SHAPING2030
MISSION, VISION & STRATEGY
UNIVERSITY OF TWENTE.
For the baby worthy of growing up in a safe, sustainable world. For the elderly folk hoping medical renewal will help them age in the best possible way. For the curious toddler who wants to know and experience everything. For the caring parents working on a safer, better world for the next generation. For the scientist fascinated by laws of nature and technological solutions. For the student longing to do something meaningful. For the entrepreneur eager to make an impact through innovation. For the homeless who deserve a home. For the plucky teenager ready to change the world. For the baby worthy of growing up in a safe, sustainable world. For the elderly folk hoping medical renewal will help them age in the best possible way. For the curious toddler who wants to know and experience everything. For the caring parents working on a safer, better world for the next generation. For the scientist fascinated by laws of nature and technological solutions. For the student longing to do something meaningful. For the entrepreneur eager to make an impact through innovation. For the homeless who deserve a home. For the plucky teenager ready to change the world. For the baby worthy of growing up in a safe, sustainable world. For the elderly folk hoping medical renewal will help them age in the best possible way. For the curious toddler who wants to know and experience everything. For the caring parents working on a safer, better world for the next generation. For the scientist fascinated by laws of nature and technological solutions. For the student longing to do something meaningful. For the entrepreneur eager to make an impact through innovation. For the homeless who deserve a home. For the plucky teenager ready to change the world.

TECHNOLOGY? IT'S A PEOPLE STORY.

With everything around us in flux, how can we confidently say anything about the year 2030? The 4th Industrial Revolution has come with promises of flourishing and prophecies of doom. Irrespective of our positions, we all must rethink our lives and help redesign society. For us, this calls for a reinvention of our university.

One can compare the current revolution to previous industrial revolutions: a flood of changes fundamentally reshaping society, but also with severe drawbacks, particularly in the balance between people and technologies. Right now, we are witnessing a transformation like that. And we are no passive subjects to it: we are its shapers. Join us in exploring what it means to shape 2030.
With everything around us in flux, how can we confidently say anything about the year 2030? The 4th Industrial Revolution has come with promises of flourishing and prophecies of doom. Irrespective of our positions, we all must rethink our lives and help redesign society. For us, this calls for a reinvention of the university.

One can compare the current revolution to previous industrial revolutions: a flood of changes fundamentally reshaping society, but also with severe drawbacks, particularly in the balance between people and technologies. Right now, we are witnessing a transformation like that. And we are no passive subjects to it: we are its shapers. Join us in exploring what it means to shape 2030.

We are not living in an era of change, but in a change of era.
AT THE UNIVERSITY OF TWENTE, WE HAVE A CLEAR MISSION:

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

WE EMPOWER SOCIETY THROUGH SUSTAINABLE SOLUTIONS.
BEING ‘PEOPLE-FIRST’ IS OUR CHOICE
We serve humanity, aware of the interdependencies between people and our planet, and always aiming to make sure that people can count on us. We have delivered technological innovations in the past, and we will be a part of the innovations of the future. We are aware that technologies change society, and that science’s contribution changes with it. We make sure that our people have the time to grow and deliver quality work. We share our talent and resources on campus, in the region, and with the wider world around us. In the choices we make, large and small, the well-being of people is our guiding principle.

WE ARE A UNIVERSITY OF TECHNOLOGY
The university is a public institution that serves society. We are accountable to society for the ways in which we use our academic freedom. We are responsible for ensuring that the power of science and technology is harnessed to achieve the best possible impact in a changing world. We cherish our rich tradition of combining technical and social sciences in our five profiling themes: Improving healthcare by personalised technologies; Creating intelligent manufacturing systems; Shaping our world with smart materials; Engineering our digital society; and Engineering for a resilient world.

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

WE PROVIDE SUSTAINABLE SOLUTIONS
We are for thriving and resilient communities, with an eye for innovation opportunities, with authoritative expertise, and with a keen sensitivity to society’s needs. Resisting the temptations of blind techno-mania as well as romantic nostalgia, we provide sound, scientific guidance towards environmental, social and economic sustainability.
In the spirit of this mission, we envision a society in 2030 in which we seize the technological opportunities of our time with confidence and wisdom. In the coming decade, society will face many challenges. It can only hope to overcome these with the full engagement of the scientific community.

UT believes in a focused ambition that involves setting clear priorities in education, research and innovation at the touchpoints between these challenges and our own identity. Given UT’s mission to be a university of technology that puts people first, we direct special attention to three societal themes and the challenges they pose; these can all be framed in a single question: how can we contribute to the development of a digital, fair, and sustainable society between now and 2030?
A FAIR SOCIETY IN 2030:  
MAKING HUMANS MORE HUMANE

Putting ‘people first’ includes all people. We will do whatever is necessary to eliminate societal divides that bar certain individuals or groups from access to new technologies, the skills to use them, equality of opportunity, inclusiveness, health and well-being. Technologies have a proven capacity to widen divides, so for a fair society we counteract this tendency. Together with society, we design technologies wisely, so that they add value to people’s lives, and empower them. In the way in which we organise our research and education, we stimulate a culture of personal development, enabling staff and students to make a valuable contribution to society. Through our work, we foster both ambition and social equality.

A SUSTAINABLE SOCIETY IN 2030: 
WELL-BEING WITHIN THE ECOSYSTEM

In an era in which unsustainable ways of living have become the biggest threat to humanity, we create viable solutions. It is our mission to respond to societal needs by developing sustainable, proactive measures to support our planet and the people to which it is home. As a university, we lead by example. We consider sustainability to be a precondition for everything we do, while our diversity nurtures adaptability and resilience. Our recognition of the value of human capital is the single most important key to the long-term well-being of our students and staff, and to the effectiveness of our organisation. Our education, research, innovation and organisation are centred around environmental, social and economic sustainability.

