BACKGROUND & OUTLINE INSTITUTIONAL PLAN

UC 25 JUNE 2025

UNIVERSITY
OF TWENTE.
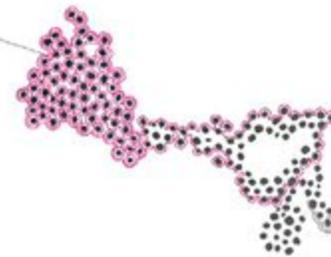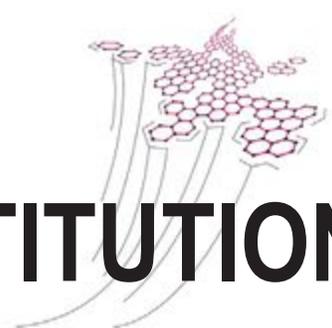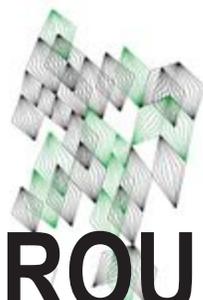
IN THIS PRESENTATION

1) Background for the University Council

- Why an institutional plan?
- We are not starting from scratch…
- Input institutional plan
- The upcoming months
- 7 principles as basis

2) Contents of the Institutional Plan (headlines)

- Envisioned Table of Contents
- Context: changing world of higher education
- The strength of the UT: the Reinvented UT, based on mission & vision, 7 principles, long term goals Building Blocks
- Impact Domains: the frame for research, innovation & education
- Future proof education
- Future proof research and innovation
- Strategic partnerships & regional engagement
- Transition: governance, structures, processes, way of working

3) Timeline

INSTITUTIONAL PLAN: ENVISIONED TABLE OF CONTENTS

1. **The strength of UT**: what kind of organisation are we in 2035?
2. **The impact domains**: what is UT about?
3. **Future proof education**: shared direction & focus
4. **Future proof R&I**: empowering people, capitalising on our strengths
5. **Strategic Partnerships**: consolidation and collaboration
6. **Transition**:
   a) governance
   b) structure
   c) processes
   d) way of working
   e) talent policy & management
   f) Institutional Continuity
   g) Transition Pathway

THE STRENGTH OF THE UT: WHAT KIND OF ORGANISATION ARE WE IN 2035?

- An entrepreneurial university of technology, where excellent research complements our core educational task.

- Compact, future-oriented and agile

- Proactively identifying opportunities and threats and respond to them in close cooperation with the networks in which we participate

- Globally oriented and locally rooted, internationalisation and regional commitment go hand in hand

- Four impact domains are leading, in which we strive for excellence and impact, translating our results into actions for society

- We make informed choices about with whom we collaborate, and work based on scientific integrity and moral principles

- Student engagement sets us apart from other universities…

- … as does our excellent infrastructure

- An inclusive and social safe university, supporting the experimental spirit

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WHY AN INSTITUTIONAL PLAN?

We want a shared sense of direction

1. *What does our reinvented UT look like? How do we envision the core tasks look like in 2032 and beyond, and how do we expect to organise and support them (the dots on the horizon).*

2. *What does the transition process look like that we have to go through? How do we steer along the path we are setting out?*

We are required to

Establishing an institutional plan every six years is required by the law (Higher education and Research Act (WHW)).
We are in the midst of significant changes in the higher education landscape in the Netherlands, and it is particularly relevant in this rapidly-changing context to establish a new institutional plan that:

- Describes the vision of the UT in the future: what kind of university do we want to be in the changing context?
- Sets out our course as a university under changing circumstances
- Provides direction and a framework for making the necessary choices

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WE ARE NOT STARTING FROM SCRATCH...

