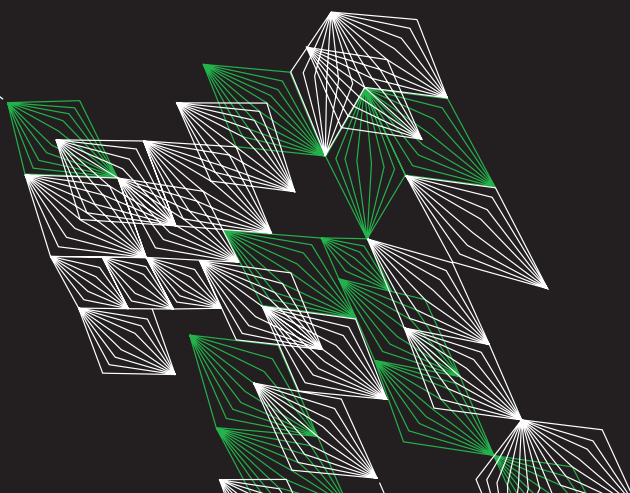


SHAPING2030 MISSION-VISION-STRATEGY

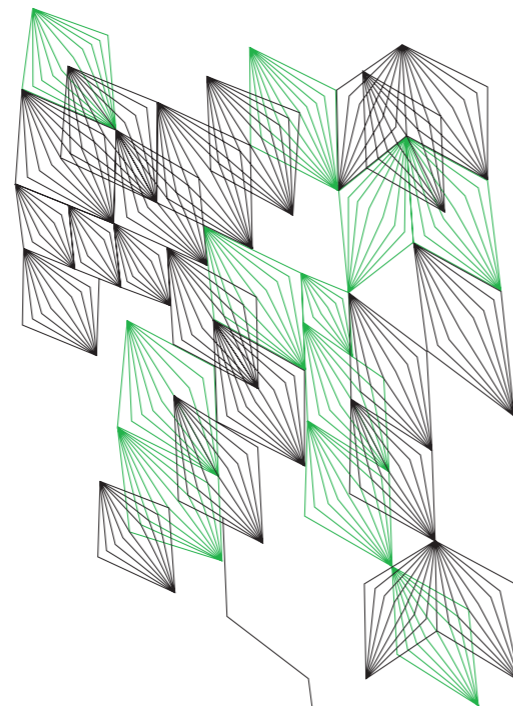


UNIVERSITY OF TWENTE.



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Document
Shaping 2030 UT Mission - Vision - Strategy

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We are not living in an era of change, but in a change of era. With everything around us in flux, how can we confidently say anything about the year 2030? The 4th Industrial Revolution has come with promises of flourishing and prophecies of doom. Irrespective of our positions, we all must rethink our lives and help redesign society. For us, this calls for a reinvention of our university.

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

1. MISSION

At the University of Twente, we have a clear mission:

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

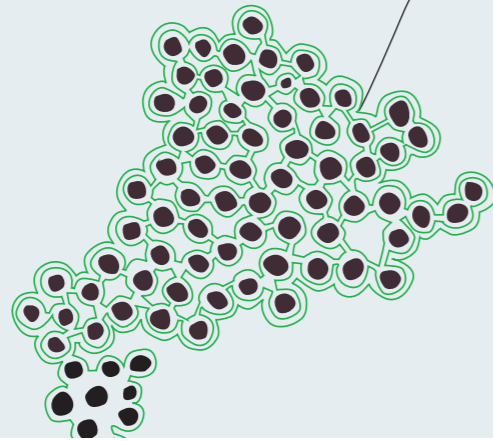
This mission represents our identity;

Being 'people-first' is our choice: we serve humanity, aware of the interdependencies between people and our planet, and always aiming to make sure that people can count on us. We have delivered technological innovations in the past, and we will be a part of the innovations of the future. We are aware that technologies change society, and that science's contribution changes with it. We make sure that our people have the time to grow and deliver quality work. We share our talent and resources on campus, in the region, and with the wider world around us. In the choices we make, large and small, the wellbeing of people is our guiding principle.

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 five profiling themes: Improving healthcare by personalized technologies; Creating intelligent manufacturing systems; Shaping our world with smart materials; Engineering our digital society; and Engineering for a resilient world.

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

We provide sustainable solutions: we 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 guidance towards environmental, social and economic sustainability.



In the spirit of this mission, we envision a society in 2030 in which we seize the technological opportunities of our time with confidence and wisdom. In the coming decade, society will face many challenges. It can only hope to overcome these with the full engagement of the scientific community. The UT believes in a focused ambition that involves setting clear priorities in education, research and innovation at the touchpoints between these challenges and our own identity. Given the UT's mission to be a university of technology that puts people first, we direct special attention to three societal themes and the challenges they pose; these can all be framed in a single question: how can we contribute to the development of a digital, fair, and sustainable society between now and 2030?

