



**LIMITLESS  
PERFORMANCE**

**ANNUAL REVIEW:  
EXECUTIVE SUMMARY**

**2011**

**VU**  **UNIVERSITY  
AMSTERDAM**

**LOOKING FURTHER**

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# FOREWORD

## EXECUTIVE BOARD

Execution of the VU University Amsterdam Strategic Plan 'VU University: looking further' started in 2011.

Many in the university have set to work within the five programmes that have been created to achieve the stated ambitions. A groundbreaking undertaking in the next few years will be to improve the educational quality in a cohesive and mutually reinforcing way, while also creating an internationally competitive range of research and academic Master's programmes, establishing a profile for research, and aligning research with national and European themes. And in the meanwhile substantially reducing the costs of operations and putting the accommodation in order.

The programmes are on course and are bearing out the expectation that the set of objectives will actually be achieved.

These efforts mesh well with the Outline Agreement established between the national government and the universities. It is the intention for VU University to enter into performance agreements with the Ministry of Education, Culture and Science about how to demonstrably improve the quality of Bachelor's education in particular. VU University Amsterdam will also establish a clearer profile.

Achieving the ambitions set out in the Strategic Plan also has a financial impact.

There has been a rising trend in the number of degrees and doctorates awarded by VU University. The university is also fourth in the Leiden Ranking for research quality and has been successful in attracting grants, including four Vici scholarships for leading research worth 1.5 million euros.

A tangible manifestation of the collaboration with VU University Medical Center in the Human Health and Life Sciences cluster came with the decision to build a shared

laboratory tower (O12, on which building work is scheduled to start in 2012). The decision also opens the way for further, stepwise campus upgrades, while observing a strict total cost ceiling.

2011 closed in surplus, partly because of a substantial cost-cutting exercise. Far-reaching operational economies will inevitably continue into 2012 and beyond, with an accompanying reduction in staff numbers. We will take every care to avoid unnecessary involuntary redundancy, which unfortunately will not lessen the blow for some employees.

In other words, 2011 marked the start of radical change at VU University. Gratitude is due to staff and students for their efforts in the past year in breaking new ground in 2011, which raises confidence in a future that has many uncertain aspects for universities. Fortunately, VU University is not alone. The collaboration with VU University Medical Center, the University of Amsterdam, industry and the City of Amsterdam and other public authorities in the Amsterdam Economic Board will greatly enhance the probability of achieving our ambitions. VU University is thinking ahead and preparing, thereby putting 'VU University: looking further' into practice!



The Executive Board of VU University Amsterdam.  
From left to right: Lex Bouter, Bernadette Langius and René Smit.



1

About: teaching and research,  
the community, society and alliances;  
and about operations.

# OUTLINE OF THE YEAR

## GENERAL

- Start of implementation of the Strategic Plan for 2011-2015
- Five Programme Committees at work on policy themes

## TEACHING AND RESEARCH

- Rising trend in numbers of new degrees and doctorates
- Introduction of binding recommendation on continuation of studies
- Guideline for new structure of Bachelor's and Master's education
- Number four in Leiden Ranking, but unfortunately student support was given an unsatisfactory rating in National Student Survey VU
- VU University acquires eleven Veni scholarships, five ERC Starting Grants, five Mosaic scholarships, and four Vici scholarships
- Partnership in Interdisciplinary Focus areas is bearing fruit:
  - Science for Sustainability
  - Connected World
  - Professional Services
  - Human Health and Life Sciences
- Talent policy for academic staff acquires form and substance
- Accent on internationalization in teaching and research
- Scientific Integrity Ombudsman appointed