We are not starting from scratch:

- Core values and core activities of Shaping 2030 still stand
- Back to our solid basis:
  - entrepreneurial spirit
  - TOM model
  - HighTechHumanTouch
  - academic and societal impact
  - top notch research infra
- 20 Building Blocks started at the end of 2023, No time to waste and acute measures in 2024 to improve our financial situation and operations

The SB:

- Developed a new mission and vision, established May 2024
- Which was further elaborated in the position paper Reinventing UT, established September 2024
- Designed the seven principles, the foundation for the reinvented UT in January 2025
- And formulated 4 ambitions on which we will focus in 2025

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INPUT INSTITUTIONAL PLAN

REINVENTING UT PRINCIPLES

Impact Domains

Harmonisation Faculties

Focus in Support

Culture & Behaviours

Organisational changes and reorganisations

| Future Proof Education | Future Proof R&I | Effective Cross Faculty (educational) Innovation | Infrastructure | Effective Support Processes |

Existing policies and strategies (e.g. Vision on Learning and Teaching, LTSH
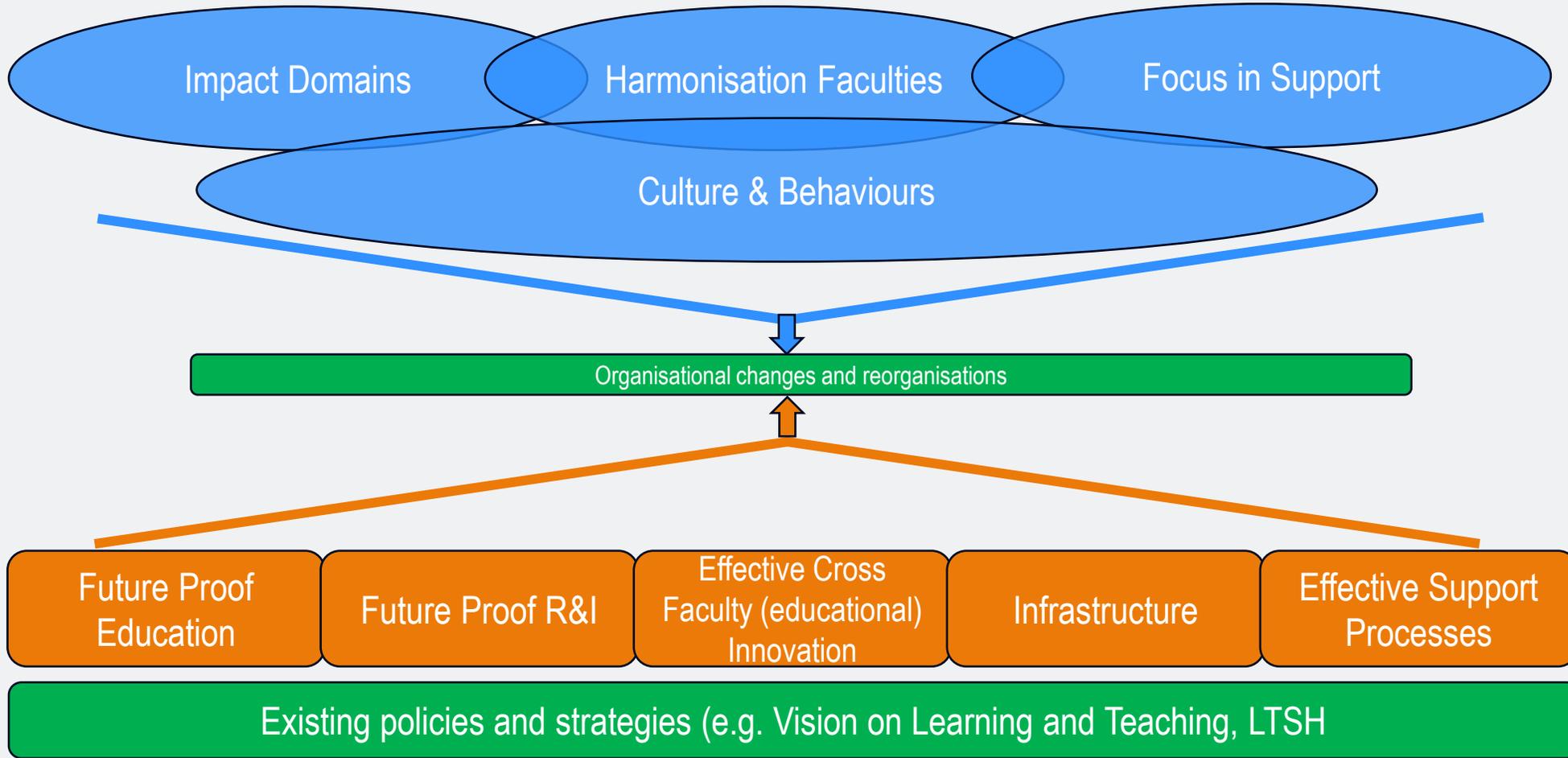
Starting point: **7 principles**

