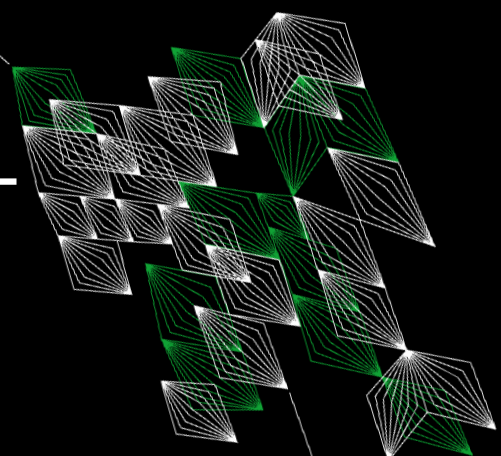# UT MISSION & VISION
THE SEPTEMBER DRAFT

UNIVERSITY OF TWENTE.

MISSION

The University of Twente is here to empower society through sustainable solutions.
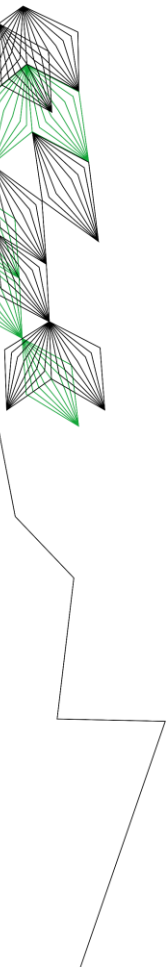We choose to be the ultimate people-first university of technology.

This mission summarizes our identity:

We empower: we want to enable society to achieve the goals it sets itself through wise use of science and technology. We contribute to a balanced understanding of scientific and technological developments and their impact on the community and the environment.

We provide sustainable solutions: we aim 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 alternatives.

We are a university of technology: our 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 core areas: Science, Technology, Engineering, Mathematics, Design, Management and Social Sciences.

Being 'people first' is our choice: we serve humanity, aware of the interdependencies between people and our planet, and aiming always 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. Through this, 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 wellbeing of people is our guiding principle.

VISION: SHAPING 2030

A FOCUSED AMBITION: CONTRIBUTING TO A DIGITAL, FAIR, AND SUSTAINABLE SOCIETY

In the coming decade, society will face many challenges that it can only hope to overcome with the full engagement of the scientific community. We believe in a focused ambition that involves setting clear priorities in education and research at the touchpoints between the challenges and our own identity. Given our 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 DIGITAL SOCIETY IN 2030: CONTRIBUTING AND BENEFITTING
Of all technological innovations of the last hundred years, the digital revolution has been the most prominent in transforming our lives. Society has had to reinvent itself, and so have universities. Our university aims to contribute in two ways to this ongoing transformation.
First, our scientific community will *contribute* by providing revolutionary digital innovations with an eye to their long-term implications for what we value as the 'people first' university of technology. For society, learning new ways to appropriate and interact with technology is vital. Conversely, learning how to develop technologies that match society's needs is essential in helping it fulfil its true potential.
Second, we will *benefit* from these technologies as well: digital innovations will continually shape and reshape our research and education. As digitalization progresses, people will need skills tomorrow that do not yet exist today – basic coping skills, as well as skills that can continue to evolve. With this in mind, our educational programmes prepare students for ongoing re-education, while also laying a foundation of skills for professional adaptability and personal development, such as critical thinking and creativity, communicating and resourcefulness. Our researchers embody the value of life-long learning. We invite and equip professionals to keep in step – or to keep ahead of - developments, becoming confident, balanced digital citizens.

A FAIR SOCIETY IN 2030: MAKING HUMANS MORE HUMAN
Putting 'people first' includes all people. We will do whatever is necessary to eliminate societal divides that bar certain individuals, or people groups, from access to new technologies, the skills to use them, equality of opportunity, inclusiveness, health and well-being. We will design technologies wisely, so that they will add value to people's lives, and empower them. In the way in which we organize our research and education, we stimulate a culture of personal development, aiming to enable staff and students to make a valuable contribution to society. Through our work, we want to foster both ambition and social equality.

