.152	2.070
IGS	4.615	3.761	3.846	3.183	2.846
Subtotal Institutes	18.067	16.451	16.163	13.561	12.081
Total PhD-bonus	22.791	20.660	19.964	16.793	15.088

PDeng-bonus

(amounts in k€)

A. bonus per PDeng-degree	2016	2017	2018	2019	2020
Total initial budget PDeng-bonus	72	557	648	786	1.283
Profileringsmiddelen OZ; supplement		106	88	66	0
Total PDeng-bonus	72,0	663	736	852	1.283

Bonus per degree

(amounts in k€)

	2016	2017	2018	2019	2020
Initial budget per PDeng-degree	80,1	61,9	58,9	56,1	53,4
Minus: PDeng-coordination bonus	-8	<i>Deducted from Profileringsm.OZ</i>			
Profileringsmiddelen OZ; supplement	0,0	11,8	8,0	4,7	0,0
Total bonus per PDeng-degree	72,1	73,7	66,9	60,8	53,4

* PDeng-coordination bonus (k€ 8 per degree) is allocated as a fixed budget from 2017 on and maximized at k€ 100 per year.

(number of degrees)

B. Number of PDeng-degrees	2016	2017	2018	2019	2020
CTW-certificaat (t-2)	1,0	8,0	11,0	14,0	20,0
EWI-certificaat (t-2)					2,0
TNW-certificaat (t-2)		1,0	0,0	0,0	2,0
Subtotal Faculties	1,0	9,0	11,0	14,0	24,0

(amounts in k€)

C. PDeng-bonus per faculty	2016	2017	2018	2019	2020
CTW	72	589	736	852	1.069
EWI	0	0	0	0	107
TNW	0	74	0	0	107
Total PDeng-bonus	72	663	736	852	1.283

PhD-degrees2016: 3-year average (years of realisation 2012-2014)

	CTW	EWI	TNW	BMS	ITC	Tot. Prom.
CTW	21,1	-	-	-	-	21,1
EWI	-	1,7	-	-	-	1,7
TNW	-	-	3,3	-	-	3,3
BMS	-	-	-	0,1	-	0,1
ITC	-	-	-	-	19,3	19,3
Subtotal Faculties	21,1	1,7	3,3	0,1	19,3	45,6
CTIT	1,5	35,8	-	9,3	-	46,6
MESA+	2,3	12,7	40,3	0,3	-	55,6
MIRA	1,8	7,2	16,7	2,0	-	27,7
IGS	7,0	-	-	37,4	0,2	44,6
Subtotal Institutes	12,7	55,7	56,9	49,0	0,2	174,4
total PhD-degrees	33,8	57,3	60,3	49,1	19,5	220,0

PhD-degrees2017: 3-year average (years of realisation 2013-2015)

	CTW	EWI	TNW	BMS	ITC	Tot. Prom.
CTW	24,4	-	-	-	-	24,4
EWI	-	0,7	-	-	-	0,7
TNW	-	-	4,7	-	-	4,7
ITC	-	-	-	-	17,7	17,7
Subtotal Faculties	24,4	0,7	4,7	-	17,7	47,4
CTIT	1,5	40,7	-	7,5	0,3	50,0
MESA+	2,6	13,5	49,4	-	-	65,6
MIRA	2,6	8,2	13,9	2,7	-	27,3
IGS	8,4	-	-	33,6	0,3	42,4
Subtotal Institutes	15,1	62,4	63,3	43,8	0,7	185,3
total PhD-degrees	39,5	63,1	68,0	43,8	18,3	232,7

PhD-degrees2018: 3-year average (years of realisation 2014-2016)

	CTW	EWI	TNW	BMS	ITC	Tot. Prom.
CTW	22,8	-	-	-	-	22,8
EWI	-	0,7	-	-	-	0,7
TNW	-	-	4,0	-	-	4,0
ITC	-	-	-	-	18,7	18,7
Subtotal Faculties	22,8	0,7	4,0	-	18,7	46,2
CTIT	1,6	40,0	-	6,8	0,3	48,8
MESA+	2,3	13,2	54,4	0,2	-	70,1
MIRA	3,7	6,2	18,3	2,7	-	30,8
IGS	9,7	-	-	36,7	0,3	46,7
Subtotal Institutes	17,3	59,4	72,7	46,3	0,7	196,3
total PhD-degrees	40,1	60,1	76,7	46,3	19,3	242,5

PhD-degrees2019: 3-year average (years of realisation 2015-2017)

	CTW	EWI	TNW	BMS	ITC	Tot. Prom.
CTW	22,1	-	-	-	-	22,1
EWI	-	0,7	-	-	-	0,7
TNW	-	-	4,7	-	-	4,7
ITC	-	-	-	-	18,3	18,3
Subtotal Faculties	22,1	0,7	4,7	-	18,3	45,7
CTIT	1,8	38,4	-	7,5	0,3	48,0
MESA+	2,3	12,9	53,2	0,2	-	68,5
MIRA	4,1	6,5	17,6	2,3	-	30,5
IGS	9,7	-	-	35,2	0,2	45,1
Subtotal Institutes	17,8	57,7	70,8	45,2	0,5	192,0
total PhD-degrees	39,9	58,4	75,4	45,2	18,8	237,7

PhD-degrees2020: 3-year average (years of realisation 2016-2018)

	CTW	EWI	TNW	BMS	ITC	Tot. Prom.
CTW	21,1	-	-	-	-	21,1
EWI	-	1,0	-	-	-	1,0
TNW	-	-	5,3	-	-	5,3
BMS	-	-	-	-	-	-
ITC	-	-	-	-	20,0	20,0
Subtotal Faculties	21,1	1,0	5,3	-	20,0	47,5
CTIT	1,8	39,0	-	8,8	-	49,6
MESA+	3,0	11,3	49,0	0,2	-	63,5
MIRA	4,3	6,7	19,3	2,3	-	32,7
IGS	9,3	-	-	35,7	-	44,9
Subtotal Institutes	18,3	57,0	68,3	47,0	-	190,7
total PhD-degrees	39,5	58,0	73,7	47,0	20,0	238,1

Realisation number of degrees until 2015:

Year 2014: Realisation 2012	CTW	EWI	TNW	GW	MB		ITC	total
CTW	14,0							14,0
EWI		3,0						3,0
Subtotal Faculties	14,0	3,0	-	-	-		-	17,0
CTIT	2,0	22,5		6,4	4,5			35,4
MESA+	1,0	12,0	33,0	1,0				47,0
MIRA	1,5	2,5	20,0					24,0
IGS	7,0			27,7	18,0			52,7
Subtotal Institutes	11,5	37,0	53,0	35,0	22,5		-	159,0
Subtotal degrees	25,5	40,0	53,0	35,0	22,5		-	176,0
ITC							20,0	20,0
total	25,5	40,0	53,0	35,0	22,5		20,0	196,0

Year 2015: Realisation 2013	CTW	EWI	TNW	GW	MB		ITC	total
CTW	28,1							28,1
EWI		1,0						1,0
TNW			6,0					6,0
GW				0,4				0,4
Subtotal Faculties	28,1	1,0	6,0	0,4	-		-	35,5
CTIT	1,0	41,0	-	2,0	7,5			51,5
MESA+	2,0	13,0	38,0	-	-			53,0
MIRA	1,0	13,0	10,0	1,0	2,0			27,0
IGS	6,5	-	-	15,0	14,5			36,0
Subtotal Institutes	10,5	67,0	48,0	18,0	24,0		-	167,5
Subtotal degrees	38,6	68,0	54,0	18,4	24,0		-	203,0
ITC							17,0	17,0
total	38,6	68,0	54,0	18,4	24,0		17,0	220,0

Year 2016: Realisation 2014	CTW	EWI	TNW	GW	MB		ITC	total
CTW	21,3	-	-	-	-		-	21,3
EWI	-	1,0	-	-	-		-	1,0
TNW	-	-	4,0	-	-		-	4,0
Subtotal Faculties	21,3	1,0	4,0	-	-		-	26,3
CTIT	1,5	44,0	-	6,0	1,5		-	53,0
MESA+	4,0	13,0	49,8	-	-		-	66,7
MIRA	3,0	6,0	20,0	-	3,0		-	32,0
IGS	7,5	-	-	18,0	19,0		0,5	45,0
Subtotal Institutes	16,0	63,0	69,8	24,0	23,5		0,5	196,7
Subtotal degrees	37,3	64,0	73,8	24,0	23,5		0,5	223,0
ITC							21,0	21,0
total	37,3	64,0	73,8	24,0	23,5		21,5	244,0

