MANAGEMENT SUMMARY

Impact of national and international developments on UT and housing

Developments in general
At the time of writing this Annual Plan, the World is still suffering from COVID-19. However, a different phase has begun because a large proportion of the people, at least in Europe, have now been vaccinated. Since the previous Annual Plan, work has been done on a set of 'basic principles' that provide an initial framework for the new way of working and studying at the UT now and after the pandemic. It is good to realise that the basic principles need to be made SMART and that this will be done together with staff and students. These are:

1. **Working on campus** is the **foundation**
2. Meeting on campus regularly is **essential** for **well-being** and **community-building**
3. **Working from home** is an **option**, not an obligation
4. While acknowledging individual preferences, we **focus** on the needs of the **team** and the **organisation**
5. Regard for the **well-being** of our students and colleagues is at the heart of how we **work together**
6. Teams get maximum **freedom** for organising remote/on campus working, with which comes **responsibility**
7. We invest in **workspaces** both on campus and at home
8. We ensure **privacy** and **security** in the workspace, on campus as well as at home and online

In addition to the general basic principles, principles have also been established for the physical and digital infrastructure.

- **Basic principles for the physical infrastructure**
  1. An **attractive, dynamic** campus is one of our unique selling points: a place where people want to be
  2. Our buildings are **open** and **inclusive** and promote intermingling, meeting and community-building
  3. We show **hospitality** to potential partners by sharing **space** with **third parties**
  4. We develop **adaptive, flexible, multi-purpose, smaller-scale spaces**
  5. We offer a **variety in themes** and flexible settings to make everyone feel at home
  6. We actively seek out on- and off-campus **collaboration** for housing solutions

- **Basic principles for the digital infrastructure**
  1. We develop an intuitive digital environment across campus and Kennispark with full **plug-and-play** functionality
  2. We provide students, colleagues and visitors with a **personalised** digital environment
  3. Investments in digital **community-formation and collaboration** complement our offline efforts
  4. We work towards 24/7 availability of our digital infrastructure

Since the start of the academic year 2021-2022, we have had our first experiences with the 'use' of the Basic Principles and we can work together to see how this can be taken up and continued. It is expected that the consequences of the 'new way of working and studying' for the LTSH can be mapped out more accurately. A new 10-year plan will be adopted in accordance with the
expectations of the various boards within the UT in the year 2022. Apart from that, the LTSH 2030 has successfully passed the robustness test.

**Increase and decrease**

As a result of the changes in funding for universities and specifically the sector plans, UT has seen a substantial increase in staff. In the past year more than 160 new colleagues have joined, and the end is not yet in sight, especially in the WP. After the pandemic year, student numbers have also risen again. Here too the trend is upwards and, all other circumstances being equal, the University of Twente’s student population could well exceed 15,000. Although UT is going to expand in real estate, the real estate development rate is lower than the growth in population, so expansion constitutes a risk.

**Sustainability**

Sustainability is one of the focal points in UT’s new strategy. Among other things, the SEE programme is now a good operational forum. The real estate roadmap has produced a detailed document on which plans for a CO₂ campus can be based. The goals of the roadmap are 49% CO₂ reduction by 2030 compared to 2018 and achieving 95% CO₂ neutrality by 2050. Particularly for the existing buildings that fall within the scope of LTSH, it is important to implement the no-regret sustainability measures in order to achieve the sectoral ambitions as well as our own. To achieve all the goals, it is not certain whether UT will have sufficient financial resources of its own to cover the costs after 2030.

**Kennispark, student housing and partnerships**

In UT’s experience, other real estate and area developments are becoming more important alongside the LTSH. Whereas in the past it was a closed campus, UT has become more open to the city of Enschede. This is mainly due to the fact that UT is part of the Kennispark ecosystem. It is important that research can be followed up in the form of spin-offs, scale-ups to full-scale companies, and full participation of the business community in research.

Additionally, in 2021 it became clear that the student housing stock on campus and in Enschede must also be increased. For years the market was calm, but due to the growth of UT the current stock is no longer sufficient. For real estate developments in Kennispark for non-primary property, UT intends to enter into a partnership with a long-term investor. To expand student housing, cooperation has been sought with local social housing corporations De Veste and Domijn.

**Project portfolio 2022-2026**

Over the 2022-2026 period UT is planning 28 allocated real estate projects with priority 1 and five general budgets to be determined. In the coming years, UT’s primary real estate portfolio will grow by approximately 12,700 m² FNO. This in addition to the ITC faculty that will be realised because this is actually a replacement of the current location. For the Annual Plan 2022 a new breakdown has been prepared, which is also more in line with financial administration and systems. This classification is as follows:

1. Real estate developments
2. Infrastructure projects
3. Third-party property developments (rental situation)
4. Maintenance investments
5. Budgets to be allocated
Most developments are in the first category. The third category increases further because UT is entering into more rental situations. The plan includes several larger renovations, including Cubicus, Zilverling, Paviljoen and the Citadel. As a result of COVID-19, ventilation proved to be an important issue. Especially those buildings with a relatively worse ventilation system are scheduled to be renovated.

Finance
The total amount of investments for the years 2022-2026 adds up to €XXX M, including the index of 4%. The comparable amount in the Annual Plan 2021 was €XXX M. The index was adjusted upwards because last year it turned out that the estimates compared to the tenders were (almost) structurally too low. The entire plan has been calculated and fits within the financial parameters of UT. The pressure on liquidity can be solved with short- or long-term loans.

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Requirement*</th>
<th>2022</th>
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<td>Solvency II</td>
<td>&gt; 30%</td>
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<td></td>
<td>&lt; 40%</td>
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<td>&lt; 1,5</td>
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<tr>
<td>Liquidity</td>
<td>&gt; M€ 25</td>
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<tr>
<td>Housing ratio</td>
<td>&lt; 0,15</td>
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* These are the requirements of the Education Inspectorate. Internal UT requirements are printed in blue.

A change has been made to the financial assessment framework for decision-making. Where previously only the budget at the project level was considered, now the cash flow of the relevant calendar year is also considered, as well as the total budget of the Annual Plan and a maximum of 12% housing ratio.

Risks and uncertainties
The LTSH largely uses assumptions. Although the risks and uncertainties have been estimated as accurately as possible, several will be highlighted:

- The real estate market is currently overstrained. This leads to scarcity in personnel and materials and drives up prices.
- Planning is often uncertain and is linked to the above point but is also influenced by other factors.
- UT has low capacity in FTE for real estate projects. This is being scaled up but is not yet at full capacity.
- If conditions remain unchanged, the University of Twente will grow to more than 15,000 students. The real estate cannot keep up unless other ‘buttons’ are turned on. So it is important for the UT to think about its identity in relation to growth. This applies to both growth in staff as well as in students. Furthermore good forecasts and make adjustments as early as possible are important.
- The pandemic worsens again, and new measures need to be taken.
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ANNUAL PLAN 2022: DEVELOPMENT OF HOUSING AND REAL ESTATE

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1. INTRODUCTION

1.1 General
The objective of the Annual Plan, titled ‘Development of housing and real estate’, is to further elaborate on the programme that is being implemented within the framework of the long-term strategy for housing (hereinafter ‘LTSH’). This Annual Plan relates to UT’s budget and contains an update of the financial situation, updates of the ongoing projects within the programme, and an overview of the detailed choices and prioritisation for projects implemented by UT. For our projects and goals, we always look five years into the future. This plan also outlines current national and regional developments affecting real estate and housing, and the campus as a whole. The status of UT on-campus real estate projects is also specified.

The Annual Plan is updated every year and fits within the LTSH framework. In 2019 a new 10-year LTSH was developed, titled LTSH 2030, and adopted in December 2019 by the Executive Board, Supervisory Board and University Council. LTSH 2030 is a 10-year strategic document and is subject to review every three years. It contains a housing strategy for which the UT strategy ‘Shaping2030’ has been translated into housing frameworks and principles that take national and regional developments into consideration. It is also an important part of a continued professionalisation of the university’s real estate management. All the UT housing initiatives are listed, including future maintenance processes necessary to keep up existing housing quality levels. In 2019 we reviewed the university’s financial situation as well as the real estate investment potential for the years ahead. In 2022 the 10-year LTSH will be updated for 2023-2033. In light of the developments because of the coronavirus pandemic, that is assumed to be the right moment.

Major projects
In the present Annual Plan 2022 (for 2022-2026), six larger real estate projects with a budget of more than €10M are foreseen: (1) The Faculty of Geo-Information Science and Earth Observation (ITC project), currently located at Hengeloestraat in the Enschede city centre, will be housed on campus at the O&O Square in the Langezijds building. (2) The realisation of the Cube (a new workshop for ET) at the Horst Building. (3) Due to the ‘sectorplannen’ (sector plans) an increase in research is expected, leading to an expansion of labs and offices of approximately 6,000m² FNO. (4) The development of a Robotics centre. (5) and (6) The renovation of two large existing buildings, Zilverling and Cubicus.

The scope of these major projects does restrict our opportunities to make additional large investments in housing in the first five years. This is also why, subject to financial, project management capacity and planning constraints, new initiatives to be implemented which are necessary and desirable under the UT strategy have been determined on an annual basis since 2016. As agreed when adopting the LTSH, the real estate initiatives are compiled into a programme of projects to be updated annually in the ‘Development of housing and real estate’ Annual Plan, which has been integrated into the annual UT budget.

1.2 Review and results 2021

Strategic/general issues
- 2021 started while the world was still in the middle of the coronavirus pandemic, and the first five months were certainly in the throes of it. After the first half of the year things eased
up, and as a result academic year 2021-2022 started relatively normally. The course of the pandemic will show whether the return to a reasonably normal situation can be maintained.

- With a broad cross-section of both students and staff members of UT, under external supervision we have established basic principles to be developed further for our own UT community in terms of the new way of working now and after COVID-19. This provides tools to further elaborate an integrated strategy when it comes to housing, digitalisation and the new (remote and/of on campus) way of working. When it comes to digitalisation, the Digital Strategy is being worked on. Together with the UT community, the basic principles will be made further SMART in the coming period.

- Also as a result of the pandemic, we have found that renovating our property portfolio remains important. The aspect of ventilation stands out here, but also the layout and the way buildings are used have proven to be important. It is precisely these buildings which will be renovated in the coming years.