A DIGITAL SOCIETY IN 2030: 
CONTRIBUTING AND BENEFITING

The Digital Revolution has been the most life-changing technological development of our era. At this very moment, machine learning and artificial intelligence are transforming the way innovations emerge. Given these developments, society has already had to reinvent itself, and so have universities. The university aims to contribute in two ways to this ongoing transformation.

First, our scientific community will contribute by providing revolutionary digital innovations, with special consideration of their long-term implications for all that we value as a ‘people-first’ university of technology. Society can only fulfil its true potential by adopting new ways of appropriating and interacting with technology. Part of our role is to develop technologies that match society’s needs, and to monitor the growth of technological intelligence among different population groups.

Second, we will benefit from these technologies as well: digital innovations continually shape and reshape our research and education. As digitalisation progresses, people will need skills tomorrow that do not exist today – basic coping skills, as well as skills that can continue to evolve.

Therefore, our educational programmes prepare students for ongoing re-education, while also laying a foundation available for personal adaptability and personal development, such as critical thinking, creativity, communication and mindfulness. Our researchers embody the value of linking learning. We invite and engage professionals to keep in step – or to keep ahead of – developments, becoming confident, balanced, digital citizens.

2.1 SOCIETY IN 2030: CONTRIBUTING TO A FAIR, SUSTAINABLE AND DIGITAL SOCIETY
In order to have maximum impact on society in 2030, we must become an entrepreneurial, inclusive and open ecosystem with a signature style of working. In pursuit of this ambition for 2030, we can build on the work carried out in the context of our Vision for 2020.

Back then, we identified four core values that we still cherish today: internationalisation, impact, synergy, and entrepreneurship. We have achieved many of the goals we set ourselves with these values. Looking ahead, we will continue in what we have already mastered, and stretch ourselves where we need to adapt. Here is an impression of what this will look like.

2.2 THE UNIVERSITY IN 2030: WHAT IT WILL LOOK LIKE

In 2030, we will be living in a digitally mature society – an open world that continues to change. Those involved in creating and managing technologies will have new responsibilities, serving society sustainably as developers, analysts and improvers. We will have grown in our role of helping society to deal wisely with technology. We will be open, and actively engaged in dialogue on the origins and effects of technology and digitalisation. We will be collaborating in networks designed to bring out the best in people. Our own people – scientists, students and facilitators alike – will be problem solvers with a recognisable way of working. They will spend their time wisely. They will be able to quickly adjust to a rapidly changing, and often unpredictable, environment. They will be confident, considerate, and driven by curiosity to explore new ways of developing, harnessing and collaborating with the best technologies.

Many people will come to us for guidance: to learn what the future of technology means for society, and what the future of mankind requires from technology. Our campus, including both virtual and physical locations, will be a network of living labs and meeting places - places where students have reliable and transformative learning experiences. In 2030, our physical locations will not be limited to our campus in Twente: we will be present at multiple strategic sites. These will all be centres of innovation, social exchange and networking, offering a safe and open environment to those who study, work, gather and live there. With new types of students as well as public and private organisations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.

The shape and form of the university by the end of the decade will be the result of much experimenting between now and 2030. During this time, we will have learned what it means to continually reframe our own, our research, our teaching, and the very nature of entrepreneurship and innovation.

Our campus, including both virtual and physical locations, will be a network of living labs and meeting places - places where students have reliable and transformative learning experiences. In 2030, our physical locations will not be limited to our campus in Twente: we will be present at multiple strategic sites. These will all be centres of innovation, social exchange and networking, offering a safe and open environment to those who study, work, gather and live there. With new types of students as well as public and private organisations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.

In order to have maximum impact on society in 2030, we must become an entrepreneurial, inclusive and open ecosystem with a signature style of working. In pursuit of this ambition for 2030, we can build on the work carried out in the context of our Vision for 2020.

Back then, we identified four core values that we still cherish today: internationalisation, impact, synergy, and entrepreneurship. We have achieved many of the goals we set ourselves with these values. Looking ahead, we will continue in what we have already mastered, and stretch ourselves where we need to adapt. Here is an impression of what this will look like.

2.2 THE UNIVERSITY IN 2030: WHAT IT WILL LOOK LIKE

In 2030, we will be living in a digitally mature society – an open world that continues to change. Those involved in creating and managing technologies will have new responsibilities, serving society sustainably as developers, analysts and improvers. We will have grown in our role of helping society to deal wisely with technology. We will be open, and actively engaged in dialogue on the origins and effects of technology and digitalisation. We will be collaborating in networks designed to bring out the best in people. Our own people – scientists, students and facilitators alike – will be problem solvers with a recognisable way of working. They will spend their time wisely. They will be able to quickly adjust to a rapidly changing, and often unpredictable, environment. They will be confident, considerate, and driven by curiosity to explore new ways of developing, harnessing and collaborating with the best technologies.

Many people will come to us for guidance: to learn what the future of technology means for society, and what the future of mankind requires from technology. Our campus, including both virtual and physical locations, will be a network of living labs and meeting places - places where students have reliable and transformative learning experiences. In 2030, our physical locations will not be limited to our campus in Twente: we will be present at multiple strategic sites. These will all be centres of innovation, social exchange and networking, offering a safe and open environment to those who study, work, gather and live there. With new types of students as well as public and private organisations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.