SB's priorities: initial translation into action at **strategic level**. **Top-down guidance** for organisational development and cluster teams

Cluster teams develop **deliverables from content upwards**—bottom-up input for organisational development

Input from outside in & engagement sessions

THE UPCOMING MONTHS

- We will establish the vision of a Reinvented UT as the dot on the horizon, based on the seven principles and long-term objectives of the BB clusters

- We will use the outcomes of the Building Block Clusters as input for the transition towards a reinvented UT

- We will adjust and renew our way of working along the way and make (proposals for) organizational changes

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7 PRINCIPLES: STARTING POINT AND GUIDELINES

We are the entrepreneurial university of technology, educating the next generation of 'High Tech, Human Touch' innovators to build a better world together

1 We need to transform to new **ways of working** and a new organisational culture and structures **now**.

4 Meaningful **impact** means that we strive to put the needs of society central when it comes to our education, research, and innovation activities.

6 The **integration** of social sciences & humanities with science and engineering disciplines sets the UT apart and is *essential*.

2 Our core business is academic **education**. We prepare young people to tackle complex science/engineering/ societal challenges.

5 An **entrepreneurial** mindset – in everything we do - is essential for our success. That includes sobriety, financial hygiene, risk taking, and the discipline to stop activities.

7 **Act** beyond our bubble! We will actively pursue collaborations with our local, national and international **partners** to create new opportunities for students here in the region and elsewhere.

3 We do excellent **research** which goes hand in hand with our primary educational task. Our research has meaningful academic and societal **impact**. Academic staff is expected to be committed to teaching and research.

These principles have been adopted by the UT Strategic Board on 16 January 2025

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CONTEXT: CHANGING WORLD OF HIGHER EDUCATION

Main changes influencing the world of Higher Education/UT

- The Dutch situation: **decline in revenues**, still unclarity on **WIB/TAO**, **demographic developments**

- Global geopolitical developments

- Covid 19 pandemic showed **vulnerability of globalisation** and **accelerated technical development**, including AI and Robotics

- Universities **no longer** have a **monopoly** on knowledge development and transfer as before

- Changing demand for forms of and **flexibility** in **education**

- Various **crises** that with increasing urgency call for **scientific solutions**

- Increase of **public-private partnerships**

- Rapidly increasing importance of **knowledge safety**, calling for a system to ensure the security and integrity of academic knowledge

➔ Job of (academic) staff changes, calling for changes in the organisation

➔ These circumstances present risks for which we must be prepared, but also opportunities, for which we should organise ourselves in a way to make best use of.

OUTLINE INSTITUTIONAL PLAN

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THE IMPACT DOMAINS

Our four impact domains are leading in research, innovation and education

CLIMATE	**CHIP TECH**

The Entrepreneurial University of Technology:

High Tech, Human Touch

HEALTH	**SAFETY & SECURITY**

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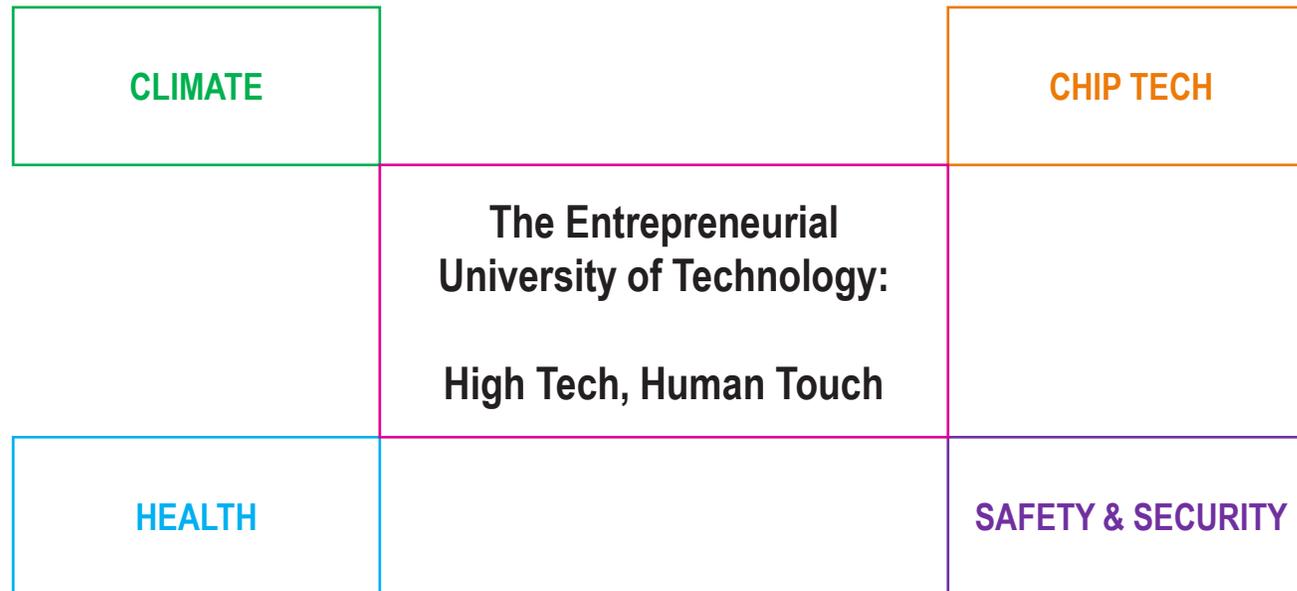
IMPACT DOMAINS

- Our four impact domains address the **core challenges** of our time
- They were chosen because they align with **global challenges** and with the **University of Twente's unique strengths**: connecting technology, people, and society. By focusing our efforts within these impact domains, we can make deliberate choices, work across disciplines, and ensure our knowledge doesn't stay on the shelf—but reaches the world.
- The impact we create arises not only from our research, but also through our **education**. We educate students to become **curious thinkers** and **practical problem-solvers** who look **beyond disciplinary boundaries**. From early on in their studies, they work on real-world societal challenges, in close collaboration with researchers and external partners. This prepares them for a future in which their contribution truly matters.
- For the University of Twente, this means **greater focus, stronger collaboration, and more visible societal value**. For society, it means innovation that contributes to a **better future**—driven by both today's researchers and tomorrow's professionals.

EDUCATION

Our strategic goals

1. Increase the coherence of UTs education portfolio and brand

2. Gain an improved grip on the influx of students it attracts

3. Incorporate society's most important current developments and demands

We stand for, and remain committed to, the excellent quality of our education + our Vision on Learning and Teaching and seek to consolidate it rather than amend it. This institutional plan is about bringing a shared direction and focus towards strategic education endeavours we have already embarked on. Current developments in societal demand for education (e.g., AI literacy and responsible use, data science skills, etc.) are incorporated in our curricula and we increase flexibility in options to participate in our education for a diverse group of students and learners.

Themes

Our five strategic themes, which will be worked out further with UT colleagues and external stakeholders, are:

1. UTs education portfolio, including curricula

2. Influx

3. Lifelong Learning and flexibilization

4. Student experience & More than a Degree

5. Strategic Collaborations

In this presentation	Background for UC	Outline institutional plan	Timeline	Q&A

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EDUCATION

Planned actions

- Current developments in societal demand for education (e.g., AI literacy and responsible use, data science skills, etc.) will be incorporated in our curricula
- Every MSc programme is aligned with the Strategic MSc framework to preserve a coherent UT MSc profile. Where applicable, we explain how programmes connect with one or more impact domains, for the purpose of the recognisability of UTs overall profile. We adapt flexible and minor space towards the impact themes
- Developing a coherent and shared marketing strategy. This strategy forms the basis of all our marketing and outreach efforts, which will be coordinated centrally. Faculties, EB and central departments jointly commit to this strategy.
- Further implementation of the LLL programme. Every faculty develops an LLL strategy, including a description of its propositions and the people, structures, processes and resources it will need and set aside to achieve this strategy.
- Expanding the development of flexible learning pathways in collaboration with key global partners across our impact domains.
- We remain committed to More than a Degree, and update our support policies for student engagement to the current needs (and those in the near future) of students
- Budgeting for all BSc and MSc programs, agreements on thresholds for the budgeting of the total program portfolio per faculty
- We bring strategic focus to our existing national and international collaborations. This means that we predefine what types of activities we develop with what partners and why.