## COMMUNITY, SOCIETY AND ALLIANCES

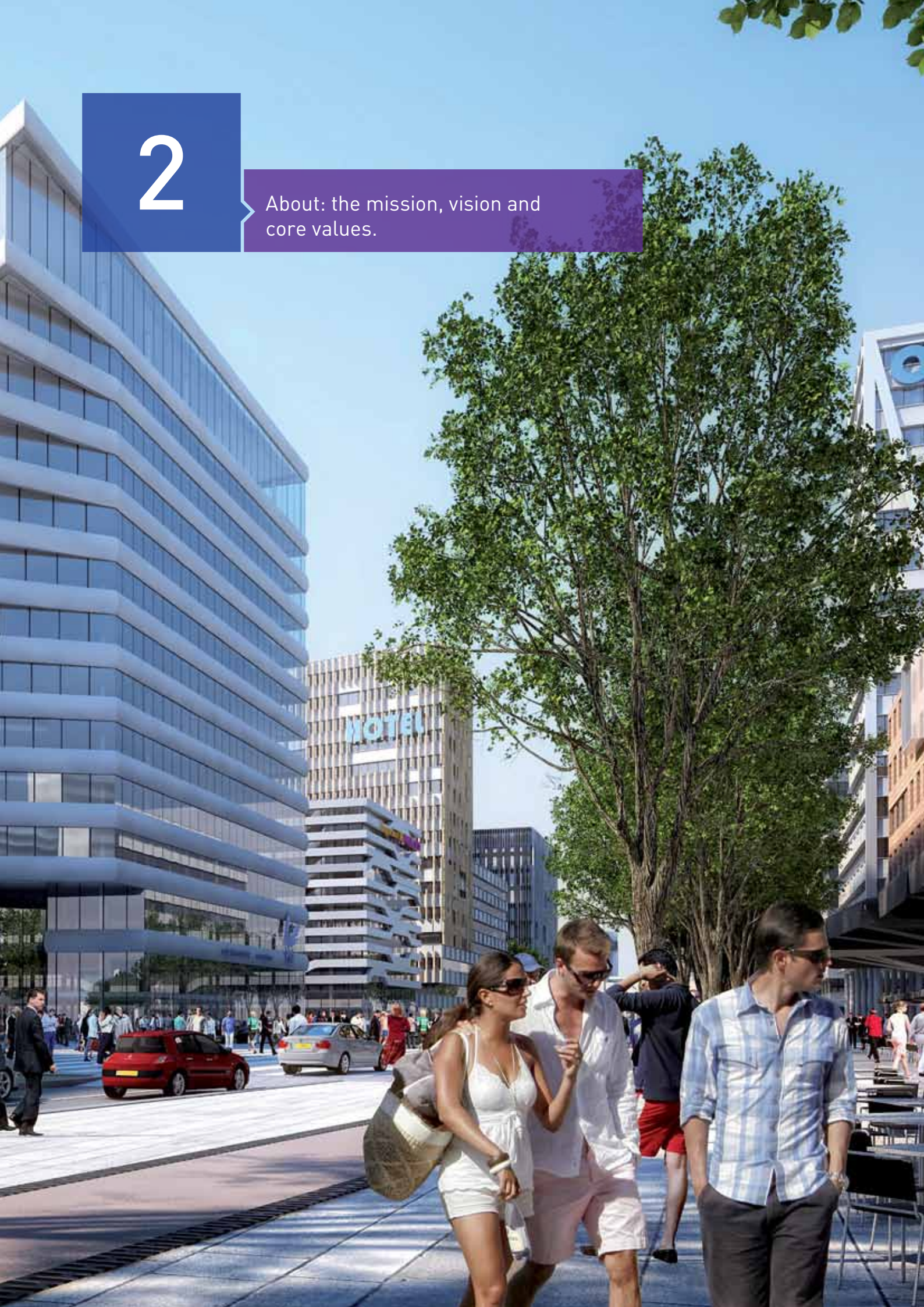
- Outline agreement between universities and government
- Alongside the intensive collaboration with VU University Medical Center, stronger links are being forged with the University of Amsterdam
- First university in the Netherlands to achieve Fairtrade status

## OPERATIONS

- The decision has been taken to bring about a fundamental reorientation of operations based on operational excellence, and to start implementing the associated economy measures
- Next step taken in campus development: main building redevelopment, new sciences laboratory, more lecture halls, space for flexible workplaces, and more efficient use of space
- VU University surplus provides a buffer for future developments
- Reorganizations in the Faculty of Sciences and the Centre for Educational Training, Assessment and Research
- Implementation of a new integrated Student Information System
- Start of e-HRM project for standardizing and digitizing all HR administrative processes
- Launch of 'VU University: looking further' campaign
- Emergency response services reorganized

# 2

About: the mission, vision and core values.