Year 2017: Realisation 2015	CTW	EWI	TNW	GW	MB	BMS	ITC	total
CTW	23,8							23,8
EWI		-						-
TNW			4,0					4,0
ITC							15,0	15,0
Subtotal Faculties	23,8	-	4,0	-	-	-	15,0	42,8
CTIT	2,0	37,1	-	2,0	3,5	5,5	1,0	45,6
MESA+	1,8	14,7	60,5	-	-	-	-	77,0
MIRA	3,7	5,5	11,8	-	2,0	2,0	-	22,9
IGS	11,2	-	-	15,0	19,0	34,0	0,5	45,7
Subtotal Institutes	18,7	57,2	72,3	17,0	24,5	41,5	1,5	191,2
total degrees	42,5	57,2	76,3	17,0	24,5	41,5	16,5	234,0

Estimated number of degrees 2016-2018:

Year 2018: prognosis 2016	CTW	EWI	TNW	GW	MB	BMS	ITC	total
CTW	23,4							23,4
EWI		1,0						1,0
TNW			4,0					4,0
ITC							20,0	20,0
Subtotal Faculties	23,4	1,0	4,0	-	-	-	20,0	48,4
CTIT	1,3	39,0		5,0	2,5	7,5		47,8
MESA+	1,0	12,0	53,0		0,5	0,5		66,5
MIRA	4,4	7,0	23,0		3,0	3,0		37,4
IGS	10,5			20,0	19,0	39,0		49,5
Subtotal Institutes	17,1	58,0	76,0	25,0	25,0	50,0	-	201,1
total degrees	40,5	59,0	80,0	25,0	25,0	50,0	20,0	249,5

Year 2019: prognosis 2017	CTW	EWI	TNW	GW	MB	BMS	ITC	total
CTW	19,0							19,0
EWI		1,0						1,0
TNW			6,0					6,0
ITC							20,0	20,0
Subtotal Faculties	19,0	1,0	6,0	-	-	-	20,0	46,0
CTIT	2,0	39,0		6,0	3,5	9,5		50,5
MESA+	4,0	12,0	46,0		-	-		62,0
MIRA	4,1	7,0	18,0		2,0	2,0		31,1
IGS	7,5			16,0	16,5	32,5		40,0
Subtotal Institutes	17,6	58,0	64,0	22,0	22,0	44,0	-	183,6
total degrees	36,6	59,0	70,0	22,0	22,0	44,0	20,0	229,6

Year 2020: prognosis 2018	CTW	EWI	TNW	GW	MB	BMS	ITC	total
CTW	21,0							21,0
EWI		1,0						1,0
TNW			6,0					6,0
ITC							20,0	20,0
Subtotal Faculties	21,0	1,0	6,0	-	-	-	20,0	48,0
CTIT	2,0	39,0		6,0	3,5	9,5		50,5
MESA+	4,0	10,0	48,0		-	-		62,0
MIRA	4,5	6,0	17,0		2,0	2,0		29,5
IGS	9,8			16,0	19,5	35,5		45,3
Subtotal Institutes	20,3	55,0	65,0	22,0	25,0	47,0	-	187,3
total degrees	41,3	56,0	71,0	22,0	25,0	47,0	20,0	235,3

A. Researchbudget Institutes

(amounts in k€)

	2016	2017	2018	2019	2020
Total Researchbudget Institutes	29.740	29.428	29.416	29.399	29.394

(amounts in k€)

	2016	2017	2018	2019	2020	%-allocation B2017-2020
CTW	1.862	1.850	1.850	1.848	1.848	6,3%
TNW	734	729	729	729	729	2,5%
Subtotal Faculties	2.596	2.579	2.579	2.577	2.577	8,8%
CTIT	6.436	6.394	6.391	6.388	6.387	22%
MESA+	11.926	11.851	11.845	11.839	11.836	40%
MIRA	5.923	5.885	5.883	5.879	5.878	20%
IGS	2.737	2.719	2.718	2.716	2.716	9%
Subtotal Institutes	27.022	26.849	26.837	26.822	26.817	91,2%
Total Researchbudget Institutes	29.618	29.428	29.416	29.399	29.394	100,0%

B. Profileringsmiddelen OZ

(amounts in k€)

Profileringsmiddelen OZ	2016	2017	2018	2019	2020
Total Profileringsmiddelen BaMa		5.127	5.127	5.127	5.127
TGS		-660	-630	-630	-630
PDeng coordination		-72	-88	-100	-100
Supplement PhD-bonus (see annex 9)		-3.289	-2.321	-1.331	0
Supplement PDeng-bonus (see annex 9)		-106	-88	-66	0
Profileringsmiddelen OZ; Policy oriented		1.000	2.000	3.000	4.397

(amounts in k€)

Profileringsmiddelen OZ; policy oriënted	2016	2017	2018	2019	2020	%-allocation B2017-2020
CTW						
TNW						
Subtotal Faculties		<i>Allocation in the fall of 2016</i>	<i>Allocation in the spring of 2017</i>			0,0%
CTIT						
MESA+						
MIRA						
IGS						
Subtotal Institutes						0,0%
CE	-	1.000	2.000	3.000	4.397	100,0%
Total Profileringsmiddelen OZ; policy oriënted		1.000	2.000	3.000	4.397	100,0%

Organisation	Unit	CB/TCB	Description	Explanation	B2016	B2017	B2018	B2019	B2020		
Service-department	AZ	CB	Structural budget	Structural budget	6.249	6.249	6.249	6.249	6.249		
			Wage- and price adjustment	Structural budget		53	53	53	53		
				Budget transfer housing costs				-297	-297		
		CB Total			6.249	6.302	6.302	6.005	6.005		
		TCB		TCB Kennispark	Evaluation in 2014, starting point is continuing	133	133	133	133	133	
	Budget employer Kennispark (HBO Students)			Budget up to and including 2020	129	129	129	129	129		
	Complement funding VGD			Up to and including 2016	5						
	Workbudget data Protection officer			Temporary in 2016	50						
	Transfer budget from FB			0,2 fte up to and including 2016	14						
	Transfer budget from S&B			Up to and including 2016	46						
	Management holdings			Only in 2016	150						
				TCB Total			527	262	262	262	262
		AZ Totaal			6.776	6.564	6.564	6.267	6.267		
	CES	CB		Structural budget	Structural budget	6.394	6.394	6.394	6.394	6.394	
				Programme office CELT	As of from 2017		365	365	365	365	
				Wage- and price adjustment	Structural budget		51	51	51	51	
				Budget transfer housing costs	As of from 2019				-102	-102	
					CB Total			6.394	6.810	6.810	6.708
		TCB		Support Minors	Annual evaluation	45	45	45	45	45	
	Designing Career Centre			For 2015 and 2016	65						
	Double occupation implementation core BOZ			Only in 2016	125						
		TCB Total			235	45	45	45	45		
		CES Totaal			6.629	6.855	6.855	6.753	6.753		
CvB	CB		Structural budget	Structural budget	1.376	1.376	1.376	1.376	1.376		
			Wage- and price adjustment	Structural budget		11	11	11	11		
			Budget transfer housing costs	As of from 2019				-13	-13		
	CB Total			1.376	1.387	1.387	1.374	1.374			
	CvB Totaal			1.376	1.387	1.387	1.374	1.374			
FB	CB		Structural budget	Structural budget	5.719	5.719	5.719	5.719	5.719		
			Wage- and price adjustment	Structural budget		45	45	45	45		
			Budget transfer housing costs	As of from 2019				-99	-99		
	CB Total			5.719	5.764	5.764	5.665	5.665			
	TCB		Budget purchasing organization	Changing amounts up to and including 2016	63						
			TCB Total			63					
	FB Totaal			5.782	5.764	5.764	5.665	5.665			
FEZ	CB		Structural budget	Structural budget	3.302	3.302	3.302	3.302	3.302		
			Wage- and price adjustment	Structural budget		26	26	26	26		
			Budget transfer housing costs	As of from 2019				-39	-39		
	CB Total			3.302	3.328	3.328	3.289	3.289			
	FEZ Totaal			3.302	3.328	3.328	3.289	3.289			
HR	CB		Structural budget	Structural budget	3.577	3.536	3.536	3.536	3.536		
			Wage- and price adjustment	Structural budget		29	29	29	29		
			Budget transfer housing costs	As of from 2019				-48	-48		
	CB Total			3.577	3.565	3.565	3.517	3.517			
	TCB		Intern. services incoming & outgoing staff	Only in 2016	40						
			Temporary budget policy manager	For 2016, 2017, 2018	90	90	90				
	TCB Total			130	90	90					
	HR Totaal			3.707	3.655	3.655	3.517	3.517			
LISA	CB		Structural budget	Structural budget	15.086	15.086	15.086	15.086	15.086		
			Wage- and price adjustment	Structural budget		120	120	120	120		
			Increase budget institution-systems	Structural budget		117	117	117	117		
			Budget transfer housing costs	As of from 2019				-190	-190		
				CB Total			15.086	15.323	15.323	15.133	15.133
	TCB		Developmentbudget	Up to and including 2018	82	103	86				
Innovationbudget			Innovationbudget	100							
TELT			Temporary only in 2016 (awaiting evaluation)	175							
	TCB Total			357	103	86					
	LISA Totaal			15.443	15.426	15.409	15.133	15.133			
M&C	CB		Structural budget	Structural budget	6.121	6.121	6.121	6.121	6.121		
			Wage- and price adjustment	Structural budget		48	48	48	48		
			Budget transfer housing costs	As of from 2019				-41	-41		
	CB Total			6.121	6.169	6.169	6.128	6.128			
	M&C Totaal			6.121	6.169	6.169	6.128	6.128			
S&B	CB		Structural budget	Structural budget	3.285	3.285	3.285	3.285	3.285		
			Wage- and price adjustment	Structural budget		27	27	27	27		
			Budget transfer housing costs	As of from 2019				-29	-29		
				CB Total			3.285	3.312	3.312	3.283	3.283
				TCB		Education day	Structural budget	15	15	15	
Jonge Academy@UT	Up to and including 2018, activity budget	10	10			10					
Country coordinator	Only in 2016	96									
		Support MISUT	Only in 2016	75							
	TCB Total			196	25	25					
	S&B Totaal			3.481	3.337	3.337	3.283	3.283			
SU	CB		Structural budget	Structural budget	1.268	1.268	1.268	1.268	1.268		
			Wage- and price adjustment	Structural budget		10	10	10	10		
	CB Total			1.268	1.278	1.278	1.278	1.278			
	SU Totaal			1.268	1.278	1.278	1.278	1.278			
Service-department Total				53.885	53.763	53.746	52.687	52.687			
CUTE	CE	TCB	Graduation support	Structural budget	616	616	616	616	616		
			Vacancy and Campus	Structural budget	915	915	915	915	915		
			Earmarked budgets	Reservations of expected activities in budget year	1.073	1.586	1.394	2.529	2.625		
		TCB Total			2.604	3.117	2.925	4.060	4.156		
		CE Totaal			2.604	3.117	2.925	4.060	4.156		
	CHRM	TCB		Projects HRM	Structural budget	63	63	63	63	63	
				Implementation of social laws	Structural budget	95	95	95	95	95	
		TCB Total			158	158	158	158	158		
		CHRM Totaal			158	158	158	158	158		
	CSL	TCB		Structural budget		979	979	979	979	979	
UT-Catering				Structural budget to cover expenses m2 canteens.	1.221	1.221	1.221	1.221	1.221		
UTSP Stimulation Not-EER students				Annual evaluation and TCB update	781	781	781	781	781		
General costs 3TU				On the basis of annual budget.	75	75	75	75	75		
Contribution Solar Team				On the basis of annual evaluation	55	55	55	55	55		
	TCB Total			3.111	3.111	3.111	3.111	3.111			
	CSL Totaal			3.111	3.111	3.111	3.111	3.111			
CUTE Total				5.873	6.386	6.194	7.329	7.425			
UT-Totaal				59.758	60.149	59.940	60.016	60.112			