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RESEARCH & INNOVATION

Our strategic goals

By 2030…

1. We have increased our (inter)disciplinary research excellence and impact on four impact domains: climate, health, chip technology and safety & security.

2. We have fully integrated our core task research with education and innovation.

3. Our UT community is equipped to work as Team UT, open and with society.

Three enablers to achieve our goals

1. **We empower our people: Excellent research and high impact innovation is recognised and rewarded:** Key words are team science, Recognition and Rewards, striving for excellence. The role of R&I professionals is increasingly interdisciplinary, impact-driven, and embedded in (European) collaboration, for which they need a solid technological basis, collaboration and self-efficacy skills.

2. **We capitalize on our strengths: we have a structured and financially stable R&I portfolio which is aligned with UT impact domains and our (strategic) infrastructure**: we have a structured and financially stable R&I portfolio which is aligned with UT impact domains and our (strategic) infrastructure. We use our disciplinary knowledge to further develop and integrate academic disciplines, while addressing societal challenges in our impact domains. An entrepreneurial mindset herein is essential for our success. That includes risk taking, financial accountability and the courage to stop activities. We have a consistent overview of all R&I projects in the pipeline. We drive a net positive funding mix at an appropriate aggregation level and across all funding sources. We have a strategic infrastructure vision and invest accordingly.

3. **We have an efficient and effective support structure for our R&I funnel with a Team UT mindset:** With an efficient and effective R&I cycle, based on common awareness of available formats and guidelines and joint agreements. We have a good understanding of risks and opportunities around public-private partnerships and are committed to making Open Science practices the norm. Working along the lines of Impact Domains and a portfolio approach helps to take decisions where best to focus limited resources and making trade-offs within the portfolio.

RESEARCH & INNOVATION

Planned actions

- UT-wide **implementation of the R&I strategy**, including translation of impact domains towards everyday practice

- **Rollout of the R&I charter** for projects which includes information (e.g. on funding strategy elements), formats and working agreements (such as working with uniform spending rules and uniform processes for project acquisition activities; steering on a net positive funding mix at an appropriate aggregation level)

- Continuing to build a robust and diverse collaborative portfolio at regional, national and international levels, connected to the **impact domains**

- Developing a strategy for retaining and attracting **talent;** as well as for prizes and awards

- Working with a central overview of research **infrastructure** and making informed decisions on research infrastructure investments based on our infrastructure vision

STRATEGIC PARTNERSHIPS

General

- Coming period: continue current strategic partnerships and networks in the triple helix (our institutional partners: 4TU, VU, RadboudUMC, Windesheim, Saxion, ROCvanTwente, University of Münster, Tech de Monterey, Waterloo, ECIU in addition to several companies and governments)

- On institutional level: only partnerships contributing to the Impact Domains

- Continuous horizon scanning for new opportunities, regular assessment of ongoing partnerships, based on the Strategic Partnership Framework

Our strategic goals

1. Expand flexible international learning opportunities, aligned with Vision on Learning and Teaching

2. Strengthen long-term partnerships through European and global networks

3. Align internationalisation with local and national priorities

4. Position UT as a driver of both international excellence and regional innovation through collaborations that benefit global partners and the Twente region

TRANSITION: GOVERNANCE, STRUCTURE, PROCESSES & WAY OF WORKING

Why

- Changing context requires a different organisation.
- The design of the organisation should be in such a way that structure, set-up and governance help to realise our ambitions.

How

- 3 working groups Harmonisation Faculties, Focus in Support, Behaviour & Culture
- All interdependent: will work in close collaboration and organise alignment

May 2025

| Ideation | Proposal Development | Planning & preparation | Realisation/ Execution | Adoption in standing organisation |