2. VISION

2.1 SOCIETY IN 2030: CONTRIBUTING TO A FAIR, SUSTAINABLE AND DIGITAL SOCIETY

A FAIR SOCIETY IN 2030: MAKING HUMANS MORE HUMANE

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

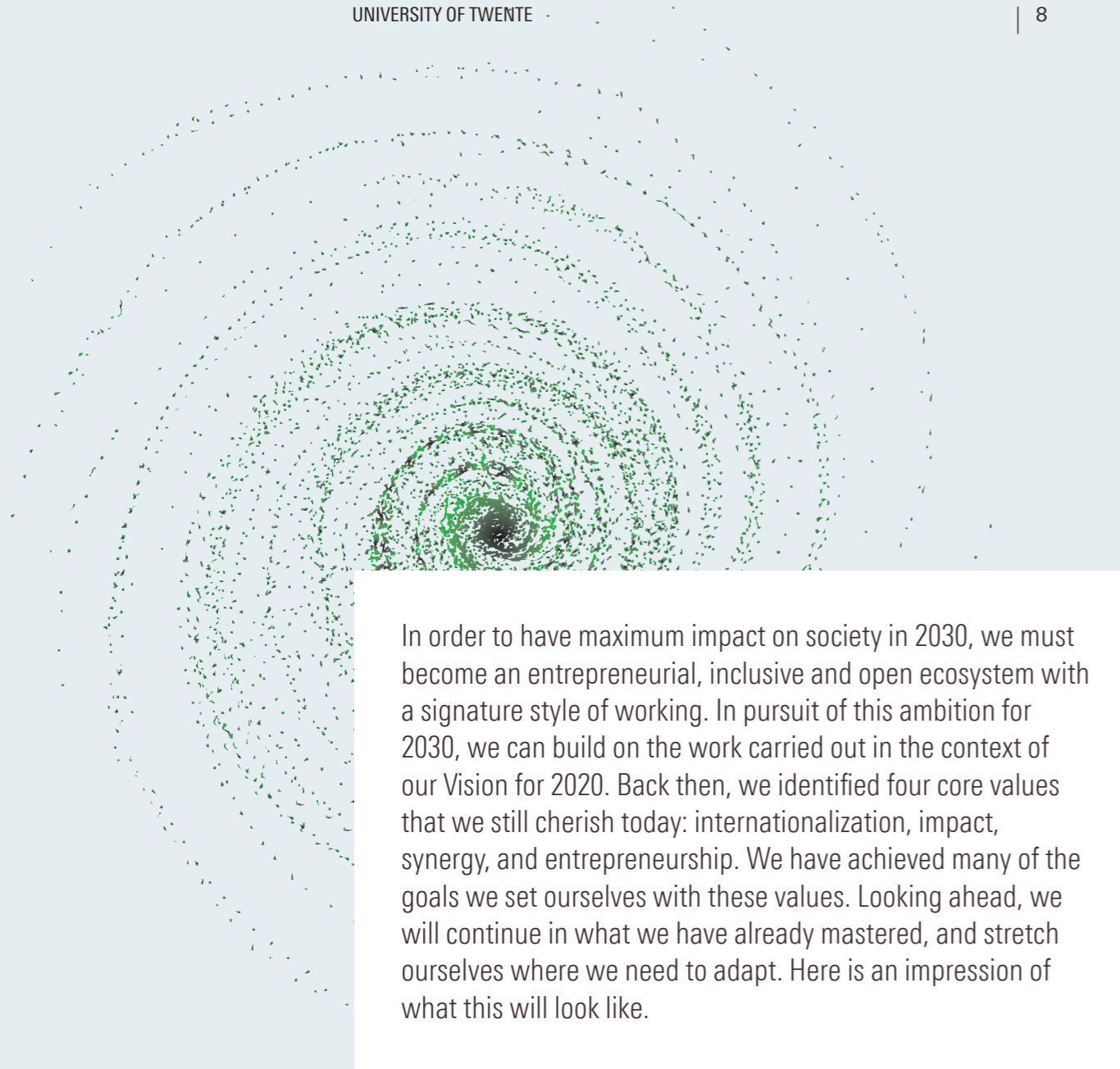
A SUSTAINABLE SOCIETY IN 2030: WELLBEING WITHIN THE ECOSYSTEM

In an era in which unsustainable ways of living have become the biggest threat to humanity, we create viable solutions. It is our mission to respond to societal needs by developing sustainable, proactive measures to support our planet and the people to which it is home. As a university, we lead by example. We consider sustainability to be a precondition for everything we do, while our diversity nurtures adaptability and resilience. Our recognition of the value of human capital is the single most important key to the long-term well-being of our students and staff, and to the effectiveness of our organization. Our education, research, innovation and organization are centred around environmental, social and economic sustainability. This gives us the kind of edge that does not eclipse others, but includes them: an authority that speaks for the good of all. Society welcomes the difference we make through our work, and eagerly joins us in our efforts to create a liveable world for future generations.

