



Annual Plan LTSH 2025

Development of housing and real estate

Public version



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MANAGEMENT SUMMARY

The impact of national and international developments at UT

UT is currently facing the task of having to make substantial cuts. We are still experiencing the disadvantages of shortage in both materials and labour. As a result, prices remain high, although the effect of inflation on material costs seems to be diminishing slightly. In addition, UT is now also facing severe cuts in higher education that the current government has proposed: these will add to the financial challenges that UT is already dealing with.

All of this affects property plans. Investments in expansion are off the table (for the time being) and renovations will be critically examined to assess what is necessary and what is not.

The Annual Plan 2025 is in line with last year's plan. New projects, all subject to individual approval, include renovating the Westhorst building and moving the wind tunnel to the Hangar. Both are part of the chain of relocations that will trigger the completion of the CUBE workshop in 2025. The upgrade of installations at the Zuidhorst building has also been added as a project. (This was previously included as a maintenance investment but is now labelled as a property project because of the cost estimate and lead time). Finally, the 'Meisjeshuis' (part of the Logica building) has been included as a new project. There is no estimate for this project yet, because there are no concrete plans yet. In the upcoming period, options for this location will be investigated.

Student intake

The student intake seems to stabilise. We also expect the intake in the upcoming years to stabilise. However, because the intake was higher for some years, the number of students on campus is expected to decline slightly in the upcoming period.

Focus on existing real estate

The new Annual Plan focuses on existing property. Our main targets are to make optimal use of current facilities, improving the portfolio and making it more sustainable.

A roadmap has been drawn up setting out the sustainability targets for property: a 49% reduction of CO2 emissions by 2030, in comparison with 2018, and 95% CO2 neutrality by 2050. These targets are the ones used when renovating existing real estate.

Project portfolio for 2025-2029

In the previous Annual Plan (2024-2028), the project portfolio was already significantly reduced in size when compared with previous plans. Investments to expand have been cancelled or postponed. Due to the decrease in student intake and the deteriorating financial situation, LTSH is focused on maintaining the existing property portfolio and making it more sustainable. As a result, it has become even more important to make optimal use of existing facilities.

For the years 2025-2029, sixteen real estate projects are included in the Annual Plan. In addition, as in other years, budget that has yet to be specified has been included for activity-based work, customisation of labs and unforeseen costs/projects. The projects in the Annual Plan can be divided into five categories:

1. Development of UT property;
2. Infrastructure;
3. Development of third-party property;
4. Investing in maintenance;
5. Budget to be allocated.

Most projects are part of the first category, such as the completion of Kop Langezijds building, the CUBE, and the renovations of the Pavilion, Cubicus, Water Sports Complex, and Horst buildings. Expenses are also included to solve the bottleneck situations at Sports and Culture. Kop Langezijds building and CUBE are the last expansion investments within LTSH for the time being.

Finance

The decrease in student intake and increase in costs have led to financial challenges for UT. The current unprecedented cuts imposed by the government and the general political uncertainty also affect the financial situation of universities in general. Therefore, the 2024-2028 Annual Plan had already downsized drastically, as mentioned above. This trend is continued in the Annual Plan 2025-2029. As before, the financial scope for real estate plans amounts to approximately XXX Euros for the next five years. Should this prove necessary, we may expect a request to investigate where further cuts can be made. In doing so, other strategic choices will have to be made that are in line with UT's strategy across the board.

	Goal limits	Annual report 2023	Budget 2024	Marap 08-2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Solvency II	30% < x < 40%	X%	X%	X%	X%	X%	X%	X%	X%
Current ratio	0,5 < x < 1,5	X	X	X	X	X	X	X	X
Profitability (1 year)	> - 10%	X%	X%	X%	X%	X%	X%	X%	X%
Housing ratio	< 0,15	X	X	X	X	X	X	X	X

UT's budget must fit within the financial framework as listed in the table above. The LTSH Annual Plan is part of this framework and should therefore not exceed set limits. In addition, with the projects laid out in this Annual Plan the aim is to ensure an even distribution of cash flow over the next five years.

Since actual expenditure corresponds exactly to the estimated costs, the financial ratios and developments regarding cash flow will be re-assessed with every investment decision.

Risks and uncertainties

Although planning is done as accurately as possible, there are risks and uncertainties that need to be taken into account. Some of the most important risks and uncertainties are:

- The limited internal capacity at UT (staffing). These may lead to projects being delayed;
- Changes in the numbers of staff and students. These numbers have consequences for the number of square metres and the type of real estate that is needed;
- The current government's plans affect UT's finances. Uncertainty about these poses a risk to operations;
- Developments in the costs of construction still pose a risk. Expenses on both staff and materials are increasing.

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1. INTRODUCTION

1.1 General introduction

In 2022, UT's LTSH strategy for the next 10 years was drafted ('LTSH 2032', established at the start of 2023). This strategic document will be reviewed every three years. The next strategic plan will therefore be prepared in 2025, for the period 2026-2035. In the intervening years, an Annual Plan will be made.

LTSH 2032 is the most recent strategic plan. In this plan, UT's strategy 'Shaping 2030' has been translated into goals for real estate and housing. The Annual Plan 2025-2029 was written within the frameworks of LTSH 2032, indicating what our focus will be and where investments will be made in the upcoming years. The Annual Plan contains an update on the financial situation, ongoing projects, and the focus in deploying real estate with regards to the LTSH strategy.

The Annual Plan looks at the next five years. Current national and regional developments affecting real estate and housing have been described in this plan. Projects for the upcoming years have also been listed and illustrated.

1.2 Looking back on the year 2024

Internal and external factors

- Events in the world, such as the war in Ukraine, have affected the availability and costs of materials. It is difficult to estimate what impact this war will have in the upcoming years;
- The effect of inflation on material costs and labour seems to be diminishing slightly after the increase in previous years;
- After a peak in 2021, there was a decline in student intake in 2022 and 2023. Currently, the number of student admissions is expected to stabilise. The development of the intake affects the entire operations of UT, such as the physical space that is necessary, but also – not least – the financial headroom. The latter forces is to prioritise our choices, i.e. in some cases real estate projects have been postponed or adjusted;
- The sustainability of and energy consumption in buildings have become of greater importance;
- Now that a number of expansion projects have been cancelled (notably the building on De Es), more attention is being paid to making optimal use of existing real estate.

