

CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 11 december 2019
Commissievergadering : FPB (27 november 2019)
Agendapunt : Concept Budget 2020-2024
Bijgevoegde stukken : Concept Budget 2020-2024

Betrokken concerndirectie: FIN
Secretaris: Wichman
Portefeuillehouder: Bult-Spiering

paraaf: 

paraaf: 

paraaf: 

1. Status agendapunt:

Rol URaad:

- Ter informatie
- Ter advisering
- Ter instemming
- Anders:

2. Eerder behandeld in:

3. Explanation / summary:

The budget has been drawn up in accordance with the agreement made with the University Council (UC) that the budget is a financial translation and an update of the policy set out in the Spring Memorandum 2020-2023. The UC has the right of consent to the main lines of the budget. The main lines of the budget concern the allocation between the units, the investment resources and plans (including real estate) and the financial policy. The SU annual plan will be available in December (ie February cycle).

Guiding principles for the 2020-2024 budget

- Partial budgets of the faculties and service departments are consolidated, with no adjustments at the institutional level.
- Effects of the current established LTSH are included (Actualisation is on the run)
- No account has yet been taken of changes in tuition fees due to any higher 2019-October influx of students.
- No account has been taken of additional investments as a result of Shaping2030, insofar as not included in the faculty budgets.
- The budget year 2024 (5th year) is based on extrapolation at the institution level

Uncertainties

Rapid growth has a profound impact on the entire UT community. We keep up with the increasing number of students, while further improving our educational quality and research impact of our institutes and faculties, we have to deal with significant challenges in staffing our faculties and service departments in an already competitive market for talent. In the near future, we find ourselves looking for several hundreds of new staff to cope with several thousands of additional students and large-scale research projects. We facilitate these new students and colleagues on time with office- and lab space as well as specialised equipment. We will have to make sure that these efforts will not add to the high work pressure our current staff is already experiencing.

In order to realise our ambitions, it is necessary to take well-considered risks. The risks (uncertainties) that we see are listed in paragraph 3.3 of the Budget. These uncertainties, together with the strategic objectives, are actively monitored during the periodic management reports. Where necessary, appropriate measures will be taken to anticipate changes in time.

Developments since Spring Memorandum 2020-2023

Following the publication of the Spring Memorandum 2020-2023, there have been developments that had an effect on the budget allocation 2020-2024.

2nd OCW-funding letter 2019 (June): Actual information about the compensation for increased wages and prices and the increased student numbers are only known in the middle of the budget year (t). Until that time, these compensations were estimated under uncertainty in the Spring Memorandum.

- It has been found that the price compensation received by OCW in its Budget is not passed on to the HE-institutions. Fortunately, we have underestimated the compensation for increased wages. On balance we receive M€ 0.4 less.
- From the so-called reference estimate ('referentieraming'), government compensation for increased student numbers will be added to the funding. We included an expected compensation in the UT Budget 2019-2022 of M€ 2.5, which appears to be too high as the reference estimate is, for an amount of M€ 0.6.
- In the Spring Memorandum, we entered a budget of M€ 8.9 budget for the Sector Plans science/technology (the 130% variant). The grant decision, received from OCW in June, shows that the UT is granted an amount of M€ 6.9 (the 100% variant). The Executive Board has decided to allocate the deficit (30%: M€ 2) from the CSB to the faculties under the condition of cross-faculty collaboration.

After receiving the 2nd OCW funding letter (after 'prinsjesdag') in a running budget year (t) we normally have all the information to provide an up-to-date expectation of the Government Funding for the following year (t+1). However, at that time we also knew that the elaboration of the recommendations of the Van Rijn Committee (Sectorplan Education), with major consequences for the UT budget, and the definitive allocation of the budget for the honoured 'Gravity' programme, was expected to be available in mid-August in the 1st OCW funding letter 2020. Therefore, this budget is based on this 1st OCW funding letter 2020.

Third-party income: We estimate a third-party income in 2020 of M€ 87.7 compared to M€ 84.2 in 2019. The developments in the estimated third-party income per faculty show a positive trend.

Faculties	result	annual							growth
	(*M€1)	2018	2019	2020	2021	2022	2023	2024	
ET		14,8	16,7	16,7	16,8	17,9	19,3	19,3	15%
EWI		13,4	15,4	15,4	16,5	17,5	18,8	18,8	22%
EWI nanolab		1,5	1,8	1,9	2,0	2,1	2,2	2,2	13%
EWI designlab		0,0	0,3	0,6	0,7	0,8	0,8	0,8	30%
TNW		30,2	31,2	33,3	35,0	36,2	38,0	38,0	14%
BMS		13,0	14,1	14,0	13,0	12,8	12,6	12,6	-9%
ITC		3,2	4,7	5,1	5,3	5,8	6,5	6,5	29%
ITC-PreU		0,0	0,1	0,3	0,3	0,3	0,3	0,3	0%
Total		76,1	84,3	87,3	89,5	93,3	98,5	98,5	13%
corporate budget margin		15,5	17,8	16,7	16,8	17,1	17,4	17,4	4,0%

All faculties, with the exception of BMS expect higher third-party income in the coming years. We can make a greater impact due to the Sectorplanbudget Research. Therefore, higher third-party income is expected.

Investments: We are currently updating our Long-Term Strategic Housing plan (LTSH). The current LTSH is incorporated into this budget. The updated LTSH will be integrated into the Spring Memorandum 2021-2025. Also, the financial effects of re-evaluation of our internal interest rate will be integrated into the Spring Memorandum. Based on the current LTSH a remaining budget of M€ 30 is planned to be invested into TFA (tangible Fixed Assets) in the next few years. Because of the depreciation of existing buildings (amounting to M€ 74), the total TFA value on our balance sheet will decrease, which is shown in the tables above.

In the period 2020-2024, we expect to invest M€ 28 in research equipment. Investments are budgeted for Health and replacement investments in our Nanolab.

In order to realise our ambitions as stated in the Spring Memorandum and Policy Agenda (Chapter 2), additional investments are needed in our Large Strategic Infrastructure. Furthermore, the Photon Delta project could lead to additional costs for equipment or maintenance in our Nanolab. Investigations are now underway to start the implementation of the PhotonDelta project.

Right of consent UC

The UR has the right of consent on the main lines of the budget. The main lines of the budget concern the allocation between the units, the investment resources and -plans (including real estate) and the financial policy.

In the University Council consultation meeting of September was indicated that the UR agrees with the allocation model adjustment for 2020. For the later years, this will be divided into steps. These steps will be discussed with the UR, the first step probably being submitted for approval in February.

The following changes compared to Spring Memorandum 2020-2023 are implemented in Budget 2020-2024:

- **Sectorplan Education (Van Rijn budget).** As mentioned in section 3.1.1. the Executive Board has taken the position that the net funds, gained by the Van Rijn recommendation, within the UT will be distributed over the HOOP domain beta/Technology. This results in the following allocation of fixed budgets per faculty:

(amounts in k€)

		2020	2021	2022	2023
Totalbudget faculties		2.800	3.120	6.800	6.800
ET	27%	746	831	1.812	1.812
EWI	25%	699	779	1.697	1.697
TNW	38%	1.063	1.185	2.583	2.583
BMS	9%	244	272	593	593
ITC	0%	3	3	6	6
ITC-UCT	2%	45	50	109	109
Total Faculties		2.800	3.120	6.800	6.800
CB/TCB		700	780	1.700	1.700
Total fixed OW-budget Van Rijn		3.500	3.900	8.500	8.500

The allocation by OCW of the means for the Sectorplan Education is based on the enrolled EER-students in 2018 (OCW funded + *not* OCW funded). UT uses the same allocation key for the internal allocation of the **NET**-effect of the Sectorplan Education mutations. After 2022 the total budget and the faculty-budgets are structural. The total amount will be indexed yearly according to OCW-indexation. 20% of the net-effect is allocated to the services (Central budget), 80% to the faculties. After a period of four years, the allocation per faculty is to be updated, based on enrolment-changes per program.

- **CSB 30%-supplement Sector plan research S/T**

As mentioned in section 3.1.1, in the Spring Memorandum 2020-2023 we have entered a budget of M€ 8.9 budget for the Sector Plans science/technology (the 130% variant). The grant decision, received from OCW in June, shows that the UT is granted for an amount of M€ 6.9 (the 100% variant). The Executive Board has decided to allocate the deficit (30%: M€ 2 per year) from the CSB to the faculties under the condition of cross-faculty collaboration. Additionally, ITC and BMS receive a budget of M€ 0,5 per year, under the same condition. As prescribed by OCW, the total budget is to be spent on research, without withholding central overhead.

The additional budget is granted during a period of five years, starting in 2020 (25% of the year budget) and ending in 2025 (75%). The amount per faculty is set as 30% of the OCW budget per faculty.

CSB-budgets: 30%-supplement Sectorplan (amounts in k€)

	2020	2021	2022	2023	2024	2025
	25%					75%
ET	181	725	725	725	725	544
EWI	188	753	753	753	753	565
TNW	152	606	606	606	606	454
BMS	63	250	250	250	250	187
ITC	63	250	250	250	250	187
Total	647	2.584	2.584	2.584	2.584	1.938

Extra central budget Shaping 2030 in 2020

- In December 2019 the budgeted tuition fees for 2020 will be actualized. When more income is estimated as budgeted for 2020, the difference will be allocated policy-driven, in line with Shaping 2030.

In principle, this is a one-time-only deviation of the standing rule that faculty budgets are supplemented with the difference in estimated tuition fees.

Multi-annual budget results

The table shows that the Budget leads to a negative result of M€ 4.0 in 2020. Compared to the last multi-annual Budget, this means a deterioration of M€ 0.2.

Summary result concept budget 2020-2024

	2020	2021	2022	2023	2024
- ET	-1.059	-766	-213	-239	-239
- EWI	457	537	1.343	1.530	0
- EWI-nanolab	0	0	0	0	
- EWI-designlab	0	0	0	0	
- TNW	-725	-745	-58	-28	-28
- BMS	-725	-864	-824	-834	0
- ITC	-1.480	-2.901	-2.921	-2.644	-2.186
- ITC-UCT	-243	36	61	192	0
- ITC-PreU	0	0	0	0	0
Result Faculties	-3.775	-4.703	-2.612	-2.023	-2.453
Total budgeted result faculties	-3.775	-4.703	-2.612	-2.023	-2.453
- Result Policy budget EB	-2.348	-467	0	0	0
- Result budget CSB	0	0	0	0	0
- Interest	3.490	3.495	3.523	3.550	3.550
- Start-up costs Ba ME/VU	-1.350	-1.404	-1.033	-595	-130
- REH	661	1.445	2.218	2.636	2.636
Subtotaal resultaat CUTE	453	3.069	4.708	5.591	6.056
- Result associates - HTT	-722	-622	-606	-621	-627
Totaal result CUTE	-269	2.447	4.102	4.970	5.429
Totaal result UT	-4.044	-2.256	1.490	2.947	2.976
Result in multi annual budget 2019-2022	-3.836	-1.465	-	-	-
<i>deviation from previous multi annual result</i>	<i>-208</i>	<i>-791</i>	<i>1.490</i>	<i>2.947</i>	<i>2.976</i>

NB. 2024 is extrapolated based on current long-term data.

The result of the Budget 2020-2024 will be explained in further detail. First, the result of the faculties will be clarified. After that, the result of CUTE will be described.

Faculties

With this Budget, the Executive Board expresses its confidence towards the faculties in their annual plans and the assumptions that lie below them, coordinated with the Faculty Councils. With regard to the budget included in these annual plans, there is - more than in other years - concrete planning on specific budgets and the financial and personnel (work pressure and vacancies) effects are noticeable from the increased number of students.

- WSV resources; Quality agreements on education: The resources available for this had already fallen in the faculty budgets. Multi-annual plans have now been established and implemented. In 2023, NVAO will review the implementation of the plans on the basis of the recognition in the 2022 Annual Accounts.
- Science/ technology sector plans: In the 2019-2022 budget, the size of the budgets had not yet been formally established and the expected funds were incorporated into the budget under uncertainty. From the 2020-2024 budget, the long-term budgets are known and concretely filled with numbers of vacancies, accommodation, and infrastructure.
- Sectorplan Education: The resources released for science/ technology as a result of the transfer of M€ 300 from the variable education funding from all universities to the fixed rates in the education funding from science/ technical universities have been allocated to the faculties with science/ technical programs. Some faculties have incorporated the funds into the budget in a result-neutral manner (eg TNW). Others are still showing a positive result (eg EWI). The Minister

has allocated the resources on the condition that a Sectorplan Education Plan S/T is drawn up. This will be implemented in 2020.

- The increase in the number of students leads to higher variable-education funding from the government and tuition fees. The downside is that the work pressure felt for years remains high.

Filling in the high number of vacancies, retaining talent and accommodating growth with sufficient accommodation and other infrastructure will be spearheads in the coming years, especially in relation to the new UT strategy Shaping 2030.

CUTE

CUTE shows a negative result of k€ 0.270 in 2020, after that the results are positive.

- *Housing*: we estimate an increasing positive result of approximately M€ 4.1 – M€ 6.1 for this budgeting period. This is mainly caused by interest rates. A standard interest rate, which is based on the general practice commercial real estate owners would use, is incorporated into our housing rates. This positive result is caused by the exceptionally low market rates. Once interest rates increase in the coming years, this positive result would diminish. Furthermore, we incorporated the effect of activating major maintenance. This will positively affect the result on housing for the next ten years.
- *Start-up costst Ba ME/VU*: The startup shortages (M€ -4.4) from the Ba ME/VU business case are included in this budgeting period. This deficit will periodically be updated (Spring Memorandum, budget, and annual report) during the prefinancing period.
- *Result HTT*: The negative result is mainly caused by the negative result of the activity real estate and is based on the existing situation. The business cases HogeKamp and U Park (part of the real estate activities) will be discussed in the board in 2019. In addition, new policy will be developed for TTOG (also real estate activity) before the end of the year. Decisions on both subjects can lead to deviations from the budgeted result.
- *Overspending Policy budget EB*: an essential component causing the overspending of this budget is the wage- and price compensation 2020. The Executive Board indicated that it wants to continue to allocate the wage- and price compensation in times of growth. The total overspending amounts to M€ 2.3 in 2020 and M€ 0.5 in 2021, after that, the allocations remain within the available budget margin.
- *Overspending CSB*: the Executive Board does not expect that all INS budgets will be completely exhausted in 2020-2022. However, CSB still contains several PM activities, which could lead to additional allocations. This combined effect translates into an underspending of M€ 1.2, M€ 1.3 and M€ 0.6, which has been incorporated as a correction. Therefore, throughout the entire budgeting period, CSB does not show a result. However, in 2023 the available budget margin is M€ 0.8.

Difference with last multi-annual Budget

This section briefly describes and explains the differences with respect to the Budget 2019-2022.

Faculties

Compared to the previous Budget, the faculties' results in 2020 have remained roughly the same. There are, however, shifts between the faculties. On the one hand, an improvement in the result of TNW, BMS, and EWI. On the other hand, the faculties ET and ITC show a deterioration in the result. The next table shows the difference between the Budget 2019-2022, including an explanation.

Difference previous multi-annual budget

	2020	2021	2022
Faculties 2019-2022	-3.793	-2.467	-1.393
Δ ET	-937	-766	-213
Δ EWI	1.018	980	1.743
Δ EWI-nanolab	-164	98	239
Δ EWI-DesignLab	0	0	0
Δ TNW	303	131	-25
Δ BMS	842	-164	-209
Δ ITC	-1.184	-2.759	-2.899
Δ ITC-UCT	140	244	145
Δ ITC-PreU	0	0	0
Δ faculties	18	-2.236	-1.219
Result Faculties 2020-2023	-3.775	-4.703	-2.612

Explanation:

ET	Compared to the previous multi-annual Budget, the result is more negative as a result of concrete form to Sectorplan research and extra budget due to Sectorplan Education. In addition, a less strategic allocation (M€ 0.3) and 2 ^e /3 ^e funding (M€ 0.6) is expected. On the other hand, higher personal (M€ 1.0) and housing costs (M€ 1.0) are budgeted.
EWI	EWI expects a higher positive result. On the one hand, this is a consequence of the increasing student numbers. On the other hand, the Sectorplan research and the additional Sectorplan Education budget contribute to the substantially higher benefits. The strategy drawn up by EWI for the coming years is not yet sufficiently elaborated in the budget: the described high ambitions of EWI, the yet to be drawn up Sectorplan education B / T and the implementation of Shaping 2030 will, however, reduce the surpluses after 2020.
TNW	TNW is showing a negative result in the coming years. This is mainly as a result of investing in new chairs. Compared to the previous Budget, the result is less negative (M€ 0.3). In the current Budget, a positive result (M€ 0.6) on Sectorplans is expected for 2020 (last year M€ 0.5 positive). In addition, the contribution charged to the result of the gravity program (zwaartekrachtprogramma) has been canceled (M€ 0.1).
BMS	Compared to the previous multi-year Budget, a more positive result in 2020 is presented. This is mainly due to the realization of "improvement plans", improved cooperation through cluster formation and the transition to a more capacity-driven organization. In 2021 and 2022, BMS shows a more negative result compared to the previous multi-year Budget. This is due to a redistribution of STEAM withdrawals from reserves. BMS indicates that STEAM takes more time than assumed, but the total of STEAM deficits remains in accordance with the BMS under Steam Policy Brief.
ITC	ITC will start in 2020 with the ITC investment program "Invest in Geo and new ITC" (Ingenuity). The additional negative results in 2020-2023 are the result of the extra expenditures in line with this plan.

Central budget (CUTE)

Compared to the previous multi-annual Budget Cute is showing a more negative result (M€ 0.2). This is due to budgeted exceedances of the Policy Budget EB. Like Interest and the REH, the result of the associates has been updated and is part of CUTE.

Difference previous multi-annual budget

	2020	2021	2022
CUTE 2019-2022	-43	1.002	1.393
Δ Policy Budget CvB	-996	3	0
Δ Budget CSB	0	0	0
Δ Start-up costs Ba ME/VU	0	0	0
Δ REH	941	1.689	2.462
Δ Interest	-100	-181	-144
Δ Result associates	-71	-66	-249
Δ divers	0	0	640
Δ CUTE	-226	1.445	2.709
CUTE 2020-2023	-269	2.447	4.102

Changes central budgets since Spring Memorandum 2020-2023

The changes in the strategic budgets compared to the Spring Memorandum are shown below and briefly explained.

Central Strategic budget

The table below shows the changes compared to the Spring Memorandum 2020-2023.

A major change concerns the 30% supplement to the Sectorplans. After the Spring Memorandum, a reservation has been made for the Energy Transition Strategy program. Furthermore, a central level of under-spending of the total Strategic Budgets of € 1.2 million for 2020.

(amounts in k€)

Δ CSB Concept Budget 2020 - 2023 <=> Spring Memorandum 2020 - 2023	2020	2021	2022	2023
Mutation available budget:				
Available budget CSB in Spring Memorandum 2020 - 2023	9.741	9.742	9.746	9.748
Matching HS (structural, matching OCW-contribution)	11	11	11	11
Academic development (OW+O&O)	7	21	26	30
Available budget in Spring Memorandum 2020 - 2023	9.759	9.774	9.783	9.789
Δ available budget:	18	32	37	41
Budgetmargin CSB in Spring Memorandum 2020 - 2023	179	1.616	2.038	3.259
Mutation budgets/reservations in Concept Budget 2020 - 2023:				
Research support Verdonschot (ET)	50	50	50	0
Partner contribution WETSUS (2020-2022)(TNW)	100	100	100	0
30%-supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	647	2.584	2.584	2.584
Reservation Energy transition strategy, SBD (2019 k€ 215)	500	285	0	0
TopFit	150	0	0	0
"Zwaartekracht"-project Ethics, matching CSB (2020-2024)	81	81	81	82
Reservation "Zwaartekracht" proposals 2018	-125	-125	-125	-125
Designlab Marketing k€ 75 -/- matching DL-budgets)	13			
Brinksma Innovation Grant 2019	11			
Expected underspending CSB	-1.230	-1.327	-615	0
Total new budgets and reservations Concept-budget 2019-2022	197	1.648	2.075	2.541
Budgetmargin in Concept Budget 2020-2023 (A+B-C)	0	0	0	759

Policy Budget EB

Changes have been made compared to the Spring Memorandum. The available budget has been increased as a result of the update of government funding. Also, the effect of Sectorplan Education is included. On the other hand, the Executive Board has taken decisions from the policy space. The largest allocation concerns the compensation of the increased wage costs by 2.5% in 2020.

Furthermore, the multi-year financial consequences of previously implemented processes are incorporated (eg TOM 2.0 and P2P). For the encouragement of the development of (young) obp with a focus on project skills, we will be setting up a UT-wide trainee program. Therefore, a budget of € 150k is available per year from the Policy Budget Executive Board, the faculties will be asked to match this together with € 150k. Duration initially: 3 years.

Still, some programs are estimated as PM because integrated business cases must be drawn up at UT level (eg ECIU, Regional Deal, but also UIM).

Description	2020	2021	2022	2023
Budget margin Spring Memorandum 2020 - 2023 (after deduction reservations)	765	1.235	2.065	2.444
Additional budget	1.043	1.801	3.701	4.368
Allocations regarding housing	-92	-92	-92	-6
Allocations regarding small-scale education	-548	-458	-458	-458
Allocations regarding recruitment	-150	-150	-150	-150
Allocations regarding administrative processes	-2.133	-1.570	-1.225	-1.366
Wage- and price adjustment 2020	-1.234	-1.234	-1.234	-1.234
Budget margin Concept Budget 2020 - 2023 (after deduction reservations)	-2.349	-468	2.607	3.598

Commitments

In the Spring Memorandum 2020-2023 the next commitment were agreed:

1. de kostenstructuur van het onderwijs, en met name de verschillen tussen opleidingen, tot een voldoende gedetailleerd niveau in kaart worden gebracht zodat deze toegepast kan worden op de aspecten die de Universiteitsraad in zijn brief noemt. Het College doet hiertoe z.s.m. een voorstel in samenhang met de ontwikkelingen in VSNU en OCW verband waarbij ook een tijdsplan voor de uitvoering wordt overeengekomen;

In navolging op de aanbeveling van de cie. Van Rijn om voor het onderwijs kostprijsmodellen te ontwikkelen is in VSNU verband rond de zomer 2019, een werkgroep van start gegaan. De UT is hierin vertegenwoordigd. In de 1^e fase van dit project zijn landelijk praktische voorbeelden geïnventariseerd en is het draagvlak onder de universiteiten gepolst. De UT heeft in deze fase het reeds ontwikkelde kostprijscalculatiemodel Bedrijfs Economische Aspecten (BAO) van het onderwijs gepresenteerd. Dit BAO-model wordt opgevat als een best-practice en zal aan de basis liggen van het vervolg van de werkgroep vanaf november 2019. Streven is om in 2020 te beschikken over een landelijk in te voeren model. Daarna zal het vullen het model met alle Ba- en Ma-opleidingen nog de nodige tijd vergen.

2. zij inzicht geven in de wijze waarop overhead kosten nu gedekt worden daar waar overhead uitgaven gedaan worden;

Dit zal meegenomen worden bij de uitwerking van de kostprijsmodellen. Zie ook Stand van zaken met betrekking tot toezegging 1.

3. bij de begroting van 2020 presenteert het CvB een lange termijn beleidsprincipe over de (voor)financiering van nieuwe opleidingen, nevenvestigingen en groeiende opleidingen;

De geldende beleidslijn is dat faculteiten zelf verantwoordelijk zijn voor de kosten van het opstarten van nieuwe opleidingen, nevenvestigingen en groeiende opleidingen. Ook voor wat betreft de (voor)financiering hiervan. Dit is het huidige beleidsprincipe en blijft onveranderd. Indien er sprake is van instellingsbrede strategische keuzes kan het college, in samenspraak met betrokkenen (UR/CvB-D enz.) hiervan afwijken. Dit is bijvoorbeeld gebeurd bij het gezamenlijk met de VU starten van de ME-opleiding vanwege het strategische karakter en nationaal belang van deze samenwerking. (zie paragraaf 3.2.2 Begroting 2020-2024)

4. het College aan de presentatie van de onderzoekstrategie na het zomerreces een herijking van de onderzoeksmiddelenverdeling koppelt en in de kaderstelling van 2021 een start maakt met beleidsrijke (re)allocatie van de onderzoeksmiddelen;

Met het voortschrijden van Shaping 2030 is duidelijk geworden dat de opgestelde concept onderzoeksvisie hier onvoldoende op aansluit. Het CvB heeft besloten het proces opnieuw te starten in lijn met Shaping 2030. Onderdeel van deze onderzoeksvisie zal een beleidsrijke (re)allocatie van de onderzoeksmiddelen zijn.

5. het College dit najaar op basis van de doorontwikkeling masteronderwijs en de nationale beleidsontwikkeling ten aanzien van bekostiging van het beta/technisch onderwijs bekostiging het interne verdeelmodel voor het master-onderwijs herijkt en een tijdsplan voor de invoering van een verandering van de verdeling van middelen doet;

Zie toezegging 1.

6. een herprioritering van de centrale sturingsbudgetten als onderdeel van de kaderstelling 2021 presenteert, waarbij doelmatigheid en noodzaak in het kader van het actuele beleid voorop staan.

Zoals eerder aangegeven zal inderdaad het herijken van Centrale sturingsbudgetten meegenomen worden het opstellen van het Spring Memorandum

4. (Voorgenomen) besluit CvB:

Gezien

Gehoord

Overwegende

Besluit het CvB: de conceptbegroting 2019-2022 vast te stellen, onder voorbehoud van het advies van de UR en de goedkeuring van de RvT.

GRIFFIE URaad: (door griffie UR in te vullen)

Eerder in URaad aan de orde geweest?

Nee.

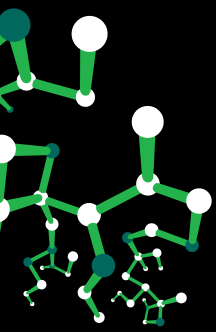
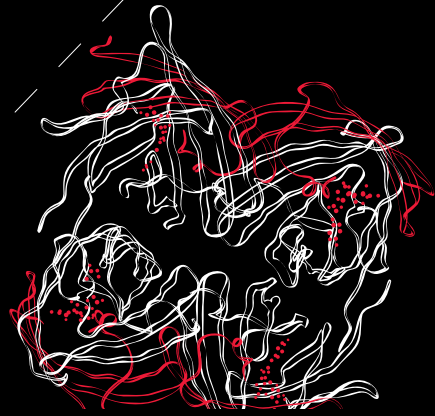
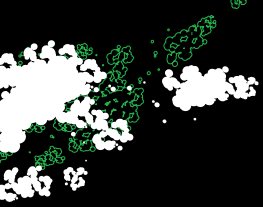
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Conclusie toen:

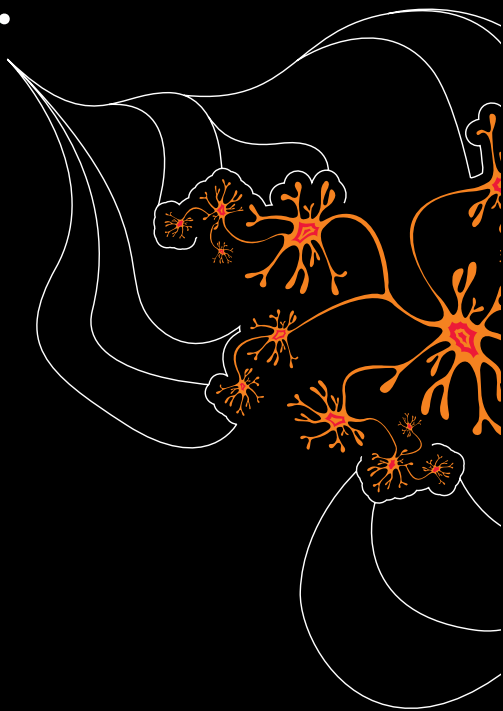
Nadere toelichting: (Voor als presidium/griffier vindt dat één van bovengenoemde punten nadere toelichting behoeft)

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CONCEPT- BUDGET 2020-2024



CONCEPT-BUDGET 2020-2024 University of Twente

FIN/CvB UIT-4271
4-11-2019

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1. Preface of the Executive Board

This document provides the financial and policy framework for the execution of our current strategy, Vision 2020.

The University of Twente (UT) is a modern research university in which we encourage an entrepreneurial attitude in both staff and students. With our educational model, based on small-scale education, we provide top class and connected education for a diverse student population. Our research activities are groundbreaking and focused. Our cooperation with the region, other educational and research institutions, and companies is highly valued.

We are nearing the completion of a new mission, vision and strategy for our university: Shaping2030. Our mission is:

The University of Twente is the ultimate people-first university of technology. We empower society through sustainable solutions.

Given our mission to be a university of technology that puts people first, we direct special attention to three societal themes and the challenges they pose. These can all be framed in a single question: how can we best contribute to the development of a digital, fair and sustainable society between now and 2030?

Building on our fundamental values, our vision for the UT is bold and distinctive. In 2020 we will already take sizeable steps in realizing our new strategy. We hope that it will have a profound, positive impact on the UT community and its environment.

We are looking forward to realising the ambitions for the next decade together with the UT community.

On behalf of the Executive Board,

Victor van der Chijs
President

2. Policy Agenda

2.1 Key principles and ambitions

This Policy Agenda is guided by our key principles and the new developments according to Shaping 2030. The agenda for 2020 is based upon the plans of our faculties and service departments. Specific investments are budgeted via the Central Strategic Budget. Our key principles are:

- The UT is a modern research university
- The UT encourages an entrepreneurial attitude throughout the whole university, both staff and students
- Our educational model is based on small-scale education; staff and students are part of a learning community
- Our student population is diverse in terms of nationalities, gender, bèta-gamma and bachelor-master
- Our education is top class and connected
- The UT wants to consolidate or increase its share in both the available educational and research budget
- Strategic capacity planning is essential to attract and preserve talent
- Cooperation with the region and companies is highly valued to achieve our strategic UT-wide goals

For a further explanation of the key principles, we refer to the Spring Memorandum 2020. 2019 is the final year in which our current strategy is guiding. In 2019 our new strategy called 'Shaping 2030' is being developed in close cooperation with staff, students and stakeholders.

The mission of the UT for 2030 is:

The University of Twente is the ultimate people-first university of technology. We empower society through sustainable solutions.

In the spirit of this mission, we envision a society in 2030 in which we will have learnt from the past, and in which we seize the opportunities of technology. In the coming decade, society will face many challenges. It can only hope to overcome these with the full engagement of the scientific community. The UT believes in a focused ambition that involves setting clear priorities in education and research at the touchpoints between these challenges and our own identity. Given the UT's mission to be a university of technology that puts people first, we direct special attention to societal themes and the challenges they pose; these can all be framed in a single question: how can we contribute to the development of a digital, fair and sustainable society between now and 2030?

2.2 Strategic goals

The Annual Plans of our faculties and departments for this budget document still follow the format of Vision 2020; in this transitional phase, we maintain the same paragraph structure. In order to achieve our strategic goals, we distinguish three types of actions which will be further elaborated in each paragraph:

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

To monitor the progress we make in achieving our goals, indicators at UT level are stated in the next paragraphs. In co-creation with the faculties there is ongoing development of indicators. This is in order to also support the management at the faculty level.

2.3 Developing global citizens

Educating the professionals of the future in an international context. Outstanding students and staff who excel in their ability to combine high-quality knowledge to design solutions to the questions of the future, along with national and international companies/governments. The focus here is on the core values: society-oriented, synergy driven, entrepreneurship and pioneering and internationally oriented.

UT aims to develop global citizens through high-quality education, staff and infrastructure, optimal educational processes and the optimal mix in our student population.

To reach this a change programme is required to connect the vision of internationalisation “educating the global citizen” to operational execution in faculties and at a central level. The programme aims to consider internationalisation as a “going concern” by 2021 and consists of five action lines.



2.3.1 Further growth/development

Student appreciation

The UT wants to further strengthen student appreciation. We focus on improving student participation by giving students an important role in programme committees. Furthermore, we also give a follow up on the recommendations we receive from surveys (e.g. NSE, NAE). In the plans of the Quality Agreements, we also give strong attention to the participation of students and their needs in both curricula and facilities.

Future-proof growth in education

For the bachelor programmes, our main priority is a qualitative increase of student enrolment, partially by accommodating heterogeneous (international) target groups. For the master programmes growth, a qualitative and quantitative increase in influx will be enhanced primarily by the combination or labelling of existing programmes and new programmes within the scientific focus areas. Therefore, effective cooperation between our faculties is of great importance for the future growth of our master population. Successfully attracting and including international students to realise heterogeneous international classrooms remains a priority for all of our educational programmes.

An increasing student population is accompanied by the question of how we can optimally facilitate this growth in terms of infrastructure (housing, student facilities, etc.), staff and supporting processes. This issue will receive special attention in the coming years.

The UT prioritises excellent research and education focusing on technology and engineering and its role in society (High Tech Human Touch). Society expects us to come up with engineering solutions. To achieve our educational goals, we further improve our bachelor educational model (TEM 2.0), we invest in challenge-based education, and we keep investing in our programmes and facilities for our students. The ‘Van Rijn funding’ further enables us to invest in our capacity and infrastructure and further improve the quality of our education.

The internationalisation programme, which started in 2018, is progressing successfully. The programme aims to improve the international curriculum of the educational programmes, realise our exchange ambitions, implement our language policy, realise a contact centre and improve processes concerning incoming international students and international relations.

2.3.2 Innovation

Attract new (inter)national top talents

Excellent and innovative research and education depends on the quality of its staff. The UT not only wants to retain the best talent, but also wants to attract and recruit it. To position the UT as an employer of choice we are creating a compelling value proposition for current and potential employees, e.g. tenure track positions. The UT is also developing creative recruitment strategies for acquiring top talents or high potentials. Strategic HR is developed in line with our research and education portfolio.

Connecting masters with our focus areas

Another way to attract more master students is to develop and offer aligned master-PhD programmes. MSc education programmes and the graduate programme, in general, will focus on the themes relevant to the profiling of UT. It will also facilitate the design of MSc tracks as a pathway or as integrated tracks to a PhD degree in graduate education. And finally, the focus in the graduate programme will help us

clarify our profile for students, researchers, businesses, funding agencies, government bodies and other (knowledge) partners. For example, the master Robotics and the specialisation track Sport Data Science.

Intensified cooperation with HBO

As a result of both regional and national developments in 2019, collaboration with the Universities of Applied Sciences is becoming increasingly important for the University of Twente. Saxion University of Applied Sciences is an important higher education partner in the region of Twente because of a shared responsibility for the regional HE-labour market. In the national context, the collaboration between Saxion and University of Twente is considered a good practice and has the specific interest of the ministry of Higher Education and Research. In 2020 collaboration with Saxion will be further intensified, primarily in the field of education (wisselstroom, lifelong learning), but also in exploring new possibilities for research collaboration (as already takes place within the Regiodeal Twente). As well as Saxion, cooperation with other HE-institutes is becoming increasingly important, related to specific research activities and regions where UT is exploring new options.

In the Twente Region, the Regional Community College of Twente (ROC van Twente) is also an important partner, since cooperation in the full education chain is essential. This is because the UT wants to address regional economic and societal challenges through its education, research and knowledge transfer activities, and through more flexible learning paths. In 2020 UT, Saxion and ROC Twente will intensify their collaboration focused on secondary and tertiary education and on addressing quantitative and qualitative needs of various sectors in the city of Enschede and the region of Twente (high-tech, education, healthcare). The UT is also working together with the City of Enschede, and students from Saxion University of Applied Sciences, from the Regional Community College of Twente and from the Academy of Liberal Arts (AKI/ArtEZ) to address societal challenges in the city. The UT actively participates in the national City Deal on Education.

An example of good practice and excellent illustration of such cooperation is the ongoing cooperation between UT, Saxion University of Applied Sciences, and the Regional Community College of Twente, with a national network (Asphalt Pavement, Research and Innovation), construction companies and field labs to educate students, researchers, lecturers, and companies to prepare them for the societal challenge of achieving energy transition in neighbourhoods. The cooperation covers the area of civil engineering, construction engineering, entrepreneurship, road infrastructure and waterways.

2.3.3 Strengthen our basis

Quality agreements

The Dutch Government requested Higher Education Institutions to invest the financial resources derived from the Student Loan Fund back into education in order to improve its quality. In 2018, the UT initiated a bottom-up process to develop a Quality Agreement Plan. The Vice-Deans of Education and programme directors have been asked to liaise with students of programme committees and study associations to identify their needs and wishes to improve the quality of the degree programmes and their learning environment at the UT. The plan-making process was initially completed by the end of 2018, resulting in a plan at UT level, approved by the University Council and Supervisory Board. After development of this plan, it became clear that the Accreditation Organisation for The Netherlands and Flanders (NVAO) will perform the audit of the Quality Agreement Plan in December 2020 and that the UT can take more time to further refine the plan in more detail, especially with regard to the financial and monitoring parts. Nevertheless, the institution-wide plan of December 2018 remains the policy framework for the Quality Agreements in the coming years. In 2018, the UT developed a Quality Agreement Plan that describes the aspired and required development of education for the period 2019 until 2024 to which the Student Loan Funds will contribute. This plan consists of five programmes:

- a. Learning facilities,
- b. Community building,
- c. Teaching professionalisation,
- d. Talent development of students,
- e. Global citizens.

Each programme has a long-term ambition to consolidate and focus the efforts that the UT will take to improve education and to foster innovation. These programmes match with the university's educational profile, which is characterised by a small-scale and interactive learning environment, an entrepreneurial mindset of students and staff, and the drive to transcend borders between scientific disciplines, cultures, and the university and society. These programmes, as listed above, encompass the ideas and suggestions from students and staff

to improve the quality of education. The faculties have structured their plans according to the five quality agreement programmes.

The additional plan-making process in 2019 resulted in a multiannual investment plan regarding the central budget from the Student Loan Fund, and in separate plans on the Quality Agreements of the five faculties. Faculties have developed faculty-specific plans that fit within one or more of these programmes. Faculties are responsible for monitoring their plans and adjusting and updating their agreements in consultation with internal stakeholders. The updated plans Annual Plans of faculties describe which measures the WSV-budget (Dutch abbreviation of Wet Studievoorschot) will support. This UT Annual Budget explains how the central WSV-budget (20%) will be used in 2020 (see table below). This was approved by the University Council in September 2019. Faculty Councils (allocation at faculty level based on faculty plans) and the University Council (central budget) have the right to annually approve the allocation of the WSV-budget.

WSV budget

(amounts in k€)						
unit	2018	2019	2020	2021	2022	2023
ET	462	448	529	915	1.141	1.187
EWI	393	391	515	827	1.038	1.096
TNW	588	539	630	1.080	1.349	1.430
BMS	694	659	787	1.350	1.669	1.749
ITC	0	17	17	27	35	36
ITC-UCT	0	28	36	69	97	133
CUTE	709	506	610	1.036	1.291	1.359
total	2.846	2.588	3.124	5.304	6.620	6.990

The central budget is the result of the 80/20 rule and will be spent based on plans of the service departments. The expenditure of these budgets will be part of the Quality Agreements.

Measures per programme	2020
Community building (sub-total)	37
1. Needs and requirements analysis home bases degree programmes (CES)	37
2. Increase capacity of Scheduling Team to accommodate home base scheduling (CES)	
Learning facilities (sub-total)	192
2a. Extension of possibilities Canvas (CES)	20
2b. Expand capacity for digital assessment – licences (LISA)	60
2c. Facilitate and stimulate use of e-learning (TELТ)	112
Teaching professionalisation (sub-total)	147
1. Develop Learning Assistant Programme (CES)	20
2. Develop (short) customised courses (CES)	56
3. Designing two additional SUTQ tracks (CES)	56
4. Support initiatives regarding peer review and teacher community (Policy development regarding HR)	15
Global Citizens (sub-total)	150
1. Support International Curriculum for faculties (CES)	50
2. Support exchange programmes and international partnerships (CES)	100
Talent development students (sub-total)	132
1. Develop a UTalent Hub (S&P)	22
2. Employ several supportive activities regarding coaching (S&P/CES)	20
3. Expanding support mental health (CES)	90
Total costs	658
Central budget	610
Difference budget – costs	-48

Measures that will be performed by means of the central WSV-budget. The measures are explained in more detail in part B of UT's plan on Quality Agreements 2019-2024. Yellow shading = measure already part of Spring Memorandum 2019-2022, Green shading = new investments.

We report on the progress of the Quality Agreements in our Annual Report. Faculties and service department report on the realisation of their the Quality Agreements plans via the Management Report of December. This information will be included in the UT Annual Report.

The Quality Agreements of the UT will be assessed on the 18th of December 2019, as a trail of the Institutional Audit. Halfway through the six year period, there will be a mid-term assessment. Based on the Annual Report of 2021 and a reflection of the participatory bodies, the NVAO will assess whether the UT has realised sufficient progress and whether relevant stakeholders are sufficiently involved. The final assessment of the Quality Agreements will be organised parallel to the next Institutional Audit, approximately in 2025. For the period 2020-2023 we have budgeted the following budgets per faculty:

2.3.4 Monitoring

In the table below the key performance indicators for ‘Developing global citizens’ are shown at UT level. The indicators provide the basis for the ambitions of each faculty. In the next period further development on the indicators will take place in close cooperation with the faculties. In the process of Shaping 2030 these indicators and target values will be reviewed.

We can not yet adjust our ambitions regarding influx and student population in the budget 2021-2024. Adjustments should to be substantiated by the outcome of discussions related to our new strategy, given the uncertainties in future developments (market development, discontinuation of numerus fixus, discussion on national level regarding internationalization, etc.)

	Prognosis	Prognosis	Ambition		
	2019	2020	2021	2022	2023
Influx bachelor *	2,541	2,650	2,400	2,400	2,400
Influx master**	2,077	2,250	2,250	2,250	2,250
Total population	12,372	13,049	12,000	12,000	12,000
% international population (ba/ma)	31 / 31	30 / 35	30 / 35	30 / 35	30/35
Study success					
Drop out	18%	< 20%	< 20%	< 20%	< 20%
Switch	10%	< 10%	< 10%	< 10%	< 10%
Pass rate	74%	> 70%	> 70%	> 70%	> 70%
Market share in the Netherlands ***					
Bachelor	3,6%	3,7%	3,7%	3,7%	3,7%
Master	2,7%	3,0%	3,0%	3,0%	3,0%

*2019 is standing as at 1-10-2019, 2020 is based on prognosis faculties in Annual Plans

** expectation master influx academic year 2019-2020 and 2020 based on prognosis faculties

*** based on 1cHO 2018 (2019 is not yet available)

2.3.5 Available Strategic budgets (CSB)

Developing global citizens	2020	2021	2022	2023
Total available CSB	9.759	9.774	9.783	9.789
Developing global citizens				
Budget	1.997	1.997	1.997	1.997
Reservation	54	54	36	0
% Developing global citizens	21%	21%	21%	20%

Budgets for ‘Developing global citizens’ are e.g. budget for Student grants (M€ 1.1), University Chairs (M€ 0.6) and Tenure track women (M€ 0.2). Details of the strategic budgets can be found in the Supplement Annex 13.

2.4 Making a real impact

UT stands out in its education and research through the combination of disciplines, where technology and the role of technology in the society are key factors: High Tech - Human Touch.

To remain a leader in this field and to guarantee the excellent quality of the study-programmes, the UT focusses on its priorities: Science for Industry and Society. For integral research agendas, which require a technological and social scientific approach, we are the preferred partner for public and private organisations.

2.4.1 Further growth/development

Increase impact

The research institutes at the UT, (DSI, TechMed, and MESA+) have an interdisciplinary approach, specialise in public-private collaboration and focus on increasing external impact. The aim is to increase our portfolio and cooperation with companies and governments and also between our faculties.

To intensify our policy, support the faculties and thus increase our impact we enlarge our capacity in Strategic Business Development.

Digital Society Institute

The official mission of the Digital Society Institute is to engineer the digital society by doing scientific research (1) in technology that is essential for digitalisation, (2) on methods and techniques for integrating digital technology in our environments and (3) in how to achieve intelligent, well-informed decision-making. An essential aspect of the mission is to conduct research that has an impact on society. Digitalisation stretches from creating, innovating and developing digital technologies, to adopting and creating digital technologies to our everyday needs, desires and habits. This shapes technologies by adding value and imposing what we can and are willing to adopt and use for our desires and the challenges we face.

Natural, societal and industrial challenges are starting points, and engineering digitalisation is an iterative process in close cooperation with all its stakeholders. We call this way of working open engineering. The world is one of our two playing fields, notably including so-called rural regions: rural regions with urban centres. Industry is the other one, in particular where automation in all its facets is shaping the future.

MESA+

Developments in the Key Enabling Technologies lead to disruptive innovations in the domains of most societal challenges. In order to successfully achieve these innovations, technological developments must be driven further, and are often based on excellent (fundamental) research. The MESA+ Institute on Nanotechnology is a world-leading institute that focuses on exactly these challenging developments. The mission of MESA+ is realising nanotechnology-enabled solutions for societal challenges by being the best in nanotechnology through excellent people, top publications and state-of-the-art infrastructure.

MESA+ combines interfaculty research, in collaboration with external partners, around the Key Enabling Technologies in the application areas:

- ICT (next generation chips, green ICT);
- Health (early diagnostics, organ-on-a-chip, nanomedicine)
- Sustainability (energy – storage and conversion, negative emission technology)

The institute will further develop and extend its excellent research infrastructure and large existing national and international networks. The primary role of the institute is to determine and execute strategy thereby maintaining focus on the scientific, business and societal goals as they relate to the societal challenges. As part of this strategy, the institute will instigate and coordinate research and funding initiatives, public-private partnerships and project acquisition.

Technical Medical (TechMed) Centre

TechMed focuses on technological solutions that improve personalised healthcare related to a clinical perspective at sustainable costs. Some related issues may be purely technical or scientific in nature, but we explicitly want to make an impact in society. We aim for applications that are eventually applicable in a hospital or a home care situation, improving healthcare and boosting the economy. This essentially translational research will be an important aspect of the institute (and does not exclude fundamental research), which matches the increasing requirement for valorisation from funding agencies. As such, the University of Twente has established long-standing relations with several University Medical Centres and other hospitals in the Netherlands.

The University of Twente has highlighted the choice of a new direction with the opening of the TechMed Centre in fall 2019. In 2020 the efforts in the field of technical medical and health research will be further strengthened by new collaborations with a diversity of partners. Cooperation in the region with partners like Roessingh, RRD, MST, ZGT and Saxion will be strengthened and together with Novel-T we will continue to build a strong Medtech ecosystem. Further development of four mission project lines within the TOPFIT programme will help to position East Netherlands in this field of research. At national level the position and relevance of the technical medical research at the technical universities will be further strengthened by Health@4TU.

In 2020 TechMed will, alongside its regular activities, focus on:

- Evaluation of the Personalised eHealth programme, with very likely a request to continue the stimulation of this programme for an additional period of 2 years;
- Evaluation of the seed funds Pioneers in Healthcare & TURBO grants, with potential requests to continue with these activities for the upcoming years;
- Start of the Sustainable Healthcare Technologies programme;
- Development and launch of a new strategic programme 'Intelligent Imaging & Sensing' (formerly known as 'tech & ai for early detection of diseases');
- Develop a strategy to attract more funding from the 'Personalised Medicine' domain;
- Invest in a Lifelong Learning course portfolio (together with partners).

Other UT-wide programmes

The faculty of Engineering Technology (ET) enhances our ambitions for Intelligent Manufacturing Systems by setting up a new UT programme and a centre for maintenance engineering. Fraunhofer Project Center (FPC) @UT is a joint initiative of the University of Twente, the Fraunhofer Institute for Production Technology IPT in Aachen, Germany and Saxion. The FPC@UT is one of those initiatives through which ET strengthens its leading position in the theme Intelligent Manufacturing Systems. FPC @ UT develops and offers solutions for smart industry by translating scientific knowledge into practically applicable technological innovations, especially in the field of advanced manufacturing. Within a short period of time, FPC@UT has acquired an acclaimed position in the field of advanced manufacturing and production technology. This is exemplified by rounding the 1M€ mark in revenue within 1 year of starting up and by developing a major proposition for the Regiodeal. In order to grow and develop, FPC@UT and the UT are seeking an autonomous position within the Dutch system of applied research (programmes and funding).

In the 4TU plan 'High-tech for a sustainable world' the TU's will invest more than M€ 22 during the period of 2019 until 2022 in research programmes which comply with the UN Sustainable Development Goals, the EU grand societal challenges, and the Key Enabling Technologies. The following three (out of five) programmes are assigned to programme PI's from the University of Twente:

- DeSIRE: Designing Systems for Informed Resilience Engineering (PI is Prof. Filatova). As of 1 January 2018, the 4TU.Centre for Resilience Engineering has been established, located at the UT;
- Precision Medicine by integrating Multiscale Functional Imaging and Advanced Machine learning (Prof. Versluis);
- Soft Robotics (Prof. Van der Kooij).

The budget is incorporated in the faculty budgets.

2.4.2 Innovation

Faculty programmes

The structural growth of first-line funds (in addition to sector plans) and growing educational income offers us the opportunity to appoint first-rate AIOs. This gives a boost to the quality of our research, we increase our attractiveness for talented scientific employees (start-up packages, honouring excellent reviews, research proposals, responding quickly to opportunities) and we partially deal with the educational workload.

As well as the monodisciplinary focus in the Sector Plans, the UT will strengthen the interdisciplinary collaboration between our faculties, within our institutes, and with our partners. Interdisciplinary collaboration is a prerogative for mission-based research and programmes and therefore 30% matching and additional resources from CSB is needed and justifiable. The three disciplines Electrical Engineering, Mathematics and Computer Science are the foundation of EEMCS. The central research themes are Human Centred Robotics (HCR), Personalised Health, Wellbeing & Sports (PHWS), and Energy Optimisation (ENO). In 2020 EEMCS will include at least fifteen positions and is going to experiment with six-year PhD students, who combine education and research.

ST is recruiting and selecting research staff for the open positions within the Sector Plan. All new positions fit in and strengthen one or more of the designated clusters. In addition, investments will be made in infrastructure and in start-up packages associated with these new positions. BMS has developed a coherent and distinctive social sciences research profile, closely connected to technology, with increased cross-university and cross-disciplinary collaboration, and with increased external collaboration. BMS Signature PhD positions are created to speed up the transition to a truly integrated social sciences & technology faculty.

The profiling themes of ET are: (Personalised) Health technology, Maintenance (both in manufacturing and in civil engineering), Resilience Engineering, Intelligent Manufacturing Systems, Sustainable resources. Together with EWI and BMS, ET is implementing the UT programme Intelligent Manufacturing system. ET is also aiming to develop a centre for maintenance engineering and, together with other faculties, a centre on robotics. Due to the additional financial means (Sector plans, Regiodeal) at ET the staff (tenured and non-tenured) will grow with 30% in the upcoming 5 years. This leads to challenges in attracting (and keeping) talent, housing staff, and infrastructure.

Ingenuity

The guiding principles of Ingenuity are rooted in Shaping 2030 and divided according to ITC's primary processes of Education, Research and Capacity Development. They are aligned with the focal areas and the convictions of the UT Mission and Vision in the sense that the strategies aim to contribute to a healthy environment in the broadest sense of the word, both at individual and at institutional level. This is done through new ideas on education as well as the new model for capacity development against the background of open science development.

With the ongoing development towards 'open science' ITC wants to take the opportunity to set up an interactive platform and community of practice where knowledge, data, publications, open-source software and experiences can be exchanged. Based on demands received through this platform ITC will develop specific courses (face to face, e-learning and blended forms) that specifically meet such demands. Through innovative ways of teaching and learning ITC can contribute to, and also benefit from, the development of the ECIU (open) University that is currently under development.

By attracting new young and ambitious scientific staff, ITC expects to produce more high-quality scientific outputs. We foresee a recruitment model aimed at attracting talented post-docs in promising new sub-domains for several years, who can demonstrate their added value in generating new projects with earning capacity. Capacity development will be more impact-oriented based on principles such as co-creation and being people-centred, aiming for sustainability and impact against the background of the sustainable development goals. In this way, capacity development is turned into ITC's version of valorisation, targeting societal impact in our focus countries and in support of the overarching goals that we are trying to achieve. This will serve the entire ecosystem in which technology and its applications are being developed (through research), taught (through training and education) and brought to society (through institutional strengthening).

Considering the overall goal that ITC is aiming to achieve, the proposals and suggestions that were received have been grouped into five strategic pathways that will be employed to reach that goal:

- Laboratory facilities and infrastructure, technology development to establish, further develop and integrate research infrastructure for the Faculty ITC and the UT.
- Open science: the wish to make education and research more visible and more easily accessible requires more effort in this respect. This strategic pathway aligns perfectly with ITC's mandate to do this and it will help to attract students as well as staff to the Faculty.
- Rethinking education for the future: ITC will develop a flexible and open approach to teaching and learning that will fit the university of the future.
- Expansion, consolidation of domains: there is an identified need to continue developing into areas of expertise where ITC wants to be leading in ten years from now. The domains will be aligned with the ambition to reduce the impact of climate change to create a sustainable living environment, and to develop sustainable integrated solutions for the world's serious problems. In doing so we will balance technology, physical environment and ecosystems.
- New model for capacity development: to acquire more projects, preferably also with alternative sources of funding. This will be achieved through more external exposure and visibility, and more creative project acquisition.

Through the development of an up-to-date portfolio of training and education, and by developing and consolidating its domains of expertise, the strategic pathways contribute to combatting the root causes of poverty, migration and climate change. We use a model for capacity development that not only focuses on the implementation of projects, but also on achieving societal impact.

Mission-based KIC's

Mission-driven and integrated value are the drivers of the new governmental policies on innovation and science, the 'topsectorenbeleid' and NWA. The mission-driven approach was already apparent in the European agendas, the NWO strategy and was the forming principle for the innovation agendas and contract (KIA and KIC's) in the Netherlands. Key elements in this approach, such as application-oriented research, public-private collaboration and multidisciplinary teams are part of UT's DNA. The triple helix model and the system approach of the UT are a perfect match. As a small, outward-oriented university, it is crucial to form consortia and enter into alliances (not only in top sector policy but also in NWA, in the NWO pilot Crossover programme and the NWO Gravity programme).

The Sector Plans of the Dutch government are important in this context because they lay down the structure for the coming years and thus the connection of the UT to these roadmaps, agendas, etc. We will continue to establish connections with the Sector Plans in close cooperation with the other faculties and scientific institutes. The UN Sustainable Development Goals and EU Global Challenges are an external guiding reference framework where our research aims to achieve societal relevance and impact. The internal reference we receive from Shaping 2030 and the vision on research.

The agenda and the investments in the national 'Sectorplannen' for Science and Engineering will receive momentum in 2020. The Sector Plans are formulated in accordance with the development and future of an academic field and scientific disciplines. The university and especially the faculties concerned made associated investments, in particular in new staff positions. The Sector Plans concern all our faculties but especially ET and TNW. Within the faculty of Engineering Technology (ET), investments within the Sector Plan are made in mechanical engineering, civil engineering, electrical engineering. For the faculty of Science & Technology (TNW), we are looking at investments in battery technology, nano-materials for electrochemistry, materials and concepts for low-power electronics and neuromorphic computing, applied superconductivity, molecular sensing, green chemistry, organic chemistry and polymers.

Research vision and strategy

In 2019 the UT drafted a new vision on research. The vision document is a further elaboration of the new Shaping 2030 vision in the area of research. The vision document will form the starting point of the development of a research strategy during 2019-2020 indicating how the objectives formulated in the vision will be translated to actions and initiatives regarding among others: talent management, research ambitions, research infrastructure, research quality management and cooperation with partners.

Strategy on Energy transition

The University plays an important role in research in the field of energy/energy transition and is widely involved in various national and international networks and platforms. Based on the need for an integrated vision, an energy transition strategy has been developed. The focus is on utilising the strengths of the UT to provide an answer to important obstacles in the current energy transition. This concerns a combination of breakthrough technologies, accelerated R - D - E tracks, education for students, business, relevance to government and citizens, improved analysis and decision making at regional, national and international level and change in the way people/consumers think and act. The accompanying roadmap serves as a starting point for future investments in employees, facilities, infrastructure, collaborations, etc. With stakeholders from different branches of industry, government and science, we are fine-tuning our proposition and setting priorities. The UT is on track to become a solid, complete and sustainable partner for stakeholders in their energy transition. It is our ambition to contribute to the development of renewable energy solutions, by combining scientific and technological aspects to enable large societal impact.

A prime example of the energy transition strategy is the Twente Centre for Advanced Battery Technology (TCABT), which was launched in 2019. It is our intention to establish new collaborative research projects on fundamental as well as applied topics within the battery value chain, to establish bilateral appointments of scientists, and to use the facilities together with our industrial partners to test the production of novel battery materials and chemistries. Our goal is to advance research to realise breakthrough solutions for next generation battery technology in a systemic approach and by addressing the complete battery value

chain. TCABT is bringing together all battery research activities in five interconnected focal areas: advanced materials and electrochemistry, power electronics, safety, battery management system and advanced manufacturing. The TCABT battery centre provides a single point of contact for interested industrial partners and governmental organisations.

We also envision a joint energy storage research initiative by strengthening the ongoing collaborations on battery research between WWU University of Münster, RWTH University of Aachen and Jülich Research Centre. Together with our joint academic and industrial partners we will create a strong position in regional, national, European and global battery research collaborations and we promote ourselves as an interesting partner in (inter)national consortia.

KET programme Photon Delta

Integrated photonics is a promising technology in which the Netherlands has an excellent position. In 2018, a large number of public and private parties joined forces to raise integrated photonics in the Netherlands to the next level, resulting in the realisation of the PhotonDelta initiative. This national programme unites the knowledge and skills of companies and knowledge institutions in the key technology of photonics for a period of eight years. Over € 240 million in resources has been committed in the national programme by various public partners and companies. The business community has promised a contribution of € 76 million, of which € 55 million from/via Brainport Eindhoven and € 20 million from Twente. With this covenant, the UT undertakes to invest a total of € 7 million up to and including 2026 (€ 4 million through the Connecting Industries programme, part of which must be matched by the business community, and € 3 million in infrastructure). Furthermore, the Fraunhofer Project Center @ UT and Novel-T together contribute almost € 4.5 million in-kind. The Province of Overijssel is contributing financially to the Photon Delta programme by providing a loan of € 10 million to the high-tech equipment fund of the University of Twente for use in the photonics programme.

An important function of PhotonDelta is to make the connection between R&D at universities, supplying PIC companies, and companies that have a demand for PICs. Two of the pillars of PhotonDelta, the development of next generation platforms and the creation of shared infrastructure, have an important function in that connection. In closing the gap between R&D at TU Eindhoven and the University of Twente and commercial applications, the Photonic Integration Technology Centre (PITC) must form an important link. The Roland Berger agency has prepared a report on how individual PITC ambitions can be made faster, more effective and, where possible, more coherent, with the ultimate goal of strengthening the Dutch ecosystem for integrated photonics.

Attract more talented high-profile researchers

Fostering the development of talents in research, education and support is of major importance to the University of Twente. A talent management project was initiated in 2019 and will continue in 2020 with the aim of developing an inclusive vision on talent and development of policy instruments to support administrators and group leaders in identifying and stimulating talent. In 2020 the development of new tools and approaches will be undertaken via pilots in close collaboration with the faculties.

The UT needs talented staff, people who excel in what they know and have competences to deliver a sustainable result in a specific context. In the UT practice, it is essential to identify all sorts of talent and talent development opportunities.

A number of initiatives have been started in this area, for example:

- Improved strategic planning of prizes & awards;
- Better facilitation of outgoing staff;
- Development of strategic personnel planning insights within faculties and staff departments;
- Identification & rewarding of teaching excellence, including a career path based on the teaching excellence framework;
- Tenure Track, the fast track career path for multi-talented scientists;
- A UT vision on student talent development.

2.4.3 Strengthen our basis

Research Data Management

Good scientific practice is one of the main reasons to manage research data during and archive the data after the project. It is important to keep available the raw, processed and/or analysed data, as well as the documentation necessary for understanding the data and the way it was collected, processed and

analysed. Proper research data management (RDM) makes science more transparent and improves scientific integrity and societal trust.

As a general policy, research data underlying publications should be Findable, Accessible, Interoperable, and Re-usable (FAIR). These insights are progressively being translated and formalised in international, national and local policies and frameworks formulated by science institutions, research funding agencies, and policymakers. In the Dutch National coalition agreement 2017, 'Open science' and 'Open access' were presented as normative.

The UT has developed a corresponding RDM policy to stimulate the awareness of the need and benefits of good research data management and to offer clear rules for managing research data at the UT. Both are relevant to the main target group: the UT scientific community, e.g. researchers and research managers, who have the main responsibility of data management in research projects. In the faculties the RDM policy has become effective and operational by assigning 'data stewards'.

TGS Dean, implementing Hora Finita, and the way forward for TGS

In November 2018 the Executive Board of the University of Twente requested a report analysing the challenges for the Twente Graduate School (TGS) in order to present the way forward for the TGS, with a focus on profile, governance, quality assurance and TGS services. To ensure that the Twente Graduate School is in a position where it can set the agenda for further academic development and to guarantee academic quality and quality management, it is vital to strengthen the school's academic leadership. Therefore, one of the main recommendations in the report was to appoint a dean of TGS. Based on consultative meetings with the EB-D and the UC-Oz, the profile of the dean of TGS has been drawn up and the new Dean of TGS will be appointed at the end of 2019. The Dean of TGS will guide the school into its next phase of development and provide leadership internally for the students, nationally and abroad.

