



SHAPING2030

THE UNIVERSITY OF TWENTE'S
MISSION, VISION & STRATEGY
FOR 2020-2030

UNIVERSITY OF TWENTE.

TECHNOLOGY? IT'S A PEOPLE STORY.

For the baby worthy of growing up in a safe, sustainable world. For the elderly folk hoping medical renewal will help them age in the best possible way. For the curious toddler who wants to know and experience everything.

For the caring parents working on a safer, better world for the next generation. For the scientist fascinated by laws of nature and technological solutions. For the student longing to do something meaningful.

For the entrepreneur eager to make an impact through innovation. For the homeless who deserve a home. For the plucky teenager ready to change the world. For the baby worthy of growing up in a safe, sustainable world.

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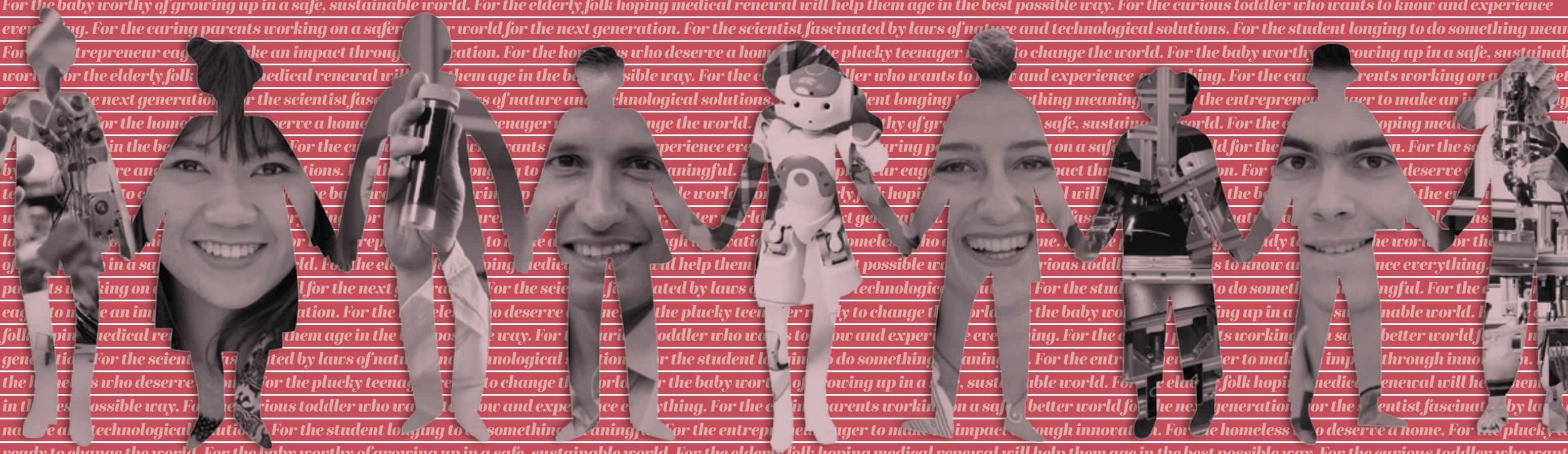
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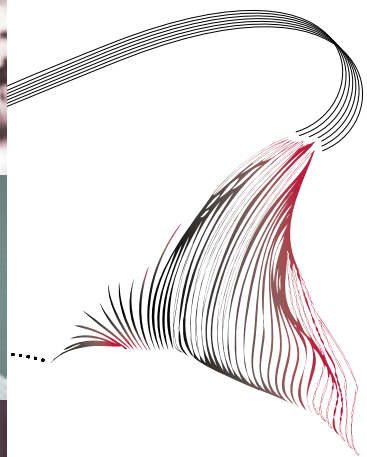
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WE ARE NOT LIVING IN AN ERA OF CHANGE, BUT IN A CHANGE OF ERA.