Current projects

- The Langezijds building was completed in 2023 and has been home to the Faculty of ITC ever since. The end of the building (Kop Langezijds) was completed later. Meanwhile, this part of the building has been in use by (part of) the Faculty of BMS, who are temporarily housed here while the Cubicus building is being renovated;
- In 2024, work was in full swing to realise the CUBE, a new workplace for the Faculty of ET. Work on this project will continue in 2025;
- The Boerderij Bosch and Stall buildings have been renovated. Two additional log cabins have been installed on the property;
- Renovation of the Pavilion building has started;

- Preparations for the renovation of the Cubicus building are in full swing. Staff of the Faculty of BMS, who normally work in Cubicus, have moved into their temporary work location in Kop Langezijds building and in the Capitool 15 building;
- The office building at Capitool 15 in Kennispark is leased. During the renovation of the Cubicus building, this building is temporarily in use as an office space. After that, it will be used for the same purpose during the renovation of the Horst complex. The building has been modified to make it a suitable temporary home for the Faculty of BMS;
- In order to bring the cooling system for all buildings on campus up to modern standard of sustainability, the Koelgebouw building has been expanded substantially;
- As far as Sports and Culture are concerned, several (smaller) projects were completed. For instance, a dance hall was created in Logica, the indoor swimming pool was renovated and the foyer in the Vrijhof building was upgraded. In addition, preparations for the renovation of the water sports complex also started this year.

1.3 Prospect for 2025

Internal and external factors

- Various measures have been taken to improve UT's financial position. In the upcoming years, however, limited financial possibilities will have to be taken into account, which also result from the unprecedented cutbacks that the current government has planned;
- Prices are high still. Although inflation seems to be diminishing, soaring prices in combination with limited financial possibilities pose a challenge for realising real estate plans. Clear prioritisation is of vital importance;
- The new vision of the UT campus, which UT has drawn up in collaboration with the municipality of Enschede, is ready and will be used as a frame of reference for campus development;
- Now that expansions have been cancelled, making optimal use of existing real estate is increasingly the point of attention. This concerns workplaces as well as teaching and research facilities. In the upcoming years, this is what we will focus on.

Current and future projects

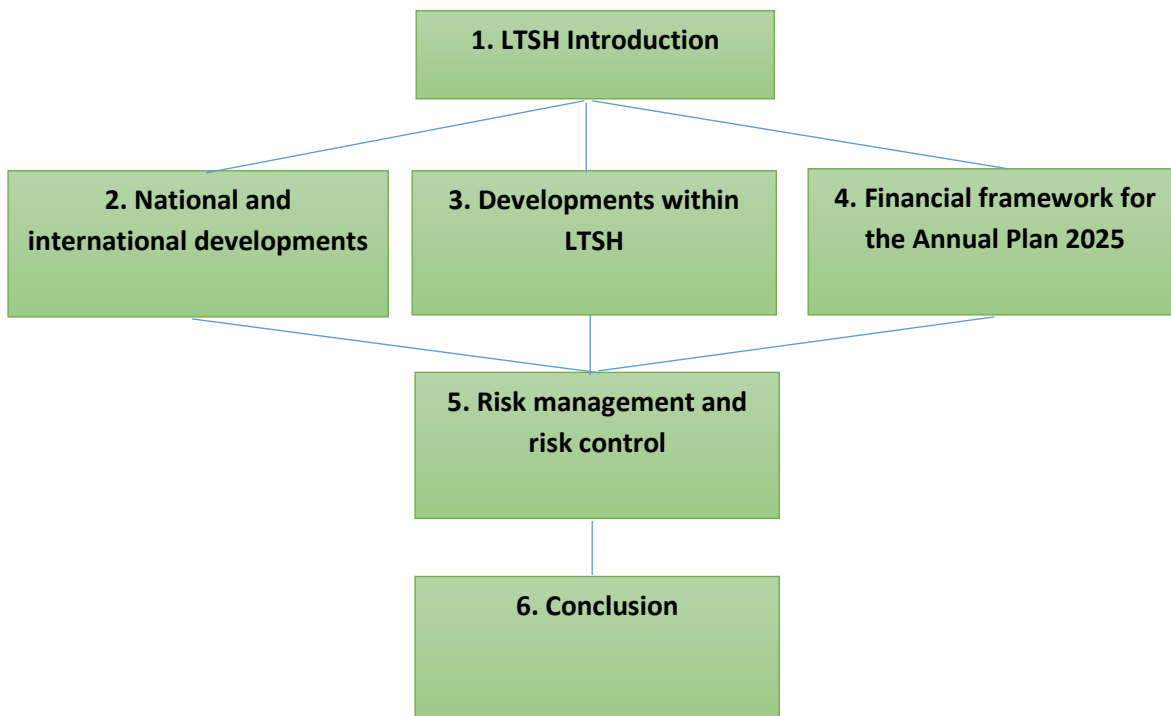
- The CUBE, which is the workshop for the ET Faculty, will be completed in 2025;
- The same applies to the renovation and extension of the Pavilion building, of which CES is the intended user;
- Most of the renovation of the Cubicus building will be carried out in 2025 and 2026;
- The renovation of the Horst building will be started in 2025. Most of the work will be carried out in the years 2027 to 2030. Related to this is the relocation of the Wind Tunnel to the Hangar building in 2025 and the realisation of labs in the vacated space in the Westhorst building in 2026/2027;
- In the upcoming period, we will look into what the best option for the so-called 'Meisjeshuis' in the Logica building is. Several options will be discussed, which may lead to setting up an additional project; there is no clarity on this at present;
- For solving the biggest bottleneck issues at Sports and Culture, an sum of money has been reserved in the Annual Plan. Further details will follow;

- Veste Wonen (building corporation) is working on student housing on several places on campus. Although these housing facilities will not be property of UT, they do cause work for UT. For example, after finishing student housing on the Boulevard, both the Boulevard and the Oude Drienerloweg area will be improved. The renovation of student housing on the Calslaan will also involve work on the infrastructure there, and the same applies to the planned construction of student housing at the Verre Veld. These investments will pay themselves back through the park management fee that is paid by Veste Wonen, except for the investments concerning the area around the Boulevard and Oude Drienerloweg.

These projects and planning are described in detail in chapter 3.

1.4 Reader's guide

Chapter 2 of this Annual Plan describes internal and external developments that are relevant to LTSH. It also indicates whether these developments call for a change in the chosen strategy. Chapter 3 gives an overview of real estate projects planned for the next five years. Chapter 4 explains the financial framework and offers a calculation of the key figures. Risks that have been identified are described in chapter 5 and the conclusion of this Annual Plan follows in chapter 6.



2. NATIONAL AND INTERNATIONAL DEVELOPMENTS

To develop UT's real estate plan further, it is important to identify any developments that may affect the plan. These include regional, national and international developments, as well as developments within UT, which may affect the number of users to be accommodated on campus or their needs and wishes.

Section 2.1 of this chapter lists regional, national, and international developments and their impact on LTSH. Section 2.2 discusses developments within UT. Section 2.3 gives an overview of the collaborations that exist regarding real estate developments with partners outside UT, and section 2.4 explains developments regarding student housing.

2.1 External developments: regional, national, and international

2.1.1 Current external circumstances

There were several external factors to consider when drafting LTSH, since they pose various risks.

