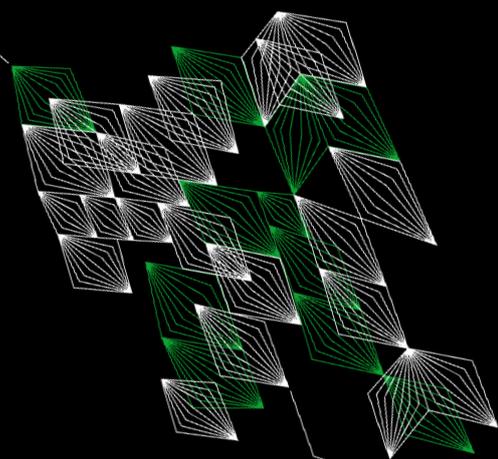




UT MISSION & VISION FIRST VERSION

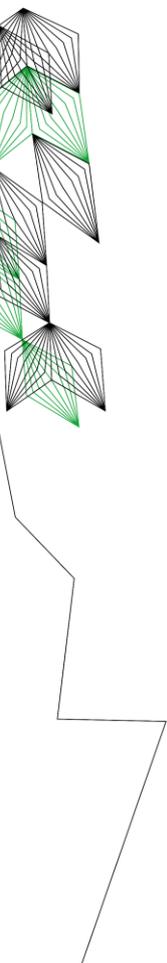
14 MAY 2019



UNIVERSITY OF TWENTE.

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MISSION

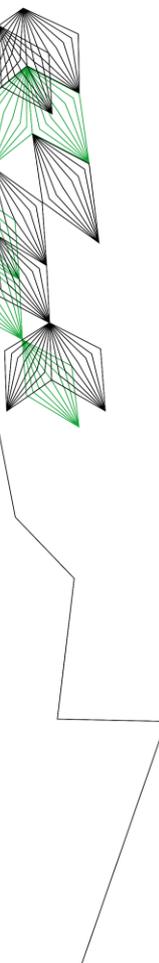
The University of Twente is here to empower society through sustainable solutions.

We choose to be the ultimate people-first university of technology.

Society is changing at a rapid pace, and our technology must evolve to shape and support this change. The University of Twente empowers society by sustainably and responsibly tackling challenges through the use of ground-breaking scientific knowledge and technologies.

To us, empowering society means providing education and delivering scientific and technological solutions to key societal issues. But we also help people understand the impact current scientific and technological developments will have on both their community and the environment.

Choosing to be a human-oriented university of technology means that we are a research university that aims to benefit society: we put people at the centre of our education and research. We are aware of the responsibility we have towards others, and we firmly believe that we have the power and possibility to make real and lasting changes.



VISION

Our vision consists of three parts. These are:

1. Context
2. Convictions
3. Characteristics

1. CONTEXT

The University of Twente has identified three areas to focus on as we head towards 2030.

SOCIAL

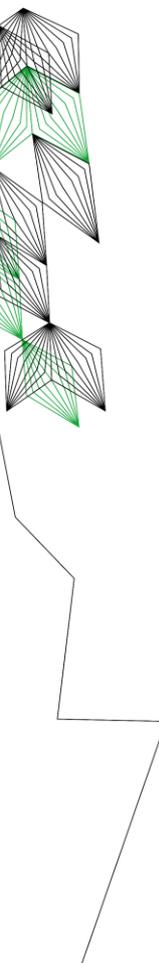
We aim to reduce the social divide. The social divide is increasing in many respects. Access to new technologies – and the ability to make use of them – is largely determined by generation, gender, social class and access to resources. To help reduce the divide, we will focus our efforts on contributing to a healthy environment in the broadest sense of the word, both at individual and institutional level, by advancing equality of opportunity, inclusion and well-being. Our research and education will play a vital role in this, fostering a culture of personal growth and development for all our staff and students while giving them the tools they need to thrive in the competitive world of higher education – and to make a valuable contribution to society.