- In academic year 2022-2023, UT was confronted with an unexpectedly high influx of students, resulting in an acute shortage of student housing in Enschede and surroundings. Together with local parties and partners, 230 individual housing units will be placed on the Witbreukseweg.

- The UT campus and the B&S park are developing into a stronger Kennispark ecosystem. To this end, the Kennispark Foundation was established in 2021 by the municipality of Enschede, UT and companies in the area.

- A cooperation agreement has been concluded with the housing corporations De Veste and Domijn and the municipality of Enschede for the addition of 497 and the replacement of 422 units in Kennispark.

Current real estate projects

- The realisation of the new ITC faculty is in full swing, despite delays due to a constructive setback and a disappointing tender.

- For both the ET and TNW faculties, various plans have been worked on with the help of external support, which should lead to the programme of requirements for the Es but also for the future renovation of the Horst.

- The renovation of the Citadel is ongoing. After the renovation, EEMCS and SBD will move into the building alongside the original residents CES and USA.

- The design for the new Contact Centre in De Boerderij is ready, and the tender is in process.

- The Robotics Task Force, together with the LTSH programme, has come up with a preferred scenario for the future housing of the Robotics Centre. The Westhorst/Carré scenario has been chosen for further development in the coming period with a detailed PoR as next step.

- The Campus has become safer due to its transformation into a 30-km zone.

1.3 Preview of 2022

Strategic/general issues

- Meanwhile, the effects of COVID-19 are slowly becoming clear. The following has become evident: remote/location-independent work, e.g. from home, is an inseparable part of working life; meetings take place both digitally and physically; digitalisation in education is here to stay; and a good and safe workplace on the campus is becoming more important. All of this requires new forms of organisational support for new technical and ICT-related
solutions such as CFM and LISA to enable remote or hybrid working. It is good to give the developments some more time so that in 2022 the 10-year plan LTSH can be elaborated.

- An important strategic issue will be the effects of the growth in students and staff in relation to real estate. After a reasonably stable year, a further increase is expected. The LTSH plans provide for the expansion of offices, labs and research facilities both rented and owned. For the expansion of educational facilities, less has been taken up because of the assumption that even better scheduling can be achieved. However, this too has its limits.

- The Kennispark urban plan has now been adopted by the Municipal Council of Enschede. In 2022, part of the zoning plan will be adopted. The real estate to be added near the Hengeloestraat will be realised in collaboration with the local social housing corporations and an institutional real estate investor. The development of a cooperation agreement (SOK) with this intended investor is at an advanced stage.

- With the completion of the SOK with two housing corporations, the municipality and UT, work can begin on further developing the student housing plans. These are badly needed, given the growing demand.

- The campus and the real estate of UT have a cultural-historical value. To take this into account for future plans, cultural-historical research will be conducted.

- In Apeldoorn, together with Saxion and the police academy we are working on a new knowledge centre. Setting up such satellites is one of the key ambitions of Shaping2030.

- UT has a partnership with VU Amsterdam. The two universities have jointly formulated a number of ambitions through 2030 on the themes of Resilience, Circularity, Smart Cities and Talent. Additionally, a work programme has been launched to continue through 2023. For the LTSH, this may have consequences if additional facilities are required.

- Ongoing improvement of the LTSH programme to further enhance the portfolio and real estate management.

**Real estate projects**

- Finalising the ITC project, Citadel and the Contact Centre.
- Due to the large increase in staff, particularly within the faculties, UT has been forced to rent extra space at Kennispark. In early 2022, approximately 3500 m² of gross floor area will be leased. Some of the departments of ET, EEMCS, TNW and possibly another department will move there temporarily. There is room for about 200 colleagues.
- Preparations are being made to renovate Paviljoen, including better ventilation. Because of these plans, CFM has temporarily moved to De Linde.
- Realisation of the new workshop for ET will start.
- Continuing the creation of student home bases in relation with community-building and the quality agreements.
- Clarity about the Robotics and expansion on De Es projects, and the possible links between these two projects.
- For the 60th anniversary of UT, a Campus art project will be realised on the campus. An artist has been commissioned to carry out this project. Unfortunately, the work of art will not be completed by the end of 2021, the actual anniversary year. This is due to material delivery problems.
- In order to cool the buildings on the campus, UT has a cold circle. Because of the new ITC faculty and other planned expansions, the cooling circle is also being expanded.
1.4 Reading guide
Chapter 2 of this plan describes the internal and external developments relevant to the LTSH, and examines whether these developments necessitate any changes to the chosen strategy for the LTSH. Chapter 3 provides insight into the real estate projects for the next five years. In Chapter 4 the financial framework of the current programme is explained and calculated. The identified risks for this programme are listed in Chapter 5. The Annual Plan ends with the conclusions in Chapter 6.
2. NATIONAL AND INTERNATIONAL DEVELOPMENTS AND IMPACT ON UT AND LTSH

To further elaborate on the LTSH it is important to list any developments, whether major or minor, relating to the number of users to be housed or to their needs. Regional, national or international developments that could affect the financial or spatial frameworks of the LTSH are also important. Section 2.1 discusses some key developments at the national and international level. Section 2.2 describes the impact of the key developments on UT and the strategic issues at stake. Section 2.3 describes the important partnerships of UT. Section 2.4 discusses urban planning and the UT and Kennispark zoning plan. Lastly, section 2.5 addresses the developments in student housing.

2.1 National and international developments

COVID-19 developments
As from March 2020, the world is still in the grip of COVID-19. After several waves of infection and two prolonged lockdowns, the situation is relatively stable in the Netherlands at the time of writing this Annual Plan. Thanks to the high vaccination rate, more is possible again, especially within the EU. However, intercontinental travel is noticeably still quite low. Much is due to the availability of vaccines and the way countries deal with the virus. For example, China still has a zero-infections policy. The pandemic has had a major effect on the way people work and study. In a general sense, digitalisation and thus more location independence has definitely made its mark in the way we work and study. Section 2.2. deals more specifically with the effects on UT.

Alternative public funding
Over the past few years, the government has set up several funds intended for knowledge institutions and to stimulate the economy. These are often funds for which serious proposals must be submitted, and whether they will be awarded remains to be seen. This demands flexibility. Two important funds are mentioned below.

1. The Sector Plans for Science and Technology. The ultimate goal is to strengthen the knowledge base by allowing universities to develop distinctive profiles and ensure that those profiles are balanced and complementary in a coordinated fashion. This will contribute to safeguard scientific excellence in the Netherlands. It is still uncertain how large the exact contribution will be: for the beta faculties €60 M has been made available from 2019 for a duration of six years. Research funding will be distributed between the physics and chemistry, mathematics, and computer science sectors. For the University of Twente this means that extra resources will be available primarily for the Faculties of Engineering Technology (ET), Science and Technology (S&T), and Electrical Engineering, Mathematics and Computer Science (EEMCS). At the same time, it is becoming clear that more funds will be made available for the SSH sector plans. However, it is still unclear how large this contribution will be. The sector plans mainly run via the faculties. (Source: Decision of the Minister of Education, Culture and Science, Government Gazette, 22 February 2019, www.scienceguide.nl, 11 February 2021)

2. The Nationaal Groeifonds of €20B for five years is intended for one-off public investments. The House of Representatives must approve the distribution of money across the three investment fields of knowledge development, physical infrastructure, and research, development & innovation. An investment proposal has a minimum size of €30M, with no maximum size per project. For knowledge institutions such as UT this offers plenty of opportunities, especially in relation to the first and third themes. The University of Twente is currently working on several Groeifonds proposals. (Source: Ministerie VNO-NCW, September 2020)
**Sustainability**

Sustainability, the reduction of CO₂ emissions and circularity (reusing and recycling materials) stand high on the agenda due to the Paris Climate Agreement, the updated IPCC reports emphasising the urgency to act now on reducing CO₂ emissions, the Urgenda case CO₂ reduction obligation the national government has to comply with, and the ambition the government has set for itself to become a circular economy by 2050. The EU has increased its ambitions in this respect to a 55% reduction in CO₂ emissions by 2030. As a sector, universities have signed the Multiple-year energy-efficiency agreement (MJA). The MJA stipulates that universities will strive to reduce their energy consumption and, more specifically, achieve 30% in energy savings between 2005 and 2020. In 2022 MJA IV is expected, with similar energy reduction goals. The exact demands are uncertain at the time this Annual Plan was written. One obligation from MJA III was that the organisation must have an energy management system. Also, all buildings will require an energy label by 2023.

A real estate roadmap for the sector table ‘built environment’ (part of the Dutch climate agreement) required universities to make an inventory of what is needed to achieve CO₂-neutral real estate. The goals of the roadmap are a 49% CO₂ reduction by 2030 compared to 2018 and achieving 95% CO₂ neutrality by 2050. This requires a lot from the sector in terms of effort and investment. The goal of the roadmap is limited, as it only focuses on scope 1 and 2 of the Greenhouse Gas protocol. Scope 1 is energy consumption of our own installations. Scope 2 is purchased energy. Scope 3 contains indirect emissions in the chain, upstream and downstream that are a consequence of UT’s activities: mobility, food and drinks, procurement, etc. More specific consequences for UT are described in section 2.2.

### 2.2 Impact on UT and LTSH

**Effects of alternative funding and COVID-19 on growth and decline of UT numbers**

Both the alternative funding (especially the sector plans) and COVID-19 have had and are still having an effect on the numbers of staff and students. At the same time, it should be noted that the alternative funding is uncertain money and its effects on real estate and numbers of employees and students are also uncertain. It is good to have a look at where UT stands now in relation to LTSH 2030. After all, this plan formulated a number of basic principles and considered how to deal with the real estate portfolio. The LTSH does not have to be changed immediately, and flexibility and adaptability become even more important given the uncertainty around funds and growth.

In LTSH 2030, the real estate capacity of a baseline scenario of 12,000 students, 1983 academic staff and 1319 support staff by the year 2030 was used to quantify its own primary real estate portfolio capacity in the long term. As far as student numbers are concerned, this is expected to rise in the short- and mid-term but could fall back to 12,000 towards 2030. In the employee scenario a growth deriving from the sector plans and the other alternative funding has been taken into account.