(amounts in k€)

CSB total	Eenh.	2016	2017	2018	2019	2020
Total budget CSB Education		3.645	3.680	3.680	3.680	3.680
Total budget CSB Research		2.785	2.820	2.820	2.820	2.820
Total Contribution ITC to CSB		710	710	640	640	640
A. Total available CSB		7.140	7.210	7.140	7.140	7.140
B. Total reservations and budgets CSB		6.986	6.846	6.316	5.840	5.596
Budgetmargin CSB		154	364	824	1.300	1.544

(amounts in k€)

CS reserveringen en toekenningen	Eenh.	2016	2017	2018	2019	2020
1 Tenuretrack women Max. 6 yr, 1 fte 2008/2009, 2010-2014	CTW					
1 Tenuretrack women Max. 6 yr, 1 fte 2011-2016	TNW	63				
1 Tenuretracks women (round 2) Max. 6 yr, 1 fte (UTwist ³) 2011-2016	CTW	63				
1 Tenuretracks women (round 2) Max. 6 yr, 1 fte (UTwist ³) 2011-2016	TNW	63				
1 Tenuretracks women (round 3) start 1-1-2015 (clean up)	EWI	60	60	30		
1 Tenuretracks women (round 3) start 1-9-2013	BMS	10				
1 Tenuretracks women start 1-1-2014 (from CS-budget address ITC)	ITC	30				
1 Tenuretracks women (round 4 e.v., start delayed, now 1-7-2016, 2 tracks)	CE	120	120	120		
1 Tenuretracks women (CvB 14-3; possible 2 additional tracks)	CE		120	120	60	
1 Total Tenuretracks women		409	300	270	60	0
2 CRM-systems	S&B	10	10			
2 Travelbudget, policy stimulation, compensation faculties	S&B	230	230	230	230	230
2 Summerschool / CuriousU	CE	200	200	150	150	150
2 Intern. Strat. Partners, support cooperation initiatives	CE		200	200	200	200
2 Contribution in development costs Joint Degree Programs	CE	25	25			
2 Subtotal Internationalisation		465	665	580	580	580
2 Internat. vh Education 2010 a.f.; to be completed in	CE	265	65	150	150	150
2 Budget as form 2016 increased with transferred budget S&B (k€ 230)						
2 Total Internationalisation Budget		730	730	730	730	730
3 College chair; Lohse	TNW	150	150	150	150	150
3 College chair; Van den Berg	EWI	150	150	150	150	150
3 College chair; Nauta (1-12-'14 - 2019)	EWI	150	150	150	150	150
3 Chief Scientific Ambassador; Blank (1-9-2015 0,8 fte + k€ 150)	AZ	333	333	333	333	333
3 Reservation Additional University Chair.			PM	PM	PM	PM
3 Total University chairs		783	783	783	783	783
4 ThermoPlastic Research Centre (TPRC).	CTW	100	100	100	100	100
5 Contribution in start-up costs	CTW	75	75	75	75	75
6 1/2 Tenure Track A. vd Berg (6 yr, 2015-2020)	EWI	55	55	55	55	55
7 St.Achmea G. project, Contribution ±. 50% Aio, mid 2016- 2020	TNW		35	35	35	18
8 ITC CS-framework	ITC	810	770	770	770	770
9 Contribution funding group Bijkerk, up to and including 2020	MESA+	250	250	250	250	250
10 Roessingh R&D	MIRA	100	100	0	0	0
11 Matching-contribution in Veiligheidscentrum	IGS	50				
12 Scientific Director CTIT: 1 aio, period 2015-2018	CTIT	55	55	55	55	55
13 Contribution Design Centre, fase II	CTIT Designlab	94	600	600	600	600
14 Professional Tutoring (after 2019: budget faculty)	CES CELT		33	33	17	0
15 Internat. Master & Recruitment (2016-2018, 2019 a.f. pending evaluation)	M&C	365	365	365	365	365
16 English Bachelors (2016-2017)	M&C	150	150			
17 Campus company / innovationbudget	AZ EC	50				
18 Strategische Business Developm.(4 yr, mid 2014-2018)	AZ	500	500	250		
19 Open Courseware	CE	115	150	150	150	150
20 Bonus Phd vouchers	CSL	275	275	275	275	275
21 Lustrum UT 55 yr	CE	250				
Total budgets		5.216	5.326	4.796	4.320	4.226
22 Reservation Lobby document	CE	370	370	370	370	370
23 Reservation Joint Grad.School SUTD (5-yr, TNW)	CE	100				
24 Reservation Iconprojects; reservation Energy	CE	300				
25 Reservation additional Gamma researchbudget	CE	1.000	1.000	1.000	1.000	1.000
26 Reservation Support Internationalisation	CE		150	150	150	
27 Reservation Post-initial Education		PM	PM			
28 Reservation Exchange programme-facilitation			PM	PM	PM	PM
29 Reservation Entrepreneurship in Education			PM	PM	PM	PM
30 Reservation Transitionbudget Reorientation research			PM	PM	PM	PM
Total reservations		1.770	1.520	1.520	1.520	1.370
Total budgets and reservations CSB		6.986	6.846	6.316	5.840	5.596

Strategic budget Zwaartepuntvorming

(amounts in k€)

Earmarked budget and allocations		Unit	2016	2017	2018	2019	2020
Budget Zwaartepuntvorming			1.626	1.632	1.632	1.632	1.632
A. Total available budget			1.626	1.632	1.632	1.632	1.632
Reservations and allocations:							
01	Contribution Design Centre Fase 1 (tot 1-9-2016)	CTIT	260	PM	PM	PM	PM
02	Additional budget UCT	EWI-UCT	500	500	500	500	500
<i>Excellence programmes:</i>							
03	Honours Dean (structural)	EWI	71	71	71	71	71
04	Week of inspiration (k€ 50, anniversary year 2016 k€ 80)	EWI	50	50	50	50	50
05	Extension Honoursprogramme (structural, complementary to k€ 200 allocation model)	EWI	30	30	30	30	30
06	Honours programmes; Star-programmes (temporarily up to and including 2019, evaluation in 2016)	EWI	200	205	200	200	200
07	Honours programmes; Star-programmes Coordination (temporarily)	EWI	15	15	15	15	15
08	Ba- honours programme "Process of Change" (pilot 2016, 2017)	BMS	96	96	PM	PM	PM
09	Ba- honours programme "Philosophy" (pilot 2016, 2017)	BMS	48	48	PM	PM	PM
10	Honours programme; Masterprogrammes (temporarily up to and including 2019,	EWI	144	144	144	144	144
11	Honours programme; Masterprogr. Coordination (0,1 fte)	BMS	10	10	10	10	10
12	Honours programme; Masterprogr. Coordination (0,2 fte)	CES	19	19	19	19	19
Total Excellence programmes			683	688	539	539	539
13	Reservation Icon projects	CE	300	300	300	300	300
B. Total Earmarked budget and allocations Zwaartepuntvorming			1.743	1.488	1.339	1.339	1.339
C. Budgetmargin Zwaartepuntvorming			-117	144	293	293	293