In April 2019 the new PhD registration and tracking software Hora Finita was implemented at UT (also used at seven other Dutch universities). This application replaces the former ProDoc software, and in addition it includes the entire protocol for the PhD defence. Since this is a different way of working it will require some adaptation from all actors. Some details will be adapted after consideration by the Doctorate Board.

As of January 1st 2020, the existing regulations for PhD, namely the PhD Charter and Doctoral Regulations have been revised, in part because of the WRNA, affecting the legal status of university employees.

Scientific integrity

In 2019 the UT started implementing a programme to address the duties of care as specified in the Dutch Code for research integrity. The action plan is set up as a temporary project to establish the provisions in order to realise the duties of care the UT has committed to and to nurture an integrity culture at the UT. Main objectives of the programme are: Raise awareness among scientists regarding the new code of conduct for research integrity; Realise the provisions which are part of the institution's duties of care; Stimulate the use of the provisions offered by the UT; Develop and coordinate all integrity policies via the creation of a 'House of Integrity'; Stimulate awareness of all integrity policies at the UT amongst the UT employees and students. This programme will continue in 2020 and includes among others: (1) the development of courses on integrity; (2) implementation of the UT policy on research data management via the appointment of additional data stewards; (3) the implementation of the new UT-wide research ethics policy via the organisation of new ethical committees and a self-assessment tool to aid researchers; and (4) by raising awareness on integrity via consultative meetings at the faculties. We have started by building implementation capacity.

Large-scale scientific infrastructure

Large-scale scientific infrastructures are necessary for the multi-year realisation of the research spearheads of the university, for the continuity of research and to contribute to increasing the visibility of the research/university on a national and/or international level and increase the chance of extra income from '2^e /3^e geldstroom' funding, as well as to attract talent. The (re)investments in scientific infrastructure are enormous for an individual university, which means that external (private) funders, particularly those who contribute to exploitation, and opportunities for facility sharing, are being sought. We are seeking the right balance between external use for exploitation and use for scientific research. The existing financing

programmes and instruments in the Netherlands and Europe contribute only slightly to the realisation and operating costs. The financing instruments are mainly focused on innovation and not on replacement of equipment. The financing instruments are also increasingly being converted from a subsidy into a revolving loan.

The discussion and lobbying of ministries, VSNU, NWO and GWI will continue. We note that this is also experienced as a joint problem and that policy is being adjusted. However, this is not enough. The core of the issue is that the lack of investment by the government and the lack of national coordination on crucial scientific infrastructures weakens the innovation and knowledge position of the Netherlands.

Future of PDEng and framework CCTO

The working field and the context of the technological designer is changing. Domains, such as health, ICT, robotics or AI, security and data are merging and the demands and challenges are more interdisciplinary, system based, and large-scale. The board of 4TU.Education has asked the 4TU.SAI board to develop a proposal together with the CCTO for a more detailed framework on what, now and in the near future, falls under the term “technological design(s)” also in consultation with 4TU. Graduate School. The request was also designed to answer which types/combinations of prior education and possible work experience are required / desirable for a future “technological designer”. In addition, the 4TU Education Board wishes to know which knowledge institutes offer courses in technological design and to give advice on the future quality assurance of the PDEng programmes (in particular institution accreditation). The report of the Koenraad committee is expected in the fall of 2019.

2.4.4 Monitoring

In the table below, the key performance indicators for ‘Making a real impact’ are shown at UT level. The indicators provide the basis for the ambitions of each faculty. In the process of Shaping 2030 these indicators and target values will be reviewed.

	Prognosis	Prognosis	Ambition		
	2019	2020	2021	2022	2023
Influx PhD (excl. external PhD) *	225	260	250	250	250
Influx PDEng *	18	30	40	40	40
Pass rate < 5 yrs (employee PhD)	>58%	>75%	>75%	>75%	>75%
Earning capacity*	34%	35%	45%	48%	50%
Collaboration with industry	>15%	>20%	>20%	>20%	>20%
International collaboration	60-80%	60-80%	60-80%	60-80%	60-80%

*2019 is expected realisation, 2020 based on prognosis faculties. 2021-2023 cf. ambition

Besides the above-mentioned key indicators, monitoring of the strategic goals will take place via a number of indicators at both UT and faculty level. For example:

- An increase in grant approvals
- Improvement of our position in rankings of THE, QS and Leiden ranking by enlarging our impact.

2.4.5 Available Strategic budgets (CSB)

Making a real impact	2020	2021	2022	2023
Total available CSB	9.759	9.774	9.783	9.789
Making a real impact				
Budget	6.599	6.345	5.660	4.791
Reservation	1.138	1.703	1.703	1.415
% Making a real impact	79%	82%	75%	63%

Budgets for ‘Making a real impact’ are e.g. budget for Institute programmes (M€ 3.9), budget for Internationalisation (M€ 0.8), Strategic budget ITC (M€ 0.8), and the 30%-supplement Sector Plans (M€ 0.7). Details of the strategic budgets can be found in the Supplement Annex 13.

2.5 Stimulating an entrepreneurial mindset & behaviour

Appreciation for successful creative and original innovation in Education, Research and Valorisation. Especially with innovative and applicable knowledge, a unique educational experience, excellent support.

UT has maintained its position as most entrepreneurial university. The UT aims for a leading position in the Netherlands and Europe as an entrepreneurial university. We will continue to develop this position in order to remain an example for others and strengthen our own position. In order to benefit even more from this leading position, we will pay specific attention to obtaining external recognition for our efforts. The UT encourages an entrepreneurial mindset in both staff and students. We facilitate and encourage students to take part in student activism and entrepreneurship in the broadest sense: we offer more than a degree by giving them all kinds of opportunities to develop themselves. (e.g. study and student associations, student teams, Student Union and Dreamteam Designlab)

2.5.1 Further growth/development

Portfolio

UT has built a clear portfolio for executing and building on UT-entrepreneurship. This portfolio consists of private and public activities with a focus on economic impact, and will also lead to societal impact. Strategic Business Development (SBD) will facilitate the maintenance of a portfolio of themes that are developing into potential areas of impact for the UT. The Strategic Board determines the content of the portfolio and the portfolio is leading in determining the focus of SBD-support. The portfolio contains "mature" topics in which the UT already works effectively with public and private partners, but also contains topics that we are still developing.

2.5.2 Innovation / strengthen our basis

ECIU University

The UT is leading the implementation of the concept of the ECIU University which will start on 1 November 2019 and last 3 years. The ECIU consortium has received a total of M€ 6.3 from the European Commission to support the implementation of the pilot (with 20% matching). The purpose of the pilot project is to implement a European university concept based on real challenges focusing on the UN Sustainable Development Goal number 11. In order to implement this concept, it is important to create a joint European structure where challenges can be submitted, learners (including professionals) can form teams, micro-credentials can be followed, challenges can be solved, and learning can be documented. As the concept entails the full institutional commitment of the UT as well as all other universities, it is imperative that service departments and especially faculties will be supported in order to co-create this new and unconventional concept. It clearly requires a more flexible approach to research, teaching, learning and collaboration than we currently provide. Because of this, a broad institutional approach is necessary. This concept gives the UT the chances to lead the development of challenge-based education and innovation at a European level; ECIU University will therefore be one of the sweet spots in the implementation of Shaping 2030.

Cooperation with partners

The UT works together with one or more partners for specific activities. These collaborations enable the UT to advance the education, research and innovation agendas and increase our impact on society-at-large (regional, national, international, global). Depending on the activity and the number of interactions, selected partnerships will be labelled "strategic". We expect our cooperation with the VU to become instrumental in future developments of the UT and we will co-develop several activities with VU. Looking closely at demands from society, we will broaden our educational offer in Amsterdam and invest in joint research.

In 2019 four International Strategic Partnership universities (WWU Munster, USP Sao Paolo, UW Waterloo and USTC Hefei) have been carefully selected after intensive consultations with the faculties for which joint strategic agendas will be developed with joint commitment and funding to reach common strategic goals.

2.5.3 Monitoring

There are no specific quantitative key indicators chosen for monitoring this strategic goal at UT level. At a unit level, specific indicators will support the monitoring of the progress and impact of our activities.

Our entrepreneurial mindset and behaviour are found in our way of working, the people we attract (both students and employees) and it is fully integrated into our education and research activities.

2.5.4 Available Strategic budgets (CSB)

Stimulating an entrepreneurial mindset & behavior	2020	2021	2022	2023
Total available CSB	9.759	9.774	9.783	9.789
Stimulating an entrepreneurial mindset & behavior				
Budget	55	55	55	55
Reservation	0	0	0	0
% Stimulating an entrepreneurial mindset & behavior	1%	1%	1%	1%

Budget for 'Stimulating an entrepreneurial mindset & behaviour' is the contribution to Solar Team (M€ 0.1) Details of the strategic budgets can be found in the Supplement Annex 13.

2.6 Experimenting, pioneering, innovating & Campus

Students and staff are focused on the ability to innovate, experiment, pioneer, take risks and seek limits.

Providing open innovation centres where there is room for creativity and innovation, where meeting each other, development and connectivity is central. A place where education and research join sports and culture, where experience is central.

A strong and reliable infrastructure is key to a successful university. Central equipment, utilities, and buildings are all components of the campus infrastructure at the UT that will support, enable, and enhance the work of its faculty, staff, and students. In-depth, cutting-edge research and education requires access to high-quality and state-of-the-art research infrastructures, e.g. laboratories, experimental equipment, ICT, databases, and libraries. We stimulate interdisciplinary collaboration and maintain a strong focus on knowledge transfer and exchange with society, industry and business sector. The strengthening of our infrastructure is of fundamental significance for top-level research and education.

To realise our vision, we want to attract and retain all of the available talent. We strive for a UT culture where everyone feels welcome, regardless of gender, age, sexual orientation, cultural background or limitation. One of the focus areas is our ambition to increase the number of female full professors to over 20% in 2020. This requires creativity, attention in the line and an inspiring booster function from our HR department. Spotting and developing talent has our continuous attention, especially with regard to nominations for prizes and awards. This process is addressed systematically and is an integral part of a targeted talent policy. The growth and future prospects of the UT are highly dependent on the quality and skills of the employees we are able to recruit. The competition is tough. In this the profile of our scientists and the criteria for our talent assessment are crucial. What do we need to be able to realise the programme and profile now and for the future? The selection and recruitment of talents/scientists are now mainly based on scientific quality and productivity (impact). But what we need is a spread over the entire spectrum from fundamental and applied to translational in research as well as in teaching, while preserving excellence.

The UT has its own 'way of working'. The guiding principles in this way of working are:

- Collaboration as the standard approach: collaborating between services, faculties and students, collaboration as the standard approach.
- Continuous improvement: ensuring working by the principles of continuous improvement (PDCA-cycle). For example: visible and measurable performance improvements in terms of doing more with fewer people, first time right and less rework resulting in measurable quality improvements and internal customer satisfaction.
- Make room for experimenting and innovating: an experimenting way of working for innovations to first (pilots) find out what fits best and when proved successful do a swift implementation.
- Involvement of students: encouraging student involvement in different ways: ask student's advice on UT policies/activities, support students in their own responsibility for organizing student activities. Supporting the Student Union, study & student associations, etc.
- Be entrepreneurial: encourage an 'agile, entrepreneurial and flexible' workforce. This means taking ownership and responsibility by our staff and the mindset of delegation amongst management. Self-managed multidisciplinary teams (like TELT) are a good example of internal entrepreneurship.
- The UT is a network university: knowledge building and active participation in meetings, workgroups, projects and communities (e.g. 4TU, VSNU, SURF, ECIU) Exploring opportunities to create coalitions of the willing for innovation initiatives with other universities, companies and other (regional, national and international) parties.
- Be agile: uniform and flexible support processes to facilitate maximum agility in education, research and Knowledge transfer area.

2.6.1 Innovation

Development Kennispark

The City of Enschede, the University of Twente, and the Province of Overijssel worked together, with the leadership of an area director, on a new area development strategy that was established in 2018.

This area strategy has two pillars:

1. strengthening the international profile and brand and
2. further development of a dynamic top location.

This second pillar is further elaborated in the Kennispark Vision (2019). Kennispark offers both the physical area and an ecosystem in which it is easy to undertake business from the UT and further expand the business, hence the slogan: "where science becomes business".

Vision on structure and zoning plan Kennispark

The new ambitious Kennispark Vision ['Structuurvisie Kennispark'] was approved in October 2019. The image quality plan was already approved. Both policy documents form the prelude to a new zoning plan that, depending on objections or other delays, will be adopted mid-2020. The Kennispark Vision addresses three major challenges:

1. the current fragmentation of property: with the Vision, Kennispark chooses area-wide solutions over property-based solutions
2. the transition of Kennispark to a clear profile as a high-tech entrepreneurial area: with the Vision, Kennispark chooses quality and a long-term focus over flexibility in the short term
3. keeping control over the developments, by organising leverage, cooperation and consultation

The vision also includes easier access between the B&S section and the UT Campus for all traffic. An innovation path will be important in connecting the traffic route for cyclists and pedestrians through the area and will run from Kennispark station via the Oude Drienerloweg to the Boulevard of the UT. The vision is full of ambitious plans and offers space for new construction for high-tech companies, but also for housing and retail. A healthy mix of functions is one of the ambitions.

Selection of a commercial co-investor

Given the three challenges mentioned above, Kennispark has chosen one commercial partner and strategic investor for long-term investments in Kennispark, based on a careful selection process and clear criteria. A cooperation framework agreement is drafted to register the current agreements and facilitate the high ambitions of Kennispark as a dynamic top location. Depending on this process and the planning aspects, the first development can take place from 2020 onwards.

2.6.2 Further growth and development

Investments

Investments in our infrastructure need to be seen from a broad perspective, not only (new) large-scale infrastructure, but also deferred maintenance of our current infrastructure. In the past years, we have invested more in capacity than in maintenance/renewal of our infrastructure. New investments are needed in order to secure a state-of-the-art infrastructure necessary for a high quality of research and education. In financial terms, we need to balance our funding between maintenance and strategic investments. We have to keep in mind that investments in our education cannot be made at the cost of research.

Increasing diversification

Diversity (age, gender, cultural, ethnic background) in a research environment is a powerful incentive for creativity and talent development and brings together different perspectives and opinions. Research is an international playing field, which is clearly reflected in the variety of ethnic and cultural backgrounds of both tenured and non-tenured staff that are employed at the UT. As well as this, it is important to have a good mix of experience and young top talent. The UT has had an active gender diversity policy since 2009, with the objective to employ more female scientists, leaders and professionals. The policy is based on three objectives: 1) to create a working environment which is attractive for women to follow education or to pursue a career, 2) transparency in procedures and criteria in selection and recruitment and 3) women are individually supported with concrete possibilities for career development, such as training, mentoring and network activities. The UT has a coordinator of 'gender diversity'. The UT has been named a "Striking Example Talent to the Top Monitor 2013". In the Education and Research sector in the Netherlands, the UT has received the best scores when it comes to successfully embedding gender diversity in the organisation. All disciplines now show a healthy balance in cultural, ethnic and age diversity in the current staff (tenured and non-tenured), as well as in the requested reinforcements (senior and junior positions) of the separate disciplines. We want to maintain our position and active role in this matter.

The UT has several active networks working on different aspects of diversity. The Female Faculty Network Twente (FFNT) is the professional network of female academic staff members at the UT. Their vision is to establish and maintain the culture and the practices of diversity in our university. The ambassador's network advises the Executive Board of the University of Twente on diversity policies.

This includes gender policy, but also diversity in other aspects. As well as extra efforts in the search for female talent for 'regular' vacancies, the Hypatia chairs have been introduced to further increase the uptake of female talent in academic top positions. For the UT, the Hypatia chairs are a unique opportunity to increase diversity within the organisation, leading to better results, more innovation, equal opportunities and an attractive proposition to the labour market. Hence, the UT has a vibrant ecosystem in place to attract and bind female top talent to our disciplines. We are convinced that we will succeed in recruiting at more female top talent in the future.

2.6.3 Strengthen our basis

Action plan work pressure

The UT actively invests in improved management of work pressure. For this aim, the UT developed several initiatives for supporting the resilience of employees. Resilience is an important factor in maintaining and increasing work-life balance and performance. In the coming years, UT's work pressure management focuses on the following initiatives:

- Attention for local issues (faculties and services) and specific target groups
- Leadership (development and support)
- Cultural change
- Focus on teams
- Environmental developments impact on the work floor
- UT central level choices and decision impact on (non-)scientific employees
- More attention for prioritisation of projects

Together with the local participation council and the faculty boards, action plans will be developed. Monitoring of the progress made will be in our regular PDCA cycle.

Management and governance

Trustworthy business intelligence and timely, high quality and relevant business information in our organisation are of great importance in order to identify deviations from our goals and the identification and monitoring of business trends in order to adapt quickly to our changing environment. To further improve the decision-making processes at all levels of management within the UT we will continue investing in our BI-infrastructure. In order to ensure the availability of the necessary information we will also refine our KPI-set for the UT together with faculties, institutes, services and the Executive Board.

2.6.4 Monitoring

	Prognosis 2019	Prognosis 2020	Ambition 2021	2022	2023
Female professors	18%	20%	>20%	>20%	>20%

* excluding 'Westerdijk' assignments

Furthermore, a few more qualitative indicators will be monitored during the year:

- Growth of activities on campus which illustrate our open innovation centre
- Growth of student activism (for example participation in student teams)
- High appreciation of campus facilities and services

2.6.5 Available Strategic budgets (CSB)

Experimenting, pioneering, innovating & Campus	2020	2021	2022	2023
Total available CSB	9.759	9.774	9.783	9.789
Experimenting, pioneering, innovating & Campus				
Budget	596	300	100	100
Reservation	0	222	422	422
% Experimenting, pioneering, innovating & Campus	6%	5%	5%	5%

Budgets for 'Experimenting, pioneering, innovating & Campus' are e.g. Cooperation MST/ZGT and Roessingh R&D (M€ 0.4). Details of the strategic budgets can be found in the Supplement Annex 13.

2.7 Service departments

In order to adequately address the great social demand for our education, research and valorisation and the need to manage the workload for both our employees and students we will continue to invest the next years. The demand for support from the service department towards the Executive Board and the faculties is high. Flexibility is required from all service departments. Many service departments are involved in various ways with further development of their staff and further professionalization and optimization of supporting processes. A sector-wide contribution from the services is important for the position of the UT in the total order.

In the coming years, we want to focus on expanding our personnel resources and facilitate the actual implementation of Shaping 2030 and further plans within our organisation (e.g. Sector plans both Research and Education), which also means investing in support services.

Focus areas / themes for the next years are:

- Small scale education
- Housing
- Recruitment
- Optimization of administrative processes

2.7.1 Available Strategic budgets (CSB and Policy Budget EB)

Central Strategic Budget

Other	2020	2021	2022	2023
Total available CSB	9.759	9.774	9.783	9.789
Other				
Budget	175	175	175	0
Reservation	-855	-1.077	-365	250
% Other	-7%	-9%	-2%	3%

Other budgets, not directly related to any strategic goals, are e.g. depreciation equipment ET (M€ 0.2), reservations for Diversity (M€ 0.4) and the expected underspending CSB (-M€ 1.2) Details of the temporarily strategic budgets can be found in the Supplement Annex 13.

Additional investments Policy Budget EB

Description	2020	2021	2022	2023
Budget margin Spring Memorandum 2020 - 2023 (after deduction reservations)	765	1.235	2.065	2.444
Additional budget	1.043	1.801	3.701	4.368
Allocations regarding housing	-92	-92	-92	-6
Allocations regarding small-scale education	-548	-458	-458	-458
Allocations regarding recruitment	-150	-150	-150	-150
Allocations regarding administrative processes	-2.133	-1.570	-1.225	-1.366
Wage- and price adjustment 2020	-1.234	-1.234	-1.234	-1.234
Budget margin Concept Budget 2020 - 2023 (after deduction reservations)	-2.349	-468	2.607	3.598

As well as the compensation of the increased wage costs by 2.5% in 2020, the multi-year financial consequences of previously implemented processes are incorporated (e.g. TOM 2.0 and P2P). For the encouragement of the development of (young) OBP with a focus on project skills, we will be setting up a UT-wide trainee programme. Therefore, a budget of € 150k is available per year from the Policy Budget Executive Board, the faculties will be asked to match this together with 150k. Duration initially: 3 years. Some programmes are still estimated as PM because integrated business cases must be drawn up at UT level (e.g. ECIU, Regional Deal, but also UIM).

3. Overall analysis of the Budget / Balance sheet 2020-2024

This chapter comprises a full analysis of the overall Budget 2020-2024. This includes a financial analysis of its key components and an analysis of developments in the financial position of the UT. This includes an overview of our budgeted long-term investments. We will also describe the uncertainties related to this Budget. From this year on, we are working with a 5-year budget period.

3.1 Budget 2020-2024

Spec. income and expenditure 2020 - 2024	ann report 2018	2019	2020	2021	2022	2023	2024
Income							
Government funding	237,9	217,2	236,9	243,2	256,2	261,8	261,8
2de en 3de geldstroom funding	75,8	84,2	87,7	90,1	93,3	98,5	98,5
Tuition fees	-	26,0	32,9	35,7	37,2	38,1	38,1
Other income	15,3	20,0	14,4	15,2	14,6	14,0	14,0
Exceptional income/ result associates	3,8	0,7-	0,7-	0,6-	0,6-	0,6-	0,6-
Total Income	332,8	346,7	371,2	383,6	400,7	411,8	411,8
Expenditure							
Staff costs	217,7	234,2	254,2	263,3	274,0	280,4	280,4
Total staff costs	217,7	234,2	254,2	263,3	274,0	280,4	280,4
Other costs (excl. depreciation)	68,5	68,8	75,0	74,7	76,1	78,0	78,0
Housing costs	21,5	23,2	22,0	23,6	24,8	25,3	25,3
Total other costs	89,9	92,0	97,1	98,3	101,0	103,4	103,4
Total Expenditure	307,7	326,3	351,3	361,5	375,0	383,7	383,7
EBITDA/operational profit (excl. associates)	21,3	21,2	20,6	22,7	26,4	28,7	28,7
Interest payments	0,6	0,6	0,6	0,6	0,5	0,5	0,5
Result before depreciation	20,8	20,6	20,0	22,2	25,8	28,2	28,2
Depreciation buildings	17,2	17,4	19,2	18,8	18,0	18,0	18,0
Depreciation inventory	2,9	3,1	4,1	5,0	5,7	6,6	6,6
Result after depreciation (excl. associates)	0,7	0,0	3,3-	1,6-	2,1	3,6	3,6
- Result associates	3,8	0,7-	0,7-	0,6-	0,6-	0,6-	0,6-
Result after depreciation (incl. associates)	4,6	-0,7	-4,0	-2,3	1,5	2,9	2,9

The total available budget consists of the government funding for education and research, tuition fees and revenues from third-party income. The available budget in 2020 amounts to M€ 371.2. Total expenditures amount to M€ 375.2. The result after depreciation (incl. associates) 2020 is M€ 4.0 negative. In our Budget 2019-2022 we estimated a negative result of M€ 3.8.

3.1.1 Income

Government funding

Government funding of Dutch universities consists of two components: education and research. Due to the elaboration of the advice of the Van Rijn Committee, the government funding for education has been subjected to a major change since 2020. This advice concerns the transfer, within the OCW-allocation model, of M€ 300 from the variable education funding of all universities to the fixed funding within the education component of the Bèta/Technology domains of the universities. This is explained in more detail in the following sections.

The government funding for research has remained virtually stable for several years. However, in 2020 additional research budgets from Sector Plans Bèta/technology have been added. Also, a project proposal within the framework Gravity (Zwaartekracht) has been awarded. These developments are also elaborated in the paragraphs below.

Around and during the summer of 2019 the political agendas and decisions of the parliament and OCW were closely followed with regard to the major changes. By letter (dated 4.7.2019 CvB UIT-4124 and dated 3.9.2019 CvB UIT-4175), the faculties, departments and University Council were kept informed of developments to avoid problems when drawing up multiannual plans and budgets.

Process estimating Government Funding 2020-2024

In the **Spring Memorandum 2020-2023**, published in April 2019, we estimated the Government funding for 2020-2023. For this purpose, we used several assumptions (e.g. compensations for rising prices/wages and the number of students). We examined the regular parameters, such as performance indicators, our market share and the effects of earlier or known future changes in the government funding and have adjusted our prediction accordingly. In the *2nd OCW funding letter 2019* we can check our estimations with regard to the calculated uncertainties.

2nd OCW funding letter 2019 (June): Actual information about the compensation for increased wages and prices and the increased student numbers are only known in the middle of the budget year (t). Until that time, these compensations were estimated under uncertainty in the Spring Memorandum. The 2nd OCW funding letter 2019 shows that:

- On the one hand, the compensation for increased prices received by OCW in its Budget is not passed on to the HE-institutions. On the other hand, we have underestimated the compensation for increased wages. On balance we receive M€ 0.4 less than expected.
- From the so-called 'Refentieraming', government compensation for increased student numbers will be added to the funding. We included an expected compensation in the UT Budget 2019-2022 of M€ 2.5, which appears to be too high as the 'Referentieraming' amounts to M€ 0.6.
- In the Spring Memorandum we entered a budget of M€ 8.9 budget for the Sector Plans science/technology (the 130% variant). The grant decision, received from OCW in June, shows that the UT is granted an amount of M€ 6.9 (the 100% variant). The Executive Board has decided to allocate the deficit (30%: M€ 2) from the CSB to the faculties under the condition of cross-faculty collaboration.

After receiving the 2nd OCW funding letter 2019 in a running budget year (t) we normally have all the information to provide an up-to-date expectation of the Government Funding for the following year (t+1). However, at that time we also knew that the elaboration of the recommendations of the Van Rijn Committee, with major consequences for the UT budget, and the definitive allocation of the budget for the honoured 'Gravity' programme, was expected to be available in mid-August in the *1st OCW funding letter 2020*. Therefore, this budget is based on the *1st OCW funding letter 2020*.

1st OCW-Fundingletter 2020 (Concept mid-august, Final after 'Prinsjesdag')

The most important developments in the 1st OCW funding letter 2020 concern the elaboration of the recommendations of the Van Rijn Committee, the inclusion of the budgets for the Sector Plans and the "Gravity" programme for which the grant decisions had already been received.

Recommendations Committee Van Rijn (Sectorplan Education):

The influx of students in science-technology courses has risen sharply in recent years due to the national and institutional policy pursued and the favourable prospects for the labour market. However, the science-technology domains within the universities, in particular the 4TU, have been arguing for years that funding for education and research within science/technology is insufficient to accommodate this growth. In autumn 2018, the Minister appointed the **Van Rijn Committee** to investigate the funding system and size and to identify alternatives, where, in particular, the needs of science/ technology are met.

In May 2019 the Van Rijn Committee issued a number of recommendations that directly influence the level of government funding per university from 2020:

- a. **Transfer M€ 300 from the variable education funding from all universities to the fixed budget in the education funding of the Bèta/Technology universities.** On the one hand, this measure is aimed at reducing the excessive growth-incentive for the number of students. On the other hand, the measure provides better funding of the Bèta/Technology domain.

In line with the multidisciplinary profile of the UT and in line with the principles underlying the recommendations of the Van Rijn Committee, the Executive Board have taken the position that the net funds gained by the Van Rijn recommendation within the UT will be allocated over the HOOP domain Bèta/Technology. By doing so, we intensify investments in science, technology, technical behaviour, and social and technical medical education. We thereby lay a strong basis for our new strategy Shaping 2030.

The net income effect of this measure for the UT is M€ 3.5 in 2020, M€ 3.9 in 2021 and M€ 8.5 in 2022 and following years and is taken into account in this Budget 2020-2024. The internal allocation of these budgets is shown in par. 4.2.

Moreover, the Minister made the condition that the Bèta/Technology universities draw up a Sector Plan Education, based on these additional 'Van Rijn' budgets. The 4TU-federation responsible for the direction and coordination of this Sector Plan Education.

- b. **Transfer M€ 100 from the '2^e geldstroom' (NWO) to the '1^e geldstroom'** funding. The following (provisional) phasing has been applied:

2020: Total M€ 60 consisting of:

- **NWO Sector Plans M€ 20** (S/T M€18 and SSH M€ 2): Meanwhile, a motion (Van Meenen) has been adopted in parliament. This motion implies that M€ 18 is not available for the Sector Plans science/technology anymore but is being transferred to the '1^e geldstroom' funding of the general universities with bèta-technology. This return to previously made expectations obviously does not work well for the 4TU in particular.
- **SEO resources M€ 40:** This is typically a case of 'a dose of our own medicine', the UT already made claims (and planned to in the future) on this budget, depending on the gained EU framework projects. Processing in the government funding will probably take place in the 2nd OCW funding letter 2020 (June 2020). This budget has not yet been taken into account in the UT Budget 2020-2024.

2021: Total M€ 40: This budget is formed from NWO instruments (to be determine).

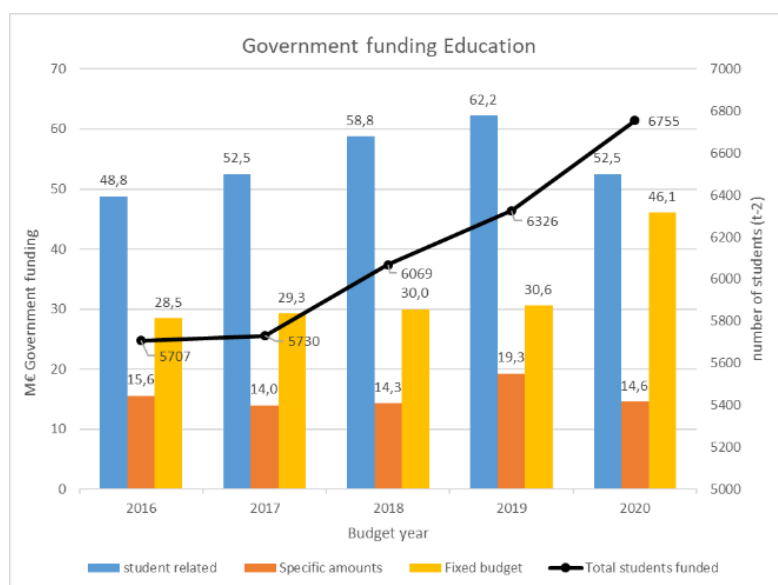
Gravity programme ('Zwaartekracht'):

The Gravitation proposal from BMS/Ethics has been approved for a total amount of M€ 18, to be received in ten annual tranches in the range of M€ 1.0 to M€ 2.6. Although the budget directly comes from the '1^e geldstroom' funding, it will be taken as a '2^e geldstroom' funding project and will be included in the project administration as such. The UT/BMS is the coordinator of the programme and must partially forward the funding to the participants in the consortium: 4TU, UU + UMC and LEI. The 2020 tranche (M€ 1.0 minus the share for other participants) is included in the UT budget 2020-2023.

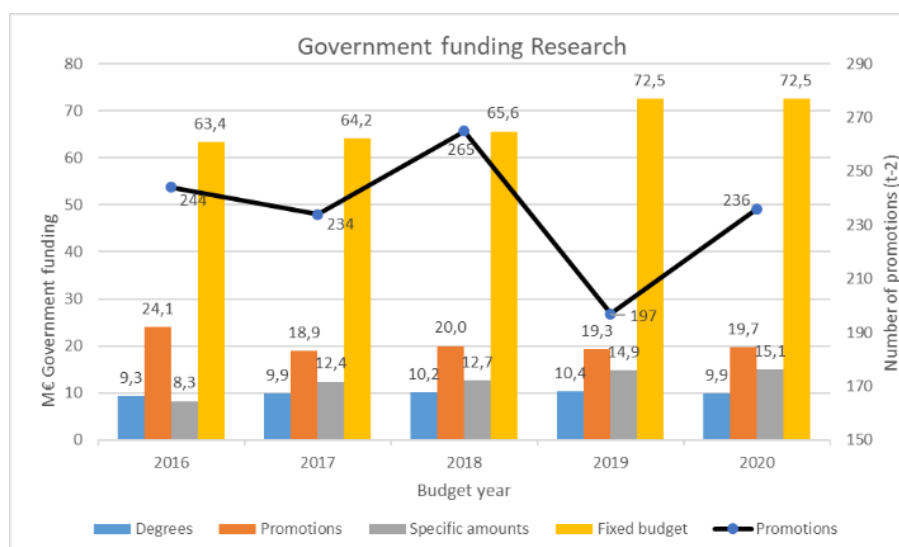
As a result, the budgeted government funding 2020 as in Spring Memorandum has increased by M€ 1.7 from M€ 235.9 to the new expected funding of M€ 237.6. We estimate a budgeted uncertainty of M€ 7,1 with regard to the recent increase of influx of students and the expected rise of prices and wages in 2020.

The aforementioned budget changes for education and research are shown in the graphs below and the table on the next page.

The graphs are compiled based on final OCW funding letters per year.



In 2020, the effect of the Van Rijn Committee's recommendation is clearly visible. The student-related amount is decreasing in favour of the fixed budget.



This graph shows clearly the stability of the research funding. We see an increase in 2019, mainly as a result of the Sector Plan budgets.

The table below shows the deviations from the Government funding 2020 compared to Spring Memorandum. In this table the uncertainties that we have calculated in the Government funding are also indicated.

Spring memorandum/funding letters 2019 / 2020 (M€)	2020			
	Education	Research	Total	remarks
Government funding Spring Memorandum 2020-2023	114,9	121,0	235,9	
2nd OCW-fundingletter 2019:				
Lower compensation 2019 wage and price	-0,2	-0,2	-0,4	
Lower compensation 2019 number of students	-0,6		-0,6	
Higher budget Sector plans in Spring Memorandum (8,9-6,9)		-2,0	-2,0	30/130%
Adjusted Spring Memorandum 2020-2023	114,1	118,8	232,9	
1st OCW-fundingletter 2020:				
Elaboration of recommendation Van Rijn committee	3,5		3,5	
Gravitation-program BMS/Ethics		1,0	1,0	
Gravitation-program: correction for share partners		-0,7	-0,7	
Various minor mutations (e.g. OCW model dynamics)		0,1	0,1	
Government funding: Budget 2020-2023	117,6	119,2	236,8	
1e OCW-funding letter 2020 (Final after 'Prinsjesdag')	113,2	117,2	230,4	
Difference	4,4	2,0	6,4	
Explanation differences: Uncertainties				
Gravitation-program, correction for share partners		-0,7	-0,7	
Various minor mutations (e.g. OCW model dynamics)	0,2	-0,2	0,0	
- Estimation wage and price compensation 2020	2,8	2,9	5,7	Uncertainty
- Estimation compensation number of students	1,4		1,4	Uncertainty
Total explained	4,4	2,0	6,4	
Uncertainties	4,2	2,9	7,1	

The major changes in Government funding that have taken place, compared to Spring Memorandum 2020-2023 are shown in the table above. Below, a number of specific budgets are explained that have already been made available but must be monitored annually.

Education: Budget from the Wet Studievoorschot (WSV)

This budget is already incorporated in the education component of the Government funding. For the period 2020-2023, we expect the following budgets.

(M€)	2020	2021	2022	2023
WSV-budget	3.088	5.235	6.523	6.857

The faculty plans are based on the estimates from the Spring Memorandum 2019-2022. This budget is updated annually.

Research: Sector Plans Bèta/Technology

In summer 2019 the budgets for the Sector Plan Bèta/Technology were awarded. For now, these budgets have been awarded for six years until 2024:

Scientific area	ET	EWI	TNW	Totaal
Information technology	0	840	0	840
Physics	0	0	1.045	1.045
Chemistry	0	0	975	975
Mathematics	0	600	0	600
Civil engineering	700	0	0	700
Electrical engineering	0	1.070	0	1.070
Mechanical engineering	1.715	0	0	1.715
total	2.416	2.510	2.021	6.947

In the run-up to the finalisation of the Sector Plan bids, the board has decided to match any Sector Plan budget with 30% from the CSB for a period of five years. This is in order to strengthen our position in the division of funding. To also involve the faculties ITC and BMS in the Sector Plans, an additional budget has been made available (k€ 250 per faculty) for five years in CSB.

In the next few years, the faculties face a significant challenge in executing the Sector Plans, mainly because of the current labour market. We expect that fulfilling all Sector Plan positions will take some time. In consecutive budgets and management reports, we will monitor the development in execution, staffing and budgets.

Optimisation Multiannual estimation Government funding and Tuition fees:

As announced in the Spring Memorandum 2020-2023, the multi-year estimate of tuition fees and the government funding have been adjusted in the context of optimisation of the products in the P&C cycle, in consultation with the faculty controllers.

Purpose of the adjustment:

The purpose of adjusting the system is to make our ambitions visible in the strategic plans and the long-term budgets, also in a financial sense. This adjustment was also necessary to increase the quality of the multiannual estimations of registered EER and Non-EER students and the corresponding government funding and tuition fees. These insights should support the Shaping 2030 process.

Also, movements in the faculty targets with regard to the number of students and degrees are thus calculated one-to-one in the government funding to be received, tuition fees and faculty budgets, in which the faculties can translate their ambitions into necessary financial investments in staff capacity and infrastructure.

Contrary to previous years, the multiannual estimates are in line with estimates of growing student numbers. These are based on historical throughput data per study programme and the influx estimates of the faculties.

Tuition fees

The estimated budget of the tuition fees (legal and institutional) shows an increase of M€ 7.0 in 2020 compared to 2019. This relatively large difference is mainly caused by the conservative budgeting method in 2019. In the following years, an increase is expected of M€ 5.2, taking into account amongst other factors, the growing student numbers and the increase of institutional tariffs as of the college year 2019-2020.

In December 2019 the budgeted tuition fees for 2020 will be actualised. When more income is estimated as budgeted for 2020, the difference will be allocated policy-driven, in line with Shaping 2030.

In principle, this a one-time-only deviation of the standing rule that faculty budgets are supplemented with the difference in estimated tuition fees.

Third-party income

The third-party income can be divided into national research programmes (1), international (EU) research programmes (2) and income from research projects with other parties (3):

1. Funds from the Minister of Education distributed through the Dutch Organisation for Scientific research (NWO) or one of its subsidiaries.
2. Funds from international research councils and EU framework projects.
3. All other funds from companies or government institutions not related to OCW. Examples are: 'collectebusfondsen', contract education and income from research projects for industry.

We estimate a third-party income in 2020 of M€ 87.7 compared to M€ 84.2 in 2019. The developments in the estimated third-party income per faculty show a positive trend.

Faculties	result		annual						
	(*M€1)	2018	2019	2020	2021	2022	2023	2024	growth
ET		14,8	16,7	16,7	16,8	17,9	19,3	19,3	15%
EWI		13,4	15,4	15,4	16,5	17,5	18,8	18,8	22%
EWI nanolab		1,5	1,8	1,9	2,0	2,1	2,2	2,2	13%
EWI designlab		0,0	0,3	0,6	0,7	0,8	0,8	0,8	30%
TNW		30,2	31,2	33,3	35,0	36,2	38,0	38,0	14%
BMS		13,0	14,1	14,0	13,0	12,8	12,6	12,6	-9%
ITC		3,2	4,7	5,1	5,3	5,8	6,5	6,5	29%
ITC-PreU		0,0	0,1	0,3	0,3	0,3	0,3	0,3	0%
Total		76,1	84,3	87,3	89,5	93,3	98,5	98,5	13%

corporate budget margin	15,5	17,8	16,7	16,8	17,1	17,4	17,4	4,0%
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All faculties, with the exception of BMS expect higher third-party income in the coming years. We can make a greater impact due to the Sectorplanbudget Research. Therefore, higher third-party income is expected.

Other income

Other income in 2020 amounts to M€ 14.4, compared to M€ 20.0 in 2019. The budget is a cumulation of many other revenue components, such as revenues from renting out real estate and catering. Detailed information can be found in the budgets per unit. In 2019 due to the uncertain nature of the new Sector Plans, we incorporated M€ 5 from the Sector Plans as "other income". As of 2020, we budgeted this as government funding.

3.1.2 Expenditure

Staff costs

As a result of the increase in capacity volumes (+7%), the total staff cost increased by M€ 20.0 to M€ 254.2 in 2020. The volume increases are mainly the result of the Sector Plans and the extra budget of the Sector Plan Education.

	result					
	2018	2019	2020	2021	2022	2023
Staff						
- Scientific formation	1.597	1.713	1.832	1.908	1.992	2.076
- Support Staff	1.131	1.179	1.259	1.272	1.269	1.267
- Other	25	0	1	1	1	1
Total Staff (fte)	2.752	2.892	3.091	3.181	3.262	3.344
price per Staff (k€)	79	81	82	83	84	84
mutation price		2%	2%	1%	1%	0%
mutation fte		140	199	90	82	82
mutation fte		5%	7%	3%	3%	3%

Depreciation

Depreciation costs in the next few years are stable. We refer to the Annual Plan Long-Term Strategic Housing 2019 (LTSH) for further details on our investment plans. Currently, we are working on a new LTSH 2020-2030. We estimate that new investments will have an effect on depreciation costs and our housing rate.

Housing costs

Housing cost amount to M€ 22.0 in 2020. The housing rate (Housing costs + depreciation/total expenditure) is below the norm OCW of 0.15.

Ratio's	ann report 2018	2019*	2020	2021	2022	2023	2024
Housing rate	0,12	0,12	0,12	0,12	0,11	0,11	0,11

The rate is based on the current LTSH. A review of LTSH is currently under construction.

Other costs

Other costs are a cumulation of many other costs, such as outsourced work, Governance cost, costs of materials and subsidies and memberships. The budget increased by M€ 7.2. Also, some costs related to the Sector Plans are included in Other costs.

Interest payments

In the budget 2020, we budget the interest payments for an amount of M€ 0.6.

Result associates

Results HTT (single) and subsidiaries	Result 2020 (*1.000)	Result 2021 (*1.000)	Result 2022 (*1.000)	Result 2023 (*1.000)	Result 2024 (*1.000)
Real estate*	-714	-622	-592	-574	-565
Funds*	59	66	52	19	4
Participations*	-67	-67	-67	-67	-67
Consolidated result HTT	-722	-622	-606	-621	-627

* The result of HTT (the management of the three activities) is divided proportionate between Real estate, Funds and Participations

In general is noted that most of the underlying budgets per subsidiary are not formally been approved yet at the time of compiling the UT budget. However, the estimated results have been verified with the various directors.

The negative result is mainly caused by the negative result of the activity real estate and is based on the existing situation. The business cases HogeKamp and U Park (part of the real estate activities) will be discussed in the Executive Board in 2019. In addition, new policy will be developed for TTOG (also real estate activity) before the end of the year. Decisions on both subjects can lead to deviations from the budgeted result.

3.1.3 Financial analysis of the budget results

The Executive Board chooses to invest further in the coming years, in view of the great social need for our education, research, and knowledge transfer and in view of the need to manage the workload of both our employees and our students. The Executive Board wants to make an extra effort regarding capacity and to facilitate the actual implementation of plans to the maximum. That also means investing in support. This means that a negative balance will arise in the coming years. To be able to make these investments responsibly, a realistic UT budget that can be properly monitored in the management reports is crucial. Major steps have already been taken in recent years. We must also make clear in the budget the effects of the large uncertainties in the funding that can still have a significant impact on the balance for 2020.

amounts in k€

Multi annual budget	2020	2021	2022	2023	2024
Result in mutli annual budget 2019-2022	-3.836	-1.465	-	-	-
Total result faculties	-3.775	-4.703	-2.612	-2.023	-2.453
Total result CUTE	2.801	3.536	4.708	5.591	6.056
Result HTT	-722	-622	-606	-621	-627
Overspending Policy budget CvB	-2.348	-467	-	-	-
Overspending CSB	-	-	-	-	-
Total result UT	-4.044	-2.256	1.490	2.947	2.976
<i>deviation from previous multi annual result</i>	<i>-208</i>	<i>-791</i>	<i>1.490</i>	<i>2.947</i>	<i>2.976</i>

For the budgeting period 2020-2021 we expect a negative budget result. This is the current estimate of many uncertainties. In more detail this budget can be explained as follows:

Faculties

The faculties estimate deficits for the next four years. In 2020 this is mainly caused by the faculties of BMS (minus M€ 0.7), ITC (minus M€ 1.5), UCT minus M€ 0.3), ET (minus M€ 1.1) and TNW (minus M€ 0.7). EWI expects a positive result in the next years. This will be monitored and recalibrated annually. Extra investments due to Shaping2030 are not incorporate in the budget 2020. Faculties do incorporated budget in their multi-annual Budget.

CUTE

The Central UT unit (CUTE) budgets activities that are necessary to realise central UT policy in various fields. CUTE is divided into two sections: Central Equalisation (CE) and Central HRM (CHRM). Within CUTE various components are budgeted, for example, Housing, CSB, CB/TCB, Leonardo start-up shortages and HTT revenues.

CUTE shows a negative result of k€ -1.164 in 2020, after that the results are positive.

- *Housing*: we estimate a growing positive result of approximately M€ 4.1 – M€ 6.2 for this budgeting period. This is mainly caused by interest rates. A standard interest rate, which is based on the general practice commercial real estate owners would use, is incorporated into our housing rates. This positive result is caused by the exceptionally low market rates. This positive result is caused by the exceptionally low market rates. Once interest rates increase in the coming years, this positive result would diminish. Furthermore, we incorporated the effect of activating major maintenance. This will positively affect the result on housing for the next ten years.
- *Start-up costst Ba ME/VU*: The startup shortages (M€ -4.4) from the Ba ME/VU business case are included in this budgeting period. This deficit will periodically be updated (Spring Memorandum, budget, and annual report) during the prefinancing period.
- *Result HTT*: The negative result is mainly caused by the negative result of the activity real estate and is based on the existing situation. The business cases Hogeekamp and U Park (part of the real estate activities) will be discussed by the EB in 2019.
- *Overspending Policy budget EB*: an essential component causing the overspending of this budget is the wage- and price compensation 2020. The Executive Board indicated that it wants to continue to allocate the wage- and price compensation in times of growth. Furthermore, the claims from the service departments have been assessed according to four focal points: housing, recruitment, small-scale education, and administrative processes. The total overspending amounts to M€ 2.3 in 2020 and M€ 0.5 in 2021, after that, the allocations remain within the available budget margin.
- *Overspending CSB*: the Executive Board does not expect that all INS budgets will be completely exhausted in 2020-2022. However, CSB still contains several PM activities, which could lead to additional allocations. This combined effect translates into an underspending of M€ 1.2, M€ 1.3 and M€ 0.6, which has been incorporated as a correction. Therefore, throughout the entire budgeting period, CSB does not show a result. However, in 2023 the available budget margin is M€ 0.8.

Strategic budgets

The Central Strategic Budget is a fixed Annual Budget (growing to approximately M€ 10), deployed by the Executive Board in consultation with the Strategic Counsel (SB), for multi-faculty and other strategic projects for Education and Research. Part of the budget is available to fund other incentives such as talent development.

An overview of the allocated strategic budgets is stated below, details can be found in Chapter 2 Policy Agenda:

(amounts in k€)

Budgets and reservations CSB	2020	2021	2022	2023
Total available budget	9.759	9.774	9.783	9.789
Developing global citizens	1.997	1.997	1.997	1.997
Making a real impact	6.599	6.345	5.660	4.791
Stimulating an entrepreneurial mindset & behavior	55	55	55	55
Experimenting, pioneering, innovating & Campus	596	300	100	100
Other	175	175	175	0
Total budgets	9.422	8.872	7.987	6.943
Reservations	337	902	1.796	2.087
Total budgets and reservations	9.759	9.774	9.783	9.030
Budgetmargin CSB	0	0	0	759

Details of the temporary strategic budgets can be found in the Supplement Annex 13.

3.2 Balance sheet

Balance sheet	ann report 2018	2019*	2020	2021	2022	2023	2024
Tangible fixed assets	240,6	249,6	268,3	287,9	277,0	252,4	241,4
Financial fixed assets	30,5	29,0	28,9	28,7	28,6	28,4	28,3
Inventories	0,3	0,3	0,3	0,3	0,3	0,3	0,3
Debtors	62,9	57,0	57,0	57,0	57,0	57,0	57,0
Current assets	116,7	112,1	84,2	57,2	64,4	86,8	95,6
Total Assets	451,0	448,0	438,7	431,1	427,3	425,0	422,6
Equity	166,1	176,0	172,0	169,7	171,2	174,1	177,0
Provisions	13,1	11,0	11,0	11,0	11,0	11,0	11,0
Long-term liabilities	107,8	102,6	97,3	92,0	86,7	81,4	76,2
Current liabilities	164,0	158,4	158,4	158,4	158,3	158,5	158,4
Total Liabilities	451,0	448,0	438,7	431,1	427,3	425,0	422,6

*) Based on report from August 2019

3.2.1 Assets

Fixed assets

Tangible fixed assets (M€) singular 2020 - 2023		Housing	Terrains	Inventory and Equipment	In realisation and prepayments	Total
Price of purchase 1-1-2020	a	519,4	33,6	83,1	0,0	636,1
Depreciation cumulative 1-1-2020	b	-311,7	-12,0	-62,8	0,0	-386,5
Book value 1-1-2020	c=a+b	207,7	21,6	20,3	0,0	249,6
Investments 2020-2023	d	29,7		28,0		57,7
Original value divestitures 2020-2023	e					0,0
Depreciation 2020-2023	f	-73,8		-55,5		-129,3
Depreciation divestitures 2020-2023	g					0,0
Price of purchase 31-12-2023	h=a+d+e	549,1	33,6	111,1	0,0	693,8
Depreciation cumulative 31-12-2023	i=b+f+g	-385,5	-12,0	-118,3	0,0	-515,8
Book value 31-12-2023	j=h+i	163,6	21,6	-7,2	0,0	177,9

Investments: Tangible fixed assets (TFA)

The UT is currently updating our Long-Term Strategic Housing plan (LTSH). The current LTSH is incorporated into this budget. The updated LTSH will be integrated into the Spring Memorandum 2021-2025. Also, a re-evaluation of our internal interest rate will be integrated into the Spring Memorandum. Based on the current LTSH a remaining budget of M€ 30 is planned to be invested into TFA in the next few years. Because of the depreciation of existing buildings (amounting to M€ 74), the total TFA value on our balance sheet will decrease, which is shown in the tables above.

Investments: Equipment and large-scale infrastructures

In the period 2020-2024, we expect to invest M€ 28 in research equipment. Investments are budgeted for Health and replacement investments in our Nanolab.

In order to realise our ambitions as stated in the Spring Memorandum and Policy Agenda (Chapter 2), additional investments are needed in our Large Strategic Infrastructure. Furthermore, the Photon Delta project could lead to additional costs for equipment or maintenance in our Nanolab. Investigations are now underway to start the implementation of the PhotonDelta project.

Current assets*Banks and cash funds*

At year-end 2018 the banks and cash funds of the UT amount to M€ 116.7. This is well above the threshold of M€ 25. The UT has obtained an overdraft arrangement with the Ministry of Finance for a maximum of M€ 21. The overdraft arrangement will be used by the UT if there is a need for additional cash for a short time (several days to several weeks). Given the actual high level of liquidity of the university, it is not likely that we will need to utilise this facility any time soon.

For the current ratio (the ratio of current assets and current liabilities) the UT uses a bandwidth of 0.5 to 1.5 (with a target value of 1). At year-end 2018, the current ratio was 1.1. In the coming years, the current ratio will decrease to 0.9 at the end of the year 2024. This is still between the bandwidth of 0.5 to 1.5.

Ratio's	ann report 2018	2019*	2020	2021	2022	2023	2024
Current ratio	1,10	0,80	0,89	0,72	0,77	0,91	0,97

3.2.2 LiabilitiesEquity

Our equity consists of:

- Central reserve, which will be used to invest in research and development of talent and education and to invest in the 4TU sectoral plan, a cooperation with the universities of Eindhoven, Delft, and Wageningen
- Faculty reserves
- Reserve affiliated companies; a legally obligated reserve related to our 100% shareholding in Holding Technopolis Twente B.V.

	2018	2019	2020	2021	2022	2023	2024
Central reserve	47.100	51.900	52.500	55.500	60.200	65.700	71.200
Faculty reserves	105.700	112.000	108.200	103.500	100.900	98.900	96.900
Reserve affiliated companies	13.200	12.100	11.300	10.700	10.100	9.500	8.900
Total Equity	166.000	176.000	172.000	169.700	171.200	174.100	177.000

The policy is that faculties are responsible for the costs of starting up new programs, branch offices and growing programs. Also with regard to the (pre-)financing thereof. This is the current policy principle and remains unchanged.

If there are strategic choices, the EB may deviate from this, in consultation with those involved (UR / CvB-D, etc.). This happened, for example, when jointly starting the ME course with VU University Amsterdam due to the strategic nature and national importance of this cooperation.

The UT has a strict reserve policy in order to safeguard our thresholds on solvency ratio and current assets ratio in order to stay financially healthy.

The 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 minimum of M€ 25;
- a bandwidth of 0.5 to 1.5, with a target value of 1 for the current ratio.

Solvency

The solvency develops from 37% at year-end 2018 to 40% at year-end 2024. The increase is mainly caused by the yearly redemption of the long-term debt by M€ 5.3. The solvency II of the UT develops from 40% at year-end 2018 to 44% in 2024. The new LTSH may have an impact on this ratio.

The development of the solvency-ratios during the period 2018-2024 is as follows:

Ratio's	ann report 2018	2019*	2020	2021	2022	2023	2024
Solvency UT	37%	39%	39%	39%	40%	41%	42%
Solvency II (Equity + provisions) in % Total capital	40%	42%	42%	42%	43%	44%	44%

Provisions

For the period 2020-2024, we will maintain our reservation for provisions at a sum of M€ 11.0. This is a decrease of M€ 2,1 towards the sum end 2018 mainly due to disrating the provisions for personal obligations (M€ 0.5) and release provisions for EU project funding (M€ 0.4).

However, there is still an uncertainty involving the accounting for the provision for transition allowances. A discussion about the basic rules of calculating and determining this provision is ongoing. The outcome may influence the provisions for the next years.

Long-term liabilities

	Principal amount	Yearly redemption
Debt part 1	M€ 90	M€ 3.21
Debt part 2	M€ 25	M€ 0.89
Debt part 3	M€ 35	M€ 1.17
Total	M€ 150	M€ 5.27

At the end of 2018, the UT has a long-term debt of M€ 107.9. This debt consists of the following tranches:

Long term liabilities Public Treasury (M€) - singular	2018	2019	2020	2021	2022	2023	2024
Postion 1-1	113,1	107,9	102,6	97,3	92,0	86,7	81,5
Loans entered into	0,1						
Redemption	-5,3	-5,3	-5,3	-5,3	-5,3	-5,3	-5,3
Postion 31-12	107,9	102,6	97,3	92,0	86,7	81,4	76,2
Differentiation postion 31-12							
Period 1-5 year	21,1	21,1	21,1	21,1	21,1	21,1	21,1
Period > 5 year	86,8	81,5	76,2	70,9	65,6	60,3	55,1
accounting rate of return	Fixed	Fixed	Fixed	Fixed	Fixed	Fixed	Fixed

For the outstanding debts the UT has fixed the interest for part 1 to 2020 and for parts 2 and 3 to 2024. In the budget 2020-2024, we have calculated with variable funding from 2021 on with an interest rate of 1.5% for the parts where the fixed interest rate ends per end 2020.

3.3 Uncertainties

Rapid growth has a profound impact on the entire UT community. We keep up with the increasing number of students while further improving our educational quality and research impact of our institutes and faculties. We deal with significant challenges in staffing our faculties and service departments in an already competitive market for talent. In the near future, we find ourselves looking for several hundreds of new staff, with several thousand additional students and large-scale research projects. We facilitate these new students and colleagues on time with office- and lab space as well as specialised equipment. We will have to make sure that these efforts will not add to the high work pressure our current staff is already experiencing.

In order to realise our ambitions, it is necessary to take well-considered risks. The risks (uncertainties) that we see are listed below. These uncertainties, together with the strategic objectives, are actively monitored during the periodic management reports. Where necessary, appropriate measures will be taken to anticipate changes in time.

uncertainty	Included in budget	positive	negative	possibility	remarks
Government funding					
Compensation increased wages 2020	M€ 2.8 in 2020 (based on 2,5%) Structural effect	0.5 (at 0.5% increase)	-2.8	low	Also dependent on the outcome of labor agreements as of 1.1.2020. The stated amount is expected to be paid out by OCW as a minimum.
Compensation increased prices 2020	M€ 2.7 in 2020 (based on 2,5%) Structural effect	0.5 (at 0.5% increase)	-2.7	high	The risk of not compensating is very real. Also 2019 is not paid at all by OCW
Compensation increased number of students 2020	M€ 1,4 in 2020 Structural effect	0.0	-1.4	high	As a result of the adjustment of the OCW budget system (suspension of compensation for 1 year), there is a very real risk that the payment will not take place in 2020, but first in 2021. The possibility that this can be solved via the balance sheet (claim) is considered low.
Austerity targets OCW	Not included Possible structural effect	0.0	0.0	middle	There is a real risk a budget cut will be implemented, as well as (unexpectedly) in 2018. The intention of the increase of interest on student loans, already budgetted by OCW, is cancelled. This constitutes a new austerity in the OCW budget and therefore a risk for the HE-institutions.
New strategic agenda for Higher Education	Not included	pm	pm	high	It is unclear what changes this new strategic framework will entail (substantive and financial).
Development governmental allocationmodel	Not included	pm	pm	low	OCW: Study on costst at HE-institutions in 2020 (preliminary report June, final December). VSNU: working groups: Ccost prices, Quality indicators and Funding models. Will be probably a multi-year process.

uncertainty	Included in budget	positive	negative	possibility	remarks
primary process: Increase student numbers, Sectorplans education & research					
Tuition fees	Taking into account the principles from the Spring Memorandum and elaborations to multi-year estimates of number of students.	0.0	0.0	low	New influx figures are known in December (t). The extra income will be allocated policy-driven, in line with Shaping 2030. However, the effect should now be considerably less as a result of the modified multi-year estimations.
OCW: Tuition fees EER-students	Not included: Maximum tuition fees	0.0	0.0	high	Parliament wishes to set a maximum for the Institutional tuition fees for students who are not funded by OCW (except for non-EER students). There is an uncertainty whether a fall in income will be absorbed by a higher influx of students.
OCW: Tuition fees Non EER-students	Not included: minimally cost-recovering	0.0	0.0	high	Parliament wishes (minimal) integral cost-recovering Institutional tuition fees for Non-EER students. There is an uncertainty whether the rise of Institutional tuition fees will lead to less influx of students. Legislation expected March 2020 (in the context of Internationalization). Effective date planned for 2021/2022.
Sector plan Research Engineering/Technology	M€ 6.3 (from 2021-2024 M€ 6.9)	See staff deployment		middle	Crucial with regard to the implementation of the plans (spending resources) is the possibility of attracting / retaining scientific staff in a problematic labor market. Multi-year budget in government funding of 'Profileringsmiddelen' partly dependent on interim evaluation of sectorplans B / T.
Sectorplan Education B/T (Van Rijn)	M€ 3.5 in 2020, 2021 M€ 3.9 afterwards M€ 8.5 structural.	See staff deployment		middle	The Sector plan Education must be drawn up under the direction and coordination of 4TU. Two uncertainties: 1. Cooperation with other B/T universities is problematic. 2. Attracting / retaining scientific staff.
WSV-Quality measures education	M€ 3.1 in 2020 increasing to M€ 6.9 in 2023 (structural)	0.0	0.0	low	Due to the multitude of earmarked budgets, measures and activities, a stowage of budgets (absorbency of the organization) is a risk.

uncertainty	Included in budget	positive	negative	possibility	remarks
primary process: Increase student numbers, Sectorplans education & research					
Third-party Income	Income is included in accordance with the information provided by the faculties and service departments. (total M€ 87.7)		deviation 5%, coverage contribution 15% -M€ 0.7	high	Faculties estimate WvD income too optimistically in recent years (up to around 5% too high). Further digitization and monitoring is necessary, for example: Insight into the number of project applications versus received grant decisions must be made clear.
Fill in vacancies / Staff deployment	Capacity is included in accordance with the information provided by the faculties and departments.	11.0 Incidenteel effect	0.0	high	Compared to the actual capacity (FTEs) in 2019, we see an increase of 9% in 2021. 3% in subsequent years. Suppose that the UT is unable to fill in half of the vacancies, this gives an undesirably positive result of M€ 11.0 in 2020 (€ 3 million in subsequent years). In that case the perceived working pressure will not decrease.
Co-financing					
ECIUniversity	Not included yet	pm	pm	high	A worked out integral business case will give certainty with regard to the project, the organization and financial impact (matching).
Regiodeal	reservation 2020 After 2020 to be worked out in a business case	4.0		high	A business case Regio deal must be further elaborated. A project manager is recruited for this. The revenues will usually come in as 3rd GS. An amount has also been reserved for the joint course with VU University A'dam. A part of the start-up costs can be financed from this reserve.
Underspending strategic budgets					
Underspending CSB	The budget takes into account an underspending of M€ 1.2	0.0	-1.2	low	If we spend the total amounts allocated in 2020, an overspending will result in 2020 (negative result).
Underspending decentralized strategic/policy budgets of faculties	included in- or positive results of, faculty budgets. Increasing from M€ 1.4 in 2020 to M€ 7.1 in 2023	1.4	0.0	middle	If faculties do not spend earmarked budgets or positive results for strategy and policy, (extra)positive results will occur. Also in view to the major task with regard to recruitment, we have to anticipate underspending of budgets.
Program lines / INS plans	2020: included within CE M€ 1.8. Reserved: 2020 M€ 0.85, 2021 and further M€ 1.3/year. Right to draw budgets t-2 in connection with delayed expenditure / implementation M€ 1.4.	1.0		middle	Partly due to the demand that the sector plans impose on our research capacity, it is uncertain to what extent the reserved amounts will be spent. Estimation: About M€ 1 (2020) is not spent from the INS reservations. In later years we see still free budgets in CSB

uncertainty	Included in budget	positive	negative	possibility	remarks
Shaping 2030					
Implementation Shaping 2030	Partly included in the faculty budgets. CBS has limited space in 2020. Multi-year budgets limited but available	follows	follows	high	Implementation of the plans can take a considerable burden on the UT reserves or have an effect on the operational management of the UT. It is also unclear to what extent the organization can "handle" the plans. A future increase of the CSB can be considered; possibly from incidental extra resources.
Investments					
UIM project portfolio	M€ 0.7/year structural	0.0	-1.0	high	As a result of the implementation of the digitization agenda, the regular multi-year budget is under pressure.
LTSH	In accordance with currently determined LTSH. HVL / total costs = 12% (standard 14%)	pm	pm	high	Updating LTSH is ongoing at the time of this budget. Effect to be expected on exploitation due to increase in depreciation costs (standard 14%). Which answers within actualized LTSH to the expected shrinking of number of students from 2025?
Large-scale Infrastructure	Project has been started for inventory	pm	pm	middle	Uncertainty of total investment and UT's share in this. Effect on exploitation due to increase in depreciation costs.
HTT					
Financial results HTT	multi-year result -M€ 0.6/year	pm	pm	middle	Of the 3 product groups (real estate, participations and funds), real estate in particular shows a negative result. Business cases are drawn up, after which appropriate measures will be taken. In particular, the (often substantial) incidental results from participations (dividend, sale, write-down's etc.) are difficult / impossible to estimate. To this end the P&C cycle has been optimized within HTT and periodic reports are made up.
Total uncertainties		M€ 18.4 (+pm)	-M€ 9.8 (+pm)		

4. UT allocation model 2020-2023

Our budget 2020-2023 is based on the budgets allocated by the UT allocation model 2020-2023. In this chapter, the UT allocation model key principles are stated as well as the changes in the allocation model as agreed upon in Spring Memorandum 2020-2023.