A SUSTAINABLE SOCIETY IN 2030: WELLBEING WITHIN THE ECOSYSTEM
In an era in which unsustainability has become the biggest threat to humanity, we aim for 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. As for human capital, it is the single most important key to the long-term well-being of students and staff, and to the effectiveness of our organization. Centring our education, research and organization on people and sustainability gives us the kind of edge that does not eclipse others – an authority that speaks for the good of all. Society will recognize the difference we make through our work and eagerly join us in our efforts to create a liveable world for future generations.

WHAT OUR UNIVERSITY WILL LOOK LIKE IN 2030

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, improvers. We will have grown in our role   of helping society deal wisely with technology. We will be open, actively engaged in dialogue on the origins and effects of technology and digitalization, 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 recognizable 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 and harnessing out the best technologies. Many people will come to us for guidance: to see what the future of technology means for society, and what the future of mankind requires from technology. Our community will be inclusive and diverse, comprising people with a rich variety of experiences, backgrounds and identities. We will be actively and structurally engaged in personalized development at all levels.

The form and shape of the university at the end of the decade will be the result of much experimenting between 2020 and 2030. During this time, we will have learned what it means to continuously reinvent ourselves, our research, our teaching, and the very nature of entrepreneurship and innovation.

Our campus, including both virtual and physical locations, will be living labs and meeting places - places where students have reliable and innovative learning experiences. In 2030, the physical locations will not be limited to one campus in Enschede, but 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 and public and private organizations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.

FROM VISION2020 TO SHAPING2030

In pursuit of our ambition, we will continue in what we have already mastered, and stretch ourselves where we need to adapt. In our Vision for 2020, we identified four guiding principles that we still cherish: internationalization, impact, synergy, and entrepreneurship. Many of the goals we set ourselves in these areas have been achieved. In order to realize our potential in the coming decade, we will take the next steps in each of these four key areas:

OPEN
We have crossed many boundaries in the last decade, and it is time to raise the bar yet again. We will work towards becoming a truly open university: inclusive, welcoming, global, and approachable.

SUSTAINABLE
We are known for our societal impact; now we will take up the challenge of making this impact radically sustainable.

NETWORKED
We have come to excel in making valuable connections and creative combinations. We will reinvent ourselves again in our way of working to become even stronger.

ENTREPRENEURSHIP: NEXT GENERATION
At our very core, we are *the* entrepreneurial university, and in the coming decade we will redefine what entrepreneurship means.

PRIORITIES: GETTING IN SHAPE

In order to realize our vision in 2030, we need to shape up our organization now. In every area, we must distinguish what matters most in realizing our vision, and rising above our current selves. Organizationally, we will reinvent our university: strengthening what works well, eliminating elements we can do without, and launching promising new initiatives. These are our priorities:

LEADING THE CHANGE

Tackling challenges requires leadership. It is our belief that leaders of change are needed to inspire and guide our technological society. Leading change requires us to go where the action is, and where the challenges are. You will find us in the front lines.

We want to deliver solidly equipped change leaders of the technical world. Our people will be frontrunners who understand complex processes of transformation. They will lead the public discourse on the societal and ethical consequences of change. We guarantee that our students, staff and alumni will have the know-how to improve society in a responsible way. We want to lead change, because merely contributing is not enough.

AN EXPERIMENTATIVE ATTITUDE

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

It is our ambition to inspire new generations of students and researchers by pushing our university's renowned entrepreneurial attitude to new levels. We will set new standards for industrial and societal collaboration with maximum student involvement. We will pioneer new forms of education that, in turn, will inspire and empower students and staff to experiment. We will constantly test the limits of technology, science and design through new synergies between scientists, designers, industries, R&D, universities, governments and citizens.
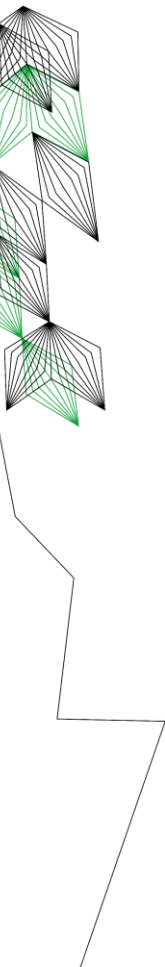
AN OPEN ECOSYSTEM

Together, we are the ultimate 'people first' university of technology. We believe true collaboration is essential to our mission. Being a networked university will enable us to maximize our impact and reach our goals.