SUSTAINABLE

We recognise that reducing inequality must go hand in hand with strategies that bring economic prosperity and improve health and education, but which must also help combat climate change and preserve our natural environment. The University of Twente has made it its mission to respond to social needs by developing sustainable, proactive measures to support our planet and human life: we are committed to making our operations and campus as green as possible, and we make sure our education and research contribute to relevant sustainable development goals whenever they can.

DIGITAL

We live in an era of digital transformation. As a society, we must learn new ways to interact with technology – collectively, but also at the individual level. As a university, we see the tremendous impact digitalisation may have on academic institutions. In responding to current crises, we consider the long-term implications of its solutions. We consider digital technologies enablers of growth and positive change, which is why we choose to play a key, proactive role in their design and development. The guiding principle in this is to make our solutions work for the benefit of society: institutions, industry, and individuals. We believe that questions of security, trust, ethics and autonomy are crucial when it comes to raising tech-savvy citizens. For learners, the ongoing development of digitalisation means that they will need skills that may not exist yet – or which are changing rapidly. At the same time, emotional intelligence, critical thinking and communication skills are paramount and therefore require our attention. The University of Twente is at the forefront of bridging this skills gap.



2. CONVICTIONS

We have identified six convictions that will help us accomplish our ambitions heading towards 2030, which we outline below. Key here is that we aim to build on our accomplishments so far while striving for new levels of excellence. We are ready to move forward and take the strategic steps needed to achieve our 2030 ambitions. We will do this by focusing on our key-enabling technologies as well as our core areas: Science, Technology, Engineering, Mathematics, Design, Management and Social Sciences.

LEADING THE CHANGE

Technological progress, digitalisation and geopolitical developments all play a powerful role in shaping our society. The world is changing fast and will look very different in 2030. At the University of Twente, we want to lead these changes. We have the knowledge and ability to anticipate and act in order to advance society. We want our students, researchers and alumni to shape the future, as well as the public discourse on the societal and ethical consequences of change. With excellence and quality as our core values, our ambition to be a change leader is one of the main drivers that will help us accomplish our mission.

STUDENT-CENTERED

The University of Twente has always been a student-centred university and will continue to be so. Our goal is to strive for proximity: to be where our students are, and to be relevant at all stages in their careers. Our education is relevant, innovative and personalised. We want our education and training courses to become available to learners ranging from young adults to experienced professionals when appropriate. Our students lead active student lives on and off campus to broaden their horizons. They will belong to an inclusive intercultural community. Being a student-centred university also means being flexible in the services we offer to our students.

PIONEERING

We foster innovation, risk-taking, and pioneering. We have a leading position in entrepreneurship in Europe. The University of Twente has helped define entrepreneurship in tertiary education and inspired many universities to follow suit. The ability to combine technical knowledge with complex problem-solving abilities, creativity and cognitive flexibility is what defines our university, and we will continue to instil such a mind-set in our students and staff. Heading towards 2030, we are taking entrepreneurship to the next level by deliberately strengthening our pioneering efforts. Building upon a strong foundation, we will invent new standards for industrial and societal collaboration. These new standards will inspire new generations of students.

NETWORKED

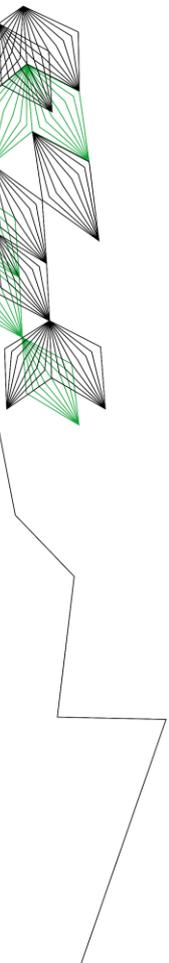
The University of Twente has always valued its close ties to society and industry. A major driver for us in the coming years is to build on these existing connections to emphasize joint responsibility. By 2030, the boundaries of our education and research will extend far beyond the UT campus to the homes, communities and companies of longstanding and new partners, and our alumni, with knowledge flowing in both directions. By becoming a more mature networked university, the University of Twente and our networked partners will share structures to make use of each other's strengths. We also aim to strengthen our ties with the region, as well as with Germany. In Europe, we will have strengthened our position through our leading role in the ECIU network. By 2030, the University of Twente will be at the core of an ecosystem in which our people collaborate both locally and globally, guided in their work by our standards of excellence.