Financial outlines UCT:

		(amounts in k€)				
		2016	2017	2018	2019	2020
Strategic budget Zwaartepuntmiddelen		500	500	500	500	500
Tuition fees		426	370	432	490	567
Government Funding		227	373	491	877	1.163
Total budget		1.153	1.243	1.423	1.867	2.230
Outcome targets according UT-Budget 2016 *		-723	PM	PM	PM	PM
* Outcome 2017 and later years depends on Businessplan UCT 2016-2020						
Should UCT have to contribute to the Central Budgets in the same way as all other UT-courses, this contribution would amount to :						
Theoretical contribution UCT to Central budgets		29,2%	190	217	269	398
					504	

Earmarked Government funding/mischellaneous

(amounts in k€)

Description	Eenheid	2016	2017	2018	2019	2020
01 ZVVO	CE	200	200	200	200	200
02 IVH	CE	1.400	1.400	1.400	4.400	4.400
03 - Guarantee TTT	CE	500	500	500	Expires, housing rates will be lowered structurally	
04 - Performance based funding faculty	CTW	500	500	500		
05 - Performance based funding faculty	EWI	500	500	500		
06 - Performance based funding faculty	TNW	500	500	500		
07 - Performance based funding faculty	BMS	500	500	500		
08 - 20% van perf. based funding fac., 80-20. Funding based on projects	CE	500	500	500		
09 3TU-funds / Sectorplan Techniek	CE	1.863	1.863	1.863		1.863
10 Redemption BaMa-compensation	CE	669	669	669	669	669
11 Innovation grant SURF	LISA	214	214	214	214	214
12 Margin for uncertainties (juridical procedures)	CE	300	300	300	300	300
13 ITC tuition fees	ITC	1.500	1.800	1.800	1.800	1.800
14 Contribution ITC to CSB	ITC	-710	-710	-640	-640	-640
15 Watertechnology	TNW	35	35	35	35	35
16 Sectorplan Natuur- en Scheikunde	TNW	1.312	1.312	1.312	1.312	1.312
17 UCT BaMa + Tuition fees	EWI-UCT	653	743	923	1.367	1.730
18 MEEM Tuition fees	BMS	100	300	300	300	300
19 Matching OC&W Holland Scholarship Fund	CES	43	43	43	43	43
Totaal Earmarked Government funding/mischellaneous		10.579	11.169	11.419	11.863	12.226

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
<i>Centrale Stimulering</i>							
1 Internationalisation	Preparation Concept-budget 2016-2018.	Structural, changing amounts	This reservation is intended to give substance to the goals of the UT-vision on internationalisation. The budget is meant for additional costs associated with the English Bachelors (re-training / test teachers or students), assistance to faculties and institutes to give substance to Education and Research activities with top 10 strategic partners, further development of the target country policy and for the UT-summer school CuriousU.	730	730	730	730
2 University chairs	Appointment Blank as CSA, September 1, 2015.	Basically, for the duration of the appointment of university professors	In view of their scientific achievements and earnings for the University of Twente, Lohse, Van den Berg and Nauta are appointed as University Chair and Blank as a University Chair / Chief Scientific Ambassador (CSA). Each University Chair receives an annual budget k€ 150, where the CSA receives an additional budget as contribution for salary costs. The appointment of the CSA is in line with the strategic choices of the UT to strengthen the international profile of scientific research and to attract top talent. In addition, the 'research landscape' is a dynamic environment and regarding research funding the cooperation in the triangle of knowledge institutions, business and government is very important. Society demands more from the university when it comes to social challenges, but also in terms of integrity. Reputation and visibility of the university are very important. The CSA focuses on: - Strengthening of the academic reputation and scientific vision of the University of Twente, nationally and internationally. - Representing the University of Twente both externally and internally as a leading scientist. - interesting international top talent, both academic staff and students in a career study at the University of Twente respectively. - Advising the Executive Board with regard to its views in relation to the matters above. - Leading role in the UT fundraising campaigns, particularly as Chair of the Fundraising Committee, to attract more external resources for UT research. Added value can be judged through: - Improvement of UT-reputation, among other things demonstrated by position rankings - Inflow increase of scientific talent and students - Growth campaign funds. It should be noted that the above goals will not only be the work of the CSA, this is a joint effort where the CSA has an important guiding and stimulating role.	783	783	783	783
Reservation University chair			The Executive board is considering a new University Chair, for example to honour exemplary quality in education.	PM	PM	PM	PM
3 Strategic budget ITC	Preparation Conceptbudget / najaarsoverleg 2015 with ITC.	Structural	ITC contributes separately to the CSB-budget and is in return granted a strategic budget. For 2016-2018, the budget will mainly be used for development and startup costs Spatial Engineering, Female TT, Phd's theme Plouwen.	770	770	770	770

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
4 Strategisch business Development	SBD, 15 December 2014	Up to and including 2018.	The SBD fulfills a central role in the collaboration between UT and Industry. The goal is to respond faster to current developments in the market and create synergy, based on a multidisciplinary cooperation. The SBD budget consists primarily of personnel costs and other expenses. In 2016 we will give further substance to the SBD program, which will give the collaboration between university and business a boost.	500	250	0	0
5 Reservation additional Gamma researchbudget	Preparation budget 2014-2018.	Structural	In principle, these strategic budgets will be transferred to the Research-allocation model, Institute budgets. (This was also done with the budgets for Engineering and Design). For the time being the budget is reserved in CSB pending a detailed plan by BMS.	1.000	1.000	1.000	1.000
6 Contribution Design Centre, fase II	Design lab, draft businessconcept Fase II, 28 September 2015	Sept 2016 - up to and including 2018. Budget is a guideline, final Business-concept incl. multi-annualbudget will be fixed Q1 2016.	The UT Designlab was opened in 2014 and offers a creative and cross-disciplinary environment by connecting science and society through design. Researchers and students work with companies and governments to cope with (social) challenges by using the latest scientific insights. To this end, the DesignLab has developed a number of products and services. Companies and governments can make use of scientists and students (by payment) to solve their problems. In this, the design method is used in different ways. The DesignLab advertises itself as a first point of call to where businesses and governments can address their questions to. In addition, the DesignLab commits in establishing sustainable long-term partnerships with (large) companies and government organizations. The Design Lab is more than a facility. It is a model for the type of students that the UT will deliver. The UT seeks to deliver solutions for (global) social problems by creative entrepreneurial collaboration between the different disciplines, even before they arise. That's why we bring our students, in addition to the necessary substantive multidisciplinary knowledge, also the necessary skills and attitude that the world is now asking of academically trained professionals: 21st Century Skills. This fits perfectly with the wishes of the Minister of Education to educate the academically trained professionals of the future.	600	600	600	600
Subtotal budgets / reservations ≥ k€ 500				4.383	4.133	3.883	3.883
7 Tenure Tracks Women	Female talent to the Top 2015-2020, 17 November 2014	Structural, changing amounts. UTwist round 4, reservation two female TT, 2,5 year, start 2016. Other budgets expire largely in 2016.	The UTwist arrangement is one of the measures within the diversity agenda. The UTwist arrangement encourages faculties to appoint talented female scientists on tenure track positions. 14-3-2016: the intention of the Executive Board is to extend the arrangement with two additional TT from 2017 on. Decision-making Executive Board will take place in Q2.	300	270	60	0

