
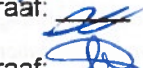



# CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 14 juni 2017  
Commissievergadering : FPB  
Agendapunt : Spring memorandum 2018-2021  
Bijgevoegde stukken : Spring memorandum 2018-2021

Betrokken concerndirectie: FEZ  
Secretaris: Mazier  
Portefeuillehouder: Bult-Spiering

paraaf:   
paraaf:   
paraaf: 

## **1. Status agendapunt:**

Rol URaad:

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

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## **2. Eerder behandeld in:**

## **3. Toelichting/samenvatting:**

We present to you the Spring Memorandum 2018-2021. This memorandum describes the administrative and financial framework for the drafting of the Budget 2018-2021, which will be presented to you and the Supervisory Board at the end of 2017.

We ask your approval on the key features in this Spring memorandum and your advice on the non-key features. The right of approval concerns amongst others the change of the allocation model for Government funding on research, as described below and in the Spring memorandum. We specifically ask for your approval on this system change.

In this memorandum we elaborate the composition and distribution of the "1<sup>e</sup> geldstroom" budget (government funding plus tuition fees) and the allocation to the various units within the UT for 2018 to 2021. The budgets for the year 2018 are a commitment from the board. For the years 2019 until 2021 these budgets are an indication of the expected budgets, but no guarantee.

This memorandum consists of six chapters. After an introduction, you will find the Key features, Policy agenda, Available budget, Financial policy framework and finally instructions for the units how and when to draft their annual plans for 2018.

The policy agenda is divided by the four targets derived from the ambitions of Vision2020. They serve as a guiding framework for the multiannual strategy and annual plans of the faculties and departments. During the 'voorjaarsoverleggen' the faculties will be asked how they will give substance the four goals the coming years. This input will be, in the course of the process, included in the policy agenda.

*Available budget*

### **Government funding for Education**

The Government funding for Education amounts to M€ 100,7 in 2018, an increase of M€ 7,1 compared to the previous calculated budget for 2018 in the Budget 2017. The system for allocating education budgets has remained unchanged and is described in the memorandum.

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

	(amounts in M€)				
Government funding Education	2017	2018	2019	2020	2021
Budget 2017-2020	94,5	93,6	93,8	94,2	-
Current Estimate 2018-2021	94,5	100,7	101,0	101,7	
<b>difference Current Estimate -/- Budget</b>	-	<b>7,1</b>	<b>7,2</b>	<b>7,5</b>	
Higher number of registrations and higher price		3,9	3,9	3,9	
higher price of degrees		1,7	1,8	1,7	
Estimated budget from WSV		2,8	2,8	3,4	
Quality and studysuccess		0,2	0,3	0,2	
Zwaartepuntvorming in student dependant budget		-1,6	-1,6	-1,6	
wage/priceindexation ITC		0,5	0,5	0,5	
Miscellaneous		-0,3	-0,4	-0,4	
<b>total mutations</b>	-	<b>7,1</b>	<b>7,2</b>	<b>7,5</b>	-

After a decline in the total number of students in 2016, we now see a noticeable increase. The number of degrees issued has on the other hand fallen slightly. Based on the provisional "bekostigingsfoto 2018" the budget for registrations will increase by M€ 3,9 and the budget for degrees by M€ 1,7. Please note that because of the change in government funding the budget "zwaartepuntvorming" is now incorporated into this student based funding.

We have now for the first time incorporated our estimate of the budget from the WSV (Wet Studievoorschot). Although it is still uncertain *under which conditions* or even *whether* this budget will be allocated, we have decided we can no longer wait for information from The Hague. Based on our market share in student based funding we estimate our share to be M€ 2,8 out of the total national budget of M€ 72. In the risk paragraph we will further go into this estimate. This extra budget will be allocated through the allocating model to the faculties and will not be withheld centrally. The faculties will therefore have to keep the previous performance agreements with the ministry in mind when drawing up plans to spend this extra budget. It is very likely the Minister will impose performance targets concerning quality of education. The bulk of this extra budget will therefore have to be spent by the faculties on educational quality.

### Government funding for Research

Government Research funding will amount to M€ 107,8 in 2018, an increase of M€ 4,7 compared to the previous calculated budget for 2018. Of this amount M€ 92,0 is derived from our market share and therefore variable. This budget is (after deduction for central overheads) allocated through the UT research funding model. The "O&O-component" ad M€ 9,3 is for the bachelor tracks distributed based on the number of degrees. For the master tracks we distribute this component on the basis of the realized EC's. Because of the lower number of degrees, as mentioned earlier in the education funding, the funding for the degrees in research will decrease by M€ 0,3.

Additionally we receive M€ 6,9 for research within our ITC-faculty which we directly assign to the ITC after a deduction for central overheads.

From 2017 the way in which the PhD's and designers (PDeng's) are funded by the Government has changed. Until 2017 the budget for PhD's and designers was subtracted from the overall National researchbudget, using a fixed price per PhD and designer. This has led to a sharp increase of this component. From 2017 the available budget for PhD's and designers is maximized to 20% of the National research budget. Because of the ever increasing numbers of PhD's the price per PhD will fall subsequently. In 2018 the price per PhD will be k€ 75,1 and the price for the designers will be k€ 62,6. Because of slightly higher numbers of promotions and designers the budget for the UT is M€ 0,8 higher than previously calculated.

The "profielingsmiddelen onderzoek" ad M€ 5,1 will partially be used to compensate the faculties for the sudden drop in PhD budget since 2017.

Mutations Government funding on research compared to the Budget 2017-2019:

(amounts in M€)

Government funding Research	2017	2018	2019	2020	2021
Budget 2016-2019	104,0	103,2	101,2	101,3	
Current Estimate 2017-2020	104,0	107,8	107,0	107,2	
<b>difference Current Estimate -/- Budget</b>	-	<b>4,6</b>	<b>5,8</b>	<b>5,9</b>	-
Higher remuneration promotionfees		1,0	1,6	1,6	
Lower number of designersfees		-0,2	0,0	-0,2	
"profleringsbudget onderzoek"		-	-	-	
higher macrobudget for % (wage/priceindexation 2017+2018)		3,8	3,9	3,9	
degrees UCT			0,4	0,5	
OC&W contribution Max Planck Center		0,2	0,2	0,2	
Mutation numbers and prices degrees (O&O)		-0,3	-0,3	-0,3	
wage/priceindexation ITC		0,1	0,1	0,2	
<b>total mutations</b>	-	<b>4,6</b>	<b>5,8</b>	<b>5,8</b>	-

As we did for the education budget we have also accounted for expected price- and wage compensation from the government for the research budget in 2017 and 2018. A total of M€ 4,6 has been added to the research budget.

*Change allocation model*

In this Spring memorandum the allocation model for funding of research has changed. Up until 2017, the Research funding was allocated through the institutes. As of 2018 these resources will be allocated directly to the faculties. The share per faculty is guaranteed for the entire budget period.

Besides the above change all central strategic budgets are merged into one central strategic budget (CSB). In accordance with the change in the OCW government funding, the 'Zwaartepuntmiddelen' have been added to the Education allocation model.

*Central Strategic Budget*

With respect to the CSB budget in Budget 2017-2020, these are the mutations in the available total CSB budget and in the allocated budgets and reservations in the Spring Memorandum 2018-2021:

(bedragen in k€)

Mutations CSB Spring memorandum 2018-2021 <=> budget 2017-2020	2018	2019	2020	2021
<b>Mutation available budget:</b>				
Available budget CSB in Budget 2017-2020	7.140	7.140	7.140	7.140
-/-: Budget switch CSB-reserv. Gamma budget to Primary Research budget BMS	-1.000	-1.000	-1.000	-1.000
+: Budget Profileringsmiddelen OZ	2.035	3.000	4.397	4.397
Available budget in Spring Memorandum 2018-2021	8.175	9.140	10.537	10.537
<b>A. Extra available budget:</b>	<b>1.035</b>	<b>2.000</b>	<b>3.397</b>	<b>3.397</b>
<b>B. Budgetmargin CSB in Budget 2017-2021</b>	<b>149</b>	<b>450</b>	<b>1.027</b>	<b>1.027</b>
<b>Mutation budgets and reservations in Spring Memorandum 2018-2021:</b>				
Contribution International School Twente (k€ 8, 2017-2019)	8	8	0	0
1 fte support internationalisation (2017-2019, 2020 a.f. pending evaluation).	85	0	0	0
Max Plank Institute (2016 k€ 0, 2017 t/m 2021)	-150	-150	-150	-150
Pré-U-Summerschool (pilot 2018, 2019 a.f. pending evaluation)	70	PM	PM	PM
-/-: Budget switch CSB-reserv. Gamma budget to Primary Research budget BMS	-1.000	-1.000	-1.000	-1.000
Reservation central contribution Zwaartekrachtvoorstellen	500	300	500	400
Fraunhofer Project Center-matching in kind contribution (until 2021)	250	250	250	250
Correction for unwanted effect 3year average Pdeng-bonusses	278	606	249	0
Contributions ending in 2021 with respect to 2020				-323
<b>C. Total new budgets and reservations (concept) Spring Memorandum 2018-2</b>	<b>41</b>	<b>14</b>	<b>-151</b>	<b>-823</b>
<b>D. (= A + B - C) Budgetmargin in (concept) Spring Memorandum 2018-2021</b>	<b>1.143</b>	<b>2.436</b>	<b>4.575</b>	<b>5.247</b>

- The extra CSB budgetmargin is mainly the result of the addition of the Profileringsmiddelen OZ to CSB.
- The CSB reservation *Gamma budget* of k€ 1.000 is cancelled in 2018 as this budget is added structurally to the Primary researchbudget of BMS.
- As OCW has allocated a contribution of k€ 150 for the Max Planck Center, the UT has lowered its CSB-contribution of k€ 300 in the years 2017-2021 with the same amount.



- The CB has agreed upon a matching-contribution for a number of Zwaartekrachtvoorstellen. The estimated total matching budget is shown as a reservation in CSB. NWO has postponed the decision for awarding projects until summer 2017. We expect to update this item in the Budget 2018.
- OCW has decided to base its allocation of the 2018 PDeng bonus on a 3 year-average. A temporary budget (2018-2020) has been allocated to ET to compensate the faculty for the negative effect of this OCW allocation change, as was done last year for the PhD-bonuses.
- 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.

*Funding service departments*

Standing policy regarding changes in the sum of government funding and tuition fees is that 80% is directly allocated to the faculties. 20% can be used for central budgets. In 2015 and 2016 the service departments have been partly compensated for wage- and price compensation. To prevent a further undermining of the budgets of the departments the board has decided to fully compensate the service departments for the 2017 increase in wages and prices.

*We ask the University Council approval on:*

*The key features of the UT-budget, including the change in the allocation model for the funding of research, the change in the allocation system of the Zwaartepuntmiddelen and the spending limits and scope of the Strategic budgets;*

*And*

*To give a positive advice on the non-key features.*

**4. (Voorgenomen) besluit CvB:**

*Gezien*

*Gehoord*

*Overwegende*

*Besluit het CvB: de concept Kaderstelling 2017-2020 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.
- Ja, op

Conclusie toen:

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

.....

.....

# **Concept Spring Memorandum 2018-2021**

FEZ/CvB UIT - 2597  
13-4-2017

# Management summary

## **The Spring Memorandum, Annual plan and Budget 2018-2021**

This Spring Memorandum shows the strategic and financial framework for 2018-2021. These form the framework for the Annual plan 2018 and the Multi-annual budget 2018-2021 of the units.

In this Spring Memorandum we present the Government funding and the budgeting of the faculties and service-departments. By incorporating multi-annual budgets per unit, the insight in the financial effects of our choices will be enhanced. The budgets for 2018 form a commitment from the Executive Board to the units. The multi-annual budgets for 2019, 2020 and 2021 are guidelines.

## **Policy agenda**

The Executive Board lays down her ambitions for the years 2018 and beyond in the policy agenda. The basis for these ambitions comes from the organization wide discussion concerning the strategic Vision 2020, UT2020.

The four core values of Vision 2020 are:

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

Our Vision 2020 ambitions have been translated into four strategic goals for 2017 and beyond. These four strategic goals are:

1. Developing global citizens
2. Making a real impact
3. Stimulating an entrepreneurial mindset & behavior
4. Experimenting, pioneering & innovating

## **The available resources**

The direct funding available consists of the Government funding for Education and Research and the tuition fees. The available budget in 2018 amounts to M€ 233,0.

The estimated Government funding in this framework is based on the most current information: the second Government Funding Letter 2017 and the 'Funding Picture' 2018. Also the latest indications by OCW have been incorporated into this budget. The Funding picture 2018 is based on the number of enrolments and degrees on 1 October 2016. The expected wage and price adjustments in 2017 and 2018 have been incorporated in the Education and Research Budgets.

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

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## **1. Introduction**

This Spring Memorandum shows the strategic and financial framework for the years 2018-2021. These form the framework for the Annual plans 2018 and the Multi-annual budget 2018-2021 of the units.

This document has been drafted while the discussion about the future of the UT matrix model is at an advanced stage. In this Spring Memorandum we have applied a modified model for the allocation of the budgets; all the budgets are now allocated to the faculties, service departments and central budgets. The institutes are, from 2018 on, no longer budgetary units.

The Policy Agenda has been drafted in close cooperation with the Deans and the UCB. The input from the faculties is the basis for this Spring Memorandum.

This Spring Memorandum consists of six chapters. Chapter 2 contains the key features of the UT-budget. In chapter 3 the ambitions of the UT are discussed for 2018. In chapter 4 the expected available budget for 2018 is shown and the financial policy frameworks are outlined in Chapter 5. In Chapter 6 the procedure for the preparation of the annual plans, partial budgets and the Multi-annual budget 2018-2021 with explanations of the faculties and service-departments are shown.

The units can prepare their annual plan for the Budget 2018 with underlying plans and budgets, based on the substantive priorities and budgetary and political framework laid down in this Spring Memorandum. The units are also expected to draw up a multi-annual forecast for the period 2019-2021.

For a timely preparation of the (multi-annual) budget the study-programs will have to negotiate four-year comprehensive agreements with the faculties before 16 June 2017 on the education budgets. The faculties and service-departments should reach service level agreements no later than 1 July 2017 and internalize these into their annual plan and multi-annual budget.

## 2. Key features

### Right of approval University Council

As of 2016 the University Council has the right of approval on the key features of the UT-budget. On the non-key features the University Council has the right of advice. Key features of the budget concern the allocation to the faculties and service-departments, resources for investments and investment plans (including real estate), and the financial policy, including reserves- and risk policy. The right of approval is recorded in the UR statutes in combination with texts in the Spring Memorandum, Budget, Annual real estate plan and Long-term real estate plan in which the right of approval is elaborated.

*Right of approval, elaboration Spring Memorandum:*

- Substantial change of the budget during the budget year. Specifically: in case of deviations in Government funding exceeding 1%.
- Allocation principles of changes in government funding:
  - Wage and price adjustments are allocated to the units according to UT-allocation model
  - Regular changes in Government funding: allocation to the units according to UT-allocation model
  - Earmarked changes/budgets: full amount to the concerned unit.The above subject to consideration of the Executive Board, for example in case of UT-wide financial setbacks.
- Spending limits and scope of the Strategic budgets in the areas of education, research and talent development with explanation of large amounts (above k€ 500). The explanation contains, as far as possible, the (proposed) Executive Board decisions, the objectives, substantiation and duration of the relevant project. The strategic budgets are combined shown in the Central Strategic budget (CSB) in which the 2017 budgets CSB and Profileringsmiddelen OZ are combined.

### 2.1 Modifications to the UT allocation model

The UT allocation model conforms to the Government funding model as much as possible. This means that there are two main flows of budget: Education and Research. Besides these two main flows, budgets are also allocated directly to units in case of specific government subsidies, to the service-departments and to the Central Strategic Budget. As of 2018 the budgets are allocated by the Executive Board to the faculties, service-departments and a single strategic budget for Education, Research and Talent development.

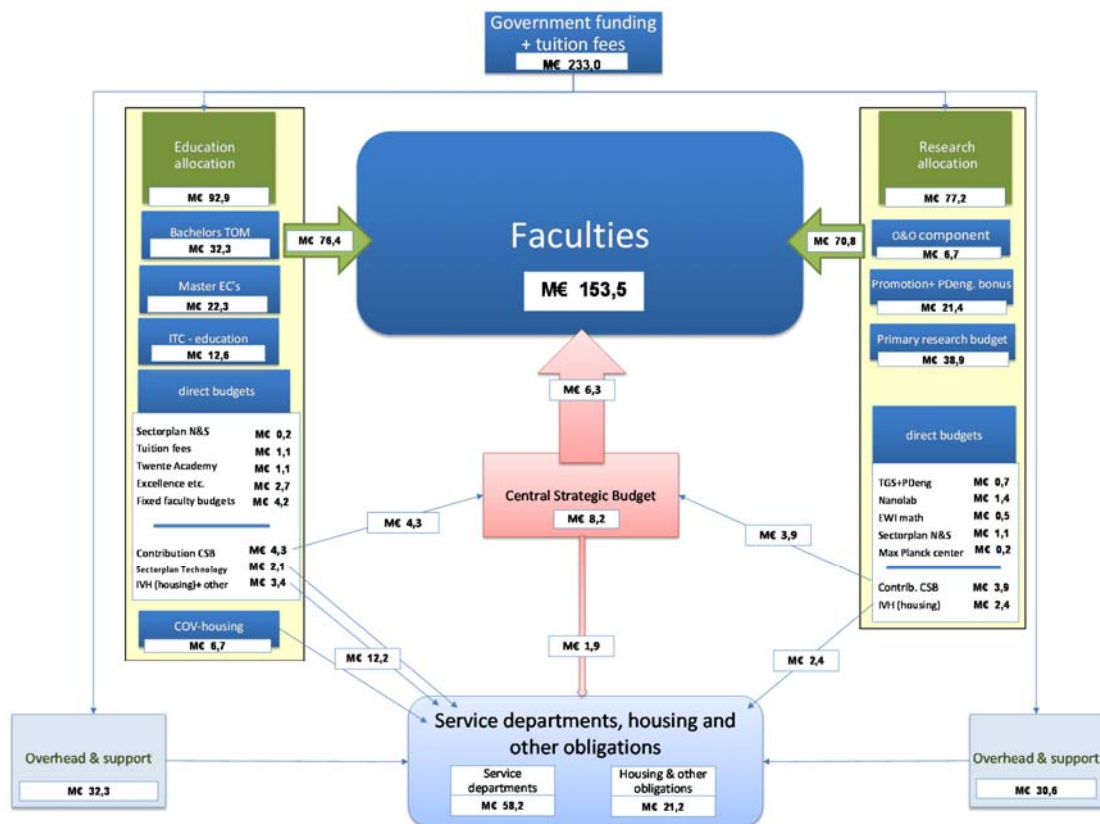
In line with the UT2020 programme the institutes will, from 2018 onward, no longer be business units. The UT allocation model has been changed accordingly. This will simplify the UT allocation model and increase financial stability for the faculties. From 2018 the UT research budget is divided into a strategic budget and a primary research budget for funding research within the faculties.

Until 2017 the scientific directors of the institutes allocated roughly 90% of the annual research budget as primary research funding to the faculties and 10% as strategic budget. With the change in the UT allocation model the entire annual budget (previously known as: "research budget institutes") will be directly allocated as primary research budget to the faculties.

The Government funding was altered in 2017 by incorporating the "Zwaartepuntmiddelen" into the student based funding. The UT will follow this model change by incorporating the "Zwaartepuntmiddelen" into its own student based funding. The entire budget of M€ 1,6 has been added to the student based funding.

As part of a further simplification of the UT allocation model the two remaining central strategic budgets (CSB and "Profileringsmiddelen onderzoek") have been combined into one Central Strategic Budget (CSB). This budget can be used for stimulation of strategic projects concerning education, research and talent development.

## 2.2 Basic 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 are left unused. The basic rules for the model are:

- 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 the annual report.
- The allocation model contains incentives that match the Government funding and stimulate entrepreneurship. In Education this is achieved by following the input and outcome based model of the Government, in Research by using realistic contribution margins.
- The deans are responsible for matching the education- and research activities with the available budget.
- The generic overhead is currently at 18,6%, which is well below our target of 19%. In the coming years the focus will be on qualitative improvements of the support.
- From the educational budget and the research budget a fixed amount for the central support is deducted. Mutations in the 1st money flow (government funding and tuition fees) will lead to mutation of the budget for the service-departments on the basis of 80/20 (political deliberation).
- We have for the first time incorporated an estimate for extra budget from the “Wet Studievoorschot” into the now estimated UT budget. This extra budget was added to the student funding in our education budgeting model. We expect performance targets will be imposed by OC&W for this budget.
- We have incorporated the most recent indications (march 2017) by OC&W about the wage- and price indexation 2017 (2,83%) and our own estimate for 2018 (1%) into this budget.

See the risk paragraph for further details.

## 2.3 Budgeting model for faculties, strategic budget and service-departments

### *Education*

The Government funding for Education is determined by OC&W based on funded enrolments and degrees, a fixed budget and a budget for performance agreements and profiling. Along with the tuition fees this forms the '1<sup>st</sup> money flow' Education. This budget is allocated through the UT allocation model.

Some specific budgets are allocated from the education budget, e.g. the budget for ITC (=the ODA budget received from OC&W, less a proportionate part of the central overhead), fixed budgets for small technical courses and the course Technical Medicine and the costs of generic classrooms (COV).

The variable education budgeting model consists of two elements: a Bachelor and a Master part:

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

### *Research*

The Government funding for Research is determined by OC&W based on funded degrees, number of PhDs and PDeng's and a fixed budget. OC&W expects knowledge transfer activities to be funded out of the 1<sup>st</sup> money flow resources. Some specific budgets are allocated from the research budget, e.g. contribution Nanolab, TGS- and PDeng coordination and a supplement for mathematics research.

The variable research budgeting model consists of three elements:

- O&O component, which is distributed using bachelor- and master degrees,
- PhD- and PDeng bonuses, which are distributed using PhD and PDeng degrees
- The primary research budget, which is distributed using agreed upon percentages per faculty.

### *General faculty budgets*

From the UT2020 program research into the possibility of capacity funding of the clusters within the faculties is underway. It is expected that an implementation plan will be available in autumn 2017.

One of the preliminary findings in the UT2020 program is, that a strategic faculty budget would be advisable, with or without implementation of capacity funding. Deans are entitled to retain a strategic faculty budget from the above explained budgets before allocating the education and research budgets or capacity funding to their clusters. Discussion in the SB will have to show whether a uniform system of determining the faculty strategic budget can be adopted.

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

### *Central Strategic Budget (CSB)*

For strategic projects, the CSB is available. This is a fixed annual budget (growing to approximately M€ 10) deployed by the Executive Board, in consultation with the Strategic Counsel (SB), for crossovers and other strategic projects for Education and Research. A limited part of the budget is available to fund other incentives like talent development. Faculties and scientific directors are invited to cooperatively draw up "UT2020 fit" plans for this budget and where possible incorporate these into the faculty annual plans as claims upon the CSB. When drafting the budget 2018-2021 this fall, these plans will be scrutinized by the Strategic Board and, when agreed upon, incorporated into the multi annual CSB budget.

### *Service-departments*

The generic overhead is in line with the performance agreements with OC&W, now 18,6%. In the coming years, the focus will be on qualitative improvements in the support. From the educational budget and the research budget a fixed budget for the central overhead is deducted. Mutations in the 1<sup>st</sup> money flow (government funding and tuition fees) will lead to mutation of the budget for the service-departments on the basis of 80/20 (political deliberation). The Executive Board also has a annual investment budget available for UT wide (ICT) support systems (M€ 0,7), for graduation support for students (M€ 0,6), for the support of non-EEA students (M€ 0,8) and for strategic Human Resources policy (M€ 0,7).

A further elaboration of the UT allocation model can be found in annex 1.

## 2.4 Reserve policy and financial ratios

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

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

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

### *Budget discipline*

The partially unexpected positive results in 2015 and 2016 have shown, that budget discipline needs to be enhanced even further. Budget discipline within the faculties and institutes seems to have been improved significantly in 2016. In 2018 the focus is on improving the management of the central budgets. In the management reports in 2017 this will be one of the focal points.

### *Solvency*

At year-end 2016 the solvency of the UT is 38%. OC&W and the NCA (Algemene Rekenkamer) apply the solvency 2 ((equity + provisions) / total capital) instead of 1 solvency (equity / total assets) as a control number. At year-end 2016 to solvency 2 of the UT is 41%.

Solvency falls well within the range for this indicator set by the supervisory board. For solvency 2 it is exceeding the range.

Our target is to spend all budgets mentioned in this spring memorandum during the budget year and thus maintaining the solvency at the same level it is at right now. Because we have had surpluses in 2015 and 2016, which made the solvency grow, it can be argued that we could overspend our budget in the coming years to facilitate plans in accordance with the UT2020 program. This can be accommodated as long as the lower limit of our solvency is maintained. Theoretically we could overspend our budget by approximately M€ 14 and still meet the solvency target of 35%.

### *Banks and cash funds*

At year-end 2016 the banks and cash funds of the UT amount to M€ 118. 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. This credit can be used, in a flexible way as a financial tool by the UT. The overdraft arrangement will be used by the UT if there is 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 need to utilize this facility any time soon.

### *The current ratio*

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 years end 2016, the current ratio was 1,28.

### *Intra-faculty reserve policy*

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

### *Investment budget 2018-2021*

At the moment the UT exceeds the targets for the current ratio and solvency. The Executive Board may decide that it is justified to finance additional investments. These investments need to fit within the long term strategic frameworks for the UT and the units and a sound business case is required. The principle 'new for old' must also be pursued to maintain a solid financial base.

Because the institutes will no longer be business units, the accumulated reserves of these institutes will have to be relocated.

The ITM reserve of the MIRA institute was specifically established for research in line with our educational course Technical Medicine and will therefore be returned to the faculty of Science and Technology.

All planned spending from this reserve will have to be met by the faculty TNW, especially commitments to other faculties. All other institutional reserves will be used to support the strategic projects in line with the outcome of the UT2020 programme.

## 2.5 Risk paragraph

In this paragraph you will find the risks incorporated in this spring memorandum 2018-2021 as far as we can identify now and the measures we have taken or will take to counter them.

### 2.5.1 Financial risks

- In this memorandum we have included Government funding which is far from certain. In all government budgets we have accounted for expected wage and price indexation for the years 2017 and 2018. For wage and price indexation we now have estimated a total of M€7,4 (M€3,5 in Education, M€3,9 in research) into our government funding. This is based on an a recent indication by OCW for the adjustment in 2017 (2,83% = M€5,5) and our own estimate for the indexation in 2018 (1% = M€1,9). The indexation 2018 is expected to be communicated by OC&W in June 2018.
- OCW has also indicated that the "referentieraming, the adjustment of the macro budget for student dependant budgeting, will increase by M€53 in 2018. Because of this the UT educational budget will rise by M€2,1.
- We now have incorporated a budget for the consequences of the "Wet Studievoorschot", despite the uncertainty if, or under which provisions this budget will be allocated. We have added M€2,8 to our student dependant budget.
- OC&W has a economizing target of M€150 to fulfil. It is still unclear whether this will affect the university budgets from 2017 onward. If OC&W has to cut the university budgets the UT loss can amount to approximately M€2,2. We have **not** accounted for this possible budget cut.
- All strategic budgets have now been combined into one new Central Strategic Budget (CSB). Part of this budget (M€1,1) has yet to be allocated. The board in consultation with the Strategic Council will have to draw up spending plans in accordance with the goals from UT2020.