The shape and form of the university by the end of the decade will be the result of much experimenting between now and 2030. During this time, we will have learned what it means to continually reframe our own, our research, our teaching, and the very nature of entrepreneurship and innovation.

Our campus, including both virtual and physical locations, will be a network of living labs and meeting places - places where students have reliable and transformative learning experiences. In 2030, our physical locations will not be limited to our campus in Twente: we will be present at multiple strategic sites. These will all be centres of innovation, social exchange and networking, offering a safe and open environment to those who study, work, gather and live there. With new types of students as well as public and private organisations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.
We will set clear priorities and merge our core values into a mind-set that encompasses all that we believe is important for realising our vision for 2030. In every area, we must distinguish what matters most in actualising our ambition and rising above our current selves. For one thing, this means we must centre our entire organisation more emphatically on our significant strengths.

At the same time, we must have the courage to make bold revisions where needed, to develop latent strengths, and to explore new territory: This is part of what it means to live in a transformational epoch: we are part of it, whether we like it or not, and the choice we have is to be either the/a pilot or a passenger. We can make choices that influence the transformation of society. In order to do this, we must cultivate a mind-set and attitudes that enable us to reach for new heights in entrepreneurialism, inclusiveness and openness.

2.3 GETTING IN SHAPE: OUR ENTREPRENEURIAL, INCLUSIVE AND OPEN MINDSET

ENTREPRENEURIAL: COURAGE OVER COMFORT

Big challenges call for courageous solutions from wise leaders. We believe these bold answers can be found by leaders through experimenting, pioneering, innovating, risk-taking and venturing. With this in mind, we encourage the essence of entrepreneurial thinking and acting.

It is our ambition to inspire new generations of students and researchers by pushing the university’s renowned entrepreneurial attitude to new levels – all with a view to inspiring our high-tech society. We set new standards for industrial and societal collaboration with maximum student involvement. We pioneer new forms of education that, in turn, inspire and empower students and staff to experiment.

We constantly test the limits of technology, science and design through new synergies between scientists, designers, industries, R&D, universities, governments and citizens.

INCLUSIVE: STUDENT OVER SYSTEM

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

Recognising, attracting, developing and retaining talent will be as important, even fundamental, requirement. Like do not strive to grow in numbers, but in quality. This means raising the bar not only for our services and support, but also for our students and staff and talented individuals who embody an inclusive mind-set and serve society.

It also means we will seriously invest in individual well-being, talent development and transformational leadership among our students, staff and teams. Being in mind that each talent is unique, we will develop a highly personalised way of giving each talent the best possible support and input, empowering students to reach their potential, and to lead active lives on and off campus.

Rules, structures and regulations are helpful means, but not ends in themselves. Personal empowerment means made-to-measure conditions for everyone: conditions designed to help us all grow throughout our lives, while recognising, developing and rewarding individual talents. We will optimise all conditions within our networks so that talented individuals of all ages and backgrounds can drive their own development, as well as that of their peers.

OPEN: COMMUNITY OVER CAMPUS

True collaboration is essential for the fulfilment of our mission as the ultimate ‘people-first’ university of technology. Being a networked organisation enables us to maximise our impact and reach in a timely and productive manner through our many dedicated networks. Science is teamwork, so we engage in connected communities. Be it locally or globally, physically or virtually, we strive to connect with people and their needs and wishes. We cherish the power of our alumni network, leveraging it for the advancement of science, and for addressing societal challenges. We continuously accelerate the development of our networks.

The campus remains our hub, but we reach out far beyond. Together with local communities and partners, we ensure societal needs and interests, and use the resulting insights to build our programmes. Our people are part of a strong, thriving and open ecosystem, in which we connect across geographical and other boundaries, guided by shared standards of excellence and responsibility.

A crucial factor in this openness is our trustworthiness. We believe trust makes us adaptive, sustainable and resilient.

We guard our compliance with the highest standards of integrity, seeking always to honour the trust given to us. We are responsible partners, transparent, and geared to continuous improvement. In our way of working, we seek to minimise control and to maximise trust.

We will set clear priorities and merge our core values into a mind-set that encompasses all that we believe is important for realising our vision for 2030. In every area, we must distinguish what matters most in actualising our ambition and rising above our current selves. For one thing, this means we must centre our entire organisation more emphatically on our significant strengths.

At the same time, we must have the courage to make bold revisions where needed, to develop latent strengths, and to explore new territory: This is part of what it means to live in a transformational epoch: we are part of it, whether we like it or not, and the choice we have is to be either the/a pilot or a passenger. We can make choices that influence the transformation of society. In order to do this, we must cultivate a mind-set and attitudes that enable us to reach for new heights in entrepreneurialism, inclusiveness and openness.

2.3 GETTING IN SHAPE: OUR ENTREPRENEURIAL, INCLUSIVE AND OPEN MINDSET

ENTREPRENEURIAL: COURAGE OVER COMFORT

Big challenges call for courageous solutions from wise leaders. We believe these bold answers can be found by leaders through experimenting, pioneering, innovating, risk-taking and venturing. With this in mind, we encourage the essence of entrepreneurial thinking and acting.

It is our ambition to inspire new generations of students and researchers by pushing the university’s renowned entrepreneurial attitude to new levels – all with a view to inspiring our high-tech society. We set new standards for industrial and societal collaboration with maximum student involvement. We pioneer new forms of education that, in turn, inspire and empower students and staff to experiment.

We constantly test the limits of technology, science and design through new synergies between scientists, designers, industries, R&D, universities, governments and citizens.