# RESPONSIBLE, OPEN AND PERSONAL

## OBJECTIVE: MISSION AND VISION

VU University, VU University Medical Center (with the inGeest mental healthcare organization) and Windesheim University of Applied Sciences jointly form the VU-Windesheim Association. Christian values bind and inspire these institutions, together with the ideological convictions and the social duty that are rooted in them. The Association guarantees VU University's connection with the community.

VU University is one of fourteen universities in the Netherlands. VU University has grown in the more than 130 years of its existence from a small institution dedicated to the emancipation of a specific target group into a major, broad research university with a great appeal to students and researchers.

VU University's core values can be summed up as: responsible, open and personal. 'Responsible' refers to our service and commitment to people and the VU society. VU University's 'openness' is reflected in our diversity in disciplines, nationalities, ideologies and social convictions. 'Personal' describes our attention to the human scale, in an academic community in which each individual member counts.

### Teaching

VU University prepares students for an active role in society. You could call this 'academic citizenship'. VU University naturally expects students to build up a thorough knowledge of their field. VU University also encourages personal development and ambition, which is why the university spurs them on to look

beyond the confines of their own discipline, culture, traditions and personal beliefs. The free pursuit of scholarship requires people to take each other and themselves seriously in the choices they make. Free of church, state and commerce. The same attitude implies learning to question the principles of science, culture, faith and personal beliefs.

In our compact campus university, VU University strives for interdisciplinary, international and intercultural education. We want VU University to be a forum for the free pursuit of scholarship, where students develop into creative, committed and enterprising academic citizens. We will achieve this aim with a well-structured study programme that does justice to students' ambitions.

### No frontiers in research

VU University is at the centre of the community and is an active contributor to the latest educational and research trends. VU University will deliver research of the highest quality.

We now no longer restrict our attention to a single academic discipline when exploring scientific and social issues. Having all VU University faculties on one Zuidas campus means that no two scientific fields are more than a short walk from each other, which greatly simplifies cooperation. Much VU University research is performed in interdisciplinary research institutes (iOZIs).

### Excellence and the society

VU University employs many leading international researchers in their

respective fields. VU University performs at the highest level of scientific research in Europe. VU University encourages research that is driven by curiosity, in which researchers feel compelled always to take the next step forward. Societal relevance has a high priority. Our contract research for industry and social organizations adheres to the same principle.

### Talent policy

VU University invests in talent, recognizing that excellent research stands or falls with the quality of its researchers. Promising Master's and PhD students therefore receive support within the interdisciplinary research institutes. For instance, we provide a programme of supervision for PhD students who wish to submit a research proposal. Leading academics prepare themselves for internal and external talent programmes, such as "NWO Vernieuwingsimpuls" and the ERC Grant Schemes. Prestigious programmes of this kind provide talented researchers with the financial resources to contribute to the development of their research group. VU University provides researchers who are assessed as excellent but receive no award under these programmes with investment funds to recruit new talent for their research project.

# 3

About the financial context, the financial result and what it means from a long-term perspective.





# FINANCE

This chapter explains the financial developments in VU University in 2011.

This chapter starts with an outline of the financial context in which VU University operates. Some observations follow about VU University's financial result and what it means from a long-term perspective. To conclude, some details of financial management are presented.

## Context

Various developments have put pressure on VU University's financial position in recent years:

- government cutbacks have resulted in decoupling student numbers from the national budget, despite rising student numbers, meaning fewer resources per student and pressure on educational funding;
- selective funding is placing increasing emphasis on research infrastructure to facilitate collaboration and generate synergy with other knowledge institutes, VU University Medical Center and industry;
- the negative impact of the economic crisis on contract education and contract research is making it hard to obtain income from this 'third flow of funds';
- the details of the accommodation plans call for substantial investment in the O|2 building and the NU.VU building, leading in due course to higher interest charges, depreciation, and operating expenses;
- investment is also necessary for digitizing and upgrading processes, in particular in operations;
- external project management and reporting requirements may threaten the cost-effectiveness of projects

with indirect and contract funding. The external reporting requirements also increase the burden on the accounting system and internal auditing.