Risk description	Amount in M€	risk	weighing	Risk in €
Wage- price indexation 2017 (2,83%)	M€5,5	low	10%	M€0,6
Wage- price indexation 2018 (1%)	M€1,9	Medium	50%	M€1
Referentieraming 2018	M€2,1	Low	10%	M€0,2
Wet studievoorschot	M€2,8	Medium	50%	M€1,4
Economizing target OC&W	M€2,2	high	75%	M€1,7
Underspending CSB	-/- M€1,1	Medium	50%	-/- M€0,5
<b>Weighed risk</b>				<b>M€4,4</b>

### 2.5.2 Environmental risks

- Biggest environmental risk still is the number of enrolments, especially in our master courses. Student numbers seem to be on the incline. The enrolments for the study programme 2017-2018 will have to show at which rate this growth continues.
- The establishment of the Max Planck Center and Fraunhofer Center at the UT has established the UT as the main hub for scientific collaboration between The Netherlands and Germany. The many stakeholders such as the Province, Twente region, Saxion, and the ministries of OC&W and EZ have supported these initiatives. It will still take a lot of effort to make these initiatives into the success we have anticipated. We are confident that we will make these initiatives a success.
- Research funding is under growing strain. The UT is searching for additional sources of funding, but is performing less than our colleagues in Delft and Eindhoven. The focus from the UT2020 program is on enlarging research funding through Strategic Business Development (amongst others the "Top Technology Twente" program) and the EU-program Horizon2020.

### 2.5.3 Operational risks

- The BMS faculty has drawn up a plan (BMS under steam) to modernize this faculty. Besides an educational and scientific change in focus, the faculty organization is also in transition.
- In the in 2016 updated UCT business case the financial effects of among others the lower than expected number of enrolments are made transparent. Future enrolments and financial results are monitored closely by the Executive Board.

- The growing digitization of our society and more specifically ICT in Education demand changes from the UT. Technical developments will, where necessary, be incorporated into our courses. To meet these challenges our I-strategy is implemented along four tracks: Education, Research, support and infrastructure. In each of these tracks the input from within the faculties and institutes is paramount.
- The (minority) shares in HTT can bring financial implications. Participations in start-ups are by definition volatile. Through BDT we meticulously monitor the business cases and proposed management of the new enterprises. The UT preferably avoids risks by not contributing financially, but by contributing the scientific knowledge. Where we do contribute financially, like Cottonwood or TTF, we conduct thorough risk analysis and conduct risk management using knowledgeable partners. We do not contribute directly, but through funds after a thorough risk analysis.
- On our campus some buildings cannot be used in their current state. We also wish to house the ITC faculty on campus and rehouse our health cluster. The LTSH-plan (Long Term Strategic Housing) was formalized in 2016 to strategically plan our real estate. Implementation of the LTSH plan is now under way. This can ultimately turn into a financial risk, when renovations are tendered.
- All service departments have been allocated 2,83% extra budget as a compensation for wage and price rises. This will compensate for the inflation in this budget, but not for the inflation in previous years, where no compensation was allocated.



### 3. Policy agenda

In this policy agenda the Executive Board lays down, in cooperation with the Strategic Council, the ambitions for the UT for the years 2018 to 2021, focusing on the activities in 2018. The foundation for these ambitions is laid down in our institutional strategy Vision 2020:

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

The four core values of the Vision 2020 are:

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

Our Vision 2020 ambitions has been translated into four strategic goals for 2017 and beyond. These four strategic goals are:

1. Developing global citizens
2. Making a real impact
3. Stimulating an entrepreneurial mindset & behavior
4. Experimenting, pioneering & innovating

UT aims to realize these four strategic goals through:

1. High quality in education, high quality staff and infrastructure, healthy populations of students and optimal educational processes;
2. High quality research, high quality personnel, high quality infrastructure and optimal support;
3. Entrepreneurship in Education, research in Entrepreneurship, entrepreneurial Research, entrepreneurship in personnel and stimulating entrepreneurship;
4. Smart Campus, living Campus, innovation hub and optimization support.

This Policy Agenda 2018 is a further operationalization of the four strategic goals above. In order to reach our goals we take a variety of measures that can be classified into three categories:

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

2016 marked the start of a new structure (UT2020) by which we govern our education, research and support. In the course of 2017, this new structure will be finalized and it will be implemented by the end of 2017. At the time that this Spring Memorandum is written, the UT2020 process is progressing every day. In the new UT2020 situation the faculties will be the only administrative units, headed by a Faculty Board and with clusters of chairs. The faculties will be the 'disciplinary home base' for academic staff.

The research institutes will no longer be independent administrative units. This change will transform their character. The individual institutes will continue as 'innovation hubs', where intensively collaborating teams use multidisciplinary approaches to tackle societal and scientific challenges. This will give the institutes more scope and greater clout for their core purpose: to create a real impact. The scientific directors and dean together are responsible for formulating UT-wide multidisciplinary research themes aimed at creating impact.

In UT2020 also our financial allocation model will change. Basically, faculties will be funded directly and no longer, as in the current situation, partly via the Institutes. There will be a central budget for strategic research initiatives ('themes'). This budget's allocation will be the responsibility of the scientific directors and deans collectively. Furthermore, the different clusters within the faculties will receive a capacity budget instead of a financial budget as in the current situation. In this chapter, we elaborate the policy agenda for 2018. The unique profile of the UT in Education, Research and Knowledge Transfer is exemplified in the following paragraphs.

### 3.1 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 such solutions to the questions of the future, along with companies / governments national and international. The focus is here on the core values: society-oriented, synergy driven, entrepreneurship and pioneering and internationally oriented.*

UT aims to develop global citizens through:

1. High quality education
2. High quality staff and infrastructure
3. Healthy populations of students
4. Optimal Educational processes

1. High quality education

*UT offers high quality education by:*

- *UT-educational programs emphasizing, next to deep disciplinary content, on broad attention to development of the T-shaped professional with skills on the 3 O's (Onderzoeken, Ontwerpen en Ondernemen) Research, Design and the Entrepreneurial attitude.*
- *Gearing the (multidisciplinary) education to 21st century skills with a focus on topics from society (Design as an integrating principle)*
- *Excellent UT research and education with a focus on technology and the role of technology in society (High Tech Human Touch)*
- *A physical and digital learning environment aiming at professional, internationally oriented and personal development.*

Any possible extra budget from the "Wet studievoorschot" is elucidated in chapter 4.

#### *Bachelor programs*

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

#### Growth/Development

- Harvesting the successes of the Twente Educational Model (TOM) and by doing so enhancing the quality and attractiveness of our Education model through profiling the positive scores of TOM and sharing our successful educational innovations to our (inter)national peers;
- Continuation of displaying excellence through our University College UCT, honors programs, etc.
- Expansion of international undergraduate recruitment;
- Increasing the number of English taught bachelor programs.

#### Strengthening our basis

- Continuous strengthening the quality of our programs both on the Student Driven Learning concept, on the (inter)disciplinary basis in the programs, on the content
- Continuous profiling in the domestic market by deploying and advertising our Pre-University: for Dutch secondary schools. Regionally we will display our full range of undergraduate programs and we will nationally target specific types of schools like Technasia, IB and TTO. We will specifically profile our English courses, distinctive training modules and excellence tracks.

#### *Master programs*

For all our master programs the focus in 2018 will be on increasing the number of students enrolling and restructuring and profiling the master portfolio.

#### Innovation

Restructuring and profiling of our master programs.

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

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

Our main priority is a qualitative increase of student enrolment, partially by accommodating heterogeneous (international) target groups. Further projects target the strong connection between Research and Education, the ambassador role of scientist recruitment, possible new master programs, cooperation with other institutes, premaster- and exchange programs.

#### Growth/Development

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

#### Strengthening our basis

- Improve our student satisfaction and student loyalty (NSE, ISB)
- Optimization of the entire chain of student intake - recruitment and the registration process - using I-chain, customer journey and E-check;
- Facilitating a warm welcome for national and international master students by our scientific staff.

#### *Honours programs*

Based on the report of the Review Committee Hoger Onderwijs (RCHO) and subsequent follow-up in performance agreements with OCW, further possibilities for the honours programs will be explored. The UT considers University College Twente (UCT) ATLAS not just as a way of attracting top talent and profiling, but also as a way to strengthen the learning community within the UT (Student Driven Learning). UCT has shown to increase the qualitative value for the UT, however student enrolment is not growing as expected. Therefore, the UT has decided to update the business case for UCT. Based on experiences until now, the original targets and ambitions will be re-evaluated, as will the strategic value of UCT for the UT as a whole.

#### *Stimulating an entrepreneurial mindset & behavior*

The University of Twente's degree programmes always have been well known for their attention to developing a wide range of personal skills in the area of Entrepreneurship, Research and Design. Our faculties will emphasize entrepreneurship and design thinking in education in 2018. These are important 21st century skills. As from 2016 we will further facilitate and stimulate the development of an entrepreneurial and design attitude in our programs, for example by offering train the trainer courses. Design could also play a stronger role in all honours tracks. Our DesignLab serves as a platform for the application, dissemination and integration of design thinking in our programs. In every study year it is possible to develop in entrepreneurship. However the program-directors themselves are responsible for the final integration of the skills, thinking and attitude in their programs. They can choose to implement an instrument like the Demola concept or Golden Egg Check. Or choose to make a connection to the external possibilities to be found in the entrepreneurial roadmap. Also students can be active in Student Union activities like Hardstart.

## **2. High quality staff and infrastructure**

### *Teaching excellence*

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

### *Aligned HR strategy*

We live in a time with many social challenges, demographic changes, new laws and regulations, technological capabilities and economic influences. We see a shortage on the labour market and are confronted with the 'war on talent'. Within this dynamic world the UT want to distinguish themselves internationally. It is crucial that we are able to recruit the right international staff, to develop them and know how to bind them. We give this form and content in the following building blocks:

- Strategic personnel planning; The organisation dynamics are high and with this the urgency of Strategic Personnel Planning as well. How do we anticipate pro-actively on the impact of economic and demographic developments within our workforce? This requires the synergy of a collaborating line-organisation, Finance and HR.
- An internationally oriented community; Our international ambitions require a continuously increasing international orientation from everyone at the university. This requires a drastic change in behaviour of everyone involved. A 'warm welcome' for every new (foreign) employee and tailor made assistance of UT employees who travel abroad are only the basics. We need to focus on the transition to English as the first language on campus and a 100% English curriculum. Step by step we will grow towards an internationally oriented UT community and campus. In the coming transition period we emphasize the international mind-set in everything we do.
- Diversity; One of the themes in the strategic personnel planning of the UT is diversity. We believe diversity contributes to innovation and even better results. To realize our vision, we want to attract and retain all of the talent available. We strive for a UT culture where everyone feels welcome, regardless of sex, 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 department.

### **3. Healthy populations of students**

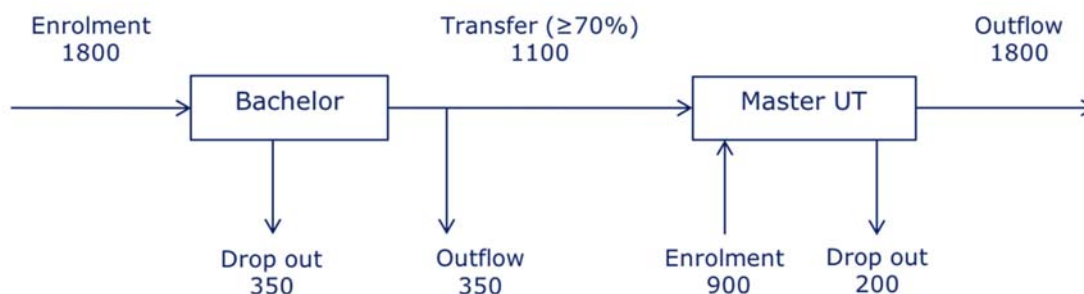
The University of Twente aims to educate the (global) professionals of the future. Graduates with an outstanding education, sought after by industry and government for their skills in applying their expertise to solve new problems and collaborate across sectors and disciplines. Our alumni are well-rounded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

The composition of our population of students is essential for the University of Twente. Not only for financial reasons (we need a substantial inflow to finance our education), but also in terms of aiming for high(er) quality and our objective to create an international community. The UT aims for an inflow of 1.800 bachelor students; with a dropout rate of maximum 20% (and max. 10 % switch). In our Vision 2020 we stated a flow into our masters from our bachelors of minimum 70%. To achieve a steady population of over 10.000 students this demands an inflow of 2.000 master students.

Excellent education (and research) asks for highly educated and excellent students and employees. The question is not only which quality we attract by our profile, but also by looking at what we offer as a university: the knowledge and competences we educate of high excellent quality and in cooperation with other institutes, governments and the industry.

To create an international classroom and community it is furthermore of importance that there is a good mix of nationalities. At least 25% of our bachelor inflow must therefore be from outside the Netherlands. For the master we aim for 40% international inflow. Besides the share of international students we also aim for a diversity within the nationalities. A raise of inflow into the master is needed because students more and more choose to continue their study with a master at a different university. Besides our regular bachelor and master students we also want to provide an excellent offer for our exchange students to raise the amount of non-degree seeking students. We realize that these goals in terms of quality and quantity demand for excellent staff and support. In the future years we will further invest in the enhancement of all of our people and processes.

Aspire in 2020:



#### 4. Optimal Educational processes

##### *Digital learning*

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

The UT will continue to invest in the development and optimization of blended learning and distance education, including development and use of Open Educational Resources and Massive Open Online Courses (MOOC`s). The UT vision on digital learning, as formulated in 2015, requires a different Digital Learning Environment (DLO). In 2016 our vision on DLO has been established which has been the basis for a tendering process and subsequent implementation of a new Learning Management System (LMS). The implementation of the LMS and the training of the staff in using the LMS is due before the start of the academic year 2018/2019.

##### *Digital testing*

The UT has prepared a policy paper for digital testing, to be adopted in 2017. Its implementation has implications for the design of educational spaces, links to the LMS and the didactic approach of teaching and testing.

#### Finance

##### **Education budgets**

The general budget for Education in 2018 is M€ 85.

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

M€ 55 of the total budget is used for performance based funding. The Bachelor programs are funded like the Minister funds the UT, based on enrollments and degrees. The Master programs are funded using a uniform EC-price. M€ 13 is allocated to ITC and the central educational infrastructure (COV). The remaining M€ 17 consists of e.g. Twente Academy, Honours Programme and Fixed budget clinical internships TNW TG.

In addition to this general Education budget there is the Central Strategic Budget for strategic projects (M€ 8,2 for 2018 upwards to M€ 10,5 in 2021). This is a fixed annual budget deployed by the Executive Board, in consultation with the Strategic Counsel (SB), for crossovers and other strategic projects for Education and Research. A limited part of the budget is available to fund other incentives like talent development.

Finally, we have budgets for activities/projects for Education and Research combined, such as the Internationalization Budget (k€ 815 for 2018 and k€ 730 as of from 2019), University chairs (k€ 710 per year) and Design Centre (k€ 600 for 2018 and k€ 500 as of from 2019).

## 3.2 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 key factors are: High Tech - Human Touch.*

*To remain a leader in this field and to guarantee the excellent quality of the study-programs the UT focusses on her 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 organizations.*

### 1. High quality research

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

To further strengthen our: quality and excellence in research, unique multidisciplinary profile, and financial resources, new requirements are being imposed on the organization of our research activities. In the past, we chose to establish research institutes as independent units alongside the university's faculties. With this approach we aimed to strengthen our research activities and become more significant in the national and international research community. This organization structure proved very successful in the past. Given the current developments, however, research can be better positioned by restructuring the organizational model.

Considering the developments in the national and international research arena the UT is now compelled to review the current organizational structure. The decline of important sources of research funding, such as the Dutch Economic Structure Enhancement Fund (FES), has had a major impact on the availability of research resources. Furthermore, there is increased competition for research resources, both nationally and internationally. Moreover, project funding is also more focused on broader research topics, such as Health, Security, etc., which transcend the boundaries of the individual research institutes.

We need a research organization that can respond decisively, flexibly and appropriately to changing internal and external demands and wishes. In reorienting the way our research is organized, we aim to help our researchers respond quickly and flexibly to strategic, multidisciplinary research themes by implementing innovative programs, aiming for a real social impact within five to ten years. This organizational modification will give researchers more possibilities to focus and to spend more time for substantive matters, quality and robust research proposals. It will also improve the positioning of the University of Twente's research in the national and international scientific landscape. The main focus is on content and quality, not on efficiency improvements.

#### What changes are involved?

The faculties will be the only administrative units, with clusters of chairs. In the new situation, the faculties will be the 'disciplinary home base' for academic staff. The faculties will consist of clusters of about five to ten chairs with an appropriate number of Principal Investigators (Professors and Associate Professors) and tenure trackers. The Principal Investigators are the scientific core of the clusters. Faculty Boards will be composed of the Dean, a Portfolio Holder for Teaching, a Portfolio Holder for Research, the Managing Director of the Faculty and a student as an Advisor. These boards will be responsible for human resources management, education, disciplinary research and operational management of the faculties.

The research institutes will no longer be independent administrative units. This change will transform their character. The individual institutes will continue as 'innovation hubs', where intensively collaborating teams use multidisciplinary approaches to tackle societal and scientific challenges. This will give the institutes more scope and greater clout for their core purpose: to create a real impact. Given the solid international reputations that the current institutes have built up in recent years, the term 'institute' will be retained. The Scientific Directors will lead research institutes and their multidisciplinary research programs, in addition to running projects that transcend individual faculties and institutes.

Many issues still need to be discussed and worked out in detail. In the course of 2017, this new structure will be finalized and it will be implemented by the end of 2017. At the time that this Spring Memorandum is written, the UT2020 process is progressing every day.

### *Connecting our core disciplines*

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

### *Design thinking*

DesignLab was established in September 2014 as a project aimed at further development and dissemination of design thinking. DesignLab is a laboratory for multidisciplinary collaboration and creativity. It establishes fruitful connections between societal challenges, science and business. DesignLab is a platform for multidisciplinary collaboration, innovation and creativity, for which design research is taught, studied and practiced based on a clearly distinctive profile: Science2Design4Society (S2D4S).

S2D4S goes beyond the DesignLab as its physical location: it is part of the 21<sup>st</sup> century creative entrepreneurship skills and a key element of our strategy Vision 2020. By the integrated design-based approach in our research, education and external partnerships we want to further sharpen our profile.

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

Our DesignLab will develop into an international center of expertise for the application, education and further development of design thinking and S2D4S, helping other research and educational institutes to integrate this approach into their research and programs. Public and private organizations also are DesignLab partners and clients. For this target groups DesignLab will further develop their research and product offerings.

### *Strengthening our Research profile*

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

Together with the Province we lobby to obtain additional funding from the Ministries of Education, Economic Affairs, Health, I & M etc. Aim is to acquire co-investments in activities, such as our European Technological Medical Center, DesignLab MPC and ETMC to strengthen the position of the university, This year the national and provincial government supported the start of the Fraunhofer Project Center@UT and of the Max Planck-University of Twente Center for Complex Fluid Dynamics. In 2018 we will further intensify our research funding activities.

## **2. High quality personnel**

Our University positions itself with the ability to deliver impact as one of its core values. To deliver up to this ambition there are a few focus areas for developing an even more impact oriented mindset.

### *Performance management*

It is necessary that each team and individual knows what is expected, to reach the UT goals, the more specific scientific/teaching/support goals and your own individual ambition. This requires continuous transparent and open dialogue based of facts and observable behaviour.



### **3. High quality infrastructure**

Excellent research can only be performed in an excellent setting. And research infrastructures are in important element in this setting. Research infrastructures are operated based on long-term strategic agendas that are also needed for funding. Existing research infrastructures will align their agendas to optimize their connection to the national roadmap on large-scale research infrastructures. Our Experimental Centre for Technical Medicine will be further developed to the European Technical Medical Centre, also with a long-term agenda.

#### *Health*

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

### **4. Optimal support**

#### *Revision of the governance of research*

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

For 2018 this process of reorientation or repositioning means:

- More integral and clear-cut management of education, research and support by the faculties;
- Effective strengthening of research programming to improve its quality, profile and impact;
- Improving collaboration across research themes to implement the Vision2020 objective regarding synergy between existing disciplines.

#### *Internal support organization*

Several departments of the UT are active on innovation and business development support: Strategic Business Development, Commercial Directors, EU-office, Design Lab, Alumni and Development Office and Novel-T. Effectiveness of our business development can be increased by closer cooperation between these departments. Part of the project UT2020 is the restructuring of all our innovation and business development activities. We strive at starting with a new operating model for innovation and business development in 2018. The internal support organization will constantly seek out the best fitting array of agile and lean support for our research.

### **Finance**

#### **Research budgets**

The general budget for Research in 2018 is M€ 70.

M€ 28 of the total research budget is used for performance based funding, such as the PhD-bonus, PDeng-bonus and the O&O component. The primary research budget for the faculties amounts to M€ 34. The remaining budget consists of e.g. fixed budget ITC, Nanolab and Profileringsmiddelen OZ.

In addition to this general Education budget there is the Central Strategic Budget for strategic projects (M€ 8,2 for 2018 upwards to M€ 10,5 in 2021). This is a fixed annual budget deployed by the Executive Board, in consultation with the Strategic Counsel (SB), for crossovers and other strategic projects for Education and Research. A limited part of the budget is available to fund other incentives like talent development.

Finally, we have budgets for activities/projects for Education and Research combined, such as Internationalization Budget (k€ 815 for 2018 and k€ 730 as of from 2019), University chairs (k€ 710 per year) and Design Centre (k€ 600 for 2018 and k€ 500 as of from 2019).

### 3.3 Stimulating an entrepreneurial mindset & behaviour

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

#### 1. Entrepreneurship in Education

The University of Twente's degree programs have always been well known for their attention to developing a wide range of personal skills in the area of Entrepreneurship, Research and Design. Our faculties will emphasize entrepreneurship and design thinking in education in 2018. These are important 21st century skills. As off 2016 we will further facilitate and stimulate the development of an entrepreneurial and design attitude in our programs. Our DesignLab serves as a platform for the dissemination and integration of design thinking in our programs. An entrepreneurial teaching program is developed further on the vision that in for every student in every study year it is possible to access an entrepreneurial program. Be it, intra- extra-curricular. Also a more specific program for PhD's, and academic and other staff will be developed. Next to that a feasibility study will be done to develop an academic teacher training in becoming a teacher of an entrepreneurial program for their work field. Such as how to develop and judge a business development program, how to teach entrepreneurial skills or help with developing a teaching program for a study program. So design thinking and entrepreneurship will be part of the UT teachers skills.

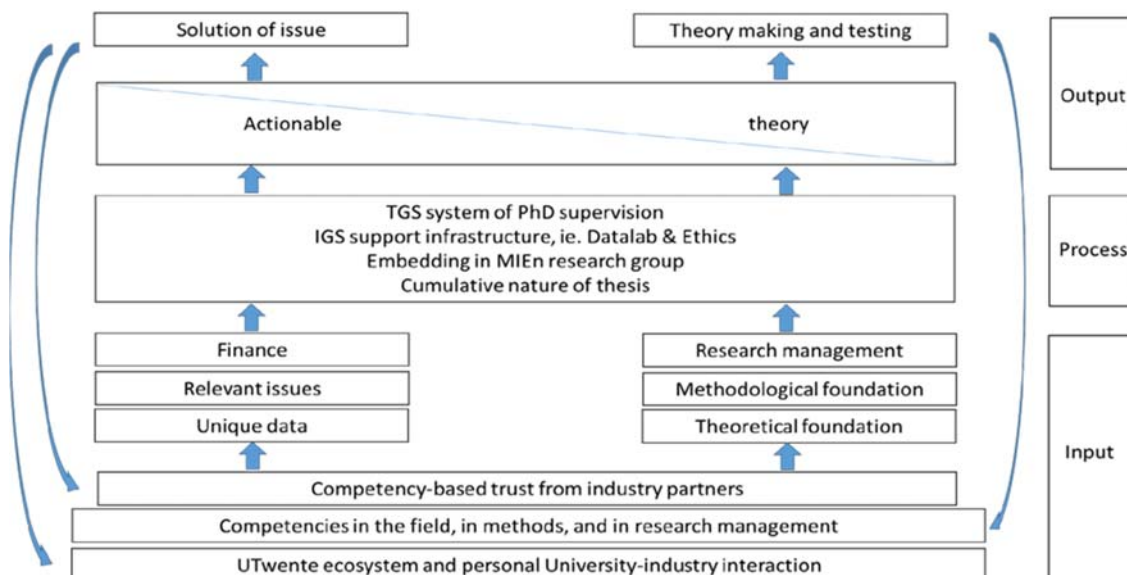
#### 2. Research in Entrepreneurship

Research around the theme of entrepreneurship is being done around three thematic lines:

1. Technology Venturing & Entrepreneurship,
2. Collaborative Innovation & Networks including our Tech-based (or: Smart) Marketing for Networked Businesses
3. Entrepreneurial Behaviour & Leadership.

These research lines are being done by NIKOS in co-operation with Technology Management & Supply, Human Resource Management, Organisational Behaviour & Change Management, Finance & Accounting group as well as with other BMS departments, other UT faculties and other universities in the NLs and abroad. Next to this a development is starting (with Saxion) to start a longitudinal study based on the studielink questions on entrepreneurship. Trying to find what the impact is of entrepreneurship education on the entrepreneurial intent of the students.

In the research field of Management of Innovation and Entrepreneurship the mission is to develop actionable knowledge on technology-based innovation and entrepreneurship networks through engaged scholarship (see figure below).



From this all groups in the ecostructure of the University of Twente can profit from the collected data, knowledge and publications. We try to get the best out of the ecostructure by e.g. collecting data by diary research on business model development (students and startups), initializing research on studielink data etc.

### **3. Entrepreneurial Research**

#### *Design thinking*

DesignLab was established in September 2014 as a project aimed at further development and dissemination of design thinking. DesignLab is a laboratory for multidisciplinary collaboration and creativity. It establishes fruitful connections between societal challenges, science and business. DesignLab is a platform for multidisciplinary collaboration, innovation and creativity, for which design research is taught, studied and practiced based on a clearly distinctive profile: Science2Design4Society (S2D4S).

S2D4S goes beyond the DesignLab as its physical location: it is part of the 21<sup>st</sup> century creative entrepreneurship skills and a key element of our strategy Vision 2020. By the integrated design-based approach in our research, education and external partnerships we want to further sharpen our profile.

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

Our DesignLab will develop into an international center of expertise for the application, education and further development of design thinking and S2D4S, helping other research and educational institutes to integrate this approach into their research and programs. Public and private organizations also are DesignLab partners and clients. For this target groups DesignLab will further develop their research and product offerings.

#### *Commercial Knowledge Transfer*

To maintain our position as the most entrepreneurial university of the Netherlands and even in Europe we will continue and strengthen our activities on valorization. The Business Development Team of the UT will optimize the use of IP. Strategic Business Development will continue to develop innovative instruments for building partnerships with companies, e.g. PhD and PDeng programs. Also our organization on innovation and business development will be revised as part of UT2020. Already mentioned in the section on education, more attention will be given on the internalization of entrepreneurship (combined with design thinking) in all our curricula.