Currently, there is a labour shortage, the real estate market is under duress, there is a shortage of (raw) materials, interest rates have gone up in recent years (causing developers to pull out of projects, because they are no longer profitable), and energy and fuel costs are increasing. Although in September 2024 the ECB lowered interest rates for the first time in years, it is still unclear whether this reduction will remain and have effect in the long run. What with the ongoing wars in Ukraine and the Middle East, the future remains difficult to predict.

Also, nothing has been resolved regarding the deposition of nitrogen and the impact thereof on construction permits. These factors cause additional costs, longer delivery times, and delays in completing projects.

2.1.2 Internationalisation and safeguarding knowledge

In 2023, the then Minister Dijkgraaf indicated that he wanted to prevent 'further internationalisation' in higher education. The current government has indicated it will take this approach to the next level by reducing the number of international (i.e. non-EU) students and countering the so-called 'Anglification' of education. The exact plans of the government are not yet known, but there are (financial) indications that the intake of international students will go down (drastically). For undergraduate study programmes, this will mean that as of 2025, specific approval must be granted if they are offered in a different language than Dutch. Moreover, a maximum of one third of the number of credits may concern courses offered in English. These measures are mainly introduced to limit the intake of non-EU students.

Another issue regarding the intake of international students is safeguarding knowledge. There is an increasing number of countries, including the Netherlands, which will not accept students from countries such as China for certain (technical) fields of study anymore. This could have a major impact for student intake.

2.1.3 Alternative forms of government funding

In recent years, the government has set up a number of Funds for educational and research institutions and to stimulate the economy. These often require the submission of extensive proposals, with uncertain outcome. This requires said institutions to be highly flexible.

Sector plans

Earlier, the government introduced sector plans with a view to strengthening the country's knowledge base by profiling universities in a balanced and concerted manner, with the aim of preserving the Netherlands' academic excellence. UT will receive approximately XXX Euros through these sector plans. This has boosted staff numbers as well as the capacity to invest in equipment and infrastructure. Funding that used to be spent entirely on research may now include indirect expenses.

As it stands, the current government has changed this policy by reducing the funds allocated to the sector plans XXX Euros annually.

'Global Agreement of May 2024, Coalition's programme of September 2024, National Budget for 2025

The budgetary changes that the new government's global agreement of 16 May 2024 will entail cannot yet be determined. The coalition's programme, which was presented in September 2024 along with the National Budget for 2025, provides more insight into the consequences of political developments for higher education.

The table below gives an overview of the cuts that have been announced and their impact on higher education.

Adjustments to the Coalition's programme and the National Budget for 2025 affecting research, education, and innovation:

Adjustments in M€	2025	2026	2027	2028
National Growth Fund	-180	-730	-1.200	-980
Adjustment of sector plans	-175	-175	-175	-175
Reduction of government funding for long-term students		-95	-118	-209
Research and Science Fund	-132	-132	-132	-132
Reduction of international students (<i>Wet Internationalisering in Balans</i>)		-29	-118	-209
Other	-1	-9	-9	-9

Sources: *Budgettaire bijlage hoofdlijnenakkoord, 16 May 2024; UNL, Analyse Rijksbegroting 2025; 17 September 2024, Regeerprogramma September 2024; UT FIN-FGC, Uitkomsten Rijksbegroting, Begroting OCW 2025, 19 September 2024*

The changes as mentioned here apply to higher education as a whole. What the consequences for the University of Twente will be is difficult to estimate at this moment. However, it is clear that the national governments' financial support will decrease in the upcoming years. UT FIN-FGC has used these data to calculate the possible effects on UT's budget.

Main policy expenditure changes compared to previous year (amounts x €1,000)		Possible effect UT				
	Art.	2025	2026	2027	2028	2029
Stand begroting 2024 (inclusief NvW)						
6. HLA 24. Vervallen Startersbeurzen (voormalig Bijstelling sectorplannen hoger onderwijs en wetenschap)	7	X	X	X	X	X
10. HLA 34. Gerichte keuzes ontwikkelingssamenwerking	7		X	X	X	X
11. HLA 35. Verlaging non-ODA-middelen	6,7,8,14					
13. HLA 41. Verminderen internationale studenten (via bestuurlijk akkoord)	7		X	X	X	X
16. HLA 44. Verhogen collegegeld langstudeerders (via lagere bekostiging)	7		X	X	X	X
17. HLA 69. Fonds Onderzoek Wetenschap (vervallen stimuleringsbeurzen)	7	X	X	X	X	X
Stand ontwerpbegroting 2025		X	X	X	X	X

calculation based on our share of the education budget

Source: UT FIN-FGC, *Uitkomsten Rijksbegroting, Begroting OCW 2025, 19 September 2024*

2.2 Internal developments

The University's financial situation has been critical in the past year and will be in the years to come. It is forcing the University to decrease the cost of operations drastically. A reduction in the number of employees is anticipated. (XXX% support staff at the end of 2025 and from 2026 onwards possibly even another XXX% - XXX%, depending on what impact the government cuts regarding Internationalisation (WIB) and "Langstudeerdersboete" have on the student numbers of het UT.) This reduction will affect the University's overall operations and will put pressure on the feasibility and necessity of parts of the LTSH programme.

Financial prospect for the next few years

In the upcoming years, the University will have to make further structural savings. The main reasons for this are decreased student numbers and a reduction in the national government's contribution. In UT FIN's estimate, as listed above, the government's contribution will decrease in the upcoming years by about XXX Euros in 2025 to XXX Euros in 2028. This financial prospect may result in a reduced need for accommodation, which makes looking ahead towards 2026 and beyond particularly difficult. The effect of any cuts made will have to become clear in the upcoming period.

Source: *Website UT|Corporate mededelingen|Direct en krachtig bijsturen op de financiën van de UT, 10 July 2024*

2.3 Partnerships

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

At a regional level, UT is a partner in the development of Top Locations Twente, which consist of Kennispark, High Tech Systems Park in Hengelo, and the Techbase in Enschede. The closest and most important location is Kennispark, for the development of which UT works closely together with the municipality of Enschede and companies in the area on the strategic development of Kennispark.

At a national level, UT has a partnership with VU Amsterdam. Both Universities have jointly formulated a number of ambitions to be realised by 2030, and a new work programme has been launched that will continue until 2025. This work programme includes the following ambition:

- To offer UT bachelor programmes (including Creative Technology and Mechanical Engineering) in Amsterdam;
- To work on impactful programmes on the themes of Resilience, Circularity, and Smart Cities.

Whilst following their undergraduate programmes in Amsterdam, students will also regularly visit and stay on our campus (in the Blokhutten and the Stall buildings).

The Centre for Security and Digitalisation (CVD) is a unique partnership between Saxion University of Applied Sciences, the Police Academy, the University of Twente, the Municipality of Apeldoorn and other parties that got started in Apeldoorn in 2022. Situated at a prominent location near the Apeldoorn railway station, the centre provides a modern and inspiring venue for 'lifelong learning' (LLL).