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
8 Internat. Master & Recruitment (2016-2018, 2019 a.f. pending evaluation)	Preparation Concept-budget 2016-2018.	2016 t/m 2018, continuation depends on evaluation.	In line with Vision 2020 and the Internationalisation-vision 2016 and further these funds are earmarked for strengthening the foundations laid for international Master recruitment. On one hand by improving our reaction to the grown interest of students, for example by faster, more communicative handling of files and strengthening the follow-up to keep the contact with enrolling students warm. On the other hand by strengthening the visibility of the UT.	365	365	365	365
9 Bonus Phd vouchers	Allocate vouchers HBO-Phd's, 13 may 2008.	Structural	Since 2008, OCW assigned earmarked funds (vouchers) for promotion of HBO teachers to the UT. Five years later, this earmarking expired, but the university chose to continue subsidizing HBO PhD, for the reasons: - Increasing the level of university teachers. - Strengthening the ties with our colleagues from HBO. - The PhD's are for the UT financially attractive (low cost, high income through promotional premium and vouchers). - Increasing the number of UT promotions. - Increasing the diversity within the PhD population. - Through granting vouchers to the groups they have the resources to support these candidates well and to acquire necessary infrastructure.	275	275	275	275
10 Contribution funding group Bijkerk, up to and including 2020	Decision 2013	2013 - 2020	The High tech sector Systems and Materials is a focus of provincial economic policy. This sector will create 10.000 jobs in Twente over a period of 15 years. In addition to the UT and the province of Overijssel (invest five million euros), the FOM Foundation and various industrial partners, including Carl Zeiss SMT, ASML, PANalytical, Demcon, VIRO engineering and Norma Group contribute financially.	250	250	250	250
11 Lustrum UT 55 yr	Determine program and budget Lustrum 2016, 16 November 2015.	2016	In 2016 the university is celebrating its 11th lustrum with the theme "University of Impact 'with the subtitle' Making a difference '. In addition to a number of regular events, a limited number of special events will be organized in the Lustrum Year for specific audiences (staff, students, alumni and the general public).	0	0	0	0
12 English Bachelors (2016-2017)	Preparation Concept-budget 2016-2018.	2016 en 2017, pending plan Service-departments and decision Executive Board.	This budget is intended to cover additional expenses incurred in the English language of the bachelors. This may involve additional training for teachers, support for (prospective) students or necessary translation costs. In early 2016 the deployment is further determined.	150	0	0	0

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
13 Development 4 MOOC's	Profiling MOOC's for the UT, 27 January 2014.	2014-2016	The Executive Board decided in 2014 to develop four profiling Massive Open Online Courses (MOOCs). A budget of k€ 75 for each of the MOOCs is earmarked. MOOCs are a good addition to the palette of open and online education. For profiling of our institution, but also for the internal incentive function for digitization in our education. They also seem to play a stimulating role for greater international master inflows (see the experience of the Delft University of Technology). The MOOC "Ultrasound Imaging" has been running in the autumn of 2015. The MOOC "Supply Chain Innovation" is launched in January 2016. The development of the MOOC "E-Health: Integrating psychology and technology for health" has started, the development of the MOOC "Nanotechnology" starts early 2016. On the basis of the evaluation in 2016 it will be decided whether this will be continued. The estimate is that every year 2 or 3 MOOCs will be designed.	150	150	150	150
14 ThermoPlastic Research Centre (TPRC).	Preparation Concept-budget 2009.	Budget 2010-2020, 2016- 2020 pending reporting TPRC begin 2016.	TPRC is a joint venture which is jointly established by the University of Twente, Ten Cate, Boeing and Fokker in 2009. For the period from 2010 to 2014 the executive Board has allocated a budget of k€ 100k p/y for five years. In 2015 this contribution stops. CTW has requested the Executive Board to allocate a follow-up grant of five years. The Executive Board welcomes this request and has the intention to allocate a budget of k€ 100 p/y to 2020, based on the reporting TPRC. The report has not been received yet.	100	100	100	100
15 Roessingh R&D	Collaboration Roesingh R&D, 15 April 2013.	2013 t/m 2017	Roessingh R&D looks at a renewal of the agreement with the UT. The UT could make use of this opportunity to bet on a broader cooperation: a covenant with more content. This broader interpretation of the cooperation is 'on hold'. Firstly, because the UT is in process around refocusing Research and the positioning of the institutes are not fixed for the future. Second, because the current agreement runs until 2018 and it is better for the university than the Roessingh. And third, because Miriam Luizink is from February 2016 Director RRD.	100	0	0	0
16 St.Achmea G. project, Contribution ±. 50% Aio, mid 2016- 2020				35	35	35	18
17 Contribution in start-up costs				75	75	75	75
18 1/2 Tenure Track A. vd Berg (6 yr, 2015- 2020)				55	55	55	55
19 Scientific Director CTIT: 1 aio, period 2015-2018				55	55	55	55
20 Professional Tutoring (2020 e.v.budget fac)				33	33	17	0

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
21 Reservation Lobby document	Preparation Concept-budget 2016-2018.	Term will be determined at the decision.	The Executive Board is busy lobbying with the province of Overijssel and the departments of Education, Economic Affairs, Health, etc. The province leads this process. The aim is to obtain external funding for specific initiatives. This in order to compensate for the relatively limited budget (in relation to other universities) through the regular Government funding.	370	370	370	370
22 Reservation Support Internationalisation	Preparation Spring Memorandum 2017-2020		The Executive Board expects extra expenditure in relation to supporting internationalisation activities; strengthening the international culture on the UT, proficiency in English off the staff and/or converting the courses to English.	150	150	150	0
23 Reservation Post-initial Education	Preparation Spring Memorandum 2017-2020		The Executive Board is expecting a plan to strengthen activities concerning Post-initial Education.	PM	PM	PM	PM
24 Reservation Exchange programme-facilitation	Preparation Spring Memorandum 2017-2020		Plans will be developed to facilitate Exchange programs.	PM	PM	PM	PM
25 Reservation Entrepreneurship in Education	Preparation Spring Memorandum 2017-2020		Entrepreneurship is an important UT-theme. How to integrate entrepreneurship in Education is being investigated.	PM	PM	PM	PM
26 Reservation Transitionbudget Reorientation research	Preparation Spring Memorandum 2017-2020		The Executive Board reserves funds to support the transition in relation to Reorientation Research.	PM	PM	PM	PM
Subtotal budgets /reservations < k€ 500				2.463	2.183	1.957	1.713
Total budgets / reservations Central Strategic Budget				6.846	6.316	5.840	5.596
Zwaartepuntmiddelen							
1 Additional budget UCT	Discuss item Budget ATLAS 2015-2022, 2014.	Structural, pending of 3-11- evaluation.	University College Twente (UCT) started in 2013 with the aim to strengthen the distinctive HTHT profile of the university nationally and internationally. UCT attracts with its unique, multidisciplinary and flexible training ATLAS excellent (international) students, beta-talents who are socially involved and focused on personal development and cooperation. Thereby UCT provides a platform for teachers and researchers who want to develop innovative education and to set up multidisciplinary (research) projects. UCT is a focus of Vision 2020 and needs time to develop. Mid-term review is planned for autumn 2016.	500	500	500	500
2 Excellence programmes:	Expansion funding Excellence programmes, 15 September 2014	Programs t/m 2019, Master-programs pending evaluation in 2016, remaining structural.	Excellency: For a long time the UT Bachelor has had excellence projects in Science and Math, and since 2012 also in design. For the purpose of optimal selection of the excellent student, as agreed in the performance agreements with the Ministry, since 2013 they were joined by the 'sterrenprogramma's' and in 2016 two new routes will start, Processes of Change and Philosophy. For the purpose of the excellent master student there exist for several years the trails Change Leaders and Research Masters. The University Council can expect an evaluation in 2016. The Executive Board attaches great importance to talent development and is eager to UT-wide approaches. Therefore, several excellence budgets are earmarked.	688	539	539	539
Subtotal budgets / reservations ≥ k€ 500				1.188	1.039	1.039	1.039

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2017	2018	2019	2020
4 Reservation Icon projects	Preparation Concept-budget 2016-2018.	Term will be determined at the decision. For the project Smart Living Campus a plan will be developed by the Scientific Director CTIT	Icon Projects are multidisciplinary projects in which the strategy of the UT (Vision 2020) are reflected: integrated solutions for social problems. In Icon Project several research and educational groups work together, often with external partners. To stimulate Icon Projects budgets are reserved. Currently the DesignLab can be seen as an icon project. A second icon project 'Smart Living Campus' under the auspices of the CTIT is in preparation. Icon Projects make a significant contribution to the image of the university, in addition strengthens the cooperation with industry / government.	300	300	300	300
Total budgets and reservations				1.488	1.339	1.339	1.339
Total Strategic budgets and				8.334	7.655	7.179	6.935
To be completed in free space CS +				508	1.117	1.593	1.837
Total Strategic Budget UT CS +				8.842	8.772	8.772	8.772

Semi-integral UT-rates

Annex 15

From 2012, the hourly basis is based on 1.600 productive (project) hours per year. Social security costs are based on a wage increase of 51,6%. In the table below the usual standard costs (hours and rates) are per job category included. The semi-integral hourly rates can only be used for transfer pricing within the UT. For contract research there are separate (estimated) integral hourly rates calculated for 2017.