### **4. Entrepreneurship in personnel**

Our University positions itself on its unique way of working. To deliver up to this ambition our talent management is crucial. We aim to develop an even more entrepreneurial mind-set. The talent management activities are focused on the development of our scientific and support potential and sustainable high results. Insight into everyone's potential and performance is therefore essential. In the talent management activities our competences are of key importance. We need to improve our ability to identify and communicate behavioural excellence and improvement areas. We will actively implement explicit initiatives to develop the desired behavioural skills.

### **5. Stimulating entrepreneurship**

Entrepreneurship and entrepreneurial behaviour is stimulated and accelerated by four main groups at the University:

- Student Union for student activities like Hardstart (for the student community)
- Novel-T for Valorisation
- NIKOS for Education and Research (for everybody within the Entrepreneurial Ecostructure)
- DesignLab for Design Thinking (S2D4S)

Novel-T is the “valorization shell” of the UT and Saxion. Novel-T is building an environment in which entrepreneurs can seize opportunities and become game changers. By connecting and activating talent, knowledge, capital, networks and infrastructure making the impossible possible. The ambition of Novel-T is to become the best-performing ecosystem for innovation and entrepreneurship in Europe. This ambition requires additional investments from all the Founders (UT, Saxion, Twente Region, City of Enschede and Province of Overijssel).

#### *Social valorization*

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

#### *Regional anchoring*

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

### **3.4 Experimenting, pioneering & innovating**

*Students and staff are focused on the will and ability to innovate, experimenting, pioneering, take risks and seek limits.*

*Providing open innovation centers 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.*

#### **1. Smart Campus**

##### *Health*

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

#### **2. Living Campus**

The campus of the UT is a center of open innovation. It is a Smart Living lab where university, technological innovations and society come together. A place where researchers actually test their research and technology in real life situations. Our supporting campus activities have to stimulate and facilitate experimenting, pioneering & innovating. A lot of these activities are distributed along several entities of the UT organization, hampering an integral approach. It is therefore we started in 2016 the project 'Integral organization of campus housing and real estate activities'. This project will result in an integral flexible and client focused organization of our campus housing and real estate activities'

##### *Student Teams*

The UT is aiming to establish a central facility (workplace) to enable entrepreneurial student teams to work on innovative projects. A workplace for student teams fits with the ambition to develop a campus into an inspiring meeting place for both the business for scientists and (future) students.

#### **3. Innovation hub**

Several departments of the UT are active on innovation and business development support, like Novel-T and the Student Union offering office space to student start-ups in the Bastille. Currently we explore the possibility of developing building Gallery 2 in collaboration with external parties into an incubator building. The combination of these initiatives, together with our campus facilities makes our Campus a real innovation hub.

#### **4. Optimization support**

##### *A future proof organization*

Developing entrepreneurial competences is not enough. More agility in our organization and governance is also required. The combination of the right mind-set and the right organisational facilities is needed to adapt pro-actively to changing circumstances. We are developing a more project oriented approach with the purpose of creating a more multi-disciplinary way of thinking and working within the entire UT. Internal mobility is actively promoted and facilitated by internal and external career opportunities.

We facilitate innovation with our living smart campus and we embrace new methodologies to boost collaboration and results. Successful experiments will be implemented within other areas of the UT community.

### *Improved change ability*

We welcome change as a source of opportunities. This mind-set requires an increased change management skillset throughout the University. We continue to develop our project management skills, our continuous improvement capabilities and we collaborate naturally in multidisciplinary teams who work co located on shared goals.

### *Network University*

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

### *Attention to the workload in both primary and supporting processes*

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

### *Solid but tight financial basis*

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

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

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

## **Integrated P&C-cycle**

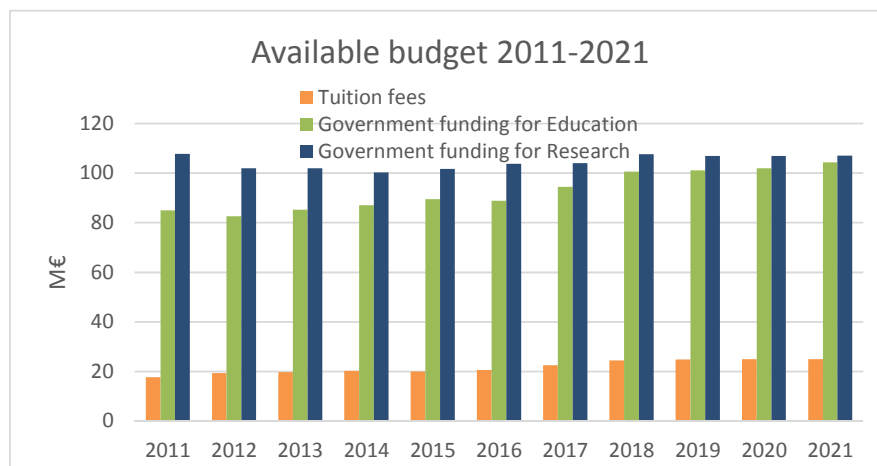
### *Accountability through integrated thinking*

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

The centrally-positioned business control and the managing directors of the faculties, which have business control in portfolio, look for each other in increasingly fulfil this interaction.

## 4. Available budget 2018

The available budget consists of the Government funding for Education and Research and the tuition fees. The available budget in 2018 amounts to M€ 233,0. Before commenting on the UT budgeting model in detail, we first show a breakdown of the available budget.



*The Government funding shows an increase in education budget and tuition fees. It must be noted, that for the educational budget more students have to be tutored, thus educational costs have also increased. Research budgets have slightly declined over the years. Not visible in this graph is the ever growing part of the research budget that is needed for matching of 2<sup>nd</sup> and 3<sup>rd</sup> money stream projects. The freely available budget for research has declined significantly over the years.*

### 4.1 Government funding

In this paragraph we estimate the Government funding for 2018-2021. For this purpose we use several assumptions. We examine the regular parameters, such as performance indicators, our market share and the effects of earlier or known future changes in the Government funding and adjust our budget accordingly. For the years after 2018 we estimate the development of our student numbers. We fix our market share on the level of 2018, with which we then calculate our expected budget. For some parts of the government funding we follow the National budget (e.g. ITC and Sector plans).

This estimate is based on the most recent information about the National budget: the second budgeting letter 2017 and the “bekostigingsfoto” 2018 (Funding picture). The “bekostigingsfoto” 2018 shows the number of enrolled students and degrees per 1 October 2016.

### 4.2 Government funding for Education

The Government funding for Education amounts to M€ 100,7 in 2018, an increase of M€ 7,1 compared to the previous calculated budget for 2018 in the Budget 2017. Of this budget M€ 80,9 is derived from our “market share” and thus variable and M€ 13,4 labelled for ITC. Together with the tuition fees of M€ 21,1 this is entirely distributed through the UT-educational budgeting model. For our bachelor tracks we adopt the Government funding in which the available budget for Education (after deduction for central overheads) is distributed on the basis of government funded enrolments and degrees (bekostigingsfoto). For our master tracks the budget is distributed to the units based on the EC’s they have produced. Additionally we receive M€ 13,0 for education within our ITC-faculty which we directly assign to the ITC after a deduction for central overheads.

Of the remaining M€ 6,4 of the Government funding for Education M€ 2,3 is labelled for “sector plans”, which is directly assigned to the appropriate units.

### Mutations in Government funding on Education compared to the Budget 2017-2020:

(amounts in M€)

Government funding Education	2017	2018	2019	2020	2021
Budget 2017-2020	94,5	93,6	93,8	94,2	-
Current Estimate 2018-2021	94,5	100,7	101,0	101,7	
<b>difference Current Estimate -/- Budget</b>	-	<b>7,1</b>	<b>7,2</b>	<b>7,5</b>	
Higher number of registrations and higher price		3,9	3,9	3,9	
higher price of degrees		1,7	1,8	1,7	
Estimated budget from WSV		2,8	2,8	3,4	
Quality and studysuccess		0,2	0,3	0,2	
Zwaartepuntvorming in student dependant budget		-1,6	-1,6	-1,6	
wage/priceindexation ITC		0,5	0,5	0,5	
Miscellaneous		-0,3	-0,4	-0,4	
<b>total mutations</b>	-	<b>7,1</b>	<b>7,2</b>	<b>7,5</b>	-

After a decline in the total number of students in 2016, we now see a noticeable increase. The number of degrees issued has on the other hand fallen slightly. Based on the provisional “bekostigingsfoto 2018” the budget for registrations will increase by M€ 3,9 and the budget for degrees by M€ 1,7. Please note that because of the change in government funding the budget “zwaartepuntvorming” is now incorporated into this student based funding. This change is a system change, the budgets have merely been moved.

We have now for the first time incorporated our estimate of the budget from the WSV (Wet Studievoorschot). Although it is still uncertain *under which conditions* or even *whether* this budget will be allocated, we have decided we can no longer wait for information from The Hague. Based on our market share in student based funding we estimate our share to be M€ 2,8 out of the total national budget of M€ 72. In the risk paragraph we elaborate this estimate. This extra budget will be allocated through the allocating model to the faculties and will not be withheld centrally. The faculties will therefore have to keep the previous performance agreements with the ministry in mind when drawing up plans to spend this extra budget. It is very likely the Minister will impose performance targets concerning educational quality. This extra budget will therefore have to be spent by the faculties on educational quality.

#### 4.3 Government funding for Research

Government Research funding will amount to M€ 107,8 in 2018, an increase of M€ 4,6 compared to the previous calculated budget for 2018. Of this amount M€ 92,0 is derived from our market share and therefore variable. This budget is (after deduction for central overheads) allocated through the UT research funding model. The “O&O-component” ad M€ 9,3 is for the bachelor tracks distributed based on the number of degrees. For the master tracks we distribute this component on the basis of the realized EC’s. Because of the lower number of degrees, as mentioned earlier in the education funding, the funding for the degrees in research will decrease by M€ 0,3.

Additionally we receive M€ 6,9 for research within our ITC-faculty which we directly assign to the ITC after a deduction for central overheads.

From 2017 the way in which the PhD’s and designers (PDeng’s) are funded by the Government has changed. Until 2017 the budget for PhD’s and designers was subtracted from the overall National researchbudget, using a fixed price per PhD and designer. This has led to a sharp increase of this component. From 2017 the available budget for PhD’s and designers is maximized to 20% of the National research budget. Because of the ever increasing numbers of PhD’s the price per PhD will fall subsequently. In 2018 the price per PhD will be k€ 75,1 and the price for the designers will be k€ 62,6. Because of slightly higher numbers of promotions and designers the budget for the UT is M€ 0,8 higher than previously calculated.

The “profileringsmiddelen onderzoek” ad M€ 5,1 will partially be used to compensate the faculties for the sudden drop in PhD budget since 2017.



*Mutations in Government funding on research compared to the Budget 2017-2019:*

(amounts in M€)

<b>Government funding Research</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Budget 2016-2019	104,0	103,2	101,2	101,3	
Current Estimate 2017-2020	104,0	107,8	107,0	107,2	
<b>difference Current Estimate -/- Budget</b>	<b>-</b>	<b>4,6</b>	<b>5,8</b>	<b>5,9</b>	<b>-</b>
Higher remuneration promotionfees		1,0	1,6	1,6	
Lower number of designersfees		-0,2	0,0	-0,2	
"profileringbudget onderzoek"		-	-	-	
higher macrobudget for % (wage/priceindexation 2017+2018)		3,8	3,9	3,9	
degrees UCT			0,4	0,5	
OC&W contribution Max Planck Center		0,2	0,2	0,2	
Mutation numbers and prices degrees (O&O)		-0,3	-0,3	-0,3	
wage/priceindexation ITC		0,1	0,1	0,2	
<b>total mutations</b>	<b>-</b>	<b>4,6</b>	<b>5,8</b>	<b>5,8</b>	<b>-</b>

As we did for the education budget we have also accounted for expected price- and wage compensation from the government for the research budget in 2017 and 2018. A total of M€4,5 has been added to the research budget.

#### **4.4 Funding service departments**

Standing policy regarding changes in the sum of government funding and tuition fees is that 80% is directly allocated to the faculties through the allocation model. 20% can be used for central budgets. In 2015 and 2016 no wage- or price compensation has been awarded to the service departments. To prevent a further undermining of the budgets of the departments the board has decided to compensate the service departments for the increase in wages and prices.

## 5. Financial policy framework 2018-2021

### 5.1 Extra budget from the “Wet Studievoorschot”

In this budget we have included our estimate for the budget from the WSV (Wet Studievoorschot).

Under the WSV students can no longer apply for grants (studiefinanciering). Students enrolling since 2016 have to pay for their own education, but the benefits of the new WSV would seep through to the universities no sooner than 2018. To bridge this gap the universities were asked to pre-invest into the quality of their educational programs. In 2015-2017 the UT has invested M€ 11,2 as pre-investments in line with the agreement with the Ministry. The ministry has promised that the benefits of the WSV would become available for the higher education in The Netherlands starting in 2018. It is yet uncertain whether the government will keep its promise, but nevertheless we have calculated our share of the new budget.

This extra budget will be allocated through the allocating model to the faculties and will not be withheld centrally. Because of the possibility of new performance targets OC&W is likely to impose, the faculties will have to keep the previous performance agreements with the ministry in mind when drawing up plans to spend this extra budget. It is very likely the Minister will impose performance targets concerning quality of teaching. The bulk of this extra budget will therefore have to be spent by the faculties on educational quality.

Special attention to the spending of these extra budgets will have to be paid in the faculty annual plan. Elaborate reports are not necessary, but the faculties should show in their annual plans how they will use this extra budget for the improvement of their teaching courses. One of the spearheads of the quality improvements will have to be interfaculty master education and the connection between the UT master courses and the UT strengths in research.

### 5.2 Claims, positive and negative outcomes

For drafting the Multi-annual budget 2018-2021 and the internalization of positive and negative outcomes, the following applies:

- The faculties and service-departments are not allowed to incorporate any **claims** into their Multi-annual budgets 2018-2021 without a accompanying detailed plan in which goals, alignment with UT2020, measures and (temporary) budget claims are elaborated; Claims may concern the CSB or the deployment of reserves. Any claim will be evaluated and weighed in the Strategic Council and also weighed against the UT financial targets, before approval by the Executive Board.
- Positive and negative outcomes in social security costs will be settled within the central budget. Only in exceptional situations the units will be compensated or billed;
- The internalization of the costs of the service-departments will be coordinated through the alignment matrix. After completion in June this matrix will be fixated and used for the remuneration of the internal services in 2018. Any positive and negative deviations will not be corrected for the budget year 2018, neither in prices or in amounts.

### 5.3 Outcome targets

With some units specific outcome targets have been agreed upon. Each unit is expected to achieve at least the results listed below in their long-term budget. These targets can also be found in the letter we sent in December 2016 to all the units containing the outcomes of all the fall-deliberations (Najo's) on the annual plans for 2017 and beyond.

		(in k€)			
Faculty	Outcome	2018	2019	2020	2021
BMS	Normal	-2234	-635	-650	0
ET	Normal	115	0	0	0
ET	Specific	-160	-160	-96	0
EWI	Normal	397	242	-16	0
EWI	Specific	-487	-332	-74	0
EWI-UCT	Normal	-475	-388	-335	0
EWI-Nanolab	Normal	-55	-86	-128	0
TNW	Normal	-497	0	0	0

For the year 2021 all units are expected to present a budget with an operating balance of zero.

(in k€)

Institute	Outcome	2018	2019	2020	2021
MESA+	Normal	-184	-56	0	0
MIRA	Normal	-488	0	0	0
IGS	Normal	-50	-50	0	0
CTIT	Normal	-162	-55	-34	0

The multi annual obligations of the institutes as indicated in the Budget 2017 will have to be met by the faculties. The faculties will be endowed with the appropriate institute reserves to reimburse them for these obligations.

### 5.4 Housing rates

In the context of 'Lange Termijn Strategisch Huisvestingsplan', has been chosen for more transparency and fair share in the assigned costs. As stated in the Budget 2016-2018, as of from 2019 the reduction of the interest costs will be used to lower the housing rates (decrease capital costs), to the benefit of the units. In addition, as of from 2019 the owners part will be allocated to the RT codes based on the actual costs per RT code. This will change the costs per RT code. All faculties and service-departments will be billed lower housing costs. See Annex 19.

### 5.5 Reserve policy and financial ratios

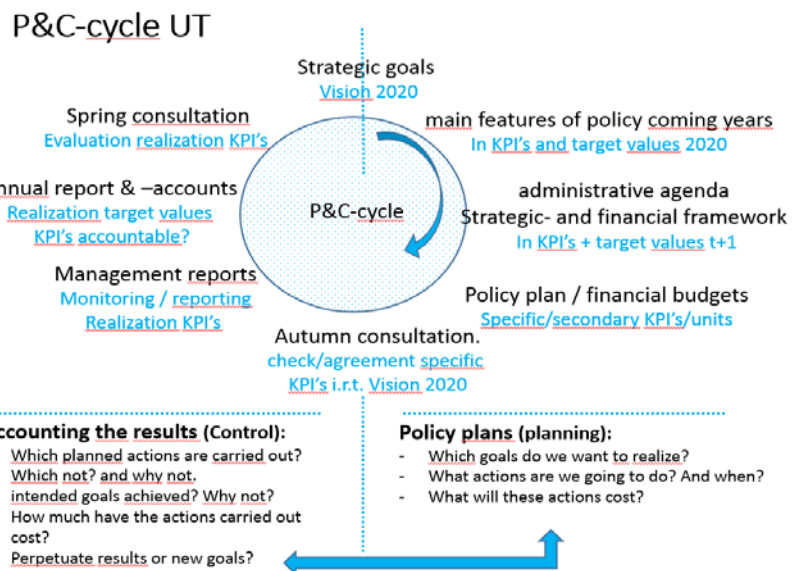
The UT reserve policy includes key figures, ranges and targets to ensure the current healthy financial organization and to be able to adjust to changes at an early stage. UT uses the following ratios, ranges and targets:

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

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

### 5.6 Planning & Control cycle

Risk management, control and quality assurance are partly synonyms and need an organization in control supported by predictable processes. The past few years it has become standard practise that at fixed moments in the year strategic-and derived policy objectives are determined, the progress of the realization of the goals is monitored and interim deviations from the policy plans are reported. Ultimately resulting in accountability on what is realized. This set of "checks & balances" takes place within the P&C-cycle as is presented here.



The P&C-cycle of the UT in the last decade was mainly based upon our strategic agenda translated into our financial cycle. From this approach stem the Spring Memorandum, the annual plan, budgets management reports, the annual report and the spring- and autumn consultations.

From 2016 we have adopted a more integrated approach to our P&C-cycle. That means that it is not just about strategy translated into finance, but also about e.g. the developments in Educational quality, Research development and Human Resources. This has initiated a shift from a control oriented cycle to a development-oriented cycle, without losing the benefits of the current system.

The P&C cycle is now much more based on input from the faculties and less imposed from Central frameworks, guidelines and formats. Our Vision 2020 ambitions have been translated into four strategic goals for 2017 and beyond.

Our four strategic goals are:

1. Developing global citizens
2. Making a real impact
3. Stimulating an entrepreneurial mindset & behavior
4. Experimenting, pioneering & innovating

These strategic goals supply a guiding framework to the Executive Board, faculties and service-departments for drawing up multiannual strategies and annual plans. This is part of the process of professionalization of the P&C-cycle: A more qualitative control on the implementation of the strategy.

### **5.7 Semi integral rates in 2018**

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

### **5.8 Staff costs 2018-2021**

In PPST the new labour agreement 2017 will be incorporated before august to assist the units in their calculation of the personnel costs for their annual plans. The units will have to take into account the salary level as shown in PPST, plus 1% indexation for 2018. The uniform level of social security is 52,7% in 2017. See Annex 17 for an elaboration of the social security costs.

### **5.9 Internal billing**

One of UT's goals is a further simplification of charging internal services, by only charging amounts of substance and use fixed billing where possible.

In the budget 2018 the charges for internal services will have to be agreed upon between providers and customers (before june 2017).

The next step in this process will be service level agreements (SLA's), based on a published services portfolio advertising the services on offer, pricing model and conditions for both standardized and customized services. The goals mentioned above will be incorporated in the SLA's.

## 6. Continuation process Multi-annual budget 2018-2021

### General guidelines

In this spring memorandum, which is a key part of our Planning and Control cycle, we match policy with (available) budget. The units are now expected to do the same matching in the next phase of the P&C cycle: the annual plans. Based on the information from this concept Spring Memorandum 2018-2021 units can prepare their Annual Plan 2018, the translation into the Multi-annual budget 2018-2021, the executive summary and the underlying Multi-annual budget 2018-2021.

### Text Annual Plan 2018 notes and multi-annual management summary

Including a short rebated note of max. 2 pages, the Annual Plan 2018 may consist of no more than 6 pages. In Annex 19 a new template can be found to elaborate on the translation of the strategic UT goals into faculty goals, KPI's, activities and preconditions.

The services-departments will prepare a joint annual plan for 2018. In addition, all services-departments will draw up an operational plan for their own use, which is based on the full annual plan.

### Budget 2018, Multi-year budget 2019-2021

An electronic version of the budget templates for the Budget 2018 and the Multi-annual budget 2019-2021 will be sent to the controllers. The services-departments are expected to present a specification per product group in addition to their budget.

We explicitly refer to the agreements regarding filing claims and the offsetting of positive and negative in paragraphs 5.2 and 5.3.

The Budget 2018 and subsequent years should be based on the scale salaries, on average labour costs by category for the salary level of 2017. The uniform level of social security is 52,7% in 2018. Please see PPST for the most current estimate of the salaries.

### Redirection Education budgets and Internal calculations

For a timely preparation of the (multi-year) budgets multi-annual agreements should be made between the faculties and the study-programs about the divide of the Education budgets not later than July 1. Long-term agreements are also to be made between faculties and services-departments about the height of the internal calculation. In order to accommodate the alignment of these processes FEZ will provide the controllers and administrators with an alignment matrix. The fully completed matrix has to be submitted no later than June 24 to FEZ. The alignment matrix and the internal calculation matrix should balance. Any remaining differences will be resolved by FEZ shortly after.

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

### Timetable, method of submission and further information

The submission date handing in the Multi-annual budget 2018-2021, the executive summary and the templates Multi-annual budget 2018-2021 is September 15 2017.

The Annual Plan 2018, the notes to the 2018-2021 multi-annual budget and the management summary are to be sent by mail in MS-Word files to the secretariat of the directorate FEZ (Secretariaat@fez.utwente.nl). The submission of electronic templates must be in MS Excel format also to be sent to Secretariaat@fez.utwente.nl.

After the establishment of the unit budgets, the 'autumn' consultation follows in the period October 16 to 24 October. The schedule with further instructions will follow.

After the autumn consultation the Executive Board will make, after consultation with the SB, the final decision about the resource allocation 2018-2021. The results are set out in the Draft Budget 2018-2021. In November, it will be sent to the University Council for advice or approval and then for approval to the Supervisory Board. In December, the Budget for 2018-2021 will be established.

In January 2018 the budget will be published for both external and internal use, accompanied by a supplement, which is intended for internal use only. The budget includes the policy and the long-term budget of the UT. The supplement to the budget will include the unit budgets with the elaboration of the funds and the way they are distributed within the units.

In the management reports 2018 the execution of the annual plans will be monitored and debated in the Strategic Council (SB).

For questions about this spring memorandum please contact your account manager from S&B (annual plans in substance) or FEZ (financial budget).

# **ANNEX**

## **Spring Memorandum 2018-2021**

FEZ/CvB UIT -2597  
13-4-2017

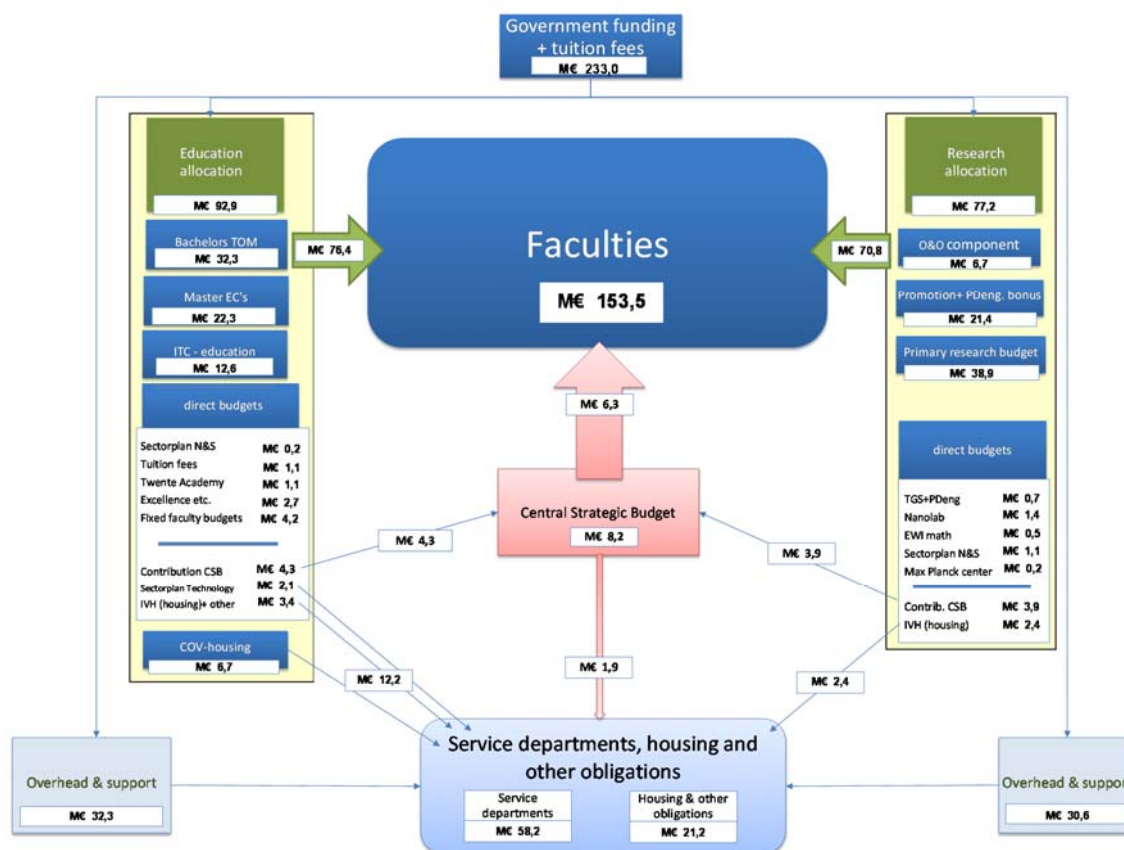


## Detailed description of the UT allocation model, budgetary period 2018-2021

This document has been drafted while the discussion about the future of the UT matrix model is ongoing. In this spring memorandum we have aborted the matrix organization for the allocation of the budgets. All funds are now allocated to the faculties and departments.

### 1. UT allocation model

The UT allocation model has changed significantly as a direct result of the UT2020 program. Amongst others, the goals of UT2020 were to simplify the allocation model and enhance stability. Where in the previous years the research allocation model ended at institute level, we can now for the first time, show the total (1<sup>st</sup> money stream) funding of the faculties. Most of the available education and research funding is now directly allocated to the faculties as shown below.



#### 1.1 UT Budgeting model

The 1<sup>st</sup> money stream 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.

In this annex the allocation via the UT allocation model is described. Model changes in relation to the Budget 2017-2020 are commented in the text.

#### 1.2 Budget transfer

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 units.