INCLUSIVE: STUDENT OVER SYSTEM

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

Recognising, attracting, developing and retaining talent will be as important, even fundamental, requirement. Like do not strive to grow in numbers, but in quality. This means raising the bar not only for our services and support, but also for our students and staff and talented individuals who embody an inclusive mind-set and serve society.

It also means we will seriously invest in individual well-being, talent development and transformational leadership among our students, staff and teams. Being in mind that each talent is unique, we will develop a highly personalised way of giving each talent the best possible support and input, empowering students to reach their potential, and to lead active lives on and off campus.

Rules, structures and regulations are helpful means, but not ends in themselves. Personal empowerment means made-to-measure conditions for everyone: conditions designed to help us all grow throughout our lives, while recognising, developing and rewarding individual talents. We will optimise all conditions within our networks so that talented individuals of all ages and backgrounds can drive their own development, as well as that of their peers.

OPEN: COMMUNITY OVER CAMPUS

True collaboration is essential for the fulfilment of our mission as the ultimate ‘people-first’ university of technology. Being a networked organisation enables us to maximise our impact and reach in a timely and productive manner through our many dedicated networks. Science is teamwork, so we engage in connected communities. Be it locally or globally, physically or virtually, we strive to connect with people and their needs and wishes. We cherish the power of our alumni network, leveraging it for the advancement of science, and for addressing societal challenges. We continuously accelerate the development of the Twenty region, the Dutch-German borderland and beyond.

The campus remains our hub, but we reach out far beyond. Together with local communities and partners, we ensure societal needs and interests, and use the resulting insights to build our programmes. Our people are part of a strong, thriving and open ecosystem, in which we connect across geographical and other boundaries, guided by shared standards of excellence and responsibility.

A crucial factor in this openness is our trustworthiness. We believe trust makes us adaptive, sustainable and resilient.

We guard our compliance with the highest standards of integrity, seeking always to honour the trust given to us. We are responsible partners, transparent, and geared to continuous improvement. In our way of working, we seek to minimise control and to maximise trust.

We will set clear priorities and merge our core values into a mind-set that encompasses all that we believe is important for realising our vision for 2030. In every area, we must distinguish what matters most in actualising our ambition and rising above our current selves. For one thing, this means we must centre our entire organisation more emphatically on our significant strengths.

At the same time, we must have the courage to make bold revisions where needed, to develop latent strengths, and to explore new territory: This is part of what it means to live in a transformational epoch: we are part of it, whether we like it or not, and the choice we have is to be either the/a pilot or a passenger. We can make choices that influence the transformation of society. In order to do this, we must cultivate a mind-set and attitudes that enable us to reach for new heights in entrepreneurialism, inclusiveness and openness.

2.3 GETTING IN SHAPE: OUR ENTREPRENEURIAL, INCLUSIVE AND OPEN MINDSET

ENTREPRENEURIAL: COURAGE OVER COMFORT

Big challenges call for courageous solutions from wise leaders. We believe these bold answers can be found by leaders through experimenting, pioneering, innovating, risk-taking and venturing. With this in mind, we encourage the essence of entrepreneurial thinking and acting.

It is our ambition to inspire new generations of students and researchers by pushing the university’s renowned entrepreneurial attitude to new levels – all with a view to inspiring our high-tech society. We set new standards for industrial and societal collaboration with maximum student involvement. We pioneer new forms of education that, in turn, inspire and empower students and staff to experiment.

We constantly test the limits of technology, science and design through new synergies between scientists, designers, industries, R&D, universities, governments and citizens.

INCLUSIVE: STUDENT OVER SYSTEM

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

Recognising, attracting, developing and retaining talent will be as important, even fundamental, requirement. Like do not strive to grow in numbers, but in quality. This means raising the bar not only for our services and support, but also for our students and staff and talented individuals who embody an inclusive mind-set and serve society.

It also means we will seriously invest in individual well-being, talent development and transformational leadership among our students, staff and teams. Being in mind that each talent is unique, we will develop a highly personalised way of giving each talent the best possible support and input, empowering students to reach their potential, and to lead active lives on and off campus.

Rules, structures and regulations are helpful means, but not ends in themselves. Personal empowerment means made-to-measure conditions for everyone: conditions designed to help us all grow throughout our lives, while recognising, developing and rewarding individual talents. We will optimise all conditions within our networks so that talented individuals of all ages and backgrounds can drive their own development, as well as that of their peers.

OPEN: COMMUNITY OVER CAMPUS

True collaboration is essential for the fulfilment of our mission as the ultimate ‘people-first’ university of technology. Being a networked organisation enables us to maximise our impact and reach in a timely and productive manner through our many dedicated networks. Science is teamwork, so we engage in connected communities. Be it locally or globally, physically or virtually, we strive to connect with people and their needs and wishes. We cherish the power of our alumni network, leveraging it for the advancement of science, and for addressing societal challenges. We continuously accelerate the development of the Twenty region, the Dutch-German borderland and beyond.

The campus remains our hub, but we reach out far beyond. Together with local communities and partners, we ensure societal needs and interests, and use the resulting insights to build our programmes. Our people are part of a strong, thriving and open ecosystem, in which we connect across geographical and other boundaries, guided by shared standards of excellence and responsibility.

A crucial factor in this openness is our trustworthiness. We believe trust makes us adaptive, sustainable and resilient.