Initially, it seemed like the student numbers would either stabilise or decline because of COVID-19. This did not happen. However, there has been an exchange of EEA/non-EER/NL students within the influx. The student population has grown from 11,294 in 2019 to 12,635 in 2021. In addition to the pandemic, Brexit has also played a role here. Especially EU students now choose other countries where English is widely spoken, like the Netherlands. The forecasts also show that the growth has not yet come to an end and that, if conditions remain unchanged, more than 15,000 students are conceivable in 2025. These numbers include the courses that are done in cooperation with VU. An
An important point of attention is the type of education that UT wants to offer in relation to the use of the Central Educational Facilities (COV).

The growth in employees has not dipped. Recruitment and vacancy fillings continue unabated and are on schedule. Compared to the scenarios from the LTSH, we do not see any changes here yet.

Despite COVID-19, the vacancy rate in UT real estate is still very low, at less than 2%. From a financial perspective this is a positive development, yet it limits the flexibility to accommodate growth and organisational changes of groups within the university. We strive for a vacancy rate of 3%. Further inquiry and analysis are needed to decide whether these requirements for educational/research areas and secondary areas will lead to major quantitative or qualitative changes in our real estate portfolio.

**Long-term vision on LTSH 2030 real estate and post-pandemic way of working**

In the previous AP 2021, it was determined that the LTSH would probably require greater adjustment. This necessitates a careful approach because it concerns a new way of working and studying at UT that affects everyone. The announced digitisation, like blended learning and flip the classroom from LTSH 2030, is now being accelerated. The transformation of the real estate to a new situation is a slower process than the digitisation itself, partly because it may involve investments.
that were first conceived for other purposes. It also takes time to identify the right needs among the users of the Campus and the resulting building adaptations. Hence it seems necessary to arrive at an integrated strategy and investment plan for:

1. physical infrastructure (real estate and campus: LTSH 2030)
2. digital infrastructure (digital campus/campuses)
3. remote/on campus working mode

In 2021 we identified 18 basic principles to serve as a basis for further elaboration of the integration of the three themes. With the basic principles a first post pandemic outline is given. These basic principles will be made further SMART together with the UT community in the near future. The purpose of the basic principles is to form the framework for further plans such as LTSH, Digital Agenda and Personnel Policy. This elaboration is in progress and will take shape in the coming period. Various groups, ranging from higher management to various cross-sections of the population of the University of Twente and the UC, have actively contributed ideas to or decided on these basic principles. Partly because UT can only gain experience with the new way of working from the new academic year 2021-2022 and the change in the Executive Board, the larger 10-year LTSH will be adjusted next year (2022). The various sessions have led to three sets of basic principles: 8 general principles, 6 focused on the physical environment and 4 on digitalisation. As of September 2021, UT is ‘using’ the basic principles as a framework and experience is gained with them, also knowing that they need to be made more SMART.

1. **Working on campus** is the **foundation**
2. Meeting **on campus** regularly is **essential** for **well-being** and **community-building**
3. **Working from home** is an **option**, not an obligation
4. While acknowledging **individual** preferences, we **focus** on the **needs** of the **team** and the **organisation**
5. Regard for the **well-being** of our students and colleagues is **at the heart** of how we **work together**
6. Teams get maximum **freedom** for organising remote/on campus working, with which comes **responsibility**
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  3. Investments in **digital community-formation and collaboration** complement our offline efforts
  4. We work towards **24/7** availability of our digital infrastructure
A robustness check of the LTSH was carried out by the external consultancy that helped determine the basic principles. When it comes to LTSH 2030 basic principles and framework, these stand the stress test fairly well. The majority of them can therefore be considered future-proof or robust. Their emphasis on flexibility, multi-use and adaptability, on generic building blocks that can be customised to specific users’ needs, on the campus as a focal point for community-building, on renting to and from external partners, on digital transformation, and on sustainability are a good match with multiple possible futures. More emphasis on remote work and study modes have proven robust across multiple future scenarios. Although many elements regarding digital transformation and more flexible use of space form an important tenet of the current LTSH, the digital facilities, infrastructure and spatial concepts needed can receive further elaboration in an update of the LTSH and other policy documents. On the digital side this can range from creating more (flexible) meeting spaces that enable a ‘virtual presence’ to professional facilities that enable digital modes of education, such as a ‘studio’ for streaming or prerecording lectures. Spatial concepts already implemented in Carré, Technohal, the new ITC building, and the SmartXP and Proto Association room are regarded as good practices in which remote, flexible office or study concepts can cater to both a continuous demand for virtual or face-to-face interaction as well as offer spaces for more individual work/study and quiet contemplation – at the same time all stimulating a sense of community, team and ‘home’. An update of the LTSH can perhaps place more emphasis on these themes and concepts, especially around a ‘core’ of hard to digitally substitute physical facilities, such as labs.

The scenarios also paint different pictures of student life and student needs. In some futures students will become more cost-conscious, have little time for leisure, and be therefore more concerned with a strictly functional use and design of the campus. In others they seek more leisure and community-building activities and facilities on campus. This relates to the need for non-primary facilities (leisure, hospitality, etc.) on campus. Again here, ensuring that these develop in line with the number of users on campus is key – something the existing LTSH already incorporates yet needs to continue to monitor closely in view of the future. In addition to the physical environment, the future also demands attention to the internal culture. To be future-proof, this also requires that employees and students to go along with it. Culture and processes, the ‘software’, need to be in sync with the ‘hardware’ as well.

Themes or principles that are more scenario-specific, in other words those that do not necessarily match well with every future scenario and therefore present risks, have to do mostly with issues of capacity, with expanding both primary and non-primary facilities. This is because one of the variables that possible future scenarios widely differ on is the number of students, teaching staff, researchers, and employees on campus. Either because of increased physical and online competition or because of more online and hybrid working modes, possible scenarios paint different pictures of how many people will be on campus. The same applies to international mobility, as the number of international students and staff can vary in the future. Plans regarding expansion of capacity therefore need to be considered carefully, as growth cannot be assumed to be a given. When it comes to education spaces a fairly robust line was to scale back the number of large lecture rooms and increase the number of smaller-scale, flexible rooms that stimulate interaction. Not adding large-scale, theatre-style lecture rooms is mentioned in the current LTSH but can receive more attention in an update.
Sustainability at UT
Sustainability is one of the key focal points of the UT strategy, Shaping2030, and is an integral aspect of the management of the terrain, buildings and users on campus. A reduction in CO₂ emissions through lower energy usage (top priority), and a reduction in the use of resources through circular use of materials and climate-adaptation measures (for example reducing heat islands) combined with strengthening biodiversity are part of becoming a sustainable university.

The Energy Efficiency planning report 2017-2020 (EEP), part of MJA III, discusses in detail the energy-saving measures that UT intended to implement. At least 20% of the savings were to be achieved in UT’s own energy consumption and 10% in the ‘chain’, i.e. with the suppliers. UT has met its commitments to a reduction in energy consumption. All UT buildings will require an energy label by 2023. Putting solar panels on rooftops (where possible) is one of the possible and obvious measures. Transferring buildings from gas heating to district heating using heat from a biomass installation is one approach to working towards a gas-free campus. One obligation from MJA III is that the organisation must use a suitable energy management system. UT has integrated this into the SEE programme, which monitors the performance of UT on Sustainability, Energy and Environment. See the policy, which focuses on 10 themes. The programme includes a steering group, a multidisciplinary coordinating group and a working group. The steering group will consist of a member of the board, a faculty dean and directors of S&P, CFM, FIN, M&C and faculties. The coordinating group consists of an energy coordinator, a policy officer for environment & sustainability, a communications advisor, a subject-specific advisor and a supporting staff member. The working group will consist of colleagues from procurement, real estate and IT, VGM coordinators for the supporting departments and faculties, an energy coordinator, a policy officer for sustainability, a supporting member and a secretary.

In 2020, UT developed a roadmap (see also section 2.1) detailing how to achieve CO₂-neutral real estate. All characteristics of 41 buildings (such as roof, floor, wall conditions) are analysed and measures are suggested that optimise energy usage in the building. This has led to a list of 30 measures that can be implemented. Due to fast developments in the sustainability field, this plan will be reviewed and updated every two years. The current budget estimate is based on current best practices. The required budget for this surpasses the maximum percentage of the UT budget of 12% that is reserved for real estate (i.e. the Housing Ratio). In order to achieve CO₂-neutral real estate, financial involvement of the national government is needed. A lobby will be needed to this end.

2.3 Partnerships

UT has several important partnerships at both the regional and national levels related to the development of our campus. Five partnerships are mentioned in this context: Toplocaties Twente, VU Amsterdam, Apeldoorn, Zwolle and Navitas IFY.

At the regional level UT is a partner in the development of Toplocaties Twente, which consists of Kennispark, High Tech Systems Park in Hengelo and the Techbase in Enschede. The nearest and most important location is Kennispark, where UT is closely collaborating with the municipality of Enschede and businesses in the area. Together we are working on the strategic development of the Kennispark area.
At the national level, UT has a partnership with VU Amsterdam. The two universities have jointly formulated a number of ambitions through 2030 and a work programme has been launched to continue through 2023. This work programme includes our wish to offer Creative Technology in addition to Mechanical Engineering from September 2023 and to work towards impact programmes on the themes of Resilience, Circularity and Smart Cities. During the Bachelor programmes in Amsterdam, students will also regularly visit and stay at our campus. The ultimate goal of offering our Bachelor’s programmes in Amsterdam is to strengthen our Master’s intake at UT from here.

In Apeldoorn, together with Saxion and the police academy we are working on a new knowledge centre. This fits seamlessly with the ambitions in the field of proximity. In 2021 it will become clear whether the programme is to succeed there.

The plans for education in Zwolle are still under construction. Several UT entities specifically operate in the Zwolle ecosystem, and we are now assessing whether more convergence could contribute to increased effectiveness and efficiency. If so, the next plan will assess what this could mean for housing.

At the international level a collaboration has been started with Navitas IFY, which provides a pre-Bachelor’s programme. This may have consequences for real estate in the long run because certain COV spaces are occupied and cannot be used for UT.