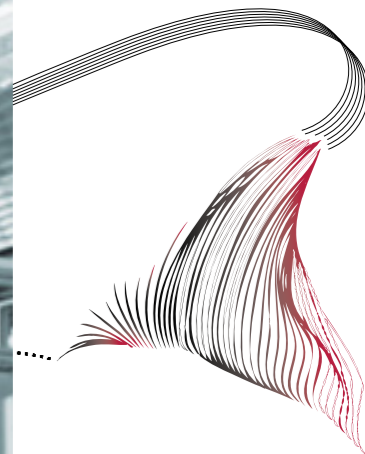
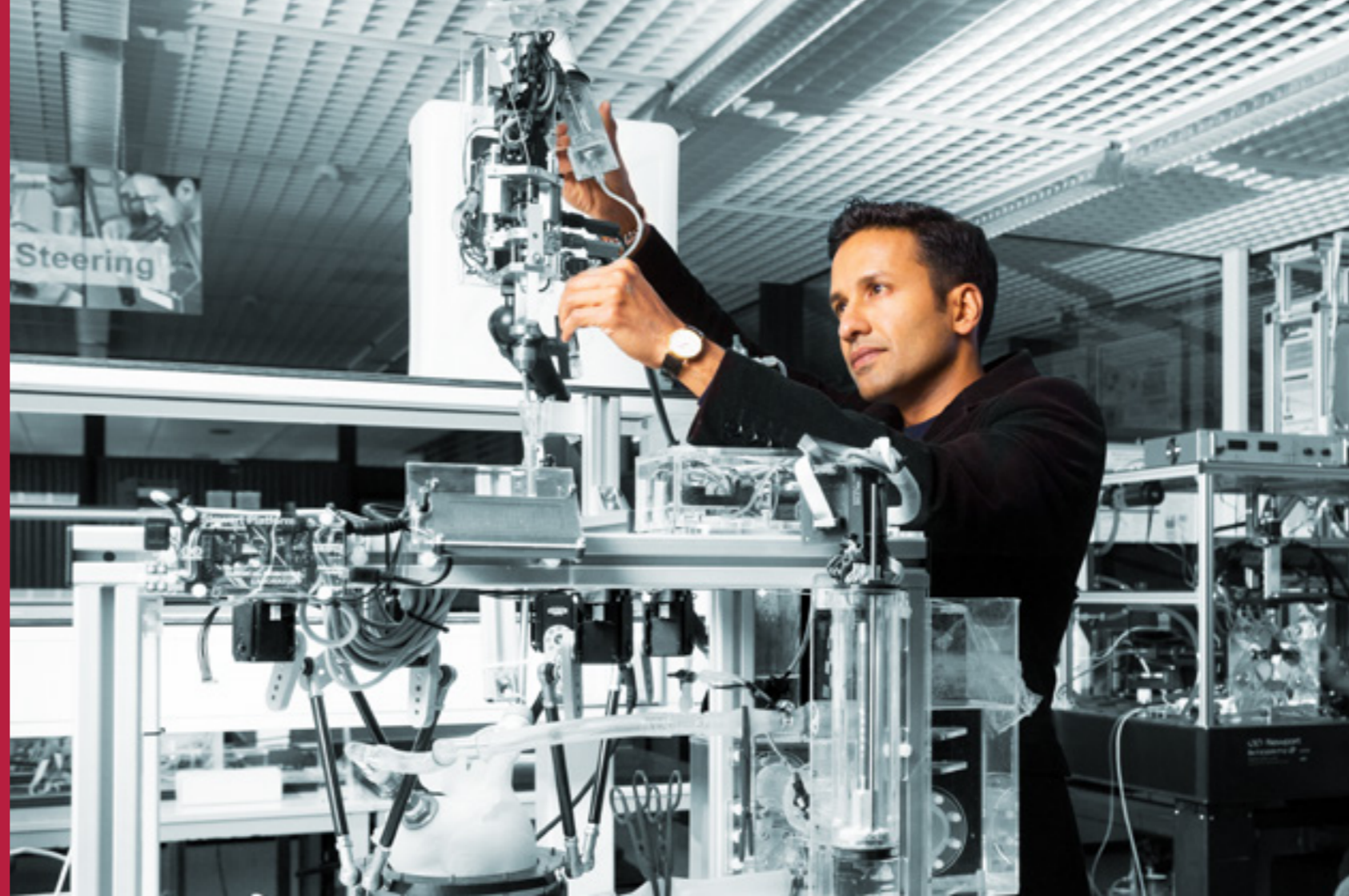
THE 4TH INDUSTRIAL REVOLUTION AND THE ADVANCE OF DIGITALISATION CREATE OPPORTUNITIES AND RISKS. SOCIETY IS REINVENTING ITSELF. AND IN ORDER TO PLAY A PIONEERING, GUIDING AND RESPONSIBLE ROLE IN THIS CHANGING LANDSCAPE, WE ARE REINVENTING THE UNIVERSITY. WITH A NEW MISSION, A NEW VISION AND A NEW STRATEGY: **SHAPING2030.**

READ MORE ABOUT IT IN THIS BROCHURE.