We guard our compliance with the highest standards of integrity, seeking always to honour the trust given to us. We are responsible partners, transparent, and geared to continuous improvement. In our way of working, we seek to minimise control and to maximise trust.
3. STRATEGY: THREE STRATEGIC GOALS

We are ambitious and realistic. We cannot do everything at once, nor on our own. We will keep relying on our strengths, cherishing individual excellence, and encouraging healthy competition. For realising our vision in the coming decade, we present a strategic, step-by-step roadmap for change in 2030, based on three strategic goals:

SHAPING SOCIETY - A QUEST FULL OF CHALLENGES
SHAPING CONNECTIONS - PROXIMITY: OUTSIDE IN & INSIDE OUT
SHAPING INDIVIDUALS - FOSTERING OWNERSHIP AND TALENT

These three goals are outlined below, along with examples of goals (What) and actions we will take to reach them (How). This is only a kick-off, of course – we invite all of you, as individuals, groups, labs and partners to join the conversation and work with us on translating the vision into your specific reality.
A QUEST FULL OF CHALLENGES

STRATEGIC GOAL 1: SHAPING SOCIETY
A QUEST FULL OF CHALLENGES

By 2033 UT has fully mobilised its strengths around key societal challenges.

SCOPE
The university combines cross-disciplinary excellence with an explicit commitment to impacting society. We are recognised for our ability to bridge societal and academic challenges; societal challenges are appropriated in our academic pursuits, and we develop academic quests into creative, disruptive research that can truly improve the long-term well-being of society. The United Nations’ Sustainable Development Goals (SDGs) are the reference point for our own sustainable development.

We work toward enhanced opportunities for healthy living and better healthcare, connected communities, and sustaining the environment. This means we direct our research and education, and our strategic goal-setting, with an explicit commitment to impacting society. We are recognised for our ability to bridge societal and academic challenges; societal challenges are appropriated in our academic pursuits, and we develop academic quests into creative, disruptive research that can truly improve the long-term well-being of society. The United Nations’ Sustainable Development Goals (SDGs) are the reference point for our own sustainable development.

We use interdisciplinary approaches, and collaborate closely with relevant stakeholders, empowering them to provide sustainable solutions. We use cutting-edge digital technology where it matters: biotechnology in healthcare, the campus will be the home of at least 6 experimental tiny houses – tangible examples of future living and of sustainable solutions co-created with and for society. The campus will be the home of at least 6 experimental tiny houses – tangible examples of future living and of sustainable solutions co-created with and for society.

How: Actions to be taken to reach these goals by 2023:
1. At least 20% of our education, research, innovation and support has a challenge-based signature, particularly in the field of sustainability.
2. In collaboration with national educational partners, we facilitate the challenge-based education of 33,000 regional residents, with a view to bridging the gap between their skills and the available job opportunities.
3. At least 30% of our colleagues in support staff work in small, agile, strategic teams, supporting new forms of research and education in the faculties and institutes.
4. In preparation for the future of work, we will have reduced the workload of our support staff and improved the quality of our service delivery by means of digitalisation, automation and AI. As a result, we will be able to realign at least 20% of our current support capacity on supporting new projects.
5. At least 20% of our colleagues in support staff work in small, agile, strategic teams, supporting new forms of research and education in the faculties and institutes.
6. We will support two faculties in remodelling themselves as living labs for team-based working. Key colleagues in these faculties will be supported in becoming leading partners in these developments.
7. We will invest in digital infrastructure. The aim is to align our systems and processes. These pilots will include the automatic personalisation of our systems, and to create a solid platform adapted to these developments.
8. We will start a project for prioritisation in the field of sustainability, resulting in visible, sustainable and positive changes to our region.
9. In order to build thought leadership on challenge-based education, we will create an innovation and Education Lab. Here, we will work on rethinking challenge-based research and learning, and inspiring colleagues across our universities. We will attract new staff to coordinate interdisciplinary, challenge-based activities.
10. We have developed 5 challenge-based, lifelong learning programmes, particularly in the field of sustainability. Our success in training professionals can spin out of the university under a Private-Public Partnership (PPP) construction.
11. At least 20% of our colleagues in support staff work in small, agile, strategic teams, supporting new forms of research and education in the faculties and institutes.
12. We will realign all our Master’s programmes with our long-term well-being of society.
13. We have developed 5 challenge-based, lifelong learning programmes, particularly in the field of sustainability. Our success in training professionals can spin out of the university under a Private-Public Partnership (PPP) construction.
14. We will use interdisciplinary approaches, and collaborate closely with relevant stakeholders, empowering them to provide sustainable solutions. We use cutting-edge digital technology where it matters: biotechnology in healthcare, the campus will be the home of at least 6 experimental tiny houses – tangible examples of future living and of sustainable solutions co-created with and for society. The campus will be the home of at least 6 experimental tiny houses – tangible examples of future living and of sustainable solutions co-created with and for society.
By 2030 UT has transformed into a network of strategic, state-of-the-art instruments for managing our educational programmes and way of working. We are strategic asset in shaping new connections to maximise more than ever, we utilise our research infrastructure as a face to face is important. Our graduates acquire lifelong learning skills, in addition to digital and physical competencies. Looking closely at demands from society and our respective strengths, we will broaden our educational programmes and way of working.

A. INSIDE OUT: A STRONG PRESENCE OUTSIDE OUR CAMPUS

WHAT: Goals for 2023:
1. We have extended the university to three satellite locations. This opens up new opportunities for international (dissertative educational), research and knowledge translation which we actively participate in close collaboration with local and public-private partners.
2. The physical and digital mobility of students and staff in terms of their being able to reach our academic, societal and industrial partners is incorporated in our educational programme and way of working.
3. De a national level, we are known for cutting-edge teaching and research. We will expand and deepen our partnerships with our current 4T and regional partners. We will connect our partners within the network of our Pre-U programme, with our German partners.