It is an ambition of VU University to develop the most efficient and optimally performing operations, which it will achieve by continuing to rationalize and professionalize operations, teaching and research processes.

VU University is obliged to take substantial economy measures in the 2011 – 2015 period. Achieving our ambitions in the face of cutbacks will require a fundamental reorientation on the supporting processes.

## Financial result

After several years of deficits, VU University's budget system is now based on a surplus in 2011 of € 5.8 million.

For 2011 VU University achieved a consolidated surplus of € 8.9 million, which exceeds the estimated surplus for 2011 (€ 5.8 million) by € 3.1 million. Analysis has revealed that the underlying income and expenses that produced this greater surplus were both higher. The salient divergences from the budget were:

- a higher central government funding because of the indexation of social security contributions;
- above-budget income from third-party contracts; and
- below-budget accommodation charges.

The surplus will be retained in VU University equity and will improve the prospects of attracting capital from the market for achieving our accommodation and other ambitions. Therefore VU University will not be economizing less, but that we will be in a stronger financial position to face the challenging years ahead. We are embarking on a considerable programme of expenditure cuts while simultaneously developing VU University to achieve our ambitions and objectives.

VU University will be faced with a daunting task in the next few years to achieve the proposed savings in a period in which the new operating processes still have to take shape, which will demand major investments. VU University must also address additional economies imposed by the national government.

## Equity

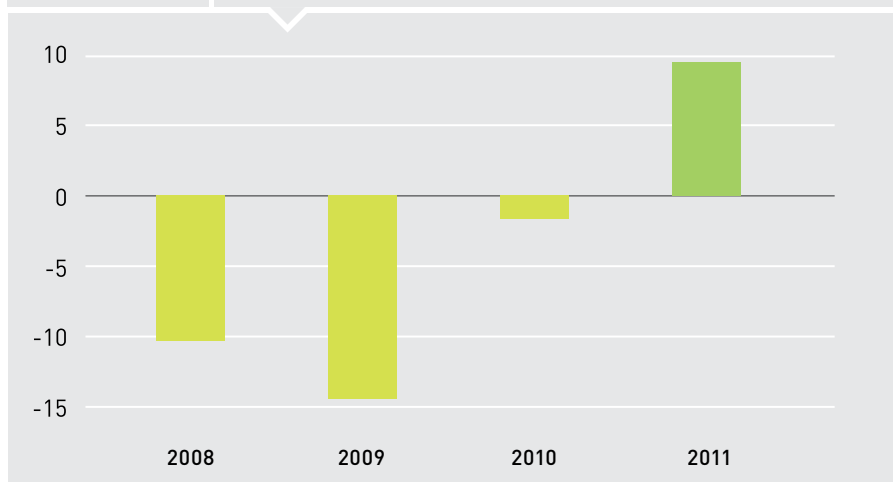
Equity increased because of the retention of the 2011 surplus to € 256.6 million, with a consequent improvement in solvency, which is now 55%. Satisfactory solvency makes it easier to borrow capital at relatively favourable rates, which will be needed in the coming years to finance the O|2 - and the VU.NU building.

VU University will also be required to invest large amounts in restructuring the supporting processes. This is another reason why the 2011 surplus is crucial.

The provisions comprise personnel and material elements that have increased by € 7.9 million relative to 2010 to € 40.1 million at year-end 2011. Most of the rise was caused by the increase in

FIGURE 3.1

OPERATING RESULT



the provisions for severance expenses and reorganization.

**Liquidity position**

VU University's liquidity position in accordance with the current ratio method increased relative to 2010 to 84.1% (2010: 74.1%). Current ratio is defined as total current assets divided by current liabilities. The current ratio is ideally 100%, whereby current liabilities can be financed in full using current assets (receivables and cash at bank and in hand). Current assets less current liabilities increased from minus € 44.9 million at year-end 2010 to minus € 27.0 million at year-end 2011.