Plans for tuition in Zwolle are still under development. A number of UT entities are at work within the Zwolle ecosystem. We are closely following developments over there to determine what this might mean for providing accommodation.

At the international level, 2018 saw the start of a collaboration with Navitas IFY, which offers a pre-bachelor programme. This co-operation may end in 2025, although UT is discussing the continuation of said co-operation for a new international pre-bachelor programme with Navitas. The intake of Navitas pre-bachelor students amounts to approximately XXX students per year. In comparison with UT student numbers, these numbers have insignificant impact on teaching facilities.

2.4 Student housing

Available, adequate, and affordable housing for new international students, staff and guests has been highlighted in UT's Shaping2030 plans. Sufficient, professional, and flexible assistance in finding suitable accommodation is crucial for attracting international talent. In addition, UT profiles itself as the 'Most Welcoming University' for students, staff, and guests.

The co-operation agreement signed by UT, housing corporations Domijn and Veste Wonen (part of Vechtdal Wonen), and the municipality of Enschede in 2021 is increasingly coming to fruition. These include the following developments:

- The realisation in 2024 of 117 residential units at the Boulevard UT;
- The planning of appr. 248 residential units on the so-called Verre Veld;
- The realisation in 2024-2025 of about 200 residential units on Hengelosestraat by Domijn and Veste Wonen (in which UT has no active role).

3. DEVELOPMENTS IN LTSH

The previous chapter described the developments inside and outside of UT. In chapter 3, these developments are translated into an update of LTSH project planning. First, we will describe how the plan is created, then the frameworks within which it is drawn up will be outlined, after which we will explain how communication about real estate development on campus takes place, and finally, we will provide an overview of the projects for the upcoming years.

3.1 Procedures within the LTSH programme

The LTSH programme is a well-organised programme. Who is in control and has the power of decision has been laid out clearly, which works well. However, opportunities for improvement and greater efficiency in working methods are continuously being examined. Since the focus of real estate development is increasingly shifting from expansion to renovation and optimal use of existing real estate, and the financial situation requires a critical approach to the use of resources, possible adjustments in the organisation of the programme are being examined. It is important that the processes that run well do not have to compromise in quality.

Project management tool

The project managers are currently still working in Excel to monitor their budget. In 2023, a project management tool was purchased aimed at reducing work for both the project managers and the financial controller, as well as the risk of making errors. However, this tool still needs to be connected to the financial system Unit4 that UT uses. Due to the lack of resources, this connection has not yet been made and the tool therefore cannot be used as yet. The programme's team continues to try and draw attention to this issue, with the hope of being able to use the tool by 2025.

Co-operation with Faculties

In recent years, it has become apparent that having a contact person within the Faculties for real estate projects is highly valuable. For instance, when drawing up a programme of requirements, having a contact person is important to gain insight into the wishes of the Faculty at hand. Also, we can work a lot more efficiently later in the process and during the design and implementation, when we can spar with a contact person. In this set-up, projects run more smoothly.

Scenarios for LTSH

The Annual Plan works from a basic scenario, being a stable intake of students. Given current financial developments, the number of employees will decrease in the upcoming period. For this reason, we will assess annually whether there is reason to adjust plans. In the Strategic Real Estate Plan, which is drawn up every three years, scenarios are developed that assume (to a greater or lesser extent) increase and (to a greater or lesser extent) decrease. The risk paragraph in Chapter 5 briefly summarises how unexpected changes in the number of students and employees will be dealt with.

3.2 Framework

When drawing up the LTSH Annual Plan 2025-2029, various frameworks and principles were taken into account.

General principles

- In accordance with LTSH policy, the real estate portfolio will not be expanded as long as student intake is decreasing;
- We will focus on existing real estate:
 - Making optimal use of the number of existing square meters;
 - Investing in the sustainability and quality of the existing real estate portfolio.

In this context, a number of major renovations have been planned: the Cubicus and Horst buildings will be renovated during the term of this Annual Plan, after which the Zilverling building will be renovated.

Spatial framework

Because our surface area is not expanding, it is even more important to make optimal use of the space available in the current real estate portfolio. There is a particular shortage in educational space and laboratories. In order to solve the problem with educational space, the WIC (flexible use of campus facilities) and Ruimtebeheer (Spatial Management) projects are being implemented by the CEF programme team. These projects should help gain insight into factual occupancy and use of educational spaces, in order to be able to use them more efficiently and to constitute a better distribution of educational activities over the available spaces. We are looking for solutions for the shortage of labs within the available surface area. Possibilities that will be examined include more efficient use of available lab spaces and investigating whether other spaces can be converted into labs.

In some buildings, there is also a shortage of office space. However, research shows that there is more than enough office space available on campus. We are looking at how this space can be used more efficiently. Bottleneck issues have also been identified in the number of sports and cultural facilities. For this problem, solutions must also be found within the existing buildings.

Financial framework

Due to the financial situation in which UT currently finds itself, there is only room to do the bare minimum within the real estate portfolio. For the period 2025-2029, a budget of approximately XXX Euros is available, which is a significant reduction compared with LTSH 2032. Other financial frameworks and starting points:

- In recent years, it has become evident that projects are often postponed or delayed other than planned, which stretches the expenses. Therefore, a realisation rate of XXX% has been calculated for 2025 and XXX% for the years after that;
- For the years 2025 to 2029, an indexation of XXX%, XXX%, XXX%, XXX% and XXX% has been calculated, which seems a realistic estimate based on the recent figures from the so-called 'Bouwkostenkompas'.

3.3 Internal and external communication about developments of housing and real estate

Internal and external communication about developments in housing and real estate at UT is essential and deserves our attention. The starting point for communication is the strategy laid out in LTSH 2032 and its implementation in the current Annual Plan. A section of the Campus and Facility Management website has been set up as an information platform regarding real estate and housing developments: www.utwente.nl/ltsh. This website is primarily aimed at internal target groups at UT and secondarily at external target groups. In addition, there is a real estate web page to share the innovative real estate projects with an external audience.

Communication principles

- The main language of communication is English. All information on the website will be available in English. Mailings and news items will be published in Dutch and English;
- For targeted communications, the first course of action is to define who is connected to various housing developments that will be included in plans at hand and to what extent. In this, a distinction is made between parties that are most involved, involved, and other/more generally involved. Those parties who are the most involved should be approached in the most personal manner, since they will suffer the greatest impact;
- Internal communication always takes place before external communication, in order of priority (most involved first, involved next, and finally more generally involved). U-Today coverage is ranked under external communications;
- As well as the intensive involvement of general and line organisations and user groups within UT, timely inclusion of participants and supervisors is essential (also to include students' perspectives). Frequent moments for trial and consultation prior to taking formal decisions (through various advisory bodies) is also important to create support and to identify risks or situations that require plan adjustment;
- Communications with media about housing issues will be carried out through or in co-ordination with a representative of the Executive Board;
- All communications about student housing on and close to campus will take place in close co-ordination with the relevant housing partner on campus, mostly Veste Wonen.