HOW: Actions to be taken to reach these goals by 2023:
1. We will initiate new activities with VU Amsterdam. Looking from an educational perspective, we will develop new partnerships with VU Amsterdam. We will examine ways of linking UT educational activities with VU Amsterdam’s activities which we aim to extend research and education closer to society. In order to digitally support research and teaching beyond our campus, we co-develop virtual collaboration suites for education and research with Eífel company. We are constantly on the lookout for new opportunities created by each new wave of digitalisation for shaping better, more impactful connections.

Shapeing connections does not only mean inviting others to our campus; it also means stepping out and engaging with people and organisations on our own turf. We will extend our efforts in this area by establishing tailor-made campus locations. We encourage researchers, teachers, support staff and students to actively participate in off-campus connections with regional, national and international partners.

A digitalisation agenda will be developed, in close collaboration with our international strategic partners, most notably our ECU partners.

By 2030, full implementation of our strategy will have at least resulted in:
1. A. inside: stronger presence outside our campus
2. Outside: in the UT Citizen Science Movement
3. The campus is an ecosystem for experimenting with the Internet of Things in support of our primary processes through smart planning, screening, facilitating and securing. A digitalisation agenda will be developed, in close collaboration with our partners in the region.
4. Each year we will appoint a “Vocational Residence”, an internationally and locally formed person who joins the university for at least two weeks, with a programme full of inspiration, meetings and cross-links with successful partners.

2. The campus is an ecosystem for experimenting with the Internet of Things in support of our primary processes through smart planning, screening, facilitating and securing. A digitalisation agenda will be developed, in close collaboration with our partners in the region.

3. We will significantly strengthen our Research Data Management Plan support to comply with norms of transparency and integrity, and we will use a stronger infrastructure to support researchers and students with our partners.

4. Teaching the next step in our Strategic Business Development, we will accelerate innovation and deepen our connections with societal, and industrial partners in experimental research facility. Here, researchers and societal and industrial partners work side-by-side with university researchers to engineer new technological solutions for societal and economic challenges.

1. We will significantly strengthen the UT incubators Programme, which aims at improving the integration of ECU students and staff (having one of our campus homes on our Campus and become active members of the UT community) and connecting more closely with society. The University of Twente plays a leading role in the development of EUI, in close collaboration with our UT partners.

Actions to be taken to reach these goals by 2023:
1. We will set up a Citizen Portal to sustain our network of ECU partners. We will extend our efforts in this area by establishing tailor-made campus locations. For this, we need space and time. Shaping connections does not only mean inviting others to our campus; it also means stepping out and engaging with people and organisations on our own turf. We will extend our efforts in this area by establishing tailor-made campus locations. For this, we need space and time.

3. We will have further strengthened our alumni network, turning it into a fully-fledged part of our community that provides us with much-needed challenges, and helps our city to become a meeting point of inspiration, meetings and cross-links with societal and industrial partners.

2. We will start a thorough assessment of the feasibility of establishing an EUI. Intensive involvement of our staff, students and alumni entrepreneurs is a definite precondition.

2. We will start a Citizen Portal to sustain our network of ECU partners.
3. We will set up a Citizen Portal to sustain our network of ECU partners.

4. We will extend the university to three satellite locations. This opens up new opportunities for international (dissertative educational), research and knowledge translation which we actively participate in close collaboration with local and public-private partners.

5. We will have significantly strengthened our Research Data Management Plan support to comply with norms of transparency and integrity, and we will use a stronger infrastructure to support researchers and students with our partners.

3. We will significantly strengthen the UT incubators Programme, which aims at improving the integration of ECU students and staff (having one of our campus homes on our Campus and become active members of the UT community) and connecting more closely with society. The University of Twente plays a leading role in the development of EUI, in close collaboration with our UT partners.

4. Teaching the next step in our Strategic Business Development, we will accelerate innovation and deepen our connections with societal, and industrial partners in experimental research facility. Here, researchers and societal and industrial partners work side-by-side with university researchers to engineer new technological solutions for societal and economic challenges.

WHAT: Goals for 2023:
1. The European University of Innovation
2. The campus is an ecosystem for experimenting with the Internet of Things in support of our primary processes through smart planning, screening, facilitating and securing. A digitalisation agenda will be developed, in close collaboration with our partners in the region.
A. THE PLACE FOR ACADEMIC SOCIAL ENTREPRENEURSHIP

WHAT: Goals for 2023:
1. By 2023, UT will be emerging as a strong thought leader in the field of academic social entrepreneurship, and the thought leadership we developed in the '90s. We will continue to be a leader in this field. By 2023, Twente, and Twente, and Twente will be firmly on the map in Europe's go-to place for acquiring academic social entrepreneurial skills. We will set on the way to achieving our 2030 goal of having spun off at least two social unicorns (companies with €100M in revenues) with clear University of Twente roots.

HOW: Actions to be taken to reach these goals by 2023:
1. We will implement personalised development programmes for our research staff at all levels, to support career advancement. The evaluation of these skills is aided by 360-degree reviews. Senior staff assigned with career decision duties will be prepared for this shift by means of comprehensive career development and execution at the level of research units. We entrust our researchers with ongoing strategy development and execution of the level of research units. Our researchers, teachers and students interact directly with partners, articulating needs and challenges: they are best positioned to translate the results of the interaction to specific requirements for new knowledge and technology. The way in which we foster talent has led to an internal, alternative standard for personal growth. As a result, our employees report high levels of job satisfaction and a healthy level of work pressure, while our “new” alumni look back on their time at UT as transformative in an academic and personal sense. UT leverages the relevant ‘place to work’ rankings and acts worthy of its academic autonomy by complying to, not only the highest standards of safety, and integrity. On this basis, UT has earned a status as responsible testing ground for new developments that transcend the standard regulatory frameworks.