### 2.4 Urban planning and zoning plan

#### UT urban plan

The university has had an urban plan for the campus since 2013. This is the Beeldkwaliteitsplan (visual quality plan), drawn up by the university’s supervising architect in close collaboration with Strategy & Policy and the Campus & Facility Management. This urban plan was updated in spring 2019 in collaboration with the campus supervisor. The update was necessary because many projects/developments are in progress or already finished. Remaining and new developments must be assessed to keep the plan up-to-date and the UT plan future-proof. Some important issues are student housing, parking on campus for both cars and bikes, the addition of a sustainability section, identifying the real estate locations available for expansion and development/redevelopment, and highlighting the connection between the education and research area (O&O onderwijs en onderzoek) square and the living and recreational area (W&L woon en leef) on campus via the original road Oude Drienerlolaan. The visual quality plan is intended to be updated every five years. The next update is planned for 2024. Cultural-historical research is currently being conducted. This is necessary to obtain an environmental permit (omgevingsvergunning) or to amend a zoning plan. The expectation is that this will not affect the foundations of the image quality plan, but important results will of course be incorporated.

#### Kennispark urban plan and zoning plan

After the strategic vision for Kennispark was adopted in 2020, the urban plan was adopted in 2021. The urban plan identifies three zones, with the largest transformation envisaged in the Etalage Zone and the Shared Campus Zone. In the District Zone, the existing situation is reasonably assumed. Within that framework, two focus areas have been named: the Primary and Secondary focus areas. The Primary focus area is where Etalage and Shared Campus intersect and the Secondary focus area are the remaining Etalage, remaining Shared Campus and District area. An amendment to the zoning
plan is planned for 2022. The modification of the zoning plan will make it possible to add approximately 50,000 m² of commercial real estate to the Primary focus area. The campus of the University of Twente is part of the Kennispark zoning plan, so this is an important development. In the new vision, the front side of UT should form a direct connection with the B&S park. The adaptation of UT’s front site will have to relate well to the results of the cultural-historical research. At the time of writing the Annual Plan, this research is still in progress. In addition, various routes (including the innovation path), crossings and the sight lines from the campus will be connected to the other side of Hengelosestraat.

![Urban development zones](image)

Figure: Urban development zones

Adding real estate in the Primary and Secondary focus areas is not the task of UT. Various partnerships are being established to this end. For adding non-primary real estate this is a long-term investor and for adding residential real estate it is with two local social housing corporations, De Veste and Domijn. An important part of the ‘new’ Kennispark is to add a mix of functions such as housing, retail and hospitality.

To accelerate developments and strengthen the ecosystem, together with the municipality and entrepreneurs in the area, a Kennispark Foundation was established in 2021. UT itself started with the first two hubs in the area. Five Student teams are based at Capitool 25, and a new building is being developed for Fraunhofer Project Center (FPC). FPC will be ready in late 2022. Furthermore, a lot of research is currently taking place that is needed by UT and the business community throughout the ecosystem. In particular, the lack of sufficient square metres and facilities for both start-ups and scale-ups deserves a lot more attention. It is important to prevent companies from leaving Twente, which is why Keeping Talent In Twente is an important issue.
Available, adequate and affordable housing for new international students, employees and guests is emphasised in UT’s Shaping2030. Satisfactory, professional and flexible assistance in finding suitable accommodations is crucial to attract international talent. In addition, UT has been chosen as the ‘Most Welcoming University’ for students, employees and guests. In order to generate extra appeal, the International School of Twente is still looking into whether it can find a place on or near the campus.

The policy paper ‘Housing of UT students, employees and guests’ (2017) was written because of a number of changes in the housing offered on- and off-campus, which gave rise to increasingly differentiated questions. One of UT’s stated goals in the policy paper was to support all students, staff and guests in finding appropriate and affordable housing. UT:

- guarantees accommodation to all visaed students, employees and guests for the first year of housing;
- provides assistance in finding accommodations to non-visaed home and international students, employees and guests, and visaed students, staff and guests after the first year.

Since February 2018, UT offers its housing services through the online portal Roomspot. In the coming period attention will be paid to:

- further developing Roomspot into a more informational platform;
- finding ways to lower the threshold of the co-optation system;
- consulting with the municipality of Enschede, real estate developers and corporations about a possible expansion of the housing supply, based on prognoses.
Since the last LTSH an inventory has been made to present a better overview of supply and demand concerning student and staff housing and to create enough supply for the future. This led to a cooperation agreement with the municipality of Enschede and social housing corporations De Veste and Domijn that included the addition of 497 and the replacement of 422 units in Kennispark (Campus and B&S). The main portion of the replacement concerns the ITC hotel with 250 units, which will have to be situated somewhere on campus after the relocation. The social housing corporations in Enschede have a preferential position for the addition of these units based on the local housing vision.

At the moment the realisation of extra student units is not going fast enough. Although UT has had to deal with this issue before, the shortage at the start of the 2021-2022 academic year proved to be really acute. With the help of local parties, housing associations De Veste and Domijn and the municipality, a temporary solution of 230 units was chosen at the Witbreukseweg. These units will remain in place for at least seven years. It will then be examined whether the agreements made are sufficiently robust for the future or whether the numbers need to be further increased.

In view of these developments, it is of great importance that UT reflect on its policy regarding whom it wishes to continue to provide with suitable accommodations as the ‘most welcoming university’. S&P, CFM and CES will take the lead in this and offer it to the CvB for advice.

The permanent plans with De Veste and Domijn are currently being worked out in more detail. At present, there are two concrete plans to be further elaborated: the addition of maximum 90 units on the Boulevard at UT and 200 units at Kennispark on the B&S side. For both plans, local residents and interested parties will be involved as this concerns an infill development.
3. DEVELOPMENT OF LTSH AND REAL ESTATE

The previous chapter focused on the developments around us. In Chapter 3 this is translated into an updated project plan. First, section 3.1 makes a number of proposals for general improvements to the real estate programme LTSH. Sections 3.2 to 3.4 discuss the adjusted project programme based on LTSH 2030 and the developments concerning real estate. Lastly, section 3.5 describes how the communication around the projects works.

3.1 Further improvements to the LTSH programme

LTSH is a solid programme with clear governance and decision-making. Also, the portfolio management is now well-organised and there is a clear overview of the real estate portfolio (see Appendix I). The programme will continue to improve in the coming years with a number of topics that will be further implemented, as listed below.

Project management tool
The project managers currently work extensively with Excel-based solutions. This makes steering the projects and budgets not only error-prone but also unnecessarily laborious. Under the guidance of the real estate controller of FIN, work is being done to automate the finances of the projects. On the basis of a functional programme of requirements, the intention is to eventually purchase software for improvement. A specific requirement is the ability to report the projects in overviews.

Standard hiring of legal and real estate advice
As part of the ongoing professionalisation of the LTSH, external consulting professionals are increasingly being hired. More legal advice is being sought in the field of real estate – e.g. for more complex real estate dossiers or to finalise contracts with developers and third parties – which is not standard practice at UT. It also appears that real estate agents are being deployed more often, for services like appraisals, advice on sales processes like the ITC faculty, or involvement in the conclusion of a real estate deal for FPC. In addition, housing studies by specialised agencies are now being conducted within ET and TNW in order to better assess future supply and demand. Such studies help draw up Programmes of Requirements for real estate developments. A study is also being conducted within Sport and Culture with the aim of identifying the current and future situation.

Better use of trend analyses
Especially when it comes to growth and decline figures of UT, it is good to get more regular updates. Being able to respond adequately in the field of real estate requires adjustments in time. The difficulty with real estate is that it isn’t possible to act quickly. In the case of new buildings, for example, a period of at least four years between the request and taking into use is standard practice. The intention is therefore to organise more sessions in the programme team in order to get a better picture of the data. It is also key to carefully weigh what is ambitious and what is realistic when it comes to numbers of students and employees. The BI studio department of S&P together with M&C are the units that take care of this.

Strengthen collaboration with other services and faculties
As mentioned, under the impact of COVID-19 in section 2.2 inter-service department collaboration will become ever more important, also with those service departments that are not currently in the
programme team, like LISA, CES and HR. Involving these departments is necessary in view of current developments because real estate, digitisation and new ways of working and studying are increasingly merging. It likewise deserves extra attention to ensure that the primary process – the faculties – is also properly connected. At present this is done through account management and the sounding board group, among others.

3.2 Overview and categorisation

LTSH 2030 identified four main categories for projects:
1. Existing projects: financial and other decisions already taken based on LTSH 2016.
2. Strategies: projects with a strong focus on aligning supply with demand.
3. Existing stock: projects aimed at the technical and functional renovation of existing stock.
4. Other projects and ambitions.

Prioritisation has been applied to categories 3 and 4 because otherwise the total package of investment required would be excessive. This prioritisation weighs technical urgency, location within the campus and relevance to the primary process, and the feasibility of the total package of LTSH 2030 in terms of capacity constraints. With respect to the latter, the projects have been categorised by size and complexity and sequenced over time. The total budget for the baseline scenario is based on all projects that have been categorised as priority 1 and amounts to €XXX M with an index of 3%.

For the Annual Plan 2022 a new breakdown has been prepared, which is also more in line with financial administration and systems. This classification is as follows:
1. Real estate developments
2. Infrastructure projects
3. Third-party property developments (rental situation)
4. Maintenance investments
5. Budgets to be allocated

The total amount for 2022-2026 adds up to €XXX M, including the index of 4% (see Chapter 4); the Annual Plan 2021 was €XXX M. The index was adjusted upwards because last year it turned out that the estimates compared to the tenders were (almost) structurally too low. The pandemic resulted in scarcity of materials and employees, which has further driven the price increases. This is more than half of the budget because of a number of large projects that are about to take place in the short term, such as the realisation of ITC.

The plans on the campus must be well coordinated and fit in with the ambitions and growth of UT. Current plans are mostly based on expected growth in personnel. However, the sounding board group has also expressly requested that the plans also take into account the student perspective and sufficient space for students, like project rooms or quiet areas.

3.3 Projects budgeted for 2022-2026

Over the next five years, UT is planning 28 allocated projects with priority 1 and five general budgets to be determined (see section 4.2 for the overview). The project and financial planning was also examined together with the project managers and the real estate controller of FIN. This has resulted in an update of the LTSH project overview plotted in time with related expenditures (see section 4.4).
The highlights per category are now briefly explained. Projects that have a reasonable degree of certainty are identified. The highlights per category are now briefly explained. Projects that have a reasonable degree of certainty are specified in the overview in section 4.2.