4.1 Key principles of the UT allocation model

- 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 is left unused.
- The UT allocation model conforms to the Government funding model as much as possible.
- A budget horizon of four years is used in accordance with the current national guidelines for an annual report.
- The allocation model contains incentives that match 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 and research activities with the available budget.
- From the educational budget and the research budget, a fixed amount for the central support is deducted. Mutations in the “1e geldstroom” (government funding and tuition fees) will lead to the mutation of the budget for the service departments on the basis of 80/20 (political deliberation).
- We have incorporated extra budget from the “Wet Studievoorschot” into the estimated UT budget. This extra budget was added to the student funding in our education budgeting model.
- We have incorporated the most recent indications (First OCW funding letter 2020, mid-September 2019) by OCW about the government funding in 2020 and beyond.

4.2 Modifications compared to Spring Memorandum

In the University Council consultation meeting of September was indicated that the UR agrees with the distribution model adjustment for 2020. For the later years, this will be divided into steps. These steps will be discussed with the UR, the first step probably being submitted for approval in February. The following changes compared to Spring Memorandum 2020-2023 are implemented in Budget 2020-2024:

Allocation model

- **Sectorplan Education** (Van Rijn budget). As mentioned in section 3.1.1. the Executive Board has taken the position that the net funds gained by the Van Rijn recommendation within the UT will be distributed over the HOOP domain Bèta/Technology. This results in the following allocation of fixed budgets per faculty:

(amounts in k€)

		2020	2021	2022	2023
Totalbudget faculties		2.800	3.120	6.800	6.800
ET	27%	746	831	1.812	1.812
EWI	25%	699	779	1.697	1.697
TNW	38%	1.063	1.185	2.583	2.583
BMS	9%	244	272	593	593
ITC	0%	3	3	6	6
ITC-UCT	2%	45	50	109	109
Total Faculties		2.800	3.120	6.800	6.800
CB/TCB		700	780	1.700	1.700
Total fixed OW-budget Van Rijn		3.500	3.900	8.500	8.500

The allocation by OCW of the sectorplan Education is based on the enrolled EER-students in 2018 (OCW funded + *not OCW funded*). UT uses the same allocation key for the internal allocation of the **NET**-effect of the sectorplan Education. After 2022 the total budget and the faculty budgets are structural. The total amount will be indexed yearly according to OCW-indexation. 20% of the net-effect is allocated to the services (Central budget), 80% to the faculties. After a period of four years, the allocation per faculty will be updated, based on enrolment-changes per programme.

- **SBD Next level**

The EB has decided to undertake Strategic Business Development in line with the presentation in SB (July 3rd 2019) "SBD Next Level". The plan describes the formation of an extended SBD-team that provides support to the complete UT community. Organisation in a single team enables capacity building, professionalisation and flexibility as well as allowing for more efficient coordination of external accounts and sharing of expertise and networks. The proposed growth of SBD (below) is expected to lead (medium-term) to new, strong public-private partnerships that strengthen the profile and impact of the University of Twente and contribute to an increase in the acquisition of external funding. SBD will report to the Strategic Board on the progress, starting with a quarterly frequency.

The SBD Next level budget of M€ 0.5 in 2020 growing to a structural budget of M€ 1.4 in 2023 has been made part of the "Knowledge transfer" section in the OZ allocation model. In September the UR agreed for the budget 2020. For the years after 2020, it is still subject to a plan to be determined.

CSB

- 30%-supplement Sector Plan

As mentioned in section 3.1.1, in the Spring Memorandum we have entered a budget of M€ 8.9 for the Sector Plans science/technology (the 130% variant). The grant decision, received from OCW in June, shows that the UT is granted an amount of M€ 6.9 (the 100% variant). The Executive Board has decided to allocate the deficit (30%: M€ 2 per year) from the CSB to the faculties under the condition of cross-faculty collaboration. Additionally, ITC and BMS receive a budget of M€ 0,5 per year, under the same condition. As prescribed by OCW, the total budget is to be spent on research, without withholding central overhead.

The budget is granted during a period of five years, starting in 2019 (25% of the year budget) and ending in 2025 (75%). The amount per faculty is set at 30% of the OCW budget per faculty.

CSB-budgets: 30%-supplement Sectorplan (amounts in k€)

	2020	2021	2022	2023	2024	2025
	25%					75%
ET	181	725	725	725	725	544
EWI	188	753	753	753	753	565
TNW	152	606	606	606	606	454
BMS	63	250	250	250	250	187
ITC	63	250	250	250	250	187
Total	647	2.584	2.584	2.584	2.584	1.938

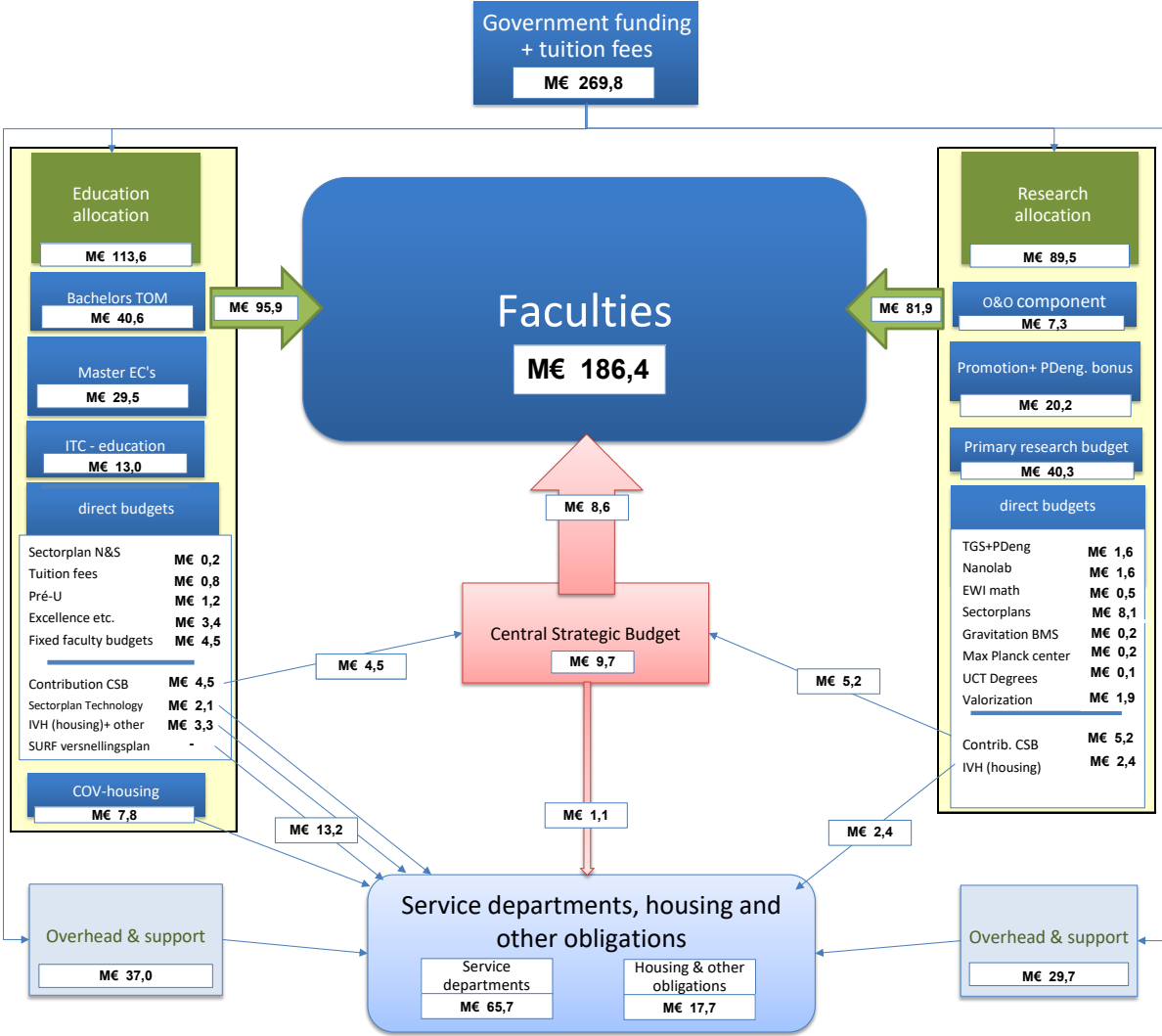
Extra central budget Shaping 2030 in 2020

- In December 2019 the budgeted tuition fees for 2020 will be actualised. When more income is estimated as budgeted for 2020, the difference will be allocated policy-driven, in line with Shaping 2030.

In principle, this a one-time-only deviation of the standing rule that faculty budgets are supplemented with the difference in estimated tuition fees.

4.3 Overview UT allocation model

A visual representation of the allocation model is shown below.



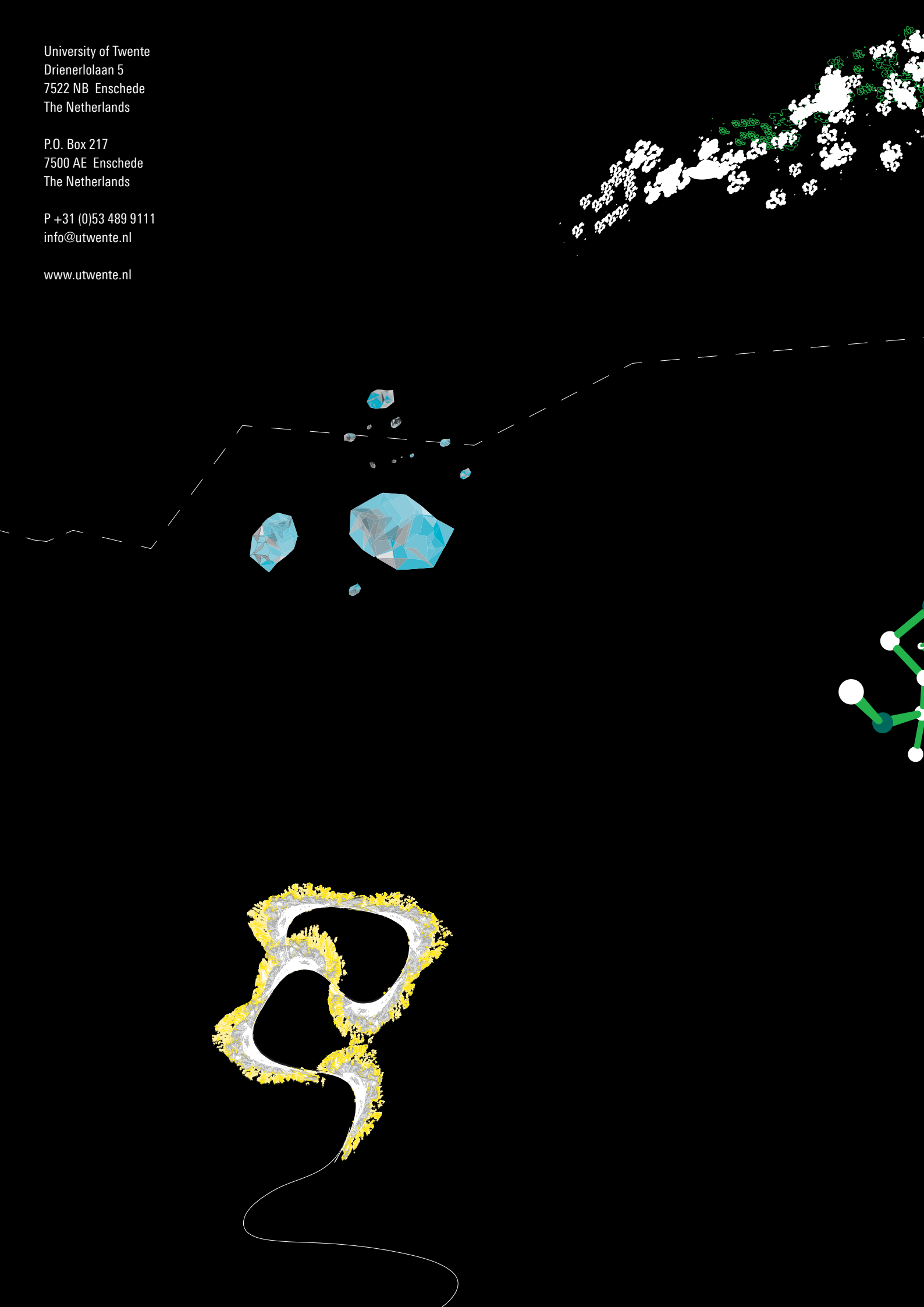
A detailed breakdown of the UT allocation model is given in the Supplement (Annex 19).

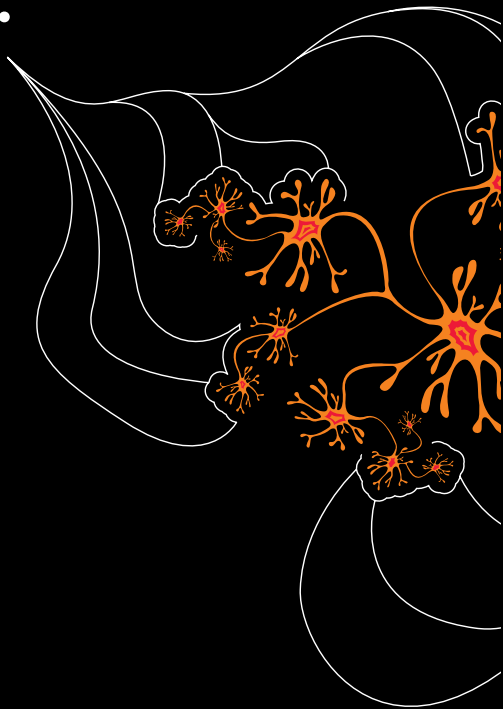
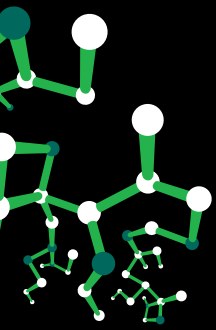
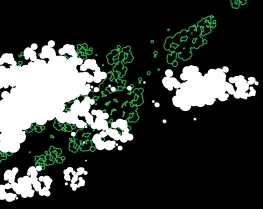
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SUPPLEMENT CONCEPT- BUDGET 2020-2024

SUPPLEMENT
CONCEPTBUDGET
2020-2024

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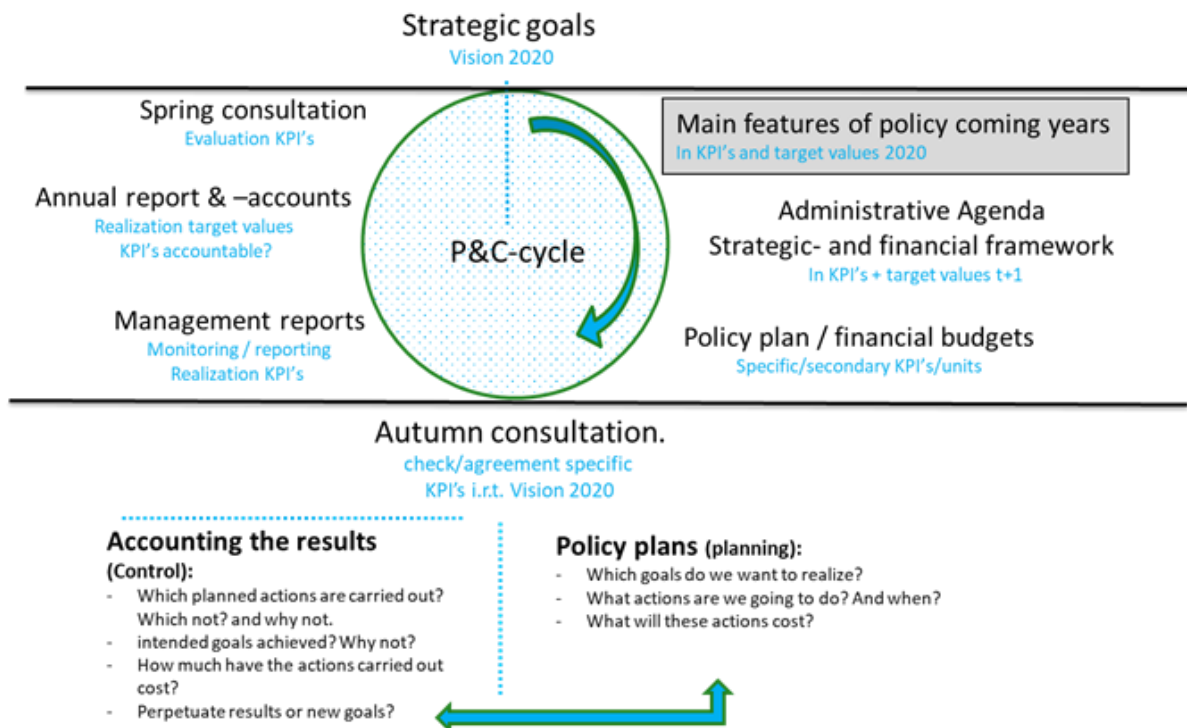
1. Planning & Control Process, Risk Control System

Many internal and external developments are currently setting the agendas within the UT. As stated in the first sentence of our new strategy Shaping 2030: *'We are not living in an era of change, but in a change of era'*

- The UT is going through a phase of rapid growth. We are growing quite rapidly in Education as well as Research, with a growth ambition in our valorisation efforts in the long run as well.
- This growth brings several challenges in staffing, housing, infrastructure and financing. At the same time;
- Parliament questions the quality and efficiency of our education, research and financial management.
- On the other hand, the extent of government financing is under discussion in Parliament.
- The call for transparency by the HE institutions is getting louder and louder.
- From 2020 our new UT-strategy Shaping 2030 will become operational.

To be able to anticipate these far-reaching developments and to enable the UT's administration and management to lead the university through these turbulent times towards 2030, a P&C-cycle, including a risk control system, that is equipped for this, is an absolute necessity.

This does not mean that we have to change the content of the P&C cycle. However, we will, strengthen the continuous improvements of the products in the P&C-cycle. This section examines the options that we see. The P&C cycle is shown in the image below.



Integrated approach:

Shaping 2030:

The UT has adopted an integrated approach to the P&C cycle. The strategic objectives of Shaping 2030 will be related to the other products in the P&C-cycle in the form of policy plans, measurable objectives for interim monitoring and ultimately accountability (the PDCA cycle). The P&C cycle must contribute to the totality of checks and balances within the UT.

Risk management:

Our risk management should be brought more prominently to the front in the P&C-cycle. On risk awareness a number of additional measures will take effect on the P&C-cycle:

- Update of the UT's risk profile. The update of risks and opportunities will be carried out organization-wide during the course of 2020.
- In the update of the risk profile we will evaluate the monitoring (KPI's) of the current business risks in the management reports.
- The risk management system will be incorporated in the UT's P&C-cycle. This in addition to the implicit operation, via the periodic management reports. As a result, we expect that risk awareness within all levels of the UT will increase.

Management reports (maraps)

From 2020, the maraps must be more policy-oriented and therefore more administrative in nature. One of the preconditions is that the faculties recognize themselves in the specific dashboards to be used. It is crucial that not only the achievement of objectives up to and including the reporting date is reported, but that future developments based on scenario models are also made transparent and provided with policy-related advice.

Business Intelligence:

For the management of organizations and, for example, the preparation of the related management reports, it is crucial that Business Intelligence is optimally organized. From 2020, business intelligence will be set up as a separate unit within the S&P service. The most important task of this unit: unlocking data and providing adequate management information.

Scenario-models:

With regard to student numbers, we are now in a growing situation. However, from 2025 the number of Dutch students will show a decrease (demographic ratio of 18-year-olds). As far as research is concerned, we are coming out of a shrinking situation and have found the way to growth again. What influence do these developments have on our staffing, housing, finances etc .. It is necessary to gain insight into this with the help of scenario models.

Cost price models:

The van Rijn Committee advised the Minister to request the universities to provide insight into the costs of bachelor and master courses based on cost price models. In the VSNU context, a working group has been set up to develop a national cost price calculation model. The UT already developed such a model in 2012 and we therefore play a leading role in this working group. Starting point is that the model to be set up can also be used as a scenario model within the universities.

2. UT-budget; overviews

2.1 Summary budget 2020-2024

(amounts in M€)

1.a	Spec. income and expenditure 2020 - 2024	ann report 2018	2019	2020	2021	2022	2023	2024
	Income							
	Government funding	237,9	217,2	236,9	243,2	256,2	261,8	261,8
	2de en 3de geldstroom funding	75,8	84,2	87,7	90,1	93,3	98,5	98,5
	Tuition fees	-	26,0	32,9	35,7	37,2	38,1	38,1
	Other income	15,3	20,0	14,4	15,2	14,6	14,0	14,0
	Exceptional income/ result associates	3,8	0,7-	0,7-	0,6-	0,6-	0,6-	0,6-
	Total Income	332,8	346,7	371,2	383,6	400,7	411,8	411,8
	Expenditure							
	Staff costs	217,7	234,2	254,2	263,3	274,0	280,4	280,4
	Total staff costs	217,7	234,2	254,2	263,3	274,0	280,4	280,4
	Other costs (excl. depreciation)	68,5	68,8	75,0	74,7	76,1	78,0	78,0
	Housing costs	21,5	23,2	22,0	23,6	24,8	25,3	25,3
	Total other costs	89,9	92,0	97,1	98,3	101,0	103,4	103,4
	Total Expenditure	307,7	326,3	351,3	361,5	375,0	383,7	383,7
	EBITDA/operational profit (excl. associates)	21,3	21,2	20,6	22,7	26,4	28,7	28,7
	Interest payments	0,6	0,6	0,6	0,6	0,5	0,5	0,5
	Result before depreciation	20,8	20,6	20,0	22,2	25,8	28,2	28,2
	Depreciation buildings	17,2	17,4	19,2	18,8	18,0	18,0	18,0
	Depreciation inventory	2,9	3,1	4,1	5,0	5,7	6,6	6,6
	Result after depreciation (excl. associates)	0,7	0,0	3,3-	1,6-	2,1	3,6	3,6
	- Result associates	3,8	0,7-	0,7-	0,6-	0,6-	0,6-	0,6-
	Result after depreciation (incl. associates)	4,6	-0,7	-4,0	-2,3	1,5	2,9	2,9

(amounts in M€)

1.b	Cash flow	ann report 2018	2019	2020	2021	2022	2023	2024
	Mutation current assets	116,7	40,4-	27,9-	27,0-	7,2	22,4	8,8
	Initial position current assets	-	101,9	61,4	33,5	6,5	13,7	36,1
	Final position current assets	116,7	61,4	33,5	6,5	13,7	36,1	44,9

1.c	Balance sheet	ann report 2018	2019*	2020	2021	2022	2023	2024
	Tangible fixed assets	240,6	249,6	268,3	287,9	277,0	252,4	241,4
	Financial fixed assets	30,5	29,0	28,9	28,7	28,6	28,4	28,3
	Inventories	0,3	0,3	0,3	0,3	0,3	0,3	0,3
	Debtors	62,9	57,0	57,0	57,0	57,0	57,0	57,0
	Current assets	116,7	112,1	84,2	57,2	64,4	86,8	95,6
	Total Assets	451,0	448,0	438,7	431,1	427,3	425,0	422,6
	Equity	166,1	176,0	172,0	169,7	171,2	174,1	177,0
	Provisions	13,1	11,0	11,0	11,0	11,0	11,0	11,0
	Long-term liabilities	107,8	102,6	97,3	92,0	86,7	81,4	76,2
	Current liabilities	164,0	158,4	158,4	158,4	158,3	158,5	158,4
	Total Liabilities	451,0	448,0	438,7	431,1	427,3	425,0	422,6
	*) Based on report from August 2019							
	Ratios:							
	Equity : Outside capital	0,61	0,67	0,67	0,68	0,70	0,73	0,75
	Total assets : Outside capital	1,58	1,63	1,64	1,65	1,67	1,69	1,72
	Solvency UT	36,8%	38,8%	39,2%	39,4%	40,1%	41,0%	41,9%
	Solvency II (Equity+provisions) in % Total capital)	39,7%	41,7%	41,7%	41,9%	42,6%	43,6%	44,5%
	Current ratio	1,10	0,80	0,89	0,72	0,77	0,91	0,97

2.2 Budget 2020-2024, after elimination

(amounts in M€)

Income	Ann Report	Budget	Multiannual Budget				
	2018	2019	2020	2021	2022	2023	2024
Expenditure							
<u>1e geldstroom funding</u>							
Government funding		217,2	236,9	243,2	256,2	261,8	261,8
Tuition fees		26,0	32,9	35,7	37,2	38,1	38,1
Total 1e geldstroom funding	237,9	243,2	269,8	279,0	293,4	299,9	299,9
<u>2e/3e geldstroom funding</u>							
- 2e geldstroom (national)	28,2	29,2	32,5	32,5	33,9	35,2	35,2
- 3e geldstroom (EU)	16,1	17,8	17,4	17,9	18,3	19,4	19,4
- 3e geldstroom (contract research)	32,9	37,3	37,7	39,7	41,1	43,9	43,9
Depreciation work in progress	1,4						
Total 2e/3e geldstroom funding	75,8	84,2	87,7	90,1	93,3	98,5	98,5
Other income	15,3	20,0	14,4	15,2	14,6	14,0	14,0
Revenues associates	3,8	0,7	0,7	0,6	0,6	0,6	0,6
Total income	332,8	346,7	371,2	383,6	400,7	411,8	411,8

(amounts in M€)

Expenditure	Ann Report	Budget	Multiannual Budget				
	2018	2019	2020	2021	2022	2023	2024
Staff							
Gross salaries	136,0	146,0	159,5	165,1	171,5	175,6	175,6
Gratifications, temporary agency workers	31,1	29,9	30,9	30,8	31,3	31,4	31,4
Social security charges	41,2	52,0	57,1	60,2	63,7	65,9	65,9
Indirect staff costs	9,4	6,4	6,8	7,2	7,4	7,5	7,5
Total Staff	217,7	234,2	254,2	263,3	274,0	280,4	280,4
Housing							
Depreciation on buildings	17,2	17,4	19,2	18,8	18,0	18,0	18,0
Other accommodation costs	21,5	23,2	22,0	23,6	24,8	25,3	25,3
Total Housing	38,7	40,7	41,3	42,4	42,9	43,3	43,3
Equipment							
Depreciation on equipment	2,9	3,1	4,1	5,0	5,7	6,6	6,6
Equipment and inventory	9,5	7,4	8,2	8,8	9,3	10,0	10,0
Rented equipment and inventory	0,4	0,4	0,5	0,5	0,5	0,5	0,5
Maintenance and repair	1,7	1,3	1,5	1,4	1,4	1,4	1,4
Total Equipment	14,5	12,1	14,3	15,7	17,0	18,5	18,5
Materials							
Collections	3,4	3,6	3,7	3,8	4,0	4,2	4,2
Materials	7,1	9,0	9,8	10,2	10,8	11,6	11,6
Office supplies	1,6	1,4	1,5	1,5	1,5	1,5	1,5
Commodities	0,3	0,3	0,3	0,3	0,3	0,3	0,3
Total Materials	12,3	14,3	15,3	15,8	16,6	17,6	17,6
Various costs							
Facility services	0,7	0,7	0,7	0,7	0,7	0,7	0,7
IT facilities	0,9	1,7	1,7	1,6	1,6	1,6	1,6
Travel, accommodation and congress	9,6	9,4	10,0	10,9	11,7	12,0	12,0
Outsourced work	14,1	11,6	13,5	11,8	11,4	10,9	10,9
Subsidies and memberships	6,9	7,2	8,3	8,3	8,3	8,4	8,4
Consultancy	1,3	3,3	2,7	2,6	2,3	2,3	2,3
Governance costs	9,7	10,5	12,0	11,7	11,8	12,0	12,0
Allocation to provisions	1,4	-0,2	-0,2	-0,1	-0,0	-	-
Total Various costs	44,5	44,2	48,7	47,5	47,8	47,8	47,8
Extraordinary costs							
Interest payments	0,6	0,6	0,6	0,6	0,5	0,5	0,5
Extraordinary costs	-	0,8	0,8	0,8	0,8	0,8	0,8
Total Extraordinary costs	0,6	1,4	1,3	1,3	1,3	1,3	1,3
Task setting economies	-	0,4	0,0	-0,2	-0,2	-0,1	-0,1
Total costs	328,3	347,4	375,2	385,9	399,3	408,8	408,8
Result							
- Result from normal operations	0,7	0,5	-3,3	-1,6	2,1	3,6	3,6
- Result from exceptional operations	-	-0,5	-	-	-	-	-
Total result (excl. associates)	0,7	0,0	-3,3	-1,6	2,1	3,6	3,6
- Result associates	3,8	-0,7	-0,7	-0,6	-0,6	-0,6	-0,6
Total result (incl. associates)	4,6	-0,7	-4,0	-2,3	1,5	2,9	2,9

2.3 Total University of Twente

University of Twente		Specification income and costs					Total University of Twente
Amount in k€	Annual Report 2018	Budget 2019	Budget				
			2020	2021	2022	2023	
1e geldstroom funding							
Strategic budgets	3.672						
Expected strategic budgets		7.679	8.423	7.734	8.253	8.401	
Primary budget	237.582	243.227	269.840	278.957	293.383	299.910	
Total 1e geldstroom funding	241.253	250.906	278.263	286.691	301.636	308.310	
2e/3e geldstroom funding (incl. work in progress)							
2e geldstroom (national)	28.222	29.177	32.539	32.496	33.950	35.184	
3e geldstroom (EU)	16.083	17.777	17.417	17.882	18.310	19.446	
3e geldstroom (contract research)	32.894	37.283	37.695	39.690	41.056	43.892	
2/3e geldstroom diverse	-1.439						
Total 2e/3e geldstroom funding (incl. work in progress)	75.760	84.237	87.651	90.067	93.316	98.521	
Other income	15.899	19.984	15.530	15.247	14.648	13.952	
Internal services	52.321	54.053	58.869	59.044	58.836	59.410	
Redirections							
Redirection budget teachers deployment TOM	3.549	3.692	4.450	4.684	4.888	5.019	
Redirection budget profiling modules and Acad. Comp. progr. TOM	3.322						
Totaal redirections TOM	6.871	3.692	4.450	4.684	4.888	5.019	
Redirection Strategic Institute Resources				-622	-606	-621	
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium				-622	-606	-621	
Redirection OO-Ba component	679	460	402	439	446	428	
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection Faculties own expectation							
Redirection Third parties							
Total redirection income	679	460	402	-805	-766	-814	
Exceptional income	166						
Benefits from participation	3.845	-740	-722	-622	-606	-621	
Total income	396.794	412.592	444.442	455.551	473.165	485.020	
Staff							
Scale salaries	136.004	146.739	160.211	165.256	169.722	173.158	
Gratifications declarants and temporary personnel	30.676	29.853	30.853	30.781	31.350	31.367	
Social security charges	44.092	58.555	63.959	66.728	69.177	71.056	
Redirected salaries	4.701	5.594	4.766	4.485	4.298	4.175	
Indirect personnel costs	9.719	6.360	6.803	7.229	7.409	7.462	
Total Staff	225.193	247.101	266.592	274.478	281.956	287.217	
Housing costs							
Other housing costs	21.835	21.524	22.041	22.327	22.089	22.047	
Housingcosts M ²	35.018	32.931	36.099	36.659	37.952	38.489	
Depreciation buildings (only HVL)	17.192	17.449	19.224	18.841	18.018	17.976	
Total Housing costs	74.045	71.904	77.364	77.827	78.058	78.511	
Equipment and inventory							
Depreciation equipment and inventory	2.866	3.074	4.147	4.961	5.724	6.611	
Purchase equipment and inventory	9.493	7.435	8.254	8.803	9.198	9.822	
Rent equipment and inventory	508	384	492	492	492	492	
Maintenance and repair	1.725	1.276	1.503	1.441	1.444	1.447	
Total Equipment and inventory	14.591	12.172	14.397	15.698	16.858	18.373	
Material related costs							
Collections	6.271	6.457	6.416	6.650	6.929	7.237	
Materials	7.266	9.588	10.356	10.639	11.080	11.887	
Administrative resources	1.581	1.438	1.520	1.529	1.526	1.529	
Commodities	247	290	293	293	293	293	
Total Material related costs	15.365	17.774	18.586	19.111	19.828	20.946	
Other costs							
Facility services	1.385	1.073	1.469	1.469	1.469	1.469	
ICT-facility	2.701	3.011	2.971	2.908	2.947	2.952	
Travel-, accomodation and congress costs	9.583	9.464	10.104	10.935	11.560	11.813	
Subcontracted work (extern UT)	14.117	11.582	13.575	11.885	11.447	10.939	
Subsidies and memberships	7.779	7.223	8.299	8.314	8.306	8.316	
Consultancy costs	1.301	3.339	2.735	2.653	2.355	2.397	
Governance costs	9.805	10.534	12.010	11.677	11.782	11.964	
Costs according to internal services	3.583	3.855	4.653	4.941	5.008	5.039	
Allocation to provisions	1.368	-235	-167	-98	-36		
Allocation from central reserves	3.312	8.455	9.683	9.518	13.429	14.995	
Total Other costs	54.933	58.300	65.331	64.201	68.267	69.883	
Redirections							
Redirection budget teachers deployment TOM	3.549	3.693	4.461	4.827	5.140	5.494	
Redirection budget profiling modules and Acad. Comp. progr. TOM	3.322						
Total Redirections TOM	6.871	3.693	4.461	4.827	5.140	5.494	
Redirection OZ component							
Redirection Strategic Institute Resources							
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium							
Redirection OO-Ba component	679	458	403	476	497	493	
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection 1e gs Strat. Development							
Redirection 1e gs still to divide OZ-budget							
Redirection Third parties							
Total Redirections	679	458	403	476	497	493	
Exceptional costs	553	1.446	1.347	1.342	1.315	1.287	
Savings target	0	440	8	-154	-242	-133	
Total costs	392.230	413.287	448.489	457.806	471.676	482.072	
- Results from normal operations:							
		-939	-2.850	508	4.424	5.605	
- Results from exceptional operations:							
		-496	-1.197	-2.763	-2.935	-2.657	
Total result (excl. Result associates)	4.564	-1.436	-4.045	-2.256	1.489	2.947	
- Result associates							
Total result	4.564	-1.436	-4.045	-2.256	1.489	2.947	
- Contribution margin based on closed contracts:							
		13.565	12.887	11.322	10.023	9.412	
- Contribution margin additional estimate							
		4.185	3.817	5.485	7.096	7.965	
Total contribution margin	16.614	17.883	16.704	16.807	17.118	17.377	

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Staff employed for the UT											
Scientific Management	20,5	2.041	20,4	2.181	21,2	2.269	20,8	2.245	20,8	2.250	20,8	2.250
Professor	138,1	14.257	160,3	16.455	160,4	17.109	164,9	17.619	162,5	17.405	162,4	17.434
UHD	144,9	10.855	145,7	10.977	150,9	11.564	149,9	11.504	148,1	11.385	151,0	11.593
UD	274,4	15.996	348,6	19.936	379,5	22.171	420,5	24.855	454,2	27.028	468,8	28.115
Teacher	120,7	6.646	117,1	6.653	120,4	6.906	113,6	6.677	114,3	6.878	113,5	6.846
Researcher	264,7	11.883	251,0	11.237	290,7	13.230	275,6	12.896	278,9	12.908	292,9	13.217
TWAIO	33,9	758	36,6	842	35,9	822	35,9	829	40,8	954	36,5	854
Promovendus	598,9	19.360	633,2	20.678	672,0	22.587	726,3	24.463	772,7	26.891	830,4	28.772
Not classified into an categorie Scientific Staff	0,7	50	0,1	8	0,8	24	-	-	-	-	-	-
Total Scientific formation	1.596,8	81.847	1.712,9	88.967	1.831,6	96.682	1.907,6	101.088	1.992,2	105.699	2.076,4	109.081
Scale 13-18 / Executive Board	59,1	4.818	58,8	5.006	69,8	5.957	68,4	5.793	67,6	5.818	66,6	5.751
Scale 11-12	223,8	13.333	231,2	14.047	260,7	16.207	264,1	16.316	261,9	16.116	260,0	16.106
Scale 5-10	802,4	31.894	841,6	35.115	894,7	37.847	906,5	38.610	906,8	38.804	907,3	39.109
Scale 1-4	43,6	1.292	46,3	1.383	31,4	958	31,4	958	31,4	958	31,4	958
Not classified into an categorie OBP	1,6	137	0,7	25	1,9	5	1,9	5	1,9	5	1,9	5
Totaal support Staff	1.130,5	51.474	1.178,6	55.575	1.258,5	60.974	1.272,3	61.681	1.269,5	61.701	1.267,2	61.928
Other staff deployment	22,9	3.095		2.185		2.603		2.645		2.695		2.694
Other arrangements	2,1	228	0,5	15	0,7	17	0,7	17	0,7	17	0,7	17
TOTAL of fte/salary	2.752,3	136.644	2.892,0	146.743	3.090,8	160.276	3.180,6	165.431	3.262,4	170.111	3.344,3	173.721
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor			9,5	5,6		4,9		4,7		3,8		
Universitair hoofddocent			0,4	0,2								
University Lecturer			1,0									
Lecturer			5,0	0,2								
Researcher			11,3	8,4		2,6		0,6		0,5		
Promovendus			142,7	96,5		79,4		35,4		32,0		
Promovendus Extern			6,6	4,0		0,7		0,2		0,1		
TWAIO			0,5									
Post-doc			1,6	9,0		12,8		6,7		1,7		
Guest employee			7,9	15,0		12,9		12,9		12,9		
Not classified into an categorie Scientific Staff			0,4	1,4		0,5		0,4		0,2		
Total Scientific formation			186,9	140,1		113,8		60,9		51,3		
Totaal support Staff				0,1								
Other deployment			3,5	4,4		2,2		2,2		2,2		2,2
PNUT	661,0		190,3		144,5		116,0		63,1		53,5	

2.4 Total Faculties

University of Twente		Specification income and costs				Totaal Faculties	
Amount in k€	Annual Report 2018	Budget 2019	Budget				
			2020	2021	2022	2023	
1e geldstroom funding							
Strategic budgets	10.097	4.578	4.301	5.240	4.580	4.085	
Expected strategic budgets		6.096	6.338	5.673	5.523	5.184	
Primary budget	149.352	152.614	176.540	183.351	194.935	200.252	
Total 1e geldstroom funding	159.449	163.288	187.179	194.265	205.038	209.521	
2e/3e geldstroom funding (incl. work in progress)							
2e geldstroom (national)	28.222	29.177	32.539	32.496	33.950	35.184	
3e geldstroom (EU)	16.083	17.777	17.417	17.882	18.310	19.446	
3e geldstroom (contract research)	32.682	37.283	37.360	39.140	41.056	43.892	
2/3e geldstroom diverse	-1.139						
Total 2e/3e geldstroom funding (incl. work in progress)	75.848	84.237	87.316	89.517	93.316	98.521	
Other income	4.631	10.389	4.933	4.775	4.701	4.003	
Internal services	4.753	5.140	5.485	5.268	5.052	4.823	
Redirections							
Redirection budget teachers deployment TOM	3.549	3.692	4.450	4.684	4.888	5.019	
Redirection budget profiling modules and Acad. Comp. progr. TOM	3.322						
Totaal redirections TOM	6.871	3.692	4.450	4.684	4.888	5.019	
Redirection Strategic Institute Resources							
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium							
Redirection OO-Ba component	679	460	402	439	446	428	
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection Faculties own expectation							
Redirection Third parties							
Total redirection income	679	460	402	439	446	428	
Exceptional income							
Benefits from participation							
Total income	252.231	267.206	289.765	298.948	313.441	322.315	
Staff							
Scale salaries	105.129	114.693	125.143	130.136	134.915	138.417	
Gratifications declarants and temporary personnel	4.201	5.079	4.932	5.171	5.781	5.881	
Social security charges	54.699	63.274	68.566	71.307	73.927	75.844	
Redirected salaries	5.640	4.723	4.299	4.017	3.831	3.708	
Indirect personnel costs	3.284	3.360	3.817	4.403	4.581	4.630	
Total Staff	172.954	191.129	206.756	215.034	223.035	228.480	
Housing costs							
Other housing costs	1.807	1.518	1.669	1.886	1.918	1.756	
Housingcosts M ²	20.309	19.301	21.833	22.320	23.548	24.013	
Depreciation buildings (only HVL)	1.160	1.185	1.055	1.055	1.055	1.055	
Total Housing costs	23.276	22.004	24.556	25.260	26.520	26.824	
Equipment and inventory							
Depreciation equipment and inventory	1.394	1.645	2.436	3.100	3.861	4.552	
Purchase equipment and inventory	8.536	7.077	7.921	8.472	8.867	9.491	
Rent equipment and inventory	113	177	189	189	189	189	
Maintenance and repair	1.018	973	1.128	1.128	1.128	1.128	
Total Equipment and inventory	11.060	9.872	11.674	12.889	14.044	15.360	
Material related costs							
Collections	3.057	3.111	2.953	3.078	3.181	3.303	
Materials	6.631	8.697	9.678	9.961	10.402	11.209	
Administrative resources	1.168	1.044	1.181	1.189	1.186	1.189	
Commodities	231	230	235	235	235	235	
Total Material related costs	11.088	13.081	14.047	14.463	15.004	15.936	
Other costs							
Facility services	588	542	933	933	933	933	
ICT-facility	1.302	1.519	1.538	1.547	1.581	1.581	
Travel-, accomodation and congress costs	8.510	8.805	9.286	10.068	10.697	10.949	
Subcontracted work (extern UT)	7.190	7.381	7.637	6.407	6.827	6.319	
Subsidies and memberships	2.882	2.424	2.937	2.940	2.932	2.942	
Consultancy costs	326	591	583	585	700	742	
Governance costs	4.332	4.421	5.396	4.987	4.990	5.026	
Costs according to internal services	3.473	3.203	3.282	3.344	3.352	3.348	
Allocation to provisions							
Allocation from central reserves							
Total Other costs	28.603	28.886	31.591	30.809	32.011	31.839	
Redirections							
Redirection budget teachers deployment TOM	3.549	3.693	4.461	4.827	5.140	5.494	
Redirection budget profiling modules and Acad. Comp. progr. TOM							
Total Redirections TOM	3.549	3.693	4.461	4.827	5.140	5.494	
Redirection OZ component							
Redirection Strategic Institute Resources							
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium							
Redirection OO-Ba component	430	458	403	476	497	493	
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection 1e gs Strat. Development							
Redirection 1e gs still to divide OZ-budget							
Redirection Third parties							
Total Redirections	430	458	403	476	497	493	
Exceptional costs	0	100	0	0	0	0	
Savings target	0	632	53	-109	-197	-88	
Total costs	250.961	269.855	293.541	303.651	316.053	324.338	
- Results from normal operations:		-2.153	-2.580	-1.940	323	634	
- Results from exceptional operations:		-496	-1.197	-2.763	-2.935	-2.657	
Total result	1.270	-2.650	-3.775	-4.703	-2.612	-2.023	
- Contribution margin based on closed contracts:		13.565	12.887	11.322	10.023	9.412	
- Contribution margin additional estimate		4.185	3.817	5.485	7.096	7.965	
Total contribution margin	16.611	17.883	16.704	16.807	17.118	17.377	

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	20,5	2.041	20,4	2.181	21,2	2.269	20,8	2.245	20,8	2.250	20,8
Professor	138,0	14.257	160,1	16.428	160,4	17.109	164,9	17.619	162,5	17.405	162,4	17.434
UHD	144,9	10.855	145,7	10.977	150,9	11.564	149,9	11.504	148,1	11.385	151,0	11.593
UD	274,4	15.959	348,6	19.936	379,5	22.171	420,5	24.855	454,2	27.028	468,8	28.115
Teacher	120,5	6.603	117,1	6.653	120,4	6.906	113,6	6.677	114,3	6.878	113,5	6.846
Researcher	264,7	11.883	251,0	11.237	290,7	13.230	275,6	12.896	278,9	12.908	292,9	13.217
TWAIO	33,9	758	36,6	842	35,9	822	35,9	829	40,8	954	36,5	854
Promovendus	598,9	19.360	633,2	20.678	672,0	22.587	726,3	24.463	772,7	26.891	830,4	28.772
Not classified into an categorie Scientific Staff	0,7	50	0,1	8	0,8	24	-	-	-	-	-	-
Total Scientific formation	1.596,5	81.766	1.712,8	88.940	1.831,6	96.682	1.907,6	101.088	1.992,2	105.699	2.076,4	109.081
Scale 13-18 / Executive Board	22,2	1.684	22,1	1.796	23,6	1.943	22,6	1.802	20,1	1.684	19,1	1.605
Scale 11-12	74,5	4.540	76,4	4.743	86,6	5.520	87,2	5.519	86,5	5.511	84,7	5.496
Scale 5-10	402,1	15.924	424,9	17.841	458,7	19.519	472,4	20.200	476,2	20.445	480,0	20.660
Scale 1-4	1,5	40	1,8	48	1,6	44	1,6	44	1,6	44	1,6	44
Not classified into an categorie OBP	-	-	-	-	-	-	-	-	-	-	-	-
Totaal support Staff	500,3	22.187	525,2	24.428	570,5	27.026	583,8	27.565	584,4	27.684	585,4	27.805
Other staff deployment	15,7	2.078		1.319		1.418		1.466		1.515		1.514
Other arrangements	0,7	163	0,3	10	0,5	17	0,5	17	0,5	17	0,5	17
TOTAL of fte/salary	2.113,3	106.194	2.238,3	114.697	2.402,5	125.143	2.491,9	130.136	2.577,0	134.915	2.662,2	138.417
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor			9,5		5,6		4,9		4,7		3,8	
Universitair hoofddocent			0,4		0,2							
University Lecturer			1,0									
Lecturer			5,0		0,2							
Researcher			11,3		8,4		2,6		0,6		0,5	
Promovendus			142,7		96,5		79,4		35,4		32,0	
Promovendus Extern			6,6		4,0		0,7		0,2		0,1	
TWAIO			0,5									
Post-doc			1,6		9,0		12,8		6,7		1,7	
Guest employee			7,9		15,0		12,9		12,9		12,9	
Not classified into an categorie Scientific Staff			0,4		1,4		0,5		0,4		0,2	
Total Scientific formation			186,9		140,1		113,8		60,9		51,3	
Totaal support Staff					0,1							
Other deployment			3,5		4,4		2,2		2,2		2,2	
PNUT	608,3		190,3		144,5		116,0		63,1		53,5	

2.5 Total Service centers

University of Twente		Specification income and costs				Totaal Service centers	
Amount in k€	Annual Report 2018	Budget 2019	Budget				
			2020	2021	2022	2023	
1e geldstroom funding							
Strategic budgets	3.551	1.822	1.073	813	465	465	
Expected strategic budgets		1.500	1.793	1.448	1.656	1.663	
Primary budget	66.290	68.649	74.708	74.717	74.220	74.365	
Total 1e geldstroom funding	69.841	71.971	77.574	76.978	76.341	76.493	
2e/3e geldstroom funding (incl. work in progress)							
2e geldstroom (national)							
3e geldstroom (EU)							
3e geldstroom (contract research)	12		335	550			
2/3e geldstroom diverse							
Total 2e/3e geldstroom funding (incl. work in progress)	12		335	550			
Other income	6.055	6.112	6.587	6.564	6.517	6.584	
Internal services	10.602	11.368	12.350	12.072	12.260	12.468	
Redirections							
Redirection budget teachers deployment TOM							
Redirection budget profiling modules and Acad. Comp. progr. TOM							
Totaal redirections TOM							
Redirection Strategic Institute Resources							
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium							
Redirection OO-Ba component							
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection Faculties own expectation							
Redirection Third parties							
Total redirection income							
Exceptional income							
Benefits from participation							
Total income	86.510	89.451	96.846	96.163	95.118	95.544	
Staff							
Scale salaries	30.019	31.981	35.068	35.120	34.807	34.741	
Gratifications declarants and temporary personnel	2.293	1.268	1.470	1.159	1.118	1.035	
Social security charges	15.570	17.443	19.245	19.272	19.101	19.063	
Redirected salaries	-105	121	-100	-100	-100	-100	
Indirect personnel costs	1.189	1.499	1.486	1.326	1.328	1.332	
Total Staff	48.965	52.312	57.168	56.776	56.253	56.070	
Housing costs							
Other housing costs	1.030	1.086	1.237	1.207	1.207	1.207	
Housingcosts M ²	13.434	13.630	14.266	14.339	14.404	14.476	
Depreciation buildings (only HVL)	9	35	22	22	22	22	
Total Housing costs	14.473	14.750	15.524	15.567	15.632	15.704	
Equipment and inventory							
Depreciation equipment and inventory	1.381	1.429	1.711	1.861	1.863	2.059	
Purchase equipment and inventory	894	356	330	328	328	328	
Rent equipment and inventory	305	207	303	303	303	303	
Maintenance and repair	583	304	375	313	316	319	
Total Equipment and inventory	3.164	2.297	2.720	2.806	2.811	3.010	
Material related costs							
Collections	3.210	3.346	3.463	3.572	3.749	3.934	
Materials	495	668	617	617	617	617	
Administrative resources	408	394	339	339	339	339	
Commodities	15	60	58	58	58	58	
Total Material related costs	4.128	4.468	4.478	4.587	4.764	4.949	
Other costs							
Facility services	525	531	536	536	536	536	
ICT-facility	1.317	1.491	1.432	1.360	1.364	1.369	
Travel-, accomodation and congress costs	740	609	618	617	613	613	
Subcontracted work (extern UT)	5.495	3.777	4.642	4.182	3.324	3.324	
Subsidies and memberships	3.040	2.760	2.796	2.808	2.808	2.808	
Consultancy costs	325	507	573	489	476	476	
Governance costs	5.173	6.112	6.258	6.334	6.436	6.582	
Costs according to internal services	28	28	100	100	100	100	
Allocation to provisions							
Allocation from central reserves							
Total Other costs	16.644	15.816	16.955	16.427	15.659	15.809	
Redirections							
Redirection budget teachers deployment TOM							
Redirection budget profiling modules and Acad. Comp. progr. TOM							
Total Redirections TOM	0	0	0	0	0	0	
Redirection OZ component							
Redirection Strategic Institute Resources							
Redirection Institute Resources (WD-incentive)							
Redirection Promotion premium							
Redirection OO-Ba component							
Redirection OO-Ma component							
Redirection Stimulations resources							
Redirection 1e gs Strat. Development							
Redirection 1e gs still to divide OZ-budget							
Redirection Third parties							
Total Redirections	0	0	0	0	0	0	
Exceptional costs	0	0	0	0	0	0	
Savings target	0	-192	0	0	0	0	
Total costs	87.374	89.451	96.846	96.163	95.118	95.543	
Results from normal operations:							
		-1		1		2	
Results from exceptional operations:							
Total result	-865	0	0	0	0	0	
Contribution margin based on closed contracts:							
Contribution margin additional estimate							
Total contribution margin	3	0	0	0	0	0	

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management		-		-		-		-		-		-
Professor		-	0,1	27		-		-		-		-
UHD		-		-		-		-		-		-
UD		37		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		37	0,1	27		-		-		-		-
Scale 13-18 / Executive Board	36,6	3.091	36,2	3.166	46,2	4.014	45,8	3.991	47,5	4.134	47,5	4.146
Scale 11-12	149,0	8.768	154,8	9.304	174,2	10.687	176,8	10.797	175,3	10.605	175,3	10.610
Scale 5-10	397,5	15.867	416,1	17.253	436,1	18.328	434,1	18.410	430,6	18.359	427,3	18.449
Scale 1-4	37,5	1.115	44,4	1.335	29,8	914	29,8	914	29,8	914	29,8	914
Not classified into an categorie OBP	1,6	137	0,7	25	1,9	5	1,9	5	1,9	5	1,9	5
Totaal support Staff	622,1	28.977	652,3	31.083	688,0	33.948	688,5	34.116	685,1	34.017	681,8	34.123
Other staff deployment	7,2	1.018		866		1.185		1.179		1.180		1.180
Other arrangements	0,4	60	0,2	5	0,2	-	0,2	-	0,2	-	0,2	-
TOTAL of fte/salary	629,7	30.092	652,6	31.981	688,3	35.133	688,7	35.295	685,3	35.196	682,0	35.304
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	52,7											

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	-9.976	-6.400	-5.374	-6.053	-5.045	-4.551
Expected strategic budgets		83	292	612	1.074	1.554
Primary budget	21.940	21.964	18.592	20.890	24.228	25.293
Total 1e geldstroom funding	11.964	15.647	13.510	15.449	20.257	22.296
2e/3e geldstroom funding (incl. work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	200					
2/3e geldstroom diverse	-300					
Total 2e/3e geldstroom funding (incl. work in progress)	-100					
Other income	5.213	3.484	4.010	3.909	3.431	3.366
Internal services	36.966	37.544	41.034	41.704	41.524	42.120
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources				-622	-606	-621
Redirection Institute Resources (WD-incentive)				-622	-606	-621
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income				-1.244	-1.212	-1.242
Exceptional income	166					
Benefits from participation	3.845	-740	-722	-622	-606	-621
Total income	58.053	55.935	57.832	60.440	64.606	67.161
Staff						
Scale salaries	856	65				
Gratifications declarants and temporary personnel	24.182	23.506	24.451	24.451	24.451	24.451
Social security charges	-26.177	-22.162	-23.851	-23.851	-23.851	-23.851
Redirected salaries	-834	750	568	568	568	568
Indirect personnel costs	5.246	1.501	1.500	1.500	1.500	1.500
Total Staff	3.273	3.660	2.668	2.668	2.668	2.668
Housing costs						
Other housing costs	18.998	18.920	19.136	19.235	18.965	19.084
Housingcosts M ²	1.275					
Depreciation buildings (only HVL)	16.023	16.229	18.147	17.764	16.941	16.899
Total Housing costs	36.295	35.149	37.283	36.999	35.906	35.983
Equipment and inventory						
Depreciation equipment and inventory	91					
Purchase equipment and inventory	63	3	3	3	3	3
Rent equipment and inventory	90					
Maintenance and repair	123					
Total Equipment and inventory	367	3	3	3	3	3
Material related costs						
Collections	3					
Materials	140	224	61	61	61	61
Administrative resources	5					
Commodities	0					
Total Material related costs	148	224	61	61	61	61
Other costs						
Facility services	272					
ICT-facility	81	1	1	1	1	1
Travel-, accomodation and congress costs	332	50	200	250	250	250
Subcontracted work (extern UT)	1.432	423	1.296	1.296	1.296	1.296
Subsidies and memberships	1.857	2.039	2.566	2.566	2.566	2.566
Consultancy costs	650	2.241	1.579	1.579	1.179	1.179
Governance costs	299	1	356	356	356	356
Costs according to internal services	83	624	1.271	1.497	1.556	1.591
Allocation to provisions	1.368	-235	-167	-98	-36	
Allocation from central reserves	3.312	8.455	9.683	9.518	13.429	14.995
Total Other costs	9.687	13.599	16.785	16.965	20.597	22.234
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM	3.322					
Total Redirections TOM	3.322	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	249					
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	249	0	0	0	0	0
Exceptional costs	553	1.346	1.347	1.342	1.315	1.287
Savings target	0	0	-45	-45	-45	-45
Total costs	53.895	53.981	58.102	57.993	60.505	62.191
- Results from normal operations:		1.214	-270	2.447	4.101	4.970
- Results from exceptional operations:						
Total result (excl. Result associates)	4.158	1.214	-270	2.447	4.101	4.970
- Result associates						
Total result	4.158	1.214	-270	2.447	4.101	4.970
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management		-		-		-		-		-		-
Professor	0,1	-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher	0,2	43		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	0,3	43		-		-		-		-		-
Scale 13-18 / Executive Board	0,3	43	0,5	44		-		-		-		-
Scale 11-12	0,3	26		-		-		-		-		-
Scale 5-10	2,8	104	0,6	21		-		-		-		-
Scale 1-4	4,6	137		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	8,1	310	1,1	65		-		-		-		-
Other staff deployment		-		-		-		-		-		-
Other arrangements	1,0	5		-		-		-		-		-
TOTAL of fte/salary	9,4	358	1,1	65		-		-		-		-
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

3. Budget statement per unit

Faculty of Engineering Technology

ET is performing well, not only due to the on-going increase of inflow of students but also because of an increase of research projects and new financial opportunities (“van Rijn gelden”, “Sectorplan”, “Regiodeal”). Although ET’s annual plan of 2019 has been ambitious, our conclusion is that most focal points haven been realized or will be in the course of 2020. An achievement that makes us especially proud is that despite our high workload we have been successful in composing a new ME bachelor program with the VU that started officially in September 2019.

Our focus is still defined in our 5 profiling faculty themes in which we take leadership, inside and outside the university. These themes are in line with the UT profiling themes and are based on our strengths and on continuous discussions about the societal challenges and external opportunities. ET got the chance to further intensify these themes because of the necessary financial boost to be received from both “Sectorplan” and “van Rijn gelden”.

Our themes are:

- (Personalized) Health technology
- Maintenance (both in manufacturing and in civil engineering)
- Resilience Engineering (previous ET theme: Smart regions)
- Intelligent Manufacturing Systems (previous ET theme: Smart Industry)
- Sustainable resources

Our strategy for 2020 is to continue our focus on fostering excellence, and strengthening the visibility of these themes in our educational and research programs. At the same time the additional financial means will be used to reduce the high workload.

ET wants to stress that it sees two major, very critical challenges for 2020: *recruitment and housing*. Due to the additional financial means, our staff (tenured and non-tenured) will grow with 30% in the upcoming 5 years! As we already have to deal with immense challenges in housing staff and infrastructure, we see a huge risk in realizing our ambitions.

Developing global citizens

The most important competence for ET graduates is to be able to acquire deep knowledge, to apply this knowledge in a meaningful way and in a new context, such that they will be able to find innovative solutions for new and complex problems. With the acquirement of deep knowledge as a basis, our focus will be to put more and more emphasis on relevant competences. We continue to work on creating an all-inclusive culture where working together and making use of each other’s strengths is common practice.

Making a real impact

Because of extra funding we see new opportunities to further strengthen our research programs not only by attracting new talents but also by helping existing staff to further excel and aim for personal grants. ET works with a strategic budget in order to make it easier to fulfill specific goals. For 2020 we will continue to focus on personal grants, talent development and support in proposal writing and project management.

Stimulating an entrepreneurial mindset and behavior

ET supports new initiatives (e.g. FPC) in education and research excellence and is developing new collaboration models with industry. The availability of top notch facilities therefore is essential. In 2020

we will work out a plan to determine how our facilities can be improved in the coming years. Moreover, ET's ambition is to incorporate student initiatives more in our long term strategy.

Experimenting, pioneering & innovating

ET stimulates both students and staff to excel. Therefore, an open and lively community is essential, an environment where people can experiment and look up the boundaries of what is possible. We strive for making our working space helpful in this by offering flexible working possibilities both for students and staff. One example is that ET will make money available for Crazy Research Ideas, to stimulate early stage research at the faculty of ET that is high risk, high gain and appealing to society.