## 2. Education

Government funding for education by OC&W consists of four parts: student dependant budget (50% of the educational budget for the UT), direct budgets (15%), a fixed share in the macro budget (30%) and a compensation for the performance agreements (5%). In addition to the government funding tuition fees are added to the education model.

### **Direct Educational budgets:**

Some initiatives are funded directly from the educational budget. Partly because OC&W has labelled these budgets and partly because of strategic deliberations.

Labelled by OC&W/students	UT strategic consideration
Government funding ITC, after deduction CB/TCB	Teacher training courses (BMS)
Sectorplan Natuur & Scheikunde (TNW)	Mathematics intensive (EWI)
Tuition fees ITC / UCT / MEEM	Central Strategic Budget (CSB)
Fixed budget clinical internships TM (TNW)	Twente Academy (ITC/TA)
	Honours Programme
	Coord. Continuous learning/Academic competences
	Fixed budgets EWI, TNW
	Central Educational Facilities

### **Variable OW-budget<sup>1</sup>:**

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 OC&W.

#### *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 2018-2021 is a forecast of the revenue for each program in the academic year 2016/2017 on the basis of the students enrolled by March 2017. Please note that pre-master related tuition fees are not allocated to the Ba but the Ma-budget.

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 the 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:

- Direct costs of programs (teaching costs).
- General faculty overheads.
- Specific Infrastructure and personnel costs on education (Teaching Labs/practicums and other Education-spaces for exclusive use).
- 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.

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

#### *Profiling Modules*

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

<sup>1</sup> "OW"; Dutch abbreviation for "Onderwijs" = Education

With the budget for the profiling module a "bare" price is calculated per student. That is, the budget for each program is stripped of the Government storage factor (1-1½-3) and local overhead. Then the proportion of the profiling modules in the education budget of the programs is determined. The departments that manage the profiling modules will receive compensation awarded by the Education allocation matrix. This allocation will take place on the basis of actual enrolments of students. If students complete their profiling module abroad or by MOOC's entirely, the budget will be assigned to the program the student is enrolled in.

#### *Shared programs*

The Executive Board has decided to fund the coordination of the shared programs separately. The total budget of k€ 150 is allocated as follows: k€ 100 is awarded to the shared Mathematics program and k€ 50 for the shared Academic competences program. For Academic competences 10/180 (10 EC) is taken from the Educational budget. This budget is re-allocated to the departments or 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, 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 OC&W. The UT regards these pre-master students as an investment in the Master, therefore it is decided to incorporate the EC-realization of these students into the allocation of the EC budget for the Masters. The tuition fees for these students will also be added to the available Master budget.

### **3. Research**

Government funding for research by OC&W consists of four parts: direct budgets (6% of the UT research budget), O&O component (10%), PhD and PDeng bonuses (23%), and a fixed share in the macro budget (61%). In addition to the government funding for research, subsidies and remunerations for research are earned by the UT (budget 2017: approximately M€ 81). These funds are not part of the UT allocation model, but are directly earned by the faculties.

#### **Direct research budgets:**

Some initiatives are funded directly from the research budget. Partly because OC&W has labelled these budgets and partly because of strategic deliberations.

Labelled by OC&W	UT strategic consideration
Government funding ITC, after deduction CB/TCB	Fixed budget technical infrastructure Nanolab
Sectorplan Natuur & Scheikunde (TNW)	Supplement Research funds Mathematics (EWI)
Contribution Max Planck Center	Central Strategic Budget (CSB)
	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**

OC&W allocates the O&O component using the degrees issued to students in the college year 2015-2016. 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 weighed number of degrees.

Allocation in the UT allocation model is conformed to the Government Funding, by using the Ba and the Ma Degrees component in the Government OZ-funding, reduced by the relative share of Research allocated central budgets.

The part of the O&O component that is based on bachelor's degrees, will be distributed to the faculties per 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 2016.

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 (Hogescholen).

### **PhD- and Pdeng bonus**

OC&W 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 budget for the groups to an extent. This temporary supplementation is financed using the profiling budget for research.

266 PhD's and 10 PDeng's have successfully graduated in 2016. One of the PhD dissertations however was a double promotion, of which only one is compensated by OC&W. The UT therefore receives a bonus for 265 dissertations. This is also the number that is used to redistribute the bonuses in the UT allocation model.

### **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 (2018-2021). Changes in the relative shares will not be made until the budget for 2022. In the next spring memorandum (2019-2022) the relative shares for 2019-2021 will be the same as in this spring memorandum, but can be altered for 2022 if needed. This system will enhance stability for the faculties in their research budgets.

2018 will be the first time the primary research budgets are allocated to the faculties. Because of the fact that the UT2020 program is still ongoing, the percentages along which this budget is allocated are a numerical translation of the budget allocation by the institutes in 2017. Strategic choices in the UT research portfolio will, because of the new system, have an effect on the percentages no sooner than 2022.

This does not mean, that the UT research is ironclad for the next four years, no matter what the outcome of UT2020 will be. New research initiatives can already be implemented starting 2018 using the CSB and CSB-reserve (previously: reserves of the institutes). It must however be clear, 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.

#### **4. 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<sup>st</sup> money stream budget will be allocated to the Central budgets and only if there is reason to do so. The in- or decrease of the total Central budget will be allocated to the service departments/central projects based of 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.

In 2015 and 2016 no wage- or price compensation has been awarded to the service departments. To prevent a further undermining of the budgets of the departments the board has decided to compensate the service departments for increase in wages and prices.

Compared to the Central budgets in the Budget 2017-2020, there is an increase of approximately M€ 2,6 in 2018, M€ 2,7 in 2019, M€ 2,7 in 2020 and M€ 3,2 in 2021. This increase is primarily due to the wage- and price adjustment 2017/2018. Of this increase 2,83% was added to the service department budgets as compensation for wage- and price rises. See annex 12.

# 1st 'geldstroom' budgets 2018

Unit	Strategic budget			Primary budget													(k€)		(M€)	
	Toekenningen:		Total Strategic budgets	UT-allocation model; education					UT-allocation model; research					Total Central Budget	Total Primary budget	Total budget 1st 'geldstroom' 2018	Total budget 1st 'geldstroom' 2017	Δ '18-'17		
	Centr. 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	
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	763	-	763	500	5.463	5.621	-	11.584	53	1.620	3.857	3.785	-	9.315	-	20.899	21.662	17.265	4.397	
EWI	440	-	440	1.400	5.315	4.260	-	10.975	450	1.316	4.985	9.234	-	15.985	-	26.960	27.400	11.318	16.082	
EWI-Nanolab	-	-	-	-	-	-	-	-	1.416	-	-	-	-	1.416	-	1.416	1.416	1.381	35	
EWI-UCT	-	-	-	2.450	-	-	-	2.450	54	-	-	-	-	54	-	2.504	2.504	1.310	1.194	
TNW	845	-	845	4.313	10.175	3.318	-	17.806	1.920	1.478	6.969	15.317	-	25.684	-	43.490	44.335	20.598	23.737	
BMS	-	-	-	1.392	7.911	9.100	-	18.403	-	1.992	4.050	4.617	-	10.659	-	29.062	29.062	17.711	11.351	
ITC	770	-	770	12.583	-	-	-	12.583	5.530	-	1.578	-	-	7.108	-	19.691	20.461	20.144	317	
ITC-TA	70	-	70	1.091	-	-	-	1.091	-	-	-	-	-	-	-	1.091	1.161	1.091	70	
<b>Total faculties</b>	<b>2.888</b>	<b>-</b>	<b>2.888</b>	<b>23.729</b>	<b>28.864</b>	<b>22.299</b>	<b>-</b>	<b>74.892</b>	<b>9.423</b>	<b>6.406</b>	<b>21.439</b>	<b>32.953</b>	<b>-</b>	<b>70.221</b>	<b>-</b>	<b>145.113</b>	<b>148.001</b>	<b>90.818</b>	<b>57.183</b>	<b>57,2</b>
CTIT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12.733	-12.733	
MESA+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18.543	-18.543	
MIRA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9.359	-9.359	
IGS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.042	-8.042	
<b>Total institutes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48.677</b>	<b>-48.677</b>	<b>-48,7</b>
<b>Total primary process</b>	<b>2.888</b>	<b>-</b>	<b>2.888</b>	<b>23.729</b>	<b>28.864</b>	<b>22.299</b>	<b>-</b>	<b>74.892</b>	<b>9.423</b>	<b>6.406</b>	<b>21.439</b>	<b>32.953</b>	<b>-</b>	<b>70.221</b>	<b>-</b>	<b>145.113</b>	<b>148.001</b>	<b>139.495</b>	<b>8.506</b>	<b>8,5</b>
LISA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15.929	15.929	15.929	15.862	67	
CES	33	-	33	19	-	-	-	19	-	-	-	-	-	-	7.630	7.649	7.682	7.770	-88	
SU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.384	1.384	1.384	1.278	106	
FB	-	-	-	6.700	-	-	-	6.700	-	-	-	-	-	-	5.816	12.516	12.516	12.284	232	
S&B	638	-	638	-	-	-	-	-	-	-	-	-	-	-	3.686	3.686	4.324	4.027	297	
M&C	365	-	365	-	-	-	-	-	-	-	-	-	-	-	6.336	6.336	6.701	6.702	-1	
FEZ	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.422	3.422	3.422	3.328	94	
HR	78	-	78	-	-	-	-	-	-	-	-	-	-	-	3.792	3.792	3.870	3.766	104	
AZ	760	-	760	-	-	-	-	-	-	-	-	-	-	-	6.802	6.802	7.562	7.455	107	
CvB	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.375	1.375	1.375	1.337	38	
<b>Total Servicedep.</b>	<b>1.874</b>	<b>-</b>	<b>1.874</b>	<b>6.719</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.719</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56.172</b>	<b>62.891</b>	<b>64.765</b>	<b>63.809</b>	<b>956</b>	<b>1,0</b>
CSL	425	-	425	-	-	-	-	-	-	-	-	-	-	-	3.255	3.255	3.680	3.658		
CHRM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	158	158	158	223		
CE	1.845	-	1.845	3.496	3.447	-	4.320	11.263	2.430	259	-	423	3.855	6.967	3.334	21.564	23.409	20.517		
<b>Centr. Projects</b>	<b>2.270</b>	<b>-</b>	<b>2.270</b>	<b>3.496</b>	<b>3.447</b>	<b>-</b>	<b>4.320</b>	<b>11.263</b>	<b>2.430</b>	<b>259</b>	<b>-</b>	<b>423</b>	<b>3.855</b>	<b>6.967</b>	<b>6.747</b>	<b>24.977</b>	<b>27.247</b>	<b>24.398</b>	<b>2.849</b>	<b>2,8</b>
<b>Total UT allocated</b>	<b>7.032</b>	<b>-</b>	<b>7.032</b>	<b>33.944</b>	<b>32.311</b>	<b>22.299</b>	<b>4.320</b>	<b>92.874</b>	<b>11.853</b>	<b>6.665</b>	<b>21.439</b>	<b>33.376</b>	<b>3.855</b>	<b>77.188</b>	<b>62.919</b>	<b>232.981</b>	<b>240.013</b>	<b>227.702</b>	<b>12.311</b>	<b>12,3</b>
Reallocated budgets *			0				-4.320	-4.320					-3.855	-3.855	0	-8.175	-8.175	-6.500	-1.675	-1,7
Budgetmargin	1.143		1.143														1.143	-92	1.235	1,2
<b>Total UT available 1st geldstroom budget</b>	<b>8.175</b>	<b>0</b>	<b>8.175</b>					<b>88.554</b>						<b>73.333</b>	<b>62.919</b>	<b>224.806</b>	<b>232.981</b>	<b>221.110</b>	<b>11.871</b>	<b>11,9</b>

1e geldstroom' budgets 2018

annex 2a

\* 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.

	2017					2018					2019					2020					2021					Δ '21-'18					
	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	735	16.530	-	16.530	17.265	763	20.899	-	20.899	21.662	986	20.264	-	20.264	21.250	599	20.052	-	20.052	20.651	350	20.679	-	20.679	21.029	633-					
EWI	1.430	9.888	-	9.888	11.318	440	26.960	-	26.960	27.400	355	25.573	-	25.573	25.928	355	25.199	-	25.199	25.554	300	25.536	-	25.536	25.836	1.564-					
EWI-Nanolab	-	1.381	-	1.381	1.381	-	1.416	-	1.416	1.416	-	1.416	-	1.416	1.416	-	1.416	-	1.416	1.416	-	1.416	-	1.416	1.416	-					
EWI-UCT	1.310	-	-	1.310	1.310	-	2.504	-	2.504	2.504	-	3.078	-	3.078	3.078	-	3.426	-	3.426	3.426	-	3.891	-	3.891	3.891	1.387					
TNW	2.392	18.206	-	18.206	20.598	845	43.490	-	43.490	44.335	815	42.237	-	42.237	43.052	768	41.565	-	41.565	42.333	500	41.581	-	41.581	42.081	2.254-					
BMS	1.044	16.667	-	16.667	17.711	-	29.062	-	29.062	29.062	-	28.578	-	28.578	28.578	-	28.947	-	28.947	28.947	-	29.538	-	29.538	29.538	476					
ITC	2.630	17.514	-	17.514	20.144	770	19.691	-	19.691	20.461	770	19.241	-	19.241	20.011	770	19.229	-	19.229	19.999	770	19.284	-	19.284	20.054	407-					
ITC-TA	-	1.091	-	1.091	1.091	70	1.091	-	1.091	1.161	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	-	1.091	-	1.091	1.091	70-					
<b>Total faculties</b>	<b>9.541</b>	<b>81.277</b>	<b>-</b>	<b>81.277</b>	<b>90.818</b>	<b>2.888</b>	<b>145.113</b>	<b>-</b>	<b>145.113</b>	<b>148.001</b>	<b>2.926</b>	<b>141.478</b>	<b>-</b>	<b>141.478</b>	<b>144.404</b>	<b>2.492</b>	<b>140.925</b>	<b>-</b>	<b>140.925</b>	<b>143.417</b>	<b>1.920</b>	<b>143.016</b>	<b>-</b>	<b>143.016</b>	<b>144.936</b>	<b>3.065-</b>					
<i>Institutes:</i>																															
CTIT	655	12.078	-	12.078	12.733	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MESA+	250	18.293	-	18.293	18.543	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MIRA	200	9.159	-	9.159	9.359	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IGS	-	8.042	-	8.042	8.042	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total institutes</b>	<b>1.105</b>	<b>47.572</b>	<b>-</b>	<b>47.572</b>	<b>48.677</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total primary process</b>	<b>10.646</b>	<b>128.849</b>	<b>-</b>	<b>128.849</b>	<b>139.495</b>	<b>2.888</b>	<b>145.113</b>	<b>-</b>	<b>145.113</b>	<b>148.001</b>	<b>2.926</b>	<b>141.478</b>	<b>-</b>	<b>141.478</b>	<b>144.404</b>	<b>2.492</b>	<b>140.925</b>	<b>-</b>	<b>140.925</b>	<b>143.417</b>	<b>1.920</b>	<b>143.016</b>	<b>-</b>	<b>143.016</b>	<b>144.936</b>	<b>3.065-</b>					
<i>Servicedepartments:</i>																															
LISA	214	-	15.648	15.648	15.862	-	-	15.929	15.929	15.929	-	-	15.593	15.593	15.593	-	-	15.593	15.593	15.593	-	-	15.593	15.593	15.593	336-					
CES	188	-	7.582	7.582	7.770	33	19	7.630	7.649	7.682	17	19	7.354	7.373	7.390	-	19	7.358	7.377	7.377	-	19	7.358	7.377	7.377	305-					
SU	-	-	1.278	1.278	1.278	-	-	1.384	1.384	1.384	-	-	1.384	1.384	1.384	-	-	1.384	1.384	1.384	-	-	1.384	1.384	1.384	-					
FB	-	6.560	5.724	12.284	12.284	-	6.700	5.816	12.516	12.516	-	7.200	5.717	12.917	12.917	-	7.200	5.717	12.917	12.917	-	7.200	5.717	12.917	12.917	401					
S&B	690	-	3.337	3.337	4.027	638	-	3.686	3.686	4.324	638	-	3.506	3.506	4.144	380	-	3.479	3.479	3.859	380	-	3.479	3.479	3.859	465-					
M&C	515	-	6.187	6.187	6.702	365	-	6.336	6.336	6.701	365	-	6.295	6.295	6.660	365	-	6.295	6.295	6.660	365	-	6.295	6.295	6.660	41-					
FEZ	-	-	3.328	3.328	3.328	-	-	3.422	3.422	3.422	-	-	3.383	3.383	3.383	-	-	3.383	3.383	3.383	-	-	3.383	3.383	3.383	39-					
HR	78	-	3.688	3.688	3.766	78	-	3.792	3.792	3.870	78	-	3.654	3.654	3.732	-	-	3.705	3.705	3.705	-	-	3.621	3.621	3.621	249-					
AZ	760	-	6.695	6.695	7.455	760	-	6.802	6.802	7.562	760	-	6.505	6.505	7.265	760	-	6.505	6.505	7.265	760	-	6.376	6.376	7.136	426-					
CvB	-	-	1.337	1.337	1.337	-	-	1.375	1.375	1.375	-	-	1.362	1.362	1.362	-	-	1.362	1.362	1.362	-	-	1.362	1.362	1.362	13-					
<b>Total servicedepartments</b>	<b>2.445</b>	<b>6.560</b>	<b>54.804</b>	<b>61.364</b>	<b>63.809</b>	<b>1.874</b>	<b>6.719</b>	<b>56.172</b>	<b>62.891</b>	<b>64.765</b>	<b>1.858</b>	<b>7.219</b>	<b>54.753</b>	<b>61.972</b>	<b>63.830</b>	<b>1.505</b>	<b>7.219</b>	<b>54.781</b>	<b>62.000</b>	<b>63.505</b>	<b>1.505</b>	<b>7.219</b>	<b>54.568</b>	<b>61.787</b>	<b>63.292</b>	<b>1.473-</b>					
CSL	425	-	3.233	3.233	3.658	425	-	3.255	3.255	3.680	425	-	3.277	3.277	3.702	275	-	3.277	3.277	3.552	275	-	3.277	3.277	3.552						
CHRM	-	-	223	223	223	-	-	158	158	158	-	-	158	158	158	-	-	158	158	158	-	-	158	158	158						
CE	7.417	10.651	2.449	13.100	20.517	1.845	18.230	3.334	21.564	23.409	1.495	21.226	4.807	26.033	27.528	1.690	22.678	4.907	27.585	29.275	1.590	22.793	5.572	28.365	29.955						
<b>Centr. UT-unit</b>	<b>7.842</b>	<b>10.651</b>	<b>5.905</b>	<b>16.556</b>	<b>24.398</b>	<b>2.270</b>	<b>18.230</b>	<b>6.747</b>	<b>24.977</b>	<b>27.247</b>	<b>1.920</b>	<b>21.226</b>	<b>8.242</b>	<b>29.468</b>	<b>31.388</b>	<b>1.965</b>	<b>22.678</b>	<b>8.342</b>	<b>31.020</b>	<b>32.985</b>	<b>1.865</b>	<b>22.793</b>	<b>9.007</b>	<b>31.800</b>	<b>33.665</b>	<b>6.418</b>					
<b>Total UT allocated</b>	<b>20.933</b>	<b>146.060</b>	<b>60.709</b>	<b>206.769</b>	<b>227.702</b>	<b>7.032</b>	<b>170.062</b>	<b>62.919</b>	<b>232.981</b>	<b>240.013</b>	<b>6.704</b>	<b>169.923</b>	<b>62.995</b>	<b>232.918</b>	<b>239.622</b>	<b>5.962</b>	<b>170.822</b>	<b>63.123</b>	<b>233.945</b>	<b>239.907</b>	<b>5.290</b>	<b>173.028</b>	<b>63.575</b>	<b>236.603</b>	<b>241.893</b>	<b>1.880</b>					
Herverd. middelen *		-6.500		-6.500	-6.500		-8.175		-8.175	-8.175		-9.140		-9.140	-9.140		-10.537		-10.537	-10.537		-6.500		-6.500	-6.500	1.675					
Free space Zwaartep.m.	144				144	0				0	0				0	0				0	0				0	-					
Free space CSB	-236				0	-236				1.143	0				1.143	2.436				0	2.436				0	4.104					
<b>Total UT available 1st geldstroom budget</b>	<b>20.841</b>	<b>139.560</b>	<b>60.709</b>	<b>200.269</b>	<b>221.110</b>	<b>8.175</b>	<b>161.887</b>	<b>62.919</b>	<b>224.806</b>	<b>232.981</b>	<b>9.140</b>	<b>160.783</b>	<b>62.995</b>	<b>223.778</b>	<b>232.918</b>	<b>10.537</b>	<b>160.285</b>	<b>63.123</b>	<b>223.408</b>	<b>233.945</b>	<b>10.537</b>	<b>166.528</b>	<b>63.575</b>	<b>230.103</b>	<b>240.640</b>	<b>7.659</b>					

(amounts in k€)

1e 'geldstroom' budgets, 2018-2021, per department annex 2b

## Faculties; 1e geldstroom budgets

annex 2c

(bedragen in k€O)

	B2017	B2018	B2019	B2020	B2021	18-17	21-18	Js2018	Js2019	Js2020
<b>01 ET</b>										
OW 09 Performance based funding faculty	500	500	0	0	0	0	-500	0	0	0
47 TOM-Variable OW-budget	5.509	5.463	5.309	5.258	5.439	-46	-24	400	291	207
50 Ma-budget EC	4.748	5.621	5.628	5.684	5.870	873	249	381	317	305
53 Budget-shift Ma-Ba	173	0	0	0	0	-173	0	0	0	0
<b>OW Total</b>	<b>10.930</b>	<b>11.584</b>	<b>10.937</b>	<b>10.942</b>	<b>11.309</b>	<b>654</b>	<b>-275</b>	<b>781</b>	<b>608</b>	<b>512</b>
OZ 58 O&O-Ba component	503	410	397	389	389	-93	-21	-78	-74	-77
59 O&O-Ma component	1.353	1.210	1.206	1.207	1.208	-143	-2	-70	-63	-63
60 PhD-bonus	3.666	3.376	2.977	2.583	2.593	-290	-783	75	158	82
61 PDeng-bonus	589	481	849	1.034	1.283	-108	802	-255	-3	-35
62 PDeng-coordination	72	53	100	100	100	-19	47	-35	0	0
67 Primary Researchbudget	3.451	3.785	3.798	3.797	3.797	334	12	335	351	350
<b>OZ Total</b>	<b>9.634</b>	<b>9.315</b>	<b>9.327</b>	<b>9.110</b>	<b>9.370</b>	<b>-319</b>	<b>55</b>	<b>-28</b>	<b>369</b>	<b>257</b>
Div 70 Central strategic budget	235	763	986	599	350	528	-413	528	856	499
<b>Div Total</b>	<b>235</b>	<b>763</b>	<b>986</b>	<b>599</b>	<b>350</b>	<b>528</b>	<b>-413</b>	<b>528</b>	<b>856</b>	<b>499</b>
<b>ET Total</b>	<b>20.799</b>	<b>21.662</b>	<b>21.250</b>	<b>20.651</b>	<b>21.029</b>	<b>863</b>	<b>-633</b>	<b>1.281</b>	<b>1.833</b>	<b>1.268</b>
<b>02 EWI</b>										
OW 09 Performance based funding faculty	500	500	0	0	0	0	-500	0	0	0
24 Mathematics intensive	300	300	300	300	300	0	0	0	0	0
25 Coordination Continuous learning Mathematics	100	100	100	100	100	0	0	0	0	0
39 Fixed budget EWI	500	500	500	500	500	0	0	0	0	0
47 TOM-Variable OW-budget	4.762	5.315	5.227	5.241	5.416	553	101	742	566	537
50 Ma-budget EC	3.054	4.260	4.265	4.308	4.448	1.206	188	890	849	849
53 Budget-shift Ma-Ba	44	0	0	0	0	-44	0	0	0	0
<b>OW Total</b>	<b>9.260</b>	<b>10.975</b>	<b>10.392</b>	<b>10.449</b>	<b>10.764</b>	<b>1.715</b>	<b>-211</b>	<b>1.632</b>	<b>1.415</b>	<b>1.386</b>
OZ 55 Supplement Research funds Mathematics	450	450	450	450	450	0	0	0	0	0
58 O&O-Ba component	663	399	390	388	388	-264	-11	-232	-261	-267
59 O&O-Ma component	871	917	914	915	915	46	-2	93	97	97
60 PhD-bonus	5.859	4.985	4.162	3.715	3.720	-874	-1.265	40	37	41
61 PDeng-bonus	0	0	0	18	36	0	36	0	0	-89
67 Primary Researchbudget (excl. Institute overhead CTIT)	7.819	8.634	8.665	8.664	8.663	815	29	701	592	556
<b>OZ Total</b>	<b>15.662</b>	<b>15.385</b>	<b>14.581</b>	<b>14.150</b>	<b>14.172</b>	<b>-277</b>	<b>-1.213</b>	<b>602</b>	<b>465</b>	<b>338</b>
Div 68 Central strategic budget	470	440	355	355	300	-30	-140	0	0	0
<b>Div Total</b>	<b>470</b>	<b>440</b>	<b>355</b>	<b>355</b>	<b>300</b>	<b>-30</b>	<b>-140</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EWI Total</b>	<b>25.392</b>	<b>26.800</b>	<b>25.328</b>	<b>24.954</b>	<b>25.236</b>	<b>1.408</b>	<b>-1.564</b>	<b>2.234</b>	<b>1.880</b>	<b>1.724</b>
xx Institute-overhead CTIT	600	600	600	600	600					
<b>03 EWI-UCT</b>										
OW 15 OCW Student funding UCT	422	630	765	866	979	208	349	-39	88	57
18 Tuition fees UCT	388	610	670	739	824	222	214	162	169	171
23 Honours Programme	200	200	200	200	200	0	0	0	0	0
28 Excellence Programmes	515	510	510	510	510	-5	0	0	0	0
40 Fixed budget EWI-UCT	500	500	500	500	500	0	0	0	0	0
<b>OW Total</b>	<b>2.025</b>	<b>2.450</b>	<b>2.645</b>	<b>2.815</b>	<b>3.013</b>	<b>425</b>	<b>563</b>	<b>123</b>	<b>257</b>	<b>228</b>
OZ 35 OCW-funding Degrees UCT	0	54	433	611	878	54	824	54	370	548
<b>OZ Total</b>	<b>0</b>	<b>54</b>	<b>433</b>	<b>611</b>	<b>878</b>	<b>54</b>	<b>824</b>	<b>54</b>	<b>370</b>	<b>548</b>
<b>03 EWI-UCT Total</b>	<b>2.025</b>	<b>2.504</b>	<b>3.078</b>	<b>3.426</b>	<b>3.891</b>	<b>479</b>	<b>1.387</b>	<b>177</b>	<b>627</b>	<b>776</b>
<b>04 EWI-Nanolab</b>										
<b>04 EWI-Nanolab 53 Fixed budget technical infrastructure Nanolab</b>	<b>1.381</b>	<b>1.416</b>	<b>1.416</b>	<b>1.416</b>	<b>1.416</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>-43</b>	<b>-43</b>
<b>05 TNW</b>										
OW 09 Performance based funding faculty	500	500	0	0	0	0	-500	0	0	0
16 Sectorplan Natuur- en scheikunde	191	191	191	191	191	0	0	0	0	0
17 Watertechnology	16	122	122	122	122	106	0	106	106	106
38 Fixed budget clinical internships TNW TG,	2.300	2.500	2.500	2.500	2.500	200	0	100	0	0
41 Fixed budget TNW	1.000	1.000	1.000	1.000	1.000	0	0	0	0	0
47 TOM-Variable OW-budget	9.858	10.175	10.074	10.115	10.481	317	306	773	305	277
50 Ma-budget EC	2.548	3.318	3.322	3.356	3.465	770	147	506	472	469
53 Budget-shift Ma-Ba	-392	0	0	0	0	392	0	0	0	0
<b>OW Total</b>	<b>16.021</b>	<b>17.806</b>	<b>17.209</b>	<b>17.284</b>	<b>17.759</b>	<b>1.785</b>	<b>-47</b>	<b>1.485</b>	<b>883</b>	<b>852</b>
OZ 16 Sectorplan Natuur- en scheikunde	1.121	1.121	1.121	1.121	1.121	0	0	0	0	0
17 Watertechnology	19	19	19	19	19	0	0	0	0	0
58 O&O-Ba component	579	764	754	747	750	185	-14	181	188	171
59 O&O-Ma component	727	714	712	713	713	-13	-1	25	30	30
60 PhD-bonus	6.318	6.944	6.237	5.483	5.023	626	-1.921	633	910	816
61 PDeng-bonus	74	25	40	53	53	-49	28	25	40	-54
63 OC&W-budget Max Planck center	0	150	150	150	150	150	0	150	150	150
64 TGS	700	630	630	630	630	-70	0	0	0	0
68 Primary Researchbudget	12.565	13.918	13.966	13.966	13.964	1.353	46	1.370	1.496	1.517
<b>OZ Total</b>	<b>22.103</b>	<b>24.285</b>	<b>23.629</b>	<b>22.882</b>	<b>22.423</b>	<b>2.182</b>	<b>-1.862</b>	<b>2.384</b>	<b>2.814</b>	<b>2.630</b>
Div 70 Central strategic budget	995	845	815	768	500	-150	-345	-150	-150	-150
<b>Div Total</b>	<b>995</b>	<b>845</b>	<b>815</b>	<b>768</b>	<b>500</b>	<b>-150</b>	<b>-345</b>	<b>-150</b>	<b>-150</b>	<b>-150</b>
<b>05 TNW Total</b>	<b>39.119</b>	<b>42.936</b>	<b>41.653</b>	<b>40.934</b>	<b>40.682</b>	<b>3.817</b>	<b>-2.254</b>	<b>3.719</b>	<b>3.547</b>	<b>3.332</b>
xx Institute-overhead MESA+, MIRA	1.399	1.399	1.399	1.399	1.399					
<b>06 BMS</b>										
OW 09 Performance based funding faculty	500	500	0	0	0	0	-500	0	0	0
19 Institutional tuition fees MEEM	300	300	300	300	300	0	0	0	0	0
20 Teacher training courses	388	388	388	388	388	0	0	0	0	0
27 Coordination Continuous learning Acad.competences	50	50	50	50	50	0	0	0	0	0
28 Excellence Programmes	154	154	154	154	154	0	0	0	0	0
29 Dean educational innovation	0	0	0	0	0	0	0	0	0	0
31 Transitional measure BMS	300	0	0	0	0	-300	0	0	0	0
47 TOM-Variable OW-budget	7.542	7.911	8.245	8.542	8.829	369	918	1.392	1.902	2.148
50 Ma-budget EC	7.354	9.100	9.112	9.203	9.502	1.746	402	986	886	872
53 Budget-shift Ma-Ba	373	0	0	0	0	-373	0	0	0	0
<b>OW Total</b>	<b>16.961</b>	<b>18.403</b>	<b>18.249</b>	<b>18.637</b>	<b>19.223</b>	<b>1.442</b>	<b>820</b>	<b>2.378</b>	<b>2.788</b>	<b>3.020</b>
OZ 58 O&O-Ba component	920	593	617	634	632	-327	39	-239	-200	-189
59 O&O-Ma component	1.497	1.399	1.396	1.395	1.396	-98	-3	-17	-7	-8
60 PhD-bonus	4.070	4.050	3.684	3.650	3.656	-20	-394	234	493	671
67 Primary Researchbudget (excl. Institute overhead IGS)	3.812	4.220	4.235	4.234	4.234	408	14	417	428	421
<b>OZ Total</b>	<b>10.299</b>	<b>10.262</b>	<b>9.932</b>	<b>9.913</b>	<b>9.918</b>	<b>-37</b>	<b>-344</b>	<b>395</b>	<b>714</b>	<b>895</b>
Div 70 Central strategic budget	90	0	0	0	0	-90	0	0	0	0
<b>Div Total</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>06 BMS Total</b>	<b>27.350</b>	<b>28.665</b>	<b>28.181</b>	<b>28.550</b>	<b>29.141</b>	<b>1.315</b>	<b>476</b>	<b>2.773</b>	<b>3.502</b>	<b>3.915</b>
xx Institute-overhead IGS	397	397	397	397	397					