The first category contains the majority of projects. These projects consist partly of additions and partly of renovations of existing properties. The largest additions to UT’s own real estate portfolio in the coming five years consist of the projects ITC, Kop Langezijds workshop ET and the addition on the Es as a result of the sector plans. In the Annual Plan 2021 it was indicated that the amount of metres to be added as a result of the sector plans would still be looked at. In the meantime, it has become clear that the TNW and ET faculties alone already require approximately 5,000 m$^2$ extra FNO. The large-scale renovations of existing property planned for the coming years include the Cubicus, Zilverling and De Horst. For the renovations there are additional points of interest such as the adaptation to the new way of working (see also section 2.2), technical adaptations such as ventilation as a result of COVID-19, demineralisation and sustainability ambitions. De Citadel, another large-scale renovation, is currently underway and will be ready for use again in the course of 2022. De Citadel will accommodate part of the growth of EEMCS. Due to lack of capacity and problems in the market, the renovation of the Cubicus has not yet gotten off to a good start. This is an important point of attention for 2022. Smaller renovations are the Boerderij for a contact centre and the Paviljoen for CFM. The Boerderij is currently being renovated and CFM temporarily moved to the De Linde building because of the planned renovation.

One project that needs some additional explanation is Robotics. In the Annual Plan 2021, it was indicated that three scenarios would be worked out. These were:

- Fast-lane scenario: it may be decided to leave EEMCS in Carré and ET in Horst. The vacant space in Westhorst will be used to absorb growth and facilitate collaboration, fitting within the LTSH 2030 budget.
- Exposure scenario (in accordance with LTSH 2030): a substantial part, focused on commonality, shared facilities, exhibitors and perhaps the Master’s programme, will go to Kop Langezijds. Horst and Carré will continue to be used largely by Robotics at the current locations, possibly supplemented by Westhorst. Depending on the final programme, this will fit within the LTSH 2030 budget.
- XL scenario: the entire Robotics programme will be housed in a facility that is spacious enough to accommodate everything. In fact, this can only be done at De Es, and doesn’t fit within the LTSH 2030 budget for De Es or Kop Langezijds.

In 2021 it became clear that the Exposure Scenario had been dropped. The Executive Board has indicated that the budget of €XXX M incl. VAT for robotics will be maintained. At the time of writing, the fast-lane scenario is preferred for further elaboration and decision-making.

The second category of projects mainly involves medium-sized infrastructure, often as a result of a real estate development. The most prominent infrastructural project is the adaptation of the campus to a 30-km speed zone. The project started in 2021 and will continue into 2022. A second important project is the adaptation of the cold circle as a result of the development of Langezijds for ITC.

The third category is the result of one of the most important principles of the LTSH: expansion as much as possible in a flexible shell. This category is expected to grow in the coming years. As a result, resources will have to be reserved from the LTSH to equip the buildings properly – the ‘fit outs’. At
the moment it is already rented for the student teams (Future Factory) and exams (Therm). The metres for FPC and flexible housing due to the growth of UT will be added in 2022.

The **fourth category** concerns major maintenance investments that must be capitalised. An important difference with previous plans is that an index is now also applied to these.

The **fifth and final category** consists of more general budgets. These are unforeseen posts and resources that can be used for projects that we do not yet know about. The budgets were supplemented as a result of some new projects that arose in the previous year, as well as the contingency budget, which was almost finished mainly due to the disappointing tender for the ITC project.

**Priority projects of the sounding board**

The sounding board always points to three priority projects. For this Annual Plan the first two priorities remain the same, although now in combined form. In LTSH 2030 the third priority is the realisation of the padel courts. Please note that this project is not included in the primary budget because it has been given priority 3 in the total project weighting. The three priority projects are:

<table>
<thead>
<tr>
<th>Priority 1:</th>
<th>Sports centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 2:</td>
<td>Multifunctional dance floor</td>
</tr>
<tr>
<td>Priority 3:</td>
<td>Padel court</td>
</tr>
</tbody>
</table>

In addition, the sounding board group draws attention to, among other things:
- Keeping the small-scale and personal atmosphere of UT in mind.
- Taking proper account of student perspectives when drawing up plans.
- In addition to the priority issues mentioned above, general attention for ‘breathing with’ sport and culture in relation to the total growth of the UT population. As far as the latter is concerned, based on research by an external agency, a budget to be determined for sport and culture has been included to improve the facilities.

### 3.4 Strategies and scenarios

The plans on the campus must be well coordinated. The metres and the projects have so much cohesion that sufficient attention must be paid to this. In order to provide some insight, this section successively describes the additions, vacancies and measures in the short term.

**Additions**

In the coming year, UT’s primary real estate portfolio will grow by approximately 12,700 m² FNO. Important note: this is separate from the ITC faculty that will be realised because it is actually a replacement of the current location. The overview below shows the projects concerned:

<table>
<thead>
<tr>
<th>Project</th>
<th>Users</th>
<th>FNO m²</th>
<th>Ready</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>FPC (Kennispark)</td>
<td>ET / FPC</td>
<td>1,500</td>
<td>2022</td>
<td>Permit</td>
</tr>
<tr>
<td>Boerderij (Contact Centre)</td>
<td>M&amp;C / CES</td>
<td>1,000</td>
<td>2022</td>
<td>Realisation</td>
</tr>
<tr>
<td>Workshop ET</td>
<td>ET</td>
<td>3,100</td>
<td>2023</td>
<td>Design</td>
</tr>
<tr>
<td>Kop LZ</td>
<td>General</td>
<td>1,100</td>
<td>2023</td>
<td>Design</td>
</tr>
<tr>
<td>De Es labs/offices</td>
<td>TNW / ET / TGS / EEMCS</td>
<td>6,000</td>
<td>2024</td>
<td>PoR</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>12,700</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The square metres devised for the Es stem from the accommodation surveys conducted by an external consultancy within the TNW and ET faculties. It is an estimate that may change in the further elaboration of the Program of Requirements. Assuming that TGS will be able to leave the Ravelijn at some point, BMS will be able to accommodate the growth within Cubicus and Ravelijn.

**Spaces vacant as a result of projects**

As a result of the various projects mostly mentioned above, spaces become available in several buildings. These spaces are available for new functions. Most of the spaces that become available already have a new destination. This concerns the following overview:

<table>
<thead>
<tr>
<th>Project</th>
<th>Users</th>
<th>FNO m²</th>
<th>Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horsttoren floor 3</td>
<td>ET</td>
<td>323</td>
<td>2022</td>
</tr>
<tr>
<td>Vrijhof</td>
<td>CES (?)</td>
<td>500</td>
<td>2022</td>
</tr>
<tr>
<td>Citadel (after moving UCT out)</td>
<td>EEMCS</td>
<td>850</td>
<td>2022</td>
</tr>
<tr>
<td>Hangar</td>
<td>ET or ?</td>
<td>826</td>
<td>2023</td>
</tr>
<tr>
<td>Westhorst*</td>
<td>ET</td>
<td>800</td>
<td>2023</td>
</tr>
<tr>
<td>Carré + ZH + Meander partly</td>
<td>TNW</td>
<td>Depends on the programme being moved to the Es</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>3,300 + parts of C+ZH+M</td>
<td>2026 and beyond</td>
</tr>
</tbody>
</table>

**Short-term rental**

At present, UT’s real estate is not sufficient to accommodate the growth in staff. To this end, extra metres are being rented. At the time of writing this is in an advanced stage. A similar exercise is taking place for COV, but this is proving to be more difficult given the specifications that space must meet.

<table>
<thead>
<tr>
<th>Space</th>
<th>FNO m² per unit</th>
<th>FNO m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work lecture rooms 80 p</td>
<td>3</td>
<td>300</td>
</tr>
<tr>
<td>Project spaces</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Workplaces</td>
<td>200/250</td>
<td>12 per workplace</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The intention is that the groups that are moved out to the rental location can return as soon as the various new construction projects are completed. After that, the rental location can be used to facilitate colleagues who need to be relocated from the buildings under renovation. If the rental location does not have sufficient capacity, additional measures will be taken in due course. There are two options here: rent additional metres or install temporary units.

**3.5 Internal and external communications on housing and real estate development**

Internal and external communications on the development of real estate and housing at UT is essential and deserves attention. The basic principle for communications is the chosen strategy in the LTSH of 2016 and its elaboration in the present Annual Plan. The following applies to the website of Campus & Facility Management as an information platform for real estate and housing developments, [www.utwente.nl/ltsh](http://www.utwente.nl/ltsh). This website focuses primarily on the internal target groups of UT and secondarily on external target groups. Also a real estate webpage is available, in order to share the innovative real estate projects with the external public.
Communication principles

- The main language of communication is English. All the information disclosed on the website will be available in English. Mailings and news items will be published in Dutch and English.
- For targeted communications, the first order of business is to define who is connected to the various housing developments that will be included in the present plan and to what extent. A distinction is made here between most involved, involved, and other/more generally involved stakeholders. Those who are the most involved should be approached in the most personal manner, as the impact will be greatest for them.
- Internal communication takes place before external communication, in order of priority from the most involved people first, then the involved group, and lastly the more generally involved group. U-Today coverage will be grouped under external communications.
- Besides the intensive involvement of the general and line organisation and user groups within UT, timely inclusion of the participants and the supervisor is essential (also to include the students’ perspectives). Frequent points for testing and consulting prior to the formal decision-making (through various advisory bodies) can also be important for support purposes and early identification of risks or situations that require adjustment.
- Communications with media about housing issues will be carried out via or in coordination with a representative of the Executive Board.
- All communications about student housing on and nearby the campus will take place in close coordination with the relevant housing partner on campus, mostly De Veste.

Target group

- Appendix II gives a list of the internal and external target groups we define. Per project it will be predetermined which target group’s involvement is relevant to the communications approach.

Project-oriented communication

- The scope of several upcoming housing activities arising from the LTSH, and the ways in which they are interrelated, require project-oriented communication. According to the present communications plan, a secondary communications plan is to be prepared for every project. The communication advisors who are connected to the relevant department or faculty will support in the required communication approach.

Projects that require an explicit communication approach

For the year 2022 this involves communications plans for the following projects:
- Finalising the renovation of Langezijds and relocating ITC faculty in 2022. Besides Langezijds renovation and ITC rehousing, the sale of the current ITC building is a point of communication as well as the commissioning of Kop Langezijds. Preparing the opening ceremony of ITC’s new building should start in 2021 with a working group that includes ITC staff members and a dedicated MC advisor.
- The realisation of the new workplace at the Horst Building.
- Expansion of labs and offices, related to the ‘sectorplannen’ (sector plans) and consequently the increase in research.
- The development of a Robotics centre and the foreseen fast-lane scenario.
- Renovation of the current Zilverling and Cubicus buildings.
- Development of the Paviljoen Zone: relocation of CES (SAS) and MC (SI) to the new Contact Centre and renovation of the Paviljoen.
• Relocating the Fraunhofer Center in 2022 to the new building on Kennispark.