**Financial management**

In 2011 VU University adopted a new structure for the administrative planning and control cycle, which improves the allocation of reporting responsibilities to the corresponding units. Agreements are now comprehensively and permanently monitored in regular meetings. Furthermore, the new structure provides a greater opportunity to address new developments. The new cycle puts the Executive Board in a better position to anticipate developments in units and take any necessary measures.

Experience with the cycle in 2011 was

predominantly favourable. The evaluation performed in early 2012 will lead to improvements in the cycle in 2012.



# 4

About performance agreements, educational improvements, retrenchment and savings; operations, new building and external partners.



# OUTLOOK

VU University faces challenging economy measures. The measures are compatible with the objective stated in the Strategic Plan of saving € 33 million in the next five years.

Achieving this objective will require radical action. The main reason for the measures is that less money is forthcoming from the government. Another reason is to make room for investments in accommodation, teaching and research. This chapter explains the measures we will be taking.

## **Retrenchment and savings**

The economy measures will oblige us to cease or change our approach to certain activities. There will be savings in 2012 in purchasing (€ 4 million) and cuts in the government funding allocation to departments and faculties oriented to operations (€ 8 million). We are also required to make savings in non-core university duties, such as the Centre for International Cooperation, the Sports Centre and the Griffioen Cultural Centre (€ 1 million). The units will accommodate these savings within their own budgets.

## **Improvement and enlargement**

We will also strive to improve quality, and make teaching, research and operations more efficient.

The faculties and departments will tackle these changes on the basis of plans drawn up by the programme com-

mittees. We are implementing these changes on the principle of operational excellence.

The most important themes are: improved educational quality and study success, greater cost-effectiveness, and greater research impact, quality and output. We will also be addressing the issue of how to attract and retain talent in the presence of increasing international competition. € 5 million has been reserved in the 2012 budget for projects initiated by the committees.

## **Operations**

VU University has set up nine teams within operations to work on catalogues of products and services, process specifications and financial justifications for the various domains. VU University will then produce a reorganization plan for the domain concerned.

## **New building**

Within VU University's financial frameworks the board has plotted a course for investment planning for the coming years. There will be a new building alongside the OZW building for educational facilities and sciences. The name of the building is New VU University

Building, or NU.VU. We will also be taking over the O12 building, alongside the Academic Centre for Dentistry Amsterdam, from VU University Medical Center for the sciences-medical cluster. These two decisions oblige us to continue to use existing buildings for some time to come. The main building will remain in use at least until 2025, to which end the Main Building Programme was launched in order to perform the necessary maintenance and functional alterations, and enabling us to use the space more efficiently. The impact on the Faculty of Sciences, the Medical Faculty and Transitorium has also been analysed, and investment programmes will be drawn up for these buildings in 2012.

## **External partners**

In addition to intensive collaboration with VU University Medical Center, VU University will strive in 2012 to strengthen links with external partners, such as the University of Amsterdam. This will help us become more cost-effective.

Together with the University of Amsterdam, VU University is an active member of the Amsterdam Economic Board, which aims to position the Amsterdam region among the leading European cities by 2020.

A photograph of three individuals in academic regalia. On the left, a woman with glasses and dark hair is partially visible. In the center, a woman with short blonde hair looks towards the right. On the right, a man with a mustache and a black cap is looking down. They appear to be at a formal ceremony, possibly a graduation or an awards presentation. The background is dark with some horizontal lines.

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## FACTS & FIGURES 2011

Financial, teaching and research

TABLE 5.1.1

CONSOLIDATED BALANCE SHEET FOR THE YEAR ENDED 31 DECEMBER 2011  
(AFTER APPROPRIATION OF SURPLUS)

ASSETS	2011	2010	LIABILITIES	2011	2010
<b>Fixed assets</b>			Equity	256.6	247.7
Tangible assets	321.8	322.2	Provisions	40.1	32.2
Financial fixed assets	2.9	2.8	Long-term liabilities	1.0	1.2
Total fixed assets	324.7	325.0	Current liabilities	170.0	172.0
<b>Current assets</b>					
Inventories	1.1	1.1			
Receivables	81.8	92.6			
Cash at bank and in hand	60.1	34.4			
Total current assets	143.0	128.1			
<b>Total assets</b>	<b>467.7</b>	<b>453.1</b>	<b>Total liabilities</b>	<b>467.7</b>	<b>453.1</b>