Combining strengths is essential in striving to overcome local and global challenges. We are serious about collaborations that help us pursue our mission. We seek crucial contributions, because we cannot make it on our own. We are reliable and ambitious partners in dedicated networks. Again, we are where our people are, and we are relevant at all stages in their lives. Be it locally or globally, physically or virtually, we strive to connect with our people and their needs and wishes. Wherever, whenever. Between now and 2030, we will invest heavily in sustainable relations with longstanding and new partners. We will share structures, expertise and state-of-the-art facilities to make use of each other's strengths, and to avoid waste. The boundaries of our education and research will extend far beyond the UT campus and into the homes, communities and companies of partners, with knowledge flowing in both directions. Digital technology will support us in effectively and responsibly linking with institutions across the globe. We will cherish the power of our alumni network, leveraging it for the advancement of science and for addressing societal challenges. We will continuously accelerate the development of the Twente region, right across the Dutch-German border. Together with local communities and partners, we will assess societal needs and interests, and use these insights to build our programmes. Our people will be part of a major, thriving and open ecosystem in which we connect both locally and globally, guided by joint standards of excellence and responsibility. We will be a profoundly networked university, because we cannot make it on our own.

FOSTERING TALENT

Our thriving, talented community is our most crucial asset in achieving our mission. We believe optimal conditions empower individuals to perform beyond expectation, and to keep on learning throughout their lives.

Our thriving, talented community of unique individuals is our most crucial asset in serving society. Personal empowerment means made-to-measure conditions for everyone: conditions designed to help them grow, through recognizing, developing and rewarding their individual talents. We will seriously invest in well-being, talent development and leadership, among staff and students. Our people will take charge in building open communities that foster inclusion. Recognizing, attracting, developing and retaining talent will be an important, even fundamental, requirement. We will 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. Bearing in mind that each and every talent is unique, we will develop a highly personalized way of giving each talent the best possible support and input.

STUDENT OVER SYSTEM

Students are the next generation of researchers, leaders and citizens. We believe student-centeredness is key to their growth, professionally as well as personally: it supports students in finding their future role.

Rules, structures and regulations are helpful means, but not ends in themselves. We are committed to empowering students to reach their potential. We will do this by being student-centred. We want to offer students relevant and innovative personalized education that meets their needs and maximizes their involvement. We will encourage students to lead active lives on and off campus. In all their learning processes, we will integrate unique experiments and extensive practical experience in companies and institutions. In turn, students will inspire us and our partners with their fresh perspectives and boundless energy. They will deliver new insights and actionable solutions. Our learners, from young adults to experienced professionals, will have on-demand access to education and the best facilities to support their learning. In education, proximity will be our guiding principle: we are where our students are.

TRUST OVER CONTROL

Trust is an essential prerequisite for empowerment and impact. We believe trust makes us adaptive, responsive and resilient. We will guard our compliance with the highest standards of integrity, seeking always to honour the trust given us.

Confidence in ourselves and our colleagues is crucial: it enables us to navigate with speed, power and precision. In our behaviour, we will be responsible, transparent, and continuously improving. This will result in increased societal trust. In our way of working, we will seek to minimize control and maximize trust. We will aim for lasting contributions and knowledge dissemination by focusing on team performance and team science. Our leaders will have faith in those who are learning and vice versa. Our people will be digitally conscious, digitally competent, and digitally ready. Reliable, smooth organizational processes will free up space and time for us to innovate and experiment elsewhere. Their reliability will enable us to respond quickly and seize opportunities in a dynamic and demanding environment.