Points of attention in our communication

Important points of attention in our communications regarding real estate developments are:
• We are confronted with a heated housing market that may lead to additional costs and delays in the planning of our real estate projects.
• Our number of students (and staff) is still increasing, and for the coming years we don’t expect these numbers to automatically decrease. This is important when taking into account the necessary housing and study spaces, plus in our communication with prospective students about what they can expect in terms of finding living accommodations in or near Enschede.

Real estate cannot develop proportionally with these developments, therefore extra space at Kennispark will also be rented. First, this space is intended for some of the departments of ET, EEMCS, TNW and possibly another department. As soon as they have returned to the campus, the rental location can be used for other purposes. To keep this group of employees involved at UT and the relevant faculties requires extra efforts in communication and community-building activities. Also, the question that is probably frequently asked of when they will return to the campus should be answered with great caution, considering the consequences of the heated housing market.
• We are collaborating with Enschede Municipality and the social housing associations in further developing the Kennispark area. This is an important message to our community and to the region, to emphasise that we are collaborating on the housing issues, as well as for staff and students and for the industry.
• Due to the pandemic, we are now working on the facilities for remote or hybrid work. The outcome of the theme sessions on this topic should be shared with the UT community. Also, successful examples of adapting the physical environment or implementing digital solutions should be shared within UT, like creating more (flexible) meeting spaces, a ‘studio’ for streaming or prerecording lectures (e.g. as in Carré, Technohal, the new ITC building, the SmartXP and Proto Association room).
• Sustainability in real estate is an important topic to draw attention to. We can communicate more explicitly what our goals are, how we try to accomplish these goals, what the results are, and above all what we’re already implementing with regard to this theme. The connection with the SEE programme and the involved communications advisor will be invited to the communications working group.
4. FINANCIAL FRAMEWORK FOR THE ANNUAL PLAN 2022

LTSH 2030 was established at the end of 2019. When calculating the plans, the risk was identified that the liquidity of UT could fall short if all the intentions from the LTSH as well as all other plans (such as Shaping2030) were to be realised. The direction and strategy behind the plans were approved though.

4.1 Financial assessment

The Annual Plan 2022-2026 is calculated and the result is presented in section 4.3. However, as real estate plans and budgets are always subject to change it is important to set up a solid financial assessment. Each project proposal will be judged on three levels:

1. First the project will be assessed on a project level. If it fits in within the contained budget and planning for the Annual Plan, the project can proceed. If it deviates, the project will be assessed on two more levels.

2. If the project deviates from planning or budget, it will be checked whether the change can be absorbed in the cash flow in the year(s) concerned. If not, additional decision-making will be necessary.

3. The third level concerns the budget for the Annual Plan as a whole. The intended investments need a financial scope of €XXX M from 2022 through 2026 (indexed amount). Changes in a project budget need to be absorbed within this budget but in any case within the 12% housing ratio. That means it can appear that other projects must scale down or postpone.

UT is growing and so is the need for housing. This affects the available budget for LTSH investments which can develop alongside the growth in student numbers and therefore the growth of total income. Besides that, the market is unpredictable and prices are increasing. To absorb minor deviations and avoid additional decision-making on every difference, a ‘Projects’ to be decided and ‘Unforeseen’ budget is included in the budget of the Annual Plan 2022-2026.

Along with every Marap, the financial key figures will be calculated. The latest project forecasts will be processed in that calculation. Together with the points above, a solid financial assessment will be set up.

4.2 Planning projects of LTSH 2030

This Annual Plan shows the planning of the LTSH 2030 projects for 2022-2026. Not all projects mentioned in LTSH 2030 are included in this Annual Plan. Some are already finished or were excluded for other reasons:

Finished projects from LTSH 2030:
- Redecoration of 3rd floor Carré
- Moving UCT to Drienerburght
- Teamhall Student teams
- Smoke-free campus
- Hogekamp square
- Square Drienerburght
- Vrijhof renovation light (will be finished in 2021)
(Temporarily) cancelled:

- Olive gardens Zuidhorst (turned out not to be feasible for now)
- Tiny houses infrastructure (turned out not to be feasible for now)
- Design Lab (overtaken by other priorities)
- Energy transition hub (overtaken by other priorities)
- Citadel full renovation (incorporated in light renovation)

Start after 2026:

- Renovation Horstring (starting 2027)

All other LTSH 2030 projects are being carried out at this point or planned for the next five years, along with several projects that were not yet incorporated into LTSH 2030:

- Kop Langezijds (was planned in LTSH 2030 for Robotics, but will have another destination)
- Extra facilities Blokhutten
- Meeting rooms Blokhutten
- Student teams (subsidy project; budget-neutral for LTSH but will need effort of the CFM department)
- Fraunhofer Project Centre (already incorporated into AP 2021-2025)
- Expansion of Capitool 15 office facilities
- Expansion of educational facilities
- Investments in sport & culture (to be worked out in further detail)

When planning these projects for 2022-2026, the spread of the projects over the years is critically assessed. In this way, the project managers’ capacity as well as the burden on cashflow is spread over the years, taking the urgency of the projects into account.

The Annual Plan 2022 consists of the following projects (next page):
## Projectenoverzicht Annual Plan 2022-2026

<table>
<thead>
<tr>
<th>Project</th>
<th>LTSH 2030</th>
<th>Budget 2022-2026</th>
<th>Budget 2022-2026</th>
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<td>Boerderij renovatie (Contact Centre)</td>
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<td>Robotica</td>
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<td>Uitbreiding De Es / sectorplannen</td>
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<td>Blokhutten extra voorzieningen</td>
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<td>Update indoor sportaccommodaties icm dansvloer</td>
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<td>Spiegel bgg collegezalen</td>
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<td>Vleugel (alleen techniek)</td>
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<td>Cubicus renovatie</td>
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<td>Uitbreiding onderwijsruimten</td>
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<td><strong>4. Investments in maintenance</strong></td>
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<td><strong>TOTAL</strong></td>
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</table>
Besides new, finished, and cancelled projects (mentioned above), there are also differences compared to LTSH 2030 which are due to a change in budget. Some of them are already approved by the UT Executive Board and the University Council (as applicable):

- ET workplace The Cube (also UR)
- Waterlab on the Hogekamp square
- Citadel renovation light (also UR)
- Traffic safety (also UR)

For the new housing ITC in the Langezijds building, €XXX M plus €XXX M for the restaurant was taken into account in LTSH 2030. The Executive Board agreed to increase the budget to €XXX M, but due to some setbacks we now expect a total investment of €XXX M. Also the renovation of the Paviljoen, the expansion of the Koudecirkel and the upgrade of the technique in the Vleugel seem to have become more expensive than estimated in LTSH 2030.

The budget of the Horsttoren renovation differs from LTSH 2030 because of the duration of the plan. This project is planned for 2026/2027, only partially within the duration of the Annual Plan.

### 4.3 Financial framework

The projects from the Annual Plan are calculated by Finance. The financial ratios and the housing rate are calculated.

**Financial ratios**

The Education Inspectorate sets a number of financial guidelines for the university, within which the university must operate. This means that investments in buildings must also fit within these financial parameters.

Solvency II, which is calculated by dividing the size of the equity plus provisions by total assets, must be at least 30%, in accordance with the requirements of the Education Inspectorate. The University of Twente strives for a value between 30% and 40%, with a target value of 35%. At the end of 2020 solvency II was 40%, right within the required standard.

We use the current ratio to measure liquidity. This ratio indicates the extent to which an organisation is able to cover its debts in the short term. To calculate this, the value of current assets is divided by the value of loan capital. The Education Inspectorate specifies a maximum of 50% to this end. The University of Twente aims for a current ratio of 100%, using a 50-150% margin. At the end of 2020 the university’s current ratio was 110%.

The third financial ratio that is relevant is liquidity of at least €XXX M. At the end of 2020 liquidity was €XXX M.

Lastly, the housing ratio is applied. This ratio indicates what percentage of the university’s total costs is spent on housing costs. The Education Inspectorate specifies a maximum of 15% to this end. At the
University of Twente this percentage has been around 12% for years. This has proven to be a realistic percentage and will therefore continue to apply as a guideline for the university. Increased housing costs will reduce the financial leeway that exists for the university’s primary process.

The above financial ratios form part of a broader financial framework. This shows the limits of the financial possibilities within which investment in the LTSH programme also needs to fit.

The investment programme for 2022-2026 has been calculated based on the draft budget for 2022-2026.

The table above shows that the investment programme fits within financial ratios. However, it is important that prior to each investment decision a check on financial standards be performed, as described in section 4.1.

Capacity to cover the costs of the investment programme

The university applies the principle that the operation of our buildings (REH) should not be run at a deficit. Revenues must be sufficient to cover all expenses. For the LTSH investment programme, this means that the income from usage fees (’rent’) must generate sufficient revenue to offset the costs of depreciation and interest.

In order to calculate whether there is adequate coverage in the REH for all the proposed investments, taking into account the above principle and assuming the same usage fees, depreciation and revenues for the years to come have been forecasted. This shows that the Annual Plan 2022 can be accommodated within the current REH system, when considered in a period of five years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Profits REH</th>
<th>Losses REH</th>
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<td>Capital component</td>
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</table>

From 2022 through 2026, the income from usage fees will be enough to compensate for the depreciation of the real estate. Because of fluctuations in usage fees and depreciation, the goal is not to achieve a balance every single year but over a period of few years.