	Acad.	Univ. senior lecturer	Univ. lecturer	Lecturer	Research.	Doct. can.	Stud.ass.
a. Salary scales	99,9	70,5	53,9	51,4	43,2	29,2	0,0
b. Social security costs	51,6	36,4	27,8	26,5	22,3	15,1	0,0
c. Indirect personnel costs	4,2	2,9	2,2	2,1	1,8	1,2	0,0
d. Accomodation	6,5	5,0	5,0	2,5	2,5	2,5	2,5
e. Inventory/furniture	1,0	1,0	1,0	1,0	1,0	1,0	1,0
f. Telephone costs	1,0	1,0	1,0	0,5	0,5	0,5	0,5
g. Additional stationery	1,0	1,0	1,0	1,0	1,0	1,0	1,0
h. Travel and subsistence costs	12,0	6,0	5,0	2,0	4,0	4,0	0,0
Total (in k€ per year)	177	124	97	87	76	55	5
Based on hours (in €)	111	77	61	54	48	34	3

	Supp. staff>13-15	Supp. staff 11-12	Supp. Staff 5-10	Supp. Staff 1-4
a. Salary scales	78,1	56,0	38,1	28,1
b. Social security costs	40,3	28,9	19,6	14,5
c. Indirect personnel costs	3,3	2,3	1,6	1,2
d. Accomodation	5,0	2,5	2,5	2,5
e. Inventory/furniture	1,0	1,0	1,0	1,0
f. Telephone costs	1,0	1,0	0,5	0,5
g. Additional stationery	1,0	1,0	1,0	1,0
h. Travel and subsistence costs	2,0	2,0	1,0	0,0
Total (in k€ per year)	132	95	65	49
Based on hours (in €)	82	59	41	30

Calculation standard hours

	in hours
1 fte	1.976
minus vacation (29 days)	232
minus recognized holidays	61
net productive hours	1.683
minus illness, study + indirect productive (5%)	83
net direct productive hours	1.600

For the specification of the Integral UT rates we refer to the intranet of FEZ.

Rate social security costs

Annex 16

Specification percentage of social security costs

For all budget categories a single rate for social security costs is used, with the exception of the call workers. This rate includes a component 'Statutory social costs' and a component 'Social obligations' for internal social policy. The table below shows the underlying costs (and percentages) recorded over the period.

Table 1: Rate Social security costs

(in k€)

	B2016		B2017	
	bedrag	perc.	bedrag	perc.
Bruto-salarissom (basis)	110.258		113.161	
Vakantie-uitkering	8.821	8,0%	9.053	8,0%
Eindejaarsuitkering	9.062	8,3%	9.300	8,3%
ZVW	7.308	6,6%	7.264	6,4%
Pensioenlasten	16.599	15,1%	16.107	14,2%
WW/WAO	6.159	5,6%	7.024	6,2%
UFO-premie	817	0,7%	837	0,7%
Sociale verplichtingen	9.140	8,3%	8.710	7,7%
Totaal	57.906	52,6%	58.295	51,6%
Wettelijke lasten		44,3%		43,9%
Sociale verplichtingen		8,3%		7,7%

Compared to the Budget 2016, the statutory social costs decrease with 0,4% and the social obligations with 0,6%. The total percentage of social security costs decrease therefore with 1,0%; from 52,6% to 51,6%.

Drop statutory social security costs by 0,4% (from 44,3% to 43,9%)

The WW/WAO costs increase. The pension contributions shows a (temporary) reduction. The expected increase in pension contributions will be most likely compensated by the Government.

Drop social commitments by 0,6% (from 8,3% to 7,7%)

The component 'Social commitments' takes into account the changes in internal social policy as currently known. The amounts (and percentages) for the individual components are as follows:

Table 2: Social commitments

(in k€)

	B2016		B2017	
	bedrag	perc.	bedrag	perc.
a. Arbeidsvoorwaarden	1.780	1,6%	1.800	1,6%
b. Ziekengeldverevening	1.400	1,3%	1.400	1,2%
c. Management & Mobiliteit	700	0,6%	400	0,4%
d. Wachtgeldverplichtingen	2.000	1,8%	2.000	1,8%
e. Risico-opslag	830	0,8%	850	0,8%
f. Ouderschapsverlof	330	0,3%	330	0,3%
g. Keuzemodel	1.700	1,5%	1.600	1,4%
h. Compensatie seniorenregeling	400	0,4%	330	0,3%
Totaal	9.140	8,3%	8.710	7,7%

Ad a. Working conditions

The mark up for working conditions is intended to cover all expenses related to employee benefits conditions, as recognized by the unit 'Central costs HRM policy' (CHRM). A large part of these resources flow back to the units. Compared to the Budget 2016, all budgets remained virtually unchanged.

Table 3: Storage Working conditions 2017

(in k€)

	Grant 2016	Grant 2017
WSW and disabled	100	100
Confidential	30	30
UT Kring	20	20
Management Development	50	50
Crisis plan	30	30
Introduction meeting	10	30
Fees employers third world countries	190	190
Recruitment advertising	140	140
Subtotal CHRM	570	590
Subtotal OPUT	1.210	1.210
Total Working conditions	1.780	1.800

ad b. Sickness settlement

For the sickness compensation a total amount of approximately k€ 1.800 is estimated. Of these costs k€ 1.400 is funded by the rate Social security costs. The remaining k€ 400 comes from external resources (UWV).

ad c. Management & Mobility

There is in 2017 a maximum budget of k€ 400 for Management & Mobility.

ad d. Redundancy pay Obligation

The total costs are budgeted for 2017 at M€ 2.

ad e. Risk premium

To absorb any setbacks on the components a risk premium is included. This risk premium for 2017 amounts to k€ 850.

ad f. Parental leave

For parental leave an amount of k€ 330 is available.

ad g. Selection model

The main component of these costs is the inclusion of the (surplus) leave by the individual UT staff. In 2017 is, to cover these expenses, an amount of k€ 1.600 available.

ad h. Compensation for senior employees

We expect, in 2017, k€ 330 in costs for the compensation for senior employees (2004 and 2006). This settlement will be gradually phased out, because the number of participants decreases.

Rates internal services 2017
Annex 17

Standard activities (from support services) are, from 2013, being passed at fixed amounts calculated on the basis of year t-2, or, if available, timely data. In addition to standard services there are customized services provided whose rates are listed below.

Small amounts are not being passed, support services as well as faculties and institutes are asked to be critically to this.

		2017 (€)	2016 (€)
TNW	Various chemical analytical techniques: XRF (per hour) BET (per hour)	72,00 72,00	72,00 72,00
TNW + EWI	TCO (Techno Centre for Education and Research)* Design / Construction (per hour) Advanced techniques (CNC-, vonkerodeer laserbewerkingen) (per hour) Conventional machining techniques + precision welding (per hour) Welding, sheet metal, assembly (per hour) Vacuum Service (per hour) Use self-service workshop EWI and TNW employee / student Use self-service workshop Other UT-members (per hour) Glass Processing Techniques, cold and hot Design (schematic, simulation, programmable logic, DSP, printing, fronts) Software development (data acquisition, signal processing, data logging, control) Print production (price per print) Other techniques (winding technique, assembly, repair)	97,00 82,00 82,00 57,00 82,00 free 41,00 82,00 97,00 97,00 on request 82,00	97,00 82,00 82,00 57,00 82,00 free 41,00 82,00 97,00 97,00 on request 82,00
LISA	Fixed telephony Subscription telephone connection (monthly) Analog line receivers for voicemail Fixed specification calls (per month) Incidental specification calls (per device) Connection fee (one time) Moving expenses (once) Call costs per call: Mobile Phones Mobile phone subscription (GRIP) Internetsubscription (per month) - DATA 1GB - DATA 2GB - DATA 5GB - DATA 10GB Internet "Web'nWalk" standard (unlimited consumption within the Netherlands *) Economy internet laptop (up to 1.8 Mb/s / 384 Kb/s *) Internet laptop business (up to 3.6 Mb/s / 768KB/s *) Internet laptop prepaid (once, then charge consumption to 3.6 Mb / s / 384 Kb / s *) *) Depending of rates supplier Server / Network (customized) Network / System Management (per hour) Storage (maatwerk, prijs per Gb/jaar) Start up fee Business Service Storage Access Business Service Storage singular high quality per GB replicated high quality per GB back up in combination with high quality per GB Business Service Storage singel normal quality per GB replicated normal quality per GB back up in combination with normal quality per GB Workplace Support (custom) Workplace Management (per hour) Services IT & Organisation (LISA) Developer (per hour) Project management (per hour) Activities readers (semi-integral hour rate) Searches and alert profiles Course MLZ / SSI Information Specialists (semi-integral hour rate)	yearly subscription expired 2,50 15,00 expired expired rate supplier 5,50 6,66 10,29 16,34 21,18 expired expired expired expired conformity contract 59,00 30,00 expired 1,94 0,30 0,30 0,60 0,30 conformity contract 59,00 63,00 84,00 39,00 cost price 300,00 60,00	12,50 10,00 2,50 7,50 35,00 15,00 rate supplier 5,50 10,25 20,50 36,00 61,50 conformity contract 59,00 30,00 0,92 1,84 0,20 0,25 0,50 0,25 conformity contract 59,00 63,00 84,00 39,00 cost price 300,00 60,00
CES	Educational counseling (additional work relative to matrix): (In accordance with semi-integral rate)	expired	59,00
FB	Repro Smart card, a copy FB-general secondments Transport Transportation: company car / truck driver incl. Specific transport operations (eg library, UTC) Central reception on the basis of number of delivered packages Pre-postal activities Postage Internal service Reception outside office hours (o.b.v. marginal costs) Optional package	expired on request on request on request subscription on request see website FB Integral UT rates on request	expired on request on request on request subscription on request see website FB Integral UT rates on request

