

Aan het College van Bestuur

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datum June 6th, 2019
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Dear Executive Board,

The University Council appreciates the efforts of the Executive Board for the new mission and vision of the university. It considers and builds up on the root characteristics of the UT. We appreciate that the organisation was and is invited to contribute to the forming of the new vision.

Overall, the Council would like to highlight following points.

1. Mission

The mission should be articulated more explicitly, making clear that the technical and social perspectives must be mutually connected with each other in order to deliver sustainable solutions to society. Only this way, technologies can be steered in a social- and environmental-sustainable way. In its current form, the interconnection of technology and social sciences is not explicit enough and seems to be one-sided. The mission and vision are mainly focussed on technological solutions that the university will develop/accelerate to serve society. The reversed perspective is not included, namely society's stake in future developments. By allowing society to have a say in what we are doing, the conversation is two-sided and the "people-first" foundation is truly served. During the external committee meeting on 29 May 2019, this intention was supported by the Executive Board, however, is not explicit in the document.

2. Vision

The vision outlines three areas to focus on, in which all ambitions mentioned already have been introduced. The Council is in favour of the areas of focus however questions the ambition of the vision. During the external committee meeting on 29 May, the Board recognised this and referred to a more ambitious document. The Council would be happy to receive that version and think along.

3. Characteristics: Places – Global, regional, local, virtual

For the positioning of the university, the document is referring to a separate entity alongside the existing organisation. The Council assumes that this is referring to the ECIU University, an initiative that is being explored at the moment and which was presented to the Council this cycle (*UR 19 081 Agendpunt ECIU University*). In this regard, we would like to ask the following questions to the Executive Board:

1. In how far is this a characteristic or a project? In how far should this be part of the vision instead of the strategy?

4. Role in Society

The vision and mission highlight the importance of contributing to society. In relation to this, the Van Rijn letter emphasises the societal responsibility (maatschappelijke rol) of the universities in the "Nederlandse samenleving", locally, regionally, and nationally.

1. In how far is this reflected in the vision and mission, i.a. given our location and responsibility?

5. Unclarity

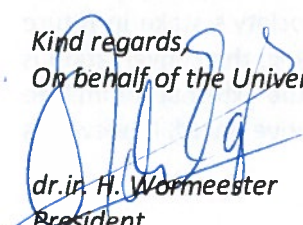
A couple of elements throughout the entire text lead to confusion. Following where identified by the Council:

- In at least two paragraphs the text's perspective switches between the UT community and the Society. Both are important in the vision, but the change of perspectives within a single paragraph without proper connection could easily lead to interpretations in which the UT stands outside the Society, i.e. in isolation.
- During the external committee meeting on 29 May, it appeared that a number of expressions were interpreted differently by the Council and the Executive Board, e.g. "social divide".

These points are general statements and overall observations. The Council would be happy to elaborate in more specific which phrasings/ statements lead to the conclusions above. Overall, we suggest making the intentions clear and explicit towards the organisation in order to ensure consistent communication inside and outside the university.

We are aware that this is a draft version and a dynamic document. We would like to stay involved in the process and are looking forwards to the further progress on this matter.

i.o. Kind regards,
On behalf of the University Council


dr. ir. H. Wormeester
President