A DIGITAL SOCIETY IN 2030: CONTRIBUTING AND BENEFITTING

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

in two ways to this ongoing transformation. First, our scientific community will *contribute* by providing revolutionary digital innovations, with special consideration of their long-term implications for all that we value as a 'people-first' university of technology. Society can only fulfil its true potential by adopting new ways of appropriating and interacting with technology. Part of our role in this is to develop technologies that match society's needs, and to monitor the growth of technological intelligence among different population groups. Second, we will *benefit* from these technologies as well: digital innovations continually shape and reshape our research and education. As 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. Therefore, 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, creativity, communication and resourcefulness. Our researchers embody the value of lifelong learning. We invite and equip professionals to keep in step – or to keep ahead of – developments, becoming confident, balanced, digital citizens.



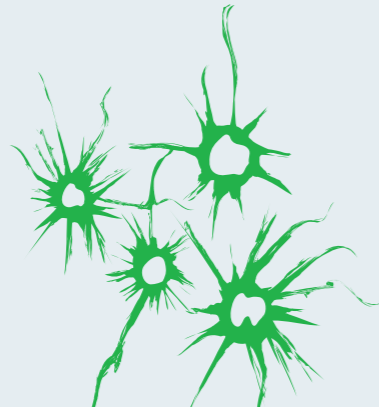
In order to have maximum impact on society in 2030, we must become an entrepreneurial, inclusive and open ecosystem with a signature style of working. In pursuit of this ambition for 2030, we can build on the work carried out in the context of our Vision for 2020. Back then, we identified four core values that we still cherish today: internationalization, impact, synergy, and entrepreneurship. We have achieved many of the goals we set ourselves with these values. Looking ahead, we will continue in what we have already mastered, and stretch ourselves where we need to adapt. Here is an impression of what this will look like.

2.2 OUR UNIVERSITY IN 2030: WHAT IT WILL LOOK LIKE

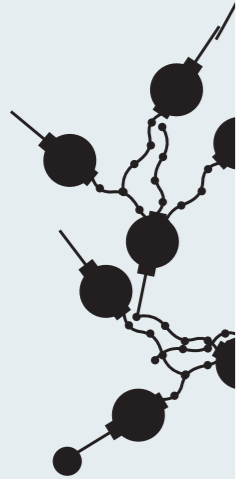
In 2030, we will be living in a digitally mature society – an open world that continues to change. Those involved in creating and managing technologies will have new responsibilities, serving society sustainably as developers, analysts and improvers. We will have grown in our role of helping society to deal wisely with technology. We will be open, and actively engaged in dialogue on the origins and effects of technology and digitalization. We will be collaborating in networks designed to bring out the best in people. Our own people – scientists, students and facilitators alike – will be problem solvers with a 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, harnessing and collaborating with the best technologies. Many people will come to us for guidance: to learn what the future of technology means for society, and what the future of mankind requires from technology. Our community will be inclusive and diverse, comprised of people with a rich variety of experiences, backgrounds and identities. At all levels, we will be actively and structurally engaged in personal development towards social sustainability.

The shape and form of our university by the end of the decade will be the result of much experimenting between now and 2030. During this time, we will have learned what it means to 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 a network of living labs and meeting places - places where students have reliable and transformative learning experiences. In 2030, our physical locations will not be limited to our campus in Twente: we will be present at multiple strategic sites. These will all be centres of innovation, social exchange and networking, offering a safe and open environment to those who study, work, gather and live there. With new types of students as well as public and private organizations populating these places, our infrastructure will provide flexible spaces for new ways of collaborative working.



We will set clear priorities and merge our core values into a mind-set that encompasses all that we believe is important for realizing our vision for 2030. In every area, we must distinguish what matters most in actualizing our ambition and rising above our current selves. For one thing, this means we must centre our entire organization more emphatically on our significant strengths. At the same time, we must have the courage to make bold revisions where needed, to develop latent strengths, and to explore new territory. This is part of what it means to live in a transformational epoch: we are part of it, whether we like it or not, and the choice we have is to be either the/a pilot or a passenger. We can make choices that influence the transformation of society. In order to do this, we must cultivate a mind-set and attitudes that enable us to reach for new heights in entrepreneurialism, inclusiveness and openness.



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

ENTREPRENEURIAL: COURAGE OVER COMFORT

Big challenges call for courageous solutions from wise leaders. We believe these bold answers can be found by leaders through experimenting, pioneering, innovating, risk-taking and venturing. With this in mind, we are out to 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 – all with a view to inspiring and guiding our high-tech society. We set new standards for industrial and societal collaboration with maximum student involvement. We pioneer new forms of education that, in turn, inspire and empower students and staff to experiment. We constantly test the limits of technology, science and design through new synergies between scientists, designers, industries, R&D, universities, governments and citizens.

