

### **UT2020: Why do we do this?**

In 2016, in line with the ambitions outlined in Vision2020, the guiding principles for a new organisation of the University of Twente (UT) were determined and recorded in our administrative and management regulations. The aim of this new organisation is to present a robust answer to, among other things, the declining turnover generated by our second and third flow of funds, and the increasingly competitive battle for (inter-)national research resources. Scientists need to be able to respond to strategic, multidisciplinary research themes more quickly and more flexibly. They can do so with innovative programmes that will have a clear societal impact five to ten years from now.

By adapting our organisation, we are able to create more room to manoeuvre for scientists, more time for substance, quality, and proper research proposals, and a better positioning of UT's research in the (inter-) national scientific landscape. The main focus here is on substance, quality, and alignment with societal issues (impact). The new organisation structure is intended to have a simplifying effect on our internal organisation. The departure points that have been determined are as follows:

- Placing the responsibility for integration and unambiguous support for and realisation of education, research and support with the various faculties, making them the disciplinary home base of the scientific staff.
- The so-called 'new-style' institutes will no longer be a management unit in and of themselves; they will become interfaculty partnerships geared towards creating societal and scientific impact via a cross-disciplinary approach. The scientific directors will be the figureheads of the 'new-style' institute. As a collective unit, they will contribute to making proposals for UT's overall strategic research portfolio.
- New-style faculties will be run by faculty boards consisting of a dean and three portfolio holders in charge of education, research, and operational management, respectively. The board's meetings will also be attended by a student in an advisory capacity.

### **Organisation**

A two-day senior management in February resulted in a more elaborate idea regarding the following:

- The organisational structure, in general terms;
- The roles in new-style faculties, institutes and valorisation;
- Cross-disciplinary research and education that exceeds a single faculty, and;

A virtual case study about a mosquito drone was used to examine how the new organisation would operate: how a good idea for research and education first arrives, and how to take it through the organisation as quickly as possible and in the best possible way to enable it to be realised? A further elaboration will be worked out in collaboration with the University Council. After that, the aim is to progress to the decision-making stage as soon as possible.

Once that has been sorted, the selection of the new faculty board and the naming of the new-style scientific directors will commence.

### **Finances**

UT must become more efficient in terms of its finances as well. The new financial model will help achieve this goal, by virtue of it being simpler, more transparent, and more predictable. Our intention is to change the distribution of basic and strategic means, start implementing capacity planning and funding, and develop a financing plan for large-scale research infrastructure (such as lab facilities on campus).

#### *Basic funding and strategic steering*

Basic research funding, which as of yet flows through the various institutes, will go directly to the faculties starting in 2018. The assigned research budgets will be fixed for periods of four years. The result will be stable funding for the various faculties.

Steering to address strategic societal topics that UT wants to respond to will be provided with financial support primarily via the research profiling funding that the Ministry of Education, Culture & Science grants UT. The scientific directors will develop funding proposals to this effect, to be determined in the Strategic Council by the Executive Board and the various deans and scientific directors.

### *Capacity funding*

To ensure that faculties and scientists will be able to spend more time on education and research, and less on finances, our intention is to start implementing capacity funding. In order to do so, the faculties will need to be grouped into bigger units, so-called clusters. With capacity funding, clusters receive a multi-annual budget in terms of education and research capacity (i.e. staff) for their service provision and accomplishments. These budgets are set by the faculty boards and clusters. The UT research institute Center for Higher Education Policy Studies (CHEPS) will provide support to this effect and will present a research report in March 2017 detailing the possible scenarios UT can choose from. A number of directors of operations and the director for financial and economic affairs will then concern themselves with the actual execution of the plan.

### **Substantive choices, profiling, and branding**

Apart from organisational and financial improvements, it is also necessary for UT to become more visible in the outside world, putting us clearly in the sights of any potential research financiers, students, partners, etc.

### *Positioning regarding attitude and way of working*

UT wants to obtain a relevant and distinctive market position. During the two-day retreat, the idea of 'University of Twente' as the main brand, with several sub brands if need be, and a positioning based on UT's way of working was received and discussed positively.

Our enterprising attitude and way of working, which revolve around connection to society and industry and global impact, lies at the heart of all of our activities. Solutions are developed in a so-called High Tech Human Touch way, namely in a cross-disciplinary fashion using an engineering approach. Another thing that makes UT stand out is its campus, which enables collaboration and connection and provides a unique environment for research, education, and entrepreneurship.

### *Themes*

The participants of the two-day retreat gave considerable thought to the arguments that could be used to underpin this UT-wide, shared leitmotif. Using various themes, UT will be able to demonstrate how it uses its specific way of working to provide solutions in response to society's questions and needs. Suggested themes for substantiating the UT positioning ranged from smart society to personalised health and from the 'TOM' model to energy of the future. Such themes need to satisfy a number of criteria, such as occupying a unique market position and being appealing to students, PhD candidates, and scientists. This was an initial exercise as part of the selection process that will decide on six to eight themes for UT to work with in the coming years. Throughout the coming period, themes may be added or discarded, providing UT with the lasting ability to quickly respond to the outside world's questions, or actually put topics on the map itself.

### **Questions and suggestions**

If you have any questions or suggestions, please feel free to talk to your supervisor, dean, or director. Please also feel free to contact programme manager Chris Tils, email: [c.g.p.c.tils@utwente.nl](mailto:c.g.p.c.tils@utwente.nl)  
For more information about UT2020, please go to the UT2020 header on the website, [www.utwente.nl/vision2020](http://www.utwente.nl/vision2020).