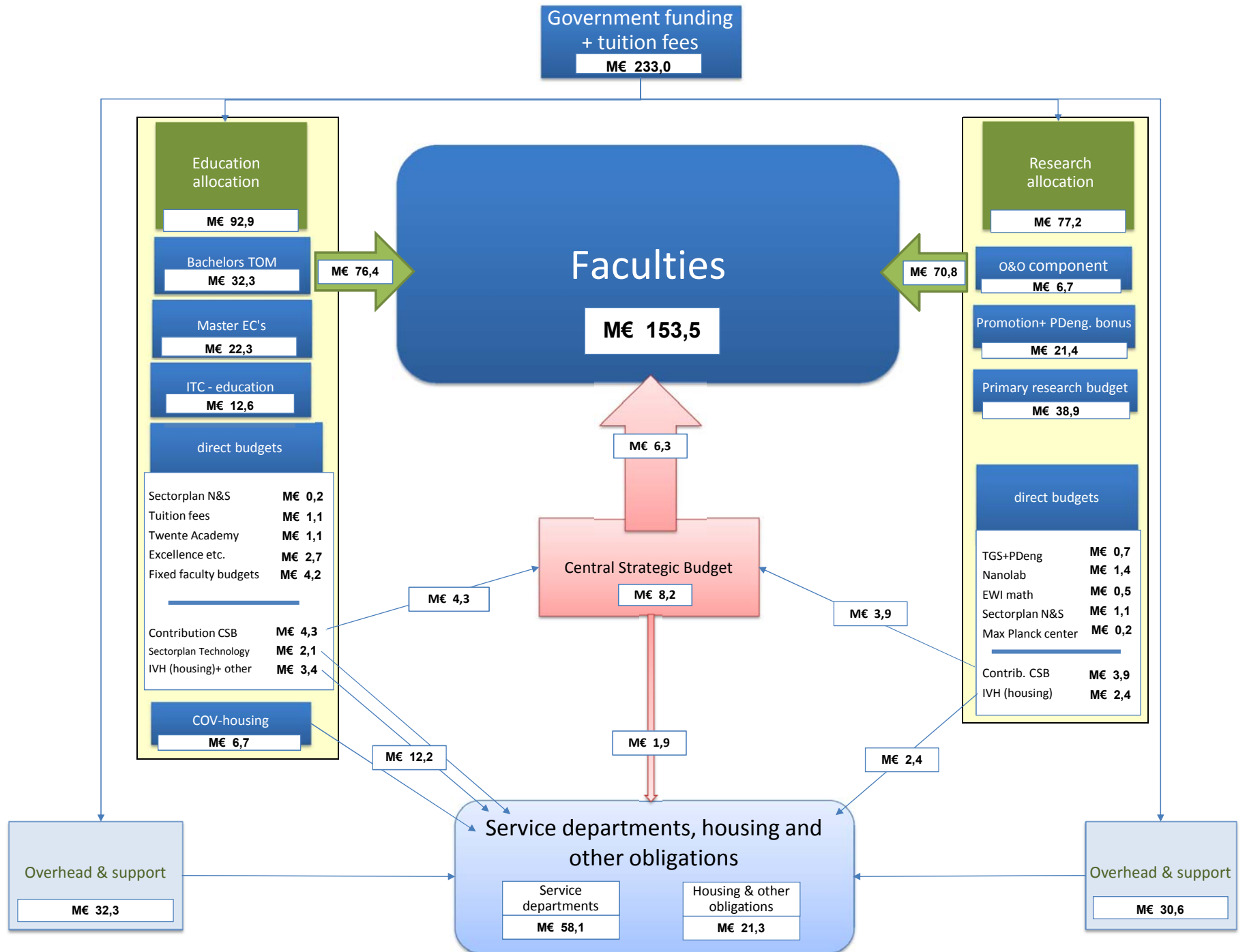


<b>07 ITC</b>													
OW	42 ITC Government funding+Tuition fees, excl. CBCSB	12.316	12.583	12.474	12.535	12.543	267	-40	233	59	55		
<b>OW Total</b>		<b>12.316</b>	<b>12.583</b>	<b>12.474</b>	<b>12.535</b>	<b>12.543</b>	<b>267</b>	<b>-40</b>	<b>233</b>	<b>59</b>	<b>55</b>		
OZ	59 PhD-bonus	1.703	1.578	1.319	1.240	1.283	-125	-295	-13	-12	-27		
	67 Primary Researchbudget	5.417	5.530	5.448	5.454	5.458	113	-72	121	32	29		
<b>OZ Total</b>		<b>7.120</b>	<b>7.108</b>	<b>6.767</b>	<b>6.694</b>	<b>6.741</b>	<b>-12</b>	<b>-367</b>	<b>108</b>	<b>20</b>	<b>2</b>		
Div	68 Central strategic budget	770	770	770	770	770	0	0	0	0	0		
<b>Div Total</b>		<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>770</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>07 ITC Total</b>		<b>20.206</b>	<b>20.461</b>	<b>20.011</b>	<b>19.999</b>	<b>20.054</b>	<b>255</b>	<b>-407</b>	<b>341</b>	<b>79</b>	<b>57</b>		
<b>08 ITC-TA</b>													
OW	21 Twente Academy (TA)	1.091	1.091	1.091	1.091	1.091	0	0	0	0	0		
<b>OW Total</b>		<b>1.091</b>	<b>1.091</b>	<b>1.091</b>	<b>1.091</b>	<b>1.091</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Div	68 Central strategic budget	0	70	0	0	0	70	-70	70	0	0		
<b>Div Total</b>		<b>0</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>-70</b>	<b>70</b>	<b>0</b>	<b>0</b>		
<b>08 ITC-TA Total</b>		<b>1.091</b>	<b>1.161</b>	<b>1.091</b>	<b>1.091</b>	<b>1.091</b>	<b>70</b>	<b>-70</b>	<b>70</b>	<b>0</b>	<b>0</b>		
<b>Faculty Total</b>		<b>137.364</b>	<b>145.605</b>	<b>142.008</b>	<b>141.021</b>	<b>142.540</b>	<b>8.241</b>	<b>-3.065</b>	<b>10.630</b>	<b>11.424</b>	<b>11.029</b>		

**Service departments and Central UT-unit; 1e geldstroom budgets**
**annex 2d**

Presentatie 2017-2C Ja

	Spring memorandum 2018-2021					18-17	21-18	Js2018	Js2019	Js2020
	B2017	B2018	B2019	B2020	B2021					
<b>Faculty</b>	<b>138.906</b>	<b>148.001</b>	<b>144.404</b>	<b>143.417</b>	<b>144.936</b>	<b>9.095</b>	<b>-3.065</b>	<b>135.588</b>	<b>130.603</b>	<b>129.448</b>
<b>Institute</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-16</b>	<b>0</b>	<b>1.368</b>	<b>1.938</b>	<b>2.403</b>
<b>Service-department</b>										
<b>13 LISA</b>										
70 CB / TCB	15.648	15.929	15.593	15.593	15.593	281	-336	15.431	15.155	15.155
71 Central strategic budget	0	0	0	0	0	0	0	0	0	0
74 Earmarked Government funding, tuition fees	0	0	0	0	0	0	0	0	0	0
<b>13 LISA Total</b>	<b>15.648</b>	<b>15.929</b>	<b>15.593</b>	<b>15.593</b>	<b>15.593</b>	<b>281</b>	<b>-336</b>	<b>15.431</b>	<b>15.155</b>	<b>15.155</b>
<b>14 CES</b>										
28 Excellence Programmes	19	19	19	19	19	0	0	19	19	19
70 CB / TCB	7.582	7.630	7.354	7.358	7.358	48	-272	7.415	7.139	7.143
71 Central strategic budget	63	33	17	0	0	-30	-33	33	17	0
72 "Zwaartepuntmiddelen"	0	0	0	0	0	0	0	0	0	0
74 Earmarked Government funding, tuition fees	0	0	0	0	0	0	0	0	0	0
<b>14 CES Total</b>	<b>7.664</b>	<b>7.682</b>	<b>7.390</b>	<b>7.377</b>	<b>7.377</b>	<b>18</b>	<b>-305</b>	<b>7.467</b>	<b>7.175</b>	<b>7.162</b>
<b>15 SU</b>										
70 CB / TCB	1.278	1.384	1.384	1.384	1.384	106	0	1.278	1.278	1.278
<b>15 SU Total</b>	<b>1.278</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>	<b>106</b>	<b>0</b>	<b>1.278</b>	<b>1.278</b>	<b>1.278</b>
<b>17 FB</b>										
46 Central Educational Facilities (CEF)	6.560	6.700	7.200	7.200	7.200	140	500	6.560	6.350	6.350
70 CB / TCB	5.724	5.816	5.717	5.717	5.717	92	-99	5.724	5.625	5.625
<b>17 FB Total</b>	<b>12.284</b>	<b>12.516</b>	<b>12.917</b>	<b>12.917</b>	<b>12.917</b>	<b>232</b>	<b>401</b>	<b>12.284</b>	<b>11.975</b>	<b>11.975</b>
<b>18 S&amp;B</b>										
70 CB / TCB	3.337	3.686	3.506	3.479	3.479	349	-207	3.337	3.283	3.283
71 Central strategic budget	690	638	638	380	380	-52	-258	630	630	380
<b>18 S&amp;B Total</b>	<b>4.027</b>	<b>4.324</b>	<b>4.144</b>	<b>3.859</b>	<b>3.859</b>	<b>297</b>	<b>-465</b>	<b>3.967</b>	<b>3.913</b>	<b>3.663</b>
<b>19 M&amp;C</b>										
70 CB / TCB	6.187	6.336	6.295	6.295	6.295	149	-41	6.162	6.121	6.121
71 Central strategic budget	515	365	365	365	365	-150	0	365	365	365
<b>19 M&amp;C Total</b>	<b>6.702</b>	<b>6.701</b>	<b>6.660</b>	<b>6.660</b>	<b>6.660</b>	<b>-1</b>	<b>-41</b>	<b>6.527</b>	<b>6.486</b>	<b>6.486</b>
<b>20 FEZ</b>										
70 CB / TCB	3.328	3.422	3.383	3.383	3.383	94	-39	3.328	3.289	3.289
<b>20 FEZ Total</b>	<b>3.328</b>	<b>3.422</b>	<b>3.383</b>	<b>3.383</b>	<b>3.383</b>	<b>94</b>	<b>-39</b>	<b>3.328</b>	<b>3.289</b>	<b>3.289</b>
<b>21 HR</b>										
70 CB / TCB	3.688	3.792	3.654	3.705	3.621	104	-171	3.688	3.550	3.601
71 Central strategic budget	78	78	78	0	0	0	-78	78	78	0
<b>21 HR Total</b>	<b>3.766</b>	<b>3.870</b>	<b>3.732</b>	<b>3.705</b>	<b>3.621</b>	<b>104</b>	<b>-249</b>	<b>3.766</b>	<b>3.628</b>	<b>3.601</b>
<b>22 AZ</b>										
70 CB / TCB	6.695	6.802	6.505	6.505	6.376	107	-426	6.615	6.318	6.318
71 Central strategic budget	760	760	760	760	760	0	0	760	760	760
<b>22 AZ Total</b>	<b>7.455</b>	<b>7.562</b>	<b>7.265</b>	<b>7.265</b>	<b>7.136</b>	<b>107</b>	<b>-426</b>	<b>7.375</b>	<b>7.078</b>	<b>7.078</b>
<b>23 CvB</b>										
70 CB / TCB	1.337	1.375	1.362	1.362	1.362	38	-13	1.337	1.324	1.324
<b>23 CvB Total</b>	<b>1.337</b>	<b>1.375</b>	<b>1.362</b>	<b>1.362</b>	<b>1.362</b>	<b>38</b>	<b>-13</b>	<b>1.337</b>	<b>1.324</b>	<b>1.324</b>
<b>Service-department Total</b>	<b>63.489</b>	<b>64.765</b>	<b>63.830</b>	<b>63.505</b>	<b>63.292</b>	<b>1.276</b>	<b>-1.473</b>	<b>62.760</b>	<b>61.301</b>	<b>61.011</b>
<b>CUTE</b>										
<b>24 CSL</b>										
70 CB / TCB	3.233	3.255	3.277	3.277	3.277	22	22	3.255	3.277	3.277
71 Central strategic budget	425	425	425	275	275	0	-150	425	425	275
<b>24 CSL Total</b>	<b>3.658</b>	<b>3.680</b>	<b>3.702</b>	<b>3.552</b>	<b>3.552</b>	<b>22</b>	<b>-128</b>	<b>3.680</b>	<b>3.702</b>	<b>3.552</b>
<b>25 CHRM</b>										
70 CB / TCB	223	158	158	158	158	-65	0	158	158	158
<b>25 CHRM Total</b>	<b>223</b>	<b>158</b>	<b>158</b>	<b>158</b>	<b>158</b>	<b>-65</b>	<b>0</b>	<b>158</b>	<b>158</b>	<b>158</b>
<b>26 CE</b>										
02 3TU-budget / Sectorplan Techniek	1.863	2.100	2.100	2.100	2.100	237	0	1.863	1.863	1.863
03 Redemption BaMa-compensation+contribution	883	883	883	883	883	0	0	883	883	883
04 ZVVO	200	200	200	200	200	0	0	200	200	200
05 Matching OC&W Holland Scholarship Fund	106	43	43	43	43	-63	0	43	43	43
06 IVH	4.400	4.400	4.400	4.400	4.400	0	0	4.400	4.400	4.400
07 Correction IVH- M€-3,0 budgets	-3.000	-3.000	0	0	0	0	3.000	-3.000		
08 Guarantee TTT	500	500	0	0	0	0	-500	500		
13 20% van perf. based funding fac., 80-20.	500	500	0	0	0	0	-500	500		
14 Operating margin Education	300	300	300	300	300	0	0	300	300	300
30 Budgetmargin Zwaartepuntmiddelen	444					-444	0	449	449	449
44 ITC Contribution CSB	640	640	640	640	640	0	0	640	640	640
45 Central strategic budget OW	3.680	3.680	3.680	3.680	3.680	0	0	3.680	3.680	3.680
48 TOM-Profling modules	2.410	2.520	2.540	2.580	2.664	110	144	2.219	2.219	2.238
49 TOM-Academic competences	887	927	935	949	980	40	53	814	816	824
53 Budget-shift Ma-Ba	-198	0	0	0	0	198	0	0	0	0
57 Central strategic budget OZ	1.820	1.820	1.820	1.820	1.820	0	0	2.820	2.820	2.820
58 O&O-Ba component	287	259	260	261	261	-28	2	272	268	268
67 "Profleringsmiddelen" OZ: policy oriented	765	2.035	3.000	4.397	4.397	1.270	2.362	2.000	3.000	4.397
68 Primary Researchbudget		423	425	425	425	423	2			
70 CB / TCB	2.449	3.334	4.807	4.907	5.572	885	2.238	2.750	4.038	4.078
71 Central strategic budget	1.285	1.845	1.495	1.690	1.590	560	-255	1.260	1.195	1.190
72 "Zwaartepuntmiddelen"	0	0	0	0	0	0	0	0	0	0
74 Earmarked Government funding, tuition fees	0	0	0	0	0	0	0	0	0	0
<b>26 CE Total</b>	<b>20.221</b>	<b>23.409</b>	<b>27.528</b>	<b>29.275</b>	<b>29.955</b>	<b>3.188</b>	<b>6.546</b>	<b>22.593</b>	<b>26.814</b>	<b>28.273</b>
<b>CUTE Total</b>	<b>24.102</b>	<b>27.247</b>	<b>31.388</b>	<b>32.985</b>	<b>33.665</b>	<b>3.145</b>	<b>6.418</b>	<b>26.431</b>	<b>30.674</b>	<b>31.983</b>
<b>UT Totaal</b>	<b>226.513</b>	<b>240.013</b>	<b>239.622</b>	<b>239.907</b>	<b>241.893</b>	<b>13.500</b>	<b>1.880</b>	<b>226.146</b>	<b>224.516</b>	<b>224.845</b>



## A External means and supplements from Central reserves and provisions

(amounts in M€)

	2017	2018	2019	2020	2021	Δ '18-'17	Δ '21-'18
<b>Education (primary budget)</b>							
Student funding: enrolments (excl. UCT)	32,5	35,7	35,7	35,7	35,7	3,3	-
Student funding: degrees (excl. UCT)	13,3	13,5	13,5	13,5	13,5	0,2	-
Budget "Zwaartepuntvorming"	1,6					-1,6	-
Base funding Education, percentages	23,6	23,7	23,7	23,7	23,7	0,1	-
Quality in Education and studysucces	4,7	5,2	5,5	5,7	5,7	0,4	0,5
Estimate budget from "Wet Studievoorschot"	-	2,8	2,8	3,4	5,7	2,8	2,8
Government funding ITC OW	12,9	13,4	13,4	13,4	13,4	0,5	-
<b>Gov. funding Education (primary budget)</b>	<b>88,5</b>	<b>94,2</b>	<b>94,5</b>	<b>95,3</b>	<b>97,6</b>	<b>5,7</b>	<b>3,3</b>
<b>Education (earmarked)</b>							
3TU-budget / Sectorplan Techniek	1,9	2,1	2,1	2,1	2,1	0,2	-
Student funding UCT	0,4	0,6	0,8	0,9	1,0	0,2	0,3
Watertechnology	0,0	0,1	0,1	0,1	0,1	0,1	-
Matching OC&W Holland Scholarship Fund	0,1	0,0	0,0	0,0	0,0	-0,1	-
IVH	2,1	2,1	2,1	2,1	2,1	-	-
Operating margin Education	0,3	0,3	0,3	0,3	0,3	-	-
Sectorplan Natuur- en scheikunde	0,2	0,2	0,2	0,2	0,2	-	-
Redemption BaMa-compensation+contribution SURF	0,9	0,9	0,9	0,9	0,9	-	-
ZVVO	0,1	0,1	0,1	0,1	0,1	-	-
<b>Gov. funding Education (earmarked)</b>	<b>6,0</b>	<b>6,4</b>	<b>6,6</b>	<b>6,7</b>	<b>6,8</b>	<b>0,5</b>	<b>0,3</b>
<b>total Government funding on education</b>	<b>94,5</b>	<b>100,7</b>	<b>101,1</b>	<b>101,9</b>	<b>104,4</b>	<b>6,2</b>	<b>3,7</b>
<b>Research (primary budget)</b>							
PhD bonus	17,4	18,6	17,0	16,7	16,3	1,2	-2,3
PDeng bonus	0,6	0,4	0,8	1,1	1,4	-0,1	1,0
Ba- degrees research	3,8	3,4	3,4	3,4	3,4	-0,5	-
Ma- degrees research	6,3	5,9	5,9	5,9	5,9	-0,4	-
Base funding Research, percentages	59,8	63,6	63,6	63,6	63,6	3,8	-
"Profilingmiddelen Onderzoek"	5,9	5,1	5,1	5,1	5,1	-0,8	-
Government funding ITC OZ	6,7	6,9	6,9	6,9	6,9	0,3	-
<b>Gov. funding Research (primary budget)</b>	<b>100,5</b>	<b>104,0</b>	<b>102,9</b>	<b>102,8</b>	<b>102,6</b>	<b>3,5</b>	<b>-1,4</b>
<b>Research (earmarked/strategic)</b>							
Degrees UCT	-	0,1	0,4	0,6	0,9	0,1	0,8
Watertechnology	0,0	0,0	0,0	0,0	0,0	-	-
Bijdrage aan Max planck center		0,2	0,2	0,2	0,2	0,2	-
IVH	2,3	2,3	2,3	2,3	2,3	-	-
Sectorplan Natuur- en scheikunde	1,1	1,1	1,1	1,1	1,1	-	-
ZVVO	0,1	0,1	0,1	0,1	0,1	-	-
<b>Gov. funding Research (earmarked/strategic)</b>	<b>3,6</b>	<b>3,8</b>	<b>4,2</b>	<b>4,3</b>	<b>4,6</b>	<b>0,2</b>	<b>0,8</b>
<b>total Government funding on research</b>	<b>104,0</b>	<b>107,8</b>	<b>107,0</b>	<b>107,1</b>	<b>107,2</b>	<b>3,8</b>	<b>-0,6</b>
<b>Subtotal Government funding</b>	<b>198,5</b>	<b>208,5</b>	<b>208,1</b>	<b>209,0</b>	<b>211,6</b>	<b>9,9</b>	<b>3,1</b>
Statutory tuition fees	16,1	17,1	17,2	17,2	17,2	1,0	0,1
Institutional tuition fees	3,3	4,0	4,0	4,0	4,0	0,7	0,0
UCT tuition fees	0,4	0,6	0,7	0,7	0,8	0,2	0,2
MEEM tuition fees	0,3	0,3	0,3	0,3	0,3	-	-
ITC tuition fees	2,5	2,6	2,6	2,7	2,7	0,0	0,1
<b>Subtotal Tuition fees</b>	<b>22,6</b>	<b>24,5</b>	<b>24,8</b>	<b>24,9</b>	<b>25,0</b>	<b>1,9</b>	<b>0,5</b>
<b>Total available budget</b>	<b>221,1</b>	<b>233,0</b>	<b>232,9</b>	<b>233,9</b>	<b>236,6</b>	<b>11,9</b>	<b>3,6</b>