INCLUSIVE: STUDENT OVER SYSTEM

Everyone in our community is learning and is therefore a student. This thriving, talented community of unique individuals is our most crucial asset in serving society. Recognizing, attracting, developing and retaining talent will be an important, even fundamental, requirement. We do not strive to grow in numbers, but in quality. This means raising the bar not only for our services and support, but also for our students and staff as talented individuals who embody an inclusive mind-set and serve society. It also means we will seriously invest in individual well-being, talent development and transformational leadership among our students, staff and teams. Bearing in mind that each talent is unique, we will develop a highly personalized way of giving each talent the best possible support and input, empowering students to reach their potential, and to lead active lives on and off campus. Rules, structures and regulations are helpful means, but not ends in themselves. Personal empowerment means made-to-measure conditions for everyone: conditions designed to help us all grow throughout our lives, while recognizing, developing and rewarding individual talents. We will optimize all conditions within our networks so that talented individuals of all ages and backgrounds can drive their own development, as well as that of their peers.

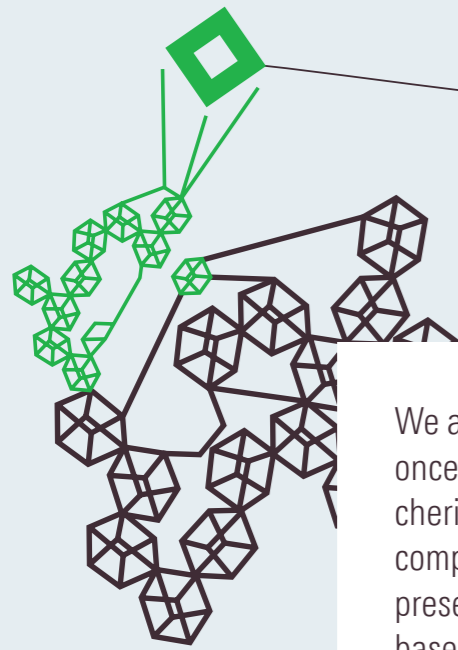
OPEN: COMMUNITY OVER CAMPUS

True collaboration is essential for the fulfilment of our mission as the ultimate 'people-first' university of technology. Being a networked organization enables us to maximize our impact and reach our goals. We are reliable

and ambitious partners in dedicated networks. Science is teamwork, so we engage in connected communities. Be it locally or globally, physically or virtually, we strive to connect with people and their needs and wishes. We cherish the power of our alumni network, leveraging it for the advancement of science, and for addressing societal challenges. We continuously accelerate the development of the Twente region, the Dutch-German borderland, and beyond.

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

A crucial factor in this openness is our trustworthiness. We believe trust makes us adaptive, sustainable and resilient. We guard our compliance with the highest standards of integrity, seeking always to honour the trust given to us. We are responsible partners, transparent, and geared to continuous improvement. In our way of working, we seek to minimize control and to maximize trust.



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

STRATEGIC GOAL 1. SHAPING SOCIETY – A QUEST FULL OF CHALLENGES

STRATEGIC GOAL 2. SHAPING CONNECTIONS – PROXIMITY: OUTSIDE IN & INSIDE OUT

STRATEGIC GOAL 3. SHAPING INDIVIDUALS – FOSTERING OWNERSHIP AND TALENT

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

3. STRATEGY: THREE STRATEGIC GOALS

STRATEGIC GOAL 1. SHAPING SOCIETY - A QUEST FULL OF CHALLENGES

By 2030 the UT has fully mobilized its strengths around key societal challenges.

SCOPE

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

We work toward enhanced opportunities for healthy living & better healthcare, connected communities, and sustaining the environment. This means we direct our knowledge, human capital and research infrastructure to addressing societal challenges related to these domains. We use interdisciplinary approaches, and collaborate closely with relevant stakeholders, empowering them to provide sustainable solutions. We use cutting-edge digital technology where it matters: biotechnology in healthcare, cyber-physical systems and AI in connected communities, and new materials and sensors in sustainability. We consider it our duty to bridge the digital and data divides, and to become gatekeepers of responsible design. Our research and education are challenge-based, so we continuously listen to and collaborate with societal partners concerning challenges that call for an academic contribution. At the same time, we take our role in actively promoting the academic challenges we believe are important for society.

By 2030, full implementation of our strategy will have at least ensured that:

- A. Challenges are a guiding principle for our education and research
- B. We have become a sustainable organization

In order to realize these ambitions, we have determined the following goals and actions between now and 2023:

A. CHALLENGES AS A GUIDING PRINCIPLE FOR EDUCATION AND RESEARCH

WHAT: Goals for 2023:

1. At least 30% of our education, research, innovation and support has a challenge-based signature, particularly in the field of sustainability.
2. In collaboration with regional educational partners, we facilitate the challenge-based education of 33.000 regional residents with a distance to the job market, with a view to bridging the gap between their skills and the available job opportunities.