Rates internal services 2017 (continuation)

		Owners part by component		Owners part total inclusive cleaning / waste	2017 (€)	2016 (€)
FB	M²-tarieven				m² rate total	m² rate total
	Owners part:					
	Capital component	Spacetype 0	129,70	196	196,35	194,97
		Spacetype 1	200,22	302	302,00	298,13
		Spacetype 2	227,93	330	329,71	325,84
		Spacetype 3	251,81	354	353,59	349,72
		Spacetype 4	256,76	359	358,54	354,67
		Spacetype 5	348,53	450	450,31	446,44
		Spacetype 6	159,75	262	261,53	257,66
		Spacetype 7	491,25	593	593,03	589,16
	Other components	RT remain	rate 62,74			
		RT0	rate 62,74			
	Cleaning / waste	RT remain	rate 39,04			
		RT0	rate 3,91			
	Renters part:				Energy	Energy
					Renters part Energy	
	Spiegel	RT remain	rate 20	20	20,34	20,20
		RT0	rate 2	2	2,03	2,02
	Zilverling	RT remain	rate 22	22	22,42	23,89
		RT0	rate 2	2	2,24	2,39
	Meander	RT remain	rate 45	45	44,83	45,78
		RT0	rate 4	4	4,48	4,58
	Horst & Buitenhorst	RT remain	rate 37	37	36,94	37,99
		RT0	rate 4	4	3,69	3,80
	Cubicus	RT remain	rate 24	24	24,19	25,98
		RT0	rate 2	2	2,42	2,60
	Carré	RT remain	rate 42	42	41,85	42,18
		RT0	rate 4	4	4,18	4,22
	Nanolab					
	- Laboratory (Nanolab)	RT 7	rate 404	404	403,86	492,21
	- Other laboratories + cabinets	RT remain	rate 42	42	41,85	42,18
	Ravelijn	RT remain	rate 13	13	12,67	13,94
		RT0	rate 1	1	1,27	1,39
	Vrijhof	RT remain	rate 22	22	21,59	21,34
		RT0	rate 2	2	2,16	2,13
	Hogedruk lab.	RT remain	rate 150	150	149,83	176,93
		RT0	rate 15	15	14,98	17,69
	Faculty Club	RT remain	rate 39	39	39,35	36,50
		RT0	rate 4	4	3,93	3,65
	Bastille	RT remain	rate 27	27	26,79	31,18
		RT0	rate 3	3	2,68	3,12
	Seinhuis / Teehuis	RT remain	rate 266	266	265,54	293,47
	Sportcentre	RT remain	rate 26	26	26,40	29,25
		RT0	rate 3	3	2,64	2,92
	Paviljoen	RT remain	rate 21	21	21,27	25,02
	Logica	RT remain	rate 15	15	14,79	14,64
		RT0	rate 1	1	1,48	1,46
	Waste depot	RT remain	rate 45	45	45,40	43,02
		RT0	rate 5	5	4,54	4,30
	Waaier	RT remain	rate 23	23	22,63	26,74
		RT0	rate 2	2	2,26	2,67
	Citadel	RT remain	rate 11	11	10,88	13,21
		RT0	rate 1	1	1,09	1,32
	Other buildings	RT remain	rate 18	18	18,04	20,69
		RT0	rate 2	2	1,80	2,07
AZ	Project Statements				on request	on request
	Audit reporting				on request	on request
	Academic protocol (orations)					
	Organisational costs				750,00	681,00
	Layout, printing and postage invitations inaugural booklet*				expired	cost price
	reception book*				expired	26
	floral*				expired	cost price
	photoshoot*				expired	cost price
	* These costs will directly be passed to the faculty.					
	Reservations Office					
	Events in classrooms				price list	price list
	Events Sports				price list	price list
	Cultural Events				price list	price list
	Cabins				price list	price list
	The price list will be forwarded annually to the management units.					
M&C	Traffic / guidance prints and gifts				cost price + 10%	cost price + 10%
	DTP hours (per hour)				67,00	60,00
	Handling plus listing on LED screen per week or part of week				50,00	0,00
CHRM	Leadership courses (per participant)				max. 1.000	max. 1.000
	Coaching individual employees after 5 coachinghours				cost price	cost price

Mastercontracts UT:

For the following services / products, the UT has concluded mastercontracts or agreed that implementing UT-wide is carried out by one UT-service (truck system). Information is available at the listed UT service. The list is not exhaustive, obvious items excluded.

FB:

Mastercontracts Energy, cleaning, industrial waste, hazardous waste, green maintenance, mechanical and electrical maintenance, engineering maintenance, Office (purchase), copy work, furniture, hydroponics, flowers, car / coach hire, signage.

Truck system Archiving, pool halls, internal service, catering, security, central reception, post.

Explanation housing rates 2017

Annex 18

The housing rates in 2017 will remain almost unchanged relative to the housing rates 2016. The legal costs, waste costs and cleaning costs will increase. The energy costs will decrease.

The rates housing costs 2017 are as follows:

Table 1: Rate housing costs 2017

(in € per m²)

Jaar	RT0	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2017	196,35	302,00	329,71	353,59	358,54	450,31	261,53	593,03
As of from 2012 the cleaning costs and waste costs are included in the owners part.								

In the context of 'Lange Termijn Strategisch Huisvestingsplan', has been chosen for more transparency and fair share in the assigned costs. As stated in the Budget 2016-2018, as of from 2019 the reduction of the interest costs will be used to lower the housing rates (decrease capital costs). In addition, as of from 2019 the 'owners' part will be allocated to the RT codes based on the actual costs per RT code. This will change the costs per RT code. All faculties and service-departments will get lower housing costs.

The above developments will lead to the following estimated housing rates up to and including 2020 (price level 2016):

Table 2: Rates housing costs 2015-2020

(in € per m²)

Tarief	RT0	RT1	RT2	RT3	RT4	RT5	RT6	RT7
Totaal B2015	195	299	327	350	355	447	258	590
Totaal B2016	195	298	326	350	355	446	258	589
Totaal B2017	196	302	330	354	359	450	262	593
Totaal B2018	196	302	330	354	359	450	262	593
Totaal B2019	149	244	291	347	367	509	196	673
Totaal B2020	149	244	291	347	367	509	196	673

The housing rate consists of the following components:

- Capital component
- Waste/cleaning component
- Component 'remaining costs'

Besides these components there are also energy costs. These costs are separately metered and paid annually afterwards at actual cost and consumption.

Cost developments

Capital costs

The capital costs are differentiated to room-type m²-rates. The development of the rates of the capital component are until 2018 unchanged. As of from 2019 the reduction of the interest costs will be used to lower the capital costs.

Table 3: Rates capital component

(in € per m²)

Jaar	RT0	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2015	129,70	200,22	227,93	251,81	256,76	348,53	159,75	491,25
2016	129,70	200,22	227,93	251,81	256,76	348,53	159,75	491,25
2017	129,70	200,22	227,93	251,81	256,76	348,53	159,75	491,25
2018	129,70	200,22	227,93	251,81	256,76	348,53	159,75	491,25
2019	112,69	173,96	198,04	218,79	223,09	302,83	138,80	426,83
2020	112,69	173,96	198,04	218,79	223,09	302,83	138,80	426,83

Waste/cleaning costs

For 2017 an increase in costs for cleaning (6%) and company waste (83%) is taken into account. This is mainly caused by the separation of waste, which costs more. These costs are as follows:

Table 4a: Waste/cleaning costs

(in k€)

	B2015	B2016	B2017	Mutation	%
Cleaning costs	3.160	3.040	3.214	174	6%
Company waste	106	109	199	90	83%
Total costs owners part	3.266	3.149	3.413	264	8%

As of from 2019 these costs will be allocated to the RT codes based on the actual costs per RT code. This will change the costs per RT code as follows.