Specific faculty goals for 2020

Diversity and inclusion

At ET we believe a diverse population will give us an advantage towards the future. Therefore we focus on different aspects of inclusion. Goal is to have 20% female professors in 2022.

Wellbeing survey

ET will see to it that specific actions in line with the outcome of the wellbeing survey, in the coming months to be decided specifically together with the faculty board, will be adhered to.

Quality Agreements for 2020

A plan for ET has been made by working together with different groups to give substance to the quality agreements.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	1.539	1.161	888	1.150	900	725
Expected strategic budgets		1.265	881	720	654	460
Primary budget	22.055	22.947	29.379	31.642	34.530	35.478
Total 1e geldstroom funding	23.594	25.373	31.148	33.512	36.084	36.663
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)	4.909	5.532	5.506	5.489	5.631	5.835
3e geldstroom (EU)	2.979	3.382	2.747	2.803	2.911	3.001
3e geldstroom (contract research)	6.915	7.743	8.487	8.479	9.336	10.421
2/3e geldstroom diverse	-315					
Total 2e/3e geldstroom funding (incl.work in progress)	14.488	16.656	16.740	16.770	17.878	19.256
Other income	379	3.205	644	490	456	430
Internal services	385	759	1.300	926	485	197
Redirections						
Redirection budget teachers deployment TOM	524	596	760	785	806	823
Redirection budget profiling modules and Acad. Comp. progr. TOM	436					
Totaal redirections TOM	960	596	760	785	806	823
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	99	76	70	72	72	71
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income	99	76	70	72	72	71
Exceptional income						
Benefits from participation						
Total income	39.904	46.665	50.662	52.556	55.780	57.439
Staff						
Scale salaries	18.125	21.873	23.227	23.679	24.601	25.649
Gratifications declarants and temporary personnel	528	523	497	464	464	464
Social security charges	9.464	12.083	12.728	12.975	13.482	14.054
Redirected salaries	802	700	643	576	468	441
Indirect personnel costs	793	299	191	277	326	326
Total Staff	29.713	35.478	37.285	37.971	39.341	40.934
Housing costs						
Other housing costs	210	94	160	410	410	160
Housingcosts M ²	3.337	2.903	3.909	4.196	4.644	4.644
Depreciation buildings (only HVL)						
Total Housing costs	3.547	2.997	4.069	4.606	5.054	4.804
Equipment and inventory						
Depreciation equipment and inventory	463	581	942	992	1.242	1.492
Purchase equipment and inventory	1.010	848	992	1.218	1.217	1.202
Rent equipment and inventory	7	5	3	3	3	3
Maintenance and repair	127	92	70	70	70	70
Total Equipment and inventory	1.606	1.526	2.007	2.283	2.532	2.767
Material related costs						
Collections	416	412	425	444	465	487
Materials	778	2.354	2.664	2.732	2.754	2.832
Administrative resources	222	144	171	180	180	180
Commodities						
Total Material related costs	1.416	2.909	3.260	3.356	3.398	3.498
Other costs						
Facility services	75	62	78	78	78	78
ICT-facility	93	96	111	111	111	111
Travel-, accomodation and congress costs	1.501	2.055	2.075	2.738	2.905	2.980
Subcontracted work (extern UT)	946	518	1.027	492	906	825
Subsidies and memberships	251	145	124	124	124	124
Consultancy costs	63	125	15	15	15	15
Governance costs	551	334	605	461	393	382
Costs according to internal services	194	102	117	117	117	113
Allocation to provisions						
Allocation from central reserves						
Total Other costs	3.674	3.437	4.152	4.136	4.648	4.628
Redirections						
Redirection budget teachers deployment TOM	578	713	876	898	944	973
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	578	713	876	898	944	973
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	66	80	71	72	75	75
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	66	80	71	72	75	75
Exceptional costs	0	0	0	0	0	0
Savings target	0	-78	0	0	0	0
Total costs	40.599	47.062	51.721	53.321	55.993	57.678
- Results from normal operations:		-233	-1.059	-766	-213	-239
- Results from exceptional operations:		-164				
Total result	-695	-397	-1.059	-766	-213	-239
- Contribution margin based on closed contracts:		1.840	2.093	1.731	1.315	1.100
- Contribution margin additional estimate		661	452	791	1.333	1.609
Total contribution margin	1.900	2.501	2.545	2.522	2.647	2.709

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	4,1	336	3,8	359	4,0	389	4,0	392	4,0	394	4,0
Professor	21,4	2.108	33,8	3.112	29,3	3.085	28,9	3.058	28,0	2.963	27,9	2.975
UHD	30,2	2.315	30,6	2.250	34,3	2.532	33,6	2.494	33,6	2.512	33,6	2.525
UD	55,0	3.192	88,4	4.671	92,4	5.016	96,6	5.274	101,0	5.652	104,0	5.832
Teacher	16,2	870	15,0	856	13,2	796	13,2	802	13,2	807	13,2	811
Researcher	43,0	1.910	35,8	1.672	40,6	1.731	17,0	875	13,6	865	22,5	604
TWAIO	24,8	543	28,0	649	26,9	633	30,1	708	35,8	841	31,5	741
Promovendus	131,6	4.224	140,2	4.538	145,0	4.730	172,3	5.518	183,2	5.939	216,4	7.029
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	326,3	15.498	375,8	18.107	385,6	18.912	395,7	19.121	412,3	19.973	453,2	20.913
Scale 13-18 / Executive Board	2,3	209	3,0	263	2,0	180	2,0	180	2,0	180	2,0	180
Scale 11-12	5,4	376	4,8	300	7,3	468	6,7	434	6,0	390	6,0	392
Scale 5-10	56,3	2.233	71,2	3.065	83,4	3.441	88,9	3.718	91,8	3.832	94,6	3.938
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	64,0	2.819	79,0	3.628	92,7	4.089	97,5	4.332	99,8	4.402	102,6	4.510
Other staff deployment	0,1	236		138		226		226		226		226
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	390,4	18.552	454,7	21.873	478,3	23.227	493,2	23.679	512,2	24.601	555,8	25.649
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	100,0											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	888	1.150	900	725
Total allocated strategic budgets	888	1.150	900	725
Expected strategic budgets				
* Compensation illness costs	220	220	220	220
* HBO promovendi vouchers	52	52	52	52
* Compensation Hypatia 2x (EUR 25k pp for 5 years)	50	50	50	50
* Research support Scientific Director Techmed (0,5 fte 2020-2022)	50	50	50	
* Contribution Executive Board (1/3) regarding XX until 11-12-2023	26	27	27	25
* Income 4TU	370	241	176	88
* CME 3TU k€25 contribution master education	25	25	25	25
* Masterprogramme Insert-DesignLab	54	54	54	
* Brinksma Innovation Grant Prof. XX	33			
Total expected strategic budgets	881	720	654	460

Faculty of Electrical Engineering, Mathematics and Computer Science

The EEMCS faculty is developing rapidly. The record number of students, growing research volume, Sector plans, Van Rijngelden and the new UT strategy Shaping2030 require a new, multi-annual ambition from EEMCS. With input from the Faculty Council, department chairmen and disciplinary councils, the Faculty Board has expressed this ambition in the multi-annual plan "EEMCS 2020-2024: Investing and Connecting." The plan has recently been submitted to the Executive Board. Please find below the most important points.

Background

All research assessments during the 2016-2020 period show that the EEMCS faculty has a strong scientific basis in all its disciplines. Education is highly valued by both the students and our peers. The faculty has grown considerably and is financially sound. Our future perspective is excellent, due to the growing attention for technology and the social relevance of our themes. This translates for instance into extra students and structural extra resources from the sector plans (M€ 3 per year from 2020) and from the Van Rijn resources (M€ 0.7 in 2020 and increasing to M€ 1.7 in 2023). As a result, we have become less financially dependent on the contribution margin from the 2nd and 3rd cash flow revenues.

The ambition is therefore to further expand our strong academic foundation, to further spread our wings and to connect more with our sister faculties and the outside world. This leads to challenges in organization, financing and scope and level of support.

Educational ambitions

EWI is among the national top when it comes to student appreciation. This has been achieved in a five-year period in which our student population has doubled at the same time. Education will remain a core activity in the coming years. For the investment in this, we use the WSV resources in particular, for which a detailed plan has been developed with input from the faculty representative advisory board.

Agenda for 2020

- WSV plan: Implement the elements of the WSV plan as described in the agreed upon plan.
- Master Robotics: Start 09/2020. Recruitment starts autumn 2019
- Master track Sport Data Science: Start 09/2020. Recruitment starts autumn 2019. Target inflow 75 students as from 2022
- EIT Master School Data Science track: Start February 2020. Target inflow 20 students in as from 2021
- Collaboration with Vrije Universiteit: Design Bachelor program Electrical Engineering Start 09/2021. Recruitment starts in 2020
- Student recruitment: Improve national recruitment for EEMCS programs, together with M&C. Ambition is to attract more students from outside Twente. Reinforce our connection with India, by appointing India coordinator and investing in our relationship with India Office and Amrita.
- Staff investment: Recruiting 6 fte additional lecturers for our Computer Science programs. Start Teachers' Academy@EWI. First UHD or HL promotion based on educational qualification.

- Admission process: Improve our master application processes, invest in extra admission officer (0,8-1 fte) and start pilot application fee.
- Bijzonder Kenmerk International Opleiding: We evaluated 2 of our programs (mathematics and Creative Technology) using the criteria from this kenmerk.
- Digitalization: Next to the elements mention in the WSV plan, we will implement the use of existing digital support tools for teaching (like TA Help Me) across the EEMCS education programs. Also we will evaluate the recently increased use of digital testing.

Research ambitions

The volume of our research has come under considerable pressure in the past decade, due to the loss of FES funds, the effect of two reorganizations and the above mentioned growth of education in recent years. Since 2018, the number of projects and project turnover has been growing again. The forecast for 2019 is € 15 million and we expect growth in the coming years.

Agenda for 2020

- Implementing Sectorplannen. Appoint new staff for all fixed positions (130%) applied for in the sectorplannen. Ambition is to have filled all the fixed positions (= 23fte).
- Eerstegeldstroom AIO: Appoint at least 15 new AIO's based on new EEMCS AIO policy
- Faculty research themes: Identify project leader for each faculty research theme. Make proposals specifying research agenda, planning and division of tasks and responsibilities. Ambition is that in 2020 we have started the execution of concrete and agreed upon research project plans.
- Disciplinary research plans: each discipline will expand the sector plans to a comprehensive disciplinary plan. These plans will be connected to the programmes of the UT institutes.
- Industrial Doctorate program met EIT: explore the feasibility of such program in combination with Apeldoorn initiative and take go/no go decision in 2020
- Research Support: Via the newly appointed research support specialist we will implement the EEMCS research data policy across the EEMCS research groups. The position, tooling and work processes of our ethics committee will be reviewed in line with the UT policy on this subject. Our financial support program for project acquisition (SPA) will be continued in 2020.

Valorization and entrepreneurship

We see that the demand for Life Long Learning is developing strongly and we are therefore expanding our offer further, amongst others in the Apeldoorn region. A first step in this direction is our investment in acquisition and coordination of the current initiatives: the PDEng courses, Nedap University and the cooperation with ING.

Agenda for 2020

- Nedap University: Expand concept to other companies. Investing in acquisition and recruitment. (influx 50/year)
- PDEng: Appoint coordinators for the BIT and Robotics PDEng programs. Ambition is to obtain the final accreditation for the robotics program and to realize a sustainable inflow of candidates (20/year) for both programs. We will do this in consultation with ET.
- MRM/BPO: We will maintain our involvement in the MRM program and want to discuss with BMS the possibilities of BPO in supporting our Life Long Learning activities further.

Organization and Administration

To successfully meet the challenges that we face, we will adjust the organization of the faculty in parts.

Agenda for 2020

- Reinforce EMCS Disciplines: we will make new role descriptions of the discipline chairmen. Based on this we will organize the staff and information support that they need for executing this role.
- Project approach: For the major projects in education, research and valorization and for the collaboration projects with our partners the role of project leader will explicitly assigned in case this has not yet been done. Each project will be explicitly connected to one member of the faculty board.
- Safeguard good working conditions: we will optimize the module support for our teaching staff with the aim to lower their administrative burden. Next we put major effort in personnel planning (quality and quantity) and recruitment. This might lead to a need for (temporary) extra HR staff. We will monitor working conditions by better management information in general and specifically investigate existing and preferred student-staff ratio's. Our efforts in management development will be continued. In 2020 we will further improve the annual interview procedures for our personnel and strategically advise our disciplines.
- Housing: The ultimate challenge is the housing of all the growth and innovation ambitions that we foresee. We will brief the UT on our expectations and requirements related to this and we will constructively support future decision-making in this field.

Amount in €	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	2.243	546	773	1.283	1.173	1.053
Expected strategic budgets		1.120	390	370	470	470
Primary budget	28.470	29.144	35.973	37.368	40.149	41.144
Total 1e geldstroom funding	30.713	30.810	37.136	39.021	41.792	42.667
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)	6.471	7.200	7.200	7.000	7.300	7.600
3e geldstroom (EU)	3.204	3.650	3.650	4.150	4.400	5.000
3e geldstroom (contract research)	3.747	4.500	4.500	5.350	5.800	6.200
2/3e geldstroom diverse	-315					
Total 2e/3e geldstroom funding (incl.work in progress)	13.107	15.350	15.350	16.500	17.500	18.800
Other income	651	1.793	653	784	795	200
Internal services	781	495	165	165	165	165
Redirections						
Redirection budget teachers deployment TOM	2.042	2.018	2.415	2.489	2.564	2.609
Redirection budget profiling modules and Acad. Comp. progr. TOM	428					
Totaal redirections TOM	2.470	2.018	2.415	2.489	2.564	2.609
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	282	248	217	222	221	217
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income	282	248	217	222	221	217
Exceptional income						
Benefits from participation						
Total income	48.004	50.714	55.936	59.181	63.037	64.658
Staff						
Scale salaries	20.748	22.416	26.243	28.076	29.482	30.337
Gratifications declarants and temporary personnel	623	1.007	780	780	780	780
Social security charges	10.779	12.374	14.361	15.361	16.132	16.599
Redirected salaries	405	880	809	834	834	714
Indirect personnel costs	5	365	512	365	365	365
Total Staff	32.560	37.042	42.705	45.416	47.593	48.795
Housing costs						
Other housing costs	84	165	100	100	100	100
Housingcosts M ²	3.723	3.217	3.715	3.815	4.265	4.265
Depreciation buildings (only HVL)						
Total Housing costs	3.807	3.382	3.815	3.915	4.365	4.365
Equipment and inventory						
Depreciation equipment and inventory	250	300	130	130	130	130
Purchase equipment and inventory	1.091	902	1.200	1.350	1.400	1.400
Rent equipment and inventory	16	24	20	20	20	20
Maintenance and repair	39	30	40	40	40	40
Total Equipment and inventory	1.396	1.256	1.390	1.540	1.590	1.590
Material related costs						
Collections	746	743	739	774	810	849
Materials	582	700	700	700	800	900
Administrative resources	205	200	200	200	200	200
Commodities						
Total Material related costs	1.533	1.643	1.639	1.674	1.810	1.949
Other costs						
Facility services	65	61	51	51	51	51
ICT-facility	312	337	340	340	340	340
Travel-, accomodation and congress costs	1.484	1.602	1.700	1.800	1.900	1.900
Subcontracted work (extern UT)	772	675	800	850	900	900
Subsidies and memberships	529	505	500	500	500	500
Consultancy costs	66	100	100	100	150	200
Governance costs	512	602	600	600	600	600
Costs according to internal services	1.278	1.351	1.213	1.213	1.213	1.213
Allocation to provisions						
Allocation from central reserves						
Total Other costs	5.018	5.233	5.304	5.454	5.654	5.704
Redirections						
Redirection budget teachers deployment TOM	382	444	573	592	625	666
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	382	444	573	592	625	666
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	46	57	53	54	57	60
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	46	57	53	54	57	60
Exceptional costs	0	0	0	0	0	0
Total Savings target	0	1.429	0	0	0	0
Total costs	44.742	50.486	55.479	58.644	61.694	63.129
Results from normal operations:						
- Results from normal operations:		559	457	537	1.343	1.530
Results from exceptional operations:						
- Results from exceptional operations:		-332				
Total result	3.262	227	457	537	1.343	1.530
Contribution margin based on closed contracts:						
- Contribution margin based on closed contracts:		2.400	1.900	2.000	2.200	2.400
Contribution margin additional estimate:						
- Contribution margin additional estimate		100				
Total contribution margin	2.290	2.500	1.900	2.000	2.200	2.400

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	3,8	427	3,8	438	3,0	369	3,0	369	3,0	369	3,0
Professor	32,8	3.447	34,6	3.723	32,9	3.592	32,8	3.598	32,8	3.616	32,8	3.624
UHD	30,6	2.267	30,8	2.364	40,1	3.154	40,1	3.179	40,1	3.195	40,1	3.210
UD	45,8	2.566	62,9	3.689	69,9	4.161	74,0	4.559	72,6	4.552	72,1	4.562
Teacher	16,8	970	16,0	999	21,9	1.409	22,8	1.498	27,0	1.828	27,4	1.846
Researcher	46,6	2.028	50,7	2.087	61,5	2.633	75,1	3.302	87,0	3.824	91,6	4.021
TWAIO	3,8	85	5,0	112	5,0	114	5,0	113	5,0	113	5,0	113
Promovendus	140,3	4.578	151,6	4.886	170,0	5.761	178,3	6.178	189,5	6.622	201,0	7.196
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	320,5	16.369	355,5	18.298	404,1	21.193	431,1	22.796	457,1	24.119	473,0	24.941
Scale 13-18 / Executive Board	3,6	311	2,1	192	3,0	261	3,0	263	3,0	264	3,0	264
Scale 11-12	14,1	835	13,6	846	16,4	1.041	17,9	1.139	17,9	1.144	17,9	1.154
Scale 5-10	66,6	2.656	65,5	2.727	68,9	2.998	70,0	3.078	70,0	3.105	70,1	3.128
Scale 1-4	0,0	0		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	84,3	3.802	81,3	3.765	88,3	4.300	90,9	4.480	90,9	4.513	91,1	4.546
Other staff deployment	5,0	680		353		750		800		850		850
Other arrangements		67		-		-		-		-		-
TOTAL of fte/salary	409,8	20.918	436,8	22.416	492,4	26.243	522,0	28.076	548,0	29.482	564,0	30.337
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus					2,0		4,0		4,0		4,0	
Promovendus Extern												
TWAIO												
Post-doc					7,7		12,3		6,7		1,7	
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation					9,7		16,3		10,7		5,7	
Totaal support Staff												
Other deployment												
PNUT	108,2				9,7		16,3		10,7		5,7	

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	773	1.283	1.173	1.053
Total allocated strategic budgets	773	1.283	1.173	1.053
Expected strategic budgets				
* Compensation illness costs	300	300	300	300
* Other HR compensations	40	20	20	20
* Hypatia positions	50	50	50	50
* Max Planck			100	100
Total expected strategic budgets	390	370	470	470

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	14					
Expected strategic budgets						
Primary budget	1.416	1.529	1.567	1.567	1.567	1.567
Total 1e geldstroom funding	1.430	1.529	1.567	1.567	1.567	1.567
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	1.468	1.776	1.931	1.973	2.076	2.180
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)	1.468	1.776	1.931	1.973	2.076	2.180
Other income	68					
Internal services	1.165	1.647	1.726	1.983	2.231	2.441
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	4.130	4.952	5.224	5.523	5.874	6.188
Staff						
Scale salaries	1.057	1.056	1.216	1.204	1.213	1.213
Gratifications declarants and temporary personnel	13	16	16	16	16	16
Social security charges	550	579	667	660	665	666
Redirected salaries	68	155	103	103	103	103
Indirect personnel costs	23	42	48	48	48	48
Total Staff	1.712	1.848	2.050	2.031	2.045	2.046
Housing costs						
Other housing costs	91	100	25	25	25	25
Housingcosts M ²	1.341	1.400	1.509	1.509	1.509	1.509
Depreciation buildings (only HVL)						
Total Housing costs	1.431	1.500	1.534	1.534	1.534	1.534
Equipment and inventory						
Depreciation equipment and inventory	15	15	106	424	761	1.074
Purchase equipment and inventory	153	25	50	50	50	50
Rent equipment and inventory	8					
Maintenance and repair	250	270	300	300	300	300
Total Equipment and inventory	426	310	456	774	1.111	1.424
Material related costs						
Collections	0					
Materials	649	700	720	720	720	720
Administrative resources	8	10	10	10	10	10
Commodities						
Total Material related costs	657	710	730	730	730	730
Other costs						
Facility services	34	20	366	366	366	366
ICT-facility	7	5	9	9	9	9
Travel-, accomodation and congress costs	27	40	30	30	30	30
Subcontracted work (extern UT)	16	25	26	26	26	26
Subsidies and memberships	1					
Consultancy costs						
Governance costs	18	134	23	23	23	23
Costs according to internal services	-222	175				
Allocation to provisions						
Allocation from central reserves						
Total Other costs	-119	399	454	454	454	454
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	4.108	4.767	5.224	5.523	5.874	6.188
- Results from normal operations:						
		185	-0	0	0	-0
- Results from exceptional operations:						
Total result	22	185	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	661	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher	1,1	70	1,0	68	1,0	70	1,0	70	0,6	41		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	1,1	70	1,0	68	1,0	70	1,0	70	0,6	41		-
Scale 13-18 / Executive Board		-		-		-		-		-		-
Scale 11-12	5,8	351	5,8	363	6,8	423	6,8	427	6,8	430	6,0	383
Scale 5-10	13,3	613	13,0	625	16,7	723	16,4	707	17,2	742	19,4	830
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	19,1	964	18,8	988	23,5	1.146	23,2	1.134	24,1	1.172	25,4	1.213
Other staff deployment	2,1	14		-		-		-		-		-
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	22,3	1.048	19,8	1.056	24,5	1.216	24,2	1.204	24,6	1.213	25,4	1.213
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
Total expected strategic budgets				

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets		563	63			
Expected strategic budgets			878	1.029	1.029	1.029
Primary budget			581	581	581	581
Total 1e geldstroom funding		563	1.522	1.610	1.610	1.610
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)		295	627	692	812	812
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)		295	627	692	812	812
Other income						
Internal services						
Internal services		5	5	5	5	5
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Participation benefits						
Total income		863	2.154	2.307	2.427	2.427
Staff						
Scale salaries		438	905	1.049	1.056	1.061
Gratifications declarants and temporary personnel						
Social security charges		239	490	568	572	575
Redirected salaries		33			20	9
Indirect personnel costs		15	20	35	35	35
Total Staff		0	725	1.415	1.683	1.680
Housing costs						
Other housing costs			5	5	5	5
Housingcosts M ²						
Depreciation buildings (only HVL)						
Total Housing costs		0	0	5	5	5
Equipment and inventory						
Depreciation equipment and inventory		59	22	39	53	53
Purchase equipment and inventory		10	116	70	70	70
Rent equipment and inventory		6				
Maintenance and repair		2	5	5	5	5
Total Equipment and inventory		0	77	143	114	128
Material related costs						
Collections						
Materials		58	88	83	83	83
Administrative resources		5	55	55	55	55
Commodities						
Total Material related costs		0	63	143	138	138
Other costs						
Facility services						
ICT-facility		6	6	6	6	6
Travel-, accomodation and congress costs		15	41	41	41	41
Subcontracted work (extern UT)		9	239	161	161	161
Subsidies and memberships						
Consultancy costs			72	72	72	72
Governance costs		30	30	30	30	30
Costs according to internal services		35	85	130	126	121
Allocation to provisions						
Allocation from central reserves						
Total Other costs		0	95	473	440	431
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM		0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections		0	0	0	0	0
Exceptional costs		0	0	0	0	0
Total exceptional expenses		0	0	0	0	0
Savings target		0	0	-25	-42	37
Total Savings target		0	0	-25	-42	45
Total costs		0	960	2.154	2.307	2.427

- Results from normal operations:			-97			
- Results from exceptional operations:						
Total result		0	-97	0	0	0

- Contribution margin based on closed contracts:			97	115	132	132
- Contribution margin additional estimate						
Total contribution margin		0	132	97	115	132

Specification of the salaries

Staff employed for the UT	Annual report	Budget		Budget		Budget		Budget		Budget	
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Scientific Management	-	-	-	-	-	-	-	-	-	-	-
Professor	-	-	-	-	-	-	-	-	-	-	-
UHD	-	-	-	-	-	-	-	-	-	-	-
UD	-	-	-	-	-	-	-	-	-	-	-
Teacher	-	-	-	-	-	-	-	-	-	-	-
Researcher	-	0,4	21	5,4	227	8,4	366	8,4	366	8,4	366
TWAIO	-	-	-	-	-	-	-	-	-	-	-
Promovendus	-	-	-	-	-	-	-	-	-	-	-
Not classified into an categorie Scientific Staff	-	-	-	-	-	-	-	-	-	-	-
Total Scientific formation	-	0,4	21	5,4	227	8,4	366	8,4	366	8,4	366
Scale 13-18 / Executive Board	-	1,0	89	1,0	94	1,0	95	1,0	98	1,0	100
Scale 11-12	-	1,4	85	1,8	109	1,8	110	1,8	112	1,8	113
Scale 5-10	-	4,1	157	7,9	325	7,9	328	7,9	330	7,9	332
Scale 1-4	-	-	-	-	-	-	-	-	-	-	-
Not classified into an categorie OBP	-	-	-	-	-	-	-	-	-	-	-
Totaal support Staff	-	6,5	331	10,8	528	10,8	533	10,8	540	10,8	545
Other staff deployment	-	-	90	-	150	-	150	-	150	-	150
Other arrangements	-	-	-	-	-	-	-	-	-	-	-
TOTAL of fte/salary	-	6,9	442	16,2	905	19,2	1.049	19,2	1.056	19,2	1.061
Staff not employed by the UT											
Exceptional Professor											
Unremunerated Professor											
Universitair hoofddocent											
University Lecturer											
Lecturer											
Researcher											
Promovendus											
Promovendus Extern											
TWAIO											
Post-doc											
Guest employee											
Not classified into an categorie Scientific Staff											
Total Scientific formation											
Totaal support Staff											
Other deployment											
PNUT											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	63			
Total allocated strategic budgets	63			
Expected strategic budgets				
* Claim UIF		31	31	31
* Contribution Designlab marketing		100	100	100
* Novel investments responsible Design and LIFE Living Lab	878	898	898	898
Total expected strategic budgets	878	1.029	1.029	1.029

Faculty of Science and Technology

The faculty of Science and Technology has the objective to provide excellent education in a number of academic programs, encompassing disciplines in Applied Physical Sciences, as well as from the area of Health and Biomedical Technologies, and to perform cutting edge and societally relevant research in selected fields connected with these educational programs. The key-words for our faculty are quality and originality. Excellence can flourish optimally in an environment in which a drive to high quality is part of the culture. For the faculty, this implies high quality in all we do; in education, in research, in the support organization, in leadership, in mentoring, etc.

In 2020, TNW will have a special focus on:

Developing global citizens

Priorities for 2020

- Restoring the balance between education and research: in 2019/2020 the Faculty Board will design a plan to create additional positions to restore this balance on the basis of an analysis of the educational output.
- Investing in a renewal of UT masters education by developing specialization tracks at the interface of existing master programs.
- Further strengthening the sense of community between students and staff. It is recognized that 'community feeling' is an important factor for successful and appreciated educational programs. .
- Boosting Life Long Learning within the TechMed Centre and TNW.
- With respect to digital transformation the faculty will look into ways in which e-learning material developed for Life Long Learning within TechMed and for example the PT-course can also be used for bachelor and master programs.
- Implementing the faculty quality agreements and ensuring that the faculty quality agreements will be periodically evaluated and updated. For 2020 the focus is on community building, learning spaces and high-quality laboratory facilities, improving the student-to-staff ratio to safeguard the small-scale characteristics of our education and to reduce workload, constructing a Learning Assistants program, further improving the role of tutors, increasing the engaged participation of teacher training programs, e-learning and soft skills.

Making a real impact

Priorities for 2020

- Recruiting and selecting research staff for the open positions within the Sectorplan. All new positions fit in and strengthen one or more of the already designated clusters
- Further implementing and strengthening the clusters, to create greater external visibility and to improve our ability in generating external funding. Where needed, we will invest in personnel and infrastructure.
- Further increasing our external funding, by working closely together with other faculties, MESA+, TechMed and SBD. In addition, stimulating more coordinator roles in EU-funded projects.
- Analyzing whether it is possible to lower the required percentage of "dekkingsbijdrage" per project to enable the clusters to make more impact (enable them to hire more PhD's and post docs with the same budget).
- Deciding on a clear mandate for the disciplines chairs and providing clarity on the role of the clusters.
- Being involved in new strategic programs of the institutes and new funding possibilities.
- Developing a tool to determine which researchers are still eligible to obtain personal grants (VENI, VIDI, VICI, ERC's), to better support these researchers.

- As a result of a strategic meeting with the PI's of the faculty, the faculty board decided to prioritize internal communication, coaching and mentoring on all levels within the faculty and investing in support staff.
- We have to invest in equipment, support staff and housing to be able to facilitate the growth that we expect from the Sectorplan and the "Van Rijn middelen".
- The faculty board wants to improve its execution power. Therefore, the board will be advised by a coach. Also, it is looking into the possibility to expand the support for the board.
- The research data management policy of the faculty has been developed in 2019. It is a living document, that will be further adjusted with the help of the scientific community.

Stimulating an entrepreneurial mindset and behavior

Priorities for 2020

- Deciding in which form our European Membrane Institute (EMI), part of the membrane cluster of the faculty, can be expanded even further. EMI is looking into the possibility of forming a "BV" under HTT.
- Deciding on the future development and funding of our XUV Focus Group, together with ASML, Carl Zeiss and Malvern Panalytical and in consultation with and (financially) supported by the Executive Board.
- TNW, together with the Executive Board, is exploring the possibilities to temporarily participate in WETSUS (Centre for Sustainable Water Technology).
- In 2019, TNW formed a research and education partnership with Siemens Healthineers. In the coming years, this partnership needs to be implemented and possibly extended further.
- TNW aims to continue and extend partnerships with hospitals, especially the regional hospitals MST and ZGT.
- Further strengthening our financial support staff (including project control) and business control, in line with the UT plans regarding business control and business intelligence.

Experimenting, pioneering and campus

Priorities for 2020

- Deciding on investing in a Live Cell Imaging Lab for TNW.
- Carrying out a pilot regarding "Personal pursuit".
- Help creating jobs for people with difficulties finding a job, with regard to the "Participatiewet".
- Implementing our action plan on reducing workload.
- Equipping ourselves to take better care of students and staff in urgent psychological or psychiatric need (BHV, crisisteam).

Finance

Budget 2020-2023

For 2020 the faculty presents a positive result of M€ 0,6, if you take into account the allowed withdrawal from the TNW reserve in 2020. For 2021 the faculty presents the allowed deficit. From 2022 onwards, the faculty presents a balanced budget. With this budget we believe to have found a careful balance between strengthening the current organization and making resources available for new initiatives.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	2.772	1.245	1.350	1.256	956	756
Expected strategic budgets		1.887	1.895	1.195	1.195	920
Primary budget	44.292	44.684	50.178	51.386	54.233	55.834
Total 1e geldstroom funding	47.064	47.816	53.423	53.837	56.384	57.510
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)	13.273	12.500	15.000	15.420	16.300	17.100
3e geldstroom (EU)	6.032	7.300	6.670	6.900	7.250	7.600
3e geldstroom (contract research)	10.869	11.400	11.660	12.700	12.670	13.290
2/3e geldstroom diverse	-381					
Total 2e/3e geldstroom funding (incl.work in progress)	29.794	31.200	33.330	35.020	36.220	37.990
Other income	1.101	2.917	1.473	1.473	1.573	1.573
Internal services	999	918	1.128	1.128	1.128	1.008
Redirections						
Redirection budget teachers deployment TOM	19	30	23	26	28	29
Redirection budget profiling modules and Acad. Comp. progr. TOM	338					
Totaal redirections TOM	357	30	23	26	28	29
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	13	4	2	3	3	2
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income	13	4	2	3	3	2
Exceptional income						
Benefits from participation						
Total income	79.328	82.885	89.379	91.486	95.336	98.112
Staff						
Scale salaries	28.255	30.324	33.458	34.845	36.224	36.849
Gratifications declarants and temporary personnel	330	420	260	260	260	260
Social security charges	14.692	16.789	18.335	19.103	19.859	20.202
Redirected salaries	2.288	1.547	1.012	751	505	440
Indirect personnel costs	818	1.020	1.219	1.269	1.319	1.369
Total Staff	46.384	50.100	54.282	56.227	58.166	59.119
Housing costs						
Other housing costs	420		72	72	72	72
Housingcosts M ²	8.858	9.251	9.947	10.047	10.377	10.842
Depreciation buildings (only HVL)	42	75				
Total Housing costs	9.320	9.326	10.019	10.119	10.449	10.914
Equipment and inventory						
Depreciation equipment and inventory	661	690	1.152	1.311	1.370	1.499
Purchase equipment and inventory	5.497	4.215	4.469	4.655	4.987	5.616
Rent equipment and inventory	46	130	154	154	154	154
Maintenance and repair	495	513	527	527	527	527
Total Equipment and inventory	6.700	5.548	6.302	6.647	7.038	7.796
Material related costs						
Collections	1.060	1.164	1.232	1.288	1.348	1.410
Materials	4.363	4.079	4.851	5.037	5.369	5.998
Administrative resources	319	323	321	321	321	321
Commodities						
Total Material related costs	5.742	5.566	6.404	6.646	7.038	7.729
Other costs						
Facility services	260	258	351	351	351	351
ICT-facility	300	498	534	534	534	534
Travel-, accomodation and congress costs	2.067	1.737	1.867	1.967	2.067	2.167
Subcontracted work (extern UT)	3.334	4.696	4.078	3.508	3.308	2.833
Subsidies and memberships	970	619	1.100	1.100	1.100	1.100
Consultancy costs	58	166	130	130	130	130
Governance costs	758	927	1.203	803	803	803
Costs according to internal services	1.726	1.068	1.106	1.106	1.106	1.106
Allocation to provisions						
Allocation from central reserves						
Total Other costs	9.473	9.969	10.368	9.498	9.398	9.023
Redirections						
Redirection budget teachers deployment TOM	2.214	2.120	2.491	2.791	2.991	3.249
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	2.214	2.120	2.491	2.791	2.991	3.249
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	277	275	238	303	314	309
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	277	275	238	303	314	309
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	80.111	82.904	90.104	92.232	95.394	98.140
- Results from normal operations:		-19	-725	-745	-58	-28
- Results from exceptional operations:						
Total result	-783	-19	-725	-745	-58	-28
- Contribution margin based on closed contracts:		5.200	5.000	5.000	5.000	5.000
- Contribution margin additional estimate						
Total contribution margin	4.919	5.200	5.000	5.000	5.000	5.000

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	6,8	662	7,4	790	9,8	996	9,4	965	9,4	968	9,4
Professor	35,2	3.666	41,8	4.397	45,9	4.891	48,4	5.160	49,5	5.251	50,6	5.328
UHD	29,6	2.280	29,3	2.188	22,5	1.709	22,7	1.714	23,6	1.774	25,9	1.897
UD	33,4	1.894	39,8	2.254	46,1	2.742	57,6	3.441	65,0	3.887	72,6	4.312
Teacher	20,6	1.115	21,1	1.206	23,1	1.325	21,6	1.261	20,5	1.219	19,6	1.176
Researcher	98,7	4.296	89,1	3.946	105,6	4.941	102,5	4.793	100,1	4.586	99,3	4.674
TWAIO	4,0	90	1,5	34	1,0	24	0,1	2		-		-
Promovendus	204,3	6.481	224,1	7.455	233,5	7.925	245,5	8.490	250,3	9.415	261,3	9.393
Not classified into an categorie Scientific Staff	0,7	44	0,1	8	0,8	24		-		-		-
Total Scientific formation	433,4	20.528	454,3	22.278	488,3	24.577	507,8	25.826	518,4	27.100	538,7	27.745
Scale 13-18 / Executive Board	8,3	553	8,4	656	7,8	631	7,8	572	6,5	546	5,8	499
Scale 11-12	15,9	942	17,4	1.045	19,3	1.233	18,3	1.073	18,3	1.075	17,3	1.087
Scale 5-10	148,0	5.732	150,0	6.290	163,3	6.968	172,5	7.326	174,9	7.455	174,4	7.470
Scale 1-4	1,5	39	1,8	48	1,6	44	1,6	44	1,6	44	1,6	44
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	173,7	7.266	177,6	8.039	192,0	8.876	200,3	9.015	201,2	9.120	199,2	9.100
Other staff deployment	5,8	388		3		1						
Other arrangements	0,2	41	0,2	4	0,2	4	0,2	4	0,2	4	0,2	4
TOTAL of fte/salary	613,0	28.223	632,1	30.324	680,5	33.458	708,3	34.845	719,8	36.224	738,0	36.849
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor			3,5		3,5		3,4		3,4		3,3	
Universitair hoofddocent			0,4		0,2							
University Lecturer			1,0									
Lecturer												
Researcher			2,3		5,9		1,9					
Promovendus			52,7		59,4		54,7		23,4		25,4	
Promovendus Extern			6,6		2,7		0,2					
TWAIO			0,5									
Post-doc			1,6		1,2		0,5					
Guest employee			7,9		14,1		12,9		12,9		12,9	
Not classified into an categorie Scientific Staff			0,4		0,2							
Total Scientific formation			76,9		87,3		73,6		39,7		41,6	
Totaal support Staff					0,1							
Other deployment			3,5		3,6		2,2		2,2		2,2	
PNUT	190,6		80,3		91,0		75,8		41,9		43,8	

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	1.350	1.256	956	756
Total allocated strategic budgets	1.350	1.256	956	756
Expected strategic budgets				
* Allocation for contract with Wetsus	100	100	100	100
* Compensation illness costs	400	400	400	400
* S'senioren	5	5	5	5
* 4TU POF	90	90	90	90
* 4TU BMPI	75	75	75	75
* Sensing programme	275			
* Budget Scientific Director MESA+	100	100	100	100
* Budget Scientific Director TechMed	100	100	100	100
* Hypathia	50	50	50	50
* Materials programme	275			
* Photonica programme	275	275	275	
* Topfit programme	150			
Total expected strategic budgets	1.895	1.195	1.195	920

Faculty of Behavioral, Management and Social sciences

In 2020 we set the following priorities:

Developing global citizens

- a. Student appreciation: increase of the student participation in the evaluation of 10%.
- b. Increase multidisciplinary in education by intensifying cooperation between departments in the new cluster structure.
- c. Renewed programs for Psychology and Communication Science integrating technology.
- d. Development of a supply chain lab for IEM.
- e. Appointing an e-learning specialist to stimulate to enrichen the educational process.
- f. Redefine the vision on master education.
- g. Develop policy for the growth of computer based testing, preferably together with the other faculties.
- h. Implementation of the educational capacity planning system to having tools for governance, decreasing work pressure, decreasing sick leave figures and being in control.
- i. Development of a student mobility center to have a stronger coordination on exchange and internships.
- j. Implementation of a CRM for the international office.
- k. Supporting and professionalizing the program committees.
- l. Strengthen efficiency and a cooperative culture by a stronger focus on processes, putting people in proper positions.

Making a real impact

- a. For the BMS research themes emphasis has been placed on selecting, motivating and involving faculty on a cross-department level for joint projects and grant writing.
- b. For the cluster heads, the emphasis lies with talent spotting and talent development.
- c. As a result of the Midterm evaluation and funded with internal means we will support BMS Signature PhD positions to speed up the transition to a truly integrated social sciences & technology Faculty. The initiative consists of 2 rounds (one in 2019-2020 and one in 2020-2021) of 4 to 6 (4-year) PhD positions each.
- d. We have commissioned the making of a professional film in close collaboration with M&C. The film will be used on our website, when advertising for vacancies and when visiting international (potential) partners.
- e. We have extended and streamlined our internal and external support to generate a better overview and use of the current subsidies as well as new funding opportunities.
- f. We are creating a database with information about acquired and -importantly- not acquired funding attempts.
- g. As of the Summer of 2019, with the mobile lab 'ExperiVan' studies in naturalistic settings are now possible; measurements with inmates, the elderly, on festivals, and with school-going children have been scheduled.
- h. Grant & Project coordinator: generate faculty wide funding strategies towards an increase of the number of personal grants obtained by BMS researchers, a strategic positioning for increased success within the NWA ORC and other NWO calls and an optimal preparation for Horizon Europe (2021-2027).
- i. Research Data Management (RDM) will be further developed within department groups. Aided by a joined force of internal faculty support and LISA department data guidelines and data management plans (DMPs) per department or cluster will be developed.
- j. Code of Conduct for Research Integrity: we are commissioning a theatre play with a honest conversation on professionalism and integrity within the uncompromising practice of academia. The play is co-initiated by Utrecht University with support of HR central and is expected to be operational early 2020.

- k. The UT-wide Research Ethics Policy: We need reviewers from other faculties to join our committee.
- l. NTSSW community: BMS Lab will host a national exchange day of research support offers in social sciences in 2020.

Stimulating an entrepreneurial mindset and behaviour

- a. Maintaining the portfolio containing 'mature' topics in which UT works together with public and private partners. We will align our efforts in this matter with the new Strategic Business Development Team who will be in charge of steering the results within the portfolios.
- b. In 2019 we, together with Roessingh Rehab and OostNL, participated in an international mission (Theme Smart Aging & Rehab) aimed at collaboration with University Waterloo/Toronto, Med Tech Waterloo and companies. We aim for a sustainable strategic collaboration with Canada further on in 2020.
- c. For 2020 we plan to intensify our current international relations with also the University of Lancaster (joint annual psychology Summer School) and the University of Bologna (joint ERC project Process Citizenship by Prof. Pelizza).
- d. We plan to reach out to our main non-academic stakeholders to jointly prepare for the upcoming Horizon Europe Framework Programme.
- e. BMS Lab is host and partner as an 'EFRO testing and providing ground' for Brain-Computer Interfaces. The UT and several companies will work on the development of applications for BCI and the technology required to both sense and utilize brain signals.

Experimenting, pioneering, innovating & campus

- a. Using the mobile lab both on-campus and in the region experiments will be conducted and festivals and schools will be visited, utilizing for example eye tracking and VR technology.
- b. BMS researchers are connected to the Tiny Houses project. The resulting knowledge is used to develop and test interventions to optimise inhabitants' behaviours, and is essential for world-wide, societal transition to sustainability.
- c. Further connecting social sciences and technology, partly through BMS LAB. Increasing collaboration with other UT lab facilities on tactical and operational level. E.g. through sharing knowledge and lending wearables with EEMCS and TechMed.
- d. Working together with institutes in large cross-disciplinary programs. For this purpose, BMS has representatives in the boards of all three institutes: Techmed (Profs Van Gemert and Doggen), DSI (Prof Giebels) and MESA+ (Prof Verbeek).
- e. In BMS Lab, special attention will be given to diversification and internationalization by arranging an international working environment and attracting female and international employees, interns and student assistants. To this end, the existing exchange with York University will be continued.

Specific faculty goals for 2020

- a. In addition to the UT 'introduction new employees' we will be organizing half-day events for new BMS employees, twice a year.
- a. Continuing of professionalization BMS support staff (competences & soft skills) and their department heads (leadership and intervision). Besides, a bottom-up 'BMS community' initiative is started to promote community building among BMS support staff.
- b. To tackle the work pressure within the faculty, BMS will develop a welfare improvement plan, out roll the teaching capacity application, develop and organize leadership modules concerning topics as recruitment and talent scouting, annual performance & appraisal, integrity issues.
- c. Focus on improving the English language skills of support staff by organising English courses and training. Further increase of UTQ ratio, especially by finishing the (UTQ) BMS Pressure Cooker that has started for approximately 10-15 BMS lecturers.
- d. We will continue the out roll of strategic workforce planning within the clusters and departments but also for the supporting services.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	2.289	200	344	481	481	481
Expected strategic budgets		1.208	1.500	1.453	1.360	1.389
Primary budget	29.835	31.589	34.833	35.911	38.150	39.694
Total 1e geldstroom funding	32.124	32.997	36.677	37.845	39.991	41.564
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)	3.002	3.100	3.656	3.345	3.357	3.287
3e geldstroom (EU)	3.075	2.500	3.350	3.029	2.749	2.845
3e geldstroom (contract research)	6.954	8.497	6.946	6.636	6.646	6.502
2/3e geldstroom diverse	-336					
Total 2e/3e geldstroom funding (incl.work in progress)	12.695	14.097	13.952	13.010	12.752	12.634
Other income	673	930	550	450	299	222
Internal services	837	636	612	555	533	502
Redirections						
Redirection budget teachers deployment TOM	912	976	1.172	1.296	1.398	1.467
Redirection budget profiling modules and Acad. Comp. progr. TOM	2.059					
Totaal redirections TOM	2.971	976	1.172	1.296	1.398	1.467
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	274	124	107	135	143	132
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income	274	124	107	135	143	132
Exceptional income						
Participation benefits						
Total income	49.572	49.760	53.070	53.290	55.117	56.521
Staff						
Scale salaries	23.108	24.606	25.366	25.327	25.917	26.532
Gratifications declarants and temporary personnel	1.924	2.686	2.410	2.682	3.292	3.374
Social security charges	11.995	13.545	13.904	13.883	14.207	14.545
Redirected salaries	797	462	729	729	717	717
Indirect personnel costs	1.295	1.117	1.185	1.638	1.701	1.675
Total Staff	39.119	42.416	43.594	44.259	45.834	46.843
Housing costs						
Other housing costs	132	139	218	218	250	339
Housingcosts M ²	2.762	2.371	2.412	2.412	2.412	2.412
Depreciation buildings (only HVL)						
Total Housing costs	2.894	2.510	2.630	2.630	2.662	2.751
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	352	440	418	433	467	477
Rent equipment and inventory	5	1	1	1	1	1
Maintenance and repair	75	5	25	25	25	25
Total Equipment and inventory	432	446	444	459	493	503
Material related costs						
Collections	524	471	489	489	489	489
Materials	124	552	363	354	354	354
Administrative resources	227	201	202	202	199	202
Commodities			4	4	4	4
Total Material related costs	875	1.224	1.058	1.049	1.046	1.049
Other costs						
Facility services	53	54	59	59	59	59
ICT-facility	220	162	177	188	220	220
Travel-, accomodation and congress costs	1.978	1.931	2.026	1.886	2.029	2.121
Subcontracted work (extern UT)	1.510	1.042	1.039	944	1.012	1.032
Subsidies and memberships	620	685	666	676	666	676
Consultancy costs	102	140	181	183	248	240
Governance costs	1.010	854	1.060	1.069	1.052	1.114
Costs according to internal services	336	243	220	225	225	225
Allocation to provisions						
Allocation from central reserves						
Total Other costs	5.830	5.111	5.429	5.230	5.510	5.687
Redirections						
Redirection budget teachers deployment TOM	375	416	520	547	579	606
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	375	416	520	547	579	606
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	41	46	41	47	50	49
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	41	46	41	47	50	49
Exceptional costs	0	0	0	0	0	0
Total Savings target	0	-720	78	-67	-234	-133
Total costs	49.566	51.449	53.795	54.154	55.941	57.355
- Results from normal operations:		-1.689	-725	-864	-824	-834
- Results from exceptional operations:						
Total result	6	-1.689	-725	-864	-824	-834
- Contribution margin based on closed contracts:		2.776	2.397	1.476	676	280
- Contribution margin additional estimate		2.724	2.565	3.394	4.113	4.456
Total contribution margin	4.817	5.500	4.962	4.870	4.789	4.736

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	2,0	228	2,0	236	1,0	151	1,0	151	1,0	151	1,0
Professor	36,0	3.747	36,6	3.790	35,9	3.803	33,9	3.629	31,8	3.430	30,8	3.348
UHD	37,9	2.772	38,9	2.935	36,7	2.867	35,1	2.753	33,1	2.573	33,5	2.577
UD	88,5	5.204	102,4	6.061	107,3	6.435	123,6	7.420	145,3	8.653	151,8	9.189
Teacher	38,3	1.993	34,5	1.823	33,6	1.809	28,9	1.630	27,9	1.603	25,5	1.507
Researcher	57,7	2.765	61,7	2.936	60,7	2.927	52,5	2.614	46,3	2.194	44,8	2.330
TWAIO	1,3	40	2,0	47	3,0	51	0,7	6	-	-	-	-
Promovendus	77,3	2.613	76,3	2.441	82,5	2.649	77,5	2.558	87,1	2.809	85,1	2.864
Not classified into an categorie Scientific Staff	0,1	6	-	-	-	-	-	-	-	-	-	-
Total Scientific formation	339,1	19.368	354,4	20.269	360,7	20.692	353,3	20.761	372,4	21.413	372,4	21.967
Scale 13-18 / Executive Board	3,1	238	3,7	292	4,8	377	3,7	288	3,7	290	3,7	292
Scale 11-12	14,3	893	14,6	905	15,1	970	15,2	992	15,1	999	15,7	1.046
Scale 5-10	66,0	2.699	66,5	2.824	69,1	3.029	67,6	2.989	65,6	2.919	65,8	2.932
Scale 1-4	-	-	-	-	-	-	-	-	-	-	-	-
Not classified into an categorie OBP	-	-	-	-	-	-	-	-	-	-	-	-
Totaal support Staff	83,4	3.831	84,8	4.021	89,0	4.376	86,5	4.269	84,4	4.208	85,2	4.270
Other staff deployment	1,0	295		310		291		290		289		288
Other arrangements	0,3	50	0,2	6	0,2	7	0,2	7	0,2	7	0,2	7
TOTAL of fte/salary	423,8	23.543	439,4	24.606	449,8	25.366	440,0	25.327	457,0	25.917	457,8	26.532
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor			6,0		2,1		1,5		1,3		0,5	
Universitair hoofddocent												
University Lecturer												
Lecturer			5,0		0,2							
Researcher			9,0		2,5		0,6		0,6		0,5	
Promovendus			90,0		35,0		20,7		8,0		2,7	
Promovendus Extern					1,3		0,5		0,2		0,1	
TWAIO												
Post-doc												
Guest employee					0,9							
Not classified into an categorie Scientific Staff					1,2		0,5		0,4		0,2	
Total Scientific formation			110,0		43,1		23,9		10,6		3,9	
Totaal support Staff												
Other deployment					0,8							
PNUT	98,6		110,0		43,8		23,9		10,6		3,9	

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	344	481	481	482
Total allocated strategic budgets	344	481	481	482
Expected strategic budgets				
* Compensation illness costs	500	500	500	500
* Other HR compensations	10	6	6	
* 4TU (CEE-Ethics)	375	320	300	300
* Bonus HBO PhD vouchers	143	143	143	133
* Felius OZ	85	28		
* Bachelor Entrepr.	72	96	96	96
* "Kies op maat"	15	15	15	15
* Welfare research		45		45
* ELAN/DDS	300	300	300	300
Total expected strategic budgets	1.500	1.453	1.360	1.389

Faculty of Geo-Information Science and Earth Observation

In order to educate the professionals of the future, as is ITC's mandate, there is a need to continuously update and enhance the education that we offer. This has been an ongoing process for more than two years since the decisions were made to develop the new Master's program on Spatial Engineering (M-SE) and to extend the Master's program on Geo-Information Sciences and Earth Observation (M-GEO) into a two-year program.

Both programs have kicked off in September of 2018 and in 2020 both programs will have their first graduations.

As both Master's programs have a strong focus on real-world wicked problems against the background of the Sustainable Development Goals, the linkages and integration with our capacity development activities is strengthened. Case studies are drawn from experiences obtained through projects and project experiences are used to define research topics for our MSc and PhD students.

Digital transformation is identified as one of the spearheads for the University of Twente. In ITC this is reflected in a number of projects and activities, such as the introduction of CANVAS as our Learning Management System (LMS), and the development of a living textbook for the courses that deal with our basic technology of GIS and earth observation, and with academic skills. Learning lines that have been developed for the M-GEO and M-SE are supported by a renewed digital study guide.

In the future ITC will continue to be an internationally recognized leading research entity in geospatial sciences, with an emphasis on geo-information science and earth observation domains and their applications. We will maintain our focus on a combination of fundamental and problem-solving research, with an eye on those complex global challenges where spatial information can make a real difference.

Capacity development, as an important and overarching element in the mandate of ITC, comprises not only education and training, but also includes internationalization, valorization, branding and policy making. This is not confined to a separate column of activities. Education, training, research and projects are seen as instruments for developing capacity for individuals and in organizations. Capacity development implies that strengthening takes place through a combination of activities at individual, organizational and institutional / societal level, building knowledge and skills through education, training, research and institutional cooperation programs. We will continue to pursue this with the aim to contribute to sustainable development goals. At the same time this will contribute to linking education, research and social responsibility against the background of national as well as international goals and ambitions.

The year 2020 will be the year in which we start with our Business Case: Ingenuity ("Investing in **geo** for a **new ITC**"). This plan will enable ITC to grow in research, education and capacity building despite the increase in housing costs expected in 2022.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	1.040	820	883	1.070	1.070	1.070
Expected strategic budgets		465	777	907	815	866
Primary budget	19.614	19.434	20.500	21.010	21.544	21.532
Total 1e geldstroom funding	20.654	20.719	22.160	22.987	23.429	23.468
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)	569	550	550	550	550	550
3e geldstroom (EU)	793	946	1.000	1.000	1.000	1.000
3e geldstroom (contract research)	1.798	3.242	3.536	3.702	4.228	4.999
2/3e geldstroom diverse	207					
Total 2e/3e geldstroom funding (incl.work in progress)	3.368	4.738	5.086	5.252	5.778	6.549
Other income	1.206	1.214	1.363	1.328	1.328	1.328
Internal services	487	602	446	403	403	403
Redirections						
Redirection budget teachers deployment TOM	52	72	80	88	91	91
Redirection budget profiling modules and Acad. Comp. progr. TOM	62					
Totaal redirections TOM	114	72	80	88	91	91
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	11	8	6	8	7	6
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income	11	8	6	8	7	6
Exceptional income						
Participation benefits						
Total income	25.839	27.352	29.141	30.065	31.036	31.845
Staff						
Scale salaries	12.003	12.299	13.586	14.781	15.220	15.553
Gratifications declarants and temporary personnel	469	240	150	150	150	150
Social security charges	6.278	6.760	7.454	8.111	8.351	8.531
Redirected salaries	243	155	155	155	155	155
Indirect personnel costs	291	460	593	711	717	732
Total Staff	19.284	19.913	21.938	23.908	24.593	25.121
Housing costs						
Other housing costs	851	951	1.019	1.019	1.019	1.019
Housingcosts M ²						
Depreciation buildings (only HVL)	1.118	1.110	1.055	1.055	1.055	1.055
Total Housing costs	1.969	2.061	2.074	2.074	2.074	2.074
Equipment and inventory						
Depreciation equipment and inventory			80	200	300	300
Purchase equipment and inventory	387	602	637	656	637	637
Rent equipment and inventory	5	11	11	11	11	11
Maintenance and repair	32	61	160	160	160	160
Total Equipment and inventory	424	674	888	1.027	1.108	1.108
Material related costs						
Collections	309	320	67	81	67	67
Materials	103	233	254	297	284	284
Administrative resources	158	137	199	199	199	199
Commodities	231	230	230	230	230	230
Total Material related costs	801	919	749	806	779	779
Other costs						
Facility services	95	77	15	15	15	15
ICT-facility	367	400	342	340	342	342
Travel-, accomodation and congress costs	1.345	1.360	1.480	1.538	1.645	1.645
Subcontracted work (extern UT)	205	334	358	344	398	398
Subsidies and memberships	396	379	483	481	483	483
Consultancy costs	27	45	70	70	70	70
Governance costs	1.306	1.450	1.785	1.911	1.985	1.985
Costs according to internal services	113	129	441	453	466	469
Allocation to provisions						
Allocation from central reserves						
Total Other costs	3.854	4.173	4.974	5.152	5.403	5.407
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	100	0	0	0	0
Total Savings target	0	0	0	0	0	0
Total costs	26.332	27.840	30.622	32.966	33.957	34.489
- Results from normal operations:		-488	-283	-138	14	13
- Results from exceptional operations:			-1.197	-2.763	-2.935	-2.657
Total result	-493	-488	-1.480	-2.901	-2.921	-2.644
- Contribution margin based on closed contracts:		1.350	1.400	1.000	700	500
- Contribution margin additional estimate		650	750	1.250	1.600	1.850
Total contribution margin	1.487	2.000	2.150	2.250	2.300	2.350

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	1,0	137	1,0	140	1,0	145	1,0	145	1,0	145	1,0
Professor	12,6	1.289	13,3	1.406	16,4	1.738	20,9	2.174	20,4	2.145	20,3	2.159
UHD	15,7	1.143	15,0	1.159	15,8	1.220	16,8	1.282	16,2	1.249	17,1	1.302
UD	50,7	3.037	54,2	3.193	62,8	3.747	67,1	4.052	68,3	4.173	66,3	4.109
Teacher	25,4	1.477	24,8	1.457	21,6	1.288	20,4	1.227	19,0	1.155	21,1	1.233
Researcher	14,3	632	12,2	507	15,9	701	19,1	876	22,9	1.032	26,2	1.222
TWAIO		-		-		-		-		-		-
Promovendus	45,3	1.458	40,9	1.358	41,0	1.522	52,6	1.719	62,6	2.106	66,6	2.290
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	165,0	9.171	161,3	9.220	174,4	10.361	198,0	11.475	210,2	12.005	218,5	12.460
Scale 13-18 / Executive Board	3,0	241	3,0	242	5,0	400	5,0	404	3,9	306	3,5	270
Scale 11-12	14,7	879	14,9	959	15,5	1.039	16,3	1.099	16,3	1.106	15,6	1.061
Scale 5-10	45,0	1.763	46,7	1.878	42,3	1.780	42,0	1.797	41,7	1.797	40,7	1.756
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	62,6	2.884	64,6	3.079	62,8	3.219	63,2	3.300	61,8	3.209	59,8	3.087
Other staff deployment	1,8	28		-		-		-		-		-
Other arrangements	0,2	6		-	0,2	6	0,2	6	0,2	6	0,2	6
TOTAL of fte/salary	229,7	12.089	225,9	12.299	237,4	13.586	261,4	14.781	272,2	15.220	278,5	15.553
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	110,3											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	883	1.070	1.070	1.070
Total allocated strategic budgets	883	1.070	1.070	1.070
Expected strategic budgets				
* Compensation illness costs	200	200	200	200
* Other HR compensations	30	30	30	30
* Extra expected Ingenuity tuition fees	250	500	550	600
* Pre-financing M-SE	280	150		
* "Kwaliteitszorg onderwijs" (WSV)	17	27	35	36
Total expected strategic budgets	777	907	815	866

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	67					
Expected strategic budgets		81	17			
Primary budget	2.496	2.079	2.293	2.629	2.875	3.158
Total 1e geldstroom funding	2.563	2.160	2.310	2.629	2.875	3.158
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	0					
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)	0					
Other income						
Other income	-2					
Internal services						
Internal services	8	9				
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Total exceptional income						
Benefits from participation						
Participation benefits						
Total income	2.569	2.169	2.310	2.629	2.875	3.158
Staff						
Scale salaries	771	893	720	741	752	760
Gratifications declarants and temporary personnel	58	12	24	24	24	24
Social security charges	403	489	395	407	412	418
Redirected salaries	1.160	721	778	800	960	1.060
Indirect personnel costs	12	13	40	50	60	70
Total Staff	2.404	2.128	1.957	2.022	2.208	2.332
Housing costs						
Other housing costs	1	40	40	7	7	7
Housingcosts M ²	184	79	261	261	261	261
Depreciation buildings (only HVL)						
Total Housing costs	185	119	301	268	268	268
Equipment and inventory						
Depreciation equipment and inventory	4		4	4	4	4
Purchase equipment and inventory	7	10	14	15	14	14
Rent equipment and inventory	1					
Maintenance and repair	0		1	1	1	1
Total Equipment and inventory	12	10	19	20	19	19
Material related costs						
Collections	3		2	2	2	2
Materials	6	5	22	22	22	22
Administrative resources	11	10	8	8	8	8
Commodities			1	1	1	1
Total Material related costs	20	15	33	33	33	33
Other costs						
Facility services	3		3	3	3	3
ICT-facility	1		2	2	2	2
Travel-, accomodation and congress costs	25	25	24	24	26	26
Subcontracted work (extern UT)	38	43	40	52	86	114
Subsidies and memberships	52	81	54	49	49	49
Consultancy costs						
Governance costs	53	40	40	40	40	40
Costs according to internal services	16	80	80	80	80	80
Allocation to provisions						
Allocation from central reserves						
Total Other costs	187	269	243	250	286	314
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs						
Total exceptional expenses	0	0	0	0	0	0
Savings target						
Total Savings target	0	0	0	0	0	0
Total costs	2.809	2.541	2.553	2.593	2.814	2.966
- Results from normal operations:		-372	-243	36	61	192
- Results from exceptional operations:						
Total result	-240	-372	-243	36	61	192
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management	1,8	168	1,4	134	1,5	137	1,5	137	1,5	137	1,5	137
Professor		-		-		-		-		-		-
UHD	1,0	78	1,0	81	1,6	82	1,6	82	1,5	82	1,0	82
UD	1,0	66	1,0	68	1,0	70	1,5	109	2,0	111	2,0	111
Teacher	3,1	179	5,7	312	6,7	267	6,5	247	6,5	254	6,5	260
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	6,9	491	9,1	595	10,8	556	11,1	575	11,5	584	11,0	590
Scale 13-18 / Executive Board	0,8	60	0,8	62		-		-		-		-
Scale 11-12	0,8	52	0,8	54	0,2	16	0,2	16	0,2	16	0,2	16
Scale 5-10	4,1	136	4,5	160	4,1	148	4,1	150	4,1	152	4,1	154
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	5,7	248	6,2	276	4,3	164	4,3	166	4,3	168	4,3	170
Other staff deployment		24		22		-		-		-		-
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	12,6	764	15,3	893	15,1	720	15,4	741	15,8	752	15,3	760
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs		17		
Total expected strategic budgets		17		

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	133	43				
Expected strategic budgets		70				50
Primary budget	1.174	1.208	1.236	1.257	1.306	1.264
Total 1e geldstroom funding	1.307	1.321	1.236	1.257	1.306	1.314
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	32	125	300	300	300	300
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)	32	125	300	300	300	300
Other income	556	330	250	250	250	250
Internal services	92	69	102	102	102	102
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	1.987	1.845	1.888	1.909	1.958	1.966
Staff						
Scale salaries	751	788	422	434	450	463
Gratifications declarants and temporary personnel	215	175	796	796	796	814
Social security charges	376	416	232	239	247	254
Redirected salaries	-47	69	69	69	69	69
Indirect personnel costs	6	30	10	10	10	10
Total Staff	1.300	1.478	1.529	1.548	1.572	1.610
Housing costs						
Other housing costs	17	30	30	30	30	30
Housingcosts M ²	105	80	80	80	80	80
Depreciation buildings (only HVL)						
Total Housing costs	123	110	110	110	110	110
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	24	25	25	25	25	25
Rent equipment and inventory	18					
Maintenance and repair	0					
Total Equipment and inventory	42	25	25	25	25	25
Material related costs						
Collections	0	1				
Materials	25	16	16	16	16	16
Administrative resources	10	15	15	15	15	15
Commodities						
Total Material related costs	35	32	31	31	31	31
Other costs						
Facility services	2	10	10	10	10	10
ICT-facility	3	16	16	16	16	16
Travel-, accomodation and congress costs	66	40	43	45	55	40
Subcontracted work (extern UT)	29	40	30	30	30	30
Subsidies and memberships	61	10	10	10	10	10
Consultancy costs	9	15	15	15	15	15
Governance costs	100	50	50	50	65	50
Costs according to internal services	32	20	20	20	20	20
Allocation to provisions						
Allocation from central reserves						
Total Other costs	302	201	194	196	221	191
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	1.802	1.846	1.889	1.910	1.959	1.967
- Results from normal operations:		-0	-0	-0	-0	-0
- Results from exceptional operations:						
Total result	185	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate		50	50	50	50	50
Total contribution margin	0	50	50	50	50	50

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management	1,0	81	0,9	84	1,0	82	1,0	86	1,0	86	1,0	86
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-	0,2	12	0,2	12	0,2	12	0,2	13
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	1,0	81	0,9	84	1,2	94	1,2	98	1,2	98	1,2	99
Scale 13-18 / Executive Board		-		-		-		-		-		-
Scale 11-12	3,0	179	3,0	186	4,0	221	4,0	229	4,0	239	4,0	244
Scale 5-10	2,6	83	3,4	115	3,0	107	3,0	107	3,0	113	3,0	120
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	5,6	262	6,4	301	7,0	328	7,0	336	7,0	352	7,0	364
Other staff deployment		398		403		-		-		-		-
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	6,5	742	7,4	788	8,2	422	8,2	434	8,2	450	8,2	463
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Continuation of target subsidy Connection VO-WO				50
Total expected strategic budgets				50

Library, ICT Services & Archive

Top 5 goals:	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Support the UT with a reliable and scalable infrastructure 2. Education support with digital innovations 3. Research support with digital innovations 4. RDM support project and organization 5. Being a well-respected partner both internally and externally 	<ol style="list-style-type: none"> 1. User satisfaction 2. State-of-the-art landscape for education on ongoing demand driven innovation 3. State-of-the-art RDM IT-facilities 4. Implementation of RDM policies and facilities 5. - Being recognized as innovation “hot spot” - Meaningful partnerships
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. Human resources 2. Finances 3. Focus and clear direction 4. Smooth co-operation with other service departments 5. Involvement of faculties 	<ol style="list-style-type: none"> 1. Too much work, workload 2. Plans exceed financial possibilities 3. Wanting too much in too little time 4. Risk of shadow IT when LISA is not involved 5. Lack of support at faculties

The ongoing digitalization and the ambitions and challenges of Shaping 2030 will have a significant impact on the LISA service department. Growing student and staff numbers will result in increasing costs for licences and infrastructure. The skills required from our staff will change with a changing IT-landscape and new facilities like advanced digital testing facilities, research support etc. Ongoing investments are needed in training and re-skilling of our staff, offering new possibilities and career opportunities for employees with an open mindset towards this changing environment.