HARMONISATION OF FACULTIES FOCUS IN SUPPORT BEHAVIOURS & CULTURE ⟷ **CLUSTERS**
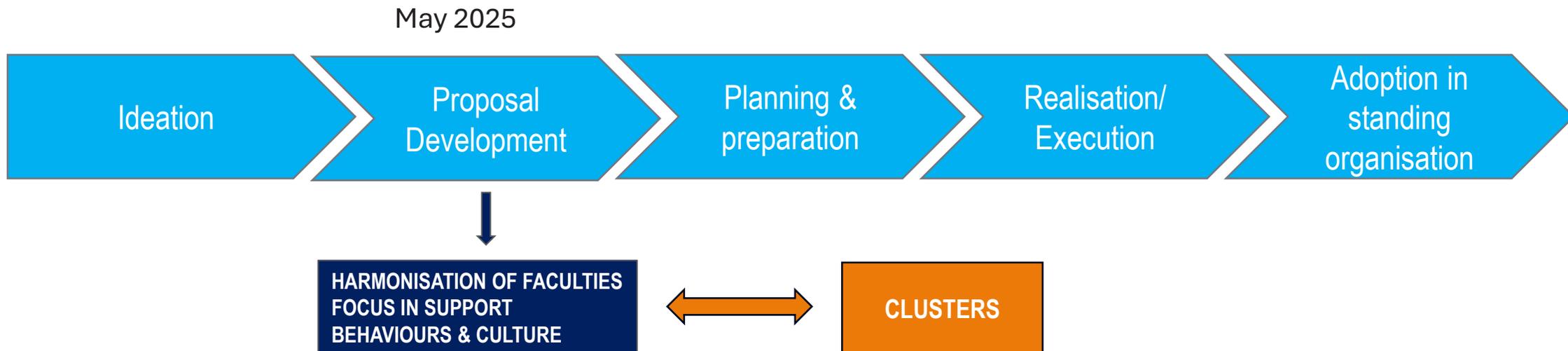
TRANSITION: GOVERNANCE, STRUCTURE, PROCESSES & WAY OF WORKING: HARMONISATION OF FACULTIES

Why

Harmonisation of Faculties is necessary to be able to react swiftly to changing circumstances and be more efficient and effective with our resources, by:

- Creating a clear and transparent organisation UT-wide to stimulate collaboration, improvement, sharing and learning
- Standardising processes as much as possible to make optimal use of resources (people, systems, funds,
- Strengthen agility and adaptivity of the organisation

What

- Clear and transparent organisation

- Standardised processes

- Strengthen agility and adaptivity

- Blueprint for future faculty

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TRANSITION: GOVERNANCE, STRUCTURE, PROCESSES & WAY OF WORKING: HARMONISATION OF FACULTIES

Final result after realisation phase

Faculties that are uniformly organised:

- Organisational structure

- (Management) functions, tasks, authorities and responsibilities

- Departmental set-up:

  ➢ Uniformity in mandates and responsibilities within departments

  ➢ Agree on a critical mass for a department

  ➢ Management as lean as possible (only roles, no jobs)

  ➢ Agree on collaboration principles (not based on hierarchy)

- Ways of working and one uniform control cycle with fixed formats and proper use of systems

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TRANSITION: GOVERNANCE, STRUCTURE, PROCESSES & WAY OF WORKING: FOCUS IN SUPPORT

Why

The reinvented UT (with harmonised faculties) requires harmonised, purposive, flexible and adaptive support of the primary process

What

Three realistic scenarios:

➢ Flexible and adaptive design for cost-effective and adaptive support of our primary process

➢ Design to execute statutory and administrative tasks effectively

Final result after realisation phase

➢ Service streams across faculties and Services: integral | fit-for-purpose | cost-efficient | uninterrupted service

➢ Flexible organisation with clear roles and responsibilities

TRANSITION: GOVERNANCE, STRUCTURE, PROCESSES & WAY OF WORKING: BEHAVIOUR & CULTURES

Why

Culture is shaped by behaviour: start by focusing on the behaviours that will build the culture we need within our Reinvented UT.

What

- Definition of the key behaviours

- Design of the approach to define the behaviours

- Proposal on how to embed and activate these behaviours

Final result after realisation phase
Shared and sustained behaviours that are known and lived by in the organisation, gradually shaping our culture

TIMELINE FOR THE UT INSTITUTIONAL PLAN 2026-2031

Note: the IP is coproduced with the UT community throughout its development. This slide depicts the decision-making process.

March / April / May / June

| May | June | Sept. | Nov/Dec | Jan 2026 |

SB thematic sessions

UT sessions Outside in sessions

EB Discussion

UC Discussion for advice

SB Discussion for advice

UC Consent on Institutional Plan

SuB Approval on Institutional Plan

EB final decision on Institutional Plan

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