2. By 2030, full implementation of our strategy will have at least resulted in:
   - Significantly improved talent development and resources to support these new roles.
   - By 2030, full implementation of our strategy will have at least resulted in:
   - Introducing new student experience, through recognising and valuing ‘successful failures’ as positive learning experiences, through recognising and valuing ‘successful failures’ as positive learning experiences.
   - By 2030, we have the required flexibility to efficiently navigate the changing academic landscape and to act as a testing ground for innovations.

3. We will actively seek new models for personal growth and development. UT supports services and significant development that accommodates and appreciates different talents, competences and alternative career paths. This means we empower staff and students at personal, career, and leadership levels, and that every worker in our staff actively develops his or her leadership and team competences.

4. We will have a fully operational mentoring system for guiding our junior staff and helping them prepare for their careers inside, or outside, academia.

5. We will create slow spaces in careers, curricula and art, where there is time to reflect, think and meet with the goal of developing personal growth and well-being.

6. We will explore potential broader Bachelor’s programmes at the intersection of fields to open new student more time to familiarise themselves with our different learning experiences.

7. We will explore a wide educational programmes, and the development of digital and meta-competences, next to core-knowledge, so that students are equipped to identify their own learning trajectories in a meaningful way, and to embrace lifelong learning.

8. By 2023, UT will be emerging as a strong thought leader in the field of academic social entrepreneurship.

9. By 2023, UT will be emerging as a strong thought leader in the field of academic social entrepreneurship.

10. By 2023, UT will be emerging as a strong thought leader in the field of academic social entrepreneurship.

B. TALENT DEVELOPMENT

WHAT: Goals for 2023:
1. The University of Twente is a thriving academic ecosystem, with a strong personal approach to talent development that accommodates and appreciates different talents, competences and alternative career paths. This means we empower staff and students at personal, career, and leadership levels, and that every worker in our staff actively develops his or her leadership and team competences.

2. We will cultivate these same courageous qualities in our education.

3. Our students, teachers and students interact directly with partners, articulating needs and challenges: they are best positioned to translate the results of the interaction to specific requirements for new knowledge and technology. The way in which we foster talent has led to an internal, alternative standard for personal growth. As a result, our employees report high levels of job satisfaction and a healthy level of work pressure, while our “new” alumni look back on their time at UT as transformative in an academic and personal sense. UT leverages the relevant ‘place to work’ rankings and acts worthy of its academic autonomy by complying to, not only the highest standards of safety, and integrity. On this basis, UT has earned a status as responsible testing ground for new developments that transcend the standard regulatory frameworks.

4. By 2030, full implementation of our strategy will have at least resulted in:
   - Significantly improved talent development and resources to support these new roles.
   - By 2030, full implementation of our strategy will have at least resulted in:
   - Introducing new student experience, through recognising and valuing ‘successful failures’ as positive learning experiences.
   - By 2030, we have the required flexibility to efficiently navigate the changing academic landscape and to act as a testing ground for innovations.

5. We will have a fully operational mentoring system for guiding our junior staff and helping them prepare for their careers inside, or outside, academia.

6. We will create slow spaces in careers, curricula and art, where there is time to reflect, think and meet with the goal of developing personal growth and well-being.

7. We will explore potential broader Bachelor’s programmes at the intersection of fields to open new student more time to familiarise themselves with our different learning experiences.

8. We will explore a wide educational programmes, and the development of digital and meta-competences, next to core-knowledge, so that students are equipped to identify their own learning trajectories in a meaningful way, and to embrace lifelong learning.

9. We will appreciate “successful failures” as positive learning experiences, through recognising and valuing ‘successful failures’ as positive learning experiences.

10. We will implement more effective recruitment practices and we will be enriched by both improvement and expansion of recruitment practices, which promote gender equality in staff, schemes for international mobility, and programmes (50% of faculty. Opportunities for these with the goal of developing personal growth and well-being.

11. We will have a fully operational mentoring system for guiding our junior staff and helping them prepare for their careers inside, or outside, academia.

12. We will create slow spaces in careers, curricula and art, where there is time to reflect, think and meet with the goal of developing personal growth and well-being.

13. We will explore potential broader Bachelor’s programmes at the intersection of fields to open new student more time to familiarise themselves with our different learning experiences.

14. We will explore a wide educational programmes, and the development of digital and meta-competences, next to core-knowledge, so that students are equipped to identify their own learning trajectories in a meaningful way, and to embrace lifelong learning.

15. We will appreciate “successful failures” as positive learning experiences, through recognising and valuing ‘successful failures’ as positive learning experiences.

16. We will implement more effective recruitment practices and we will be enriched by both improvement and expansion of recruitment practices, which promote gender equality in staff, schemes for international mobility, and programmes (50% of faculty. Opportunities for these with the goal of developing personal growth and well-being.

17. We will have a fully operational mentoring system for guiding our junior staff and helping them prepare for their careers inside, or outside, academia.

18. We will create slow spaces in careers, curricula and art, where there is time to reflect, think and meet with the goal of developing personal growth and well-being.