THE UNIVERSITY OF TWENTE
IS THE ULTIMATE
PEOPLE-FIRST UNIVERSITY
OF TECHNOLOGY.

WE EMPOWER SOCIETY
THROUGH SUSTAINABLE
SOLUTIONS.

MISSION STATEMENT UNIVERSITY OF TWENTE



5 DISTINCT RESEARCH THEMES

We carry forward a rich tradition of fusing technical and social sciences across five distinct research domains:

- » Improving healthcare by personalised technologies
- » Creating intelligent manufacturing systems
- » Shaping our world with smart materials
- » Engineering our digital society
- » Engineering for a resilient world



OUR MISSION CONNECTS PEOPLE AND TECHNOLOGY WITH A BRIGHT FUTURE

BEING 'PEOPLE-FIRST' IS OUR CHOICE

Building on our High Tech Human Touch philosophy, we want to stand out as a 'people-first' university. The well-being and future of people is leading in everything we do – from research and education to human resources programmes, campus management and the application of new technologies.

WE ARE A UNIVERSITY OF TECHNOLOGY

The university is a public institution that serves society. We are responsible for ensuring that the power of science and technology is harnessed to achieve the best possible impact in a changing world.

WE EMPOWER

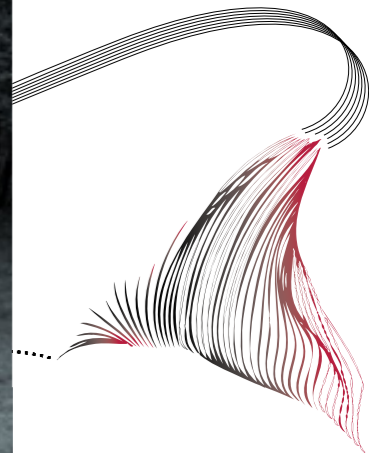
We enable society to achieve the goals it sets itself by wise use of science and technology. We contribute to a balanced understanding of scientific and technological developments, and of their impact on the community and the environment.

WE PROVIDE SUSTAINABLE SOLUTIONS

We aim for thriving and resilient communities, with an eye for innovation opportunities, with authoritative expertise, and with a keen sensitivity to society's needs. We provide sound, scientific guidance towards environmental, social and economic sustainability.

OUR VISION: WE CONTRIBUTE TO A FAIR, SUSTAINABLE AND DIGITAL SOCIETY.

IN CARRYING OUT OUR MISSION, WE DIRECT SPECIAL ATTENTION TO THREE SOCIETAL THEMES AND THE CHALLENGES THEY POSE. THESE CAN ALL BE FRAMED IN A SINGLE QUESTION: HOW CAN WE CONTRIBUTE TO THE DEVELOPMENT OF A **FAIR, SUSTAINABLE AND DIGITAL SOCIETY** BETWEEN NOW AND 2030?



THE SOCIETY WE ENVISION

FAIR

Putting 'people first' includes all people. We will do whatever is necessary to eliminate societal divides that bar certain individuals or groups from access to new technologies or the skills to use them. Together with society, we design technologies wisely, so that they add value to people's lives, and empower them.

SUSTAINABLE

It is our mission to respond to societal needs by developing sustainable, proactive measures to support our planet and the people to which it is home. We consider sustainability to be a precondition for everything we do, while our diversity nurtures adaptability and resilience. Our education, research, innovation and organisation are centred around environmental, social and economic sustainability

DIGITAL

Our scientific community will contribute by providing revolutionary digital innovations, with special consideration of their long-term implications for all that we value as a 'people-first' university of technology. We develop technologies that match society's needs, and monitor the growth of technological intelligence among different population groups. Digital innovations continually shape and reshape our research and education.

THE MIND-SET WE PURSUE

ENTREPRENEURIAL

We are out to redefine the essence of entrepreneurial thinking and acting. We set new standards for industrial and societal collaboration with maximum student involvement. As pioneers and innovators, we choose courage over comfort.