TABLE 5.1.2

## CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

	ACTUAL 2011	BUDGET <sup>1</sup> 2011	ACTUAL 2010
	2011	2011	2010
<b>INCOME</b>			
Central government contributions	284.1	280.2	268.1
Other government grants	0.9	-	0.5
Tuition and examination fees	39.5	39.7	39.1
Income from third-party contracts	91.0	89.9	85.9
Other operating income	44.2	45.3	40.0
<b>Total income</b>	<b>459.7</b>	<b>455.1</b>	<b>433.6</b>
<b>EXPENDITURE</b>			
Staff costs	308.0	297.0	299.8
Depreciation	29.2	28.6	20.8
Accommodation expenses	33.2	39.4	26.4
Other operating expenses	81.5	82.5	85.9
<b>Total expenditure</b>	<b>451.9</b>	<b>447.5</b>	<b>432.9</b>
<b>Operating surplus</b>	<b>7.8</b>	<b>7.6</b>	<b>0.7</b>
Financial income and expenses	(0.6)	(1.9)	(2.4)
Exceptional income and expenditure	1.7	-	-
<b>Surplus for the year</b>	<b>8.9</b>	<b>5.7</b>	<b>(1.7)</b>

<sup>1</sup> The source is the VU University Amsterdam Annual Plan for 2011: no budget figures are available for the affiliates: the budget shown is that of the university.



TABLE 5.1.3

STATEMENT OF INCOME AND EXPENDITURE  
AND BUDGET FOR 2012

	actual 2009	actual 2010	actual 2011	budget 2012
Central government grant	266.3	268.5	284.5	286.1
Tuition fees	35.1	38.8	39.2	41.9
Indirect/contract funding	76.7	79.3	85.0	83.0
Other income	34.8	39.8	43.9	46.6
<b>Total income</b>	<b>412.9</b>	<b>426.4</b>	<b>452.6</b>	<b>457.6</b>
Staff costs	249.9	253.9	261.1	259.6
Depreciation	18.6	20.6	29.1	28.4
Accommodation expenses	34.0	25.7	32.4	35.0
Other institutional expenses	122.2	125.1	122.6	130.2
Reversal of provisions				
<b>Total expenses</b>	<b>424.7</b>	<b>425.3</b>	<b>445.2</b>	<b>453.1</b>
<b>Operating surplus/deficit</b>	<b>-11.8</b>	<b>1.1</b>	<b>7.4</b>	<b>4.5</b>
Net financial income and expenditure	-3.2	-2.0	-0.6	0.0
Exceptional/extraordinary income/expenses	0.0	0.0	1.7	0.0
<b>Operating surplus/deficit</b>	<b>-15.0</b>	<b>-0.9</b>	<b>8.5</b>	<b>4.5</b>

TABLE 5.2.1 OBJECTIVES AND AMBITIONS OF THE INSTITUTIONAL DEVELOPMENT PLAN FOR 2011-2015

Principal objectives, research	Performance indicator	2010	2015	2025
raise research quality	average assessment in external research review	30% < 4.0 14% > 4,7	≥ 4.0 20% > 4.7	≥ 4.0 20% > 4.7
increase research impact	position on Leiden Ranking Light Green list	85	80	75
increase research volume	acquisition - turnover ratio	tbd	tbd	tbd
<b>Subobjectives, research</b>				
increase staff diversity	proportion of non-Dutch academic staff	17%	25%	25%
	proportion of women professors	11%	20%	>20%
subobjective, research volume	national market share of PhD awards	8,50%	9%	10%
	proportion of third-party contracts in total income of faculties	31%	41%	54%
research valorization	Proportion of VU University Amsterdam publications in Open Access	approx. 5%	40%	90%
<b>Principal objectives, undergraduate</b>				
improve teaching quality	position in Dutch student survey	14	top5	top3
increase educational success rate / performance	proportion of repeat enrolments after 1st year who achieve Bachelor's in 4 years	56%	70%	80%
improve educational cost efficiency	to be determined	tbd	tbd	tbd
<b>Subobjectives, undergraduate</b>				
improve teaching quality	average score in Dutch student survey	3,3	3,8	4
	proportion of course evaluations that score 4 on a 5-point scale	40-45%	60%	90%
<b>Subobjectives, undergraduate</b>				
		2010	2015	2025
	proportion of lecturer evaluations with a score of 4 on a 5-point scale	40-45%	60%	90%
	proportion of programme evaluations with a score of 4 on a 5-point scale	20-25%	60%	90%
improve lecturer quality	proportion of lecturers with Basic Teaching Qualification (BKO)	3%	25%	60%
improve structure and organization	proportion of programmes with an academic core	n/a	100%	100%
	proportion of faculties with an annual teaching plan	n/a	100%	100%
educate students in an international context	proportion of Bachelor's graduates with at least 1 semester abroad	15%	0,25	25%

