

## REFLECTION ON THE SHAPING2030-PROCESS IN 2019

In 2019, many staff and students at the University of Twente contributed to conceiving a new mission, vision and strategy for the university as we look ahead to 2030. Shaping2030 is the result of a genuine process of co-creation. Academic staff, support staff, students, experts and management have worked side by side to deliver bold plans that we believe fit our university perfectly. We are very happy with the results to date but, in the spirit of Shaping, we should also see it as a learning experience. What can we learn from this ongoing process? What should we continue to do, and what can we improve?

### OBSERVATIONS

A small-scale evaluation among participants of the Shaping2030 process leads to the following observations:

1. Across the university, there is widespread appreciation for a balance between continuity and change in the final text.
2. Our ambitions are seen to be realistic: these are the right goals, though achieving them will be tough.
3. Achieving unity of message on multiple levels is proving difficult.
4. The real work remains to be done: implementation
5. Shaping2030 is made by us and for us, although this process was not always as efficient as it might have been
6. Some choices have led to losses in other areas, something which can be improved in the future
7. People discovered that process management sometimes means flying by the seat of your pants

### RECOMMENDATIONS AND ACTIONS

To learn from this, the following recommendations and actions have and/or will be taken:

- A. Speak a unified language - Through ongoing dialogue, we will continue to jointly load and interpret the concepts of Shaping2030. First steps were already taken during the strategic meeting with Senior Management and during the Shaping Dialogues (which replaced the Spring and Autumn Meetings). The new Shaping Expert Groups will prove invaluable in this as well.
- B. Implement together - Through Shaping Dialogues between faculty boards, institute boards and the Executive Board, we will translate our strategic ambitions into practical and readily applicable annual plans. Ongoing Shaping Dialogues throughout all layers of the organisation will then create clarity for everyone in terms of their willingness, ability and means to contribute, as individuals and as part of a team. Shaping Expert Groups will help create synergy between colleagues, teams and departments.
- C. Adjust when necessary - The ongoing dialogue will ensure that Shaping grows, that ambitions and plans are made concrete. Most importantly, it ensures that the results achieved are seen, valued and, where necessary, modified. As our insight progresses, we will continue to hone our strategic focus and adjust it where necessary.
- D. Involve the UT community – We continue to involve the whole UT community in realising Shaping. Also in other projects and processes, we rely on input given by the community. A participation plan is being deployed to determine how the various layers of the organisation can be involved and activated. The use of targeted and appropriate instruments of communication for specific target groups is part of this. We will continue to share lessons learned with our colleagues who regularly are involved in similar projects.
- E. A learning organisation – Every day we learn something new. During the Shaping2030 process, we encountered obstacles in the project management: some of which in hindsight could have been conquered in an obvious way. The importance of the project and speed at which we sometimes had to work meant we did a lot of learning by doing. For the future, a careful project

planning phase for new projects, especially those of this size and impact, is imperative. This summary of the reflection on the Shaping2030 process is another way in which we can be a learning organisation.

## MORE INFORMATION

This is a summary of the evaluation outcomes. If you have questions regarding the evaluation and/or want a copy of the full evaluation, please contact Inge Boomkamp, [I.s.m.boomkamp@utwente.nl](mailto:I.s.m.boomkamp@utwente.nl).