INCLUSIVE

Recognising, attracting, developing and retaining talent will be an important requirement. We do not strive to grow in numbers, but in quality. Bearing in mind that each talent is unique, we will develop a highly personalised way of giving each talent the best possible support. Personal empowerment means made-to-measure conditions for everyone.

OPEN

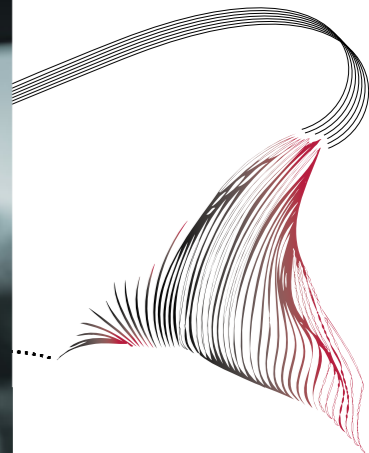
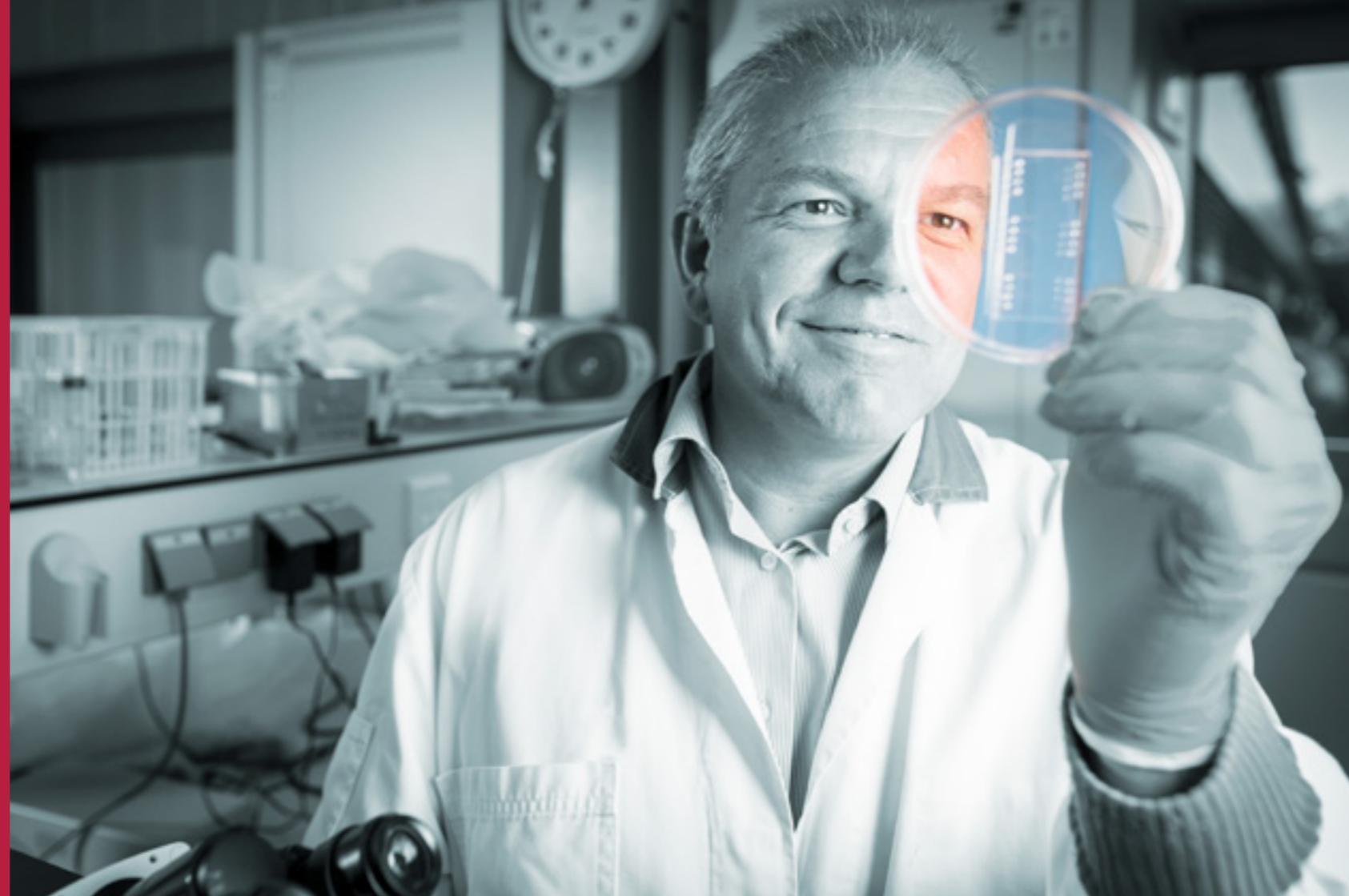
True collaboration is essential for the fulfilment of our mission as the ultimate 'people-first' university of technology. We are reliable and ambitious partners in dedicated networks. Science is teamwork. Be it locally or globally, physically or virtually, we strive to connect with people and their needs and wishes. The campus remains our hub, but we reach out far beyond. Together with local communities and partners, we assess societal needs and interests, and use the resulting insights to build our programmes. A crucial factor in this openness is our trustworthiness.