4.4 Investments overview

Most projects in the Annual Plan 2022 were also part of LTSH 2030. Exceptions are mentioned in section 4.2. The next page lists all the projects.
### Project Budget

**LTSH 2030**

**Annual Plan**

**Budget 2022-2026**

**Budget 2022-2026 Forecast**

<table>
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<th>2024</th>
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#### 1. Developments own real estate

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<tr>
<th>Project Description</th>
<th>Budget LTSH 2030</th>
<th>Annual Plan 2022</th>
<th>Budget 2022-2026</th>
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#### 2. Infrastructure

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<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<td>€</td>
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<td>€</td>
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<td>€</td>
<td>€</td>
<td>€</td>
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</tr>
<tr>
<td>Koudecircel fase 2 o.a. ITC</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
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<tr>
<td>O&amp;O plein + ITC plein</td>
<td>€</td>
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#### 3. Developments of real estate third parties

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget LTSH 2030</th>
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<th>Budget 2022-2026</th>
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<td>€</td>
<td>€</td>
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<td>€</td>
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<tr>
<td>Uitbreiding onderwijsruimten</td>
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<td>€</td>
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<td>€</td>
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<td>€</td>
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<td>€</td>
<td>€</td>
<td>€</td>
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<td>€</td>
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#### 4. Investments in maintenance

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<th>Budget 2022-2026 Forecast</th>
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<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<td><strong>Investments in maintenance</strong></td>
<td>€</td>
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#### 5. Work out in further detail

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<th>Budget 2022-2026 Forecast</th>
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<th>2024</th>
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<td>Home base</td>
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<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
</tr>
<tr>
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<td>€</td>
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<td>€</td>
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<td>€</td>
<td>€</td>
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<td>€</td>
</tr>
</tbody>
</table>

**TOTAL** | € | € | € | € | € | € | € | € | € | € |
A total indexed amount of €XXX M is included in the Annual Plan for 2022-2026. About half of the planned investments concerns expansion of square metres in the real estate portfolio. These expansions generate income for the REH through usage fees. This will have no impact on UT’s finances unless the user is an external party.

Projects from the Renovation, Infra, Sport and Maintenance categories, with just a few exceptions, do not generate extra income from usage fees. The General category contains amounts for Projects to be decided and General unforeseen projects.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total (indexed)</th>
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<tr>
<td>expansion</td>
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<td>sport</td>
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<td>maintenance</td>
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<tr>
<td>off campus</td>
<td></td>
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<tr>
<td>general</td>
<td></td>
</tr>
<tr>
<td>Grand total</td>
<td></td>
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</tbody>
</table>

4.4 Vacancy rates

A vacancy rate of 3% is preferable, in order to be flexible during relocations or major maintenance. At this point the vacancy rate is less than 3%, which means that there is not enough space to achieve the desired flexibility. ET will get extra square meters with the Cube and plans are being made to expand on the De Es location. In the meantime, extra space will be rented on the Kennispark.

4.5 Conclusion

During the drafting and calculation of this Annual Plan, it was concluded that the full LTSH investment programme has a material impact on our financial ratios. Combined with investments in Shaping 2030 and in research infrastructure, external funding is needed which is now foreseen for 2024. When taking into account this extra loan, financial ratios will still meet the requirements. For all projects included in the Annual Plan, an integrated assessment will be conducted at several levels. It will also be monitored whether at that point the projects still fit within the financial ratios at the UT level. If necessary, the plans can be adjusted at any time, for instance by cancelling the project or changing the planning.
5. RISK MANAGEMENT AND POSSIBLE CONTROL MEASURES

In the current Annual Plan, a number of important risks have been identified. In a second column the impact is mentioned. In the last column, possible control measures to be further elaborated are mentioned. Some of these are already in progress, the rest are suggestions.

<table>
<thead>
<tr>
<th>Uncertainty / Risk</th>
<th>Impact</th>
<th>Possible control measures</th>
</tr>
</thead>
</table>
| Market forces in the construction industry cause price increases and time delays.  | Major impact on the total budget.                                      | - Review of the scope and amounts for financial investment (the investment potential) has taken place.  
- A budget is reserved for setbacks due to market forces and price increases at the UT and programme levels. |
| Scarcity of materials.                                                             | - Projects are delayed  
- Price increases  
- Problems with the operations of UT | - Timely procurement  
- Purchasing contracts with regular suppliers  
- Purchasing at risk  
- Strengthening our purchasing department |
| Scarcity in employees, internal.                                                   | Projects are not carried out or have a longer duration, with the renovations of Cubicus, Zilverling and Horst being the first to lag behind. | - Increase recruitment of OBP for projects  
- Remain attractive as employer  
- Educate people |
| COVID-19 lasts longer and continues into the next academic year, 2022-2023.       | - Uncertainty in student and general growth, and thus the direction for our real estate.  
- Uncertainty about the financial situation of UT. | Stay focused on irreversible decisions and remain flexible when it comes to real estate by investing only in semi-permanent buildings or renting. |
| Uncertainty about the remaining budget for other/new initiatives.                  | This results in limited implementation of additional projects in coming years and potentially in non-allocation of resources. | - Accurate monitoring by LTSH programme.  
- Expectations of management: do not make premature commitments and keep stakeholders informed. |
| Delay in decision-making processes; decisions are discussed at all organisational levels. | Within this market situation, every delay costs extra and therefore affects the budget. | Tight scheduling and strict compliance with deadlines, or rescheduling projects. |
| A higher-than-expected growth of students and/or staff.                            | Lack of fast housing.                                                  | - More existing properties hired off-campus  
- Consider regulatory influx measures for staff/students.  
- Adapting use of space through e.g. longer opening hours, no fixed workplaces, etc.  
- Search for creative solutions together with the UT community |
| A slower-than-expected hiring or even decrease in staff and students.              | A surplus of housing.                                                  | - Temporary letting of premises  
- Demolition or disposal of old property  
- Termination of lease contracts flexible shell |
| The adjustments to the existing property as a result of the many additions (functional, technical, including ventilation and sustainability) lead to a higher estimate than the standard budgeted estimate included. | The budget is not sufficient.                                          | Budget adjustment and possibly other choices within the planning and the portfolio. |
6. CONCLUSIONS

Developments in general
At the time of writing this Annual Plan, the World is still suffering from COVID-19. However, a different phase has begun because a large proportion of the population, at least in Europe, is now vaccinated. Since the previous Annual Plan, work has been done on a set of ‘basic principles’ that provide an initial framework for the new way of working and studying at the UT during and after the pandemic. It is good to realise that the basic principles need to be made SMART and that this will be done together with staff and students. These are:

1. Working on campus is the foundation
2. Meeting on campus regularly is essential for well-being and community-building
3. Working from home is an option, not an obligation
4. While acknowledging individual preferences, we focus on the needs of the team and the organisation
5. Regard for the well-being of our students and colleagues is at the heart of how we work together
6. Teams get maximum freedom for organising remote/on campus working, with which comes responsibility
7. We invest in workspaces both on campus and at home
8. We ensure privacy and security in the workspace, on campus as well as at home and online

In addition to the general basic principles, principles have also been established for the physical and digital infrastructure. Since the start of the academic year 2021-2022, we have had our first experiences with the 'use' of the Basic Principles and we can work together to see how this can be taken up and continued. It is expected that the consequences of the 'new way of working and studying' for the LTSH can be mapped out more accurately. A new 10-year plan will be adopted in accordance with the expectations of the various boards within the UT in the year 2022. Apart from that, the LTSH 2030 has successfully passed the robustness test.

Kennispark, student housing and partnerships
In UT’s experience, other real estate and area developments are becoming more important alongside the LTSH. Whereas in the past it was a closed campus, UT has become more open to the city of Enschede. This is mainly due to the fact that UT is part of the Kennispark ecosystem. It is important that research can be followed up in the form of spin-offs, scale-ups to full-scale companies, and full participation of the business community in research.

Secondly, in 2021 it became clear that the student housing stock on campus and in Enschede must also be increased. For years the market was calm, but due to the growth of UT the current stock is no longer sufficient.

For real estate developments in Kennispark for non-primary property, UT intends to enter into a partnership with a long-term investor. For the expansion of student housing, cooperation has been sought with local social housing corporations De Veste and Domijn.
Project portfolio 2022-2026
Over the 2022-2026 period UT is planning 28 allocated real estate projects with priority 1 and five general budgets to be determined. In the coming years, UT’s primary real estate portfolio will grow by approximately 12,700 m² FNO. This is separate from the ITC faculty that will be realised because this is actually a replacement of the current location. The total amount adds up to €XXX M, including the index of 4%; the Annual Plan 2021 was €XXX M. The index was adjusted upwards because last year it turned out that the estimates compared to the tenders were (almost) structurally too low. The entire plan has been calculated and fits within the financial parameters of UT. Although liquidity is somewhat under pressure (<0.50), this can be solved with short-term loans if necessary.

Risks and uncertainties
The LTSH largely uses assumptions. Although these have been estimated as accurately as possible, there are a number of uncertainties/risks that will be highlighted:

- The real estate market is currently overstrained. This leads to scarcity in personnel and materials and drives up prices.
- Planning is often uncertain and is linked to the above point, but is also influenced by other factors.
- UT has low capacity in FTE for real estate projects. This is being scaled up, but is not yet at full capacity.
- If conditions remain unchanged, the University of Twente will grow to more than 15,000 students. The real estate cannot keep up unless other ‘buttons’ are turned on. So it is important for the UT to think about its identity in relation to growth. This applies to both growth in staff as well as in students. Furthermore good forecasts and make adjustments as early as possible are important.
- The pandemic worsens again, and new measures need to be taken.
APPENDIX I

LTSH PORTFOLIO MANAGEMENT

To monitor and fine-tune the development of on-campus housing and real estate, a process has been devised that closely matches the existing P&C cycle. As previously indicated, LTSH forms the wider framework. Every year it is important to consider and prioritise all the projects in relation to one another due to:

- the necessity to balance UT’s strategic interests as against the interests of specific user groups;
- the limited scope of annual financial investments;
- the need to find possible solutions for individual initiatives;
- reconciliation of overarching issues such as insurance, zoning, contract formation, AV specification and calls for tender;
- closely aligning new projects with maintenance and/or energy projects;
- staff scheduling (size and capacity) at strategic, tactical and operational levels;
- management of temporary, transitional situations and inconveniences.