<b>I Budget OW and OZ -/- central budget</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Δ '18-'17</b>	<b>Δ '21-'18</b>
Government funding Education (primary budget)	74.025	80.862	81.161	81.885	84.207	6.837	3.345
Budget "Zwaartepuntvorming"	1.632						
Government funding ITC OW	12.880	13.373	13.373	13.373	13.373	493	0
Statutory tuition fees	16.100	17.061	17.187	17.187	17.187	961	126
Institutional tuition fees	3.300	4.000	4.047	4.047	4.047	700	47
Government funding Education (earmarked budget)	5.951	6.439	6.574	6.675	6.788	488	349
ITC tuition fees	2.500	2.550	2.600	2.650	2.650	50	100
UCT tuition fees	388	610	670	739	824	222	214
MEEM tuition fees	300	300	300	300	300	0	0
<b>Total primary budget OW</b>	<b>117.076</b>	<b>125.195</b>	<b>125.912</b>	<b>126.856</b>	<b>129.376</b>	<b>9.751</b>	<b>4.181</b>
PhD-bonus	17.371	18.612	17.048	16.671	16.275	1.241	-2.337
PDeng-bonus	557	418	823	1.105	1.372	-139	954
Ba-degrees OZ	3.848	3.386	3.386	3.386	3.386	-462	0
Ma-degrees OZ	6.328	5.921	5.921	5.921	5.921	-407	0
Government funding ITC OZ	6.673	6.929	6.929	6.929	6.929	256	0
Base funding Research, percentages	59.800	63.619	63.619	63.619	63.619	3.819	0
Profilingmiddelen OZ	5.887	5.127	5.127	5.127	5.127	-760	0
Government funding Research (earmarked budget)	3.570	3.774	4.153	4.331	4.598	204	824
<b>Total primary budget OZ</b>	<b>104.034</b>	<b>107.786</b>	<b>107.006</b>	<b>107.089</b>	<b>107.227</b>	<b>3.752</b>	<b>-559</b>
<b>3 Subtotal: Primary budget OW+OZ</b>	<b>221.110</b>	<b>232.981</b>	<b>232.918</b>	<b>233.945</b>	<b>236.603</b>	<b>13.503</b>	<b>3.622</b>
<i>Primary budget OW B2018-2021 excl. ITC</i>		109.272	109.939	110.833	113.353		
<i>Primary budget OW B2017-2020 excl. ITC</i>		92.522	93.014	93.609	93.609		
<i>Correction budget OW due to budgetneutral budgetshift Earmarked budgets</i>		7.349	7.544	7.714	7.912		
<i>Correction budget OW due to budgetneutral budgetshift Zwaartepuntmiddelen</i>		1.632	1.632	1.632	1.632		
<i>Increase / decrease Primary budget OW relative to B2017-2020</i>		7.769	7.749	7.878	10.200		
<i>CB-FCB deducted from OW-budget (excl. ITC) was in B2017-2020</i>	28.284	28.127	28.226	28.345	28.345		
<i>Budgetneutral correction for extra ITC-contribution</i>		-260	-430	-430	-430		
<i>Correction related to shift in ITC-tasks to CES</i>		200	200	200	200		
<i>20% of increase/decrease OW-budget</i> 20,0%		1.554	1.550	1.576	2.040		
<i>ITC contribution OW to CB/FCB</i>	2.424	2.700	2.859	2.848	2.840		
<b>4 Total contribution OW to CB/FCB</b>	<b>30.708</b>	<b>32.321</b>	<b>32.405</b>	<b>32.539</b>	<b>32.995</b>	<b>1.613</b>	<b>674</b>
<i>Primary budget OZ B2018-2021 excl. ITC and PhD/PDeng bonus</i>		81.827	82.206	82.384	82.651		
<i>Primary budget OZ B2017-2020 excl. ITC and PhD/PDeng bonus</i>		74.617	74.617	74.617	74.617		
<i>Correction budget OZ due to budgetneutral budgetshift Earmarked budgets</i>		3.774	4.153	4.331	4.598		
<i>Increase / decrease Primary budget OZ relative to B2017-2020</i>		3.436	3.436	3.436	3.436		
<i>CB-FCB deducted from OZ-budget (excl. ITC) was in B2017-2020</i>	28.745	28.647	28.647	28.647	28.647		
<i>Budgetneutral correction for extra ITC-contribution</i>		-135	-225	-225	-225		
<i>20% of increase/decrease OZ-budget</i> 20,0%		687	687	687	687		
<i>ITC contribution OZ to CB/FCB</i>	1.256	1.399	1.481	1.475	1.471		
<b>4 Total contribution OZ to CB/FCB</b>	<b>30.001</b>	<b>30.598</b>	<b>30.590</b>	<b>30.584</b>	<b>30.580</b>	<b>597</b>	<b>-18</b>
<b>4 Total Central budget</b>	<b>60.709</b>	<b>62.919</b>	<b>62.995</b>	<b>63.123</b>	<b>63.575</b>	<b>2.210</b>	<b>656</b>
<b>5 Total budget OW &amp; OZ via allocation model</b>	<b>160.401</b>	<b>170.062</b>	<b>169.923</b>	<b>170.822</b>	<b>173.028</b>	<b>11.293</b>	<b>2.966</b>

1.632 0

<b>II Budget per Compartment UT-allocationmodel</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Δ '18-'17</b>	<b>Δ '21-'18</b>
<b>OW-budget</b>							
Government funding OW + tuition fees	117.076	125.195	125.912	126.856	129.376	8.119	4.181
Minus: contribution to CB/FCB	-30.708	-32.321	-32.405	-32.539	-32.995	-1.613	-674
<b>OW Net budget OW</b>	<b>86.368</b>	<b>92.874</b>	<b>93.507</b>	<b>94.317</b>	<b>96.381</b>	<b>6.506</b>	<b>3.507</b>
<b>OZ-budget</b>							
Government funding OZ	104.034	107.786	107.006	107.089	107.227	3.752	-559
Minus: contribution to CB/FCB	-30.001	-30.598	-30.590	-30.584	-30.580	-597	18
<b>OZ Net budget Oz</b>	<b>74.033</b>	<b>77.188</b>	<b>76.416</b>	<b>76.505</b>	<b>76.647</b>	<b>3.155</b>	<b>-541</b>
<b>Total budget OW &amp; OZ via allocation model</b>	<b>160.401</b>	<b>170.062</b>	<b>169.923</b>	<b>170.822</b>	<b>173.028</b>	<b>9.661</b>	<b>2.966</b>

# UT-allocationmodel per component

annex 5

III UT-allocationmodel per component		Unit	2017	2018	2019	2020	2021	Δ '18-'17	Δ '21-'18
<b>A. Ow-compartment</b>			<b>86.368</b>	<b>92.874</b>	<b>93.507</b>	<b>94.317</b>	<b>96.381</b>		
Excellence Programmes			688	683	683	683	683	-5	0
Fixed budget EWI-UCT	EWI-UCT		500	500	500	500	500	0	0
Budget Zwaartepuntmiddelen	CE		444					-444	0
3TU-budget / Sectorplan Techniek	CE		1.863	2.100	2.100	2.100	2.100	237	0
Redemption BaMa-compensation+contribution SURF	CE		883	883	883	883	883	0	0
ZVVO	CE		100	100	100	100	100	0	0
Matching OC&W Holland Scholarship Fund	CE		106	43	43	43	43	-63	0
IVH	CE		2.070	2.070	2.070	2.070	2.070	0	0
Operating margin Education	CE		300	300	300	300	300	0	0
Sectorplan Natuur- en scheikunde	TNW		191	191	191	191	191	0	0
Watertechnology	TNW		16	122	122	122	122	106	0
OCW Student funding UCT	UCT		422	630	765	866	979	208	349
Tuition fees UCT	UCT		388	610	670	739	824	222	214
Institutional tuition fees MEEM	BMS		300	300	300	300	300	0	0
Teacher training courses	BMS		388	388	388	388	388	0	0
Twente Academy (TA)	ITC-TA		1.091	1.091	1.091	1.091	1.091	0	0
Honours Programme	UCT		200	200	200	200	200	0	0
Mathematics Intensive	EWI		300	300	300	300	300	0	0
Coordination Continuous learning (100) en Acad.compet. (50)	EWI, BMS		150	150	150	150	150	0	0
Transitional measure	BMS		300	0	0	0	0	-300	0
Fixed budget Klinische stages TM	TNW-TG		2.300	2.500	2.500	2.500	2.500	200	0
Fixed budget EWI	EWI		500	500	500	500	500	0	0
Fixed budget TNW	TNW		1.000	1.000	1.000	1.000	1.000	0	0
Central Educational Facilities (CEF)	FB		6.560	6.700	7.200	7.200	7.200	140	500
ITC OCW funding +Tuition fees, excl. CB/TCB/CSB	ITC		12.316	12.583	12.474	12.535	12.543	267	-40
ITC Contribution CSB			640	640	640	640	640	0	0
Central Strategic Budget (CSB)			3.680	3.680	3.680	3.680	3.680	0	0
<b>Subtotal</b>			<b>37.696</b>	<b>38.264</b>	<b>38.850</b>	<b>39.081</b>	<b>39.287</b>	<b>568</b>	<b>1.023</b>
<b>Variable OW-budget</b>			<b>48.672</b>	<b>54.610</b>	<b>54.657</b>	<b>55.236</b>	<b>57.094</b>	<b>5.938</b>	<b>2.484</b>
<b>OW-budget via allocationmodel</b>			<b>86.368</b>	<b>92.874</b>	<b>93.507</b>	<b>94.317</b>	<b>96.381</b>	<b>6.506</b>	<b>3.507</b>
<b>B. Oz-compartment</b>			<b>74.033</b>	<b>77.188</b>	<b>76.416</b>	<b>76.505</b>	<b>76.647</b>		
ZVVO	CE		100	100	100	100	100	0	0
IVH	CE		2.330	2.330	2.330	2.330	2.330	0	0
OCW-funding Degrees UCT	UCT		0	54	433	611	878	54	824
Watertechnology	TNW		19	19	19	19	19	0	0
Sectorplan Natuur- en scheikunde	TNW		1.121	1.121	1.121	1.121	1.121	0	0
Fixed budget technical infrastructure Nanolab	EWI-Nanolab		1.381	1.416	1.416	1.416	1.416	35	0
Supplement Researchbudget Mathematics	EWI		450	450	450	450	450	0	0
OC&W-budget Max Planck center (t/m 2021)	TNW			150	150	150	150	150	0
TGS	TNW-TGS		660	630	630	630	630	-30	0
TGS, scientific integrity			40					-40	0
PDeng-coordination (max k€ 100)	ET		72	53	100	100	100	-19	47
O&O Ba-component			2.704	2.425	2.418	2.419	2.420	-279	-5
O&O Ma-component			4.448	4.240	4.228	4.230	4.232	-208	-8
PhD-bonus			21.616	20.933	18.379	16.671	16.275	-683	-4.658
PDeng-bonus			663	506	889	1.105	1.372	-157	866
Central Strategic Budget (CSB)			1.820	1.820	1.820	1.820	1.820	0	0
Profilingmiddelen OZ (CSB)			765	2.035	3.000	4.397	4.397	1.270	2.362
<b>Subtotal</b>			<b>38.189</b>	<b>38.282</b>	<b>37.483</b>	<b>37.569</b>	<b>37.710</b>	<b>93</b>	<b>-572</b>
<b>Primary Researchbudget ITC (OCW-funding)</b>			<b>5.417</b>	<b>5.530</b>	<b>5.448</b>	<b>5.454</b>	<b>5.458</b>	<b>113</b>	<b>-72</b>
<b>Primary Researchbudget ET, EWI, TNW, BMS</b>			<b>30.427</b>	<b>33.376</b>	<b>33.485</b>	<b>33.482</b>	<b>33.479</b>	<b>2.949</b>	<b>103</b>
<b>OZ-budget via allocationmodel</b>			<b>74.033</b>	<b>77.188</b>	<b>76.416</b>	<b>76.505</b>	<b>76.647</b>	<b>3.155</b>	<b>-541</b>
<b>Total budget OW &amp; OZ via allocation model</b>			<b>160.401</b>	<b>170.062</b>	<b>169.923</b>	<b>170.822</b>	<b>173.028</b>	<b>9.661</b>	<b>2.966</b>

## Variable OW-budget per faculty; Ba per faculty, total Ma-budget

annex 6

(amounts in k€)

	2017	2018	2019	2020	2021
<b>A. Totalbudget</b>	<b>48.672</b>	<b>54.610</b>	<b>54.657</b>	<b>55.236</b>	<b>57.094</b>
Percentage of total primary budget OW	52,1%	53,6%	53,4%	53,6%	54,1%
<b>Budgetdivision according to source:</b>					
<b>Government funding OW</b>	<b>38.565</b>	<b>43.326</b>	<b>43.323</b>	<b>43.862</b>	<b>45.597</b>
<b>Statutory tuition fees</b>	<b>8.388</b>	<b>9.141</b>	<b>9.174</b>	<b>9.206</b>	<b>9.306</b>
<b>Institutional tuition fees</b>	<b>1.719</b>	<b>2.143</b>	<b>2.160</b>	<b>2.168</b>	<b>2.191</b>
<b>Total Variable OW-budget</b>	<b>48.672</b>	<b>54.610</b>	<b>54.657</b>	<b>55.236</b>	<b>57.094</b>

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

(amounts in k€)

	Proc.verd.*	2017	2018	2019	2020	2021
Budget based on Ba-enrollments/-degrees	61%	23.626	26.542	26.540	26.871	27.933
Budgetshift Ma tot Ba		2.000	0			
<b>Net OW-budget Ba</b>		<b>25.626</b>	<b>26.542</b>	<b>26.540</b>	<b>26.871</b>	<b>27.933</b>
Budget based on Ma-enrollments/-degrees	39%	14.939	16.784	16.783	16.991	17.664
Budgetshift Ma tot Ba		-2.000	0			
<b>Net OW-budget Ma</b>		<b>12.939</b>	<b>16.784</b>	<b>16.783</b>	<b>16.991</b>	<b>17.664</b>
<b>Total Government funding OW</b>		<b>38.565</b>	<b>43.326</b>	<b>43.323</b>	<b>43.862</b>	<b>45.597</b>

\* Ba : Ma-enrollments / -degrees

7.421

4.671

4.897

12.318

Ba

Ma

Ma

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

(amounts in k€)

Faculty		2017	2018	2019	2020	2021
ET		5.509	5.463	5.309	5.258	5.439
EWI		4.762	5.315	5.227	5.241	5.416
TNW		9.858	10.175	10.074	10.115	10.481
BMS		7.542	7.911	8.245	8.542	8.829
	<i>To be allocated to the faculties:</i>					
CE	Budget Profiling modules	2.410	2.520	2.540	2.580	2.664
CE	Budget Academic competences	887	927	935	949	980
<b>Total OW-budget Ba</b>		<b>30.968</b>	<b>32.311</b>	<b>32.330</b>	<b>32.685</b>	<b>33.809</b>
<b>Total OW-budget Ma</b>		<b>17.704</b>	<b>22.299</b>	<b>22.327</b>	<b>22.551</b>	<b>23.285</b>
<b>Total Variable OW-budget</b>		<b>48.672</b>	<b>54.610</b>	<b>54.657</b>	<b>55.236</b>	<b>57.094</b>

Afrounding

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

(amounts in k€)

Faculteit		2017	2018	2019	2020	2021
ET		173				
EWI		44				
TNW		-392				
BMS		373				
CUTE	<i>Corr.Prof.modules, Academic competences</i>	-198				
<b>Total compensation</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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







**A. Budget and price per EC**

	2017	2018	2019	2020	2021
<b>Total Net Ma-budget (see annex 6)</b>	<b>17.704</b>	<b>22.299</b>	<b>22.327</b>	<b>22.551</b>	<b>23.285</b>
<i>total number of Ma-EC's</i>	141.189	149.043	149.043	149.043	149.043
<b>Price per Ma-EC (€)</b>	<b>125</b>	<b>150</b>	<b>150</b>	<b>151</b>	<b>156</b>

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

**B. Realised EC**

	(number of EC)				
	Ma-EC's				
<b>Budgetyear:</b>	2017	2018	2019	2020	2021
<b>Year of realisation:</b>	2015	2016	2017	2018	2019
ET	37.868	37.570	37.570	37.570	37.570
EWI	24.353	28.474	28.474	28.474	28.474
TNW	20.321	22.179	22.179	22.179	22.179
BMS	58.647	60.821	60.821	60.821	60.821
<b>total EC</b>	<b>141.189</b>	<b>149.043</b>	<b>149.043</b>	<b>149.043</b>	<b>149.043</b>

	Ma	Pre M	ToT Ma	
	2018	2018	2018	
	2016	2016	2016	
	36.873	697	37.570	25%
	26.898	1.575	28.474	19%
	21.704	475	22.179	15%
	53.704	7.117	60.821	41%
<b>total</b>	<b>139.179</b>	<b>9.864</b>	<b>149.043</b>	<b>100%</b>

**C. OW-budget Master per faculty**

	(amounts in k€)				
	Ma-EC-premiëring				
<b>Budgetyear:</b>	2017	2018	2019	2020	2021
<b>Year of realisation:</b>	2015	2016	2017	2018	2019
ET	4.748	5.621	5.628	5.684	5.870
EWI	3.054	4.260	4.265	4.308	4.448
TNW	2.548	3.318	3.322	3.356	3.465
BMS	7.354	9.100	9.112	9.203	9.502
<b>Total OW-budget Ma</b>	<b>17.704</b>	<b>22.299</b>	<b>22.327</b>	<b>22.551</b>	<b>23.285</b>

Procentuele verdeling				
2016	2018	2019	2020	2021
2014	2016	2017	2018	2019
23%	25%	25%	25%	25%
18%	19%	19%	19%	19%
15%	15%	15%	15%	15%
45%	41%	41%	41%	41%
<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Excellence programmes, specification**

**annex 8**

**Excellence programmes**

(amounts in k€)

		2017	2018	2019	2020	2020
Honours Dean (structural)	UCT	71	71	71	71	71
Week of inspiration (k€ 50, anniversary year 2016 k€ 80)	UCT	50	50	50	50	50
Extension Honoursprogramme (structural, complementary to k€ 200 allocation model)	UCT	30	30	30	30	30
Honours programmes; Star-programmes (temporarily up to and including 2019, evaluation in 2016)	UCT	205	200	200	200	200
Honours programmes; Star-programmes Coordination (temporarily)	UCT	15	15	15	15	15
Ba- honours programme "Process of Change" (pilot, 2019 e.f. pending evaluation)	BMS	96	96	96	96	96
Ba- honours programme "Philosophy" (pilot, 2019 e.f. pending evaluation)	BMS	48	48	48	48	48
Honours programme; Masterprogrammes	UCT	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)	CES	19	19	19	19	19
<b>Total Excellence programmes</b>		<b>688</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>

## A. O&amp;O-Ba

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

(amounts in k€)

	2017	2018	2019	2020	2021
ET	481	410	397	389	389
EWI	416	399	390	388	388
TNW	860	764	754	747	750
BMS	660	593	617	634	632
CUTE	Budget Profiling modules	210	190	191	191
CUTE	Budget Academic competences	77	70	70	70
<b>Total O&amp;O-ba</b>	<b>2.704</b>	<b>2.425</b>	<b>2.418</b>	<b>2.419</b>	<b>2.420</b>

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

## B. O&amp;O-Ma

## 1. Bonus per EC

(amounts in k€)

		2017	2018	2019	2020	2021
<b>Total budget O&amp;O-Ma (k€)</b>		<b>4.448</b>	<b>4.240</b>	<b>4.228</b>	<b>4.230</b>	<b>4.232</b>
<b>EC-bonus:</b>						
Ma-EC Low (BMS)		58.647	60.821	60.821	60.821	60.821
Ma-EC high (ET, EWI, TNW)		82.542	88.222	88.222	88.222	88.222
<b>Total number of unweighed Ma-EC</b>		<b>141.189</b>	<b>149.043</b>	<b>149.043</b>	<b>149.043</b>	<b>149.043</b>
Ma-EC Low, weighted	1,0	58.647	60.821	60.821	60.821	60.821
Ma-EC high, weighted	1,4	115.559	123.511	123.511	123.511	123.511
<b>Total number of weighed Ma-EC</b>		<b>174.206</b>	<b>184.332</b>	<b>184.332</b>	<b>184.332</b>	<b>184.332</b>
EC-bonus Ma-low (€)		<b>25,5</b>	<b>23,0</b>	<b>22,9</b>	<b>22,9</b>	<b>23,0</b>
EC-bonus Ma-high (€)		<b>35,7</b>	<b>32,2</b>	<b>32,1</b>	<b>32,1</b>	<b>32,1</b>

Master Faculty	Ma		Pre Ma		Ma-tot			Ma-tot		
	2018	2016	2018	2016	2018	2016		2017	2015	
ET	36.873		697		37.570		25%	37.868		27%
EWI	26.898		1.575		28.474		19%	24.353		17%
TNW	21.704		475		22.179		15%	20.321		14%
BMS	53.704		7.117		60.821		41%	58.647		42%
ITC	-		-		-		0%	-		0%
<b>total Ma-EC</b>	<b>139.179</b>		<b>9.864</b>		<b>149.043</b>		<b>100%</b>	<b>141.189</b>		<b>100%</b>

## 2. O&amp;O-Ma per faculty

(amounts in k€)

	2017	2018	2019	2020	2021
ET	840	1.210	1.206	1.207	1.208
EWI		917	914	915	915
TNW	95	714	712	713	713
BMS		1.399	1.396	1.395	1.396
ITC			0	0	0
<b>Subtotal faculties</b>	<b>935</b>	<b>4.240</b>	<b>4.228</b>	<b>4.230</b>	<b>4.232</b>
CTIT	1.036				
MESA+	351				
MIRA	738				
IGS	1.388				
<b>Subtotal institutes</b>	<b>3.513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total O&amp;O-Ma</b>	<b>4.448</b>	<b>4.240</b>	<b>4.228</b>	<b>4.230</b>	<b>4.232</b>

## PhD-bonus

(amounts in k€)

A. bonus per PhD-degree	2017	2018	2019	2020	2021
Bonus per PhD-degree in Government funding	74,2	75,2	67,3	64,1	64,1
Number of degrees (t-2)	234	247,7	253,2	259,9	253,8
Total initial budget PhD-bonus	17.371	18.612	17.048	16.671	16.275
Profileringsmiddelen OZ; supplement	4.244	2.321	1.331	0	0
<b>Total PhD-bonus</b>	<b>21.615</b>	<b>20.933</b>	<b>18.379</b>	<b>16.671</b>	<b>16.275</b>
Initial bonus per degree	74,7	75,1	67,3	64,1	64,1
Profileringsmiddelen OZ; supplement	18,2	9,4	5,3	0,0	0,0
<b>Total Bonus per PhD-degree</b>	<b>92,9</b>	<b>84,5</b>	<b>72,6</b>	<b>64,1</b>	<b>64,1</b>

## B. Number of PhD-degrees

(number of degrees)

Year of realization :	2013	2014	2015	2016	2017	2018	2019
ET	38,6	37,3	42,5	40,0	40,5	40,3	40,5
EWI	68,0	64,0	57,2	55,8	59,0	59,0	56,0
TNW	54,0	73,8	76,3	96,5	85,0	75,0	75,0
BMS	42,4	47,5	41,5	54,8	56,0	60,0	55,0
ITC	17,0	21,5	16,5	18,0	20,0	20,0	20,0
<b>Total number of PhD-degrees</b>	<b>220,0</b>	<b>244,0</b>	<b>234,0</b>	<b>265,0</b>	<b>260,5</b>	<b>254,3</b>	<b>246,5</b>

(number of degrees)

Budget year:	2017	2018	2019	2020	2021
3-year average:	2013	2014	2015	2016	2017
	2014	2015	2016	2017	2018
	2015	2016	2017	2018	2019
ET	24,4	39,9	41,0	40,3	40,4
EWI	0,7	59,0	57,3	57,9	58,0
TNW	4,7	82,2	85,9	85,5	78,3
BMS	-	47,9	50,8	56,9	57,0
ITC	17,7	18,7	18,2	19,3	20,0
<b>Subtotal Faculties</b>	<b>47,4</b>	<b>247,7</b>	<b>253,2</b>	<b>259,9</b>	<b>253,8</b>
<b>Subtotal Institutes</b>	<b>185</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>
<b>Total number of PhD-degrees (3-year average)</b>	<b>233</b>	<b>247,7</b>	<b>253,2</b>	<b>259,9</b>	<b>253,8</b>

(amounts in k€)

C. PhD-bonus per faculty	2017	2018	2019	2020	2021
ET	2.268	3.376	2.977	2.583	2593
EWI	62	4.985	4.162	3.715	3720
TNW	434	6.944	6.237	5.483	5023
BMS	-	4.050	3.684	3.650	3656
ITC	1.641	1.578	1.319	1.240	1283
<b>Subtotal Faculties</b>	<b>4.405</b>	<b>20.933</b>	<b>18.379</b>	<b>16.671</b>	<b>16.275</b>
<b>Subtotal Institutes</b>	<b>17.211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total PhD-bonus</b>	<b>21.616</b>	<b>20.933</b>	<b>18.379</b>	<b>16.671</b>	<b>16.275</b>

## PDeng-bonus

(amounts in k€)

A. bonus per PDeng-degree	2017	2018	2019	2020	2021
Total initial budget PDeng-bonus	557	418	823	1.105	1.372
Profileringsmiddelen OZ; supplement	106	88	66	0	0
<b>Total PDeng-bonus</b>	<b>663,0</b>	<b>506</b>	<b>889</b>	<b>1.105</b>	<b>1.372</b>
Initial budget per PDeng-degree	61,9	62,6	56,1	53,4	53,4
Profileringsmiddelen OZ; supplement	11,8	13,2	4,5	0,0	0,0
<b>Total bonus per PDeng-degree</b>	<b>73,7</b>	<b>75,8</b>	<b>60,6</b>	<b>53,4</b>	<b>53,4</b>

(number of certificates)

Year of realization :	2013	2014	2015	2016	2017	2018	2019
ET-certificaat (t-2)	0,0	1,0	8,0	10,0	24,0	24,0	24,0
EWI-certificaat (t-2)						1,0	1,0
TNW-certificaat (t-2)			1,0	0,0	1,0	2,0	
<b>Total</b>	<b>0,0</b>	<b>1,0</b>	<b>9,0</b>	<b>10,0</b>	<b>25,0</b>	<b>27,0</b>	<b>25,0</b>

(number of certificates)

Budget year:	2017	2018	2019	2020	2021
3-year average:		2014	2015	2016	2017
		2015	2016	2017	2018
		2016	2017	2018	2019
ET	8,0	6,3	14,0	19,3	24,0
EWI	0,0	0,0	0,0	0,3	0,7
TNW	1,0	0,3	0,7	1,0	1,0
<b>Total number of PDeng certificates</b>	<b>9,0</b>	<b>6,7</b>	<b>14,7</b>	<b>20,7</b>	<b>25,7</b>

(amounts in k€)

C. PDeng-bonus per faculty	2017	2018	2019	2020	2021
ET	589	481	849	1.034	1.283
EWI	0	0	0	18	36
TNW	74	25	40	53	53
<b>Total PDeng-bonus</b>	<b>663</b>	<b>506</b>	<b>889</b>	<b>1.105</b>	<b>1.372</b>

# Primary Researchbudget

annex 11

## A. Primary Researchbudget

(amounts in k€)

	2017	2018	2019	2020	2020
Primary Researchbudget ITC	5.417	5.530	5.448	5.454	5.458
Primary Researchbudget ET, EWI, TNW, BMS	30.427	33.376	33.485	33.482	33.479
Primary Researchbudget UT	35.844	38.906	38.933	38.936	38.937

(amounts in k€)

	2017	2018	2019	2020	2021	%-allocation
ET	1.850	3.785	3.798	3.797	3.797	9,7%
EWI		9.234	9.265	9.264	9.263	23,7%
TNW	729	15.317	15.365	15.365	15.363	39,4%
BMS (2017: CSB budget Gamma versterking M€ 1,0)	1.000	4.617	4.632	4.631	4.631	11,9%
ITC	5.417	5.530	5.448	5.454	5.458	14,2%
CTIT	6.394					
MESA+	11.850					
MIRA	5.885					
IGS	2.719					
Total institutes	26.848	-	-	-	-	
CE	-	423	425	425	425	1,1%
<i>(temporary allocation Managing directors)</i>						
<b>Primary Researchbudget ET, EWI, TNW, BMS</b>	<b>35.844</b>	<b>38.906</b>	<b>38.933</b>	<b>38.936</b>	<b>38.937</b>	<b>100,0%</b>

\* These percentages are specified in annex 11a.