OUR STRATEGY CENTRES ON SHAPING SOCIETY, CONNECTIONS AND INDIVIDUALS.

WE ARE AMBITIOUS AND REALISTIC. WE CANNOT DO EVERYTHING AT ONCE, NOR ON OUR OWN. WE WILL KEEP RELYING ON OUR STRENGTHS, CHERISHING INDIVIDUAL EXCELLENCE, AND ENCOURAGING HEALTHY COMPETITION. FOR REALISING OUR VISION IN THE COMING DECADE, WE PRESENT A STRATEGIC, STEP-BY-STEP ROADMAP, BASED ON THREE STRATEGIC GOALS:

- SHAPING SOCIETY**
- SHAPING CONNECTIONS**
- SHAPING INDIVIDUALS**



BY 2030 WE HAVE FULLY MOBILISED OUR STRENGTHS AROUND KEY SOCIETAL CHALLENGES. THE UNIVERSITY COMBINES (CROSS-)DISCIPLINARY EXCELLENCE WITH AN EXPLICIT COMMITMENT TO IMPACTING SOCIETY. WE ARE RECOGNISED FOR OUR ABILITY TO BRIDGE SOCIETAL AND ACADEMIC CHALLENGES. WE USE CUTTING-EDGE DIGITAL TECHNOLOGY WHERE IT MATTERS: BIOTECHNOLOGY IN HEALTHCARE, CYBER-PHYSICAL SYSTEMS AND AI IN CONNECTED COMMUNITIES, AND NEW MATERIALS AND SENSORS IN SUSTAINABILITY.



SHAPING SOCIETY A QUEST FULL OF CHALLENGES

CURRENT CHALLENGES AS A GUIDING PRINCIPLE FOR EDUCATION AND RESEARCH

One way of ensuring positive societal impact is to gear our education and research to current challenges. By 2023, at least 30% of our education and research will be 'challenge-based'. Another form of impact is the programme we are developing to support 33,000 Twente residents with a distance to the job market.

We will reach these goals by:

- » Alignment of our Master's programmes with SHAPING2030.
- » Launch of one new Master's programme that is cross-disciplinary and challenge-based.
- » Establishment of an Innovation & Education Lab that focuses on challenge-based research and education.
- » Five lifelong learning programmes based on current challenges particularly in the field of sustainability.

A SUSTAINABLE ORGANISATION

We can only exert a positive influence on society if we ourselves have a sustainable organisation. The goals we have determined between now and 2023 are:

- » Sustainable campus solutions in the areas of food, water, waste, travel and energy use, aiming at a reduction of our carbon footprint by at least 15%.
- » Accommodate team-based working: At least 20% of our colleagues in support staff work in small, agile, strategic teams.
- » Reduced workload and increased service quality of our support staff by means of digitalisation, automation and AI releasing 20% of our support capacity to focus on supporting new projects.

WE WILL REACH THESE GOALS BY THE FOLLOWING MEASURES:

- » With the 'Green Hub Twente' we will move further ahead as a healthy, sustainable campus.
- » Less travel: we will no longer fly to destinations nearer than 800 km.
- » 'Campus Challenges' will result in visible, sustainable changes to the campus.
- » We will support two faculties in remodelling themselves as living labs for team-based working.
- » We will start a project for internal prioritisation aimed at reducing the workload.
- » We will invest in our digital infrastructure.
- » The campus will be the home of at least 6 experimental tiny houses.