Planned initiatives, in random order, are:

- Developing a digital strategy to realise ambitions and objectives of Shaping 2030 with respect to digitalisation
- Investigate and develop possibilities to assess and improve the digital skills and wellbeing of UT employees and students
- Further improving IT-facilities for Education. The TELT team plays an important role to conduct experiments with new technologies based upon the demands of the teaching staff. Successful innovation will contribute to the objectives of the Quality Agreements.
- Supporting Research with a Digital Competence Center (DCC) for the faculties to implement good practices for Research Data Management and FAIR principles.
- Playing an active role in raising the visibility of scientific output, e.g. Pure and pilots (Scival, Altmetrics)
- Various innovation experiments with scientific staff and students (Smart Library, healthy workplace, dynamic scheduling and resource booking)
- Supporting new initiatives like Apeldoorn, VU, ECIU University
- Continuous improvement of the quality and efficiency
- Implementation of a new HR-system and selection of a new Finance system
- Further development of collaborative digital working facilities, which could also contribute to sustainability goals with the potential to reduce the need to travel

- Co-operation with external parties in innovation initiatives
- Monitoring the work pressure of our staff and investigating measures to relieve the work pressure where needed
- Ongoing staff development and talent management
- Monitoring external developments and trends for an early identification of digital opportunities and threats

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	516	60				
Expected strategic budgets		398	465	325	325	325
Primary budget	16.784	17.451	18.430	18.391	18.308	18.449
Total 1e geldstroom funding	17.300	17.909	18.895	18.716	18.633	18.774
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	653	556	606	606	603	683
Internal services	5.258	4.993	5.414	5.576	5.726	5.896
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	23.211	23.457	24.915	24.898	24.962	25.353
Staff						
Scale salaries	6.956	7.595	7.948	7.913	7.770	7.697
Gratifications declarants and temporary personnel	146	140	248	152	152	152
Social security charges	3.631	4.144	4.361	4.342	4.264	4.223
Redirected salaries	27	20				
Indirect personnel costs	237	248	272	263	262	263
Total Staff	10.997	12.147	12.828	12.670	12.448	12.335
Housing costs						
Other housing costs	159	70	70	40	40	40
Housingcosts M ²	2.186	2.048	1.944	1.944	1.934	1.934
Depreciation buildings (only HVL)						
Total Housing costs	2.345	2.118	2.014	1.984	1.974	1.974
Equipment and inventory						
Depreciation equipment and inventory	1.076	1.115	1.169	1.332	1.313	1.481
Purchase equipment and inventory	385	157	125	125	125	125
Rent equipment and inventory	2					
Maintenance and repair	541	220	286	224	227	230
Total Equipment and inventory	2.004	1.492	1.581	1.681	1.665	1.837
Material related costs						
Collections	3.145	3.293	3.430	3.538	3.715	3.901
Materials	72	69	69	69	69	69
Administrative resources	33	23	23	23	23	23
Commodities	6					
Total Material related costs	3.257	3.385	3.522	3.630	3.807	3.993
Other costs						
Facility services	24	41	41	41	41	41
ICT-facility	924	943	941	864	864	864
Travel-, accomodation and congress costs	77	60	60	60	60	60
Subcontracted work (extern UT)	640	431	431	431	431	431
Subsidies and memberships	444	368	424	436	436	436
Consultancy costs	87	170	275	205	205	205
Governance costs	2.379	2.383	2.797	2.895	3.031	3.176
Costs according to internal services	12					
Allocation to provisions						
Allocation from central reserves						
Total Other costs	4.588	4.395	4.969	4.931	5.067	5.213
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	-80	0	0	0	0
Total costs	23.190	23.458	24.915	24.898	24.962	25.353
- Results from normal operations:		-0	-0	-0	-0	-0
- Results from exceptional operations:						
Total result	21	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Staff employed for the UT											
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	3,8	300	3,8	310	9,8	764	9,8	766	9,8	768	9,8	768
Scale 11-12	38,8	2.275	40,3	2.444	36,4	2.174	36,1	2.192	36,1	2.203	36,1	2.220
Scale 5-10	102,2	4.305	108,0	4.711	113,1	5.010	112,9	5.028	110,2	4.965	110,2	5.002
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP	0,3	19		-		-		-		-		-
Totaal support Staff	145,2	6.899	152,1	7.466	159,3	7.949	158,8	7.987	156,2	7.936	156,2	7.990
Other staff deployment	3,0	138		129		63		56		56		56
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	148,2	7.036	152,1	7.595	159,3	8.012	158,8	8.043	156,2	7.992	156,2	8.047
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	5,4											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs	148	148	148	148
* Other HR compensations	52	52	52	52
* 4TU (Datacentre)	125	125	125	125
* Replacement library system (UIM)	140			
Total expected strategic budgets	465	325	325	325

Library, ICT Services & Archive

(amounts in k€)

Description	DSM	CS	PD	ITO	OILS	Archive	EIS	UIM	Staff	General	Project	To be decided 2020	Budget 2020
Strategic budget	-	-	-	-	-	-	-	-	-	-	-	-	-
Expected strategic budget	-	53	30	83	155	7	137	-	-	-	-	-	465
Primary budget	1.231	2.537	3.536	6.824	2.443	508	1.168	348	427	-791	200	-	18.430
Total allocated budget	1.231	2.590	3.566	6.907	2.598	515	1.305	348	427	-791	200	-	18.895
Other income	-	-	-	38	7	-	-	-	-	561	-	-	606
Internal services	-	-	-	663	3.051	226	29	-	-	1.445	-	-	5.414
TOTAL INCOME	1.231	2.590	3.566	7.607	5.656	741	1.334	348	427	1.215	200	-	24.915
Scale salaries	780	1.567	1.387	2.042	672	436	647	209	266	-	7	-65	7.948
Gratifications declarants and temporary personnel	-	-	-	25	-	12	-	-	-	191	20	-	248
Social commitments	428	860	761	1.121	367	239	355	115	146	-	3	-35	4.361
Indirect personnel costs	22	31	31	45	13	9	14	4	15	78	10	-	272
Redirected salaries	-	-	-75	-	-	-	-	-	-	-	75	-	-
Total personnel costs	1.231	2.458	2.104	3.232	1.052	696	1.016	328	427	269	115	-100	12.828
Housingcosts M2	-	46	-	410	845	25	66	-	-	551	-	-	1.944
Depreciation buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
Other housing costs	-	-	-	20	-	-	-	-	-	50	-	-	70
Total housing costs	-	46	-	430	845	25	66	-	-	601	-	-	2.014
Depreciation equipment and inventory	-	71	-	1.052	-	-	-	-	-	76	-	-30	1.169
Purchase equipment and inventory	-	-	-	-	49	3	11	2	-	50	10	-	125
Rent equipment and inventory	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance and repair	-	-	-	286	-	-	-	-	-	-	-	-	286
Total equipment and inventory	-	71	-	1.338	49	3	11	2	-	126	10	-30	1.581
Collections	-	-	-	-	3.365	-	60	1	-	4	-	-	3.430
Materials	-	15	-	40	4	-	-	-	-	10	-	-	69
Administrative resources	-	-	-	-	4	5	3	1	-	11	-	-	23
Commodities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total material related costs	-	15	-	40	3.372	5	63	2	-	25	-	-	3.522
Facility services	-	-	-	-	24	-	-	-	-	16	-	-	41
ICT-facility	-	-	78	811	71	3	3	2	-	55	-	-82	941
Travel-, accomodation and congress costs	-	-	-	-	4	5	19	3	-	29	-	-	60
Subcontracted work (extern UT)	-	-	155	-	42	-	125	6	-	103	-	-	431
Subsidies and memberships	-	-	1	217	17	-	28	-	-	205	-	-44	424
Consultancy costs	-	-	-	160	70	-	-	-	-	110	35	-100	275
Governance costs	-	-	1.228	1.378	108	4	3	5	-	31	40	-	2.797
Costs according to internal services	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation to provisions	-	-	-	-	-	-	-	-	-	-	-	-	-
Allocation from central reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Total other costs	-	-	1.462	2.567	336	12	178	16	-	549	75	-226	4.969
TOTAL COSTS	1.231	2.590	3.566	7.607	5.656	741	1.334	348	427	1.571	200	-356	24.914
Savings target	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESULTS	0	-0	-0	-	-	-	-	-	-	355	0	-356	-0

Centre for Educational Support

Top 5 goals (in random order):	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Implementing and supporting TOM 2.0 2. Implementing and supporting Digital Testing 3. Improving student well being 4. Supporting actions quality agreements 5. Implementing and monitoring language policy and code of conduct on languages 	<ol style="list-style-type: none"> 1. TOM 2.0 implemented in systems before May 1 2. Keeping up with demand teachers 3. Plan of action student well being executed in 2020, waiting time student psychologist < 3 weeks 4. All actions for 2020 determined in the central WSV plan 2020-2024 executed in 2020 5. Plan of action executed in 2020
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. Support from programmes and budget projectleader and support activities 2. Budget for support digital testing 3. Support from programmes and student advisors, budget for phd, Goodhabitz and student psychologist 4. Budget for various actions 5. Support from faculties and budget for plan of action 	<ol style="list-style-type: none"> 1. Lack of support and budget, programmes deviate from the rules of the game (spelregels) 2. Lack of budget 3. Lack of support and budget 4. Lack of budget, unclear plans 5. Lack of support and budget

In the upcoming years CES is, like all other service departments and faculties, facing a lot of challenges caused by numerous developments which have an impact on the required capacity of support staff. The most important expected developments for CES are (in random order):

- Increase influx students
- Increase in diversity student population*
- Increase in number requested products and services (for example VU-UT, support PLD);
- Support language policy*
- Student well being
- Quality agreements (e.g. support community building, support Canvas, developing courses for teaching professionalization, expanding activities career services, expanding support mental health students, support international curricula and exchange)*
- Sector plans
- Regional deal (e.g. Forward Connect)*
- Van Rijn
- Shaping 2030, including digitization strategy
- New initiatives such as VU, ECIU University, Apeldoorn etc.
- Working on improvement and efficiency

*these initiatives are already (partly) funded

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	811	17				
Expected strategic budgets		312	382	388	394	401
Primary budget	8.023	8.143	9.177	9.073	8.725	8.725
Total 1e geldstroom funding	8.834	8.472	9.559	9.461	9.119	9.126
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	418	145	250	253	255	258
Internal services	1.584	1.444	1.938	2.023	2.084	2.129
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	10.836	10.061	11.747	11.737	11.458	11.513
Staff						
Scale salaries	5.381	5.517	6.294	6.340	6.156	6.186
Gratifications declarants and temporary personnel	245	143	153	153	153	153
Social security charges	2.808	3.018	3.452	3.477	3.376	3.392
Redirected salaries	47	4				
Indirect personnel costs	106	86	112	115	117	120
Total Staff	8.586	8.768	10.011	10.085	9.802	9.851
Housing costs						
Other housing costs	186	42	120	120	120	120
Housingcosts M ²	598	512	491	496	501	506
Depreciation buildings (only HVL)						
Total Housing costs	784	554	611	616	621	626
Equipment and inventory						
Depreciation equipment and inventory	36	30	42	42	42	42
Purchase equipment and inventory	22	7	5	5	5	5
Rent equipment and inventory	45	36	40	40	40	40
Maintenance and repair	1					
Total Equipment and inventory	103	73	87	87	87	87
Material related costs						
Collections	28	14	10	10	10	10
Materials	40	7	57	57	57	57
Administrative resources	57	82	74	74	74	74
Commodities						
Total Material related costs	124	103	141	141	141	141
Other costs						
Facility services	22	33	33	33	33	33
ICT-facility	64	88	62	62	62	62
Travel-, accomodation and congress costs	100	59	89	89	89	89
Subcontracted work (extern UT)	487	335	476	386	386	386
Subsidies and memberships	155	87	163	163	163	163
Consultancy costs	8	22	23	23	23	23
Governance costs	415	51	52	52	52	52
Costs according to internal services	2					
Allocation to provisions						
Allocation from central reserves						
Total Other costs	1.252	675	898	808	808	808
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	-112	0	0	0	0
Total costs	10.849	10.061	11.748	11.737	11.459	11.513
- Results from normal operations:			-0	0	-0	0
- Results from exceptional operations:						
Total result	-12	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	3	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management		-		-		-		-		-	
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	3,2	251	2,8	223	2,8	230	2,8	233	2,8	237	2,8	240
Scale 11-12	31,1	1.801	30,5	1.741	37,2	2.284	37,2	2.318	34,2	2.156	34,2	2.137
Scale 5-10	89,4	3.305	92,2	3.550	94,5	3.690	94,0	3.698	93,1	3.673	90,4	3.718
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	123,8	5.357	125,6	5.514	134,5	6.203	134,0	6.250	130,1	6.065	127,4	6.096
Other staff deployment		69		-		90		90		90		90
Other arrangements	0,2	13	0,1	3		-		-		-		-
TOTAL of fte/salary	124,0	5.439	125,7	5.517	134,5	6.294	134,0	6.340	130,1	6.156	127,4	6.186
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	24,4											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs	180	186	192	199
* Holland Scholarship	45	45	45	45
* MOOCs	100	100	100	100
* Contribution FIN employee XX	7	7	7	7
* Compensation vacancy costs	50	50	50	50
Total expected strategic budgets	382	388	394	401

Centre for Educational Support

(amounts in k€)

Description	SAL	Major Minor	SAS	SOIR	IM	CELT	SACC	UTLC	BB	Study & Career	To be decided 2020	Total Structural	Prj Housi BIG	Total projects	Budget 2020
Strategic budget	-											-		0	0
Expected strategic budget	50	1	80	58	6	125	11	-	51	1		383		0	383
Primary budget	2.338	1-	1.825	571	1.147	1.029	1.069	743	402	40		9.163	13	13	9.176
Total allocated budget	2.388	0	1.905	629	1.153	1.154	1.080	743	453	41		9.546	13	13	9.559
Other income	-	65	-	100	-	-	-	85	-	-		250		0	250
Internal services	183	-	-	19	30	1.011	20	675	-	-		1.938		0	1.938
TOTAL INCOME	2.571	65	1.905	748	1.183	2.165	1.100	1.503	453	41		11.734	13	13	11.747
Scale salaries	1.370	27	1.007	458	639	1.277	680	674	123	27	76-	6.206		0	6.206
UT Flex	10	6	40	10	2	10	-	-	10			88		0	88
Gratifications declarants and temporary personnel	88	-	60	-	-	-	-	-	4			152		0	152
Social commitments	757	19	575	257	352	706	373	370	73	15	42-	3.455		0	3.455
Indirect personnel costs	15	-	14	27	21	1	5	8	17			108		0	108
Redirected salaries	-	-	-	-	-	-	-	-	-			-		0	0
Total personnel costs	2.240	52	1.696	752	1.014	1.994	1.058	1.052	227	42	118-	10.009		0	10.009
Housingcosts M2	114	5	104	9	34	75	64	46	40			490		0	490
Depriciation buildings	-	-	-	-	-	-	-	-	-			-		0	0
Other housing costs	-	-	50	-	-	-	18	44	-			112	8	8	120
Total housing costs	114	5	154	9	34	75	82	90	40	-	-	602	8	8	610
Depreciation equipment and inventory	12	-	-	-	-	-	-	-	30	-		42		0,0	42
Purchase equipment and inventory	3	-	1	-	-	1	-	2	-			7		0	7
Rent equipment and inventory	-	-	-	-	-	-	-	-	40			40		0	40
Maintenance and repair	-	-	-	-	-	-	-	-	-			-		0	0
Total equipment and inventory	15	-	1	-	-	1	-	2	70	-	-	89	-	0	89
Collections	-	-	-	-	-	6	3	-	1			10		0	10
Materials	2	-	1	1	-	1	1	-	1			7		0	7
Administrative resources	13	1	35	9	1	-	5	50	10	-		124		0	124
Commodities	-	-	-	-	-	-	-	-	-			-		0	0
Total material related costs	15	1	36	10	1	7	9	50	12	-	-	141	-	0	141
Facility services	1	-	1	3	-	-	2	1	25			33			33
ICT-facility	5	-	5	4	5	3	2	3	35			62			62
Travel-, accomodation and congress costs	2	2	15	18	2	15	1	15	20			90			90
Subcontracted work (extern UT)	43	-	5	1	120	45	2	260	-			476		0	476
Subsidies and memberships	5	5	5	65	2	72	2	1	1			158	5	5	163
Consultancy costs	-	-	2	4	1	4	5	2	5			23			23
Governance costs	7	-	9	4	4	8	5	10	5			52			52
Costs according to internal services												-			-
Allocation to provisions												-			-
Allocation from central reserves												-			-
Total other costs	63	7	42	99	134	147	19	292	91	-	-	894	5	5	899
TOTAL COSTS	2.447	65	1.929	870	1.183	2.224	1.168	1.486	440	42	-118	11.734	13	13	11.747
TOTAL RESULTS	124	0	-24	-122	0	-59	-68	17	13	-1	118	0	0	0	0

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	22					
Expected strategic budgets						
Primary budget	1.386	1.393	1.401	1.401	1.401	1.401
Total 1e geldstroom funding	1.408	1.393	1.401	1.401	1.401	1.401
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	1.454	1.566	1.654	1.654	1.654	1.654
Internal services	58	115	125	125	125	125
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	2.920	3.073	3.180	3.180	3.180	3.180
Staff						
Scale salaries	205	200	211	211	211	211
Gratifications declarants and temporary personnel	86	109	83	83	83	83
Social security charges	101	104	110	110	110	110
Redirected salaries	4		49	49	49	49
Indirect personnel costs	28	28	15	15	15	15
Total Staff	425	441	468	468	468	468
Housing costs						
Other housing costs	23	31	52	52	52	52
Housingcosts M ²	859	876	924	924	924	924
Depreciation buildings (only HVL)						
Total Housing costs	882	908	976	976	976	976
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	17	6	6	6	6	6
Rent equipment and inventory	99	72	168	168	168	168
Maintenance and repair	1		2	2	2	2
Total Equipment and inventory	117	78	176	176	176	176
Material related costs						
Collections						
Materials	66	236	146	146	146	146
Administrative resources	39	17	4	4	4	4
Commodities	8					
Total Material related costs	113	253	150	150	150	150
Other costs						
Facility services	11	11	8	8	8	8
ICT-facility	31	34	22	22	22	22
Travel-, accomodation and congress costs	19	25	19	19	19	19
Subcontracted work (extern UT)	162	118	143	143	143	143
Subsidies and memberships	928	969	1.047	1.047	1.047	1.047
Consultancy costs						
Governance costs	232	238	171	171	171	171
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	1.383	1.393	1.410	1.410	1.410	1.410
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	2.920	3.073	3.180	3.180	3.180	3.180

- Results from normal operations:		0	-0			
- Results from exceptional operations:						
Total result	0	0	0	0	0	0

- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board		-		-		-		-		-		-
Scale 11-12		-		-		-		-		-		-
Scale 5-10	1,6	58	1,6	60	1,6	62	1,6	62	1,6	62	1,6	62
Scale1 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	1,6	58	1,6	60	1,6	62	1,6	62	1,6	62	1,6	62
Other staff deployment	0,4	146		140		149		149		149		149
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	2,0	204	1,6	200	1,6	211	1,6	211	1,6	211	1,6	211
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	6,7											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
Total expected strategic budgets				

Student Union

Description	General organization	Activities	Committies	Accomodation	Enterprises	IND	Budget 2020
Strategic budget	0	0	0	0	0	0	0
Expected strategic budget	0	0	0	0	0	0	0
Primary budget	285	249	73	764	29	0	1.401
Total allocated budget	285	249	73	764	29	0	1.401
Other income		548	410	558	138		1.654
Internal services		24	106	22	5	-32	125
TOTAL INCOME	285	821	590	1.344	172	-32	3.180
Scale salaries	62	31		97	21		211
Gratifications declarants and temporary personnel	74		39				113
Social commitments	34	16		49	11		109
Indirect personnel costs	13	3					15
Redirected salaries		14		5			19
Total personnel costs	182	63	39	151	32	0	468
Housingcosts M2	40	28	17	803	36		924
Depriciation buildings	0	0	0	0	0	0	0
Other housing costs		32	4	12	5		53
Total housing costs	40	60	21	815	41	0	976
Depreciation equipment and inventory							0
Purchase equipment and inventory	6						6
Rent equipment and inventory			169				169
Maintenance and repair					2		2
Total equipment and inventory	6	0	169	0	2	0	176
Collections							0
Materials			49	3	94		146
Administrative resources	4						4
Commodities	0	0	0	0	0	0	0
Total material related costs	4	0	49	3	94	0	150
Facility services	0		2	6			8
ICT-facility	12	5	5				22
Travel-, accomodation and congress costs	5		14				19
Subcontracted work (extern UT)	11	99	30		3		143
Subsidies and memberships	9	590	126	356		-32	1.048
Consultancy costs							0
Governance costs	17	5	136	13			171
Costs according to internal services							0
Allocation to provisions	0	0	0	0	0	0	0
Allocation from central reserves	0	0	0	0	0	0	0
Total other costs	54	698	313	375	3	-32	1.410
TOTAL COSTS	286	821	590	1.344	172	-32	3.180
Savings target							
TOTAL RESULTS	0	0	0	0	0	0	0

Campus and Facility Management

Top 5 goals:	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Implementing and supporting SEE programme 2. Implementing and execution of P2P 3. Optimisation of processes 4. Employee training plan within the SPP framework 5. Update LTSH 	<ol style="list-style-type: none"> 1. Green Hub realised 2. Up and running autumn 2020 3. 5 processes optimised 4. 50% of necessary training is addressed 5. realisation spring 2020
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. Budget 2. Capacity in people 3. Support from employees of CFM 4. Budget and time 5. Cooperation of all stakeholders 	<ol style="list-style-type: none"> 1. Lack of commitment 2. Problems with implementation, 3. Lack of time 4. Lack of adequate training programmes 5. Lack of information

Finance

The increase in the number of students and employees on the campus also increases the pressure on the capacity of employees of the CFM department and the rooms and facilities that are managed. This is particularly noticeable in the Centrale Onderwijs Voorziening (COV) and the sports facilities. By deploying SPP and working more efficiently, this will be solved merely within CFM.

The budget of the COV is foreseen for the next four years but will be assessed annually based on the number of students and demands from the educational filed. The budget for COV will be evaluated every year.

Sport has submitted requests for expansion with LTSH.

The budget for security department, however, is still insufficient. Even though a new schedule has been introduced and the employment levels of the employees have been adjusted, the expense for this service exceed the budget by k€ 148. To date, this shortfall has been resolved within CFM's budget.

Due to the introduction of Purchase to Pay, the purchasing department has hired a functional manager. An extra budget has been allocated structurally for this purpose. Within the Maintenance and Real Estate department, an extra employee is required for the execution of new construction and renovation projects. Additional resources have been made available for this task in the next three years.

As a result of the above measures, the result of the CFM department will be zero for the years 2020 and beyond. The years 2021 and beyond are budgeted with the knowledge of today, changes will initially be accommodated within CFM through adjusted deployment of personnel and more efficient organization of processes.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	189					
Expected strategic budgets		123	132	132	132	132
Primary budget	16.123	17.590	18.890	18.918	18.960	18.964
Total 1e geldstroom funding	16.312	17.713	19.022	19.050	19.092	19.096
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	2					
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)	2					
Other income	1.668	1.869	1.929	1.929	1.929	1.929
Internal services	1.776	2.053	2.037	2.037	2.037	2.037
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	19.757	21.635	22.988	23.016	23.058	23.062
Staff						
Scale salaries	4.888	5.456	5.555	5.555	5.555	5.555
Gratifications declarants and temporary personnel	933	459	684	669	628	545
Social security charges	2.545	2.964	3.077	3.077	3.077	3.077
Redirected salaries	-176	-177	-177	-177	-177	-177
Indirect personnel costs	193	358	363	363	363	363
Total Staff	8.383	9.060	9.502	9.487	9.446	9.363
Housing costs						
Other housing costs	513	854	901	901	901	901
Housingcosts M ²	8.624	9.299	10.041	10.102	10.164	10.224
Depreciation buildings (only HVL)	9	9	9	9	9	9
Total Housing costs	9.146	10.162	10.951	11.012	11.074	11.134
Equipment and inventory						
Depreciation equipment and inventory	242	253	454	442	463	490
Purchase equipment and inventory	152	57	92	92	92	92
Rent equipment and inventory	70	65	63	63	63	63
Maintenance and repair	25	82	84	84	84	84
Total Equipment and inventory	490	457	693	681	702	729
Material related costs						
Collections	7	6	6	6	6	6
Materials	266	253	249	249	249	249
Administrative resources	81	97	103	103	103	103
Commodities	0	60	58	58	58	58
Total Material related costs	354	416	416	416	416	416
Other costs						
Facility services	256	198	194	194	194	194
ICT-facility	194	177	175	175	175	175
Travel-, accomodation and congress costs	70	46	46	46	46	46
Subcontracted work (extern UT)	303	263	245	245	245	245
Subsidies and memberships	56	77	97	97	97	97
Consultancy costs	87	221	181	175	175	175
Governance costs	461	458	388	388	388	388
Costs according to internal services	14	100	100	100	100	100
Allocation to provisions						
Allocation from central reserves						
Total Other costs	1.441	1.540	1.426	1.420	1.420	1.420
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	19.813	21.635	22.988	23.016	23.058	23.062
- Results from normal operations:			0	0	0	0
- Results from exceptional operations:						
Total result	-55	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management		-		-		-		-		-	
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	2,7	208	2,0	161	2,0	173	2,0	173	2,0	173	2,0	173
Scale 11-12	8,9	549	10,4	616	11,1	701	11,1	701	11,1	701	11,1	701
Scale 5-10	72,8	2.905	76,9	3.120	87,5	3.521	87,5	3.521	87,5	3.521	87,5	3.521
Scale 1-4	34,3	1.027	43,3	1.302	28,8	883	28,8	883	28,8	883	28,8	883
Not classified into an categorie OBP	0,7	24	0,7	25	0,7	5	0,7	5	0,7	5	0,7	5
Totaal support Staff	119,3	4.713	133,3	5.224	130,0	5.283	130,0	5.283	130,0	5.283	130,0	5.283
Other staff deployment	2,6	203		230		272		272		272		272
Other arrangements	0,1	4	0,1	2	0,2	-	0,2	-	0,2	-	0,2	-
TOTAL of fte/salary	122,0	4.920	133,4	5.456	130,3	5.555	130,3	5.555	130,3	5.555	130,3	5.555
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs	117	117	117	117
* Other HR compensations	15	15	15	15
Total expected strategic budgets	132	132	132	132

Campus & Facility Management

(amounts in k€)

Description	Management	Sports	Culture & Events	Purchasing	Maintenance	Internal services	Security	Logistics	CEF	Catering	Repro	Budget 2020
Strategic budget	-	-	-	-	-	-	-	15	-	-	-	15
Expected strategic budget	-	2	-	10	15	81	6	3	-	-	-	117
Primary budget	1.364	2.114	1.018	1.064	1.400	1.808	972	90	7.836	1.224	-	18.890
Total allocated budget	1.364	2.116	1.018	1.074	1.415	1.889	978	108	7.836	1.224	-	19.022
Other income	4	1.173	501	-	-	30	21	30	-	160	10	1.929
Internal services	85	547	535	-	126	26	-	718	-	-	-	2.037
TOTAL INCOME	1.453	3.836	2.054	1.074	1.541	1.945	999	856	7.836	1.384	10	22.988
Scale salaries	545	931	560	553	933	1.109	553	271	-	98	-	5.554
Gratifications declarants and temporary personnel	-	149	120	20	136	80	166	10	-	3	-	684
Social commitments	340	506	307	302	506	609	304	147	-	54	-	3.076
Indirect personnel costs	109	47	54	19	18	45	41	8	20	2	-	364
Redirected salaries	-116	-32	-14	20	-201	-275	-	-20	440	12	9	-176
Total personnel costs	878	1.601	1.027	915	1.393	1.568	1.065	416	460	169	9	9.501
Housingcosts M2	68	1.775	542	48	54	167	35	103	6.153	1.096	-	10.041
Depreciation buildings	-	9	-	-	-	-	-	-	-	-	-	9
Other housing costs	173	104	36	-	-	-	-	-	586	2	-	901
Total housing costs	241	1.888	578	48	54	167	35	103	6.739	1.098	-	10.951
Depreciation equipment and inventory	0	89	26	1	-	-	0	18	319	-	-	454
Purchase equipment and inventory	8	18	8	8	15	2	3	-	30	-	-	92
Rent equipment and inventory	2	-	58	-	-	1	2	-	-	-	-	63
Maintenance and repair	-	10	8	-	-	1	10	34	11	10	-	84
Total equipment and inventory	11	117	100	9	15	4	15	52	360	10	-	693
Collections	5	-	-	-	1	-	-	-	-	-	-	6
Materials	4	108	21	5	2	18	6	25	60	-	-	249
Administrative resources	7	8	16	2	5	7	2	24	3	-	29	103
Commodities	-	-	58	-	-	-	-	-	-	-	-	58
Total material related costs	16	116	95	7	8	25	8	49	63	-	29	416
Facility services	4	-	-	-	-	-	-	190	-	-	-	194
ICT-facility	47	17	9	10	20	13	18	4	33	1	2	175
Travel-, accomodation and congress costs	5	10	8	6	8	2	2	5	-	-	-	46
Subcontracted work (extern UT)	16	38	42	9	35	-	3	2	80	20	-	245
Subsidies and memberships	31	16	34	10	2	-	-	3	1	-	-	97
Consultancy costs	72	-	-	40	2	17	-	-	-	50	-	181
Governance costs	30	42	209	20	4	27	1	30	-	25	-	388
Costs according to internal services	-	-	-	-	-	-	-	-	100	-	-	100
Allocation to provisions	-	-	-	-	-	-	-	-	-	-	-	-
Allocation from central reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total other costs	206	123	302	95	71	59	24	234	214	96	2	1.426
TOTAL COSTS	1.352	3.845	2.102	1.074	1.541	1.823	1.147	854	7.836	1.373	40	22.988
Savings target	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESULTS	101	-9	-48	0	0	122	-148	2	0	11	-30	-0

Strategy & Policy

Top 5 goals:	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Strengthening the UT's policy capacity by structurally providing two strategic policy advisory trainees per annum to service departments or faculties. 2. Taking Shaping 2030 from paper to implementation, together with departments and faculties 3. Taking European Universities from paper to implementation, together with departments, faculties, and consortium partners 4. Successful implementation of BI@UT, as agreed by faculties and service departments. 5. Strengthening our Internationalisation, Education and Research Clusters at the strategic level, to allow for a successful absorption of all challenges ahead (including Van Rijn) 6. Strengthening our ability focus externally, by better managing work pressure. 	<ol style="list-style-type: none"> 1. Implementation of a 2-y trainee programme that benefits faculties and service departments. By default, trainees go and join faculties and departments 2. (a) Publication of the most ambitious and impactful of all Dutch universities strategies, (b) setting up an implementation team, and (c) a substantial % of actions in our Strategy underway. 3. (a) Internal organization ready, (b) successful consortium management, and (c) start of implementation of UT-actions 4. (a) Internal organization ready, (b) all relevant faculties and services on-board and co-investing, (c) client approval rates meet targets 5. (a) Open vacancies filled, (b) services shift from the operations level to tactical and strategic levels, (c) sufficient satisfaction in faculties and EB, to be measured qualitatively. 6. Presence of S&P colleagues at external decision-making venues and meetings.
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. 2*2 FTE policy trainees structurally, at scale 10, that work for faculties, other departments and S&P on challenging policy issues, while paid for, trained and coordinated by S&P. 2. PM. This will be identified within the Shaping 2030 process. It would be fair to estimate plm 2 dedicated FTE senior advisors that coordinate the UT-wide implementation from within S&P. 3. 140k yearly budget to cover additional costs for increased coordination inside the UT for ECIU related activities and for the ECIU project office. 4. In principal no additional resources required, cooperation and capacity of all service departments and faculties is essential for the success of the implementation of the BI-team and the new way of working. For further innovation and realizing quick wins an innovation budget besides the structural costs is however desirable. 	<ol style="list-style-type: none"> 1. No specific risks, apart from standard recruitment risks. Close cooperation with HR will be sought. 2. No specific risks can be foreseen right now, as goals, KPIs, and resources depend on the Strategy itself. Staffing has been challenging in Shaping 2030 so far and will continue to be so. 3. A risk is that the project will not land in the faculties, another one is that the service departments do not have sufficient time and money to comply, and a final risk is that it is seen as a project rather than the set-up of a long term impactful new university concept 4. Hiring of people for the BI-team could take more time (need for additional external expertise), optimization of the technique and the impact of technical choices could postpone the process.

<p>5. No structural additional resources required until 2020, apart from the vacancies that are currently open (incl. Clusterleider Internationaal, Senior Adviseur Onderzoek, Medior Adviseur Onderwijs, Coordinator Van Rijn). Proactive upscaling via our 'flexibele schil' when needed, cannot be budgeted in advance and will be done pragmatically and in close cooperation with the EB. In December we will assess the situation and advise the EB on the needs to strengthen particularly the Education Cluster.</p> <p>6. Leeway, to allow for our colleagues to go outside more regularly. This implies that we continuously need to critically assess the projects and programs that we run and that we kick-off: we cannot start new projects without a very high likelihood of successful absorption and implementation in faculties.</p>	<p>5. (a) Limited absorptive capacity at the operations level in faculties, (b) competitive power in the current labour market.</p> <p>6. Lack of hand-on policy capacity in the faculties (which is why the trainees as per goal #1 are so important).</p>
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WSV

SP has an instrumental role in the coordination of the claims from the faculties and service departments on the student loan fund (WSV-middelen) and the communication thereon with OCW. Based on the current investment plan S&P holds a role in the development of a UTalent Hub and the supporting activities on coaching (in combination with CES).

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	696	727	518	473	410	410
Expected strategic budgets		21				
Primary budget	3.410	2.549	3.177	2.886	2.836	2.836
Total 1e geldstroom funding	4.106	3.297	3.695	3.359	3.246	3.246
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	555	447	576	576	576	576
Internal services	114	210	190	140	140	140
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	4.774	3.954	4.461	4.075	3.962	3.962
Staff						
Scale salaries	2.013	1.608	2.074	1.928	1.854	1.853
Gratifications declarants and temporary personnel	251	37	27	27	27	27
Social security charges	1.049	880	1.139	1.060	1.018	1.017
Redirected salaries	270	387	278	278	278	278
Indirect personnel costs	43	92	75	75	75	75
Total Staff	3.625	3.004	3.593	3.368	3.252	3.250
Housing costs						
Other housing costs	31		6	6	6	6
Housingcosts M ²	167	95	138	141	144	146
Depreciation buildings (only HVL)						
Total Housing costs	198	95	144	147	150	152
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	135	20	8	8	8	8
Rent equipment and inventory	46					
Maintenance and repair						
Total Equipment and inventory	180	20	8	8	8	8
Material related costs						
Collections	12	12				
Materials	17	4	6	6	6	6
Administrative resources	27	21	2	2	2	2
Commodities						
Total Material related costs	57	37	8	8	8	8
Other costs						
Facility services	33	17	31	31	31	31
ICT-facility	10	20	14	14	14	14
Travel-, accomodation and congress costs	113	39	25	25	25	25
Subcontracted work (extern UT)	202	119	184	20	20	20
Subsidies and memberships	28		12	12	12	12
Consultancy costs	43		3	3	3	3
Governance costs	206	603	439	439	439	439
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	635	798	708	544	544	544
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	4.695	3.954	4.461	4.075	3.962	3.962
- Results from normal operations:		-0	-0	-0	0	0
- Results from exceptional operations:						
Total result	79	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		37		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		37		-		-		-		-		-
Scale 13-18 / Executive Board	8,0	585	7,1	540	7,7	597	6,7	529	6,7	537	6,7	545
Scale 11-12	16,6	990	11,9	735	18,9	1.095	17,6	1.012	17,6	924	17,6	909
Scale 5-10	9,8	357	7,6	333	8,5	378	8,5	384	8,5	389	8,5	395
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	34,4	1.932	26,5	1.608	35,1	2.070	32,8	1.925	32,8	1.851	32,8	1.850
Other staff deployment		67		-		3		3		3		3
Other arrangements		3		-		-		-		-		-
TOTAL of fte/salary	34,4	2.039	26,5	1.608	35,1	2.074	32,8	1.928	32,8	1.854	32,8	1.853
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	1,3											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	518	473	410	410
Total allocated strategic budgets	518	473	410	410
Expected strategic budgets				
Total expected strategic budgets				

Strategy & policy

(amounts in k€)

Description	Management	International	Research	Education	Monitoring	ECIU	Participation	To be decided 2020	Budget 2020
Strategic budget	0	318	0	0	0	200	0	0	518
Expected strategic budget	0	0	0	0	0	0	0	0	0
Primary budget	586	530	688	564	555	0	252	0	3.175
Total allocated budget	586	848	688	564	555	200	252	0	3.693
Other income	0	0	0	0	0	576	0	0	576
Internal services	0	0	8	58	40	0	84	0	190
TOTAL INCOME	586	848	696	622	595	776	336	0	4.459
Scale salaries	285	435	304	359	345	272	83	-7	2.076
Gratifications declarants and temporary personnel	8	4	0	0	0	0	15	0	27
Social commitments	156	239	167	197	189	149	46	-4	1.140
Indirect personnel costs	7	10	5	10	5	2	33	0	72
Redirected salaries	3	75	0	0	0	0	200	0	278
Total personnel costs	459	763	476	566	539	423	377	-11	3.593
Housingcosts M2	130	0	0	0	8	0	0	0	138
Depriciation buildings	0	0	0	0	0	0	0	0	0
Other housing costs	5	0	1	0	0	0	0	0	6
Total housing costs	135	0	1	0	8	0	0	0	144
Depreciation equipment and inventory	0	0	0	0	0	0	0	0	0
Purchase equipment and inventory	2	0	1	2	3	0	0	0	8
Rent equipment and inventory	0	0	0	0	0	0	0	0	0
Maintenance and repair	0	0	0	0	0	0	0	0	0
Total equipment and inventory	2	0	1	2	3	0	0	0	8
Collections	0	0	0	0	0	0	0	0	0
Materials	3	0	1	2	0	0	0	0	6
Administrative resources	0	0	1	1	0	0	0	0	2
Commodities	0	0	0	0	0	0	0	0	0
Total material related costs	3	0	2	3	0	0	0	0	8
Facility services	25	0	0	0	0	0	6	0	31
ICT-facility	5	0	3	2	2	0	1	0	13
Travel-, accomodation and congress costs	11	0	3	5	4	0	2	0	25
Subcontracted work (extern UT)	0	0	169	5	10	0	0	0	184
Subsidies and memberships	2	0	0	0	10	0	0	0	12
Consultancy costs	0	0	3	0	0	0	0	0	3
Governance costs	45	0	8	8	10	357	10	0	438
Costs according to internal services	0	0	0	0	0	0	0	0	0
Allocation to provisions	0	0	0	0	0	0	0	0	0
Allocation from central reserves	0	0	0	0	0	0	0	0	0
Total other costs	88	0	186	20	36	357	19	0	706
									0
TOTAL COSTS	687	763	666	591	586	780	396	-11	4.459
									0
TOTAL RESULTS	-101	85	30	31	9	-4	-60	11	0

Marketing & Communications

Mission of M&C

M&C supports in realizing the strategic vision (Vision 2020 and now Shaping 2030) of the University of Twente by ensuring optimal marketing and communications between the university and its different target groups. Derived from these visions, the marketing and communication strategy of M&C focuses on the strategic goals, as summarized in the shown table below.

Vision of M&C

M&C derived its own sub-mission: "Achieving the most optimal inflow in quality, diversity and quantity by continuously enhancing our brand reputation, visibility and attractiveness towards new talents, such as new students, (scientific) staff and alumni, who ultimately become our main ambassadors.

Top 4 goals:	Main KPI per goal:
<ol style="list-style-type: none"> 1. Optimal Inflow: quality, quantity (esp. MSc, VU-UT) 2. Reputation building 3. Community building and stakeholder management 4. Professionalization M&C 	<ol style="list-style-type: none"> 1. See model with all influx KPI's (BSc and MSc) 2. Increased reputation, visibility of strategic research 3. More ambassadors, engaged community 4. See Talent mgt. & Strategic Personnel Planning
Top 4 resources needed:	Top 4 risks identified:
<ol style="list-style-type: none"> 1. Full support CES/Fac. esp. for concerning Masters 2. Additional 2,5 FTE for Recruitment support (HR) 3. Commitment of Edu.Progr./CES/SBD/DL/Novel-T 4. HR support on Strategic Personnel Planning 	<ol style="list-style-type: none"> 1. Different opinions, no time, urgency and top support 2. Insufficient capacity recruitment /employer branding 3. Lack of support, no true stakeholder management 4. Difficulties in attracting and development talents

In this annual plan 2020 we used a multi-year approach in our goals and objectives, which gives guidance and direction and for a year-to-year execution with specific actions and focus per year.

From 'Vision 2020' to 'Shaping 2030'

The new mission, vision and strategy of the UT, Shaping2030, will of course have impact on our M&C activities. At this moment the impact of the new Shaping 2030 strategy is not quite clear. What is clear is that M&C of course will be supporting the development and implementation of the new strategy and also will focus more on long term stakeholder management and community building.

Shaping 2030

Marketing & Communication will support the development and implementation of the new Shaping 2030 mission, vision and strategy, by focusing on the internal alignment on the one hand and by making success stories and relevant content visible internally and moreover externally. It is important to keep Shaping2030 'alive' in the organization, to make sure that the internal decision making processes and behavior are related to our new mission, vision and strategy. Only then we can brand and profile the UT as an ultimate 'people first university of technology' which empowers society through sustainable solutions. So as M&C we will search for educational and research examples and create the right content to strengthen this new positioning, profile and branding.

Stakeholder Management and Community building

In order to be able to respond adequately to the ever faster changes in the external environment and thus remain in competition, it is important for every modern knowledge institution to be an outward-looking organization.

Good relationships with the business community, with governments at regional, national and international level and relations with universities all over the world and especially in 4TU and ECIU are of great importance.

The coming years, stakeholder management and community building are opportunity-enhancing elements in the M&C strategy. We will have to gain more insights into relevant stakeholders in certain topics matching Shaping2030, to implement a highly targeted, and data driven marketing and communication strategy.

In developing good relationships with all parties and target audiences, M&C can now make better use of the alumni network than ever before. The Alumni & Development Office is fully integrated in the M&C department and thus in our annual plan. Alumni are potentially the most loyal stakeholders and the best ambassadors, so on the basis of an engaged alumni network, the community building that starts as soon as the students places their first footsteps on our campus.

Community building and stakeholder management requires also a UT-wide effort, especially in cooperation with eg. SBD and DesignLab, with control and focus on concrete actions, increasing the service orientation towards students and relations and optimizing the relationship management infrastructure (CRM) to be able to reach out to and interact with this community.

The above summarized developments are intertwined with all M&C activities as described in the Annual Plan. For more elaboration on all other mentioned goals we refer to the entire Annual Plan.

Budget result, claims and outcome

After the annual claim discussions the budgeted result for M&C ended up k€ 0.

Various smaller claims were rejected and have to be resolved within the M&C budget.

Two claims were approved:

First, the claim for compensation of 2.5% salary increase was approved for all units.

Second, M&C claimed 2,5 fte for extra communication support for the Institutes New Style, to increase the support from 1,5 fte to 3 fte, so every institute has their own 1 fte M&C support, due to the increase of INS needs and work load pressure. Besides this M&C also claimed 1 fte extra communication support for upcoming themes and developments, such as Energy and Robotics. Other future developments like ECIU university and Shaping 2030 developments are still to be determined and therefore not taken in to account and budget yet.

This claim for total 2,5 fte was approved by the Executive Board, but instead of the INS this extra workforce should support the faculties need for recruitment of new (scientific and support) staff and masters, related to the new challenges coming out of the Sectorplans and other plans. The faculties are in great need of new ways to attract and retain staff and therefore M&C is asked to help HR with new ways of recruitment, similar to the student recruitment 'way of working'.

The extra workforce should support the development of attractive employer branding, new online and off line staff recruitment and campaigning, improve the 'employee journey', better data driven analysis and monitoring, internal communication and alignment with the program structure, experiment with new recruitment initiatives and make use of broader networks.

The shortage in support of the INS should be financed by the INS self, so that M&C can arrange this support, by hiring for example extra temporary work force.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	237		55	55	55	55
Expected strategic budgets		249	129	129	129	129
Primary budget	6.844	7.629	8.099	8.024	7.912	7.912
Total 1e geldstroom funding	7.081	7.878	8.283	8.208	8.096	8.096
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	61	237	142	142	96	80
Internal services	1.255	1.585	1.597	1.597	1.574	1.566
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	8.398	9.700	10.022	9.947	9.766	9.742
Staff						
Scale salaries	3.050	3.756	4.199	4.161	4.060	4.040
Gratifications declarants and temporary personnel	250	318				
Social security charges	1.585	2.041	2.284	2.263	2.208	2.197
Redirected salaries	-14	18	18	18	18	18
Indirect personnel costs	141	125	102	102	102	102
Total Staff	5.013	6.257	6.603	6.544	6.387	6.357
Housing costs						
Other housing costs	35	6	6	6	6	6
Housingcosts M ²	236	225	199	199	199	199
Depreciation buildings (only HVL)						
Total Housing costs	271	231	205	205	205	205
Equipment and inventory						
Depreciation equipment and inventory			8	8	8	8
Purchase equipment and inventory	89	34	19	19	19	19
Rent equipment and inventory	9	2	2	2	2	2
Maintenance and repair	13					
Total Equipment and inventory	111	36	29	29	29	29
Material related costs						
Collections	13	6	5	5	5	5
Materials	13	76	75	75	75	75
Administrative resources	106	72	72	72	72	72
Commodities						
Total Material related costs	132	154	152	152	152	152
Other costs						
Facility services	16	64	64	64	64	64
ICT-facility	19	150	146	151	156	161
Travel-, accomodation and congress costs	132	135	135	135	135	135
Subcontracted work (extern UT)	1.707	1.005	857	857	857	857
Subsidies and memberships	248	2	2	2	2	2
Consultancy costs	1	10	5	5	5	5
Governance costs	667	1.656	1.825	1.804	1.775	1.775
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	2.790	3.022	3.034	3.018	2.994	2.999
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	8.317	9.700	10.022	9.947	9.766	9.742
- Results from normal operations:		-0	-0	-0	-0	0
- Results from exceptional operations:						
Total result	81	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management	-	-	-	-	-	-	-	-	-	-	-
Professor	-	-	-	-	-	-	-	-	-	-	-	-
UHD	-	-	-	-	-	-	-	-	-	-	-	-
UD	-	-	-	-	-	-	-	-	-	-	-	-
Teacher	-	-	-	-	-	-	-	-	-	-	-	-
Researcher	-	-	-	-	-	-	-	-	-	-	-	-
TWAIO	-	-	-	-	-	-	-	-	-	-	-	-
Promovendus	-	-	-	-	-	-	-	-	-	-	-	-
Not classified into an categorie Scientific Staff	-	-	-	-	-	-	-	-	-	-	-	-
Total Scientific formation	-	-	-	-	-	-	-	-	-	-	-	-
Scale 13-18 / Executive Board	2,0	174	3,0	259	3,0	267	3,0	267	3,0	267	3,0	267
Scale 11-12	14,0	824	16,6	1.016	15,4	970	14,7	931	14,4	920	14,4	923
Scale 5-10	41,7	1.763	49,8	2.143	54,4	2.430	54,4	2.477	54,4	2.509	54,4	2.533
Scale 1-4	1,3	40	0,1	3	-	-	-	-	-	-	-	-
Not classified into an categorie OBP	-	-	-	-	-	-	-	-	-	-	-	-
Totaal support Staff	59,0	2.801	69,6	3.421	72,8	3.668	72,1	3.675	71,8	3.696	71,8	3.722
Other staff deployment	0,3	301		335		531		531		531		531
Other arrangements												
TOTAL of fte/salary	59,3	3.102	69,6	3.756	72,8	4.199	72,1	4.206	71,8	4.227	71,8	4.253
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	3,6											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* 4TU POF				
* 4TU BMPI				
* Sensing programme				
Total expected strategic budgets	129	129	129	129

Marketing & Communications

Description	Marketing	MediaLab	Corporate Communications	Alumni & Development Office	Staff	General	Budget 2020
Strategic budget			55				55
Expected strategic budget	50	24	56				129
Primary budget	3.275	1.146	2.083	710	513	372	8.099
Total allocated budget	3.325	1.170	2.194	710	513	372	8.283
Other income	35		10	97			142
Internal services	1.481		30	86			1.597
TOTAL INCOME	4.841	1.170	2.234	893	513	372	10.022
Scale salaries	1.888	589	960	449	312		4.199
Gratifications declarants and temporary personnel							
Social commitments	1.017	323	527	245	171		2.284
Indirect personnel costs	41	21	24	3	5	8	102
Redirected salaries	18						18
Total personnel costs	2.965	933	1.512	697	488	8	6.603
Housingcosts M2						199	199
Depriciation buildings						6	6
Other housing costs							
Total housing costs						205	205
Depreciation equipment and inventory						8	8
Purchase equipment and inventory				4		15	19
Rent equipment and inventory	2						2
Maintenance and repair							
Total equipment and inventory	2			4		23	29
Collections						5	5
Materials		15	60				75
Administrative resources	57	5				10	72
Commodities							
Total material related costs	57	20	60			15	152
Facility services			30	22		12	64
ICT-facility		115		1		30	146
Travel-, accomodation and congress costs	111	1	1	15		7	135
Subcontracted work (extern UT)	715		102			40	857
Subsidies and memberships						2	2
Consultancy costs						5	5
Governance costs	992	100	529	154	25	25	1.825
Costs according to internal services							
Allocation to provisions							
Allocation from central reserves							
Total other costs	1.818	216	662	192	25	121	3.034
TOTAL COSTS	4.841	1.169	2.234	893	513	372	10.022
Savings target							
TOTAL RESULTS	-0	0	0	-0	-0	0	0

Finance

FIN is an accessible People 1st service department, where the talents of all employees are used and developed to the maximum. We are experienced professionals and we work with our head and heart on the excellent quality and efficiency of our services.

Our vision on our contribution

We work as "one-team" and we strengthen each other in our contribution to realization of UT-wide goals within determined risk frameworks. We actively implement the principles of continuous improvement and effective communication with a view to customer-oriented cooperation and connection with the UT and its partners.

Why do we do what we do

We want to be entrepreneurial, inspiring and innovative, but above all we are known for our transparency and tailor-made services. We want to be proud of each other and we want that you are proud of us.

Top 5 goals:	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Improve Board Reporting 2. Implement Business Control UT wide 3. Business Controls Framework 4. Finance Framework (policy) 5. Implementation new software solution P2P 	<ol style="list-style-type: none"> 1. New Board Report / Dashboards. June, 30th 2. Concern Controlling as joint effort. Sept., 30th 3. UT wide support. Dec., 31st 4. Input Spring Memorandum. March, 31st 5. Implemented and working. Sept., 30th
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. Financial Controller (new function) 2. Manager FBS (permanent employee) 3. Team FGC in close cooperation with team FBS 4. Senior member FGC (expansion team FGC) 5. Manager FS and Financial Controller 	<ol style="list-style-type: none"> 1. Support from the management 2. Support from the management 3. No focus and working pressure 4. No focus and working pressure 5. Not all obligations are caught

Budget

To bring the Finance department to the service- and professional level that is being pursued an investment will be made in specific know-how and expansion of the Finance Staff. Additional funding is claimed and granted:

Department	Description	FTE	Budget
FBS	Expand Control activities / Real Estate controller	1,8	k€ 175
FGC	Business Control framework / Financial framework (policy)	2,2	k€ 250
		4,0	k€ 425

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	113					
Expected strategic budgets		110	55	55	55	55
Primary budget	3.547	3.512	3.928	3.920	3.902	3.902
Total 1e geldstroom funding	3.660	3.622	3.983	3.975	3.957	3.957
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	251	189	207	207	207	207
Internal services			41	41	41	41
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	3.911	3.811	4.231	4.223	4.205	4.205
Staff						
Scale salaries	1.974	2.094	2.432	2.432	2.432	2.432
Gratifications declarants and temporary personnel	284	18				
Social security charges	1.033	1.145	1.335	1.335	1.335	1.335
Redirected salaries	3	3	3	3	3	3
Indirect personnel costs	150	95	95	95	95	95
Total Staff	3.445	3.355	3.865	3.865	3.865	3.865
Housing costs						
Other housing costs	1					
Housingcosts M ²	215	176	167	167	167	167
Depreciation buildings (only HVL)			13	13	13	13
Total Housing costs	217	176	180	180	180	180
Equipment and inventory						
Depreciation equipment and inventory		28	9	9	9	9
Purchase equipment and inventory	6	14	14	14	14	14
Rent equipment and inventory						
Maintenance and repair						
Total Equipment and inventory	6	42	23	23	23	23
Material related costs						
Collections	0					
Materials	1					
Administrative resources	9	15	15	15	15	15
Commodities						
Total Material related costs	9	15	15	15	15	15
Other costs						
Facility services	10	10	10	10	10	10
ICT-facility	19	20	20	20	20	20
Travel-, accomodation and congress costs	11	12	12	12	12	12
Subcontracted work (extern UT)	50					
Subsidies and memberships	2	3	3	3	3	3
Consultancy costs	39	35	21	13		
Governance costs	135	144	83	83	78	78
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	266	223	149	141	123	123
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	3.943	3.811	4.231	4.223	4.205	4.205

- Results from normal operations:			-0	-0	-0	-0
- Results from exceptional operations:						
Total result	-32	0	0	0	0	0

- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Staff employed for the UT											
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	5,3	407	4,8	382	5,7	445	5,7	445	5,7	445	5,7	445
Scale 11-12	4,3	273	7,7	492	13,3	822	13,3	822	13,3	822	13,3	822
Scale 5-10	29,7	1.227	28,1	1.190	25,9	1.134	25,8	1.134	25,8	1.134	25,8	1.134
Scale 1-4	1,0	29	1,0	30	1,0	31	1,0	31	1,0	31	1,0	31
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	40,3	1.935	41,6	2.094	46,0	2.432	45,8	2.432	45,8	2.432	45,8	2.432
Other staff deployment		1		-		-		-		-		-
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	40,3	1.936	41,6	2.094	46,0	2.432	45,8	2.432	45,8	2.432	45,8	2.432
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	4,4											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs	50	50	50	50
* Other HR compensations	5	5	5	5
Total expected strategic budgets	55	55	55	55

Finance

	Management & Department	Financial	Financial Business	Financial Governance &	Total
Strategic budget	0	0	0	0	0
Expected strategic budget	5	25	25	0	55
Primary budget	678	1.461	942	847	3.928
Total 1e geldstroom funding	683	1.486	967	847	3.983
Other income	3	204	0	0	207
Internal services	0	41	0	0	41
Total Income	686	1.731	967	847	4.231
Scale salaries	144	1.117	624	547	2.432
Gratification declarants and temporary personnel	0	0	0	0	0
Social security costs	79	613	343	300	1.335
Redirected salaries	3	0	0	0	3
Indirect personel costs	95	0	0	0	95
Total Staff	321	1.731	967	847	3.865
Housingcosts M2	167	0	0	0	167
Depriciation buildings	13	0	0	0	13
Other housing costs	0	0	0	0	0
Total Housing costs	180	0	0	0	180
Depreciation equipment and inventory	9	0	0	0	9
Purchase equipment and inventory	14	0	0	0	14
Rent equipment and inventory	0	0	0	0	0
Maintenance and repair	0	0	0	0	0
Total Equipment and inventory	23	0	0	0	23
Collections	0	0	0	0	0
Materials	0	0	0	0	0
Administrative resources	15	0	0	0	15
Commodities	0	0	0	0	0
Total Material related costs	15	0	0	0	15
Facility services	10	0	0	0	10
ICT-facility	20	0	0	0	20
Travel-, accomodation and congress costs	12	0	0	0	12
Subcontracted work (extern UT)	0	0	0	0	0
Grants and memberships	3	0	0	0	3
Consultancy costs	21	0	0	0	21
Governance costs	82	0	0	0	82
Costs according to internal services	0	0	0	0	0
Allocation to provisions	0	0	0	0	0
Allocation from central reserves	0	0	0	0	0
Total other costs	148	0	0	0	148
TOTAL COSTS	686	1.731	967	847	4.231
Savings target	0	0	0	0	0
TOTAL RESULTS	0	0	0	0	0

Human Resources

HR priorities in 2020

HR will focus on the following priorities

1. Fulfilling vacancies with the best possible candidates (**sustainable recruitment**)
 - a. Transparency on the numbers
 - b. Active support of the recruitment practices in the faculties
 - c. 2 experiments with new recruiting practices
 - d. Update 3 policies to improve the recruitment practice of UT
2. Attract, develop and retain scientific and support staff talents. Identifying the number of talents as well as the competences of the talents, matching talents to functions and career paths. For scientists: in line with VSNU discussion/actions about renewal recognition and valuation (**sustainable talent management**)
 - a. Practices based on the talent project operational within at least 2 faculties.
 - b. A trainee program for support staff
3. Improve the well-being of employees by structural optimization of work/organizational environment (**sustainable well-being**).
 - a. Facilitate and support local improvements
 - b. Implement the UT ambition (to be defined in Q4 2019)
 - c. Evidence of improvements in (self-) leadership, sustainable HRM including employability & mobility, integrity.
 - d. Next well-being research (2021/2022) shows improvements in all HR aspects as well as other relevant variables.
4. Improve the added value of HR due to new digital solutions (**sustainable digital solutions**).
 - a. Improve HR recruitment practices via a new Applicant Tracking System.
 - b. Implement a new HR system (replace the current oracle system)
 - c. Tender for hazardous materials system (GROS).
 - d. Experimenting with digital innovation (e.g. Chatbot, RPA, Game based Assessment, e-learning)
 - e. Increased feedback of users on the usability of HR processes (easy to find, easy to use, reliable, first time right)
 - f. Improved digital mindset of HR staff
5. HR basics and capabilities up to standard (**sustainable HR basics**)
 - a. HR is compliant by default (WNRA, WAB etc.)
 - b. No overdue audit points
 - c. 'Continued development' on 'powerful advising' and digital mindset (sustainable HR capabilities)
 - d. Improved cooperation between central and local HR (sustainable HR capabilities)
 - e. At least 2 'virtual projects' (with contribution of staff departments and faculties)
 - f. A guiding HR vision for UT, based on Shaping 2030.