Portfolio management and Governance

Portfolio management at the university was professionalised during the implementation of LTSH 2016. The LTSH programme is managed by a real estate portfolio manager who considers real estate issues strategically, tactically and operationally at the various levels. The CFM department is responsible for the operational aspects of realising and maintaining university real estate. The university’s urban development supervisor ensures that spatial aspects are incorporated into the portfolio plan and applies an assessment framework to this end. The figure below provides a schematic representation of the university’s portfolio management:

![Diagram showing portfolio management at the university]
As a specific project moves from the initiative phase to the design phase and then to realisation, the procedure is as follows:

- Every organisational unit of the university that wishes to make changes to its buildings draws up a business case, with support from the university service departments. This business case provides insight into:
  - The (joint) substantive ownership, based on which the requirement for buildings is formulated.
  - The policy on the use of space and a description of the intended working, educational and research concepts.
  - A substantiation of the long-term spatial requirements and a study into the options for facility-sharing.
  - A usage forecast, including a substantiation of future numbers of students and employees.
  - Provision for future accommodation costs in its own budget (based on the accommodation rates).

- For each real estate initiative, an integrated assessment is conducted at the campus level within the LTSH programme and by the Executive Board, including a specific focus on the supply of real estate available. Various solutions for the implementation of the project and general and financial impact are then explored. On the basis of integrated (spatial, organisational, financial) considerations, a substantiated preference will be expressed by the LTSH programme team with input from the user team (the five faculties) and the LTSH steering group. This is then submitted to the Executive Board for decision.

- The real estate initiative is evaluated for the strategic principles set out in Shaping2030.

- The real estate initiative is evaluated by the spatial planning supervisor for the spatial framework for the campus.

- At the institutional level a project must be feasible in its entirety, in terms of both planning and the capacity of the relevant organisation. Individual building projects are effective and should cater to the identified real estate requirement.

- The entire decision-making process for projects is shown in the flow chart below:

![Flow chart showing decision-making process for projects](image_url)

LTSH 2030 forms part of the university’s budget and requires approval of both the University Council and the Supervisory Board. This applies to the totality of real estate investments. The same approval is required if the LTSH is amended in the interim. Real estate projects involving an investment of more than €5.0M require approval from the University Council. In the context of additional risk
management, any deviations from the budget greater than 10% for each of these two projects must be approved by the Supervisory Board and the University Council at specific points in the process. The University Council has the right of assent on budget deviations from those projects that exceed 10%. In addition, the LTSH is updated annually in the ‘Annual Real Estate Plan’ and further details are set out. This is part of the P&C cycle. This means that the financial situation and a budget forecast will be included in periodic management reports. Major real estate projects are set out separately in these reports. This applies, for example, to the ITC project.

**Involvement of General and Line Organisations**

Both the LTSH 10-year plan as well as the LTSH Annual Plans will be submitted for advice to the UCB and CvB-D before being presented to the Executive Board.

The objective in the coming years remains to discuss every spring the various fora developments and shed light on the issues facing housing, to start gathering input for amendments to the Annual Plan for the following year. In this way, major developments can be included in the long-term frameworks in a timely fashion (‘Spring Memorandum’), which may lead to a revision of the LTSH itself.
Overview of UT real estate

In order to create a good prognosis of the needed square metres for the long term, an overview of the current real estate situation has been published. The current total portfolio for UT is 237,232 net m² (including all circulation spaces). Direct and indirect UT property buildings are included in this overview, but non-UT property buildings are excluded. A list is provided below.

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<th>Ruimtecategorie</th>
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<tr>
<td>CA-H Horizontaal verkeer</td>
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<td>CA-V Verticaal verkeer</td>
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<td>PA-B Onderzoek</td>
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<td>PA-C Sportaccomodatie</td>
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<td>PA-D Kantoorhoudende ruimte</td>
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<td>PA-G Bergruimte</td>
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<td>PA-K Stalling / Garage</td>
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<td>TA-T Installaties</td>
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### Overview of buildings

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<td>UT</td>
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<tr>
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<td>Athletic storage</td>
<td>Campuslaan</td>
<td>UT</td>
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<td>48</td>
<td>Bastille</td>
<td>De Hems</td>
<td>UT</td>
</tr>
<tr>
<td>63</td>
<td>Cabins (incl. Sanitary block)</td>
<td>Campuslaan</td>
<td>UT</td>
</tr>
<tr>
<td>32</td>
<td>BMC</td>
<td>Achterhorst</td>
<td>UT</td>
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<td>62</td>
<td>Boerderij Bosch</td>
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<td>UT</td>
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<td>Boortoren</td>
<td>Calslaan</td>
<td>UT</td>
</tr>
<tr>
<td>04</td>
<td>Carillon</td>
<td>Drienerlolaan</td>
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<td>15</td>
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<td>Erve Holzik</td>
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<td>Faculty Club (incl. Shed)</td>
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<td>17</td>
<td>Gallery</td>
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<td>UT</td>
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<td>Hall B</td>
<td>Hallenweg</td>
<td>UT</td>
</tr>
<tr>
<td>46</td>
<td>High-tech Factory</td>
<td>De Veldmaat</td>
<td>Third parties</td>
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<td>High-pressure Lab</td>
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<td>45</td>
<td>Hogekamp</td>
<td>De Veldmaat</td>
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<td>91</td>
<td>High-voltage distribution station</td>
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<tr>
<td>20</td>
<td>Horst Complex</td>
<td>De Horst</td>
<td>UT</td>
</tr>
<tr>
<td>75</td>
<td>ITC</td>
<td>Hengeloestraat</td>
<td>UT</td>
</tr>
<tr>
<td>76</td>
<td>ITC International Hotel</td>
<td>Boulevard 1945</td>
<td>UT</td>
</tr>
<tr>
<td></td>
<td>Koel building</td>
<td>De Horst</td>
<td>UT</td>
</tr>
<tr>
<td>93</td>
<td>Koudecirkel</td>
<td>De Horst</td>
<td>UT</td>
</tr>
<tr>
<td>61</td>
<td>Linde</td>
<td>Calslaan</td>
<td>UT</td>
</tr>
<tr>
<td>65</td>
<td>Logica</td>
<td>Campuslaan</td>
<td>UT</td>
</tr>
<tr>
<td>16</td>
<td>Nanolab</td>
<td>Hallenweg</td>
<td>UT</td>
</tr>
<tr>
<td>56</td>
<td>Open-air theatre</td>
<td>Campuslaan</td>
<td>UT</td>
</tr>
<tr>
<td>71</td>
<td>Pakkerij</td>
<td>Oude Markt</td>
<td>UT</td>
</tr>
<tr>
<td>06</td>
<td>Paviljoen</td>
<td>Dienstweg</td>
<td>UT</td>
</tr>
</tbody>
</table>
Categorisation of real estate
The real estate owned by the university and on the campus is allocated to the five categories shown below and as displayed on the following map.

- Primary real estate: education and teaching, research, knowledge transfer, support departments. These buildings are located primarily in the O&O area (shown in green).
- Secondary real estate: sports, culture and meeting places. These buildings are located primarily in the L&R area (shown in blue).
- Tertiary real estate: businesses and/or educational facilities owned by third parties (orange).
- Quaternary real estate: residential real estate, largely owned by third parties (red).
- Quinary real estate: other categories (purple).
The first category is the most important because it is crucial to the university’s core activities: research and education, and the associated services. The second category supports these core activities and is mainly owned by the university. The other three categories are also supportive of the core activity but are not generally owned by the university.

Figure. Map of the campus
APPENDIX II

Communication with target groups

In real estate topics we can define the following internal and external target groups, which should be further segmented per housing project:

- Faculty Boards (staff and students) ET, EEMCS, ITC, EEMCS, BMS
- CFM staff members
- All parties involved in realising the Contact Centre and Paviljoen (Zone)
- Fraunhofer Center
- All parties involved in the Robotics Center
- Steering Committee, programme team, advisory board, project teams
- Bodies in the decision-making process: UCB, CvB-D, CvB, University Council (FPB committee) and RvT
- Student union
- General community of UT (faculty, administrative and support staff, and students)

External target groups

- Ministry of Education, Culture and Science: via information provided to the General Chamber of Audit that was commissioned by the Ministry of Education, Culture and Science.
- Website to make information on housing developments publicly available, except for business-sensitive information.
- Chamber of Audit: ‘Assessment of major housing investments’ report; Conclusion of the General Chamber of Audit: universities in general (October 2016) and UT specifically (spring 2017) should also make information available, excluding business-sensitive information.
- Results of the investigation conducted by the Governance and Finance Steering Committee of VSNU into the university’s real estate developments: refer to the explanation of necessary investments and the maintenance tasks of universities.
- Enschede municipality, Twente Board, Overijssel province.
- De Veste and Domijn
- Companies in the UT area (via Kennispark).
- Residents living near the campus.
• Media (U-Today, Tubantia, RTV Oost, Enschede FM and national media).

• Consider when it may be desirable to proactively approach media about housing developments. This is risky, given the current political discussion on the real estate investment activities of Dutch universities.

• Partner institutions.

• Agreements with tenants, collaboration between external parties on housing (such as Hogekamp BV), maintaining good relations with retail, hospitality and service operators. Whenever it proves interesting, making optimal use of joint PR opportunities.
APPENDIX III

LTSH Principles

➢ **Aiming for quality and flexibility**
With the development and redevelopment of real estate, besides quality considerations adaptive capacity is also a top priority. Its core elements include:
- Facility-sharing (largely for educational and office spaces, and to a lesser extent for research labs).
- Building generality: buildings have the same provisions or ‘equipment level’.
- Every type of space will be generically realised, so that its identity can be established by the different users (spatial appearance and experience).
- LTSH has a limited focus on expanding its real estate portfolio. The expansion that is done is flexible, such as semi-permanent housing or rent received from third parties.

➢ **A focus on efficient use of space and optimal deployment of the current real estate portfolio**
- The guideline stipulates a 3% vacancy rate for the total space that can be leased.
- The guideline for the use of office space is a bandwidth of up to 12 m² functional net area per FTE (for future housing initiatives).
- All educational areas (except for rooms with very specific facilities) are part of the Central Educational Facilities (COV).
- The guideline for educational areas is a minimum 60-70% occupancy rate.
- UT only leases space off campus if there is no adequate space available on campus, temporarily or structurally.

➢ **Secondary facilities**
- Sports and cultural facilities are primarily aimed at students.
- Sports (especially campus-wide) and culture are also intended for university employees and are thus important pillars for local and international community-building at UT.
- The retail, catering and service facilities reflect UT’s image and objectives; they are diverse enough, offer sufficient quality, and are managed by third parties.

➢ **The real estate appears to match UT’s strategic focal points**
- The campus is an international learning and working environment. Housing is geared towards meeting and access, as well as raising the university’s profile and generating attention for its strategic themes.