Target group

- **Appendix II** provides a list of the internal and external target groups as defined by us. For each project, it will be determined ahead of time which target group's involvement is relevant for communications.

Project-oriented communication

- The scope of several upcoming housing activities arising from LTSH, and the ways in which they are interrelated, require project-oriented communication. According to the present communications plan, a secondary communications plan is to be prepared for every project. The communication advisors who are connected to the relevant department or Faculty must be in support of the communication approach that is deemed necessary. Project managers of the CFM department may use a specified format for preparing news updates about the project.

Projects that require separate communication

For the year 2025, separate communication is in order for the following projects:

- Finishing the Kop Langezijds building, the CUBE building, and the expansion of the Koelgebouw 2 building;
- The renovation of the Cubicus building;
- The renovation and expansion of the Paviljoen building;
- Preparations for the renovation of the Horst building in 2027, with the replacement of the wind tunnel facilities which will move to the Hangar building in 2025 and the preparations for labs in the Westhorst building in 2026/2027;
- Renovation of the Water Sports Complex in 2025;
- Construction of the area around the Boulevard and Oude Drienerloweg, after the completion of student housing on the Boulevard.

Points of interest in our communications

Important points of interest in our communications regarding real estate development are:

- We are still facing relatively high costs of construction that may lead to additional costs and delays in the planning of our real estate projects;
- UT's strategy is focusing on renovating current real estate, not on expansion;
- For the upcoming years, we do not expect the number of students to increase. This is important when taking into account the functional need for housing and study spaces;
- In our communication with prospective students, it is important to point out that finding living accommodation in or near Enschede is not as big an issue as it is in other cities in the Netherlands;
- We are collaborating with the municipality of Enschede and social housing associations in the ongoing development of the Kennispark area. This is an important message to our community and to the region, in order to emphasise that we are collaborating on housing issues, both for staff and students as well as for industry;
- Sustainability in real estate is an important topic to point out. We should communicate more explicitly about what our goals are, how we try to accomplish these goals, what the results will be, and above all, what we have already achieved with regard to this theme.

3.4 Projects 2025-2029

In the Annual Plan 2025-2029, XXX Euros in investments has been included (for the period of 2024-2028, this was XXX Euros). As in past years, projects have been divided in the following categories:

1. Development of UT property:
 - a. Sustainable new constructions and extensions;
 - b. Renovation / sustainability of existing properties;
 - c. Sports and Culture;
2. Infrastructure;
3. Development of third-party property;
4. Investing in maintenance;
5. Budget that is yet to be allocated.

Category		Amount in K€
Development of UT property		117.601
<i>Sustainable new constructions and extensions</i>	4.555	
<i>Renovation / sustainability of existing properties</i>	101.940	
<i>Sports and culture</i>	11.106	
Infrastructure		1.852
Development of third-party property		1.411
Investing in maintenance		20.617
Budget that is yet to be allocated		14.200
Total investments 2025-2029		155.679

The strategic real estate plan still assumed a significant expansion of the surface area available. In the Annual Plan 2024-2028, these plans were significantly revised downwards and in the Annual Plan 2025-2029, the share of investments in the category of extensions is also small. The focus is on existing real estate; the renovations of the Cubicus and Horst buildings will be the largest projects in the upcoming years.

The first category, development of UT real estate, has seen the completion of renovations on the Boerderij Bosch and Stall buildings. Two new log cabins have been added to the same site. Kop Langezijds building has been completed and most of the work for the CUBE workshop has been completed. The renovation projects regarding the Paviljoen, lecture rooms in the Spiegel, Cubicus and Horst buildings (including moving the wind tunnel and creating labs in the remaining space in the Westhorst building) are on the agenda for the upcoming years. For Sports and Culture, the renovation of the Water Sports Complex is expected to be completed in 2025. Furthermore, as in the previous Annual Plan, a sum of money has been included for solving the biggest bottleneck issues in sports and cultural facilities, but no action has been taken on this yet due to the decreasing (now stabilising) student intake numbers and UT's financial situation.

In the Infrastructure category, the Koelgebouw building was recently completed and the work on Plein Kop Langezijds will be completed in 2024. The infrastructure for the area around the Boulevard and Drienerloweg will be tackled in 2025/2026.

The category of third-party real estate only pertains to student housing that is being constructed by the Veste Wonen housing corporation in the upcoming years. The work on new student housing facilities on the Boulevard will be completed in 2025. Veste Wonen will renovate student housing on the Calslaan, which will prompt UT to adjust the connected infrastructure. UT will also be responsible for expenses that follow from the construction of student housing on Verre Veld. These investments will be recovered through the park management fee that is paid by Veste Wonen to UT.

A sum of money has been included in the budget for maintenance each year. Maintenance and Real Estate draws up plans for this based on the multi-annual maintenance budget. Finally, budget for various plans has been included in the Annual Plan that will be allocated later, such as a budget for adjustments for activity-oriented work and projects that are to be determined later.

4. FINANCIAL FRAMEWORK FOR THE ANNUAL PLAN 2024

The most recent LTSH strategy, LTSH 2032, was established in early 2023. At that time, a growth scenario was still assumed. This has already been substantially adjusted in the Annual Plan 2024-2028. These adjustments will be continued in the Annual Plan 2025-2029. The total investment for the duration of the plan amounts to XXX Euros, as explained in the previous chapters.

4.1 Financial assessment

The Annual Plan 2025-2029 is calculated as part of the budget. The result of this is shown in paragraph 4.3. In addition, before a project actually starts, its financial feasibility is assessed again because circumstances can always change. A solid financial assessment will be performed for each project separately at three levels:

1. Each project is first assessed at project level. It must fit within the indicated budget and the (liquidity) planning of the Annual Plan. If it fits, the project can proceed. If not, the project is assessed at two more levels.
2. If the project deviates from the planning or exceeds the budget, whether the deviation can be absorbed in the planned cash flow for the years concerned will be assessed. For example, if project 1 is more expensive than budgeted and project 2 cheaper, this has no consequences for the total cash flow. If this is not the case, additional decision-making is required.
3. The third level at which the assessment is made concerns the Annual Plan as a whole. The Annual Plan shows the expenditure per year. This cannot be exceeded. Furthermore, the housing ratio may not exceed XXX%. The internal UT standard is XXX%. This may result in projects having to be scaled down or delayed if another project turns out to be more expensive than expected.

At each Marap, the liquidity forecast of the real estate projects is also updated. This is included in the assessment of the financial key figures.

The LTSH Annual Plan no longer assumes growth in the number of students, but rather a stabilisation in influx which will lead to a slight decrease in the number of students. Because the focus is therefore on existing real estate, the Annual Plan 2025-2029 includes several flexible budgets. These budgets should make it possible to transform spaces to perform functions that are needed at that time. These are budgets for activity-oriented work and transformation of laboratories (respectively XXX Euros and XXX Euros for the period of five years).