	incoming Bachelors with at least 1 semester of study at VU University Amsterdam	360	750	825
	bilingual development on campus	partial	complete	complete
subobjectives, raise study yield	proportion of repeat enrolments after 1st year who achieve Bachelor's in 3 years	29%	45%	70%
create student-VU bond	proportion of VU University Amsterdam students working on campus	5%	10%	10%
encourage excellence	proportion of Bachelor's students engaged on more than the standard programme	3%	10%	15%
Subobjective, improve cost efficiency	national market share for direct pre-university education student intake	8,10%	9,50%	10%
	proportion of Bachelor's intake directly from pre-university education	60%	70%	tbd
<b>Principal objectives, graduate</b>				
international recruitment of talented students by offering an attractive range of Master's programmes	proportion of student intake from other Dutch universities	9%	15%	20%
	proportion of foreign student intake with foreign prior education	16%	25%	30%
	uphold national market share of student intake from universities of professional education	17%	17%	17%
respond to trends in a Lifetime of Learning and reduce dependence on government funding	income from post-initial and executive education	€ 13,3 mln	€ 20mln	€ 30mln
<b>Principal objectives, operations</b>				
more efficient operational organization	ratio of academic staff to administrative and support staff	1.3:1	1.5:1	1.5:1
quality of supporting processes	uphold standard for customer satisfaction with supporting processes on a scale from 1 to 5		3.5	4
<b>Subobjective, operations</b>				
more cost-efficient purchasing	proportion of orders channelled through web shop		100%	100%
principal objective, accommodation, efficient and effective use of campus space	more efficient use of space per person (index 2010 is 100)	100	tbd	70
<b>General principal objective</b>				
reduce dependence on central government grant	proportion of finance from government funding	65%	60%	<50%
good employment practices	staff satisfaction		3,8	4

NB: The performance agreements for 2011/2012 are currently being established and more details will follow.

TABLE 5.2.2

ENROLMENTS AND STUDENT INTAKE (SOURCE 1 HIGHER EDUCATION FIGURE, REFERENCE DATE 1 OCTOBER)

Faculty	2007		2008		2009		2010		2011	
	Enrolments	Student intake EOI*	Enrolments	Student intake EOI	Enrolments	Student intake EOI	Enrolments	Student intake EOI	Enrolments	Student intake EOI
Final total	19,274	7,430	20,984	8,091	22,738	9,146	24,376	9,683	24,992	10,038

\* First-year teaching institute

TABLE 5.2.3

STUDENT PROGRESS FIRST-YEAR (E1\*): STUDENTS WITH 45 CREDITS OR MORE IN FIRST YEAR

	2007	2008	2009	2010
Total VU	53%	54%	52%	57%

\* First-year institute

TABLE 5.2.4

BACHELOR'S PERFORMANCE: DEGREE OBTAINED WITHIN NOMINAL DURATION OF STUDY + 1 YEAR

	2003/04	2004/05	2005/06	2006/07	2007/08
Proportion	56%	55%	61%	61%	63%

TABLE 5.2.5

RESEARCH INPUT AND OUTPUT (INCLUDING VUMC)

FTEs	2010	2011
1st	778	736
2nd	397	423
3rd (+ any 4th and 5th)	602	635
<b>Total</b>	<b>1,778</b>	<b>1,794</b>