EMPOWERING

Societal challenges and drivers require us to be able to navigate with precision, but above all with speed, confidence and impact. Our organisation is adaptive, responsive and resilient. Trust, transparency and continuous improvement are key factors in our work. Our duty is to help our staff and students learn and grow. The level of excellence at the foundation of our basic processes allows us to innovate and experiment elsewhere. It enables us to respond quickly to changes and opportunities in our surroundings. Our organisation is digitally aware, digitally competent and digitally ready.

PERSONAL GROWTH

The University of Twente nurtures talent and leadership in its staff and students. We believe in the power of positivity, and its ability to help identify and develop talent and forge enduring partnerships. Our leaders strive for long-term results by focusing on team science and performance, managing work pressure and fostering employee mobility and sustainable employability. We acknowledge the value of social impact, which goes beyond bibliometric measures. We encourage leaders to use their influence, be it in teaching, research or innovation. Talent is the driving force we need to achieve our strategic goals. Recognising, attracting, developing and fostering talent is a basic requirement. We will go one step further and optimise the conditions within our regional network for talented individuals of all ages and backgrounds to drive their own development, as well as that of their peers.



3. CHARACTERISTICS

PEOPLE: OUR COMMUNITY

Our people are problem solvers. They are able to quickly adjust to a rapidly changing and often unpredictable environment. They are confident, considerate and driven by curiosity to explore new ways. Our community is inclusive and diverse, and comprises people with a variety of experiences, backgrounds and identities.

PLACES: GLOBAL, REGIONAL, LOCAL, VIRTUAL

Operating in a complex and connected world, we believe that large as well as small changes can have a non-linear impact on humanity and the planet we live on. That a single act of human intervention or a small piece of innovation can serve as a catalyst and have a major societal impact. By committing to excellence, innovation and hard work, in a world with limited resources, our positive impact can be meaningful.

In 2030, we will be living in a digitally mature society – a world that will be changing at an unprecedented pace. This means that the people developing our technology will have new responsibilities, as will those who analyse society in order to improve it. The University of Twente's role will be to help society deal with technology in a responsible manner. We actively engage in dialogue on the origins and effects of technology and digitalisation, and constantly seek to promote public appreciation for technological advancement in design, implementation and use.

As we head towards 2030, we will continue to be an enterprising organisation that anticipates and responds to today's and tomorrow's challenges. We will be paying tribute to our entrepreneurial attitude by setting up a separate entity alongside the existing organisation. This new entity will provide scope to experiment with ideas and opportunities without disrupting the existing organisation. It will enable us to pioneer new forms of education, research and innovation, and to offer those involved the best possible conditions to succeed in an international context. It will be a place where researchers, operations, companies and users can test-drive new technologies – where people are inspired and empowered to learn, to do ground-breaking research and to commit themselves to bold new ideas and innovative technology. To allow this external innovation unit to flourish, our operational processes should be maximally harmonised.

Our campus will function as a living lab and a meeting place. A place where students have reliable and innovative learning experiences. It is a hub for innovation, social exchange and networking. It will be a safe and inclusive environment for those who study, work and live there. With new types of students as well as public and private organisations populating our campus, new demands will arise. To meet these demands, our building infrastructure will provide flexible spaces for new ways of collaborative working.

Be it local or global, physical or virtual, we strive to connect with our people and their needs and wishes. Where necessary, our education will increasingly be offered online through our virtual campus.