4.2 Overview and planning of the projects

Most projects in the Annual Plan 2025-2029 were also part of the Annual Plan 2024-2028. Exceptions are listed below. All projects are listed in the overview below. The projects marked in yellow are new compared to the previous Annual Plan.

Project	Budget 2025-2029 Looptijd AP	Forecast Totaal project	Indexed amounts							Looptijd AP
			Expenditure t/m 2023	Forecast 2024 total	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	
1. Developments own real estate										
● <i>A. Duurzame nieuwbouw/Groei</i>										
Kop Langezijds	X	X	X	X	X					X
Cube	X	X	X	X	X					X
Blokhutten (2 extra)		X	X	X						
● <i>B. Renovatie/Verduurzaming bestaand bezit</i>										
Paviljoen renovatie	X	X	X	X	X					X
Stall + Boerderij Bosch		X	X	X						
Vrijhof renovatie (restant budget)		X	X	X						
Spiegel bgg collegezalen	X	X					X			X
Cubicus renovatie	X	X	X	X	X	X	X			X
Horsttoren en -ring renovatie	X	X	X	X	X	X	X	X	X	X
Renovatie Westhorst / Robotica	X				X	X				X
Windtunnel	X			X						X
Zilverling renovatie		X								
Upgrade installaties Zuidhorst	X	X		X	X					X
Contemplation Room	X	X		X						X
Meljseshuis (Logica)		pm								
● <i>C. Sport en cultuur</i>										
<i>Masterplan sport & cultuur</i>										
Oplossen knelpunten sport & cultuur	X	X				X	X			X
Watersportcomplex renovation full	X	X	X	X	X					X
Total	X	X	X	X	X	X	X	X	X	X
2. Infrastructure										
Uitbreiding koelgebouw 2	X	X	X	X	X					X
Plein Kop Langezijds		X	X	X						
Omgeving Boulevard / Oude Drienerloweg	X	X	X	X						X
Total	X	X	X	X	X					X
3. Developments real estate third parties										
Studentenhuisvesting Boulevard	X	X	X	X						X
Omgeving Calslaan (renovatie / nieuwbouw)	X	X	X	X						X
Studentenhuisvesting Verre Veld	X	X	X	X	X					X
Total	X	X	X	X	X	X	X			X
4. Investments in maintenance										
Investments in maintenance	X	X	X	X	X	X	X	X	X	X
Total	X	X	X	X	X	X	X	X	X	X
5. Work out in further detail										
Activiteit gericht werken	X	X		X	X	X	X	X	X	X
Maatwerk labs	X	X		X	X	X	X	X	X	X
General unforeseen	X	X		X	X	X	X	X	X	X
Projects to be deduced	X	X		X	X	X	X	X	X	X
Total	X	X		X	X	X	X	X	X	X
TOTAL	X	X		X	X	X	X	X	X	X

The total indexed amount included in the Annual Plan amounts to XXX Euros for the period 2025-2029. The vast majority of investments relate to renovation or maintenance of the existing real estate portfolio, as is also clear from the table in paragraph 3.4.

The planned renovation of the Horst building and the new construction of CUBE will result in a number of shifts. When CUBE is ready, the residents of Hangar will move to their new CUBE workshop. The Hangar will then be freed up and will be used for a new wind tunnel. The old wind tunnel is located in the Westhorst. The space that will become available in the Westhorst building after the demolition of the old wind tunnel will be used to realise additional labs. These projects, like other new projects, will be submitted individually for approval.

These proposed relocations will result in two new projects compared to the previous Annual Plan:

- Realisation of new wind tunnel in Hangar.
- Renovation Westhorst building / Robotica. This project was in the previous Annual Plan in the yet to be allocated budget for custom labs. An amount has now been deducted from this for the renovation of Westhorst building / Robotics.

In addition to the above, there are three new projects that were not included in the previous Annual Plan:

- Upgrade installations Zuidhorst building. This project was included in the maintenance investments last year. Because it concerns a major intervention that was not realised within a year, this project is now included in the real estate investments.
- Prayer and quiet room in the Vrijhof building. This room will be relocated. In consultation with users, a new place has been found at another location in the Vrijhof building. The budget (XXX Euros) has been deducted from the budget for 'projects to be decided'.
- Meisjeshuis (Logica building). There are no concrete plans for this part of Logica. Because of that, no amount is included in the Annual Plan.

4.3 Financial framework

The projects from the Annual Plan are calculated by Finance. The financial ratios and the housing ratio have been calculated.

Financial ratios

The Education Inspectorate sets several financial guidelines for universities, within which they have to operate. UT also has its own internal standards, which are within the limits of the externally imposed standards. This means that investments in buildings must also fit within these financial parameters.

Solvency II, which is calculated by dividing the size of the equity plus provisions by total assets, must be at least XXX%, in accordance with the requirements of the Education Inspectorate. The University of Twente strives for a value between XXX% and XXX%, with a target value of XXX%. At the end of 2024 solvency II is expected to be XXX%, within the required standard. In 2025, the solvency is expected to rise slightly to XXX% and remain above the lower limit of XXX% for the following years.

We use the current ratio to measure liquidity. This ratio indicates the extent to which an organisation is able to cover its debts in the short term. To calculate this, the value of current assets is divided by the value of loan capital. The Education Inspectorate uses a bandwidth of 0.5 to 1.5. The University of Twente aims for a current ratio of XXX, also employing a 0.5 to 1.5 margin. At the end of 2024 the university’s current ratio is expected to be XXX. This will decrease over the next few years but is expected to remain above the lower limit.

The third financial ratio that is relevant is profitability. This is currently negative but needs to decrease towards zero. UT uses a multi-year target value for profitability. In one year, this may be at least XXX%, provided that it is XXX% in two years and XXX% in three years. The expectation is that profitability will be XXX% in 2024 and decrease to XXX% in 2025. After that, the value will reach XXX%.

Finally, the housing ratio is applied. This ratio indicates what percentage of the total costs of the university is spent on housing costs. The Education Inspectorate requires a maximum of XXX% for this. At UT, this percentage has been around XXX% to XXX% for years. This has proven to be a realistic percentage and will continue to serve as a guideline for the university. The housing ratio is expected to be XXX% in 2024, and XXX% in the years after.

The key figures mentioned play an important role in the assessment of the financial continuity of UT. These are part of a broad financial framework and indicate the limits of the financial possibilities of UT, within which the LTSH programme must also fit.

The investment programme for the years 2025-2029 has been calculated based on the budget for the same period. The results are shown in the table below.

	Goal limits	Annual report 2023	Budget 2024	Marap 08-2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Solvency II	30% < x < 40%	X%	X%	X%	X%	X%	X%	X%	X%
Current ratio	0,5 < x < 1,5	X	X	X	X	X	X	X	X
Profitability (1 year)	>- 10%	X%	X%	X%	X%	X%	X%	X%	X%
Housing ratio	< 0,15	X	X	X	X	X	X	X	X

In conclusion, based on the budget, the investments fit within the financial framework. However, it is important to note that prior to each project, the financial framework at that time will be reviewed again, as described in paragraph 4.1.