Forecast 2020-2023

In 2020 we will translate Shaping2030 to an actualized HR strategy. This will guide priorities of our baseline and project initiatives. Because there are a lot of HR related aspects in the UT strategy we cannot be explicit on the content of financial impact yet. We will try to prioritize within the current budgets.

Student loan fund (WSV-middelen)

Besteding WSV gelden vanuit HR-departement / Programme Teaching Professionalization <i>Policy development regarding strengthening expertise on educational improvement and rewarding teaching achievement (HR)</i>	2019 (until Okt)	2020 (expected)
Support initiatives regarding peer review and teacher community (CES en HR)	0	10
Policy development regarding strengthening expertise on educational improvement and rewarding teaching achievement (HR)	12 (*)	15 (**)

Support initiatives regarding peer review and teacher community (CES and HR)

Okt 2019: 0 K (HR)

- *Peer review*: initiative on peer review is running in Faculty ITC.
- *Teacher Communities*: exploration of this topic is started, in close cooperation with CELT and CEE. Possible targetgroups that are interested in community building have been detected.

2020: 10 K (HR)

- *Peer review*: explore if and how other faculties are interested in the ITC pilot on peer review. HR will support faculties on implementation.
- *Teacher Communities*: Support and facilitate (new) communities of practice around teaching and learning.

Policy development regarding strengthening expertise on educational improvement and rewarding teaching achievement

Okt 2019: 12 K (HR)

- Consulting activities regarding: Survey Teaching Cultures, facilitation of implementation.

2020: 15 K (HR)

- Facilitation of implementation in Faculties. Community wide consultation and iterative improvement of framework. Stimulating engagement of stakeholders.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	414	78				
Expected strategic budgets		74	19	17	17	17
Primary budget	3.818	3.909	4.039	3.871	3.793	3.793
Total 1e geldstroom funding	4.232	4.061	4.058	3.888	3.810	3.810
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	52	24	27			
Internal services	507	643	833	358	358	358
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	4.790	4.728	4.918	4.246	4.168	4.168
Staff						
Scale salaries	2.301	2.306	2.280	2.204	2.149	2.146
Gratifications declarants and temporary personnel	12	12	228	28	28	28
Social security charges	1.194	1.261	1.250	1.207	1.178	1.176
Redirected salaries	-180	67	13	13	13	13
Indirect personnel costs	114	147	259	105	106	106
Total Staff	3.443	3.792	4.030	3.557	3.474	3.469
Housing costs						
Other housing costs	6	5	8	8	8	8
Housingcosts M ²	279	166	172	176	181	186
Depreciation buildings (only HVL)		26				
Total Housing costs	285	197	180	184	189	194
Equipment and inventory						
Depreciation equipment and inventory	26		26	26	26	26
Purchase equipment and inventory	3	3	6	4	4	4
Rent equipment and inventory	28	30	27	27	27	27
Maintenance and repair	2		2	2	2	2
Total Equipment and inventory	58	33	61	59	59	59
Material related costs						
Collections	3	2	7	7	7	7
Materials	9	9	8	8	8	8
Administrative resources	14	10	8	8	8	8
Commodities						
Total Material related costs	26	21	23	23	23	23
Other costs						
Facility services	9	9	10	10	10	10
ICT-facility	11	16	16	16	16	16
Travel-, accomodation and congress costs	22	15	38	38	38	38
Subcontracted work (extern UT)	980	606	508	308	308	308
Subsidies and memberships	34	19	26	26	26	26
Consultancy costs	30	11	8	8	8	8
Governance costs	58	9	17	17	17	17
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	1.144	685	623	423	423	423
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	4.956	4.728	4.917	4.246	4.168	4.168
- Results from normal operations:		0	0	0	0	0
- Results from exceptional operations:						
Total result	-165	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

Staff employed for the UT	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Scientific Management		-		-		-		-		-	
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	2,0	176	1,9	183	1,9	188	1,9	188	1,9	188	1,9	188
Scale 11-12	17,7	1.050	18,0	1.070	15,6	1.002	16,6	922	16,6	867	16,6	885
Scale 5-10	26,6	1.029	25,5	1.053	26,2	1.045	25,2	1.048	25,2	1.048	24,6	1.025
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-	1,2	-	1,2	-	1,2	-	1,2	-
Totaal support Staff	46,3	2.255	45,4	2.306	44,9	2.235	44,9	2.158	44,9	2.102	44,3	2.098
Other staff deployment	0,2	3		-		45		46		47		47
Other arrangements	0,2	27		-		-		-		-		-
TOTAL of fte/salary	46,6	2.286	45,4	2.306	44,9	2.280	44,9	2.204	44,9	2.149	44,3	2.146
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	2,6											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* Compensation illness costs	17	17	17	17
* Other HR compensations	2			
Total expected strategic budgets	19	17	17	17

Human Resources

(amounts in k€)

Description	Management	Policy	Services	Advice	To be decided	Budget 2020
Strategic budget						-
Expected strategic budget	-	2	-	17		19
Primary budget	798	1.299	1.453	489		4.039
Total allocated budget	798	1.301	1.453	506		4.058
Other income	3		24			27
Internal services	47	148	638	-		833
TOTAL INCOME	848	1.449	2.115	506		4.918
Scale salaries	293	887	806	327	33-	2.280
Gratifications declarants and temporary personnel	8	4	200	17		229
Social commitments	161	487	442	179	18-	1.252
Indirect personnel costs	79	84	91	5		259
Redirected salaries	-	13	-	-		13
Total personnel costs	541	1.475	1.539	528	51-	4.033
Housingcosts M2	172	-	-	-		172
Depriciation buildings	-	-	-	-		-
Other housing costs	5	4	-	-		9
Total housing costs	177	4	-	-	-	181
Depreciation equipment and inventory	26	-	-	-		26
Purchase equipment and inventory	2	2	1	1		6
Rent equipment and inventory	27	-	-	-		27
Maintenance and repair	-	2	-	-		2
Total equipment and inventory	55	4	1	1	-	61
Collections	-	5	2	-		7
Materials	1	7	-	-		8
Administrative resources	8	-	-	-		8
Commodities	-	-	-	-		-
Total material related costs	9	12	2	-	-	23
Facility services	10	-	-	-		10
ICT-facility	11	3	1	1		16
Travel-, accomodation and congress costs	12	15	9	2		38
Subcontracted work (extern UT)	56	23	412	13		504
Subsidies and memberships	2	7	17	-		26
Consultancy costs	3	5	-	-		8
Governance costs	7	8	3	-		18
Costs according to internal services	-	-	-	-		-
Allocation to provisions	-	-	-	-		-
Allocation from central reserves	-	-	-	-		-
Total other costs	101	61	442	16	-	620
TOTAL COSTS	883	1.556	1.984	545	-51	4.918
TOTAL RESULTS	-36	-107	131	-39	51	0

General Affairs

General Affairs consists of several departments with different characteristics: Strategic Business Development (SBD), U-Today, Financial Audit (FA) and Innovation Lab, (part of Novel-T). Furthermore, General Affairs provides management support for the Executive Board and for the University as a whole. This also comprises managing the budget for memberships, contributions and consultancy costs at UT-level. The management summary of the annual plans of the departments are included in this document.

Strategic Business Development

Top 5 goals:	Main KPI per goal (including target values):
<ol style="list-style-type: none"> 1. Establish the SBD-BD team including director and managing director 2. Establish a new way of working at the UT around public-private partnerships, including mandate SBD director 3. Develop 2-3 UT-wide partnerships 4. Roll out the Energy Transition programme 5. Communication around new Horizon Europe programme 	<ol style="list-style-type: none"> 1. Director, Managing director and at least 5 additional staff in place (Q4) 2. Common understanding around establishment and operation of UT-programmes (Q3) 3. 2-3 contracts (Q4) 4. Deliverables as in Work Plan 5. General sessions (1-2 in Q1-2) and in-depth sessions (4-5 in Q2-Q4)
Top 5 resources needed:	Top 5 risks identified:
<ol style="list-style-type: none"> 1. Recruitment support 2. Collaboration with UT-management 3. Time investment of UT-management in visibility, representation 4. SBD or external capacity 5. SBD-GO capacity and external speakers 	<ol style="list-style-type: none"> 1. Delays in process, limited market 2. Resistance against change 3. Limited time available in agenda/prioritization 4. Additional investment in research needed (capacity) 5. Time pressure on researchers

U-Today

Top 5 goals:	Main KPI per goal (including target values):
1. The core business of U-Today is to inform and connect the UT community by bringing news, opinion and background, for students and employees to form their own opinions.	1. Bring daily news on www.utoday.nl , create four specials yearly, one 4TU career special and the new Campus UT magazine, which will appear three times a year.
2. Strengthen the 4TU collaboration	2. A new 4TU special
3. Setting up an own U-Today expertise center	3. Offer one pilot in media training, giving two courses and releasing four specials.
4. Attend expertise days and inhouse trainings	4. Attend one expertise day and one inhouse training
5. Deepening the knowledge of staff	5. One individual course per employee and two staff exchanges with other newsrooms
Top 5 resources needed:	Top 5 risks identified:
1 t/m 5: No need for new resources	1. Restriction of independent press
	2. The 4TU can opt out in the case of lack of interest or insufficient funds.
	3. No interest in the training or expertise of U-Today

Financial Audit Department

In the autumn of 2019, a so called 30-days assessment and subsequent activities will be carried out as a starting point of the redesign of the Financial Audit Department. Translation of goals to specific activities (audit objectives) and the derivation of the required resources and KPIs will take place afterwards. The outcome of this process will be documented in the risk multi-annual plan of the Financial Audit Department and will be submitted to the Executive Board and Supervisory Board for approval at the end of 2019. Consequently, only (high level) developments and directions (as far as available at this moment) are described in the annual plan 2020.

Innovation Lab

Since INVL activities and people are for a large part transferred to Novel-T and HTT, INVL works on the long term ambition and via the annual plans of both Novel-T and HTT. Annual plans 2020 are expected to be final in November 2019. For concrete (SMART) goals, activities and kpi's we refer to these annual plans. **As a result, only high level ambition, goals and activities are described in the annual plan. Top 5 goals:**

1. Encourage the entrepreneurial mindset of students, PhD's and employees of this university more and more
2. Offer SME's and non-profit institutes easy access to knowledge and talent (bridging the gap)
3. Enlarge the awareness of students and researchers with respect to entrepreneurship and offer them high-quality support
4. Enlarge the number of student startups and the number of IP deals in 2020 (spin-offs + license deals)
5. Pro-active management of the participations of the UT in spin-offs, venture capital funds

Forecast 2020-2023

For this period General Affairs has submitted a balanced budget (income -/- costs = 0).

For the redesign of the Financial Audit department, General Affairs will come up with a (financial) proposal for the years 2020-2023.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	553	940	500	285		
Expected strategic budgets		213	611	402	604	604
Primary budget	5.035	5.216	6.295	6.962	7.116	7.116
Total 1e geldstroom funding	5.588	6.369	7.406	7.649	7.720	7.720
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	10		335	550		
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)	10		335	550		
Other income	944	1.079	1.197	1.197	1.197	1.197
Internal services	50	327	175	175	175	175
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	6.592	7.775	9.113	9.571	9.092	9.092
Staff						
Scale salaries	2.824	3.011	3.624	3.924	4.168	4.168
Gratifications declarants and temporary personnel	85	33	47	47	47	47
Social security charges	1.398	1.646	1.989	2.153	2.288	2.288
Redirected salaries	-86	-201	-284	-284	-284	-284
Indirect personnel costs	90	205	85	85	85	85
Total Staff	4.311	4.693	5.461	5.925	6.304	6.304
Housing costs						
Other housing costs	74	73	69	69	69	69
Housingcosts M ²	200	175	133	133	133	133
Depreciation buildings (only HVL)						
Total Housing costs	274	247	201	201	201	201
Equipment and inventory						
Depreciation equipment and inventory	2	3	3	3	3	3
Purchase equipment and inventory	81	48	45	45	45	45
Rent equipment and inventory	5	2	2	2	2	2
Maintenance and repair	0	1				
Total Equipment and inventory	89	54	50	50	50	50
Material related costs						
Collections	2	12	4	4	4	4
Materials	11	11	5	5	5	5
Administrative resources	39	56	37	37	37	37
Commodities						
Total Material related costs	53	79	45	45	45	45
Other costs						
Facility services	4	9	6	6	6	6
ICT-facility	26	34	25	25	25	25
Travel-, accomodation and congress costs	108	118	92	92	92	92
Subcontracted work (extern UT)	933	881	1.778	1.772	914	914
Subsidies and memberships	1.140	1.226	1.012	1.012	1.012	1.012
Consultancy costs	30	5	27	27	27	27
Governance costs	558	500	416	416	416	416
Costs according to internal services		-72				
Allocation to provisions						
Allocation from central reserves						
Total Other costs	2.799	2.701	3.356	3.350	2.492	2.492
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	7.526	7.775	9.113	9.571	9.093	9.093

- Results from normal operations:			-0	-0	-0	-0
- Results from exceptional operations:						
Total result	-934	0	0	0	0	0

- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management		-		-		-		-		-		-
Professor		-	0,1	27		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-	0,1	27		-		-		-		-
Scale 13-18 / Executive Board	6,5	562	7,7	669	10,2	897	10,9	936	12,5	1.067	12,5	1.067
Scale 11-12	17,5	1.006	19,4	1.190	26,3	1.638	30,3	1.898	32,1	2.013	32,1	2.013
Scale 5-10	23,6	919	26,5	1.091	24,3	1.059	24,3	1.059	24,3	1.059	24,3	1.059
Scale 1-4	0,9	19		-		-		-		-		-
Not classified into an categorie OBP	0,6	93		-		-		-		-		-
Totaal support Staff	49,1	2.601	53,6	2.951	60,8	3.593	65,4	3.893	68,8	4.138	68,8	4.138
Other staff deployment	0,7	90		33		31		31		31		31
Other arrangements		13		-		-		-		-		-
TOTAL of fte/salary	49,8	2.704	53,7	3.011	60,8	3.624	65,4	3.924	68,8	4.168	68,8	4.168
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT	4,3											

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
* SBD Next Level	403	202	404	404
* INVL compensation senior employee XX	8			
* Claim 2019 SBD: Vacancy Innovation Impulse	100	100	100	100
* Claim 2019 SBD: Business Development	100	100	100	100
Total expected strategic budgets	611	402	604	604

General Affairs

(amounts in k€)

Description	Management	Admin. Support Executive Board	Financial Audit	U-Today	CSL	SBD	INVL	Budget 2020
Strategic budget						500		500
Expected strategic budget						603	8	610
Primary budget	327	487	655	505	779	1.521	2.021	6.295
Total allocated budget	327	487	655	505	779	2.624	2.029	7.405
Third Party Income						335		335
Other income				8		155	1.034	1.197
Internal services			20	74		81		175
TOTAL INCOME	327	487	675	587	779	3.195	3.063	9.113
Scale salaries	150	236	293	285		1.410	1.252	3.624
Gratifications declarants and temporary personnel	2	40	0	5				47
Social commitments	82	129	161	156		774	686	1.988
Indirect personnel costs	20	8	23	4		10	20	85
Redirected salaries		5				-289		-284
Total personnel costs	253	418	477	450	0	1.905	1.958	5.460
Housingcosts M2	14	37	24	34		24		133
Depriciation buildings								0
Other housing costs	6	1					62	69
Total housing costs	20	38	24	34	0	24	62	201
Depreciation equipment and inventory			1	2				3
Purchase equipment and inventory	5	6	2	1		26	5	45
Rent equipment and inventory		2						2
Maintenance and repair			0					0
Total equipment and inventory	5	8	3	3		26	5	50
Collections	1		1	2				4
Materials	1	1	1	1		3	1	5
Administrative resources	1	5	1	24		2	5	37
Commodities								
Total material related costs	2	6	2	27	0	5	5	45
Facility services	2	1		0		1	1	6
ICT-facility	5	2	1	1		5	13	25
Travel-, accomodation and congress costs	5	2	4	5	25	39	13	92
Subcontracted work (extern UT)	26	12	154	53		1.116	419	1.779
Subsidies and memberships	1			9	672	60	270	1.012
Consultancy costs							27	27
Governance costs	8	2	12	6	82	15	291	416
Costs according to internal services								0
Allocation to provisions								
Allocation from central reserves								
Total other costs	47	18	170	73	779	1.235	1.033	3.357
TOTAL COSTS	327	487	675	587	779	3.195	3.063	9.113
Savings target								
TOTAL RESULTS	0	0	0	0	0	0	0	0

Executive Board

The Executive Board is the highest executive council of the University of Twente and is charged with the administration and management of the University. The Executive Board of the University of Twente consists of three members: the president, vice-president (also portfolio holder finance) and the rector. They are appointed by the Supervisory Board. In the administrative unit of the Executive Board, both the costs of the Executive Board members as the costs of the Supervisory Board are included. The funding is from central resources.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets						
Expected strategic budgets						
Primary budget	1.320	1.257	1.272	1.271	1.267	1.267
Total 1e geldstroom funding	1.320	1.257	1.272	1.271	1.267	1.267
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income	0					
Internal services						
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Benefits from participation						
Total income	1.320	1.257	1.272	1.271	1.267	1.267
Staff						
Scale salaries	428	439	453	453	453	453
Gratifications declarants and temporary personnel						
Social security charges	225	240	248	248	248	248
Redirected salaries						
Indirect personnel costs	86	115	108	108	108	108
Total Staff	739	794	809	809	809	809
Housing costs						
Other housing costs	3	5	5	5	5	5
Housingcosts M ²	69	57	57	57	57	57
Depreciation buildings (only HVL)						
Total Housing costs	72	62	62	62	62	62
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	5	10	10	10	10	10
Rent equipment and inventory	0	1	1	1	1	1
Maintenance and repair	0	1	1	1	1	1
Total Equipment and inventory	5	12	12	12	12	12
Material related costs						
Collections	0	2	2	2	2	2
Materials	1	2	2	2	2	2
Administrative resources	3	2	2	2	2	2
Commodities						
Total Material related costs	4	6	6	6	6	6
Other costs						
Facility services	140	140	140	140	140	140
ICT-facility	18	10	10	10	10	10
Travel-, accomodation and congress costs	89	100	103	102	98	98
Subcontracted work (extern UT)	32	20	20	20	20	20
Subsidies and memberships	4	10	10	10	10	10
Consultancy costs	1	33	30	30	30	30
Governance costs	63	70	70	70	70	70
Costs according to internal services						
Allocation to provisions						
Allocation from central reserves						
Total Other costs	347	383	383	382	378	378
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Savings target	0	0	0	0	0	0
Total costs	1.167	1.257	1.272	1.271	1.267	1.267
- Results from normal operations:			0	0	0	0
- Results from exceptional operations:						
Total result	153	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
	Staff employed for the UT											
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher		-		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation		-		-		-		-		-		-
Scale 13-18 / Executive Board	3,0	428	3,0	439	3,0	453	3,0	453	3,0	453	3,0	453
Scale 11-12		-		-		-		-		-		-
Scale 5-10		-		-		-		-		-		-
Scale 1-4		-		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	3,0	428	3,0	439	3,0	453	3,0	453	3,0	453	3,0	453
Other staff deployment		-		-		-		-		-		-
Other arrangements		-		-		-		-		-		-
TOTAL of fte/salary	3,0	428	3,0	439	3,0	453	3,0	453	3,0	453	3,0	453
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
Total expected strategic budgets				

Central UT Unit (CUTE)

CUTE budgets activities that are necessary to realize central UT policy in various fields. CUTE is divided into two sections: Central Equalization (CE), Central HRM (CHRM). Within CUTE various components are budgeted, for example, Housing, CSB, CB/TCB, Leonardo start-up shortages and HTT revenues. CUTE shows a negative result of k€ -1.164 in 2020, after that the results are positive.

Central Equalization (CE)

- *Housing/interest*: we estimate a steady positive result of approximately M€ 4.1 – M€ 6.2 for this budgeting period. This is mainly caused by the interest rates (M€ 3.5). A standard interest rate, which is based on the general practice commercial real estate owners would use, is incorporated into our housing rates. This positive result is caused by the exceptionally low market rates. This positive result is caused by the exceptionally low market rates. Once interest rates increase in the coming years, this positive result would diminish. Furthermore, we incorporated the effect of activating major maintenance. This will positively affect the result on housing for the next ten years.
 - *Leonardo*: The startup shortages (M€ -4.4) from the Leonardo business case are included in this budgeting period. This deficit will periodically be updated (Spring Memorandum, budget and annual report) during the prefinancing period.
 - *Result HTT*: The negative result is mainly caused by the negative result of the activity real estate and is based on the existing situation. The business cases Hogeekamp and U Park (part of the real estate activities) will be discussed by the EB in 2019
 - *Overspending Policy budget EB*: an essential component causing the overspending of this budget is the wage- and price compensation 2020. The Executive Board indicated that it wants to continue to allocate the wage- and price compensation in times of growth. Furthermore, the claims from the service departments have been assessed according to four focal points: housing, recruitment, small-scale education and administrative processes. The total overspending amounts to M€ 2.3 in 2020 and M€ 0.5 in 2021, after that, the allocations remain within the available budget margin.
 - *Overspending CSB*: the Executive Board does not expect that all INS budgets will be completely exhausted in 2020-2022. However, CSB still contains several PM activities, which could lead to additional allocations. This combined effect translates into an underspending of M€ 1.2, M€ 1.3 and M€ 0.6, which has been incorporated as a correction. Therefore, throughout the entire budgeting period, CSB does not show a result. However, in 2023 the available budget margin is M€ 0.8.

Central HRM (CHRM)

The CHRM budget is used to finance strategic personnel projects. It includes the costs of

- Central HR-related activities, facilities, legislations with a total budget of M€ 1,2.
- OPUT-projects with a total budget of M€ 2,4.

HR is responsible for the central HR budget and manages the OPUT budget. The underlying allocation of the OPUT budget is the result of agreements with the representatives of the unions in OPUT.

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	39					
Expected strategic budgets						
Primary budget	856	520	520	520	520	520
Total 1e geldstroom funding	895	520	520	520	520	520
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)						
2/3e geldstroom diverse						
Total 2e/3e geldstroom funding (incl.work in progress)						
Other income						
Other income	129					
Internal services						
Internal services	2.881	2.700	3.069	3.069	3.069	3.069
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income						
Exceptional income						
Total exceptional income						
Benefits from participation						
Participation benefits						
Total income	3.905	3.220	3.589	3.589	3.589	3.589
Staff						
Scale salaries	121	65				
Gratifications declarants and temporary personnel	82	500				
Social security charges	415	35				
Redirected salaries	237	750	568	568	568	568
Indirect personnel costs	432	1				
Total Staff	1.287	1.351	568	568	568	568
Housing costs						
Other housing costs	68					
Housingcosts M ²						
Depreciation buildings (only HVL)						
Total Housing costs	68	0	0	0	0	0
Equipment and inventory						
Depreciation equipment and inventory						
Purchase equipment and inventory	6	3	3	3	3	3
Rent equipment and inventory	2					
Maintenance and repair						
Total Equipment and inventory	8	3	3	3	3	3
Material related costs						
Collections	3					
Materials	1	224	61	61	61	61
Administrative resources	3					
Commodities						
Total Material related costs	7	224	61	61	61	61
Other costs						
Facility services						
ICT-facility	1	1	1	1	1	1
Travel-, accomodation and congress costs	20					
Subcontracted work (extern UT)	853	93	1.296	1.296	1.296	1.296
Subsidies and memberships	508	126	561	561	561	561
Consultancy costs	26	1.421	209	209	209	209
Governance costs	121	1	356	356	356	356
Costs according to internal services	3		184	184	184	184
Allocation to provisions						
Allocation from central reserves	701		395	395	395	395
Total Other costs	2.232	1.642	3.002	3.002	3.002	3.002
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Total Redirections TOM	0	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	0	0	0	0	0	0
Exceptional costs	0	0	0	0	0	0
Total exceptional expenses	0	0	0	0	0	0
Savings target	0	0	-45	-45	-45	-45
Total Savings target	0	0	-45	-45	-45	-45
Total costs	3.602	3.220	3.589	3.589	3.589	3.589
- Results from normal operations:						
- Results from exceptional operations:						
Total result	302	0	0	0	0	0
- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018		Budget 2019		Budget 2020		Budget 2021		Budget 2022		Budget 2023	
Staff employed for the UT												
Scientific Management		-		-		-		-		-		-
Professor		-		-		-		-		-		-
UHD		-		-		-		-		-		-
UD		-		-		-		-		-		-
Teacher	0,2	43		-		-		-		-		-
Researcher		-		-		-		-		-		-
TWAIO		-		-		-		-		-		-
Promovendus		-		-		-		-		-		-
Not classified into an categorie Scientific Staff		-		-		-		-		-		-
Total Scientific formation	0,2	43		-		-		-		-		-
Scale 13-18 / Executive Board	0,3	43	0,5	44		-		-		-		-
Scale 11-12	0,3	26		-		-		-		-		-
Scale 5-10	1,3	44	0,6	21		-		-		-		-
Scalel 1-4	0,1	4		-		-		-		-		-
Not classified into an categorie OBP		-		-		-		-		-		-
Totaal support Staff	2,0	116	1,1	65		-		-		-		-
Other staff deployment		-		-		-		-		-		-
Other arrangements		4		-		-		-		-		-
TOTAL of fte/salary	2,2	164	1,1	65		-		-		-		-
Staff not employed by the UT												
Exceptional Professor												
Unremunerated Professor												
Universitair hoofddocent												
University Lecturer												
Lecturer												
Researcher												
Promovendus												
Promovendus Extern												
TWAIO												
Post-doc												
Guest employee												
Not classified into an categorie Scientific Staff												
Total Scientific formation												
Totaal support Staff												
Other deployment												
PNUT												

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)				
Total allocated strategic budgets				
Expected strategic budgets				
Total expected strategic budgets				

CHRM & OPUT

Description													Total HRM-policy					Total OPUT-projects	Budget 2020
	PNUT	Crisis plan	Recruitment	Management & Mobility	Implementation of social laws	Professional development (incl. van Rijnmiddelen)	copwo (V'SNU-facilitering vakbondswerk)	Sofokles	Aspasia	Arbo	Leges	Vitality		Employability	Flexibility / Sustainability	Other			
Strategic budgets																		0	0
Expected strategic budgets																		0	0
Primary budget					75	46	55	36			115	327			15	178	193	520	
Total allocated budget	0	0	0	0	75	46	55	36	0	0	115	327	0	0	15	178	193	520	
Other income												0					0	0	
Internal services	35	30	223	200							364	852	1.067	1.149	1		2.217	3.069	
TOTAL INCOME	35	30	223	200	75	46	55	36	0	364	115	1.179	1.067	1.149	16	178	2.410	3.589	
Scale salaries				65								65	48				48	113	
Gratifications declarants and temporary personnel												0					0	0	
Social commitments				35								35	26				26	61	
Indirect personnel costs		1										1					0	1	
Redirected salaries				100								100	125			168	293	393	
Total personnel costs	0	1	0	200	0	0	0	0	0	0	0	201	199	0	0	168	367	568	
Other housing costs												0					0	0	
Depriciation buildings												0					0	0	
Housingcosts M2												0					0	0	
Total housing costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Depreciation equipment and inventory												0					0	0	
Purchase equipment and inventory		3										3					0	3	
Rent equipment and inventory												0					0	0	
Maintenance and repair												0					0	0	
Total equipment and inventory	0	3	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	
Collections												0					0	0	
Materials		1	60									61					0	61	
Administrative resources												0					0	0	
Commodities												0					0	0	
Total material related costs	0	1	60	0	0	0	0	0	0	0	0	61	0	0	0	0	0	61	
Facility services												0					0	0	
ICT-facility		1										1					0	1	
Travel-, accomodation and congress costs												0					0	0	
Subcontracted work (extern UT)		23			75						364	462	275	559			834	1.296	
Subsidies and memberships	35							55	36			126	409		16	10	435	561	
Consultancy costs			163			46					0	209					0	209	
Governance costs		1									160	161		195			195	356	
Costs according to internal services												0	184				184	184	
Allocation to provisions												0					0	0	
Allocation from central reserves												0		395			395	395	
Total Other costs	35	25	163	0	75	46	55	36	0	364	160	959	868	1.149	16	10	2.043	3.002	
Total Savings target												-45					0	-45	
TOTAL COSTS	35	30	223	200	75	46	55	36	0	364	115	1.179	1.067	1.149	16	178	2.410	3.589	
TOTAL RESULT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Amount in k€	Annual Report	Budget	Budget			
	2018	2019	2020	2021	2022	2023
1e geldstroom funding						
Strategic budgets	-10.015	-6.400	-5.374	-6.053	-5.045	-4.551
Expected strategic budgets		83	292	612	1.074	1.554
Primary budget	21.084	21.444	18.072	20.370	23.708	24.773
Total 1e geldstroom funding	11.069	15.127	12.990	14.929	19.737	21.776
2e/3e geldstroom funding (incl.work in progress)						
2e geldstroom (national)						
3e geldstroom (EU)						
3e geldstroom (contract research)	200					
2/3e geldstroom diverse	-300					
Total 2e/3e geldstroom funding (incl.work in progress)	-100					
Other income	5.084	3.484	4.010	3.909	3.431	3.366
Internal services	34.085	34.844	37.965	38.635	38.455	39.051
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM						
Totaal redirections TOM						
Redirection Strategic Institute Resources				-622	-606	-621
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium				-622	-606	-621
Redirection OO-Ba component						
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection Faculties own expectation						
Redirection Third parties						
Total redirection income				-1.244	-1.212	-1.242
Exceptional income	166					
Total exceptional income	166					
Benefits from participation	3.845	-740	-722	-622	-606	-621
Participation benefits	3.845	-740	-722	-622	-606	-621
Total income	54.149	52.715	54.243	56.851	61.017	63.572
Staff						
Scale salaries	735					
Gratifications declarants and temporary personnel	24.101	23.006	24.451	24.451	24.451	24.451
Social security charges	-26.592	-22.197	-23.851	-23.851	-23.851	-23.851
Redirected salaries	-1.071					
Indirect personnel costs	4.814	1.500	1.500	1.500	1.500	1.500
Total Staff	1.986	2.309	2.100	2.100	2.100	2.100
Housing costs						
Other housing costs	18.929	18.920	19.136	19.235	18.965	19.084
Housingcosts M ²	1.275					
Depreciation buildings (only HVL)	16.023	16.229	18.147	17.764	16.941	16.899
Total Housing costs	36.227	35.149	37.283	36.999	35.906	35.983
Equipment and inventory						
Depreciation equipment and inventory	91					
Purchase equipment and inventory	57					
Rent equipment and inventory	88					
Maintenance and repair	123					
Total Equipment and inventory	359	0	0	0	0	0
Material related costs						
Collections						
Materials	138					
Administrative resources	3					
Commodities	0					
Total Material related costs	141	0	0	0	0	0
Other costs						
Facility services	272					
ICT-facility	80					
Travel-, accomodation and congress costs	312	50	200	250	250	250
Subcontracted work (extern UT)	579	330				
Subsidies and memberships	1.349	1.913	2.005	2.005	2.005	2.005
Consultancy costs	625	820	1.370	1.370	970	970
Governance costs	179					
Costs according to internal services	80	624	1.087	1.313	1.372	1.407
Allocation to provisions	1.368	-235	-167	-98	-36	
Allocation from central reserves	2.610	8.455	9.288	9.123	13.034	14.600
Total Other costs	7.454	11.957	13.783	13.963	17.595	19.232
Redirections						
Redirection budget teachers deployment TOM						
Redirection budget profiling modules and Acad. Comp. progr. TOM	3.322					
Total Redirections TOM	3.322	0	0	0	0	0
Redirection OZ component						
Redirection Strategic Institute Resources						
Redirection Institute Resources (WD-incentive)						
Redirection Promotion premium						
Redirection OO-Ba component	249					
Redirection OO-Ma component						
Redirection Stimulations resources						
Redirection 1e gs Strat. Development						
Redirection 1e gs still to divide OZ-budget						
Redirection Third parties						
Total Redirections	249	0	0	0	0	0
Exceptional costs	553	1.346	1.347	1.342	1.315	1.287
Total exceptional expenses	553	1.346	1.347	1.342	1.315	1.287
Savings target	0	0	0	0	0	0
Total Savings target	0	0	0	0	0	0
Total costs	50.293	50.761	54.513	54.404	56.916	58.602

- Results from normal operations:		1.214	-270	2.447	4.101	4.970
- Results from exceptional operations:						
Total result (excl. Result associates)	3.856	1.214	-270	2.447	4.101	4.970

- Result associates						
Total result	3.856	1.214	-270	2.447	4.101	4.970

- Contribution margin based on closed contracts:						
- Contribution margin additional estimate						
Total contribution margin	0	0	0	0	0	0

Specification of the salaries

	Annual report 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Staff employed for the UT						
Scientific Management						
Professor	0,1	-	-	-	-	-
UHD		-	-	-	-	-
UD		-	-	-	-	-
Teacher		-	-	-	-	-
Researcher		-	-	-	-	-
TWAIO		-	-	-	-	-
Promovendus		-	-	-	-	-
Not classified into an categorie Scientific Staff		-	-	-	-	-
Total Scientific formation	0,1	-	-	-	-	-
Scale 13-18 / Executive Board		-	-	-	-	-
Scale 11-12		-	-	-	-	-
Scale 5-10	1,6	60	-	-	-	-
Scale 1-4	4,5	133	-	-	-	-
Not classified into an categorie OBP		-	-	-	-	-
Totaal support Staff	6,1	194	-	-	-	-
Other staff deployment						
Other arrangements	1,0	1	-	-	-	-
TOTAL of fte/salary	7,2	194	-	-	-	-
Staff not employed by the UT						
Exceptional Professor						
Unremunerated Professor						
Universitair hoofddocent						
University Lecturer						
Lecturer						
Researcher						
Promovendus						
Promovendus Extern						
TWAIO						
Post-doc						
Guest employee						
Not classified into an categorie Scientific Staff						
Total Scientific formation						
Totaal support Staff						
Other deployment						
PNUT						

Specification of the (expected) strategic budgets

Strategic budgets	Budget			
	2020	2021	2022	2023
- Central Strategic Budget (CSB)	4.385	3.721	4.738	4.479
Total allocated strategic budgets	4.385	3.721	4.738	4.479
Expected strategic budgets				
* Startup costs Leonardo	292	612	1.074	1.554
Total expected strategic budgets	292	612	1.074	1.554

Centrale Egalisaties 2020

(amounts in k€)

Description	Reserve personnel costs	REH			Stadsweide	CSB	FOBOS	Interest	CB/TCB	Miscellaneous	Startup shortages Leonardo	Revenues HTT	Total Budget 2020
		Exploitation	Vacancy	Campus									
Strategic budgets	0	0	0	0	0	-5.374	0	0	0	0			-5.374
Expected strategic budgets	0	0	0	0	0	0	0	0	0	0	292		292
Primary budget	200	4.400	351	564	0	9.759	848	0	-1.237	3.187			18.072
Total allocated budget	200	4.400	351	564	0	4.385	848	0	-1.237	3.187	292	0	12.990
Work for third parties / WvD	0	0	0	0	0	0	0	0	0	0			0
Other income	700	1.946	0	0	244	0	0	50	0	1.070			4.010
Internal services	3.500	34.335	130	0	0	0	0	0	0	0			37.965
Revenues associates	0	0	0	0	0	0	0	0	0	0		-722	-722
TOTAL INCOME	4.400	40.681	481	564	244	4.385	848	50	-1.237	4.257	292	-722	54.243
Scale salaries													0
Gratifications declarants and temporary person	24.451												24.451
Social commitments	-23.851												-23.851
Redirected salaries													0
Indirect personnel costs	1.500												1.500
Total personnel costs	2.100	0	0	0	0	0	0	0	0	0	0	0	2.100
Other housing costs		16.661	1.500	564	411								19.136
Housingcosts M ²													0
Depreciation buildings		18.147											18.147
Total housing costs	0	34.808	1.500	564	411	0	0	0	0	0	0	0	37.283
Depreciation equipment and inventory													0
Purchase equipment and inventory													0
Rent equipment and inventory													0
Maintenance and repair													0
Total equipment and inventory	0	0	0	0	0	0	0	0	0	0	0	0	0
Collections													0
Materials													0
Administrative resources													0
Commodities													0
Total material related costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility services													0
ICT-facility													0
Travel-, accomodation and congress costs											200		200
Subcontracted work (extern UT)													0
Subsidies and memberships						1.157	848						2.005
Consultancy costs										1.370			1.370
Governance costs													0
Costs according to internal services											1.087		1.087
Endowments Facilities					-167								-167
Grants from central reserves	2.300	4.193				3.228		-4.000	1.112	2.100	355		9.288
Redirection budget teacher deployment TOM													0
Redistribution O&O-Ba component													0
Total other costs	2.300	4.193	0	0	-167	4.385	848	-4.000	1.112	3.470	1.642	0	13.783
Particular costs (external interest costs)								560					560
Exceptional costs										787			787
Cutbacks													0
TOTAL COSTS	4.400	39.001	1.500	564	244	4.385	848	-3.440	1.112	4.257	1.642	0	54.513
-													0
-													0
- Result of normal operations	0	1.680	-1.019	0	0	0	0	3.490	-2.349	0	-1.350	-722	-270
TOTAL RESULTS	0	1.680	-1.019	0	0	0	0	3.490	-2.349	0	-1.350	-722	-270

4. Annexes

(Amount in k€)

B2020	Primary budget	Strategic budgets	Total allocated budgets	Expected strategic budgets	Total 1e geldstroom budget	Totaal Third parties	Other Income	Redirections TOM	Redirections OZ	Total redirection income	Exceptional income	Total income
	1	2	3=1+2	4	5=3+4	6	7	7	8	9	10	11=1 till 10
ET	29.379	888	30.267	881	31.148	16.740	644	760	70	1.300	-	50.662
EWI	35.973	773	36.746	390	37.136	15.350	653	2.415	217	165	-	55.936
EWI-Nanolab	1.567	-	1.567	-	1.567	1.931	-	-	-	1.726	-	5.224
EWI-DL	581	63	644	878	1.522	627	-	-	-	5	-	2.154
TNW	50.178	1.350	51.528	1.895	53.423	33.330	1.473	23	2	1.128	-	89.379
BMS	34.833	344	35.177	1.500	36.677	13.952	550	1.172	107	612	-	53.070
ITC	20.500	883	21.383	777	22.160	5.086	1.363	80	6	446	-	29.141
ITC-UCT	2.293	-	2.293	17	2.310	-	-	-	-	-	-	2.310
ITC-PREU	1.236	-	1.236	-	1.236	300	250	-	-	102	-	1.888
Total Faculties	176.540	4.301	180.841	6.338	187.179	87.316	4.933	4.450	402	5.485	-	289.765
LISA	18.430	-	18.430	465	18.895	-	606	-	-	5.414	-	24.915
CES	9.177	-	9.177	382	9.559	-	250	-	-	1.938	-	11.747
SU	1.401	-	1.401	-	1.401	-	1.654	-	-	125	-	3.180
CFM	18.890	-	18.890	132	19.022	-	1.929	-	-	2.037	-	22.988
SP	3.177	518	3.695	-	3.695	-	576	-	-	190	-	4.461
M&C	8.099	55	8.154	129	8.283	-	142	-	-	1.597	-	10.022
FIN	3.928	-	3.928	55	3.983	-	207	-	-	41	-	4.231
HR	4.039	-	4.039	19	4.058	-	27	-	-	833	-	4.918
AZ	6.295	500	6.795	611	7.406	335	1.197	-	-	175	-	9.113
CvB	1.272	-	1.272	-	1.272	-	-	-	-	-	-	1.272
Total Service centers	74.708	1.073	75.781	1.793	77.574	335	6.587	-	-	12.350	-	96.846
CHRM	520	-	520	-	520	-	-	-	-	3.069	-	3.589
CE	18.072	-5.374	12.698	292	12.990	-	4.010	-	-	38.472	-	54.750
CUTe	18.592	-5.374	13.218	292	13.510	-	4.010	-	-	41.541	-	58.339
Total UT	269.840	-	269.840	8.423	278.263	87.651	15.530	4.450	402	59.376	-	444.949

(amounts in k€)																			(M€)	
Unit	Strategic budget			Primary budget												Total budget 1st 'geldstroom' 2020	Total budget 1st 'geldstroom' 2019	Δ '20-'19		
	Toekenningen:		Total Strategic budgets	UT-allocation model; education					UT-allocation model; research					CB/TCB	Total Primary budget					
	Centr. Strat. budget (CSB)	Ear-marked funding		Fixed Educ. budgets	Var.OW-budget TOM (Ba)	EC (Ma)	CSB OW	Total Alloc. model OW	Fixed OZ budgets	O&O- component	PhD / PDeng bonus	Primary OZ budget	CSB Pr.OZ + OZ-Model						Total Alloc. model OZ	Total Central Budget
1	2	3= 1-2	4	5	6	7	8= 4-7	9	10	11	12	13	14= 9-13	15	16= 14 + 15	17= 3 + 16				
ET	888	-	888	1.026	7.851	7.853	-	16.730	2.619	1.935	3.530	4.565	-	12.649	-	29.379	30.267	24.108	6.159	
EWI	773	-	773	2.339	8.701	6.250	-	17.290	3.021	1.683	4.496	9.483	-	18.683	-	35.973	36.746	29.690	7.056	
EWI-Nanolab	-	-	-	-	-	-	-	-	1.567	-	-	-	-	1.567	-	1.567	1.567	1.529	38	
EWI-DL	63	-	63	-	-	-	-	-	581	-	-	-	-	581	-	581	644	563	81	
TNW	1.350	-	1.350	5.118	12.055	4.602	-	21.775	4.821	1.566	6.267	15.749	-	28.403	-	50.178	51.528	45.931	5.597	
BMS	344	-	344	1.114	11.626	10.760	-	23.500	244	2.121	4.267	4.701	-	11.333	-	34.833	35.177	31.789	3.388	
ITC	883	-	883	12.963	70	62	-	13.095	5.791	4	1.610	-	-	7.405	-	20.500	21.383	20.254	1.129	
ITC-UCT	-	-	-	2.233	-	-	-	2.233	60	-	-	-	-	60	-	2.293	2.293	2.079	214	
ITC-PreU	-	-	-	1.236	-	-	-	1.236	-	-	-	-	-	-	-	1.236	1.236	1.251	-15	
Total faculties	4.301	-	4.301	26.029	40.303	29.527	-	95.859	18.704	7.309	20.170	34.498	-	80.681	-	176.540	180.841	157.194	23.647	23,6
LISA	-	-	-	-	-	-	-	-	-	-	-	-	-	18.430	18.430	18.430	18.430	17.511	919	
CES	-	-	-	-	-	-	-	-	-	-	-	-	-	9.177	9.177	9.177	9.177	8.160	1.017	
SU	-	-	-	-	-	-	-	-	-	-	-	-	-	1.401	1.401	1.401	1.401	1.393	8	
CFM	-	-	-	7.836	-	-	-	7.836	-	-	-	-	-	11.054	18.890	18.890	18.890	17.590	1.300	
SP	518	-	518	-	-	-	-	-	-	-	-	-	-	3.177	3.177	3.177	3.695	3.276	419	
MC	-	-	-	-	-	-	-	-	-	-	-	-	-	8.099	8.099	8.099	8.099	7.629	471	
FIN	-	-	-	-	-	-	-	-	-	-	-	-	-	3.928	3.928	3.928	3.928	3.512	416	
HR	-	-	-	-	-	-	-	-	-	-	-	-	-	4.039	4.039	4.039	4.039	3.987	52	
GA	555	-	555	-	-	-	-	-	1.215	-	-	-	-	1.215	5.080	6.295	6.850	6.156	694	
EB	-	-	-	-	-	-	-	-	-	-	-	-	-	1.272	1.272	1.272	1.272	1.257	15	
Total Servicedep.	1.073	-	1.073	7.836	-	-	-	7.836	1.215	-	-	-	-	1.215	65.657	74.708	75.781	70.470	5.311	5,3
CHRM	-	-	-	-	-	-	-	-	-	-	-	-	-	520	520	520	520	520		
CE	4.385	-	4.385	5.414	165	-	4.320	9.899	2.430	10	-	-	5.207	7.647	527	18.073	22.458	25.143		
Centr. Projects	4.385	-	4.385	5.414	165	-	4.320	9.899	2.430	10	-	-	5.207	7.647	1.047	18.593	22.978	25.663	-2.686	-2,7
Total UT allocated	9.759	-	9.759	39.279	40.468	29.527	4.320	113.594	22.349	7.319	20.170	34.498	5.207	89.543	66.703	269.840	279.599	253.327	26.272	26,3
Reallocated budgets *			0	-57	-165	-4.320		-4.542		-10			-5.207	-5.217	0	-9.759	-9.759	-9.334	-425	-0,4
Budgetmargin	0		0													0	0	-765	765	0,8
Total UT available 1st geldstroom budget	9.759	0	9.759					109.052						84.326	66.703	260.081	269.840	243.228	26.612	26,6

* 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.

(amounts in k€)

	2019					2020					2021					2022					2023					Δ '23-'20	
	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>																											
ET	1.161	22.947	-	22.947	24.108	888	29.379	-	29.379	30.267	1.150	31.642	-	31.642	32.792	900	34.530	-	34.530	35.430	725	35.478	-	35.478	36.203	5.936	
EWI	546	29.144	-	29.144	29.690	773	35.973	-	35.973	36.746	1.283	37.368	-	37.368	38.651	1.173	40.149	-	40.149	41.322	1.053	41.144	-	41.144	42.197	5.451	
EWI-Nanolab	-	1.529	-	1.529	1.529	-	1.567	-	1.567	1.567	-	1.567	-	1.567	1.567	-	1.567	-	1.567	1.567	-	1.567	-	1.567	1.567	-	
EWI-DL	563	-	-	-	563	63	581	-	581	644	-	581	-	581	581	-	581	-	581	581	-	581	-	581	581	-	
TNW	1.245	44.686	-	44.686	45.931	1.350	50.178	-	50.178	51.528	1.256	51.386	-	51.386	52.642	956	54.233	-	54.233	55.189	756	55.834	-	55.834	56.590	5.062	
BMS	200	31.589	-	31.589	31.789	344	34.833	-	34.833	35.177	481	35.910	-	35.910	36.391	481	38.150	-	38.150	38.631	482	39.695	-	39.695	40.177	5.000	
ITC	820	19.434	-	19.434	20.254	883	20.500	-	20.500	21.383	1.070	21.010	-	21.010	22.080	1.070	21.544	-	21.544	22.614	1.070	21.532	-	21.532	22.602	1.219	
ITC-UCT	-	2.079	-	2.079	2.079	-	2.293	-	2.293	2.293	-	2.629	-	2.629	2.629	-	2.875	-	2.875	2.875	-	3.158	-	3.158	3.158	-	
ITC-PreU	43	1.208	-	1.208	1.251	-	1.236	-	1.236	1.236	-	1.257	-	1.257	1.257	-	1.306	-	1.306	1.306	-	1.264	-	1.264	1.264	28	
Total faculties	4.578	152.616	-	152.616	157.194	4.301	176.540	-	176.540	180.841	5.240	183.350	-	183.350	188.590	4.580	194.935	-	194.935	199.515	4.086	200.253	-	200.253	204.339	22.696	
<i>Servicedepartments:</i>																											
LISA	60	-	17.451	17.451	17.511	-	-	18.430	18.430	18.430	-	-	18.391	18.391	18.391	-	-	18.308	18.308	18.308	-	-	18.449	18.449	18.449	19	
CES	17	-	8.143	8.143	8.160	-	-	9.177	9.177	9.177	-	-	9.073	9.073	9.073	-	-	8.725	8.725	8.725	-	-	8.725	8.725	8.725	452-	
SU	-	-	1.393	1.393	1.393	-	-	1.401	1.401	1.401	-	-	1.401	1.401	1.401	-	-	1.401	1.401	1.401	-	-	1.401	1.401	1.401	-	
CFM	-	6.950	10.640	17.590	17.590	-	7.836	11.054	18.890	18.890	-	7.885	11.033	18.918	18.918	-	7.968	10.992	18.960	18.960	-	8.058	10.906	18.964	18.964	74	
SP	727	-	2.549	2.549	3.276	518	-	3.177	3.177	3.695	473	-	2.886	2.886	3.359	410	-	2.836	2.836	3.246	410	-	2.836	2.836	3.246	449-	
MC	-	-	7.629	7.629	7.629	-	-	8.099	8.099	8.099	-	-	8.024	8.024	8.024	-	-	7.912	7.912	7.912	-	-	7.912	7.912	7.912	187-	
FIN	-	-	3.512	3.512	3.512	-	-	3.928	3.928	3.928	-	-	3.920	3.920	3.920	-	-	3.902	3.902	3.902	-	-	3.902	3.902	3.902	26-	
HR	78	-	3.909	3.909	3.987	-	-	4.039	4.039	4.039	-	-	3.871	3.871	3.871	-	-	3.793	3.793	3.793	-	-	3.793	3.793	3.793	246-	
GA	940	-	5.216	5.216	6.156	555	1.215	5.080	6.295	6.850	340	2.022	4.940	6.962	7.302	55	2.198	4.918	7.116	7.171	55	2.198	4.918	7.116	7.171	321	
EB	-	-	1.257	1.257	1.257	-	-	1.272	1.272	1.272	-	-	1.271	1.271	1.271	-	-	1.267	1.267	1.267	-	-	1.267	1.267	1.267	5-	
Total servicedepartments	1.822	6.950	61.698	68.648	70.470	1.073	9.051	65.657	74.708	75.781	813	9.907	64.810	74.717	75.530	465	10.166	64.054	74.220	74.685	465	10.256	64.109	74.365	74.830	951-	
CHRM	-	-	520	520	520	-	-	520	520	520	-	-	520	520	520	-	-	520	520	520	-	-	520	520	520	-	
CE	3.699	20.064	1.380	21.444	25.143	4.385	17.546	527	18.073	22.458	3.721	17.561	2.809	20.370	24.091	4.738	17.570	6.138	23.708	28.446	4.479	17.576	7.197	24.773	29.252	-	
Centr. UT-unit	3.699	20.064	1.900	21.964	25.663	4.385	17.546	1.047	18.593	22.978	3.721	17.561	3.329	20.890	24.611	4.738	17.570	6.658	24.228	28.966	4.479	17.576	7.717	25.293	29.772	6.795	
Total UT allocated	10.099	179.630	63.598	243.228	253.327	9.759	203.137	66.703	269.840	279.599	9.774	210.818	68.138	278.956	288.730	9.783	222.671	70.712	293.383	303.166	9.030	228.085	71.826	299.911	308.941	28.540	
Herverd. middelen *		-9.334		-9.334	-9.334		-9.759		-9.759	-9.759		-9.774		-9.774	-9.774		-9.783		-9.783	-9.783		-9.789		-9.789	-9.789	30-	
Free space Zwaartep.m.	0				0	0				0	0				0	0				0	0				0	-	
Free space CSB	-765			0	-765	0			0	0	0			0	0	0			0	0	759			0	759	759	
Total UT available 1st geldstroom budget	9.334	170.296	63.598	233.894	243.228	9.759	193.378	66.703	260.081	269.840	9.774	201.044	68.138	269.182	278.956	9.783	212.888	70.712	283.600	293.383	9.789	218.296	71.826	290.122	299.911	29.269	

'le geldstroom' budgets, 2020-2023, per department

annex 2-b

Faculties; '1e geldstroom' budgets

annex 2-c

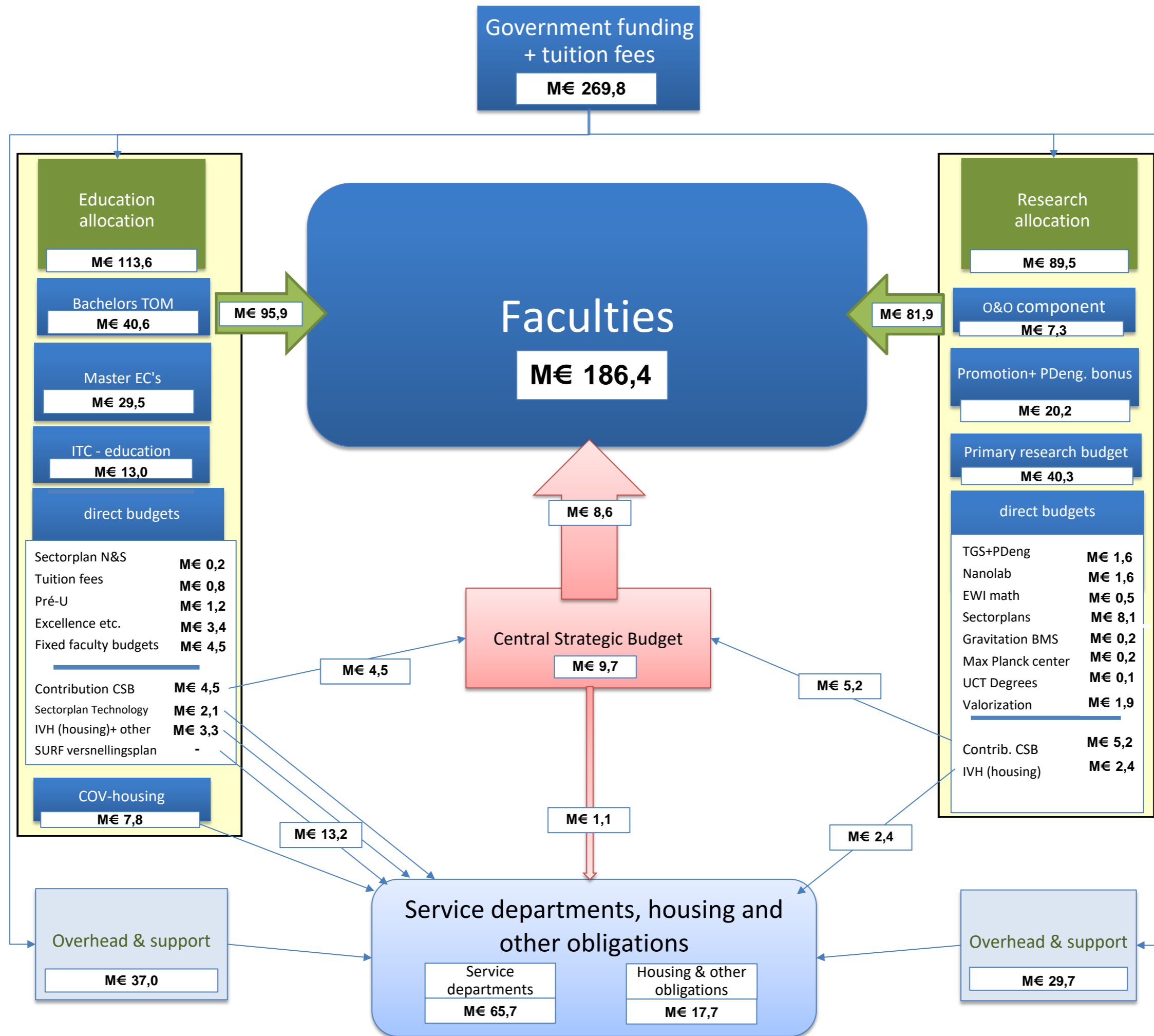
Presentatie 2015 Ja											
Concept budget 2019-2022		B2019	B2020	B2021	B2022	B2023	'20-'19	'23-'20	Js2020	Js2021	Js2022
Faculty											
01 ET											
<i>Allocationmodel</i>											
OW	45 Ba ME@VU 1e gs funding, excl. CB -20%		280	566	960	1.344	280	1.064	280	566	960
	50 Fixed budget Van Rijn		746	831	1.812	1.812	746	1.066	746	831	1.812
	56 TOM-Variable OW-budget	5.992	7.331	8.031	8.291	8.203	1.339	872	1.289	1.768	1.928
	57 TOM-Profiling modules	454	520	568	605	629	66	109	55	85	111
	59 Ma-budget EC	6.819	7.853	8.252	8.514	8.741	1.034	888	913	1.040	1.099
OW Total		13.265	16.730	18.248	20.182	20.729	3.465	3.999	3.283	4.290	5.910
OZ	41 Sectorplan ET		2.416	2.416	2.416	2.416	2.416	0	2.416	2.416	2.416
	67 O&O-Ba component	503	454	512	537	547	-49	93	-47	17	48
	68 O&O-Ma component	1.371	1.481	1.375	1.495	1.523	110	42	100	-11	104
	69 PhD-bonus	2.812	2.623	3.147	3.822	4.301	-189	1.678	16	310	551
	70 PDeng-bonus	608	907	1.036	1.188	1.075	299	168	44	137	11
	71 PDeng-coordination	100	103	103	103	103	3	0	3	3	3
	82 TPRC		100	100	100	100	100	0	100	100	100
	86 Primary Researchbudget	4.288	4.565	4.705	4.687	4.684	277	119	33	-78	-100
OZ Total		9.682	12.649	13.394	14.348	14.749	2.967	2.100	2.665	2.894	3.133
Allocationmodel Total		22.947	29.379	31.642	34.530	35.478	6.432	6.099	5.948	7.184	9.043
<i>Strategic</i>											
Div		1.161	888	1.150	900	725	-273	-163	114	625	625
Strategic Total		1.161	888	1.150	900	725	-273	-163	114	625	625
01 ET Total		24.108	30.267	32.792	35.430	36.203	6.159	5.936	6.062	7.809	9.668
02 EWI											
<i>Allocationmodel</i>											
OW	26 Honours Programme	200	200	200	200	200	0	0	0	0	0
	27 Mathematics intensive	300	308	308	308	308	8	0	8	8	8
	28 Coordination Continuous learning Mathemati	100	103	103	103	103	3	0	3	3	3
	32 Excellence Programmes	529	529	529	529	529	0	0	0	0	0
	47 Fixed budget EWI	500	500	500	500	500	0	0	0	0	0
	50 Fixed budget Van Rijn		699	779	1.697	1.697	699	998	699	779	1.697
	56 TOM-Variable OW-budget	6.217	8.201	9.164	10.059	10.330	1.984	2.129	1.881	2.551	3.156
	57 TOM-Profiling modules	446	500	547	582	605	54	105	43	73	97
	59 Ma-budget EC	5.013	6.250	6.925	7.770	8.426	1.237	2.176	1.148	1.624	2.319
OW Total		13.305	17.290	19.055	21.748	22.698	3.985	5.408	3.782	5.038	7.280
OZ	42 Sectorplan EWI		2.510	2.510	2.510	2.510	2.510	0	2.510	2.510	2.510
	64 Supplement Research funds Mathematics	450	461	461	461	461	11	0	11	11	11
	67 O&O-Ba component	520	504	578	643	677	-16	173	-17	58	115
	68 O&O-Ma component	1.008	1.179	1.094	1.190	1.212	171	33	164	76	168
	69 PhD-bonus	4.386	4.451	4.321	4.228	4.113	65	-338	494	397	345
	70 PDeng-bonus	23	45	68	179	291	22	246	5	-12	81
	73 OC&W-budget Max Planck center	50	50	50	0	0	0	-50	0	0	0
	86 Primary Researchbudget	9.402	9.483	9.231	9.190	9.182	81	-301	95	-160	-209
OZ Total		15.839	18.683	18.313	18.401	18.446	2.844	-237	3.262	2.880	3.021
Allocationmodel Total		29.144	35.973	37.368	40.149	41.144	6.829	5.171	7.044	7.918	10.301
<i>Strategic</i>											
Div		546	773	1.283	1.173	1.053	227	280	248	813	753
Strategic Total		546	773	1.283	1.173	1.053	227	280	248	813	753
02 EWI Total		29.690	36.746	38.651	41.322	42.197	7.056	5.451	7.292	8.731	11.054
04 EWI-Nanolab											
<i>Allocationmodel</i>											
OZ	63 Fixed budget technical infrastructure Nanola	1.529	1.567	1.567	1.567	1.567	38	0	38	38	38
OZ Total		1.529	1.567	1.567	1.567	1.567	38	0	38	38	38
Allocationmodel Total		1.529	1.567	1.567	1.567	1.567	38	0	38	38	38
<i>Strategic</i>											
Div		0	0	0	0	0	0	0	0	0	0
Strategic Total		0	0	0	0	0	0	0	0	0	0
04 EWI-Nanolab Total		1.529	1.567	1.567	1.567	1.567	38	0	38	38	38
05 EWI-DL											
<i>Allocationmodel</i>											
OZ	83 Designlab (indexed)		581	581	581	581	581	0	581	581	581
OZ Total			581	581	581	581	581	0	581	581	581
Allocationmodel Total			581	581	581	581	581	0	581	581	581
<i>Strategic</i>											
Div		563	63	0	0	0	-500	-63	-450	-513	-513
Strategic Total		563	63	0	0	0	-500	-63	-450	-513	-513
05 EWI-DL Total		563	644	581	581	581	81	-63	131	68	68
06 TNW											
<i>Allocationmodel</i>											
OW	16 Sectorplan Natuur- en scheikunde	191	191	191	191	191	0	0	0	0	0
	17 Watertechnology	64	64	64	64	64	0	0	0	0	0
	46 Fixed budget clinical internships TNW TG,	2.500	2.800	3.200	3.200	3.400	300	600	0	200	100
	49 Fixed budget TNW	1.000	1.000	1.000	1.000	1.000	0	0	0	0	0
	50 Fixed budget Van Rijn		1.063	1.185	2.583	2.583	1.063	1.520	1.063	1.185	2.583
	56 TOM-Variable OW-budget	10.680	11.625	12.958	13.943	15.063	945	3.438	983	1.816	2.302
	57 TOM-Profiling modules	359	430	470	502	528	71	98	72	98	116
	59 Ma-budget EC	3.968	4.602	4.862	5.171	5.432	634	830	564	666	857
OW Total		18.762	21.775	23.930	26.654	28.261	3.013	6.486	2.682	3.965	5.958
OZ	16 Sectorplan Natuur- en scheikunde	1.121	1.121	1.121	1.121	1.121	0	0	0	0	0
	17 Watertechnology	60	61	61	61	61	1	0	1	1	1
	43 Sectorplan TNW		2.021	2.021	2.021	2.021	2.021	0	2.021	2.021	2.021
	67 O&O-Ba component	861	698	798	870	966	-163	268	-150	-47	12
	68 O&O-Ma component	798	868	806	876	892	70	24	65	0	67
	69 PhD-bonus	6.140	6.176	5.554	5.702	5.618	36	-558	352	269	289
	70 PDeng-bonus	45	91	135	134	112	46	21	-9	-25	-42
	73 OC&W-budget Max Planck center	100	100	100	0	0	0	-100	0	0	0
	74 TGS	646	973	973	973	973	327	0	327	327	327