Table 4b: Rates cleaning/waste

(in € per m²)

Jaar	RT0	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2015	3,71	37,10	37,10	37,10	37,10	37,10	37,10	37,10
2016	3,63	36,27	36,27	36,27	36,27	36,27	36,27	36,27
2017	3,91	39,04	39,04	39,04	39,04	39,04	39,04	39,04
2018	3,91	39,04	39,04	39,04	39,04	39,04	39,04	39,04
2019	0,00	14,57	29,13	58,25	72,81	109,21	13,12	109,21
2020	0,00	14,57	29,13	58,25	72,81	109,21	13,12	109,21

Remaining costs

The development of the remaining costs (total UT) are as follows:

Table 5a: Remaining costs

(in k€)

	B2015	B2016	B2017	Mutation	%
Maintenance buildings	3.584	3.584	3.574	-10	-0,30%
Maintenance roads/grounds	0	0	0	0	0,00%
Legal costs	1.220	1.220	1.326	106	8,70%
Insurance/calamity	477	478	477	-1	-0,20%
Re-allocation	991	991	989	-2	-0,20%
Vacancy	0	0	0	0	0,00%
Total owner part	6.272	6.273	6.366	93	1,50%
Number m ²	101.896	101.796	101.503	-293	-0,30%
Rates per m² (in €)	61,58	61,64	62,74	1,1	1,80%

The costs and rates per component are based on the Multi-annual Budget 2017-2020. As of from 2014 the campus costs (maintenance roads and grounds), as well as the vacancy costs, are not included in the rate. These costs will be central insight.

As mentioned before, as of from 2019 these costs will be allocated to the RT codes based on the actual costs per RT code. This will change the costs per RT code as follows.

Table 5b: Rates remaining costs

(in € per m²)

Jaar	RT0	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2015	61,58	61,58	61,58	61,58	61,58	61,58	61,58	61,58
2016	61,64	61,64	61,64	61,64	61,64	61,64	61,64	61,64
2017	62,74	62,74	62,74	62,74	62,74	62,74	62,74	62,74
2018	62,74	62,74	62,74	62,74	62,74	62,74	62,74	62,74
2019	36,11	55,73	63,45	70,09	71,48	97,00	44,47	136,72
2020	36,11	55,73	63,45	70,09	71,48	97,00	44,47	136,72

Energy costs

The energy costs are separately metered and paid annually afterwards at actual cost and consumption. As a result of a favorable purchase rate the energy costs will decrease. The total costs are based on a 'normal' annual consumption. The price for gas and heat are also (at least) decreased relative to 2016. The table below shows the development.

Table 6: Energy costs

(in k€)

	B2015	B2016	B2017	Mutation	%
Energy costs	4.371	3.764	3.529	-235	-6%
Number m²	101.896	101.796	101.503	-293	0%

Jaarplan 2016 *faculteit/instituut/Diensten*

Will be published before final Spring Memorandum is finalized.

Abbreviations list

Annex 20

Units:

CTW	→	Faculty of Engineering Technology
EWI	→	Faculty of Electrical Engineering, Mathematics and Computer Science
TNW	→	Faculty of
TG	→	Technical Medicine
BMS	→	Faculty of Behavioural, Management and Social sciences
ITC	→	Faculty of Geo-Information Science and Earth Observation
MESA+	→	Micro Electronics, Materials engineering, Sensors & Actuators, Institute for Nanotechnology
CTIT	→	Institute for ICT research in context
MIRA	→	Institute for Biomedical Technology and Technical Medicine
IGS	→	institute for innovation and governance studies
ATLAS / UCT	→	Academy of Technology and Liberal Arts & Sciences / University College Twente
CES	→	Centre for Educational Support
SU	→	Student Union
LISA	→	Library, ICT-Services & Archive
FB	→	Facility Service Centre
S&B	→	Strategy & Policy
M&C	→	Marketing and Communications
FEZ	→	Financial and Economic Affairs
HR	→	Human Resources
CVB	→	Executive board
AZ	→	General Affairs
CSL	→	Central Subsidies and memberships
CHRM	→	Central HR budgets
CE	→	Central equalization budget UT
CUTE	→	Central UT-unit (contains CSL, CHRM and CE)
<u>Miscellaneous:</u>		
Ba/Ma	→	Bachelor/Master
BAO	→	Economic Aspects of Education
BIG	→	Professions in Individual Health care
BKO	→	Basic qualification Education
BTC	→	Bedrijfstechnologisch Centrum
CDC	→	Career Development Centre
(T)CB	→	(Temporary) Central budget
COV	→	Central Education Provision
DLWO	→	Digital learning point
EC	→	European Credit ("Studiepunt")
EER	→	European Economic space
ITIL	→	Information Technology Infrastructure Library
KPI	→	Key Performance Indicator
NF	→	Numerus Fixus
NWO	→	Nederlandse organisatie voor Wetenschappelijk Onderzoek/Dutch organization for scientific research
ODA	→	Official Development Assistance
OER	→	Educational and examination arrangement
PKM	→	Project Quality improvement Master courses
SNS	→	Sectorplan Natuur- en Scheikunde (Physics and Chemistry)
SRO	→	Strategische Research Oriëntation
TPRC	→	Thermoplastic Composites Research Centre

TOM	→	Twents Onderwijsmodel / Twente Educational Model
SB	→	Strategic Counsel
IVH	→	Integral Reconciliation housing costs
REH	→	Reserve Exploitation housing costs
BSA	→	Binding Study advice
OLD	→	Director of Education
AAP	→	Acceleration Admission Procedure
HTHT	→	High Tech, Human Touch
UCO	→	University Committee on Education
CS	→	Central Stimulation
KP7	→	Seventh European Framework
PLD	→	Professional Learning & Development
OBP	→	Supportive and management staff
WP	→	Scientific Staff
OPUT	→	Consultative Resources Universiteit Twente
P&C	→	Planning and Control

Sinds 2015 keert het NWO jaarlijks de SEO-middelen (Stimulering Europees Onderzoek) uit. Er is een bedrag van M€ 50 beschikbaar dat wordt verdeeld onder een vaste groep van onderzoeksinstellingen. Het bedrag per instelling wordt jaarlijks rond 1 november bepaald aan de hand van de toegekende EU-projecten uit de CORDIS-database in het lopende jaar (1 november-1 november).

In 2015 hebben de meeste faculteiten door de late toekenning van deze nieuwe SEO-middelen het toegekende bedrag als vooruitontvangen bedrag verantwoord. Omdat de toekenning ieder jaar rond november plaatsvindt, zullen deze middelen jaarlijks voor zover nodig als vooruitontvangen bedragen op de balans worden verantwoord. In het jaarverslag dient de verantwoording van de SEO-middelen op een uniforme manier plaats te vinden. Omdat dit in 2015 niet is gebeurd, heeft de accountant hierover een opmerking gemaakt en is besloten een regeling op te stellen.

Vanaf 2016 dient de volgende gedragslijn worden gevolgd:

De faculteiten nemen jaarlijks in hun begroting een paragraaf op waarin de verwachte ontvangst en besteding van de SEO-middelen wordt weergegeven. S&B levert voor de raming ieder jaar eind juni een inschatting van de SEO-middelen voor het lopende jaar op basis van de Cordis-database. Voor de jaren 2016 en 2017 zal het beschikbare budget worden gekort voor een tijdelijke extra bemensing van het EU-office (besluit SB 17-03-2016 en CvB 28-03-2016). Het resterende budget wordt op basis van de grondslag verdeeld onder de faculteiten.

De Decaan bepaalt de inzet van de facultaire SEO-middelen. Dit dient een relatie te hebben met Europese projecten, maar mag niet als projectopbrengst worden verantwoord om de schijn van cofinanciering te voorkomen. Deze instructie zal ook in de Nota kaderstelling worden opgenomen. De Decaan kan de SEO-middelen aan de volgende doelen besteden:

- Strategische positionering: Meer dan voorheen dienen Europese projecten in brede samenwerking te worden verworven. Investeren in publiek-private netwerken is een vereiste geworden. De Decaan kan ervoor kiezen de SEO-middelen in te zetten om initiatieven op dit vlak te ondersteunen.
- Acquisitiekosten nieuwe Europese projecten: Het voortraject om te komen tot een succesvol projectvoorstel is complex en daardoor tijdrovend, terwijl een wetenschapper vaak beperkt tijd heeft. Om de wetenschappers meer ruimte te geven kan de Decaan ervoor kiezen financieel in de tijdsinvestering tegemoet te komen of de werkzaamheden (deels) uit te besteden.
- Additionele niet gedekte kosten mbt Europese projecten: Een aantal kostenposten wordt niet altijd door Horizon2020 vergoed, zoals het 4^e jaar van ITN-posities, cleanroomkosten etc. De Decaan kan ervoor kiezen deze niet vergoede kosten met SEO-middelen te dekken. Dit kan echter niet via de projectverantwoording, omdat er dan sprake is van cofinanciering die het subsidiebedrag in gevaar kan brengen.

Omdat het ook mogelijk moet zijn het 4^e jaar van een ITN-positie te financieren, is de maximale bestedingstermijn van de SEO-middelen 4 jaar. Na 4 jaren nog niet bestede SEO-middelen dienen door de faculteit in haar exploitatie te worden verantwoord als bate.

Boekingsgang:

Voor de boekingen van de SEO-gelden is de volgende uniforme boekingsgang vastgesteld:

- De ontvangst wordt geboekt op grootboekrekening: 8335 Vooruit ontvangen bedragen
- De besteding/vrijval dient via 0209 Vrijval SEO-gelden in de exploitatie geboekt te worden.