4.4 Vacancy ratio

In order to be flexible during relocations or major maintenance, a vacancy rate of XXX% is desired. At the moment, the vacancy rate is XXX%, but those vacant spaces are far from all being available space.

The office building Capitoool 15 has been rented to create space for relocations and renovations of campus buildings. In the coming period, this building will be used by the BMS faculty during the renovation of Cubicus.

There is still a lot of potential in better use of space on campus. Offices, for example, have a low occupancy rate, while there is also a shortage of space. This potential will be investigated in the coming period.

4.5 Conclusion

As previously mentioned in this Annual Plan, the financial circumstances of UT have changed considerably. Based on the budget, the LTSH investments with a total of XXX Euros fit within the financial framework. However, there are still uncertainties in the budget and government plans may also cause unexpected developments. It is therefore important to be able to make adjustments at any time. As far as the LTSH projects are concerned, this is accounted for through the requirement for project approval at different phases thus retaining the possibility to adjust or, if necessary, cancel a project.

5. RISK MANAGEMENT AND POSSIBLE CONTROL MEASURES

In the current Annual Plan, a number of important risks have been identified and are listed in the table below. In the second column, the impact of each risk is noted and the last column includes possible control measures to be further elaborated. Some of these are already in progress, the remainder are suggestions.

Uncertainty / Risk	Impact	Possible Control Measures
Market forces in the construction industry cause price increases and time delays	Major impact on the total budget	<ul style="list-style-type: none"> • Review the scope and amounts for financial investment (the investment potential) • A budget is reserved for setbacks due to market forces and price increases at UT and programme levels
Scarcity of materials	<ul style="list-style-type: none"> • Projects are delayed • Price increases 	<ul style="list-style-type: none"> • Timely procurement • Purchasing contracts with regular suppliers • Purchasing at risk • Strengthening our purchasing department
Shortage in sufficient technical staff and project managers internally due to the labour market	Projects are not carried out or have a longer duration, with the renovations of Cubicus and Horst being the first to fall behind	<ul style="list-style-type: none"> • Increase recruitment efforts for qualified employees for projects • Remain attractive as an employer • Educate (internal) people
Delay in decision-making processes; decisions often too broad and repeatedly discussed	Within this market situation, every delay costs extra and therefore affects the budget	Tight scheduling and strict compliance with deadlines, or rescheduling projects
A higher-than-expected growth of students and/or staff	Lack of housing for research and education (labs/offices/lecture rooms)	<ul style="list-style-type: none"> • More existing properties hired off campus • Consider regulatory influx measures for staff/students • Adapt use of space through e.g., longer opening hours, no fixed workplaces, etc. • Search for creative solutions together with the UT community
A slower-than-expected hiring rate or even decrease in staff and students	A surplus of housing for research and education (labs/offices/lecture rooms)	<ul style="list-style-type: none"> • Put expansion plans on hold • Temporary letting of premises • Demolition or disposal of old property • Termination of flex contracts
The adjustments to the existing property as a result of the many additions (functional, technical, including ventilation and sustainability) lead to a higher estimate than the standard budgeted estimate included	The budget is not sufficient	Budget adjustment and possibly other choices in the quality of fittings within the planning and the portfolio

6. CONCLUSIONS

Due to the changing circumstances of UT, the LTSH was re-examined last year. Where the LTSH 2032 was based on a base scenario with XXX students, the Annual Plan was significantly adjusted last year to a scenario between XXX and XXX students. The new Annual Plan 2025-2029 assumes a stabilisation of the influx of students, which will result in the number of students dropping below XXX. Compared to the LTSH 2032, the following measures have been taken:

- Focus on existing real estate: improving quality and efficient use of square metres.
- Cancellation / postponement of projects for expansion of the number of square metres.
- A pre-issued financial headroom of XXX Euros for the next five years.

Theoretically, there is room for optimising the use of space as UT has XXX workplaces for XXX FTE. The occupancy rate is often no higher than XXX%. In addition, a necessary reduction in the number of employees is expected for the coming years. On the other hand, there is a need for more labs. Now that no additional metres are being added, space will have to be found in a different way. This requires creative solutions; perhaps offices can be converted into labs or labs can be used more efficiently. A process will have to be identified for UT to come to an efficient way of working within the available space.

Based on these starting points, discussions were held with the various fora of the UT community to identify needs. This led to a scenario without expansion with a budget of XXX Euros, which seems to fit financially based on the calculation of the draft budget, with the following planning in outline (see the table in paragraph 4.2 for a total project overview):

- The workshop for ET, CUBE, will be completed in 2025.
- The wind tunnel will be moved to the Hangar and labs will be built in the remaining space in the Westhorst building.
- The Paviljoen, Cubicus and Horst buildings will be renovated.
- Renovation of the lecture halls in the Spiegel.
- The installations in the Zuidhorst building will be upgraded.
- An amount has been included for Sports & Culture to resolve the largest bottlenecks.
- The Boulevard / Oude Drienerloweg area will be addressed.
- Investments will be made in the (underground) infrastructure of UT in the Veste Wonen projects on the Calslaan and the Verre Veld.
- General: a realisation factor of XXX% has been calculated (with the exception of 2025 remaining at XXX%) and the indexation of the construction costs will decrease from XXX% to XXX%, based on recent figures from the construction sector.

LTSH PORTFOLIO MANAGEMENT

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

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

Portfolio Management and Governance

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

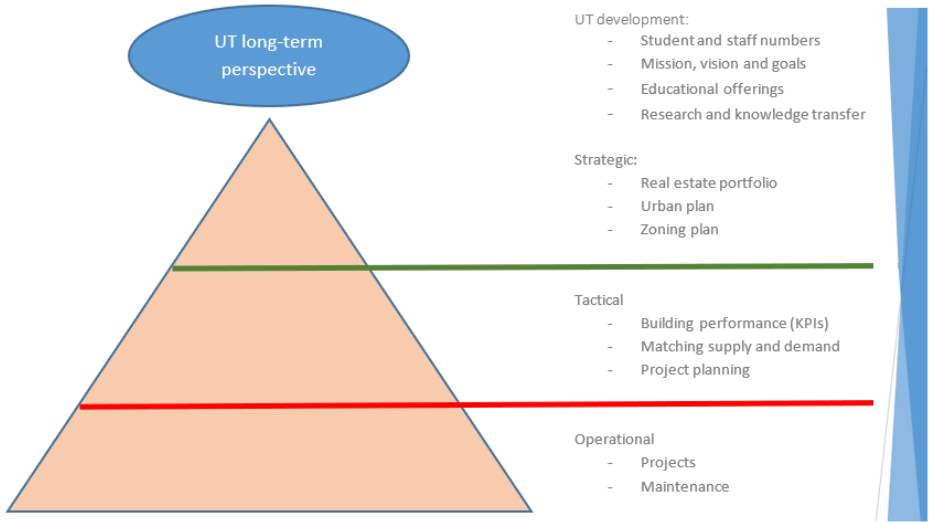


Figure: Diagram showing portfolio management at the university

As a specific project moves from the initiative phase to the design phase and then to realisation, the procedure is as follows:

- Every organisational unit of the university that wishes to make changes to its buildings draws up a business case, with support from the university service departments. This business case provides insight into:
 - The (joint) substantive ownership, based on which the requirement for buildings is formulated.
 - The policy on the use of space and a description of the intended working, educational and research concepts.
 - A substantiation of the long-term spatial requirements and a study into the options for facility-sharing.
 - A usage forecast, including a substantiation of future numbers of students and employees.
 - Provision for future accommodation costs in its own budget (based on the accommodation rates).
- For each real estate initiative, an integrated assessment is conducted at the campus level within the LTSH programme and by the Executive Board, including a specific focus on the supply of real estate available. Various solutions for the implementation of the project and general and financial impact are then explored. On the basis of integrated (spatial, organisational, financial) considerations, a substantiated preference will be expressed by the LTSH programme team with input from the user team (the five faculties) and the LTSH steering group. This is then submitted to the Executive Board for decision.
- The real estate initiative is evaluated for the strategic principles set out in Shaping2030.
- The real estate initiative is evaluated by the spatial planning supervisor for the spatial framework for the campus.
- At the institutional level a project must be feasible in its entirety, in terms of both planning and the capacity of the relevant organisation. Individual building projects are effective and should cater to the identified real estate requirement.
- The entire decision-making process for projects is shown in the flow chart below:

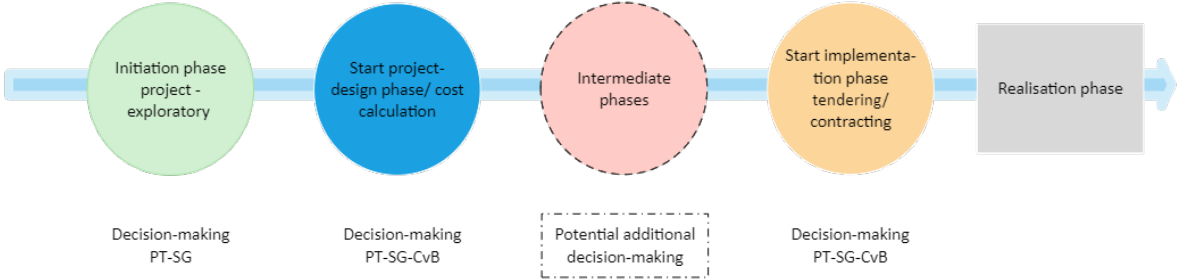


Figure: Flow chart showing decision-making process for projects

LTSH 2025-2029 forms part of the university's budget and requires approval of both the University Council and the Supervisory Board. This applies to the totality of real estate investments. The same approval is required if the LTSH is amended in the interim. Real estate projects involving an investment of more than XXX Euros require approval from the University Council. In the context of additional risk management, any deviations from the budget greater than 10% for each of these two projects must be approved by the Supervisory Board and the University Council at specific points in the process. The University Council has the right of assent on budget deviations from those projects that exceed 10%. In addition, the LTSH is updated annually in the 'Annual Real Estate Plan' and further details are set out. This is part of the P&C cycle. This means that the financial situation and a budget forecast will be included in periodic management reports. Major real estate projects are set out separately in these reports. This applies, for example, to the ITC project.

Involvement of General and Line Organisations

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

The objective in the coming years includes discussion every spring. This will encompass the various fora developments and shed light on the issues facing housing, to start gathering input for amendments to the Annual Plan for the following year. In this way, major developments can be included in the long-term frameworks in a timely fashion ('Spring Memorandum'), which may lead to a revision of the LTSH itself.

Communication with target groups

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

- Faculty Boards (staff and students) ET, EEMCS, ITC, TNW, BMS.
- CFM staff members.
- All parties involved in a big renovation project (Cubicus, Horst).
- Steering Committee, programme team, advisory board, project teams.
- Bodies in the decision-making process: UCB, CvB-D, CvB, University Council (FPB committee) and RvT.
- Student union.
- General community of UT (faculty, administrative and support staff, and students).

External target groups

- Ministry of Education, Culture and Science: via information provided to the General Chamber of Audit that was commissioned by the Ministry of Education, Culture and Science.
- Website to make information on housing developments publicly available, except for business-sensitive information.
- Chamber of Audit: 'Assessment of major housing investments' report; Conclusion of the General Chamber of Audit: universities in general (October 2016) and UT specifically (spring 2017) should also make information available, excluding business-sensitive information.
- Results of the investigation conducted by the Governance and Finance Steering Committee of VSNU into the university's real estate developments: refer to the explanation of necessary investments and the maintenance tasks of universities.
- Enschede municipality, Twente Board, Overijssel province.
- Veste Wonen and Domijn
- Companies in the UT area (through Kennispark).
- Residents living near the campus.
- Media (U-Today, Tubantia, RTV Oost, Enschede FM and national media).
- Consider when it may be desirable to proactively approach media about housing developments. This is risky, given the current political discussion on the real estate investment activities of Dutch universities.
- Partner institutions.
- Agreements with tenants, collaboration between external parties on housing (such as Hogekamp BV), maintaining good relations with retail, hospitality and service operators. Whenever it is appropriate, making optimal use of joint PR opportunities.

LTSH Principles

➤ **Aiming for quality and flexibility**

With the development and redevelopment of real estate, along with quality considerations, adaptive capacity is also a top priority. Its core elements include:

- Facility-sharing (largely for educational and office spaces, and to a lesser extent for research labs).
- Building generality: buildings have the same provisions or 'equipment level'.
- Every type of space will be generically realised, so that its identity can be established by the different users (spatial appearance and experience).
- LTSH has a focus on the current real estate portfolio. The expansion that may be done in the future should be flexible, such as semi-permanent housing or rent received from third parties.

➤ **A focus on efficient use of space and optimal deployment of the current real estate portfolio**

- The guideline stipulates a XXX% vacancy rate for the total space that can be leased.
- The guideline for the use of office space is a bandwidth of up to XXX m² functional net area per FTE (for future housing initiatives).
- All educational areas (except for rooms with very specific facilities) are part of the Collective Educational Facilities (COV).
- The guideline for educational areas is a minimum XXX-XXX% occupancy rate.
- UT only leases space off campus if there is no adequate space available on campus, temporarily or structurally.

➤ **Secondary facilities**

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

➤ **The real estate matches UT's strategic focal points**

- The campus is an international learning and working environment. Housing is geared towards meeting and access, as well as raising the university's profile and generating attention for its strategic themes.