### Explanation;

In 2018 the "Primary Researchbudget" replaces the "Researchbudget Institutes". Furthermore, the ITC researchbudget is now shown as part of the budget, to achieve a better representation of the relative researchbudgets of all five faculties.

The amount of the ITC budget is the earmarked OCW-budget

The determination of the researchbudget of the other faculties follows a different path:

In principle, the *total* budget for ET, EWI, TNW and BMS is the same as the calculation of total "Researchbudget Institutes". The subsequent allocation per faculty is derived from the allocation by the institutes to the faculties in 2017, augmented by the overhead budgets 2017 of the institutes. The resulting relative / percentile allocation of the budget per faculty is used to calculate the budget per faculty in 2018-2021; percentage x available budget in 2018 etc.

*These percentages are specified in annex 11a.*

In every subsequent Spring Memorandum, the relative allocation of the last budgetyear will be adjusted, according to the newly determined Researchpolicy (sept. 2017).

Specification allocationpercentage Primary researchbudget  
(ET, EWI, TNW, BMS)

Annex 11a

2017

	ET	EWI	TNW	BMS	Onver- deeld	Totaal
<i>Allocated Researchbudget 2017 Institutes</i>						
CTIT	150	4.074	0	678	765	5.667
MESA+	229	1.928	8.559	50	270	11.036
MIRA	575	1.146	3.012	278	75	5.086
IGS	615	0	0	1.664	0	2.279
<b>Total Allocated Researchbudget 2017 Institutes</b>	<b>1.569</b>	<b>7.148</b>	<b>11.571</b>	<b>2.670</b>	<b>1.110</b>	<b>24.068</b>

<i>Researchbudget 2017 Institutes, not allocated in Budget 2017</i>						
CTIT	23	604	0	138	-765	0
MESA+		50	220		-270	0
MIRA *	9	17	45	4	-75	0
IGS	0	0	0	0	0	0
<b>Total Researchbudget 2017 Institutes, not allocated in Budget 2017</b>	<b>32</b>	<b>671</b>	<b>265</b>	<b>142</b>	<b>-1.110</b>	<b>0</b>

\*NB: The not allocated budgets of CTIT and Mesa+ have now been allocated by the institutes. MIRA is still based on the % allocation per faculty

<i>Other OZ-budgets</i>						
Rechtstr.toekenning uit OZ-verdeelmodel	1.850		729			2.579
CS-budget versterking Gamma-OZ				1.000		1.000
<b>Total Other OZ-budgets</b>	<b>1.850</b>	<b>0</b>	<b>729</b>	<b>1.000</b>	<b>0</b>	<b>3.579</b>

<b>Total allocation Primary researchbudget, excl. overhead institutes</b>	ET	EWI	TNW	BMS	Onver- deeld	Totaal
Allocated Researchbudget 2017 Institutes	1.569	7.148	11.571	2.670	1.110	24.068
Researchbudget 2017 Institutes, not allocated in Budget 2017	32	671	265	142	-1.110	0
Other OZ-budgets	1.850	0	729	1.000	0	3.579
<b>Total allocation Primary researchbudget, excl. overhead institutes</b>	<b>3.451</b>	<b>7.819</b>	<b>12.565</b>	<b>3.812</b>	<b>0</b>	<b>27.647</b>
<b>idem, allocation-%</b>	<b>12,5%</b>	<b>28,3%</b>	<b>45,4%</b>	<b>13,8%</b>	<b>0,0%</b>	<b>100%</b>

<b>Allocation budget for overhead institutes</b>	ET	EWI	TNW	BMS	CE	Totaal
CTIT		485				485
MESA+			590			590
MIRA			579			579
IGS				282		282
- WD		115	230	115		460
- ZD		127	216	43		386
- ZD (pending decision on inbedding in CE)		-127	-216	-43	386	0
<b>Total Allocation budget for overhead institutes</b>	<b>0</b>	<b>600</b>	<b>1.399</b>	<b>397</b>	<b>386</b>	<b>2.782</b>

Provisional allocation of budget for overhead institutes. The budget was deducted by the institutes from the researchbudget, to cover the expenses of institute overhead.

This part of the calculation is shown seperatedly, as this part of the budget is meant solely to cover the commitments for costs of institute staff, activities etc.

The WD-budgets for WD are standardized at 0,6 fte, k€ 115. For the time being, the ZD-budgets are derived from the institute-budgets 2017, including the differences in fte and salary between the institutes.

<b>Total allocation Primary researchbudget</b>	ET	EWI	TNW	BMS	Onver- deeld	Totaal
<b>Total Primary researchbudget</b>	<b>3.451</b>	<b>8.419</b>	<b>13.964</b>	<b>4.209</b>	<b>386</b>	<b>30.429</b>
<b>idem, %-verdeling</b>	<b>11,3%</b>	<b>27,7%</b>	<b>45,9%</b>	<b>13,8%</b>	<b>1,3%</b>	<b>100%</b>

These percentages, which are based on the 2017-allocation in UT-budget 2017-2020, will be used to calculate the Primary researchbudget per faculty in the years 2018-2021.

Organisa	Unit	CB/TCB	Description	Explanation	B2017	B2018	B2019	B2020	B2021
Service	AZ	CB	Structural budget	Structural budget	6.249	6.249	6.249	6.249	6.249
			Budget transfer housing costs	As of from 2019			-297	-297	-297
			Wage- and price adjustment	Structural budget	53	240	240	240	240
			Budget transfer from M&C	As of from 2017	51	51	51	51	51
			<b>CB Total</b>		<b>6.353</b>	<b>6.540</b>	<b>6.243</b>	<b>6.243</b>	<b>6.243</b>
	TCB	Budget employer Kennispark (HBO Students)	Budget up to and including 2020	129	129	129	129		
		Transition costs Utnieuws	Only in 2017	80					
		Novel-T (Kennispark)	Evaluation in 2014, starting point is continuing	133	133	133	133	133	
	<b>TCB Total</b>		<b>342</b>	<b>262</b>	<b>262</b>	<b>262</b>	<b>133</b>		
	<b>AZ Totaal</b>		<b>6.695</b>	<b>6.802</b>	<b>6.505</b>	<b>6.505</b>	<b>6.376</b>		
	CES	CB	Structural budget	Structural budget	6.394	6.394	6.394	6.394	6.394
			Programme office CELT	As of from 2017	365	365	365	365	365
			Budget transfer housing costs	As of from 2019			-102	-102	-102
			Wage- and price adjustment	Structural budget	51	261	261	261	261
			Budgettransfer to M&C	As of from 2017	-44	-44	-44	-44	-44
Complement structural budget			As of from 2017	200	200	200	200	200	
Vision CES			As of from 2017	496	369	265	269	269	
Budget transfer TMF grants			To CSL as of from 2017	-100	-100	-100	-100	-100	
Complement budget CELT			As of from 2017	65	65	65	65	65	
Brinksma Innovation Grant			As of from 2018		5	5	5	5	
<b>CB Total</b>		<b>7.427</b>	<b>7.515</b>	<b>7.309</b>	<b>7.313</b>	<b>7.313</b>			
TCB	Support Minors	Annual evaluation	45	45	45	45	45		
	Manager Internationalisation	For 2017 and 2018	110	70					
<b>TCB Total</b>		<b>155</b>	<b>115</b>	<b>45</b>	<b>45</b>	<b>45</b>			
<b>CES Totaal</b>		<b>7.582</b>	<b>7.630</b>	<b>7.354</b>	<b>7.358</b>	<b>7.358</b>			
CvB	CB	Structural budget	Structural budget	1.376	1.376	1.376	1.376	1.376	
		Budget transfer housing costs	As of from 2019			-13	-13	-13	
		Wage- and price adjustment	Structural budget	11	49	49	49	49	
		Adjustment budget	As of from 2017	-50	-50	-50	-50	-50	
		<b>CB Total</b>		<b>1.337</b>	<b>1.375</b>	<b>1.362</b>	<b>1.362</b>	<b>1.362</b>	
<b>CvB Totaal</b>		<b>1.337</b>	<b>1.375</b>	<b>1.362</b>	<b>1.362</b>	<b>1.362</b>			
FB	CB	Structural budget	Structural budget	5.719	5.719	5.719	5.719	5.719	
		Budget transfer housing costs	As of from 2019			-99	-99	-99	
		Wage- and price adjustment	Structural budget	45	207	207	207	207	
		Adjustment budget	As of from 2017	-40	-40	-40	-40	-40	
		Budget transfer to SU	As of from 2018		-70	-70	-70	-70	
<b>CB Total</b>		<b>5.724</b>	<b>5.816</b>	<b>5.717</b>	<b>5.717</b>	<b>5.717</b>			
<b>FB Totaal</b>		<b>5.724</b>	<b>5.816</b>	<b>5.717</b>	<b>5.717</b>	<b>5.717</b>			
FEZ	CB	Structural budget	Structural budget	3.302	3.302	3.302	3.302	3.302	
		Budget transfer housing costs	As of from 2019			-39	-39	-39	
		Wage- and price adjustment	Structural budget	26	120	120	120	120	
<b>CB Total</b>		<b>3.328</b>	<b>3.422</b>	<b>3.383</b>	<b>3.383</b>	<b>3.383</b>			
<b>FEZ Totaal</b>		<b>3.328</b>	<b>3.422</b>	<b>3.383</b>	<b>3.383</b>	<b>3.383</b>			
HR	CB	Structural budget	Structural budget	3.536	3.536	3.536	3.536	3.536	
		Budget transfer housing costs	As of from 2019			-48	-48	-48	
		Wage- and price adjustment	Structural budget	29	133	133	133	133	
		Temporary budget policy manager	For 2016, 2017, 2018	90	90				
		Inclusiveness	For 2017, 2018 and 2019	33	33	33			
Replacement Head Payroll	Only in 2020	0			84				
<b>CB Total</b>		<b>3.565</b>	<b>3.669</b>	<b>3.621</b>	<b>3.621</b>	<b>3.621</b>			
TCB									
	<b>TCB Total</b>		<b>123</b>	<b>123</b>	<b>33</b>	<b>84</b>			
<b>HR Totaal</b>		<b>3.688</b>	<b>3.792</b>	<b>3.654</b>	<b>3.705</b>	<b>3.621</b>			
LISA	CB	Structural budget	Structural budget	15.086	15.086	15.086	15.086	15.086	
		Budget transfer housing costs	As of from 2019			-190	-190	-190	
		Wage- and price adjustment	Structural budget	120	558	558	558	558	
		Increase budget institution-systems	Structural budget	139	139	139	139	139	
		<b>CB Total</b>		<b>15.345</b>	<b>15.783</b>	<b>15.593</b>	<b>15.593</b>	<b>15.593</b>	
TCB	Developmentbudget	Up to and including 2018	103	86					
	TELT - digitization in Eductaion	Only in 2017	200						
	Open Acces	Only in 2018	0	60					
<b>TCB Total</b>		<b>303</b>	<b>146</b>						
<b>LISA Totaal</b>		<b>15.648</b>	<b>15.929</b>	<b>15.593</b>	<b>15.593</b>	<b>15.593</b>			
M&C	CB	Structural budget	Structural budget	6.121	6.121	6.121	6.121	6.121	
		Budget transfer housing costs	As of from 2019			-41	-41	-41	
		Wage- and price adjustment	Structural budget	48	222	222	222	222	
		Budgettransfer from CES	As of from 2017	44	44	44	44	44	
		Budget transfer to AZ	As of from 2017	-51	-51	-51	-51	-51	
		<b>CB Total</b>		<b>6.162</b>	<b>6.336</b>	<b>6.295</b>	<b>6.295</b>	<b>6.295</b>	
		TCB	Support SU	Only in 2017, budget support SU	25				
<b>TCB Total</b>		<b>25</b>							
<b>M&amp;C Totaal</b>		<b>6.187</b>	<b>6.336</b>	<b>6.295</b>	<b>6.295</b>	<b>6.295</b>			
S&B	CB	Structural budget	Structural budget	3.285	3.285	3.285	3.285	3.285	
		Budget transfer housing costs	As of from 2019			-29	-29	-29	
		Wage- and price adjustment	Structural budget	27	123	123	123	123	
		Complement budget University Council	As of from 2018		100	100	100	100	
		<b>CB Total</b>		<b>3.312</b>	<b>3.508</b>	<b>3.479</b>	<b>3.479</b>	<b>3.479</b>	
		TCB	Education day	Structural budget	15	15			
			Jonge Academy@UT	Up to and including 2018, activity budget	10	10			
Strengthening fundraising & friendraising	Only for 2018		0	46					
Program Manager Housing	Budget till March 2019	0	107	27	0	0			
<b>TCB Total</b>		<b>25</b>	<b>178</b>	<b>27</b>	<b>0</b>	<b>0</b>			
<b>S&amp;B Totaal</b>		<b>3.337</b>	<b>3.686</b>	<b>3.506</b>	<b>3.479</b>	<b>3.479</b>			
SU	CB	Structural budget	Structural budget	1.268	1.268	1.268	1.268	1.268	
		Wage- and price adjustment	Structural budget	10	46	46	46	46	
		Budget transfer from FB	As of from 2018		70	70	70	70	
<b>CB Total</b>		<b>1.278</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>			
<b>SU Totaal</b>		<b>1.278</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>	<b>1.384</b>			
<b>Service-department Total</b>		<b>54.804</b>	<b>56.172</b>	<b>54.753</b>	<b>54.781</b>	<b>54.568</b>			
CUTE	CE	TCB	Graduation support	Structural budget	651	616	616	616	616
			Vacancy and Campus	Structural budget	915	915	915	915	915
			Earmarked budgets	Reservations of expected activities in budget year	883	1.803	3.276	3.376	4.041
	<b>TCB Total</b>		<b>2.449</b>	<b>3.334</b>	<b>4.807</b>	<b>4.907</b>	<b>5.572</b>		
	<b>CE Totaal</b>		<b>2.449</b>	<b>3.334</b>	<b>4.807</b>	<b>4.907</b>	<b>5.572</b>		
	CHRM	TCB	Projects HRM	Structural budget	63	63	63	63	63
			Implementation of social laws	Structural budget	95	95	95	95	95
			Lean	Budget for half year 2017	65				
	<b>TCB Total</b>		<b>223</b>	<b>158</b>	<b>158</b>	<b>158</b>	<b>158</b>		
	<b>CHRM Totaal</b>		<b>223</b>	<b>158</b>	<b>158</b>	<b>158</b>	<b>158</b>		
CSL	TCB	Structural budget		979	979	979	979	979	
		UT-Catering	Structural budget to cover expenses m2 canteens.	1.221	1.221	1.221	1.221	1.221	
		UTSP Stimulation Not-EER students	Annual evaluation and TCB update	783	783	783	783	783	
		Mutations budget UTSP	Temporary budget transfer for OTS (2017 - 2020)	-50	-50	-50			
		OTS grants	Temporary budget transfer from UTSP on OTS grants	50	50	50			
		TMF grants	Budgettransfer from CES as of from 2017	100	100	100	100	100	
		General costs 4TU	On the basis of annual budget.	95	95	95	95	95	
		Contribution Solar Team	On the basis of annual evaluation	55	55	55	55	55	
Increase budget Studium Generale	Increase budget	0	22	44	44	44			
<b>TCB Total</b>		<b>3.233</b>	<b>3.255</b>	<b>3.277</b>	<b>3.277</b>	<b>3.277</b>			
<b>CSL Totaal</b>		<b>3.233</b>	<b>3.255</b>	<b>3.277</b>	<b>3.277</b>	<b>3.277</b>			
<b>CUTE Total</b>		<b>5.905</b>	<b>6.747</b>	<b>6.242</b>	<b>6.342</b>	<b>9.007</b>			
<b>Totaal</b>		<b>60.709</b>	<b>62.919</b>	<b>62.995</b>	<b>63.123</b>	<b>63.575</b>			



Central Strategic Budget (CSB)

annex 13

(amounts in k€)

CSB total	Unit	2017	2018	2019	2020	2021
Total budget CSB Education		3.680	3.680	3.680	3.680	3.680
Total budget CSB Research		1.820	1.820	1.820	1.820	1.820
Total budget Profileringsmiddelen OZ			2.035	3.000	4.397	4.397
Academic development, undivided budget			PM	PM	PM	PM
Total Contribution ITC to CSB		640	640	640	640	640
<b>A. Total available CSB</b>		<b>6.140</b>	<b>8.175</b>	<b>9.140</b>	<b>10.537</b>	<b>10.537</b>
<b>B. Total reservations and budgets CSB</b>		<b>6.376</b>	<b>7.032</b>	<b>6.704</b>	<b>5.962</b>	<b>5.290</b>
<b>Budgetmargin CSB</b>		<b>-236</b>	<b>1.143</b>	<b>2.436</b>	<b>4.575</b>	<b>5.247</b>

(amounts in k€)

Budgets and reservations CSB		Unit	2017	2018	2019	2020	2021
1	Tenuretracks women (round 3) start 1-1-2015 (clean up)	EWI	60	30			
1	Tenuretracks women (round 4) start delayed, now 1-1-2017 / 1-7-2019	ET	60	60	30		
1	Tenuretracks women (round 4) start delayed, now 1-1-2017 / 1-7-2020	TNW	60	60	30		
1	Tenuretracks women (round 4) CvB 29-8; Start-up package 2 additional tracks)	CE	120	120	60		
1	Tenuretracks women (continuation of 4 tracks per year)	CE			120	240	240
<b>1</b>	<b>Total Tenuretracks women</b>		<b>300</b>	<b>270</b>	<b>240</b>	<b>240</b>	<b>240</b>
2	Travelbudget, policy stimulation, compensation faculties	S&B	165	230	230	230	230
2	Contribution International School Twente (k€8, 2017-2019)	S&B		8	8		
2	Country coordination faculties, 5 x k€15	S&B	75	PM			
2	Summerschool / CuriousU	S&B	200	150	150	150	150
2	1 fte support internationalisation (2017-2019, 2020 a.f. pending evaluation).	S&B	85	85	85	0	0
2	Intern. Strat. Partners, support cooperation initiatives	CE	200	200	200	200	200
<b>2</b>	<b>Subtotal Internationalisation</b>		<b>725</b>	<b>673</b>	<b>673</b>	<b>580</b>	<b>580</b>
2	CSB - Internationalisation; budget margin	CE	90	150	65	150	150
<b>2</b>	<b>Total Internationalisation Budget</b>		<b>815</b>	<b>823</b>	<b>738</b>	<b>730</b>	<b>730</b>
3	College chair; Lohse	TNW	150	150	150	150	150
3	College chair; Van den Berg	EWI	150	150	150	150	150
3	College chair; Nauta	EWI	150	150	150	150	150
3	Chief Scientific Ambassador; Blank (per 1-1-2017 0,5 fte + k€150)	AZ	260	260	260	260	260
<b>3</b>	<b>Total University chairs</b>		<b>710</b>	<b>710</b>	<b>710</b>	<b>710</b>	<b>710</b>
4	ThermoPlastic Research Centre (TPRC).	ET	100	100	100	100	100
5	Contribution in start-up costs PDeng (2014, 2015-2018)	ET	75	75	0	0	0
6	1/2 Tenure Track A. vd Berg (6 yr, 2015-2020)	EWI	55	55	55	55	0
7	Scientific Director CTIT: 1 aio, period 2015-2018	EWI	55	55	0	0	0
8	St.Achmea G. project, Contribution ± 50% Aio, mid 2016- mid 2020	TNW	35	35	35	18	0
9	Max Plank Institute (2016 k€0, 2017 t/m 2021)	TNW	300	150	150	150	150
10	Contribution funding group Bijkerk, XUV, (up to and including 2020)	TNW	250	250	250	250	0
11	Roessingh R&D	TNW	200	200	200	200	200
12	Dean educational innovation (½ year 2017)	BMS	90				
13	ITC CS-framework	ITC	770	770	770	770	770
14	Pré-U-Summerschool (pilot 2018, 2019 a.f. pending evaluation)	ITC-TA		70	PM	PM	PM
15	Fraunhofer Project Center-matching in kind contribution (until 2021)	ET	0	250	250	250	250
16	Correction for unwanted effect 3year average Pdeng-bonusses	ET	0	278	606	249	0
17	Professional Tutoring (after 2019: budget faculty)	CES	33	33	17	0	0
18	Senior Kwalificatie Onderwijs (SKO), (Pilot 2016-2017)	CES	30				
19	MISUT, 1 fte 2017-2019, (2020 a.f. pending evaluation)	S&B	75	75	75	0	0
20	Educational quality (1 fte 2017-2019, 2020 a.f. pending evaluation).	S&B	90	90	90	0	0
21	Internat. Master & Recruitment (2016-2018, 2019 a.f. pending evaluation)	M&C	365	365	365	365	365
22	English Bachelors (2016-2017)	M&C	150				
23	Organisation development, (1 fte 2017-2019, 2020 a.f. pending evaluation)	HR	78	78	78	0	0
24	Strategic Business Development	AZ	500	500	500	500	500
25	Open Courseware	CE	100	100	100	100	100
26	Contribution Design Centre, fase II	CE	600	600	500	500	500
27	Contribution project Demola-concept 2016-2018)	CE	25	25			
28	Bonus HBO Phd vouchers	CSL	275	275	275	275	275
29	Bijdrage OrangeTulip Scholarship (2017 t/m 2019, evaluatie in 2019)	CSL	150	150	150	PM	PM
	<b>Total budgets</b>		<b>6.226</b>	<b>6.382</b>	<b>6.254</b>	<b>5.462</b>	<b>4.890</b>
30	Reservation additional Gamma researchbudget (M€ 1,0 shown as primary res.budget BMS)	CE	0				
31	Reservation Support Internationalisation	CE	150	150	150	0	0
32	Reservation central contribution Zwaartekrachtvoorstellen	CE		500	300	500	400
	<b>Total reservations</b>		<b>150</b>	<b>650</b>	<b>450</b>	<b>500</b>	<b>400</b>
	<b>Total budgets and reservations CSB</b>		<b>6.376</b>	<b>7.032</b>	<b>6.704</b>	<b>5.962</b>	<b>5.290</b>

+ Financial outlines UCT

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2018	2019	2020	2021
<i>Central Strategic Budgets</i>							
1 Internationalisation	Preparation Concept-budget 2016-2018.	Structural, changing amounts	This reservation is intended to give substance to the goals of the UT-vision on internationalisation. The budget is meant for additional costs associated with the English Bachelors (re-training / test teachers or students), assistance to faculties and institutes to give substance to Education and Research activities with top 10 strategic partners, further development of the target country policy and for the UT-summerschool CuriousU.	823	738	730	730
2 University chairs	Appointment Blank as CSA, September 1, 2015.	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 , where the CSA receives an additional budget as contribution for salary costs. The appointment of the CSA is in line with the strategic choices of the UT to strengthen the international profile of scientific research and to attract top talent. In addition, the 'research landscape' is a dynamic environment and regarding researchfunding the cooperation in the triangle of knowledge institutions, business and government is very important. Society demands more from the university when it comes to social challenges, but also in terms of integrity. Reputation and visibility of the university are very important. The CSA focuses on: - Strengthening of the academic reputation and scientific vision of the University of Twente, nationally and internationally. - Representing the University of Twente both externally and internally as a leading scientist. - interesting international top talent, both academic staff and students in a career study at the University of Twente respectively. - Advising the Executive Board with regard to its views in relation to the matters above. - Leading role in the UT fundraising campaigns, particularly as Chair of the Fundraising Committee, to attract more external resources for UT research. Added value can be judged through: - Improvement of UT-reputation, among other things demonstrated by position rankings - Inflow increase of scientific talent and students - Growth campaignfunds. It should be noted that the above goals will not only be the work of the CSA, this is a joint effort where the CSA has an important guiding and stimulating role.	710	710	710	710
3 Strategic budget ITC	Preparation Conceptbudget / najaarsoverleg 2015 with ITC.	Structural	ITC contributes separately to the CSB-budget and is in return granted a strategic budget. For 2016-2018, the budget will mainly be used for development and startup costs Spatial Engineering, Female TT, Phd's theme Plouwen.	770	770	770	770
4 Strategisch business Development	SBD, 15 December 2014	Up to and including 2018.	The SBD fulfills a central role in the collaboration between UT and Industry. The goal is to respond faster to current developments in the market and create synergy, based on a multidisciplinary cooperation. The SBD budget consists primarily of personnel costs and other expenses. In 2016 we will give further substance to the SBD program, which will give the collaboration between university and business a boost.	500	500	500	500

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2018	2019	2020	2021
5 Contribution Design Centre, fase II	CvB 4-4-2016	Structural	The UT Designlab was opened in 2014 and offers a creative and cross-disciplinary environment by connecting science and society through design. Researchers and students work with companies and governments to cope with (social) challenges by using the latest scientific insights. To this end, the DesignLab has developed a number of products and services. Companies and governments can make use of scientists and students (by payment) to solve their problems. In this, the design method is used in different ways. The DesignLab advertises itself as a first point of call to where businesses and governments can address their questions to. In addition, the DesignLab commits in establishing sustainable long-term partnerships with (large) companies and government organizations. The Design Lab is more than a facility. It is a model for the type of students that the UT will deliver. The UT seeks to deliver solutions for (global) social problems by creative entrepreneurial collaboration between the different disciplines, even before they arise. That's why we bring our students, in addition to the necessary substantive multidisciplinary knowledge, also the necessary skills and attitude that the world is now asking of academically trained professionals: 21st Century Skills. This fits perfectly with the wishes of the Minister of Education to educate the academically trained professionals of the future.	600	500	500	500
<b>Subtotal budgets / reservations ≥ k€ 500</b>				<b>3.403</b>	<b>3.218</b>	<b>3.210</b>	<b>3.210</b>
6 Tenure Tracks Women	CVB 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.	270	240	240	240
7 Internat. Master & Recruitment (2016-2018, 2019 a.f. pending evaluation)	Preparation Concept-budget 2016-2018.	2016 t/m 2018, continuation depends on evaluation.	In line with Vision 2020 and the Internationalisation-vision 2016 and further these funds are earmarked for strengthening the foundations laid for international Master recruitment. On the one hand by improving lead qualification and follow-up (before application), developing contact strategies during the application and admission process, strengthen our engagement strategy for admitted students and improving conversion. On the other hand by strengthening the visibility of the UT.	365	365	365	365
8 Bonus Phd vouchers	Allocation HBO-Phd vouchers, 13 may 2008.	Structural	Since 2008, OCW assigned earmarked funds (vouchers) for promotion of HBO teachers to the UT. Five years later, this earmarking expired, but the university chose to continue subsidizing HBO PhD, for the reasons: - Increasing the level of university teachers. - Strengthening the ties with our colleagues from HBO. - The PhD's are for the UT financially attractive (low cost, high income through promotional premium and vouchers). - Increasing the number of UT promotions. - Increasing the diversity within the PhD population. - Through granting vouchers to the groups they have the resources to support these candidates well and to acquire necessary infrastructure.	275	275	275	275