BY 2030 UT HAS TRANSFORMED INTO A NETWORK OF NETWORKS, TEAMING UP WITH PARTNERS IN SCIENCE AND SOCIETY. OUR CAMPUS IS A VIBRANT HUB, WHERE WE MEET, BRAINSTORM AND EXPERIMENT TO SOLVE TODAY'S PROBLEMS TOGETHER. WE EMBRACE OPEN SCIENCE, AND THIS DELIBERATE CHOICE IS TRANSFORMING WHY, WHERE AND HOW WE CONDUCT OUR RESEARCH AND OFFER EDUCATION: TOGETHER WITH CITIZENS, ON- AND OFF-LINE, ON CAMPUS AND IN AND AROUND THE WORLD.



SHAPING CONNECTIONS

PROXIMITY: OUTSIDE IN & INSIDE OUT

A VISIBLE UNIVERSITY

We want to create a strong presence of the university outside our campus. Therefore, we will extend to three satellite locations. The physical and digital mobility of students and staff in terms of their being able to reach our academic, societal and industrial partners is incorporated in our educational programmes and way of working. Our new norm for researchers is 100% Open Access publication and FAIR data.

The measures we will take to realise these goals include:

- » Expansion of our educational offer in Amsterdam (with VU Amsterdam).
- » Setting up partnerships with EdTech companies in which we experiment with distance-learning. This is the basis of our future.
- » We will showcase our research activities and the outcomes of our challenge-based activities, e.g. at broad-audience festivals.
- » Strengthening of our 'Research Data Management Plan' (how we manage and use research data).

INVOLVING CITIZENS IN SCIENCE

With our 'Citizen Science Movement', we invite public and private partners to help us shape our educational and research

programmes. We will have further strengthened our alumni network, turning it into a full-fledged part of our community that provides us with much-needed challenges, and helps our graduates find their way in life after their initial education. Our diverse and inclusive campus promotes positive connections between people, disciplines and organisations.

The measures we will take to realise these goals include:

- » We will set up a Citizen Portal to sustain our network and connect our staff, students and Campus with the rest of the world. It will include an online Alumni Centre.
- » The campus is an ecosystem for experimenting with the Internet of Things. A digitalisation agenda will be developed.
- » We will significantly strengthen the UT Inclusiveness Programme, which aims at improving the integration of international staff and students.

EUROPEAN UNIVERSITY OF INNOVATION

As follow up of the ECIU University, we will investigate the feasibility of establishing a 'European University of Innovation' (EUI), by 2023. If feasible, we will continue with its establishment in the following years.

BY 2030 WE HAVE THE REQUIRED FLEXIBILITY TO EFFICIENTLY NAVIGATE THE CHANGING ACADEMIC LANDSCAPE AND TO ACT AS A TESTING GROUND FOR INNOVATIONS. OUR HIGH TECH HUMAN TOUCH APPROACH ENABLES OUR STUDENTS AND STAFF TO BECOME VALUE-DRIVEN PROFESSIONALS. WE GO BEYOND ESTABLISHED WORK STRUCTURES AND INDIVIDUAL FIELDS OF EXPERTISE. THE WAY IN WHICH WE FOSTER TALENT HAS LED TO A MATURE, ALTERNATIVE STANDARD FOR PERSONAL GROWTH. UT LEADS THE RELEVANT 'BEST PLACE TO WORK' RANKINGS.



SHAPING INDIVIDUALS FOSTERING OWNERSHIP AND TALENT

THE PLACE FOR ACADEMIC SOCIAL ENTREPRENEURSHIP

We aim to double the number of social start-ups in Twente by 2023. Twente will be firmly on the map as Europe's top region in this field. By 2030, we will have spun off at least two 'social unicorns' with roots in Twente: (social) start-ups worth at least a billion dollars.

The measures we will take to realise these goals include:

- » New, ambitious programmes for academic, social entrepreneurs
- » Expansion of our research capacity in the field of academic social entrepreneurship.
- » Development of a reliable control system for integrity and safety rules
- » We will cultivate an attitude of accountability for taking corrective actions in the event of any violation of our rules of integrity and safety, or of our security system.

TALENT DEVELOPMENT

By 2023, we will have a personalised approach to talent development. We actively seek new models for personal growth and talent development. We retain talent for UT and/or region. We are increasingly known for our innovative and excellent talent development, our innovative ways of

organizing research, and focus on acquiring metacompetences for responding properly to changes across society. This is starting to give us an evident advantage on the competitive labour market for talent. UT has entered the relevant 'best place to work' rankings.