HOW: Actions to be taken in order to reach these goals by 2023:

1. We will **realign all our Master's programmes** with our vision, making them compelling, discerning examples of how we envision our role in society, and incorporating the role of lifelong learning. We will also launch a new, distinctive, and fully challenge-based **cross-disciplinary Master's programme**, showcasing our strengths in empowering society through sustainable solutions.
2. In order to build thought leadership on challenge-based education, we will create an **Innovation and Education Lab**. Here, we will work on refining challenge-based research and learning, and inspiring colleagues across many universities. We will attract new staff to coordinate interdisciplinary, challenge-based activities across our own university.
3. We have developed 5 challenge-based, **lifelong learning** programmes, particularly in the field of sustainability. Our success in training professionals can spin out of the university under a Private-Public Partnership (PPP) construction.

B. A SUSTAINABLE ORGANIZATION

WHAT: Goal for 2023:

1. We have successfully implemented sustainable solutions on our campus in the areas of food, water, waste, travel and energy use, thereby reducing our carbon footprint with at least 15%.
2. In at least two faculties, we have optimized educational and research structures to accommodate team-based working, which means that outcomes are based on team results rather than on individual results. At least 20% of our colleagues in support staff work in small, agile, strategic teams, supporting new forms of research and education in the faculties and institutes.
3. In preparation for the future of work, we will have reduced the workload of our support staff and improved the quality of our service delivery by means of digitalization, automation and AI. As a result, we will be able to refocus 20% of our current support capacity on supporting new projects.

HOW: Actions to be taken to reach these goals by 2023:

1. As a first step toward behavioural change, we will increase our sustainability awareness by setting up a **Green Hub Twente**. It will be run by students and supported by staff. Together we will develop and implement an agenda for a **healthy and sustainable campus**, not limiting ourselves to environmental sustainability, but covering social and economic sustainability as well.
2. In order to reduce travel, our people will be fully accustomed to using digital technologies for conferencing. When travel is unavoidable, we will no longer use airlines for <800km trips.
3. Students and staff will organize bold Campus Challenges, resulting in visible, sustainable and positive changes to the campus, and in a positive impact on our region.
4. The campus will be the home of **at least 6 experimental tiny houses** – tangible examples of future living and of sustainable solutions co-created with and for society.
5. We will support two faculties in remodelling themselves as **living labs for team-based working**. Key colleagues in these faculties will be supported in becoming leading examples of our new, adaptive University of Twente way of working. We will put in place a faculty-independent and suitable infrastructure for working on challenges in fluid and project-based teams.
6. We will start a project for **prioritization** in the organization, aimed at reducing the workload. This means creating room for innovation, in line with our new Vision, by evaluating all ongoing projects and carefully and systematically prioritizing, and, if necessary, discontinuing projects. Budgets will be adapted to these developments.
7. We will invest in **digital infrastructure** to create a solid platform for automatization pilots, first of all in administrative processes. These pilots will include the automatic processing of international applications, and the digitalization of basic HR processes.

STRATEGIC GOAL 2. SHAPING CONNECTIONS – PROXIMITY: OUTSIDE IN & INSIDE OUT

By 2030 the UT has transformed into a network of networks, teaming up with partners in science and society.

SCOPE

We can realize our ambitions only in close collaboration with our partners. For this, we need space and time. Our campus is a vibrant hub, where staff, students, and stakeholders meet, brainstorm and experiment to solve today's problems together. It offers high-quality research

infrastructure, as well as space for reflection and a great sense of community. Particularly in the digital era, meeting face to face is important. Our graduates acquire lifelong membership of the UT Science Community. On campus, more than ever, we utilize our research infrastructure as a strategic asset in shaping new connections to maximize societal impact. Our research infrastructure consists of strategic, state-of-the-art instruments for managing scientific and societal problem-solving in our mission domains, in close collaboration with our partners. In our operations, we encourage facility-sharing: we welcome internal and external parties, such as other knowledge institutes, or corporations from the Netherlands and abroad.

We embrace Open Science, and this deliberate choice is transforming why, where, and how we conduct our research and offer education. Digitalization enables us to involve large numbers of citizens in new citizen science programmes, to ensure better access to research data, and to reach new potential students and colleagues. It also enables us to scale activities in which we aim to excel: research and education close to society. In order to digitally support research and teaching beyond our campus, we co-develop virtual collaboration suites for education and research with EdTech companies. We are constantly on the alert for opportunities created by each new wave of digitalization for shaping better, more impacting connections.

Shaping connections does not only mean inviting others to our campus; it also means stepping out and engaging with people and organizations on their own turf. We will extend our efforts in this area by establishing tailor-made satellite locations. We encourage researchers, teachers, support staff and students to actively participate in off-campus connections with regional, national and international partners, either digitally or physically. We will expand and deepen our partnership with our current regional partners, Saxion UAS and ROC Twente, with our German partners in the Euregio, with the VU in Amsterdam, and with our international strategic partners, most notably our ECIU partners.