Output	2010	2011
Dissertation A + B according to registrar	308	324
Academic publication	6,675	6,920
Professional publication	1,820	1,514

TABLE 5.2.6

## PROPORTION OF ACADEMIC STAFF WITH BASIC TEACHING QUALIFICATION (BKO)

■ AT 31-12-2010 ■ AT 31-12-2011

STAFF WITH BKO	223	277
ACADEMIC STAFF	2696	2816
PROPORTION OF ACADEMIC STAFF	8%	10%
LECTURER/ASSISTANT PROFESSOR WITH BKO	142	179
TOTAL LECTURERS/ASSISTANT PROFESSORS	795	822
PROPORTION WITH BKO	18%	22%

TABLE 5.2.7

## MULTIYEAR PHD AWARD TREND (2006-2011)

	2006	2007	2008	2009	2010	2011
Totals	248	262	264	285	307	324

TABLE 5.2.8

## VENI-VIDI-VICI (NWO INNOVATIONAL RESEARCH INCENTIVES SCHEME)

	2008	2009	2010	2011
VENI	12	8	19	13
VIDI	3	9	8	-*
VICI	3	2	5	3

\* to be determined

TABLE 5.2.9

## ERC (EUROPEAN RESEARCH COUNCIL)

	2008	2009	2010	2011
STARTING GRANT	5	1	2	5
ADVANCED GRANT	2	2	2	1

TABEL 5.2.10

## ADMINISTRATIVE AND SUPPORT STAFF\*

	2009	2010	2011
FTEs	1,590	1,542	1,536
STAFF NUMBERS	1,937	1,858	1,831
ADMINISTRATIVE AND SUPPORT STAFF PERMANENT/TEMPORARY (IN FTEs)			
PERMANENT ADMINISTRATIVE AND SUPPORT STAFF	1,297	1,279	1,251
TEMPORARY ADMINISTRATIVE AND SUPPORT STAFF	293	263	284,5
MALE - FEMALE RATIO (IN FTEs)			
MEN	778	764	762
WOMEN	812	778	773
PROPORTION OF WOMEN	51%	50%	50%
AVERAGE AGE	38	44	45
ADMINISTRATIVE AND SUPPORT STAFF BY SCALE (IN FTEs)			
SCALE 01 - 05	108	100	90
SCALE 06 - 07	463	434	421
SCALE 08 - 09	435	426	432
SCALE 10 - 12	469	478	489
SCALE 13 - 18	115	104	105
<b>TOTAL ADMINISTRATIVE AND SUPPORT STAFF</b>	<b>1,590</b>	<b>1,542</b>	<b>1,536</b>

\* Only staff employed by VU University Amsterdam, excluding: Academic Centre for Dentistry Amsterdam-UvA, interns, sickness benefit recipients after termination, medical specialists, artists, MUP staff and VU Connected. Source: SAP-HR.

TABEL 5.2.11

INTERDISCIPLINARY RESEARCH INSTITUTES (iOZIs)

	AGCI*	AIMMS	CAMeRA	CCA/V-ICI	CLUE	EMGO+	ICaR-VU	LaserLab	LEARN	MOVE	NCA	NI	Phoolan Devi	VISOR
VU University Medical Center/Medicine				■		■	■			■	■			
Economics and Business Administration	■				■							■		
Arts			■		■									■
Social Sciences	■		■		■							■	■	■
Psychology and Education			■			■			■		■		■	
Theology														■
Philosophy														■
Human Movement Sciences										■				
Earth and Life sciences														
Law	■												■	
Sciences		■	■					■			■	■		
ACTA/Dentistry										■				

\* The Faculty of Social Sciences, the Faculty of Economics and Business Administration, and the Faculty of Law are partners in the Amsterdam Global Change Institute.

# COLOFON

## GENERAL EDITORS:

Ronald van Gelder (DM&C) and Victor Maijer (FP&C)

## EDITORIAL BOARD:

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## LAYOUT:

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2 x 2D = 3D

HOE HET BREIN  
COMBINEERT OM  
TE ZIEN.

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