19. We will explore potential broader Bachelor’s programmes at the intersection of fields to open new student more time to familiarise themselves with our different learning experiences.
ACKNOWLEDGEMENTS

The drafting of both Shaping 2030 and the Strategy for 2023 have been true UT-wide endeavours. Both are built on input that came from various Inspiration Sessions early in 2019. At least 615 colleagues were involved in these sessions. The results of these Inspiration Sessions were taken forward by 27 colleagues in four Working Groups on four tracks: Open, Personalised, Sustainable, and Way of working. The Working Groups offered 142 pages of very valuable suggestions and advise an input for the strategy. While much has necessarily been left out, we are convinced that the essence has been captured. The Strategy for 2023 was drafted by our Writing Team, which consisted of seven UT staff members (5 academic / 2 support), in close collaboration with the Executive Board.

The encouragement, advice and constructive criticism of our Reflection Panel during the entire process is kindly acknowledged.

1. RIGOROUS PREPARATION

Like all ambitious journeys, ours must start with the first step. Our first step is rigorous preparation. This includes:

- The Book of Inspiration, that is, an inventory of existing good practices that provide our community with inspiration and experimentation space. The Book of Inspiration will provide a platform for our good practices. It will help identify the people who have experience in the areas in which the University of Twente wants to step forward.
- The Sweet Spot Inventory of existing projects and places in which all three strategic goals can be directly addressed.
- The Programme Plan 2020-2023, with an overview of our ambitions, SMART goals, proposed actions, and allocation of tasks to specific units, an inventory of existing resources needed, and a thorough risk assessment. The Programme Plan also provides the outline for a detailed governance plan.

2. HONOURING THE SPIRIT OF OUR VISION

The implementation process must reflect the spirit of our Vision. Like all ambitious journeys, ours must start with the first step. Our first step is rigorous preparation. This includes:

- The implementation phase must reflect the spirit of our Vision. More specifically, an open UT signature-style governance plan.
- Collective conversion of the vision into action. The examples of goals and actions in the strategy are a starting point.
- Each faculty, unit and individual is invited to consider how our ambitions can be translated into actions within their own practice. Strategic agendas on the university’s core activities will be collectively developed in the spirit of our vision, including a research agenda and an education agenda, as well as agenda for internationalisation, digitisation and sustainability.
- Turning this process into a learning experience: we will follow a “rolling agenda”, in which all three strategic goals can be continuously addressed.
- The Programme Plan provides the outline for a detailed governance plan.

3. IMPLEMTING OUR NEW STRATEGY

A broad range of stakeholders awaits us, with an overview of our ambitions, SMART goals, proposed actions, and allocation of tasks to specific units, an inventory of existing resources needed, and a thorough risk assessment. The Programme Plan also provides the outline for a detailed governance plan.

1. RIGOROUS PREPARATION

Like all ambitious journeys, ours must start with the first step. Our first step is rigorous preparation. This includes:

- The Book of Inspiration, that is, an inventory of existing good practices that provide our community with inspiration and experimentation space. The Book of Inspiration will provide a platform for our good practices. It will help identify the people who have experience in the areas in which the University of Twente wants to step forward.
- The Sweet Spot Inventory of existing projects and places in which all three strategic goals can be directly addressed.
- The Programme Plan 2020-2023, with an overview of our ambitions, SMART goals, proposed actions, and allocation of tasks to specific units, an inventory of existing resources needed, and a thorough risk assessment. The Programme Plan also provides the outline for a detailed governance plan.

2. HONOURING THE SPIRIT OF OUR VISION

The implementation process must reflect the spirit of our Vision. Like all ambitious journeys, ours must start with the first step. Our first step is rigorous preparation. This includes:

- The implementation phase must reflect the spirit of our Vision. More specifically, an open UT signature-style governance plan.
- Collective conversion of the vision into action. The examples of goals and actions in the strategy are a starting point.
- Each faculty, unit and individual is invited to consider how our ambitions can be translated into actions within their own practice. Strategic agendas on the university’s core activities will be collectively developed in the spirit of our vision, including a research agenda and an education agenda, as well as agenda for internationalisation, digitisation and sustainability.
- Turning this process into a learning experience: we will follow a “rolling agenda”, in which all three strategic goals can be continuously addressed.
- The Programme Plan provides the outline for a detailed governance plan.

3. IMPLEMTING OUR NEW STRATEGY

A broad range of stakeholders awaits us, with an overview of our ambitions, SMART goals, proposed actions, and allocation of tasks to specific units, an inventory of existing resources needed, and a thorough risk assessment. The Programme Plan also provides the outline for a detailed governance plan.
THE UNIVERSITY OF TWENTE IS THE ULTIMATE PEOPLE-FIRST UNIVERSITY OF TECHNOLOGY. WE EMPOWER SOCIETY THROUGH SUSTAINABLE SOLUTIONS.

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

MISSION

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

VISION

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

INCLUSIVE

STUDENT OVER SYSTEM

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

OPEN

COMMUNITY OVER CAMPUS

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

ENTREPRENEURIAL

COURAGE OVER COMFORT

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

MISSION

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

MISSION

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

VISION

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

INCLUSIVE

STUDENT OVER SYSTEM

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

OPEN

COMMUNITY OVER CAMPUS

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

ENTREPRENEURIAL

COURAGE OVER COMFORT

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

MISSION

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

VISION

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

INCLUSIVE

STUDENT OVER SYSTEM

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

OPEN

COMMUNITY OVER CAMPUS

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

ENTREPRENEURIAL

COURAGE OVER COMFORT

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