By 2030, full implementation of our strategy will have at least resulted in:

- A. Inside out: a strong presence outside our campus
- B. Outside in: the UT Citizen Science Movement
- C. The European University of Innovation

In order to realize these ambitions, we have determined the following goals and actions between now and 2023:

A. INSIDE OUT: A STRONG PRESENCE OUTSIDE OUR CAMPUS

WHAT: Goals for 2023:

1. We have extended our university to three satellite locations: the VU Campus and two others. Here, distinctive educational, research and knowledge transfer activities take place in close collaboration with local public and private partners.
2. The physical and digital mobility of students and staff in terms of their being able to reach our academic, societal and industrial partners is incorporated in our educational programmes and way of working.
3. On a national level, we are known for cutting-edge, challenge-based research and educational arrangements (including lifelong learning).
4. In support of the Open Science transition, 100% Open Access publication and FAIR data is the new norm for researchers.

HOW: Actions to be taken to reach these goals by 2023:

1. We will co-initiate new activities with **VU Amsterdam**. Looking closely at demands from society and our respective strengths, we will broaden our educational offer in Amsterdam and invest in joint research activities.
2. We will set up partnerships with EdTech companies, in which we experiment with distance-learning. This means giving other learners digital access to our educational programmes as well as giving our students digital access to educational programmes offered by our partners. This digital framework is the basis of our future **Online Campus**. Part of our experimenting in this area will be to use chatbots as student assistants for 10% of our courses.
3. We will develop ways to **showcase our research activities** and the outcomes of our challenge-based activities. For an example, our staff and students will present their work at **broad-audience festivals** and at targeted locations.
4. We will significantly strengthen our **Research Data Management Plan support** to comply with norms of transparency and integrity, and we will set up a stronger infrastructure to support researchers and students with Open Data and Open Software activities.

B. OUTSIDE IN: THE UT CITIZEN SCIENCE MOVEMENT

WHAT: Goals for 2023:

1. To bridge possible gaps between innovation and society, we actively inform stakeholders about new technologies, inviting them also to identify challenges. We actively and equally involve private partners, NGOs and public stakeholders to co-define our teaching and research agenda(s). Together, we translate specific

challenges into research and educational projects.

2. We will have further strengthened our alumni network, turning it into a full-fledged part of our community that provides us with much-needed challenges, and helps our graduates find their way in life after their initial education.
3. Our campus is diverse and inclusive. It is fully integrated with Kennispark and serves as one big university-society interface.

HOW: Actions to be taken to reach these goals by 2023:

1. We will set up a **Citizen Portal** to sustain our network and connect our staff, students, and Campus with the rest of the world. It will include an online Alumni Centre; an online trading platform for external parties who wish to propose challenges; and a programme (Connecting Forward) to help international students enter our regional labour market. It will also include the DesignLab as a sandbox environment for citizen science on our Campus, with a view to promoting interaction between our researchers, students and end-users.
2. The campus is an **ecosystem for experimenting with the Internet of Things** in support of our primary processes through smart planning, screening, facilitating and securing. A digitalization agenda will be developed, in collaboration with partners in the region.
3. Each year we will appoint a **'Visionary in Residence'**, an internationally and locally famed person who joins the university for at least two weeks, with a programme full of inspiration, meetings and cross-links with societal partners.
4. Taking the next step in our **Strategic Business Development**, we will accelerate innovation and deepen our collaboration with industry by **creating a dedicated experimental research facility**. Here, researchers and representatives of public and private partners will work side-by-side with students to engineer new technological solutions for societal and economic challenges.
5. We will significantly strengthen the **UT Inclusiveness Programme**, which aims at improving the integration of international staff and students, so that all feel at home on our Campus and become active members of Twente's ecosystem. Training students and staff in intercultural competencies will allow us to present our inclusive and diverse campus as an example of internationalization@home.
6. We will promote inclusiveness and diversity by offering full **scholarships** to members of underrepresented groups, with funding from external parties. In this way we will enable individuals with disadvantaged backgrounds and fewer opportunities than their peers to participate in educational activities.

C. EUROPEAN UNIVERSITY OF INNOVATION

WHAT: Goals for 2023:

1. We have successfully completed the European University pilot, which we set up with our ECIU partners (the ECIU University).
2. As a follow-up to the ECIU University, we will have explored the possibility of a European University of Innovation (EIU). This EIU is to be a tight-knit network of go-to places for societal challenges, whose member universities combine a tradition of academic excellence with intensive interaction with their societal surroundings. Whenever necessary, the EUI positions its nodes to scale up for conducting substantial research projects, offering more diverse educational programmes, and connecting more closely with society. The University of Twente plays a leading role in the development of the EUI, in close collaboration with our ECIU partners.

HOW: Actions to be taken to reach these goals by 2023:

1. We will run the ECIU University pilot as described in the grant proposal.
2. We will start a thorough **assessment of the feasibility of an EUI**. Intensive involvement of our staff, students, and alumni entrepreneurs is a definite precondition.