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2018	2019	2020	2021
9 Contribution funding group Bijkerk, up to and including 2020	Decision 2013	2013 - 2020	The High tech sector Systems and Materials is a focus of provincial economic policy. This sector will create 10.000 jobs in Twente over a period of 15 years. In addition to the UT and the province of Overijssel (invest five million euros), the FOM Foundation and various industrial partners, including Carl Zeiss SMT, ASML, PANalytical, Demcon, VIRO engineering and Norma Group contribute financially.	250	250	250	0
10 Max Plank Institute	CvB 13-9-2016	2017-2021	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 an 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. 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.	150	150	150	150
11 ThermoPlastic Research Centre (TPRC).	Preparation Concept-budget 2017-2020.	Budget 2016-2020 pending on developments and collaborations in HTSM.	TPRC is a joint venture which is jointly established by the University of Twente, Ten Cate, Boeing and Fokker in 2009. For the period from 2010 to 2014 the executive Board has allocated a budget of k€ 100k p/y for five years. ET has requested the Executive Board to allocate a follow-up grant of five years. The Executive Board welcomes this request and has the intention to allocate a budget of k€ 100 p/y to 2020. This is still a reservation with a view to developments in the High Tech Systems & Materials sector in the region, and concerning possible cooperations which are being explored now. A final decision on the grant will be taken on the basis of these developments.	100	100	100	100
12 Roessingh R&D	Collaboration Roesingh R&D, 3-11-2016	2017-2021	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).	200	200	200	200
13 Bijdrage OrangeTulip Scholarship	CvB 5-9-2016	2017-2019, continuation depends on evaluation.	OTS are scholarships branded by Nuffic Netherlands and awarded to students in countries where a NESO office exists. These OTS scholarships are a very effective way to brand the UT and reach a large group of students	150	150	PM	PM
14 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 temporary budget (2018-2020) has been allocated to ET to compensate the faculty for the negative effect of this OCW allocation change.	278	606	249	0

Overview Strategic budgets ≥ k€ 500

(amounts in k€)

Description, UT-budget	Most recent Executive	Period	Policy goal / explanation	2018	2019	2020	2021
15 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 ME 4 over the first 5 year period.	250	250	250	250
16 Open Courseware	CvB, 27-6-2016	Structural, pending future evaluations.	MOOCs are a good addition to the palette of open and online education. For profiling of our institution, but also for the internal incentive function for digitization in our education. They also seem to play a stimulating role for greater international master inflow. Developments since 2014: the MOOC "Ultrasound Imaging" has been running in the autumn of 2015; "Ultrasound", "Supply Chain Innovation", "E-Health: Integrating psychology and technology for health" and "GeoHealth" ran in 2016. The development of the MOOC "Nanotechnology" started in 2016 and is planned to run in February 2017. A re-run of Supply Chain Innovation" is planned for March 2017. In view of the positive results of the programme and positive advice of the Steering Committee the executive board decided in June 2016 to continue the development of MOOCs.	100	100	100	100
17 Various projects/activities < k€ 100				591	350	73	0
18 Reservation central contribution Zwaartekrachtvoorstellen	CvB -2016			500	300	500	400
19 Reservation Support Internationalisation	Preparation Spring Memorandum 2017-2020		The Executive Board expects extra expenditure in relation to supporting internationalisation activities; strengthening the international culture on the UT, proficiency in English off the staff and/or converting studyprograms to English.	150	150	0	0
<b>Subtotal budgets /reservations &lt; k€ 500</b>				<b>3.629</b>	<b>3.486</b>	<b>2.752</b>	<b>2.080</b>
<b>Total budgets / reservations Central Strategic Budget</b>				<b>7.032</b>	<b>6.704</b>	<b>5.962</b>	<b>5.290</b>

Samenvatting om in tekst op te nemen:

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Financial outlines UCT, 2018-2021

(amounts in k€)

	2017	2018	2019	2020	2021
Strategic budget CSB	500	630	765	866	979
Tuition fees	388	610	670	739	824
Government Funding	422	422	669	740	872
<b>Total budget</b>	<b>1.310</b>	<b>1.662</b>	<b>2.104</b>	<b>2.345</b>	<b>2.675</b>

<b>Outcome targets according UT-Budget businesscase 2017</b>	<b>-723</b>	<b>-637</b>	<b>-475</b>	<b>-387</b>	<b>-334</b>
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Should UCT have to contribute to the Central Budgets in the same way as all other UT-programs, this contribution would amount to :

<b>Theoretical contribution UCT to Central budgets</b>	<b>26%</b>	<b>234</b>	<b>267</b>	<b>346</b>	<b>382</b>	<b>438</b>
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## Semi-integral UT-rates

## Annex 15

From 2012, the hourly basis is based on 1.600 productive (project) hours per year. Social security costs are based on a wage increase of 52,7%. In the table below the usual standard costs (hours and rates) are per job category included. The semi-integral hourly rates can only be used for transfer pricing within the UT. For contract research there are separate (estimated) integral hourly rates calculated for 2018.

	Acad.	Univ. senior lecturer	Univ. lecturer	Lecturer	Research.	Doct. can.	Stud.ass.
a. Salary scales	103,5	73,3	55,5	54,2	43,9	30,5	0,0
b. Social security costs	54,6	38,6	29,3	28,6	23,1	16,1	0,0
c. Indirect personnel costs	4,3	3,1	2,3	2,3	1,8	1,3	0,0
d. Accomodation	6,5	5,0	5,0	2,5	2,5	2,5	2,5
e. Inventory/furniture	1,0	1,0	1,0	1,0	1,0	1,0	1,0
f. Telephone costs	1,0	1,0	1,0	0,5	0,5	0,5	0,5
g. Additional stationery	1,0	1,0	1,0	1,0	1,0	1,0	1,0
h. Travel and subsistence costs	12,0	6,0	5,0	2,0	4,0	4,0	0,0
<b>Total (in k€ per year)</b>	<b>184</b>	<b>129</b>	<b>100</b>	<b>92</b>	<b>78</b>	<b>57</b>	<b>5</b>
<b>Based on hours (in €)</b>	<b>115</b>	<b>81</b>	<b>63</b>	<b>58</b>	<b>49</b>	<b>36</b>	<b>3</b>

	Supp. Staff 13-15	Supp. staff 11-12	Supp. Staff 5-10	Supp. Staff 1-4
a. Salary scales	78,1	59,0	39,3	28,8
b. Social security costs	41,2	31,1	20,7	15,2
c. Indirect personnel costs	3,3	2,5	1,6	1,2
d. Accomodation	5,0	2,5	2,5	2,5
e. Inventory/furniture	1,0	1,0	1,0	1,0
f. Telephone costs	1,0	1,0	0,5	0,5
g. Additional stationery	1,0	1,0	1,0	1,0
h. Travel and subsistence costs	2,0	2,0	1,0	0,0
<b>Total (in k€ per year)</b>	<b>133</b>	<b>100</b>	<b>68</b>	<b>50</b>
<b>Based on hours (in €)</b>	<b>83</b>	<b>63</b>	<b>42</b>	<b>31</b>

### Calculation standard hours

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

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

## Rate social security costs

## Annex 16

### Specification percentage of social security costs

For all budget categories a single social security costs rate is adopted, with the exception of the on-call/UT-flex employees. This rate 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) recorded over the period.

Table 1: Rate Social security costs

(in k€)

	B2017		B2018	
	amount	perc.	amount	perc.
Gross salary (basic)	113.161		123.951	
Holiday bonus	9.053	8,0%	9.916	8,0%
End-of-year bonus	9.300	8,3%	10.197	8,3%
ZVW	7.264	6,4%	7.935	6,4%
Pension costs	16.107	14,2%	19.945	16,1%
WW / WAO	7.024	6,2%	7.894	6,4%
UFO premium	837	0,7%	925	0,7%
Social obligations	8.710	7,7%	8.460	6,8%
<b>Total</b>	<b>58.295</b>	<b>51,6%</b>	<b>65.272</b>	<b>52,7%</b>
Legal expenses		43,9%		45,9%
Social obligations		7,7%		6,8%

Compared to the Budget 2017, the statutory social costs increase with 2% and the social obligations decrease with 0,9%. Therefore, the total percentage of social security costs increases with 1,1%; from 51,6% to 52,7%.

### Increase statutory social security costs by 2% (from 43,9% to 45,9%)

The increase in the component 'statutory social security costs' is mainly due to the increasing pension costs.

### Drop social commitments by 0,9% (from 7,7% to 6,8%)

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

Table 2: Social commitments

(in k€)

	B2017		B2018	
	amount	perc.	amount	perc.
a. Working conditions	1.800	1,6%	1.957	1,6%
b. Sickness Settlement	1.400	1,2%	1.400	1,1%
c. Management & Mobility	400	0,4%	300	0,2%
d. Redundancy pay obligations	2.000	1,8%	2.000	1,6%
e. Risk premium	850	0,8%	593	0,5%
f. Parental leave	330	0,3%	330	0,3%
g. Optional Model	1.600	1,4%	1.600	1,3%
h. Compensation for senior employees	330	0,3%	280	0,2%
<b>Total</b>	<b>8.710</b>	<b>7,7%</b>	<b>8.460</b>	<b>6,8%</b>

#### *Ad a. Working conditions*

The mark up for working conditions is intended to cover all expenses related to employee benefits conditions, as recognized by the unit 'Central costs HRM policy' (CHRM). A large part of these resources flows back to the units. Compared to the Budget 2017, the working conditions increase with k€157 due to i.a. PNUT.

Table 3: Storage Working conditions 2017

	(in k€)	
	<b>Grant 2017</b>	<b>Grant 2018</b>
WSW and disabled	100	100
Confidential advisors	30	50
UT Kring	20	20
Management Development	50	0
Crisis plan	30	30
Introduction meeting	30	30
Fees employers third world countries	190	200
Recruitment advertising	140	160
PNUT		42
<b>Subtotal CHRM</b>	<b>590</b>	<b>632</b>
<b>Subtotal OPUT</b>	<b>1.210</b>	<b>1.325</b>
<b>Total Working conditions</b>	<b>1.800</b>	<b>1.957</b>

#### *ad b. Sickness settlement*

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

#### *ad c. Management & Mobility*

In 2018 there is a maximum budget of k€ 300 for Management & Mobility.

#### *ad d. Redundancy pay obligations*

For 2018 the total redundancy pay obligations are budgeted at M€ 2.

#### *ad e. Risk premium*

To absorb any setbacks on the components a risk premium is included. This risk premium for 2018 amounts to k€ 593.

#### *ad f. Parental leave*

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

#### *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€ 1.600 is available in 2018.

#### *ad h. Compensation for senior employees*

In 2018 we expect k€ 280 in costs for the compensation for senior employees (2004 and 2006). This settlement will be gradually phased out, because the number of participants decreases.





Rates internal services 2018 (continuation)

		Owners part by component	Owners part total inclusive cleaning / waste	2018 (€)	2017 (€)
<b>FB</b>				<b>m<sup>2</sup> rate total</b>	<b>m<sup>2</sup> rate total</b>
<b>M<sup>2</sup>-tarieven</b>	<b>Owners part:</b>				
	Capital component	Spacetype 0	129,70	200	199,82
		Spacetype 1	200,22	306	306,27
		Spacetype 2	227,93	334	333,98
		Spacetype 3	251,81	358	357,86
		Spacetype 4	256,76	363	362,81
		Spacetype 5	348,53	455	454,58
		Spacetype 6	63,22	169	169,27
		Spacetype 7	491,25	597	597,30
		Spacetype 10 (=Bastille RT0)	73,35	143	143,47
	Other components	RT remain	rate 66,13		
		RT0	rate 66,13		
	Cleaning / waste	RT remain	rate 39,92		
		RT0	rate 3,99		
	<b>Renters part:</b>			<b>Energy</b>	<b>Energy</b>
				Renters part Energy	
	Spiegel	RT remain	rate 19	18,89	20,34
		RT0	rate 2	1,89	2,03
	Zilverling	RT remain	rate 20	20,00	22,42
		RT0	rate 2	2,00	2,24
	Meander	RT remain	rate 40	39,67	44,83
		RT0	rate 4	3,97	4,48
	Horst & Buitenhorst	RT remain	rate 33	32,71	36,94
		RT0	rate 3	3,27	3,69
	Cubicus	RT remain	rate 20	20,08	24,19
		RT0	rate 2	2,01	2,42
	Carré	RT remain	rate 35	35,12	41,85
		RT0	rate 4	3,51	4,18
	Nanolab				
	- Laboratory (Nanolab)	RT 7	rate 402	401,66	403,86
	- Other laboratories + cabinets	RT remain	rate 35	35,12	41,85
	Ravelijn	RT remain	rate 13	12,67	12,67
		RT0	rate 1	1,27	1,27
	Vrijhof	RT remain	rate 19	19,34	21,59
		RT0	rate 2	1,93	2,16
	Hogedruk lab.	RT remain	rate 108	108,48	149,83
		RT0	rate 11	10,85	14,98
	Faculty Club	RT remain	rate 39	38,60	39,35
		RT0	rate 4	3,86	3,93
	Bastille	RT remain	rate 23	22,62	26,79
		RT0	rate 2	2,26	2,68
	Seinhuis / Teehuis	RT remain	rate 248	247,88	265,54
	Sportcentre	RT remain	rate 22	22,31	26,40
		RT0	rate 2	2,23	2,64
	Paviljoen	RT remain	rate 19	18,91	21,27
	Logica	RT remain	rate 15	14,86	14,79
		RT0	rate 1	1,49	1,48
	Waste depot	RT remain	rate 41	41,12	45,40
		RT0	rate 4	4,11	4,54
	Waalier	RT remain	rate 19	19,17	22,63
		RT0	rate 2	1,92	2,26
	Citadel	RT remain	rate 11	10,57	10,88
		RT0	rate 1	1,06	1,09
	Other buildings	RT remain	rate 17	17,42	18,04
		RT0	rate 2	1,74	1,80
<b>AZ</b>	Project Statements			on request	on request
	Audit reporting			on request	on request
	<b>Academic protocol (orations)</b>				
	Organisational costs			750,00	750,00
	Layout, printing and postage invitations inaugural booklet*			expired	expired
	reception book*			expired	expired
	floral*			expired	expired
	photoshoot*			expired	expired
	* These costs will directly be passed to the faculty.				
	<b>Reservations Office</b>				
	Events in classrooms			price list	price list
	Events Sports			price list	price list
	Cultural Events			price list	price list
	Cabins			price list	price list
	The price list will be forwarded annually to the management units.				
<b>M&amp;C</b>	Traffic / guidance prints and gifts			expired	cost price + 10%
	DTP hours (per hour)			expired	67,00
	Handling plus listing on LED screen per week or part of week			expired	50,00
<b>CHRM</b>	Leadership courses (per participant)			expired	max. 1.000
	Coaching individual employees after 5 coachinghours			50% invoice amount	on request

Mastercontracts UT:

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

**FB:**

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

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

## Explanation housing rates 2018

## Annex 18

Compared to the housing rates in 2017, the housing rates will remain virtually unchanged in 2018. The legal costs, waste costs and cleaning costs will increase. The energy costs will decrease.

The rates housing costs 2018 are as follows:

Table 1: Rates housing costs 2018 (in € per m<sup>2</sup>)

Rate	RT0	RT10	RT1	RT2	RT3	RT4	RT5	RT6	RT7
<b>Total B2018</b>	<b>199,82</b>	<b>143,47</b>	<b>306,27</b>	<b>333,98</b>	<b>357,86</b>	<b>362,81</b>	<b>454,58</b>	<b>169,27</b>	<b>597,30</b>

As of from 2012 the cleaning costs and waste costs are included in the owners part.

In the context of 'Lange Termijn Strategisch Huisvestingsplan', there has been chosen for more transparency and fair share in the assigned costs. As stated in the Budget 2017-2018, as of 2019 the reduction of the interest costs will be used to lower the housing rates (decrease in capital costs). In addition, the 'owners' part will be allocated to the RT codes based on the actual costs per RT code as of 2019. This will change the costs per RT code. All faculties and service-departments will get lower housing costs.

The above developments will lead to the following estimated housing rates up to and including 2021 (price level 2017):

Table 2: Rates housing costs 2016 - 2021 (in € per m<sup>2</sup>)

Rate	RT0	RT10	RT1	RT2	RT3	RT4	RT5	RT6	RT7
<b>Total B2016</b>	<b>195</b>	<b>195</b>	<b>298</b>	<b>326</b>	<b>350</b>	<b>355</b>	<b>446</b>	<b>258</b>	<b>589</b>
<b>Total B2017</b>	<b>196</b>	<b>140</b>	<b>302</b>	<b>330</b>	<b>354</b>	<b>359</b>	<b>450</b>	<b>165</b>	<b>593</b>
<b>Total B2018</b>	<b>200</b>	<b>143</b>	<b>306</b>	<b>334</b>	<b>358</b>	<b>363</b>	<b>455</b>	<b>169</b>	<b>597</b>
<b>Total B2019</b>	<b>151</b>	<b>111</b>	<b>248</b>	<b>295</b>	<b>353</b>	<b>374</b>	<b>519</b>	<b>124</b>	<b>684</b>
<b>Total B2020</b>	<b>151</b>	<b>111</b>	<b>248</b>	<b>295</b>	<b>353</b>	<b>374</b>	<b>519</b>	<b>124</b>	<b>684</b>
<b>Total B2021</b>	<b>151</b>	<b>111</b>	<b>248</b>	<b>295</b>	<b>353</b>	<b>374</b>	<b>519</b>	<b>124</b>	<b>684</b>

The housing rate consists of the following components:

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

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

### Cost developments

#### Capital costs

The capital costs are differentiated to room-type m<sup>2</sup>-rates. The development of the capital component rates remain unchanged until 2018. As of 2019 the reduction of the interest costs will be used to lower the capital costs.

Table 3: Rates capital component (in € per m<sup>2</sup>)

Year	RT0	RT10	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2016	129,70	129,70	200,22	227,93	251,81	256,76	348,53	159,75	491,25
2017	129,70	73,35	200,22	227,93	251,81	256,76	348,53	63,22	491,25
<b>2018</b>	<b>129,70</b>	<b>73,35</b>	<b>200,22</b>	<b>227,93</b>	<b>251,81</b>	<b>256,76</b>	<b>348,53</b>	<b>63,22</b>	<b>491,25</b>
2019	112,69	73,35	173,96	198,04	218,79	223,09	302,83	63,22	426,83
2020	112,69	73,35	173,96	198,04	218,79	223,09	302,83	63,22	426,83
2021	112,69	73,35	173,96	198,04	218,79	223,09	302,83	63,22	426,83

### Waste/cleaning costs

For 2018 an increase in costs for cleaning (6%) and company waste (1%) is taken into account. This is mainly caused by the separation of waste, which costs more. These costs are as follows:

Table 4a: Waste/cleaning costs

(in K€)

	B2016	B2017	B2018	Mutation	%
Cleaning costs	3.040	3.214	3.391	177	6%
Company waste	109	199	200	1	1%
<b>Total costs owners part</b>	<b>3.149</b>	<b>3.413</b>	<b>3.591</b>	<b>178</b>	<b>5%</b>

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

Table 4b: Rates cleaning/waste

(in € per m<sup>2</sup>)

Year	RT0	RT10	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2016	3,63	3,63	36,27	36,27	36,27	36,27	36,27	36,27	36,27
2017	3,91	3,91	39,04	39,04	39,04	39,04	39,04	39,04	39,04
2018	3,99	3,99	39,92	39,92	39,92	39,92	39,92	39,92	39,92
2019	0,00	0,00	15,13	30,25	60,49	75,62	113,41	13,62	113,41
2020	0,00	0,00	15,13	30,25	60,49	75,62	113,41	13,62	113,41
2021	0,00	0,00	15,13	30,25	60,49	75,62	113,41	13,62	113,41

### Remaining costs

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

Table 5a: Remaining costs

(in K€)

	B2016	B2017	B2018	Mutation	%
Maintenance buildings	3.584	3.574	3.717	143	4,00%
Maintenance roads/grounds	0	0	0	0	0,00%
Legal costs	1.220	1.326	1.533	207	15,60%
Insurance calamity	478	477	472	-5	-1,00%
Re-allocation	991	989	989	0	0,00%
Vacancy	0	0	0	0	0,00%
Total owner part	6.273	6.366	6.711	345	5,40%
Number m <sup>2</sup>	101.796	101.503	101.511	8	0,00%
<b>Rates per m<sup>2</sup> (in €)</b>	<b>61,64</b>	<b>62,74</b>	<b>66,13</b>	<b>3,39</b>	<b>5,40%</b>

The costs and rates per component are based on the Multi-annual Budget 2018-2021. As of 2014 the campus costs (maintenance roads and grounds), as well as the vacancy costs, are not included in the rate. These costs will be central insight. As mentioned before, as of 2019 these costs will be allocated to the RT codes based on the actual costs per RT code. This will change the costs per RT code as follows:

Table 5b: Rates remaining costs

(in € per m<sup>2</sup>)

Year	RT0	RT10	RT1	RT2	RT3	RT4	RT5	RT6	RT7
2016	61,64	61,64	61,64	61,64	61,64	61,64	61,64	61,64	61,64
2017	62,74	62,74	62,74	62,74	62,74	62,74	62,74	62,74	62,74
2018	66,13	66,13	66,13	66,13	66,13	66,13	66,13	66,13	66,13
2019	38,07	38,07	58,75	66,89	73,89	75,33	102,26	46,88	144,12
2020	38,07	38,07	58,75	66,89	73,89	75,33	102,26	46,88	144,12
2021	38,07	38,07	58,75	66,89	73,89	75,33	102,26	46,88	144,12

### Energy costs

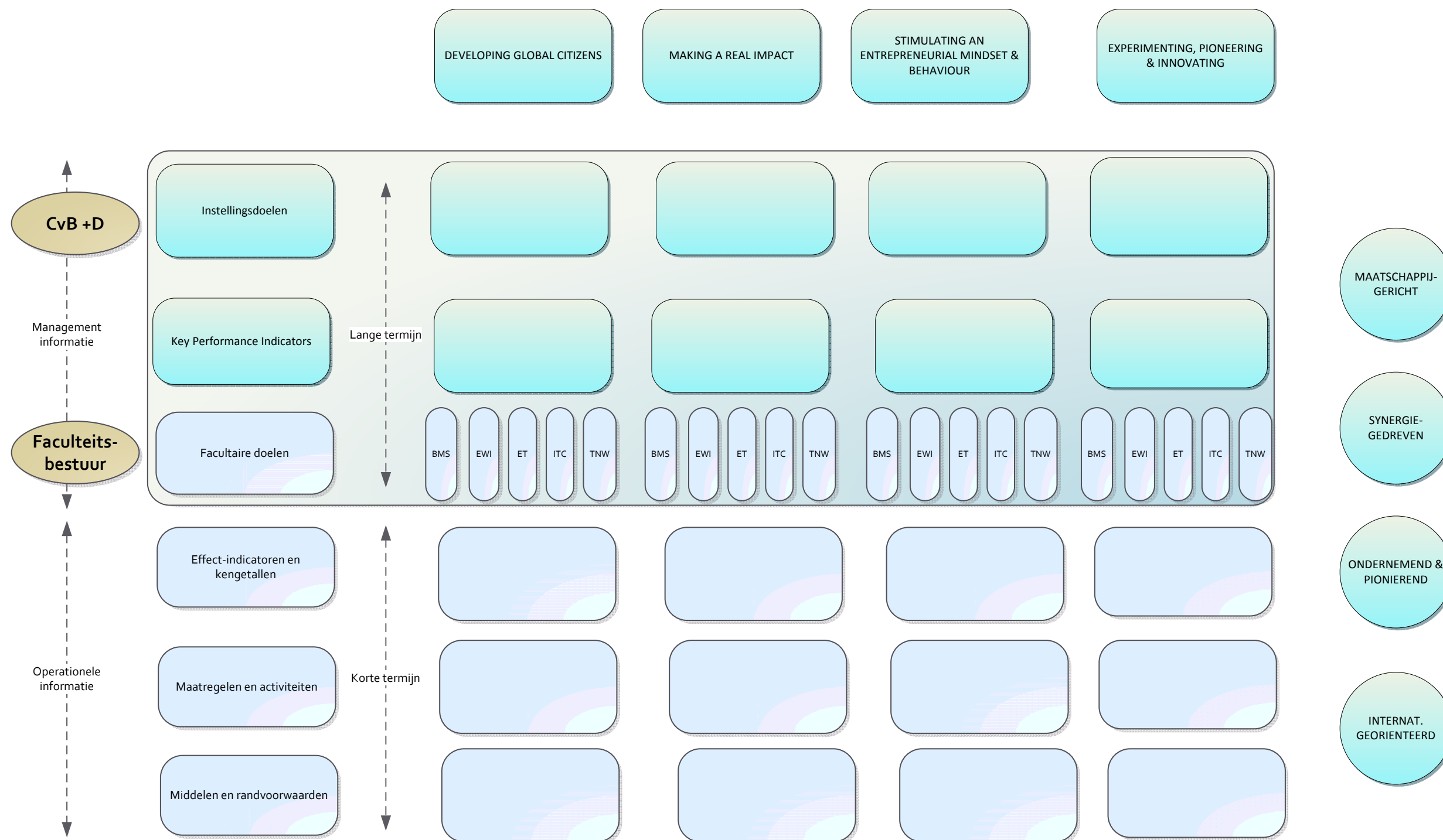
The energy costs are separately metered and paid annually afterwards at actual cost and consumption. As a result of a favorable purchase rate the energy costs will decrease. The total costs are based on a 'normal' annual consumption. The price for gas and heat also (at least) decreased relative to 2017. The table below shows the development.

Table 6: Energy costs

(in K€)

	<b>B2016</b>	<b>B2017</b>	<b>B2018</b>	<b>Mutation</b>	<b>%</b>
Energy costs	3.764	3.529	3.130	-399	-11%
<b>Number m<sup>2</sup></b>	<b>101.796</b>	<b>101.503</b>	<b>101.511</b>	<b>8</b>	<b>0%</b>

Guideline annual plan Faculties



## Abbreviations list

## Annex 20

### Units:

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

MESA+	→	Micro Electronics, Materials engineering, Sensors & Actuators, Institute for Nanotechnology
CTIT	→	Institute for ICT research in context
MIRA	→	Institute for Biomedical Technology and Technical Medicine
IGS	→	institute for innovation and governance studies

CES	→	Centre for Educational Support
SU	→	Student Union
LISA	→	Library, ICT-Services & Archive
FB	→	Facility Service Centre
S&B	→	Strategy & Policy
M&C	→	Marketing and Communications
FEZ	→	Financial and Economic Affairs
HR	→	Human Resources
CVB	→	Executive board
AZ	→	General Affairs
CSL	→	Central Subsidies and memberships
CHRM	→	Central HR budgets
CE	→	Central Equalization budget UT
CUTE	→	Central UT-unit (contains CSL, CHRM and CE)

### Miscellaneous:

Ba/Ma	→	Bachelor/Master
BAO	→	Economic Aspects of Education
BIG	→	Professions in Individual Health care
BIG	→	Brinksma Innovation Grant
BKO	→	Basic qualification Education
BTC	→	Bedrijfstechnologisch Centrum
CDC	→	Career Development Centre
(T)CB	→	(Temporary) Central budget
COV	→	Central Education Provision
DLWO	→	Digital learning point
EC	→	European Credit ("Studiepunt")
EER	→	European Economic space
ITIL	→	Information Technology Infrastructure Library
KPI	→	Key Performance Indicator
NF	→	Numerus Fixus
NWO	→	Nederlandse organisatie voor Wetenschappelijk Onderzoek/Dutch organization for scientific research
ODA	→	Official Development Assistance
OER	→	Teaching and examination regulations
PKM	→	Project Quality improvement Master courses
SNS	→	Sectorplan Natuur- en Scheikunde (Physics and Chemistry)

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