We will reach these goals by the following measures:

- » We will implement personalised development programmes to empower staff at personal, career, HR and leadership levels, to prepare them for leadership roles, and to encourage them to become lifelong learners.
- » We will have a fully operational mentoring system for guiding our junior staff.
- » We will create slow spaces in careers, curricula and on campus, where there is time to reflect, think and meet.
- » We will explore potential broader Bachelor's programmes to offer new students more time to familiarise themselves with our different disciplines.
- » An environment in which 'successful failures' become learning experiences
- » Effective recruitment and increased diversity among staff and students

MISSION

THE UNIVERSITY OF TWENTE IS
THE ULTIMATE **PEOPLE-FIRST** UNIVERSITY OF TECHNOLOGY.
WE **EMPOWER SOCIETY** THROUGH **SUSTAINABLE SOLUTIONS**.

VISION

WE CONTRIBUTE TO THE DEVELOPMENT
OF A **FAIR, SUSTAINABLE AND DIGITAL SOCIETY**
BETWEEN NOW AND 2030

INCLUSIVE STUDENT OVER SYSTEM

Everyone in our community is learning, and is therefore a student. This thriving, talented community of unique individuals is our most crucial asset in serving society.

OPEN COMMUNITY OVER CAMPUS

Collaboration is essential and we will be trusted partners in our connections. The campus remains our hub, but we reach out far beyond it.

ENTREPRENEURIAL COURAGE OVER COMFORT

Inspiring a new generation by pushing our renowned entrepreneurial attitude to new levels to inspire and guide our technological society.

STRATEGIC GOALS



Challenges as guiding principles

Sustainable organisation



Strong presence outside campus

UT Citizens Science Movement

European University of Innovation



Increased academic social entrepreneurship

Personalised talent development

GOALS 2023

We have successfully implemented sustainable solutions on our campus use, thereby reducing our carbon footprint by at least 15%.

Our researchers, teachers and students work on challenges at least 30% of their time.

On a national level, we are known for cutting-edge, challenge-based research.

Our campus is fully integrated with Kennispark and serves as one big university-society interface.

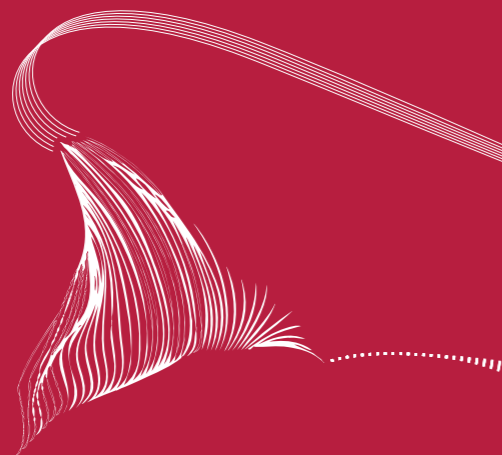
We have successfully completed the European University pilot, which we set up with our ECIU partners.

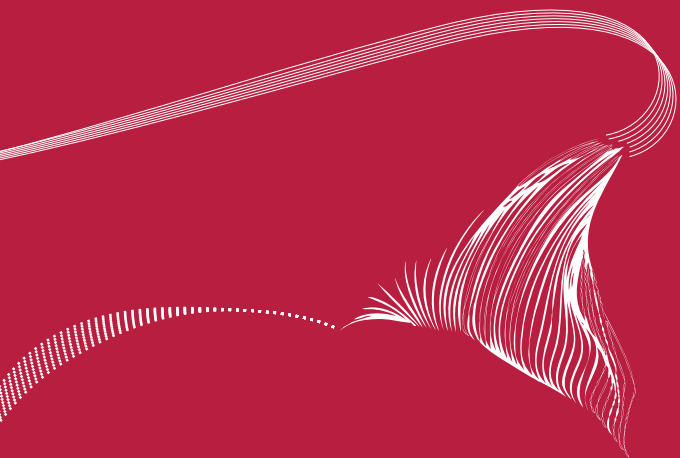
We actively seek models for personal growth and talent development.

UT is emerging as a strong thought leader in the field of academic social entrepreneurship.

COME SHAPE THE FUTURE
WITH US

UTWENTE.NL/SHAPING2030





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