Presentatie 2015 Ja											
Concept budget 2019-2022		B2019	B2020	B2021	B2022	B2023	'20-'19	'23-'20	Js2020	Js2021	Js2022
OZ	75 TGS PhD/PDeng 10 EC OW-budget	545	545	545	545	545	0	0	0	0	0
	86 Primary Researchbudget	15.608	15.749	15.342	15.276	15.264	141	-485	161	-249	-327
OZ Total		25.924	28.403	27.456	27.579	27.573	2.479	-830	2.768	2.297	2.348
Allocationmodel Total		44.686	50.178	51.386	54.233	55.834	5.492	5.656	5.450	6.262	8.306
<i>Strategic</i>											
Div		1.245	1.350	1.256	956	756	105	-594	152	606	606
Strategic Total		1.245	1.350	1.256	956	756	105	-594	152	606	606
06 TNW Total		45.931	51.528	52.642	55.189	56.590	5.597	5.062	5.602	6.868	8.912
07 BMS											
<i>Allocationmodel</i>											
OW	19 Institutional tuition fees MEEM	302	0	0	0	0	-302	0	-310	-310	-310
	20 Studium Generale	260	267	267	267	267	7	0	7	7	7
	21 Teacher training courses	388	398	398	398	398	10	0	10	10	10
	30 Coordination Continuous learning Acad.com	50	51	51	51	51	1	0	1	1	1
	32 Excellence Programmes	154	154	154	154	154	0	0	0	0	0
	33 Dean educational innovation	0	0	0	0	0	0	0	0	0	0
	50 Fixed budget Van Rijn		244	272	593	593	244	349	244	272	593
	56 TOM-Variable OW-budget	7.892	8.974	9.503	10.066	10.539	1.082	1.565	660	829	1.215
	57 TOM-Profiling modules	1.317	1.650	1.805	1.922	1.995	333	345	302	404	489
	58 TOM-Academic competences	832	1.002	1.098	1.173	1.219	170	217	150	214	269
	59 Ma-budget EC	9.830	10.760	11.069	11.750	12.174	930	1.414	754	672	1.060
OW Total		21.025	23.500	24.617	26.374	27.390	2.475	3.890	1.818	2.099	3.334
OZ	67 O&O-Ba component	784	672	737	795	852	-112	180	-137	-69	-2
	68 O&O-Ma component	1.412	1.449	1.345	1.463	1.490	37	41	27	-82	30
	69 PhD-bonus	3.700	4.267	4.246	4.512	4.435	567	168	329	317	469
	70 PDeng-bonus		0	11	34	90	0	90	0	11	34
	76 Gravitation-program BMS (net budget)		244	388	429	899	244	655	244	388	429
	86 Primary Researchbudget	4.668	4.701	4.566	4.543	4.539	33	-162	41	-96	-123
OZ Total		10.564	11.333	11.293	11.776	12.305	769	972	504	469	837
Allocationmodel Total		31.589	34.833	35.910	38.150	39.695	3.244	4.862	2.322	2.568	4.171
<i>Strategic</i>											
Div		200	344	481	481	482	144	138	144	331	331
Strategic Total		200	344	481	481	482	144	138	144	331	331
07 BMS Total		31.789	35.177	36.391	38.631	40.177	3.388	5.000	2.466	2.899	4.502
08 ITC											
<i>Allocationmodel</i>											
OW	50 Fixed budget Van Rijn		3	3	6	6	3	3	3	3	6
	52 ITC Government funding/Tuition fees, excl. C	12.526	12.960	13.035	13.052	13.128	434	168	306	318	285
	57 TOM-Profiling modules	64	70	77	82	85	6	15	4	9	12
	59 Ma-budget EC		62	187	297	383	62	321	62	187	297
OW Total		12.590	13.095	13.302	13.437	13.602	505	507	375	517	600
OZ	67 O&O-Ba component	5	4	5	5	5	-1	1	-1	0	0
	68 O&O-Ma component	0	0	0	0	0	0	0	0	0	0
	69 PhD-bonus	1.281	1.610	1.924	2.340	2.150	329	540	355	625	928
	86 Primary Researchbudget	5.558	5.791	5.779	5.762	5.775	233	-16	218	199	182
OZ Total		6.844	7.405	7.708	8.107	7.930	561	525	572	824	1.110
Allocationmodel Total		19.434	20.500	21.010	21.544	21.532	1.066	1.032	947	1.341	1.710
<i>Strategic</i>											
Div		820	883	1.070	1.070	1.070	63	187	63	250	250
Strategic Total		820	883	1.070	1.070	1.070	63	187	63	250	250
08 ITC Total		20.254	21.383	22.080	22.614	22.602	1.129	1.219	1.010	1.591	1.960
09 ITC-UCT											
<i>Allocationmodel</i>											
OW	15 OCW Student funding UCT	952	1.024	1.235	1.379	1.530	72	506	-45	-33	-70
	18 Tuition fees UCT	568	664	755	805	940	96	276	41	58	42
	48 Fixed budget EWI-UCT	500	500	500	500	500	0	0	0	0	0
	50 Fixed budget Van Rijn		45	50	109	109	45	64	45	50	109
OW Total		2.020	2.233	2.540	2.793	3.079	213	846	41	75	81
OZ	39 OCW-funding Degrees UCT	59	60	89	82	79	1	19	-10	-11	-24
OZ Total		59	60	89	82	79	1	19	-10	-11	-24
Allocationmodel Total		2.079	2.293	2.629	2.875	3.158	214	865	31	64	57
09 ITC-UCT Total		2.079	2.293	2.629	2.875	3.158	214	865	31	64	57
10 ITC-PreU											
<i>Allocationmodel</i>											
OW	22 PréU	1.118	1.146	1.146	1.146	1.146	28	0	28	28	28
	24 Regional Coöperation VO-WO	90	90	111	160	118	0	28	-21	-49	108
OW Total		1.208	1.236	1.257	1.306	1.264	28	28	7	-21	136
Allocationmodel Total		1.208	1.236	1.257	1.306	1.264	28	28	7	-21	136
<i>Strategic</i>											
Div		43	0	0	0	0	-43	0	0	0	0
Strategic Total		43	0	0	0	0	-43	0	0	0	0
10 ITC-PreU Total		1.251	1.236	1.257	1.306	1.264	-15	28	7	-21	136
Faculty Total		157.194	180.841	188.590	199.515	204.339	23.647	23.498	22.639	28.047	36.395
Service-department		70.470	75.781	75.530	74.685	74.830	5.311	-951	6.177	6.396	5.922
CUTE Total		25.663	22.978	24.611	28.966	29.772	-2.686	6.795	-2.804	-1.397	2.072
UT Total		253.327	279.599	288.730	303.166	308.941	26.272	29.342	26.012	33.046	44.389

Servicedepartments and Central UT-unit; 1e geldstroom budgets
annex 2-d

Presentatie 2 Ja

Concept budget 2019-2022	B2019	B2020	B2021	B2022	B2023	'20-'19	'23-'20	Js 2020	Js 2021	Js2022
Faculty	157.194	180.841	188.590	199.515	204.339	23.647	23.498	22.639	28.047	36.395
Service-department										
15 LISA										
88 CB / TCB	17.451	18.430	18.391	18.308	18.449	979	19	959	973	910
89 Central strategic budget	60	0	0	0	0	-60	0	0	0	0
15 LISA Total	17.511	18.430	18.391	18.308	18.449	919	19	959	973	910
16 CES										
88 CB / TCB	8.143	9.177	9.073	8.725	8.725	1.034	-452	1.051	961	663
89 Central strategic budget	17	0	0	0	0	-17	0	0	0	0
16 CES Total	8.160	9.177	9.073	8.725	8.725	1.017	-452	1.051	961	663
17 SU										
88 CB / TCB	1.393	1.401	1.401	1.401	1.401	8	0	8	8	8
17 SU Total	1.393	1.401	1.401	1.401	1.401	8	0	8	8	8
18 CFM										
55 Central Educational Facilities (CEF)	6.950	7.836	7.885	7.968	8.058	886	222	516	565	648
88 CB / TCB	10.640	11.054	11.033	10.992	10.906	414	-148	434	434	434
18 CFM Total	17.590	18.890	18.918	18.960	18.964	1.300	74	950	999	1.082
19 SP										
88 CB / TCB	2.549	3.177	2.886	2.836	2.836	628	-341	635	352	352
89 Central strategic budget	727	518	473	410	410	-209	-108	-36	-36	-36
19 SP Total	3.276	3.695	3.359	3.246	3.246	419	-449	599	316	316
20 MC										
88 CB / TCB	7.629	8.099	8.024	7.912	7.912	471	-187	490	427	340
89 Central strategic budget	0	0	0	0	0	0	0	0	0	0
20 MC Total	7.629	8.099	8.024	7.912	7.912	471	-187	490	427	340
21 FIN										
88 CB / TCB	3.512	3.928	3.920	3.902	3.902	416	-26	425	425	425
21 FIN Total	3.512	3.928	3.920	3.902	3.902	416	-26	425	425	425
22 HR										
88 CB / TCB	3.909	4.039	3.871	3.793	3.793	130	-246	88	88	88
89 Central strategic budget	78	0	0	0	0	-78	0	0	0	0
22 HR Total	3.987	4.039	3.871	3.793	3.793	52	-246	88	88	88
23 GA										
78 Quick Strategic Budget SBD		100	100	100	100	100	0	100	100	100
79 Contribution HTT/INVL		130	130	130	130	130	0	130	130	130
80 Contribution INVL Business development Team		535	535	535	535	535	0	535	535	535
81 SBD Next level		450	1.257	1.433	1.433	450	983	450	1.257	1.433
88 CB / TCB	5.216	5.080	4.940	4.918	4.918	-136	-162	-125	-125	-125
89 Central strategic budget	940	555	340	55	55	-385	-500	500	285	0
23 GA Total	6.156	6.850	7.302	7.171	7.171	694	321	1.590	2.182	2.073
24 EB										
88 CB / TCB	1.257	1.272	1.271	1.267	1.267	15	-5	17	17	17
24 EB Total	1.257	1.272	1.271	1.267	1.267	15	-5	17	17	17
Service-department Total	70.470	75.781	75.530	74.685	74.830	5.311	-951	6.177	6.396	5.922
CUTE										
26 CHRM										
88 CB / TCB	520	520	520	520	520	0	0	0	0	0
26 CHRM Total	520	520	520	520	520	0	0	0	0	0
27 CE										
02 3TU-budget / Sectorplan Techniek	2.100	2.100	2.100	2.100	2.100	0	0	0	0	0
03 Redemption BaMa-compensation+contribution	730	787	787	787	787	57	0	57	57	57
04 ZVVO	200	200	200	200	200	0	0	0	0	0
05 CSB earmarked; Matching OC&W Holland Sch	45	57	57	57	57	12	0	12	12	12
06 IVH	4.400	4.400	4.400	4.400	4.400	0	0	0	0	0
07 Correction IVH- M€-3,0 budgets	0					0	0	0	0	0
08 Guarantee TTT	0					0	0	0	0	0
111 Government funding, unallocated	3.000					-3.000	0	0	0	0
13 20% van perf. based funding fac., 80-20.	0					0	0	0	0	0
14 Operating margin Education	300	300	300	300	300	0	0	0	0	0
23 "Versnellingsplan onderwijsinnovatie" -> SURF	0	0	0	0	0	0	0	0	0	0
53 ITC Contribution CSB	640	640	640	640	640	0	0	0	0	0
54 Central strategic budget OW	3.680	3.680	3.680	3.680	3.680	0	0	0	0	0
58 TOM-Academic competences	138	165	179	188	193	27	28	26	34	38
66 Central strategic budget OZ	1.820	1.207	1.207	1.207	1.207	-613	0	-613	-613	-613
67 O&O-Ba component	11	10	11	11	12	-1	2	-1	0	0
85 "Profileringmiddelen" OZ: policy oriented	3.000	4.000	4.000	4.000	4.000	1.000	0	-397	-397	-397
88 CB / TCB	1.380	527	2.809	6.138	7.197	-854	6.671	-1.005	421	2.932
89 Central strategic budget	3.699	4.385	3.721	4.738	4.479	686	94	-883	-911	43
27 CE Total	25.143	22.458	24.091	28.446	29.252	-2.686	6.795	-2.804	-1.397	2.072
25 CSL										
88 CB / TCB	0	0	0	0	0	0	0	0	0	0
89 Central strategic budget	0	0	0	0	0	0	0	0	0	0
25 CSL Total	0	0	0	0	0	0	0	0	0	0
CUTE Total	25.663	22.978	24.611	28.966	29.772	-2.686	6.795	-2.804	-1.397	2.072
UT Totaal	253.327	279.599	288.730	303.166	308.941	26.272	29.342	26.012	33.046	44.389



(amounts in M€)

Concept budget 2020-2023	2019	2020	2021	2022	2023	Δ '20-'19	Δ '23-'20
Education (primary budget)							
Student funding: enrolments (excl. UCT)	39,2	35,661	36,477	38,099	39,840	-3,6	4,2
Student funding: degrees (excl. UCT)	15,0	12,774	13,569	15,105	16,085	-2,2	3,3
Base funding Education, percentages	27,2	42,970	44,831	50,382	51,496	15,8	8,5
Government funding, unallocated	3,0					-3,0	-
Estimate budget from "Wet Studievoorschot"	2,6	3,088	5,235	6,523	6,857	0,5	3,8
Compensation halving tuition fees	2,1	2,097	2,097	2,097	2,097	-	-
Government funding ITC OW	13,6	13,901	13,901	13,901	13,901	0,3	-
Gov. funding Education (primary budget)	102,6	110,491	116,110	126,107	130,276	7,8	19,8
Education (earmarked)							
Student funding UCT	1,0	0,996	1,207	1,351	1,502	0,0	0,5
Compensation halving tuition fees UCT		0,028	0,028	0,028	0,028	0,0	-
Sectorplan Techniek 2011 en verder	2,1	2,100	2,100	2,100	2,100	-	-
Sectorplan Physics and Chemistry	0,2	0,191	0,191	0,191	0,191	-	-
Mechanical Engineering @VU enrolments	-	-	0,406	1,444	2,256	-	2,3
Mechanical Engineering @VU degrees	-	-	-	-	0,142	-	0,1
Mechanical Engineering @VU; minus VU share		-	0,162-	0,722-	1,199-	-	-1,2
Innovation grant SURF	0,2	0,214	0,214	0,214	0,214	-	-
Acceleration Plan Educational Innovation SURF	-	0,056	0,056	0,056	0,056	0,1	-
Watertechnology	0,1	0,064	0,064	0,064	0,064	-	-
Matching OC&W Holland Scholarship Fund	0,0	0,057	0,057	0,057	0,057	0,0	-
Comeniusscholarships		0,077	0,077	0,077	0,077	0,1	-
IVH	2,1	2,070	2,070	2,070	2,070	-	-
Operating margin Education	0,3	0,300	0,300	0,300	0,300	-	-
Regional Coöperation VO-WO	0,2	0,118	0,118	0,118	0,118	-0,0	-
Redemption BaMa-compensation	0,7	0,787	0,787	0,787	0,787	0,1	-
"Versnellingsplan onderwijsinnovatie" -> SURF						-	-
ZVVO	0,1	0,100	0,100	0,100	0,100	-	-
Gov. funding Education (earmarked)	6,9	7,158	7,613	8,235	8,863	0,2	1,7
Total Government funding on education	109,6	117,649	123,723	134,342	139,139	8,1	21,5
Research (primary budget)							
PhD bonus	17,0	19,127	19,192	20,604	20,617	2,1	1,5
PDeng bonus	0,6	1,043	1,250	1,535	1,568	0,4	0,5
Ba- degrees research	3,7	3,120	3,507	3,782	4,042	-0,6	0,9
Ma- degrees research	6,4	6,632	6,135	6,640	6,760	0,3	0,1
Base funding Research, percentages	63,5	65,474	65,392	65,394	65,344	2,0	-0,1
"Profileringmiddelen Onderzoek"	5,6	5,575	5,575	5,575	5,575	-	-
Government funding ITC OZ	7,1	7,252	7,252	7,252	7,252	0,2	-
Gov. funding Research (primary budget)	103,8	108,223	108,303	110,782	111,158	4,4	2,9
Research (earmarked/strategic)							
Sectorplan ET	-	2,416	2,416	2,416	2,416	2,4	-
Sectorplan EWI	-	2,510	2,510	2,510	2,510	2,5	-
Sectorplan TNW	-	2,021	2,021	2,021	2,021	2,0	-
Sectorplan Physics and Chemistry	1,1	1,121	1,121	1,121	1,121	-	-
Gravitation-program BMS		0,976	1,555	1,717	2,264	1,0	1,3
Gravitation-program, correction for share partners		0,732-	1,167-	1,288-	1,365-	-0,7	-0,6
Degrees UCT	0,1	0,060	0,089	0,082	0,079	0,0	0,0
Watertechnology	0,1	0,061	0,061	0,061	0,061	0,0	-
Bijdrage aan Max Planck center (t/m 2021)	0,2	0,157	0,157			-	-0,2
IVH	2,3	2,330	2,330	2,330	2,330	-	-
ZVVO	0,1	0,100	0,100	0,100	0,100	-	-
Gov. funding Research (earmarked/strategic)	3,8	11,020	11,193	11,070	11,537	7,2	0,5
Total Government funding on research	107,7	119,243	119,496	121,852	122,695	11,6	3,5
Statutory tuition fees (unchanged)	16,6	17,672	17,921	17,921	17,920	1,1	0,2
Statutory tuition fees (Δ based on estimates)		0,891	1,426	1,920	2,293	0,9	1,4
Statutory tuition fees	16,6	18,563	19,347	19,841	20,213	2,0	1,7
Institutional tuition fees (unchanged)	6,4	9,249	9,645	9,645	9,645	2,9	0,4
Institutional tuition fees (Δ based on estimates)		1,622	2,926	3,770	4,098	1,6	2,5
Institutional tuition fees	6,4	10,871	12,571	13,415	13,743	4,5	2,9
UCT tuition fees	0,6	0,664	0,755	0,805	0,940	0,1	0,3
Mechanical Engineering @ VU tuition fees	-	0,500	0,774	0,956	0,962	0,5	0,5
Mechanical Engineering @ VU tuition fees VU share		0,150-	0,310-	0,478-	0,481-	-0,2	-0,3
ITC tuition fees	2,5	2,500	2,600	2,650	2,700	-	0,2
Total Tuition fees	26,0	32,948	35,737	37,189	38,077	7,0	5,1
Total available budget	243,2	269,840	278,956	293,383	299,911	26,6	30,1

Allocation model UT

annex 4

I Budget OW and OZ -/- central budget	2019	2020	2021	2022	2023	Δ '20-'19	Δ '23-'20
Government funding Education (primary budget)	83.959	94.493	100.112	110.109	114.278	10.534	19.785
Government funding Compensation halving tuition fees	2.097	2.097	2.097	2.097	2.097	0	0
Government funding, unallocated	3.000	0				-3.000	0
Government funding ITC OW	13.587	13.901	13.901	13.901	13.901	314	0
Government funding Education (earmarked budget)	6.923	7.158	7.613	8.235	8.863	235	1.705
Statutory tuition fees	16.570	18.563	19.347	19.841	20.213	1.993	1.650
Institutional tuition fees	6.359	10.871	12.571	13.415	13.743	4.512	2.872
ITC tuition fees	2.500	2.500	2.600	2.650	2.700	0	200
UCT tuition fees	568	664	755	805	940	96	276
Mechanical Engineering @ VU tuition fees, UT-share		350	464	478	481	350	131
Total primary budget OW	135.563	150.597	159.460	171.531	177.216	15.034	26.619
PhD-bonus	16.988	19.127	19.192	20.604	20.617	2.139	1.490
PDeng-bonus	610	1.043	1.250	1.535	1.568	433	525
Ba-degrees OZ	3.719	3.120	3.507	3.782	4.042	-599	922
Ma-degrees OZ	6.359	6.632	6.135	6.640	6.760	273	128
Government funding ITC OZ	7.081	7.252	7.252	7.252	7.252	171	0
Base funding Research, percentages	63.506	65.474	65.392	65.394	65.344	1.968	-130
Profileringsmiddelen OZ	5.575	5.575	5.575	5.575	5.575	0	0
Government funding Research (earmarked budget)	3.827	11.020	11.193	11.070	11.537	7.193	517
Total primary budget OZ	107.665	119.243	119.496	121.852	122.695	11.578	3.452
3 Subtotal: Primary budget OW+OZ	243.228	269.840	278.956	293.383	299.911	26.612	30.071
<i>Primary budget OW B2020 - 2023 excl. ITC</i>	119.476	133.965	142.684	154.748	160.209		
<i>Primary budget OW B2019--2022 excl. ITC</i>	109.897	118.840	122.595	125.293	125.293		
<i>Increase / decrease Primary budget OW relative to B2019-2022</i>	6.579	15.125	20.089	29.455	34.916		
<i>CB-FCB deducted from OW-budget (excl. ITC) was in B2019-2022</i>	29.405	31.139	31.836	32.370	32.370		
20% of increase/decrease OW-budget 20,0%	1.309	3.018	4.006	5.873	6.960		
Acceleration Plan Educational Innovation SURF		45	45	45	45		
ITC contribution OW to CB/FCB	2.921	2.801	2.826	2.859	2.833		
4 Total contribution OW to CB/FCB	33.635	37.003	38.713	41.147	42.208	3.368	5.205
<i>Primary budget OZ B2020 - 2023 excl. ITC and PhD/PDeng bonus</i>	82.986	91.821	91.802	92.461	93.258		
<i>Primary budget OZ B2019-2022 excl. ITC and PhD/PDeng bonus</i>	81.816	82.988	83.034	82.919	82.919		
<i>Correction for Sectorplan ET EWI, TNW</i>		-6.947	-6.947	-6.947	-6.947		
<i>Increase / decrease Primary budget OZ relative to B2019-2022</i>	1.170	1.886	1.821	2.595	3.392		
<i>CB-FCB deducted from OZ-budget (excl. ITC) was in B2019-2022</i>	28.206	28.186	27.940	27.917	27.917		
20% of increase/decrease OZ-budget 20,0%	234	377	364	519	678		
Budget neutral transfer from GA to Designlab and TGS		-275	-275	-275	-275		
Correction for Gravitation program BMS (net budget)		-49	-77	-86	-179		
ITC contribution OZ to CB/FCB	1.523	1.461	1.473	1.490	1.477		
4 Total contribution OZ to CB/FCB	29.963	29.700	29.425	29.565	29.618	-263	-82
4 Total Central budget	63.598	66.703	68.138	70.712	71.826	3.105	5.123
5 Total budget OW & OZ via allocation model	179.630	203.137	210.818	222.671	228.085	23.507	24.948

II Budget per Compartment UT-allocationmodel	2019	2020	2021	2022	2023	Δ '20-'19	Δ '23-'20
OW-budget							
Government funding OW + tuition fees	135.563	150.597	159.460	171.531	177.216	15.034	26.619
Minus: contribution to CB/FCB	-33.635	-37.003	-38.713	-41.147	-42.208	-3.368	-5.205
Net budget OW	101.928	113.594	120.747	130.384	135.008	11.666	21.414
OZ-budget							
Government funding OZ	107.665	119.243	119.496	121.852	122.695	11.578	3.452
Minus: contribution to CB/FCB	-29.963	-29.700	-29.425	-29.565	-29.618	263	82
Net budget Oz	77.702	89.543	90.071	92.287	93.077	11.841	3.534
Total budget OW & OZ via allocation model	179.630	203.137	210.818	222.671	228.085	23.507	24.948

UT-allocationmodel per component

annex 5

Unit	2019	2020	2021	2022	2023	Δ '20-'19	Δ '23-'20
A. Ow-compartment	101.928	113.594	120.747	130.384	135.008		
Excellence Programmes (specification, see below)	683	683	683	683	683	0	0
Honours Programme	200	200	200	200	200	0	0
Watertechnology	64	64	64	64	64	0	0
Institutional tuition fees MEEM	302					-302	0
Studium Generale (indexed)	260	267	267	267	267	7	0
Teacher training courses (indexed)	388	398	398	398	398	10	0
Teacher training courses (ELAN budgetclaim april 2019)		PM	PM	PM	PM		
Mathematics Intensive (indexed)	300	308	308	308	308	8	0
Coordination Contin. learning Math (indexed)	100	103	103	103	103	3	0
Coordination Contin. learning Acad.compet.(indexed)	50	51	51	51	51	1	0
OCW Student funding UCT	952	1.024	1.235	1.379	1.530	72	506
Tuition fees UCT	568	664	755	805	940	96	276
Fixed budget UCT	500	500	500	500	500	0	0
Pré-U (indexed)	1.118	1.146	1.146	1.146	1.146	28	0
Regional Coöperation VO-WO	90	90	111	160	118	0	28
"Versnellingsplan onderwijsinnovatie" -> SURF		0	0	0	0	0	0
Fixed budget Klinische stages TM	2.500	2.800	3.200	3.200	3.400	300	600
Fixed budget EWI	500	500	500	500	500	0	0
Fixed budget TNW	1.000	1.000	1.000	1.000	1.000	0	0
Fixed budget Van Rijn (80%)		2.800	3.120	6.800	6.800	2.800	4.000
Ba ME@VU government funding+tuition fees, excl. CB -20%		280	566	960	1.344	280	1.064
ITC OCW funding +Tuition fees, excl. CB/CSB	12.526	12.960	13.035	13.052	13.128	434	168
ITC Contribution CSB	640	640	640	640	640	0	0
Central Educational Facilities (CEF)	6.950	7.836	7.885	7.968	8.058	886	222
CSB earmarked; Matching OC&W Holland Scholarship Fund	45	57	57	57	57	12	0
Central Strategic Budget (CSB)	3.680	3.680	3.680	3.680	3.680	0	0
Redemption BaMa-compensation+Innovation grant SURF	730	787	787	787	787	57	0
ZVVO	100	100	100	100	100	0	0
IVH	2.070	2.070	2.070	2.070	2.070	0	0
Operating margin Education	300	300	300	300	300	0	0
Government funding, unallocated	3.000	0				-3.000	0
Subtotal	39.616	41.308	42.761	47.178	48.172	1.692	6.864
Sectorplan education							
Sectorplan Techniek 2011	2.100	2.100	2.100	2.100	2.100	0	0
Sectorplan Natuur- en scheikunde	191	191	191	191	191	0	0
Subtotal	2.291	2.291	2.291	2.291	2.291	0	0
Variable OW-budget	60.021	69.995	75.695	80.915	84.545	9.974	14.550
OW-budget via allocationmodel	101.928	113.594	120.747	130.384	135.008	11.666	21.414
B. Oz-compartment	77.702	89.543	90.071	92.287	93.077		
ZVVO	100	100	100	100	100	0	0
IVH	2.330	2.330	2.330	2.330	2.330	0	0
OCW-funding Degrees UCT	59	60	89	82	79	1	19
Watertechnology	60	61	61	61	61	1	0
Technical infrastructure Nanolab (indexed)	1.529	1.567	1.567	1.567	1.567	38	0
Supplement Researchbudget Mathematics (indexed)	450	461	461	461	461	11	0
OCW-budget Max Planck center (t/m 2021)	100	100	100	0	0	0	-100
OCW-budget Max Planck center (t/m 2021)	50	50	50	0	0	0	-50
TGS (2020 +0,5 fte dean TGS+ Acad.ceremonies) (indexed)	646	973	973	973	973	327	0
PhD/PDeng 10 EC Course budget	545	545	545	545	545	0	0
PDeng-coordination (indexed)	100	103	103	103	103	3	0
Gravitation-program BMS (net budget)		244	388	429	899	244	655
O&O Ba-component	2.684	2.342	2.641	2.861	3.059	-342	717
O&O Ma-component	4.589	4.977	4.620	5.024	5.117	388	140
PhD-bonus	18.319	19.127	19.192	20.604	20.617	808	1.490
PDeng-bonus	676	1.043	1.250	1.535	1.568	367	525
Central Strategic Budget (CSB)	1.820	1.207	1.207	1.207	1.207	-613	0
Profileringsmiddelen OZ, contribution CSB	3.000	4.000	4.000	4.000	4.000	1.000	0
Subtotal	37.057	39.290	39.677	41.882	42.686	2.233	3.396
Knowledge transfer							
Quick Strategic Budget SBD (pending plan).		100	100	100	100	100	0
Contribution HTT/INVL (pending plan).		130	130	130	130	130	0
Contribution INVL Business development Team (Pending plan)		535	535	535	535	535	0
SBD Next level		450	1.257	1.433	1.433	450	983
TPRC (pending evaluation 2019)		100	100	100	100	100	0
Designlab (indexed)		581	581	581	581	581	0
Designlab (Impuls proposal, 2019)		PM	PM	PM	PM		
Subtotal	0	1.896	2.703	2.879	2.879	1.896	983
Sectorplan research							
Sectorplan 2019-2024	0	2.416	2.416	2.416	2.416	2.416	0
Sectorplan 2019-2024	0	2.510	2.510	2.510	2.510	2.510	0
Sectorplan 2019-2024	0	2.021	2.021	2.021	2.021	2.021	0
Sectorplan Physics and Chemistry	1.121	1.121	1.121	1.121	1.121	0	0
Subtotal	1.121	8.068	8.068	8.068	8.068	6.947	0
Primary Researchbudget ITC (OCW-funding)	5.558	5.791	5.779	5.762	5.775	233	-16
Primary Researchbudget ET, EWI, TNW, BMS	33.966	34.498	33.844	33.696	33.669	532	-829
OZ-budget via allocationmodel	77.702	89.543	90.071	92.287	93.077	11.841	3.534
Total budget OW & OZ via allocation model	179.630	203.137	210.818	222.671	228.085	23.507	24.948

Index percentage various budgets in allocation model and CSB 0,0% 2,5% 0,0% 0,0% 0,0%

Variable OW-budget per faculty; Ba per faculty, total Ma-budget
+ specification annex 5, Excellence budget

annex 6

(amounts in k€)

	2019	2020	2021	2022	2023
A. Totalbudget	60.021	69.995	75.695	80.915	84.545
Percentage of total primary budgets OW	56,3%	55,5%	57,3%	56,4%	57,0%
Budgetdivision according to source:					
Government funding OW	47.279	53.644	57.392	62.142	65.174
Statutory tuition fees	9.318	10.312	11.094	11.200	11.531
Institutional tuition fees	3.424	6.039	7.209	7.573	7.840
Total Variable OW-budget	60.021	69.995	75.695	80.915	84.545

B. Ba-Ma-division Government funding OW

(amounts in k€)

	2019	2020	2021	2022	2023
Allocation-key:					
Ba (enrolments +degrees, annex 6a)	7.616	7.931	8.318	8.641	8.853
Ma (enrolments +degrees, annex 6a)	4.920	5.116	5.128	5.412	5.610
Total (enrolments + degrees)	12.536	13.047	13.446	14.053	14.462
Ba-percentage of Government funding OW:	61%	61%	62%	61%	61%
Ma-percentage of Government funding OW:	39%	39%	38%	39%	39%
Budget based on Ba-enrolments/-degrees	28.725	32.610	35.503	38.209	39.894
Budget based on Ma-enrolments/-degrees	18.554	21.034	21.889	23.933	25.280
Total Government funding OW	47.279	53.644	57.392	62.142	65.174

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

(amounts in k€)

Faculty		2019	2020	2021	2022	2023
ET		5.992	7.331	8.031	8.291	8.203
EWI		6.217	8.201	9.164	10.059	10.330
TNW		10.680	11.625	12.958	13.943	15.063
BMS		7.892	8.974	9.503	10.066	10.539
Subtotal		30.781	36.131	39.656	42.359	44.135
Profiling modules , allocation based on realisation% t-2						
ET	17,7%	454	520	568	605	629
EWI	17,0%	446	500	547	582	605
TNW	(excl. allocation TG) 6,9%	138	202	221	236	245
TNW	Correction deduction TG (annex 6b) --	221	228	249	266	283
BMS	56,1%	1.317	1.650	1.805	1.922	1.995
ITC	2,4%	64	70	77	82	85
Budget Profiling modules		100%	2.640	3.170	3.467	3.693
Academic competences						
BMS		832	1.002	1.098	1.173	1.219
CE	AC not provided bij BMS-RESTS is added tot budget CSB	138	165	179	188	193
Budget Academic competences		970	1.167	1.277	1.361	1.412
Total OW-budget Ba		34.391	40.468	44.400	47.413	49.389
ET		6.405	7.505	7.565	7.741	7.917
EWI		4.374	5.923	6.617	7.466	8.166
TNW		7.674	8.415	9.135	9.826	10.443
BMS		7.177	7.566	7.743	8.175	8.291
ITC			118	235	294	339
Total OW-budget Ma		25.630	29.527	31.295	33.502	35.156
Total Variable OW-budget		60.021	69.995	75.695	80.915	84.545

Afronding

	Unit	2019	2020	2021	2022	2023
Excellence programmes, specification (see annex 5)						
Honours Dean (structural, 0,4 fte)	EWI	71	71	71	71	71
Week of inspiration (k€ 50, anniversary year 2016 k€ 80)	EWI	50	50	50	50	50
Extension Honoursprogramme (structural, complementary to k€ 200 allocation)	EWI	30	30	30	30	30
Honours programmes; Star-programmes	EWI	200	200	200	200	200
Honours programmes; Star-programmes Coordination (temporarily)	EWI	15	15	15	15	15
Ba- honours progr. "Process of Change" (pilot, 2019 a.f. pending eval.)	BMS	96	96	96	96	96
Ba- honours progr. "Philosophy" (pilot, 2019 a.f. pending evaluation)	BMS	48	48	48	48	48
Honours programme; Masterprogrammes	EWI	144	144	144	144	144
Honours programme; Masterprogr. Coordination (0,1 fte)	BMS	10	10	10	10	10
Honours programme; Masterprogr. Coordination (0,2 fte)	EWI	19	19	19	19	19
Total budget Excellence programmes		683	683	683	683	683

A. Budget and price per EC

A. Budget and price per EC	2019	2020	2021	2022	2023
Total Net Ma-budget (see annex 6)	25.630	29.527	31.295	33.502	35.156
<i>total number of Ma-EC's</i>	159.504	172.658	179.400	182.563	189.901
Price per Ma-EC (€)	161	171	174	184	185

(number of EC)

B. Realised EC					
Budgetyear:	2019	2020	2021	2022	2023
Year of realisation:	2017	2018	2019	2020	2021
ET	42.436	45.922	47.307	46.396	47.218
EWI	31.195	36.546	39.697	42.341	45.514
TNW	24.692	26.908	27.874	28.177	29.343
BMS	61.180	62.918	63.448	64.033	65.755
ITC		364	1.074	1.616	2.070
total EC	159.504	172.658	179.400	182.563	189.901

(%-share)

Ma-EC's				
2019	2020	2021	2022	2023
2017	2018	2019	2020	2021
26,6%	26,6%	26,4%	25,4%	24,9%
19,6%	21,2%	22,1%	23,2%	24,0%
15,5%	15,6%	15,5%	15,4%	15,5%
38,4%	36,4%	35,4%	35,1%	34,6%
0,0%	0,2%	0,6%	0,9%	1,1%
100%	100%	100%	100%	100%

(amounts in k€)

C. OW-budget Master per faculty					
Budgetyear:	2019	2020	2021	2022	2023
Year of realisation:	2017	2018	2019	2020	2021
ET	6.819	7.853	8.252	8.514	8.741
EWI	5.013	6.250	6.925	7.770	8.426
TNW	3.968	4.602	4.862	5.171	5.432
BMS	9.830	10.760	11.069	11.750	12.174
ITC		62	187	297	383
Total OW-budget Ma	25.630	29.527	31.295	33.502	35.156

		(amounts in k€)			
		2020	2021	2022	2023
Totalbudget faculties		2.800	3.120	6.800	6.800
ET	27%	746	831	1.812	1.812
EWI	25%	699	779	1.697	1.697
TNW	38%	1.063	1.185	2.583	2.583
BMS	9%	244	272	593	593
ITC	0%	3	3	6	6
ITC-UCT	2%	45	50	109	109
Total Faculties		2.800	3.120	6.800	6.800
CB/TCB		700	780	1.700	1.700
Total fixed OW-budget Van Rijn		3.500	3.900	8.500	8.500
<i>Allocation key:</i>					
<i>ET</i>	<i>27%</i>	<i>3.056</i>	<i>3.056</i>	<i>3.056</i>	<i>3.056</i>
<i>EWI</i>	<i>25%</i>	<i>2.862</i>	<i>2.862</i>	<i>2.862</i>	<i>2.862</i>
<i>TNW</i>	<i>38%</i>	<i>4.356</i>	<i>4.356</i>	<i>4.356</i>	<i>4.356</i>
<i>BMS</i>	<i>9%</i>	<i>1.001</i>	<i>1.001</i>	<i>1.001</i>	<i>1.001</i>
<i>ITC</i>	<i>0%</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>11</i>
<i>ITC-UCT</i>	<i>2%</i>	<i>183</i>	<i>183</i>	<i>183</i>	<i>183</i>
Total weighed EER-enrolments		11.468	11.468	11.468	11.468

The allocation by OCW of the fixed Van Rijn budget OW is based on the enrolled EER-students in 2018 (OCW funded + not OCW funded). UT uses the same allocation key for the internal allocation of the **NET**-effect of the Van Rijn mutations OW. After 2022 the total budget and the faculty-budgets are structural. The total amount will be indexed yearly according to OCW-indexation. 20% of the net-effect is allocated to the services, 80% to the faculties. After a periode of four years the allocation per faculty will be updated, based on enrolment-changes per program.

A. O&O-Ba

(amounts in k€)

O&O-Ba, based on allocated variable OW-budget	2019	2020	2021	2022	2023
ET	468	424	478	500	508
EWI	485	475	545	608	640
TNW	833	673	770	840	933
BMS	616	519	566	608	653
Subtotal	2.402	2.091	2.359	2.556	2.734
<i>Profiling modules</i>					
ET	35	30	34	37	39
EWI	35	29	33	35	37
TNW	28	25	28	30	33
BMS	103	95	106	116	124
ITC	5	4	5	5	5
Total O&O-ba Profiling modules	206	183	206	223	238
BMS	65	58	65	71	75
CUTE	11	10	11	11	12
Total O&O-Ba Academic competences	76	68	76	82	87
Total O&O-Ba	2.684	2.342	2.641	2.861	3.059

B. O&O-Ma

(amounts in k€)

Bonus per EC	2019	2020	2021	2022	2023
Total budget O&O-Ma (k€)	4.589	4.977	4.620	5.024	5.117
<i>EC-bonus:</i>					
Ma-EC Low (BMS)	61.180	62.918	62.918	62.918	62.918
Ma-EC high (ET, EWI, TNW)	98.324	109.376	109.376	109.376	109.376
Total number of unweighed Ma-EC	159.504	172.294	172.294	172.294	172.294
Ma-EC Low, weighted	1,0	61.180	62.918	62.918	62.918
Ma-EC high, weighted	1,4	137.653	153.127	153.127	153.127
Total number of weighed Ma-EC	198.833	216.044	216.044	216.044	216.044
EC-bonus Ma-low (€)	23,1	23,0	21,4	23,3	23,7
EC-bonus Ma-high (€)	32,3	32,3	29,9	32,6	33,2

Ma-EC per Faculty	Ma		Pre Ma		Ma-tot		Ma-tot 2019 2017		
	2020	2018	2020	2018	2020	2018			
ET	44.678		1.244		45.922		27%	42.436	27%
EWI	34.823		1.722		36.546		21%	31.195	20%
TNW	26.269		639		26.908		16%	24.692	15%
BMS	55.968		6.950		62.918		37%	61.180	38%
ITC	-		-		-		0%	-	0%
total Ma-EC	161.738		10.556		172.294		100%	159.504	100%

O&O-Ma per faculty

(amounts in k€)

	2019	2020	2021	2022	2023
ET	1.371	1.481	1.375	1.495	1.523
EWI	1.008	1.179	1.094	1.190	1.212
TNW	798	868	806	876	892
BMS	1.412	1.449	1.345	1.463	1.490
ITC	0	0	0	0	0
Total O&O-Ma	4.589	4.977	4.620	5.024	5.117

PhD-bonus

(amounts in k€)

A. bonus per PhD-degree	2019	2020	2021	2022	2023
Bonus per PhD-degree in Government funding	73,2	81,6	81,1	80,7	80,6
Number of degrees	232,0	234,3	236,7	255,3	255,7
Total Government budget PhD-bonus	16.988	19.127	19.192	20.604	20.617
Profileringmiddelen OZ; supplement	1.331	0	0	0	0
Total UT PhD-bonus	18.319	19.127	19.192	20.604	20.617
<i>Total UT Bonus per PhD-degree</i>	<i>79,0</i>	<i>81,6</i>	<i>81,1</i>	<i>80,7</i>	<i>80,6</i>

B. Number of PhD-degrees

(number of degrees)

Year of realization :	2017	2018	2019	2020	2021
ET	24,33	32,08	60,0	50,0	50,0
EWI	53,67	54,17	52,0	51,0	50,0
TNW	60,50	70,00	75,0	67,0	67,0
BMS	44,33	57,75	55,0	55,0	55,0
ITC	14,17	27,00	30,0	30,0	20,0
Total number of PhD-degrees	197,0	241,0	272,0	253,0	242,0

(number of degrees)

Budget year:	2019	2020	2021	2022	2023
3-year average:	2015	2016	2017	2018	2019
	2016	2017	2018	2019	2020
	2017	2018	2019	2020	2021
ET	35,6	32,1	38,8	47,4	53,3
EWI	55,6	54,5	53,3	52,4	51,0
TNW	77,8	75,7	68,5	70,7	69,7
BMS	46,9	52,3	52,4	55,9	55,0
ITC	16,2	19,7	23,7	29,0	26,7
Total number of PhD-degrees (3-year average)	232,0	234,3333	236,7	255,3	255,7

C. PhD-bonus per faculty

(amounts in k€)

	2019	2020	2021	2022	2023
ET	2.812	2.623	3.147	3.822	4.301
EWI	4.386	4.451	4.321	4.228	4.113
TNW	6.140	6.176	5.554	5.702	5.618
BMS	3.700	4.267	4.246	4.512	4.435
ITC	1.281	1.610	1.924	2.340	2.150
Total PhD-bonus	18.319	19.127	19.192	20.604	20.617

PDeng-bonus

(amounts in k€)

A. bonus per PDeng-degree	2019	2020	2021	2022	2023
Initial budget per PDeng-degree	61,0	68,0	67,6	67,2	67,2
Number of degrees	10,0	15,3	18,5	22,8	23,3
Total Government budget PDeng-bonus	610	1.043	1.250	1.535	1.568
Profileringmiddelen OZ; supplement	66	0	0	0	0
Total UT PDeng-bonus	676,0	1.043	1.250	1.535	1.568
<i>Total UT Bonus per PDeng-degree</i>	<i>67,6</i>	<i>68,0</i>	<i>67,6</i>	<i>67,2</i>	<i>67,2</i>

B. Number of PDeng-degrees

(number of degrees)

Year of realization :	2017	2018	2019	2020	2021
ET	9,0	21,0	16,0	16,0	16,0
EWI	1,0	1,0	1,0	6,0	6,0
TNW	1,0	3,0	2,0	1,0	2,0
BMS	-	-	0,5	1,0	1,0
Total	11,0	25,0	19,5	24,0	25,0

(number of certificates)

Budget year:	2019	2020	2021	2022	2023
3-year average:	2015	2016	2017	2018	2019
	2016	2017	2018	2019	2020
	2017	2018	2019	2020	2021
ET	9,0	13,3	15,3	17,7	16,0
EWI	0,3	0,7	1,0	2,7	4,3
TNW	0,7	1,3	2,0	2,0	1,7
BMS	-	-	0,2	0,5	1,3
Total number of PDeng certificates	10,0	15,3	18,5	22,8	23,3

(amounts in k€)

C. PDeng-bonus per faculty	2019	2020	2021	2022	2023
ET	608	907	1.036	1.188	1.075
EWI	23	45	68	179	291
TNW	45	91	135	134	112
BMS	-	0	11	34	90
Total PDeng-bonus	676	1.043	1.250	1.535	1.568

Primary research budget

A. Primary Researchbudget

(amounts in k€)

	2019	2020	2021	2022	2023
Primary Researchbudget ITC	5.558	5.791	5.779	5.762	5.775
Primary Researchbudget ET, EWI, TNW, BMS	33.966	34.498	33.844	33.696	33.669
Primary Researchbudget UT	39.524	40.289	39.623	39.458	39.444

B. INS-overhead budget per Faculty

To accomodate both faculties and INS, this part of the *Primary research budget (PRB)* is shown separately.

These budgets are indexed, +2,5% in every first budgetyear. This is consistent with the indexation of Nanolab, TGS, Pré-U and Designlab.

(amounts in k€)

INS-budget per Faculty	2019	2020	2021	2022	2023
Δ primary research budget previous year		2,5%			
EWI (CTIT => DSI)	745	764	764	764	764
TNW (MESA+ => MESA+)	835	856	856	856	856
TNW (MIRA => TechMed)	819	839	839	839	839
(IGS => NO INS, budget BMS is added to main Prim.Research Budget BMS)					
B. INS-budget per Faculty	2.399	2.459	2.459	2.459	2.459

C. Main Primary research budget per faculty

"Main" PRB = PRB minus INS.

- The budgets of ET, EWI, TNW and BMS are allocated following a fixed percentage in the first three years of the budget. In principle, the relative allocation *of the fourth budgetyear* is adjusted in every subsequent Spring Memorandum, according to a newly determined Researchpolicy.

- The ITC-budget and the additional ET budget are earmarked.

- In these figures the full extent of "SBD-next level" has not been included for 2022 and beyond. For now the net investment for SBD next level has been incorporated into the research funding (knowledge transfer) in annex 5. When this plan is fully implemented, the research funding of the faculties will be decreased and simultaneously the funding for knowledge transfer will be increased.

(amounts in k€)

INS-budget per Faculty	2019	2020	2021	2022	2023	allocation key '20-'22	allocation key '23
ET	3.788	3.815	3.705	3.687	3.684	12,2%	12,2%
EWI	8.657	8.719	8.467	8.426	8.418	27,9%	27,9%
TNW	13.954	14.054	13.647	13.581	13.569	44,9%	44,9%
BMS	4.668	4.701	4.566	4.543	4.539	15,0%	15,0%
Subtotal	31.067	31.289	30.385	30.237	30.210	100,0%	100,0%
ITC	5.558	5.791	5.779	5.762	5.775		
ET, addition	500	750	1.000	1.000	1.000		
C. Main Primary research budget per faculty	37.125	37.830	37.164	36.999	36.985		

D. Total Primary research budget per faculty

(amounts in k€)

	2019	2020	2021	2022	2023	%-allocation 2020	%-allocation 2023
ET	4.288	4.565	4.705	4.687	4.684	11,3%	11,9%
EWI	9.402	9.483	9.231	9.190	9.182	23,5%	23,3%
TNW	15.608	15.749	15.342	15.276	15.264	39,1%	38,7%
BMS	4.668	4.701	4.566	4.543	4.539	11,7%	11,5%
ITC	5.558	5.791	5.779	5.762	5.775	14,4%	14,6%
D. Total Primary research budget per faculty	39.524	40.289	39.623	39.458	39.444	100,0%	100,0%

Unit	CB/TCB	Description	Explanation	B2019	B2020	B2021	B2022	B2023	
CES	CB	Structural budget	Structural budget	7.833	7.837	7.837	7.837	7.837	
			Wage- and price adjustment. As of from 2020		213	213	213	213	
			Budget transfer housing costs	As of 2019	-102	-102	-102	-102	
			Brinksma Innovation Grant	As of 2018	5	5	5	5	
			Budgettransfer to LISA Studielink	As of 2018	-50	-50	-50	-50	
			International student associations	As of 2018	20	20	20	20	
			Cooperation agreement housing portal Enschede	As of 2018	6	6	6	6	
			Admission officer	As of 2019	50	50	50	50	
			Visa officer	As of 2019	33	33	33	33	
			Canvas project	As of 2019	72	72	72	72	
			ICTO support	As of 2019	40	40	40	40	
			Compensation related to increased student numbers	As of 2020		160	160	160	
			WSV: Extension of possibilities Canvas	As of 2020		20	20	20	
			WSV: Develop Learning Assistant Programme	As of 2020		20	20	20	
			WSV: Expanding support mental health	As of 2020		90	90	90	
			CB Total		7.907	8.414	8.414	8.414	8.414
			TCB	Support Minors	Annual evaluation	45	45	45	45
				Teamleader, Coordinator Scholarship office	As of from 2018. 2019 and 2020 pending evaluation	104	104	104	104
				Communication costs housing portal Enschede	As of 2019	2	2	2	2
			Additional budget for increased pension costs	As of 2019	85	64	50		
		University of Twente Language Policy	Only in 2020 and 2021		298	298			
		TOM 2.0	As of 2020		250	160	160		
		TCB Total		236	763	659	311		
		CES Total		8.143	9.177	9.073	8.725		
CFM	CB	Structural budget	Structural budget	6.105	6.105	6.105	6.105	6.105	
			Wage- and price adjustment. As of from 2020		210	210	210	210	
			Budget transfer housing costs	As of 2019	-99	-99	-99	-99	
			Budget transfer to SU	As of 2018	-70	-70	-70	-70	
			Assetmanager CFM	Structural budget	100	100	100	100	
			Budget transfer Campus from AZ to CFM	As of 2018	3.189	3.189	3.189	3.189	
			Budget transfer environment and noise measurements f	As of 2019	12	12	12	12	
			Innovative campus (expansion night security)	As of 2019	100	100	100	100	
			Budget transfer Batavierenrace	As of 2020		20	20	20	
			Campus Art Advisory Committee (CAAC)	As of 2020		40	40	40	
			Functional manager purchasing department	As of 2020		78	78	78	
			CB Total		9.337	9.685	9.685	9.685	
			TCB	UT-Catering	Budget transfer per 2019	1.221	1.221	1.221	1.221
				Additional budget for increased pension costs	As of 2019	82	62	41	
				Project manager real estate	Only in 2020 - 2022		86	86	
				TCB Total		1.303	1.369	1.348	1.307
				CFM Total		10.640	11.054	11.033	10.992
		EB	CB	Structural budget	Structural budget	1.393	1.393	1.393	1.393
					Wage- and price adjustment. As of from 2020		17	17	17
				Budget transfer housing costs	As of 2019	-13	-13	-13	
	Adjustment budget			As of 2018	-60	-60	-60		
	Budget transfer for CSL			As of 2019	-70	-70	-70		
	CB Total				1.250	1.267	1.267		
	TCB		Additional budget for increased pension costs	As of 2019	7	5	4		
		TCB Total		7	5	4			
		EB Total		1.257	1.272	1.271			
FIN	CB	Structural budget	Structural budget	3.516	3.516	3.516	3.516		
			Wage- and price adjustment. As of from 2020		81	81	81		
			Budget transfer housing costs	As of 2019	-39	-39	-39		
			Coordinator 'Werk voor Derden'	As of 2018	100	100	100		
			Budget transfer controller	As of 2019	-100	-100	-100		
			Policy advisor	As of 2020		230	230		
			Tax specialist	As of 2020		19	19		
			Real estate controller -/- wage and price adjustment 2021	As of 2020		6	6		
			Project controller	As of 2020		89	89		
		CB Total		3.477	3.902	3.902			
	TCB	Additional budget for increased pension costs	As of 2019	35	26	18			
		TCB Total		35	26	18			
		FIN Total		3.512	3.928	3.920			
GA	CB	Structural budget	Structural budget	6.658	6.658	6.658	6.658		
			Wage- and price adjustment. As of from 2020		115	115	115		
			General costs 4TU	Structural budget	95	95	95		
			Budget transfer housing costs	As of 2019	-297	-297	-297		
			Advisory costs	Structural budget	100	100	100		
			ECIU membership	Structural budget	25	25	25		
			ECIU training staff mobility	Structural budget	15	15	15		
			UT-memberships, contributions	Structural budget	623	623	623		
			Strategic Business Development	Structural budget, budgetshift from CSB	500	500	500		
			Support transition virtual units	As of 2018	55	55	55		
			Budget transfer to M&C regarding a press officer	As of 2018	-107	-107	-107		
			Budget transfer EU-office from S&B to AZ	As of 2018	344	344	344		
			Budget transfer Campus from AZ to FB	As of 2018	-3.189	-3.189	-3.189		
			Budget transfer data protection officer	As of 2019	-71	-71	-71		
			Budget transfer Lauriatenborrel	As of 2019	-4	-4	-4		
			Budget transfer informal closing of the academic year	As of 2019	-7	-7	-7		
			Budget transfer controller	As of 2019	100	100	100		
			Budget transfer for CSL	As of 2019	70	70	70		
			Budget transfer Academic Ceremonies	As of 2020		-220	-220		
			Budget transfer Academic Awards	As of 2020		-10	-10		
			Budget transfer to Designlab	As of 2020		-55	-55		
			Budget transfer remaining EU-office budget	As of 2020		65	65		
			Budget transfer Batavierenrace	As of 2020		-20	-20		
			CB Total		4.910	4.785	4.785		
			TCB	Budget employer Kennispark (HBO Students)		129	129		
				Novel-T (Kennispark)	Structural budget	133	133		
			Additional budget for increased pension costs	As of 2019	44	33			
		TCB Total		306	295				
		GA Total		5.216	5.080				
HR	CB	Structural budget	Structural budget	3.765	3.765	3.765			
			Wage- and price adjustment. As of from 2020		88	88			
			Budget transfer housing costs	As of 2019	-48	-48			
			Budget transfer environment and noise measurements f	As of 2019	-12	-12			
			CB Total		3.705	3.793			
			TCB	Inclusiveness	For 2017, 2018 and 2019	33			
				Replacement Head Payroll	Only in 2020		84		
				Policy manager	As of 2019	60	60		
				SPP HR staff	As of 2019	75	75		
			Additional budget for increased pension costs	As of 2019	36	27			
		TCB Total		204	246				
		HR Total		3.909	4.039				

Unit	CB/TCB	Description	Explanation	B2019	B2020	B2021	B2022	B2023
				LISA	CB	Structural budget	Structural budget	16.086
			Wage- and price adjustment. As of from 2020		296	296	296	296
		Budget transfer housing costs	As of 2019	-190	-190	-190	-190	-190
		Budgettransfer from CES Studielink	As of 2018	50	50	50	50	50
		Innovation grant SURF	Structural budget, but linked to earmarked budget OCW	214	214	214	214	214
		Digital examination	As of 2019	60	60	60	60	60
		Contract management	As of 2019	50	50	50	50	50
		Budget transfer data protection officer	As of 2019	71	71	71	71	71
		Budget transfer from S&B (UIM)	As of 2019	344	344	344	344	344
		Acceleration Plan Educational Innovation SURF	As of 2020		56	56	56	56
		License fees	As of 2019	145	193	168	205	205
			As of 2020		230	230	230	230
			As of 2018	308	308	308	308	308
			As of 2020. Remainder reservation			231	328	328
			In 2020 and in 2023. Additional to reservation		47			141
		CB Total		17.138	17.815	17.974	18.108	18.249
	TCB	TELT - Digitization in Education	As of from 2017, pending yearly implementationplan	200	200	200	200	200
		Additional budget for increased pension costs	As of 2019	113	85	57		
		RDM support organization and implementation	Only in 2020		330			
		RDM support organization en implementation	As of 2020			160		
		TCB Total		313	615	417	200	200
		LISA Total		17.451	18.430	18.391	18.308	18.449
M&C	CB	Structural budget	Structural budget	6.468	6.468	6.468	6.468	6.468
			Wage- and price adjustment. As of from 2020		145	145	145	145
		Budget transfer housing costs	As of 2019	-41	-41	-41	-41	-41
		Budget transfer from AZ regarding a press officer	As of 2018	107	107	107	107	107
		INS support	As of 2019	50	50	50	50	50
		Budget transfer Lauriatenborrel	As of 2019	4	4	4	4	4
		Budget transfer informal closing of the academic year	As of 2019	7	7	7	7	7
		Budget transfer from S&B (A&DO)	As of 2019	562	562	562	562	562
		Budget transfer Academic Awards	As of 2020		10	10	10	10
		Frontoffice support INS	As of 2020		185	185	185	185
		CB Total		7.157	7.497	7.497	7.497	7.497
	TCB	Internat. Master & Recruitment	Budgetshift from CSB 2016-2018, 2019 a.f. pending evaluation	365	365	365	365	365
		Sponsoring of student (performance) teams	As of 2019	50	50	50	50	50
		Sponsoring for the A3T (student)team	Only in 2019	8				
		Additional budget for increased pension costs	As of 2019	49	37	25		
		Organization "Kennispark"	Only in 2020 and 2021		150	87		
		TCB Total		472	602	527	415	415
		M&C Total		7.629	8.099	8.024	7.912	7.912
S&P	CB	Structural budget	Structural budget	3.489	3.489	3.489	3.489	3.489
			Wage- and price adjustment. As of from 2020		61	61	61	61
		Budget transfer housing costs	As of 2019	-29	-29	-29	-29	-29
		Complement budget University Council	As of 2018	100	100	100	100	100
		Budget transfer EU-office from S&B to AZ	As of 2018	-344	-344	-344	-344	-344
		Senior employee education	As of 2019	70	70	70	70	70
		Budget transfer to M&C (A&DO)	As of 2019	-562	-562	-562	-562	-562
		Budget transfer to LISA (UIM)	As of 2019	-344	-344	-344	-344	-344
		Program Manager	Structural budget	104	104	104	104	104
		Business Intelligence	As of 2020		238	238	238	238
		Budget transfer remaining EU-office budget	As of 2020		-65	-65	-65	-65
		WSV: Employ several supportive activities regarding co	As of 2020		8	8	8	8
		Senior employee research	As of 2020		110	110	110	110
		CB Total		2.484	2.836	2.836	2.836	2.836
	TCB	Strengthening alumni policy (friendraising)	As of 2019	35	35	35		
		Additional budget for increased pension costs	As of 2019	30	23	15		
		Integrity policy	Only in 2020		164			
		Programme director education and research	As of 2020		119			
		TCB Total		65	341	50		
		S&P Total		2.549	3.177	2.886	2.836	2.836
SU	CB	Structural budget	Structural budget	1.323	1.323	1.323	1.323	1.323
			Wage- and price adjustment. As of from 2020		8	8	8	8
		Budget transfer from FB	As of 2018	70	70	70	70	70
		CB Total		1.393	1.401	1.401	1.401	1.401
		SU Total		1.393	1.401	1.401	1.401	1.401
		Service-department Total		61.698	65.657	64.810	64.054	64.109
CE	CB	Structural budget	Structural budget	0	0	0	0	0
		CB Total		0	0	0	0	0
	TCB	UT-Catering	Budget transfer per 2018 CSL	0	0	0	0	0
		Vacancy and Campus	Structural budget	915	915	915	915	915
		Earmarked budgets	Budgetmargin and Reservations	-379	-1.237	1.046	4.375	5.434
		FOBOS	Structural budget	844	839	839	839	839
			Indexation FOBOS 2020		9	9	9	9
		TCB Total		1.380	527	2.809	6.138	7.197
		CE Total		1.380	527	2.809	6.138	7.197
CHRM	CB	Structural budget	Structural budget	3	3	3	3	3
		CB Total		3	3	3	3	3
	TCB	Projects HRM	Structural budget	63	63	63	63	63
		Implementation of social laws	Structural budget	95	95	95	95	95
		Reservation HRM projects	Structural budget (2019 minus PhD budget)	359	359	359	359	359
		TCB Total		517	517	517	517	517
		CHRM Total		520	520	520	520	520
		CUTE Total		1.900	1.047	3.329	6.658	7.717
		UT-Totaal		63.598	66.703	68.138	70.712	71.826

Central Strategic Budget (CSB)

annex 13

(amounts in k€)

CSB total		2020	2021	2022	2023
	Total budget CSB Education	3.737	3.737	3.737	3.737
	Total budget CSB Research	1.207	1.207	1.207	1.207
	Total budget Profileringsmiddelen OZ	4.000	4.000	4.000	4.000
	Academic development (OW+O&O), undivided budget	175	190	199	205
	Total Contribution ITC to CSB	640	640	640	640
	A. Total available CSB	9.759	9.774	9.783	9.789
	B. Total reservations and budgets CSB	9.759	9.774	9.783	9.030
	Budgetmargin CSB	0	0	0	759
	Result CSB	0	0	0	0

(amounts in k€)

Budgets and reservations CSB		2020	2021	2022	2023
1	Tenuretracks women (round 3) start 1-1-2015 (clean up)				
1	Tenuretracks women (round 4) start delayed, now 1-1-2017 / 1-7-2019				
1	Tenuretracks women (round 4) start delayed, now 1-1-2017 / 1-7-2020				
	Tenuretracks women (round 5) 1-9 -2019 / 1--2021 (2019 k€ 30)	60	60		
1	Tenuretracks women (round 4) EB 29-8; Start-up package 2 additional tracks)				
1	Tenuretracks women (round 5) (4 tracks, 2.5 yr, start 1-7-'19)	180	180		
1	Tenuretracks women (round 6) (4 tracks, start 1-1-'22)			240	240
1 1	Total Tenuretracks women	240	240	240	240
2	Travelbudget, policy stimulation, compensation faculties	50	50	50	50
2	Int.projects (Progr.manager 1,0 fte 13.2, work budget k€5/yr, 8-2018 / 8-2021)	108	63		
2	Contribution International School Twente (k€8, 2017-2019)				
2	Country coordination faculties, 5 x k€ 15	75	75	75	75
2	Summerschool / CuriousU	200	200	200	200
2	1 fte support internationalisation (2017-2019, 2020 a.f. pending evaluation).	85	85	85	85
2	Intern. Strat. Partners, support cooperation initiatives	200	200	200	200
2	Subtotal Internationalisation	718	673	610	610
2	CSB - Internationalisation; budget margin	36	57	120	120
2 2	Total Internationalisation Budget	754	730	730	730
3	Orange Tulip Scholarship (OTS) (2017 t/m 2019, evaluation in 2019)	205	205	205	205
3	University Twente Scholarship (UTS) (annual evaluation)	803	803	803	803
3	Mutation budget UTS (Temporary budget transfer for OTS (2017 - 2019))	-51	-51	-51	-51
3	Twente mobility Fund (TMF) (structural, annual evaluation)	103	103	103	103
3	Student Ambassador Scholarship (SAS)	5	5	5	5
3	Matching HS (structural, matching OCW-contribution)	92	92	92	92
3 1	Total budget Student Grants (indexed)	1.157	1.157	1.157	1.157
4	College chair; Lohse	150	150	150	150
4	College chair; Van den Berg	150	150	150	150
4	College chair; Nauta	150	150	150	150
4	College chair; Verbeek	150	150	150	150
4	Chief Scientific Ambassador; Blank				
4 1	Total University chairs	600	600	600	600
5 2	ThermoPlastic Research Centre (TPRC).				
6 2	Fraunhofer Project Center-matching in kind contribution (until 2021)	250	250	0	0
7 2	Correction for unwanted effect 3year average Pdeng-bonusses	249	0	0	0
8 5	Depreciation equipment ET (2018-2022 of total 10 years)	175	175	175	0
9 2	30%-supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	181	725	725	725
10 4	Brinksma Innovation Grant 2019 (salary 0,2 fte + k€ 2,5)	33			
11 2	1/2 Tenure Track A. vd Berg (6 yr, 2015-2020)	55	0	0	0
12 2	Zwaartekracht Organ on chip, CSB-matching (2018-2022)	120	120	120	0
13 2	Max Planck Center (2016 k€0, 2017 t/m 2021)	50	50	0	0
14 4	Brinksma Innovation Grant 2018 (0,2 fte + k€2,5)				
15 2	30%-supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	188	753	753	753
16 4	Designlab (indexed 2,5%, 2020 a.f. UT-allocationmodel)				
17 4	Designlab Marketing & Comm. (2017 k€ 50, 2018 k€ 100, 2019 k€ 50)				
18 4	Designlab University Innovation Fellows ('19 k€ 50, '20 k€ 50, 2021 PM)	50	PM	PM	PM
19 4	Designlab Marketing k€ 75 -/- matching DL-budgets)	13			
20 2	Max Planck Center (2016 k€0, 2017 t/m 2021)	100	100	0	0
21 2	St.Achmea G. project, Contribution ±. 50% Aio, mid 2016- mid 2020	18	0	0	0
22 2	Contribution funding group Bijkerk, XUV, (up to and including 2020)	250	0	0	0
23 4	Roessingh R&D	200	200	PM	PM
24 4	Coöperation MST/ZGT, Pioneers in Healthcare (2016-2020)	200	PM	PM	PM
25 2	Coöperation Radboud TURBO-program (2018-2020)	80	PM	PM	PM
26 2	Cooperation with hospitals (Radboud, UMCU, UMC) (2018-2022)	200	200	200	0
27 2	30%-supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	152	606	606	606
28 2	Contribution Tech Your Future (2017-2020)	50	0	0	0
29 2	Supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	63	250	250	250
30 2	"Zwaartekracht"-project Ethics, matching CSB (2020-2024)	81	81	81	82
31 2	Strategic budget ITC	770	770	770	770
32 2	WOTRO; BILEWS project, matching CSB 2019 t/m 2023.	25	25	25	25
33 2	WOTRO; INECIS project. Matching CSB 2019 t/m 2023.	25	25	25	25
34 2	Supplement Sectorplan (2020 (25%) - 2025 (75%), actual expenditure)	63	250	250	250
35 2	How the West was won (2017-2019) 2018 evaluation				
36 1	Pré-U-Summerschool Inspire-U (pilot 2018, 2019 a.f. pending evaluation)	PM	PM	PM	PM

(continued) annex 13

(amounts in k€)

Budgets and reservations CSB		2020	2021	2022	2023
37	1 Professional Tutoring (after 2019: budget faculty)	0			
38	2 Open acces (2019 only)	0			
39	5 MISUT, 1 fte 2017-2019, (2020 a.f. pending evaluation)	0			
40	1 Educational quality (1 fte 2017-2019. 2020 a.f. pending evaluation).	0			
41	5 Organisation development, (1 fte 2017-2019, 2020 a.f. pending evaluation)	0			
42	2 Quick Strategic Budget SBD (2019 only, UT-allocationmodel 2020-.. Pending plan.				
43	2 Contribution HTT/INVL (2019 only, UT-allocationmodel 2020-.. Pending plan).				
44	2 Contribution INVL Business development Team (2019 only, UT-allocationmodel 2020-.. Pending plan).				
45	3 Contribution Solar Team (annual evaluation)	55	55	55	55
35	2 Energy transition strategy, SBD (2019 k€215)(actual expenditure)	500	285		
46	4 Open Courseware (continuation 2020 a.f. pending evaluation 2019)	100	100	100	100
47	5 Scientific integrity (2019 only)				
47	2 Bonus HBO Phd vouchers	275	275	275	275
48	2 Quick strategic budget DSI	100	100	100	100
49	2 Quick strategic budget MESA+	100	100	100	100
50	2 Quick strategic budget TechMed	100	100	100	100
51	2 Robotics Science&Technology, DSI (2017-2020)	275			
52	2 Sensing Science&Technology, MESA+ (2017-2020)	275			
53	2 Smart Materials Sc.&Techn., MESA+ (2017-2020)	275			
54	2 Personalizing Healthcare Techn., TechMed (2017-2020)	275			
55	2 Photonics, MESA+ (2019-2022)	275	275	275	
56	2 Creating Intelligent Manufacturing Systems (CIMS), DSI (2019-2022)	275	275	275	
57	2 Resilience (possible continuation to be discussed in 2019)				
58	2 TopFit	150			
59	2 Technology and AI for early detection of diseases (possible continuation to be discussed in 2019)				
60	2 Health Tech implementation program (possible continuation to be discussed in 2019)				
61	2 Artificial Intelligence; Neuromorphic computing/brain inspired computing.				
Total budgets		9.422	8.872	7.987	6.943
62	5 Reservation Diversity; 10 female professors, k€25/yr x 5 years.	175	250	250	250
63	5 Reservation Diversity; Recruitment / Campaign	200			
64	4 Reservation Brinksma Innovation Grant (EWI 2019, ET 2020)	0	22	22	22
65	2 Reservation COFUND - Bits & Brains (2019-2022)	138	138	138	
66	2 Reservation "Zwaartekracht" proposals 2018	0	0	0	0
67	2 Reservation INS plans 2019-2023	850	1.335	1.335	1.135
68	4 Reservation Roessingh R&D			200	200
69	4 Reservation Coöperation MST/ZGT, Pioneers in Healthcare (2016-2020)		200	200	200
70	2 Reservation Coöperation Radboud TURBO-program (2018-2020)		80	80	80
71	2 Reservation Cooperation with hospitals (Radboud, UMCU, UMC) (2018-2022)				200
72	1 Reservation Pilot Ma-insert Designlab (sept 2019- sept 2022, 3 x k€54)	54	54	36	
73	2 Research support Verdonschot (0,5 fte 2020-2022)	50	50	50	
74	2 Partner contribution WETSUS (2020-2022)	100	100	100	
75	2 Reservation Photonics Initiative TC	PM	PM	PM	PM
76	1 Reservation ECIU-University (pending businesscase nov. 2019)	PM	PM	PM	PM
77	4 Reservation "Regiodeal Twente" (pending businesscase nov. 2019)	PM	PM	PM	PM
78	5 Expected underspending CSB	-1.230	-1.327	-615	0
Total reservations		337	902	1.796	2.087
Total budgets and reservations CSB		9.759	9.774	9.783	9.030

Explanation Strategic budgets
+ Financial outlines UCT

Overview Strategic budgets ≥ k€500

(amounts in k€)

Ref. nr	Description, UT-budget	Most recent Executive Board decision	Period	Policy goal / explanation	2020	2021	2022	2023
<i>Central Strategic Budgets</i>								
2	Internationalisation	Preparation Concept-budget 2016-2018.	Structural, changing amounts	This budget is intended to give substance to the goals of the UT-vision on internationalisation. The budget is used for internationalization projects on exchange services, language policy and internationalizing the curriculum. It helps to assist faculties to give substance to Education and Research activities with strategic partners and further development of the target country policy. And it helps in organizing the UT-summerschool CuriousU.	754	730	730	730
3	Student grants	Preparation Conceptbudget 2018-2021	UTS and TMF structural, yearly evaluation, OTS 2017-2019, continuation depends on evaluation, HS structural.	The <i>University Twente Scholarship</i> (UTS) is a UT scholarship for excellent students from both EU/EEA and non-EU/EEA countries, applying for a Master's programme at the University of Twente. The <i>Holland Scholarship</i> (HS) is a scholarship for excellent students from non-EU/EEA countries, applying for a study programme at the University of Twente, as well as UT-students who want to do their study, internship or research outside the European Economic Area (EEA). This programme is 50:50 financed by the ministry (OCW) and Dutch higher education institutions. The <i>Orange Tulip Scholarship</i> (OTS) programme is a collection of scholarships offered by Dutch higher education institutions, multinationals and government institutes. The scholarships are administered by Nuffic and managed and promoted by Nuffic Neso offices in 9 participating countries. Each year UT decides in which country scholarships will be offered. The <i>Twente Mobility Fund</i> (TMF) is a UT scholarship fund which offers all students the possibility to study or do an internship abroad outside the EEA for a period of 8 to 52 weeks.	1.157	1.157	1.157	1.157
4	University chairs		Basically, for the duration of the appointment of university professors	In view off 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.	600	600	600	600
31	Strategic budget ITC	Preparation Conceptbudget 2016	Structural	ITC contributes separately to the CSB-budget and is in return granted a strategic budget. For 2019-2022, the budget will mainly be used for development and startup costs Spatial Engineering, Female TT, Phd's theme Plouwen.	770	770	770	770
	30%-supplement Sectorplan	Conceptbudget 2020	2019 (25%), 2020-2024, 2025 (75%)	30% of the OCW-budget for the sector plan 2019 is allocated to the faculties under the condition of cross-faculty collaboration. Additionally, ITC and BMS receive a budget of M€ 0,5 per year, under the same condition.	647	2.584	2.584	2.584
Subtotal budgets / reservations ≥ k€500					3.928	5.841	5.841	5.841
1	Tenure Tracks Women	EB 19 september 2016	Structural, changing amounts. UTwist round 4, reservation four female TT, 2,5 year, start 2016. After that, continuation of budgetreservation for four tracks. UT added 2 extra Utwist positions in round 4	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.	240	240	240	240
6	Fraunhofer Project Center-matching in kind contribution (until 2021)	Preparation Spring Memorandum 2018-2021		Fraunhofer Project Center: a temporary budget has been allocated to the faculty ET for the UT in kind contribution for the FPC@UT. As agreed upon with Fraunhofer Germany and Saxion the UT will contribute staff (managing director, business developer and support staff), housing and support services to this center. The Province will match the contributions of the partners for 50% with a maximum of M€ 4 over the first 5 year period.	250	250	0	0
7	Correction for unwanted effect 3year average Pdeng-bonusses	Preparation Spring Memorandum 2018-2021		OCW has decided to base its allocation of the 2018 PDeng bonus on a 3 year-average. A tempory budget (2018-2020) has been allocated to ET to compensate the faculty for the negative effect of this OCW allocation change.	249	0	0	0
8	Depreciation equipment ET (2018-2022 of total 10 years)	EB 26-6-2017	2018-2022	Insufficient regular funding of ET in recent years has led to a maintenance backlog for equipment used for education. Because of continuity and safety problems and ever increasing expenditure on maintainance, investment in new equipment cannot be postponed any further. As part of a reconsideration of the funding of Engineering within the UT, it was decided to centrally fund the depreciation of this vital equipment for a period of 5 years. ET will have to fund the second five years of the depreciation.	175	175	175	0
12	Zwaartekracht Organ on chip, CSB-matching (2018-2022)		2018-2022	Creating 'organ-on-a-chip' systems will be a decisive step toward personalized health care. Five partners including the University of Twente receive a prestigious 'Zwaartekracht' grant for this, of 19 million euros. The partners are: University of Twente, Leiden University Medical Centre, University Medical Centre Groningen, Delft University of Technology and the Hubrecht Institute. The new research programme, led by developmental biologist Christine Mummery (LUMC and University of Twente) targets at living cell and tissue culture outside the human body. The chip, for this research will be provided by Prof Albert van den Berg with his BIOS group. The University of Twente will be receiving between M€ 3 and 4 from the M€ 19 grant.	120	120	120	0

Overview Strategic budgets ≥ k€500

(amounts in k€)

Ref. nr	Description, UT-budget	Most recent Executive Board decision	Period	Policy goal / explanation	2020	2021	2022	2023
13 \ 20	Max Plank center	EB 13-9-2016	2017-2021	<p>On March 3th 2017 the Max Planck Society and the UT will establish a Max Planck Center in Complex Fluid Dynamics in Twente. The center can be seen as the formalization and strengthening of the collaboration between the groups of Bodenschatz (MPI Göttingen) and Lohse (PoF, MESA+). The new Max Planck Center in Twente will be one of its kind. The research in 'Complex Fluid Dynamics' is world-class. It will provide an international anchor point in the field of fluid dynamics in the Netherlands. The combination of top science and top scientists with the name and fame of the MPG will provide an extremely strong international presence, visibility and profile in this area for the University of Twente and the Netherlands. It can become a focal point for scientific talent and top scientists. It will also strengthen competitiveness and create a strong foundation for international cooperation with other institutes and industry.</p> <p>The MPC will reinforce the pivotal role between Germany and the Netherlands, both scientifically and in the High Tech Systems. The collaboration has great potential when it comes to open innovation and economic cooperation. The budget is a contribution to the costs of three Tenure tracks.</p>	150	150	0	0
22	Contribution funding group Bijkerk, up to and including 2020	Decision 2013	2013 - 2020	<p>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.</p>	250	0	0	0
23	Roessingh R&D	Collaboration Roessingh R&D, 3-11-2016	2017-2021	<p>On November 3th 2016 the agreement with Roessingh RRD was renewed. RRD / Roessingh is an experienced strategic partner with extensive experience in the field of (pre) clinical research in the field of healthcare technology. By combining care and technology expertise the collaboration strengthens our research on health technology and is a prime example of our High Tech Human Touch-approach. It further strengthens the position of the UT within the research programs and funding opportunities in this area (e.g. IMDI's SPRINT, CCTR and Neuro Control).</p>	200	200	PM	PM
24	Coöperation MST/ZGT, Pioneers in Healthcare (2016-2020)	EB18-1-2016, addendum 20-11-2017	2016-2020	<p>In 2014 MST, ZGT and UT have initiated the 'Pioneers in Health Care Innovation fund' to start a sustainable cooperation between researchers from the UT and medical specialists from MST and ZGT. Vouchers for a maximum of k€ 50 are available for innovative research proposals on the cutting edge of medicine and technology. In 2015 Menzis joined the fund, and in 2017 Saxion and Deventer Ziekenhuizen (DZ) joined in a pilot. Annually k€ 650 has been allocated by the parties: MST and ZGT each k€ 100; Menzis k€ 100; DZ k€ 50 (will be k€ 100 in 2018); Saxion k€ 100; UT k€ 200. A considerable share of these vouchers will be awarded to UT groups. About half of the budget (k€ 330) was awarded to UT groups in 2017.</p>	200	PM	PM	PM
26	Cooperation with hospitals (Radboud, UMCU, UMC) (2018-2022)	EB 2-10-2017	2018-2022	<p>Collaboration in research on advanced biomanufacturing (Academic Medical Center Utrecht (UMCU)). Initially, the collaboration will focus on the progress in the UT research in the field of 'musculoskeletal regeneration', 'single cell analysis for personalized medicine' and the development of a wearable artificial kidney. Funding for additional projects is expected from industry and charities (within 5 years).</p> <p>Exploration of joint research on Nanomedicine, Imaging and Medical Robotics will be undertaken with Academic Medical Center Radboud (RadboudUMC). Funding for additional projects is expected from the EU and national government (within 5-10 years). In 2018 the UT and RadboudUMC started an initiative together with Radboud University and Wageningen University called TopFit; a regional impact programme in the crossover of Technology, Healthcare and Food. TechMed Centre is investing k€ 60 in 2018 to set up this initiative.</p>	200	200	200	0
46	Open Courseware	EB, 27-6-2016	Structural, pending future evaluations.	<p>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 play a stimulating role for greater international master inflow, although this is a long-term effect.</p> <p>In the past three years the following MOOCs have been developed: Ultrasound Imaging in the Medical Practice, Supply Chain Innovation, E-Health: Integrating Psychology and Technology for Health, GeoHealth, Philosophy of Technology, Nanotechnology. After an initial run, these MOOCs are also re-run – which takes little effort. The following MOOCs are currently under development: How to become an Entrepreneur and Philosophy of Science.</p>	100	100	100	100
	Energy transition strategy, SBD	EB, 15-7-2019	2019 (k€ 215) - 2021	<p>The University of Twente (UT) is in the process of focused reinforcement of one of its pillars, Next Generation Energy Solutions. New sustainable energy solutions in relation to minimised climate disturbance require changes that are profound in terms of technology, system-based decision making across multiple stakeholders and responsible behaviour. New energy solutions need to be realised urgently, especially in view of rising climate issues. This justifies an impulse to urgently further define the opportunities for this field through the development of a business plan and hiring central staffing in the coming period. From the work carried out by the Core Team and the work package teams one can conclude that the UT should profile itself strongly concerning integrated energy transition and invest accordingly.</p>	500	285		
47	Bonus Phd vouchers	Allocation HBO-Phd vouchers, 13 may 2008.	Structural	<p>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:</p> <ul style="list-style-type: none"> - 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
49	Reservation Quick strategic budget institutes, 3 x k€ 100	EB 27-03-2018	Structural	<p>To enable the Scientific Directors of our Institutes to react quickly to sudden opportunities a budget of k€ 100 per institute is reserved. The Scientific Director can call upon this budget without consulting the Board or SB beforehand.</p>	300	300	300	300

Overview Strategic budgets ≥ k€500

(amounts in k€)

Ref. nr	Description, UT-budget	Most recent Executive Board decision	Period	Policy goal / explanation	2020	2021	2022	2023
51	Robotics	EB 02-07-2018	2017-2020	Initiation costs for the collaboration with TNO to open a joint Innovation Centre for Interaction robotics. This centre shall consist of a physical facility where Researchers and Industry work together, where lab experiments can be conducted, where a unique Robotic Control Centre will realized and from there, field trials can be coordinated at existing infrastructure in the region and beyond.	275	0	0	0
52	Sensing	EB 02-07-2018	2017-2020	Initiation costs for making the UT prime centre for basic and applied sensor science and technology Integrating modern design concepts with advanced nanotechnology, ICT, humanities, and social sciences realizing smart sensor solutions in industrial, environmental and medical applications.	275	0	0	0
53	Smart materials	EB 02-07-2018	2017-2020	Initiation costs to develop a UT roadmap for Smart and Advanced Materials by bringing together researchers (composites, polymer science, bioinspired materials, advanced thin film materials, nanomaterials etc.), establishing a link to existing UT initiatives (FPC @ UT, TPRC, MESA + materials research etc.), and the realization of new initiatives.	275	0	0	0
54	Personalizing healthcare technologies	EB 16-04-2018	2017-2020	Initiation costs for using the advances in technology to create innovative personalised eHealth services that substantially contribute to a sustainable, efficient and effective healthcare for all citizens, especially for those with chronic conditions. In 5 years, we aim to be THE centre for eHealth Technology in the Netherlands and one of the major centres in Europe, covering the whole translational chain from development towards contributing to sustainable implementation in daily care.	275	0	0	0
55	Photonics	SB september 2018	2019-2022	Initiation costs for the UT part in the National initiative Photon Delta; Experts from different disciplines work together in research and development of (components for) optical chips, the development of microscopic techniques and the application of optics in sensing, manufacturing and imaging. Theory, experiment and application go together.	275	275	275	0
56	Creating Intelligent Manufacturing Systems (CIMS)	SB september 2018	2019-2022	Initiation costs for integrating new digital information, new products, application of new materials, new production technologies and communication technology in the entire supply chains while having full control over the process. UT is uniquely positioned in the Netherlands by doing top notch research on the three pillars of Smart Industry (CPS and data science, production technology and business modelling), and being able of integrating the expertise in these three pillars into challenging cross-disciplinary and societal relevant research areas.	275	275	275	0
	Topfit		2019 (k€ 75) - 2020	The TOPFIT program is an initiative of the 4 academic knowledge institutions of the Eastern Netherlands and aims to make better use of the potential of the Eastern Netherlands in the field of innovation in healthcare and to raise the profile of the joint parties and region at national and European level. The joint aim is to be one step ahead of illness and burden of disease with the mission to keep every citizen in the Netherlands healthy for an extra 2 years and thus to have longer active participation in society. To achieve this, TOPFIT works closely together between the 3 domains of Health, Tech & Food, involving a wide range of stakeholders such as science, the business community, healthcare institutions, governments, patient associations and healthcare insurers.	150			
	Various projects/activities ≤ k€ 100				485	208	208	209
62	Reservation Diversity; 10 female professors, k€ 25/yr x 5 years.	Preparation Spring Memorandum 2017-2020	2019-2025 (3 positions starting in decembre 2018, 4 in 2019, 3 in 2020)	This budget is meant as an incentive to achieve one of the goals of the diversity agenda, the appointment of 10 extra female professors.	175	250	250	250
63	Reservation Diversity; Recruitment / Campaign	Preparation Spring Memorandum 2017-2020	2019, 2020.	Reservation of a budget for costs of recruitment and UT-campaign related to the goal to appoint 10 extra female professors.	200	0	0	0
64	Reservation COFUND - Bits & Brains (2019-2022)	Preparation Spring Memorandum 2017-2020	2019-2023	TNW has applied for a EU Cofund program for the BitSPrains project. This budget is the maximum contribution from CSB if the project subsidy is granted (in 2018).	138	138	138	0
65	Reservation INS plans 2019-2022		2019-2022	In the INS plans a number of additional plans was presented. These plans were not tangible enough to fund as seeding budget (k€ 75 for one year) or initiation budget (k€ 275 for four years). Further elaboration will be needed to determine whether these plans will be presented to the SB. For now we have reserved a portion of the estimated costs to enable these new initiatives.	850	1.335	1.335	1.135
66	Reservation Roessingh R&D			Pending evaluation of this strategic partnership in relation to Shaping 2030 we have reserved the annual budget in case the partnership will be continued. For details of the partnership see the explanation above.			200	200
67	Reservation Coöperation MST/ZGT, Pioneers in Healthcare (2016-2020)			Pending evaluation of this strategic partnership in relation to Shaping 2030 we have reserved the annual budget in case the partnership will be continued. For details of the partnership see the explanation above.		200	200	200
68	Various reservations ≤ k€ 100				204	284	266	280
69	Expected underspending CSB			Instead of rejecting plans because of the limited CSB budget, the EB decided to agree with more plans than the CSB-budget allows. Realization of projects sometimes takes longer than planned. Every year shows an underspending of the CSB budget. To not unnecessarily hold back on strategic plans because of budget reasons we have incorporated all agreed upon plans into this CSB. Because of the expected underspending (based on our experience) we have corrected the total spending to the available budget. There is a risk of actual overspending of the CSB budget, which we will monitor closely in our management reports.	-1.230	-1.327	-615	0
Subtotal budgets < k€500 / reservations					5.831	3.933	3.942	3.189
Total budgets / reservations Central Strategic Budget					9.759	9.774	9.783	9.030

Overview Strategic budgets ≥ k€500

(amounts in k€)

Ref. nr	Description, UT-budget	Most recent Executive Board decision	Period	Policy goal / explanation	2020	2021	2022	2023
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Financial outlines UCT, 2020-2023						
(amounts in k€)						
	2019	2020	2021	2022	2023	
Strategic budget CSB	500	500	500	500	500	
HR Compensations	81	17				
Tuition fees	568	664	755	805	940	
Government Funding	1.011	1.084	1.324	1.461	1.609	
Total UCT income	1.761	2.265	2.579	2.766	3.049	
Outcome targets UCT budget 2020-2023	-372	-243	36	61	192	
Should UCT have to contribute to the Central Budgets in the same way as all other UT-programs, this contribution would amount to :						
Theoretical contribution UCT to Central budgets	24%	328	424	505	550	619

2

Overview reserves

Annex 15

(Amounts in k€)

Reserves 31-12-n	2018 realisation	2019 prognosis (Marap aug)	2020 budget	2021 budget	2022 budget	2023 budget
ET	6.758	8.029	6.970	6.204	5.991	5.752
EWI	23.760	27.431	27.888	28.425	29.768	31.298
EWI-NanoLab	1.290	1.290	1.290	1.290	1.290	1.290
EWI-DL	0	-18	-18	-18	-18	-18
TNW	23.547	24.848	24.123	23.378	23.320	23.292
BMS	13.820	14.535	13.810	12.946	12.122	11.288
ITC	35.192	34.611	33.131	30.230	27.309	24.665
ITC-UCT	1.032	955	712	748	809	1.001
PREU	320	323	323	323	323	323
Faculties	105.720	112.005	108.230	103.527	100.915	98.892
CHRM	6.313	6.313	6.313	6.313	6.313	6.313
CE	40.780	45.588	46.040	49.109	53.816	59.407
Service departments						
Associates	13.200	12.062	11.340	10.718	10.112	9.491
CUTE	60.294	63.964	63.694	66.141	70.242	75.212
Total UT	166.014	175.969	171.924	169.668	171.157	174.104

Semi-integral UT-rates

Annex 16

From 2012, the hourly basis is based on 1.600 productive (project) hours per year. Social security costs are based on a social security percentage of 54,9% and 54,7% (PhD, PDeng, Researchers). In the table below the usual standard costs (hours and rates) are included per job category. The semi-integral hourly rates can only be used for transfer pricing within the UT. There are separate (estimated) integral hourly rates calculated for contract research in 2020.

	Full Professor	Associate Professor	Assistant Professor	Lecturer	Researcher	Doctoral candidate	Student assistant
a. Salary scales	106,4	75,7	53,8	49,5	35,4	28,3	27,8
b. Social security costs	58,4	41,6	29,5	27,2	19,4	15,5	15,3
c. Indirect personnel costs	4,4	3,2	2,2	2,1	1,5	1,2	1,2
d. Accommodation	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)	191	134	99	86	65	54	49
Based on hours (in €)	119	84	62	54	41	34	31

	Support staff 13-15	Support staff 11-12	Support staff 5-10	Support staff 1-4
a. Salary scales	76,2	58,8	38,5	28,8
b. Social security costs	41,8	32,3	21,1	15,8
c. Indirect personnel costs	3,2	2,5	1,6	1,2
d. Accommodation	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)	131	101	67	51
Based on hours (in €)	82	63	42	32

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 Finance.

Social security percentage

Annex 17

Specification of the social security percentage

In 2020 the uniform level of social security is 54.9%, with the exception of PhDs, PDEng and researchers for which a separate percentage is set at 54.7%. The reason for the two social security percentages is the 'transitievergoeding'. Transition costs of PhDs, PDEng and researchers are estimated individually and registered directly as project costs. Transition costs of all other employees contracted on a temporary basis are paid centrally, out of the uniform surcharge of 0.2% paid by the units. As in previous years, the UT-Flex employees continue to have a separate social security percentage.

The social security percentage includes a component 'Statutory social security costs' and a component 'Social obligations' for internal social policy. The table below shows the underlying costs and percentages.

Table 1: Rate Social security costs

	(amounts in k€)			
	B2019		B2020	
	amount	perc.	amount	perc.
Gross salary (basic)	129.335		137.658	
Holiday bonus	10.347	8,0%	11.013	8,0%
End-of-year bonus	10.650	8,3%	11.438	8,3%
ZVW	8.583	6,6%	9.185	6,7%
Pension costs	22.175	17,1%	24.446	17,8%
WW / WAO	8.356	6,5%	9.140	6,6%
UFO premium	963	0,7%	1.024	0,7%
Social commitments	7.770	6,0%	8.320	6,0%
Expected increase pension costs		1,2%		0,5%
Subtotal	68.844	54,5%	74.566	54,7%
Transitievergoeding PhD,PDEng, researchers				
Total PhD, PDEng, researchers	68.844	54,5%	74.566	54,7%
Transitievergoeding other staff	243	0,2%	249	0,2%
Total other staff	69.087	54,7%	74.815	54,9%
Legal expenses		47,3%		48,1%
Social commitments		6,0%		6,0%

Increase social security percentage

Compared to the Budget 2019 the social security percentage increases with 0.2% for the functions PhD, PDEng and researcher (from 54.5 to 54.7%), for the other staff the percentage also increases with 0.2% (from 54.7% to 54.9%). This increase is mainly caused by higher pension costs.

Unchanged social commitments

Compared to the Budget 2019 the social commitments remain at 6.0%. The social commitments take into account the changes in internal social policy as currently known. The table below specifies the individual components of the social commitments:

Table 2: Social commitments

	(amounts in k€)			
	B2019		B2020	
	amount	perc.	amount	perc.
a. Employment conditions	1.940	1,5%	1.940	1,4%
b. Sickness Settlement	1.400	1,1%	1.600	1,2%
c. Management & Mobility	200	0,2%	200	0,1%
d. Redundancy pay obligations	2.000	1,5%	2.000	1,5%
e. Risk premium	200	0,2%	600	0,4%
f. Parental leave	330	0,3%	330	0,2%
g. Optional Model	1.500	1,2%	1.500	1,1%
h. Compensation for senior employees	200	0,2%	150	0,1%
Total	7.770	6,0%	8.320	6,0%

Ad a. Employment conditions

The mark up for employment conditions is intended to cover all expenses related to employment conditions as recognized by the unit CHRM. A large part of these resources revert back to the units. Compared to the Budget 2019, the budget regarding the employment conditions will remain the same in 2020.

Table 3: Employment conditions

	(amounts in k€)	
	Grant 2019	Grant 2020
WSW and disabled	100	100
Confidential advisors	40	40
UT Kring	20	20
PNUT	35	35
Crisis plan	30	30
Introduction meeting	30	30
Fees employers third world countries	200	200
Recruitment advertising	160	160
Subtotal CHRM	615	615
Subtotal OPUT	1.325	1.325
Total employment conditions	1.940	1.940

ad b. Sickness settlement

The sickness compensation is estimated at approximately k€ 2.000, of which k€ 1.600 is covered by the social security percentage. The remaining k€ 400 comes from external resources (UWV).

ad c. Management & Mobility

In 2020 the maximum available budget for Management & Mobility is k€ 200.

ad d. Redundancy pay obligations

The budget for redundancy pay obligations is M€ 2 in 2020.

ad e. Risk premium

To absorb any setbacks on the components a risk premium is included. This risk premium for 2020 amounts to k€ 600.

ad f. Parental leave

In 2020 an amount of k€ 330 is available for parental leave.

ad g. Optional model

The main component of these costs is the inclusion of the (surplus) leave by the individual UT staff. To cover these expenses an amount of k€ 1.500 is available in 2020.

ad h. Compensation for senior employees

In 2020 we expect k€ 150 in costs for the compensation for senior employees (2006). This settlement will gradually phase out, because the number of participants decreases and new influx is not possible.

Other social security percentages

The percentage for work for third parties, UT-FLEX and the other deviating categories is presented below.

Estimated social security % Work for third parties	General perc.	PhD, Pdeng, researcher
Total	54,9%	54,7%
Minus: optional model	1,1%	1,1%
Minus: employment conditions	1,4%	1,4%
Minus: risk premium	0,6%	0,6%
Minus: 'transitievergoeding'	0,2%	0,0%
Total	51,5%	51,5%

UT FLEX	perc.
Total	54,9%
Plus: Opslag vakantiedagen	0,0%
Minus: ZVW+WAO	0,0%
Plus: continued payment risk	0,2%
Minus: social commitments	-6,0%
Plus: handling fee	2,0%
Total	51,0%

Deviating categories	VU/EJU	OP/NP	ZVW	WAO	Total
Rangcat. 48 Intern			6,67%		6,67%
Rangcat. 54 Opting In (freelancer)					4,85%
Pensioner	16,30%		6,67%		22,97%

Rates internal services 2020

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 will not be passed on, the support services and faculties are asked to critically assess passing on small(er) amounts.

		2020 (€)		2019 (€)	
TNW + EWI	TCO (Techno Centre for Education and Research)*	With reservation EWI, TNW, ET, NANOLAB, MESA, TMR, CTIT	With reservation Other UT units	With reservation EWI, TNW, ET, NANOLAB, MESA, MIRA, CTIT	With reservation Other UT units
	Design / Construction (per hour)	55,00	98,00	55,00	98,00
	Advanced techniques (CNC- vonkerodeer laserbewerkingen) (per hour)	45,00	85,00	45,00	85,00
	Conventional machining techniques + precision welding (per hour)	45,00	85,00	45,00	85,00
	Welding, sheet metal, assembly (per hour)	45,00	85,00	45,00	85,00
	Vacuum Service (per hour)	45,00	85,00	45,00	85,00
	Use self-service workshop EWI and TNW employee / student	free	42,50	gratis	42,50
	Design (schematic, simulation, programmable logic, DSP, printing, fronts)	55,00	98,00	55,00	98,00
	Software development (data acquisition, signal processing, data logging, control)	55,00	98,00	55,00	98,00
	Print production (price per print)	on request	on request	on request	on request
	Other techniques (winding technique, assembly, repair)	45,00	85,00	45,00	85,00
LISA	Fixed telephony				
	Fixed specification calls (monthly rate)		2,50		2,50
	Incidental specification calls (per device)		15,00		15,00
	Call costs per call:		rate supplier		rate supplier
	Mobile Phones				
	Mobile phone subscription (GRIP)		5,50		5,50
	Internet subscription (monthly rate)				
	- DATA 1GB		6,66		6,66
	- DATA 2GB		10,29		10,29
	- DATA 5GB		16,34		16,34
	- DATA 10GB		21,18		21,18
	Server / Network (customized)				
	Network / System Management (hourly rate)		conformity contract 59,00		conformity contract 59,00
	Storage (customized, rate per Gb/year)				
	Start up fee		30,00		30,00
	Business Service Storage	replicated high quality	1,94		1,94
		back up in combination with high quality	0,30		0,30
	Business Service Storage	single normal quality	0,06		0,06
		replicated normal quality	0,10		0,10
		back up in combination with normal quality	0,14		0,14
	Workplace Support (custom)				
	Workplace Management (hourly rate)		conformity contract 59,00		conformity contract 59,00
	Services IT & Organisation (LISA)				
	Developer (hourly rate)		63,00		63,00
	Project management (hourly rate)		84,00		84,00
	Activities readers (semi-integral hourly rate)				
	Workflows Pure: registration and/or validation (semi-integral hourly rate)		43,00		39,00
	Searches and alert profiles				
	Course MLZ / SSI		300,00		N/A
	Information Specialists (semi-integral hourly rate)				
	Information Specialists (semi-integral hourly rate)		64,00		60,00
CFM	Repro	Smart card, a copy	expired		expired
	FB-general	secondments	on request		on request
	Transport				
	Transportation:	company car / truck driver incl.	on request		on request
	Specific transport operations (eg library, UTC)		on request		on request
	Central reception on the basis of number of delivered packages		subscription		subscription
	Pre-postal activities		on request		on request
	Postage		see website C&H		see website C&H
	Internal service				
	Reception outside office hours (o.b.v. marginal costs)		Integral UT rates		Integral UT rates
	Optional package		on request		on request

				2020 (€)	2019 (€)
CFM				m² rate	m² rate
M²-tarieven	Owners part:			total	total
	Capital component	Spacetype 0		154,10	152,28
		Spacetype 1		254,27	250,72
		Spacetype 2		303,57	298,90
		Spacetype 3		364,68	358,19
		Spacetype 4		386,92	379,64
		Spacetype 5		536,88	526,47
		Spacetype 6		177,32	174,41
		Spacetype 7		706,44	694,03
		Spacetype 10 (=Bastille RT0)		148,37	146,55
	Renters part:			Energy	Energy
	Spiegel	RT remain	rate	23,00	19,58
		RT0	rate	2,30	1,96
	Zilverling	RT remain	rate	22,28	19,24
		RT0	rate	2,23	1,92
	Meander	RT remain	rate	39,84	35,96
		RT0	rate	3,98	3,60
	Horst & Buitenhorst	RT remain	rate	39,86	34,67
		RT0	rate	3,99	3,47
	Cubicus	RT remain	rate	25,09	20,04
		RT0	rate	2,51	2,00
	Carré	RT remain	rate	44,32	37,59
		RT0	rate	4,43	3,76
	Technohal	RT remain	rate	35,00	
		RT0	rate	3,50	
	Nanolab				
	- Laboratory (Nanolab)	RT 7	rate	508,34	417,56
	- Other laboratories + cabinets	RT remain	rate	44,32	37,59
		RT0	rate	15,32	12,94
	Ravelijn	RT0	rate	1,53	1,29
	Vrijhof	RT remain	rate	20,01	18,51
		RT0	rate	2,00	1,85
	Hogedruk lab.	RT remain	rate	138,79	115,54
		RT0	rate	13,88	11,55
	Faculty Club	RT remain	rate	43,04	36,82
		RT0	rate	4,30	3,66
	Bastille	RT remain	rate	27,78	24,25
		RT0	rate	2,78	2,42
	Seinhuis / Teehuis	RT remain	rate	356,40	290,66
	Sportcentre	RT remain	rate	27,29	23,54
		RT0	rate	2,73	2,35
	Paviljoen	RT remain	rate	22,69	18,99
	Logica	RT remain	rate	18,20	15,83
		RT0	rate	1,82	1,58
	Waste depot	RT remain	rate	51,12	43,93
		RT0	rate	5,11	4,39
	Waaier	RT remain	rate	25,87	20,12
		RT0	rate	2,59	2,01
	Citadel	RT remain	rate	13,90	11,31
		RT0	rate	1,39	1,13
	Other buildings	RT remain	rate	22,32	18,66
		RT0	rate	2,23	1,87
GA	Project Statements			on request	on request
	Audit reporting			on request	on request
	Academic protocol (orations)				
	Organisational costs			750,00	750,00
CHRM	Leadership courses (per participant)			expired	expired
	Coaching individual employees after 5 coachinghours			50% invoice amount	50% invoice amount

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.

CFM:

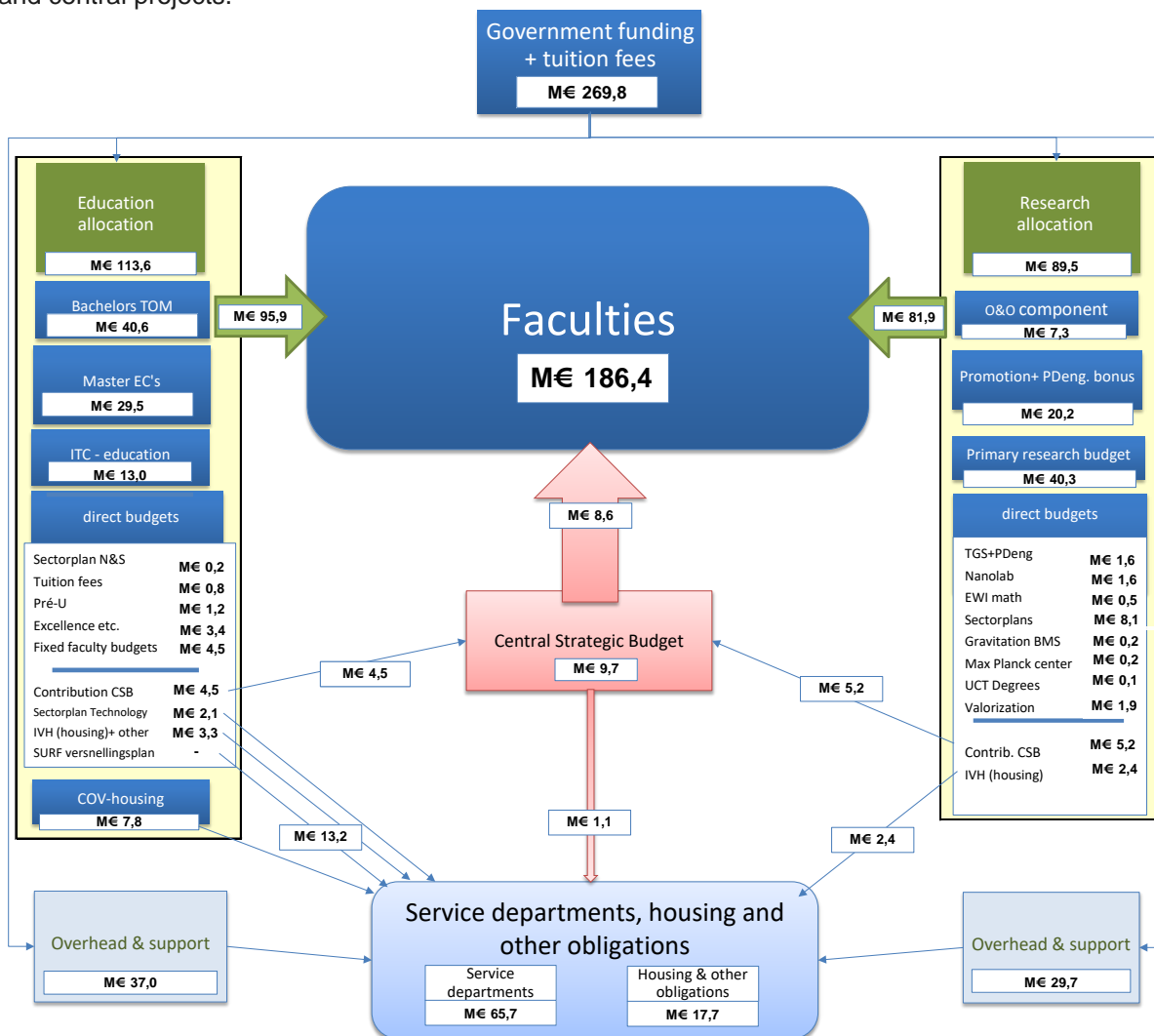
Mastercontracts Energy, cleaning, industrial waste, hazardous waste, green maintenance, mechanical and electrical maintenance, engineering maintenance, Office (purchase), copy work, furniture, hydroponics, flowers, car / coach hire, signage.

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

Detailed description of the UT allocation model 2020-2023

1) Overview UT allocation model

The '1^e geldstroom' funding of the UT (Government funding and tuition fees) is divided primarily into three blocks: (i) funding for education, (ii) funding for research and (iii) the resources for service departments and central projects.



Although the allocation model stops at the level of the budget holders, in the allocation model guidelines are included for the distribution of the budgets among the faculties and service departments.

In this annex, the allocation via the UT allocation model is described.

2) Modifications in UT-allocation model

In comparison to Budget 2019-2022, two modifications are implemented:

- Fixed Van Rijn budget OW. The allocation by OCW of the fixed Van Rijn budget OW is based on the enrolled EER-students in 2018 (OCW funded + not OCW funded). UT uses the same allocation key for the internal allocation of the NET-effect of the Van Rijn mutations OW. After 2022 the total budget and the faculty-budgets are structural. The total amount will be indexed yearly according to OCW-indexation. 20% of the net-effect is allocated to the services (Central budget), 80% to the faculties. After a periode of four years the allocation per faculty will be updated, based on enrolment-changes per program.

The allocation per faculty is as follows:

(amounts in k€)

		2020	2021	2022	2023
Totalbudget faculties		2.800	3.120	6.800	6.800
ET	27%	746	831	1.812	1.812
EWI	25%	699	779	1.697	1.697
TNW	38%	1.063	1.185	2.583	2.583
BMS	9%	244	272	593	593
ITC	0%	3	3	6	6
ITC-UCT	2%	45	50	109	109
Total Faculties		2.800	3.120	6.800	6.800
CB/TCB		700	780	1.700	1.700
Total fixed OW-budget Van Rijn		3.500	3.900	8.500	8.500

➤ SBD Next level

The EB has decided to develop Strategic Business Development in line with the presentation in SB (July 3d 2019) "SBD Next Level". The plan describes the formation of an extended SBD-team, that provides support to the complete UT community. Organization in a single team enables the capacity building, professionalization and flexibility of this capacity and allows for a more efficient coordination of external accounts and sharing of expertise and networks. The proposed growth of SBD (below) is expected to lead (medium-term) to new, strong public-private partnerships that strengthen the profile and impact of the University of Twente and contribute to an increase in the acquisition of external funding. SBD will report to the Strategic Board on the progress, starting with a quarterly frequency.

The SBD Next level budget of M€0.5 in 2020 growing to a structural budget of M€1.4 in 2023 has been made part of the "Knowledge transfer" section in the OZ allocation model. As a result of the introduction of this new budget, the Primary researchbudget of ET, EWI, TNW, BMS will decrease with the same amounts.

3) Education

The UT education budget consists of three parts: student dependant Variable OW-budget (63%), direct budgets (37%) including Sector plan education.

Direct Educational budgets:

Some initiatives are funded directly from the educational budget. Partly because OCW has labeled these budgets and partly as a result of internal UT choices:

Labeled by OCW/students	UT choices
Government funding ITC, after deduction CB/TCB	Teacher training courses (BMS)
Sector plan Natuur & Scheikunde (TNW)	Mathematics intensive (EWI)
Tuition fees ITC / UCT / Mechanical Engineering @ VU tuition fees	Central Strategic Budget (CSB)
Fixed budget clinical internships TM (TNW)	Pre-U (ITC/Pre-U)
	Honours Programme
	Coord. Continuous learning/Academic competences
	Fixed budgets EWI, TNW
	Fixed Budget Van Rijn
	Central Educational Facilities

Variable OW-budget ¹:

The Variable OW-budget is based on the sumtotal of government funding and tuition fees (legal and institutional), after deduction for the OW-contribution to the central budgets and deuction of the direct Educational budgets.

Government funding

Student dependant funding by the Government is based on the funding registration t-2 by DUO. The number of enrolments and degrees per program 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. Besides the student dependant funding the UT receives direct budgets, e.g. for ITC and sector plans. Also, a fixed share in the macro budget is allocated to the UT. Finally, funds are awarded as compensation for the performance agreements with OCW.

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

Contrary to previous years, the multiannual estimates of the variable OCW OW-components are in line with estimates of growing student numbers. These are based on historical throughput data per study program and the influx estimates of the faculties.

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 2020-2023 is a forecast of the revenue for each program in the academic year 2018/2019 on the basis of the students enrolled by March 2019. Please note that pre-master related tuition fees are not allocated to the Ba but the Ma-budget. Contrary to previous years, the multiannual estimates of the tuition fees income are in line with estimates of growing student numbers. These are based on historical throughput data per study program and the influx estimates of the faculties.

Starting the year 2019 the faculty budgets will be raised in January of each year when the tuition fees show a substantial positive deviation from the original income estimate. Only in 2020 the difference will be allocated policy driven, in line with Shaping 2030. In principle, this a one-time only deviation of the standing rule.

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

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

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

The education budget is divided between Bachelor (Ba) and Master (Ma) programs.

Budget allocation Bachelor programs

The budgets for the Bachelor programs are allocated to the coordinating faculty. These funds are then used to pay for their own costs of the program and teacher deployment. The Profiling modules are funded using the registrations into these modules (t-2).

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 programs who provide the Academic competence programs.

Redistribution bachelor budgets

The starting point in the TOM allocation model is the funding for the educational efforts of the teachers. The program 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 program 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, the 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 program director tests this standardized indication by comparing it with the number of actual hours.
4. The program 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-allocation model is designed for the Bachelor programs. This model focuses on the financing of the programs. The deans control the content and form of the programs and make agreements about this with the departments. Departments carry out education within the programs. The

dean is and remains responsible for adequate funding for the departments.

Budget allocation Master-programs

The total budget for the Master programs is distributed using a uniform price per EC. The allocation per Master programs 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 OCW. 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.

4) Research

The UT research budget consists of two parts: Primary research budget (45%) and direct budgets (55%) including Sector plan research and direct knowledge transfer budgets:

Direct research budgets:

Some initiatives are funded directly from the research budget. Partly because OCW has labeled these budgets and partly as a result of internal UT choices.

Labeled by OCW	UT strategic consideration
	Fixed budget technical infrastructure Nanolab
Sectorplan Physics and Chemistry (TNW)	Supplement Research funds Mathematics (EWI)
Contribution Max Planck Center	Central Strategic Budget (CSB)
Sectorplan 2019-2024 (ET, EWI, TNW)	Twente Graduate School (TNW/TGS)
	PDEng-coordination (ET)

Variable research budgets:

- O&O component (bachelor and master allocated separately)
- PhD- and PDEng-bonus
- Primary Research budget

O&O component

OCW allocates the O&O component using the degrees issued to students in the college year t-2. This is the same number of degrees used for the allocation of the student dependant funding in the education model. In research, however, a master degree is counted twice. The national price per degree is derived by dividing 15.5% of the macro budget for research in the Dutch universities by the weighted number of degrees.

Allocation in the UT allocation model is aligned with the Government Funding, by using the Ba and the Ma degree 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 program. The allocation to the programs is in proportion to the share of the program in the variable Ba-Education budget. The part of the O&O component for the Master degrees will be distributed to the faculties using the acquired Master ECs in t-2.

Although the component is allocated using the same degrees as the educational budget, this budget is intended for research purposes. This is where the national university allocation model differs from the allocation model for the universities for applied sciences (Hogeschole).

PhD- and PDEng bonus

OCW allocates the PhD- and PDEng bonuses using a three-year average. The national price per PhD and PDEng is derived by dividing 20% of the macro budget for research in the Dutch universities by the three-year average number of PhD dissertations. The UT allocation model is an exact copy of the allocation by the Ministry, using the same numbers and prices. 100% of the bonuses earned by the UT are redistributed to the faculties.

Because of the sudden impact of the national maximization of the bonuses in 2017 and the subsequent drop in prices, the UT has decided to supplement the bonuses until 2019, thus easing the drop in the budget for the groups to an extent. This temporary supplementation is financed using the profiling budget for research (now part of the CSB-budget).

241 PhDs and 25 PDEngs have successfully graduated in 2018 for whom the UT receives a bonus.

Primary Research budget

The Executive Board in consultation with the SB determines the allocation of the primary research resources to the faculties as stated in this Spring Memorandum. The primary research budget enables the dean and faculty board to assign the available resources to the clusters within the faculty. The relative share of the faculties in this budget is guaranteed for the current budgeting period (2020-2023). Changes in the relative shares will not be made until the budget for 2024. Currently, we develop a strategic research program. In the next Spring Memorandum (2021-2025) the relative shares for 2021-2023 will be the same as in this Spring Memorandum but can be altered for 2024 and 2025 if needed. This system will enhance stability for the faculties in their research budgets.

This does not mean that the UT research is set in stone for the next four years, no matter what the outcome of Shaping 2030 will be. New research initiatives can already be implemented starting 2020 using the CSB and CSB-research reserve. It must be clear, however, that strategic choices financed with the CSB are temporary and could, in the long run, affect the relative allocation of the primary research budget over the faculties.

5) Central support

The budget for the Central support (Service departments and Central projects) is fixed. No more than 20% of a mutation in the '1^e geldstroom' budget will be allocated to the Central budgets and only if there is a reason to do so. The in- or decrease of the total Central budget will be allocated to the service departments/central projects based on specific considerations. Should an increase in the funding not be added for the whole 20% (policy considerations) to the overhead and support, the remainder will be added to the allocation model for education and research.

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 budget 2019, the Central Budget 2020 of M€66,7 shows an increase of M€3,1, mainly as a result of the increased Education budget. In the following years, the budget shows an extra increase of M€5,1, resulting in a total budget in 2023 of M€71,8. This increase is the combined effect of the new method of estimation of the Government budget and Tuition fees and of the increase of the Van Rijn budget from M€2,8 in 2020 to M€6,8 in 2022 and following years.

Abbreviations list

Annex 20

Faculties:

BMS	→	Faculty of Behavioural, Management and Social sciences
ET	→	Faculty of Engineering Technology
EWI / EEMCS	→	Faculty of Electrical Engineering, Mathematics and Computer Science
ITC	→	Faculty of Geo-Information Science and Earth Observation
Pre-U	→	Pre University programme
TNW / ST	→	Faculty of Science and Technology
UCT / ATLAS	→	University College Twente / Ba programme Academy of Technology and Liberal Arts & Sciences

Institutes:

IDS	→	Digital Society Institute
MESA+	→	Micro Electronics, Materials engineering, Sensors & Actuators, Institute for Nanotechnology
TechMed	→	Technical Medical Centre

Service departments:

AZ / GA	→	General Affairs
CES	→	Centre for Educational Support
CFM	→	Campus & Facility Management
CvB / EB	→	Executive board
FIN	→	Finance
HR	→	Human Resources
LISA	→	Library, ICT-Services & Archive
M&C	→	Marketing & Communications
SU	→	Student Union
S&P	→	Strategy & Policy

Central Budgets:

CE	→	Central Equalization budget UT
CHRM	→	Central HR budgets
CSB	→	Central Strategic Budget
CUTE	→	Central UT-unit (contains CHRM and CE)
(T)CB	→	(Temporary) Central budget

Consultative bodies:

EB-D	→	Executive Board and Deans
SB	→	Strategic Council
UC	→	University Council
UCB	→	University Operations Committee
UC-Ow	→	University Education Committee
UC-Oz	→	University Research Committee
UCI	→	Innovation Committee

Miscellaneous:

AKI/ArtEZ	→	Academy of Liberal Arts
Ba	→	Bachelor
Ba ME/VU	→	Bachelor Mechanical Engineering with VU Amsterdam
BI	→	Business Intelligence
B&S	→	Business & Science
CCTO	→	Committee that certifies PDEng studies
DeSIRE	→	Designing Systems for Informed Resilience Engineering
EC	→	European Credit

ECIU	→	The European Consortium of Innovative Universities
(non) EER	→	(non) European Economic Area
EU	→	European Union
FAIR	→	Findable, Accessible, Interoperable, and Re-usable
FFNT	→	Female Faculty Network Twente
FPC	→	Fraunhofer Project Center
FTE	→	Full-time employees
GWI	→	Large-scale Research Infrastructure
HBO	→	University of Applied Sciences
HE	→	Higher Education
HOOP	→	Periodic policy document from the Minister of Education, Culture and Science
HR(M)	→	Human Resources (Management)
HTT	→	Holding Technopolis Twente
ICT	→	Information and Communication Technology
INS	→	Institutes New Style
KET	→	Key Enabling Technologies
KIA	→	Knowledge and Innovation Agendas
KIC	→	Knowledge and Innovation Contract
KPI	→	Key Performance Indicators
LEI	→	Leiden University
LTSH	→	Long-term Strategic Housing Plan
Ma	→	Master
(Ministry of) OCW	→	Ministry of Education, Culture and Science
MSc	→	Master of Science
MST	→	Medisch Spectrum Twente (hospital)
NAE	→	National Alumni Survey
NSE	→	National Student Survey
NVAO	→	Accreditation Organisation for The Netherlands and Flanders
NWA	→	Dutch National Research Agenda
NWO	→	Dutch Organization for Scientific research
OW	→	Education
OZ	→	Research
O&O budget	→	One of the variable research budgets
PDCA	→	Plan, Do, Check, Act
PDEng	→	Professional Doctor of Engineering
PhD	→	Doctor of Philosophy
PI	→	Principal Investigator
PITC	→	Photonic Integration Technology Centre
PM	→	Pro Memoria
P&C	→	Planning and Control
P2P	→	Purchase to Pay
QS	→	Quacquarelli Symonds / QS World University Rankings
RDM	→	Research data management
RRD	→	Roessingh Research and Development
R&D	→	Research & Development
SAI	→	Stan Ackermans Institute
SBD	→	Strategic Business Development
SURF	→	Collaborative organisation for ICT in Dutch education and research
TCABT	→	Twente Centre for Advanced Battery Technology
TELT	→	Technology Enhanced Learning & Teaching
TFA	→	Tangible fixed assets
THE	→	Times Higher Education / THE World University Rankings
TGS	→	Twente Graduate School
TEM/TOM	→	Twente Education Model
TTOG	→	Technopolis Twente (private real estate company UT)

TURBO	→	Twente University RadBoudumc Opportunities
UIM	→	University Information Management
UMC	→	University Medical Center Utrecht
UN	→	United Nations
UT	→	University of Twente
UU	→	Utrecht University
VSNU	→	Association of universities in the Netherlands
WNRA	→	The Act on the Normalisation of the Legal Status of Civil Servants
WSV	→	Wet Studievoorschot (also see Dutch terms)
WvD	→	Third party income
ZGT	→	Ziekenhuis Groep Twente (hospital)
4TU	→	Federation of four technical universities (TU Delft, TU/e, UT and WU)

Dutch terms:

Collectebusfondsen	→	Charity funds
Prinsjesdag	→	The day on which the reigning monarch of the Netherlands sets out the state of play in the Netherlands and the Government's plans for the coming year.
Referentieraming	→	Presents OCW's estimate of the development of the number of students
Regiodeal	→	Regional Deal / Partnership between central government and the region to tackle challenges in the region
Sectorplannen	→	Sector plans
Wet Studievoorschot	→	Legislation on a reform of student finance in higher education
1e geldstroom	→	Government funding and tuition fees
2e geldstroom	→	NWO and KNAW grants
3e geldstroom	→	Third party income

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