STRATEGIC GOAL 3. SHAPING INDIVIDUALS - FOSTERING OWNERSHIP AND TALENT

By 2030 we have the required flexibility to efficiently navigate the changing academic landscape and to act as a testing ground for innovations.

SCOPE

Citizens in the rapidly changing world of 2030 are resilient, adaptive, inclusive and connected. The UT, in turn, is a connected, adaptive and resilient organization of global citizens. The High Tech Human Touch approach of the UT facilitates shared reflection on the way we work, relate to one another, and contribute to one another's challenges and goals.

Individual learning continues to be more spread out over time and space. We enable our students and staff to become value-driven professionals with an intrinsic motivation to learn, teach, research and work, and with a commitment to creating a more sustainable world. We go beyond established work structures and individual fields of expertise. We continuously adapt and refine our educational reward system, which includes both traditional diplomas and learning credits. This allows us to appraise the learning process more effectively, and to

personalize education. Our staff, supporting staff, and students are owners of their learning, and we have embraced an adaptive style of leading, positioning each person to take his or her place in the face of developments yet still unknown. We are courageous, loving and compassionate, and cultivate the same qualities in our education.

We entrust our researchers with ongoing strategy development and execution at the level of research units. Our researchers, teachers and students interact daily with partners, articulating needs and challenges: they are best positioned to translate the results of this interaction into specific requirements for new knowledge and technology. The way in which we foster talent has led to a mature, alternative standard for personal growth. As a result, our employees report high levels of job satisfaction and a healthy level of work pressure, while our "new" alumni look back on their time at the UT as transformative in an academic and personal sense. The UT leads the relevant 'best place to work' rankings and acts worthily of its academic autonomy by complying to the highest standards of transparency, safety, and integrity. On this basis, the UT has earned a status as responsible testing ground for new developments that transcend the standard regulatory frameworks.

By 2030, full implementation of our strategy will have at least resulted in:

- A. The UT has become the place to be for academic social entrepreneurship
- B. Significantly improved talent development

In order to realize these ambitions, we have determined the following goals and actions between now and 2023:

A. THE PLACE FOR ACADEMIC SOCIAL ENTREPRENEURSHIP

WHAT: Goals for 2023

1. By 2023, the UT will be emerging as a strong thought leader in the field of academic social entrepreneurship, echoing the thought leadership we developed in the '90s. We will witness a doubling in the number of social start-ups in Twente, and Twente will be firmly on the map as Europe's go-to place for acquiring academic social entrepreneurial skills. We will be well on the way to achieving our 2030 goal of having spun off at least two social unicorns (business-to-consumer enterprises with at least one billion € in revenues) with clear University of Twente roots.
2. We continue to actively earn our autonomy by demonstrating 100% compliance with the standards for integrity and safety. Compliance with these

standards is not a mere procedural scaffold for us, but part of a culture of transparency and accountability in which we seek to prove that we are worthy of the academic freedom granted us.

HOW: Actions to be taken to reach these goals by 2023:

1. We will use our technology transfer capacity to set up ambitious new programmes, aimed at encouraging **academic social entrepreneurs**.
2. We will enlarge and deepen our academic footprint in the field of academic social entrepreneurship, by building significant **research capacity** in this field.
3. Based on our current reliable control system, we will cultivate an attitude of accountability for taking corrective actions in the event of any violation of our rules of integrity and safety, or of our security system.

B. TALENT DEVELOPMENT

WHAT: Goals for 2023:

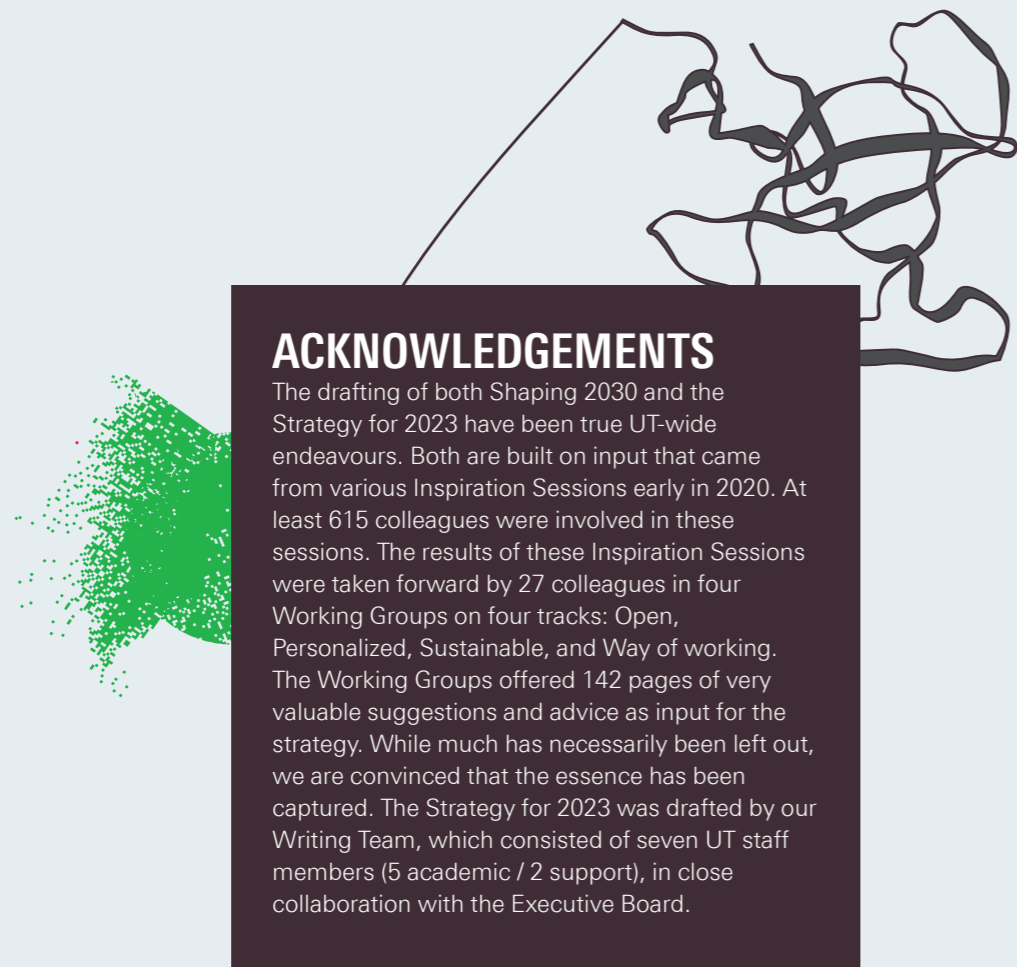
1. The University of Twente is a thriving academic ecosystem, with a personalized approach to talent development that accommodates and appreciates different talents, competences and alternative career paths. This means we empower staff and students at personal, career and leadership levels, and that every senior member of our staff actively develops his or her leadership and team competences.
2. We actively seek new models for personal growth and talent development. The UT support services add significant value to this effort.
3. As a result of our fully inclusive organization, we successfully retain talent for the UT and/or region.
4. The UT is increasingly known for its innovative and excellent talent development, its innovative ways of organizing research, and its focus on acquiring meta-competences for responding properly to changes across society. This is starting to give us an evident advantage on the competitive labour market for talent. The UT has entered the relevant 'best place to work' rankings.

HOW: Actions to be taken to reach these goals by 2023:

1. We will implement **personalized development programmes** to empower staff at personal, career, HR, and leadership levels, to prepare them for leadership roles, and to encourage them to become lifelong learners. We will consider ways in which the **UFO system** can be adapted to include various scientific profiles, as a means of accommodating and appreciating different talents, competences and alternative career paths. This implies that personal skills play a more prominent role than before in career advancement. The evaluation of these skills is aided by 360-degree reviews. Senior staff assigned with career decision duties will be

prepared for this shift by means of training programmes (and HR will be given the time and resources to support these new roles).

2. We will have a fully operational mentoring system for guiding our **junior staff** and helping them prepare for their careers inside, or outside, academia.
3. We will create **slow spaces** in careers, curricula and on campus, where there is time to reflect, think and meet with the goal of developing personal growth and wellbeing.
4. We will explore potential **broader Bachelor's programmes** at the intersection of disciplines to offer new students more time to familiarize themselves with our different disciplines.
5. We will put in place educational programmes supporting the development of **digital and meta-competences**, next to core-knowledge courses, so that students are equipped to steer their own learning trajectories in a meaningful way, and to embrace lifelong learning.
6. We will appreciate "**successful failures**" as positive learning experiences, recognizing the taking of risks and the making of mistakes as crucial aspects of learning.
7. As we operate on an extremely competitive labour market, we will implement more effective **recruitment programmes** to increase diversity. Our diversity will be enriched by both improvement and expansion measures. Examples include Hypatia/UTWIST, which promotes gender equality in staff, schemes for international scholarships, double degree programmes (at MSc and PhD levels), and opportunities for those with mental, social or physical challenges to enter the Dutch labour market. HR will be supported in increasing its expertise in this field.



ACKNOWLEDGEMENTS

The drafting of both Shaping 2030 and the Strategy for 2023 have been true UT-wide endeavours. Both are built on input that came from various Inspiration Sessions early in 2020. At least 615 colleagues were involved in these sessions. The results of these Inspiration Sessions were taken forward by 27 colleagues in four Working Groups on four tracks: Open, Personalized, Sustainable, and Way of working. The Working Groups offered 142 pages of very valuable suggestions and advice as input for the strategy. While much has necessarily been left out, we are convinced that the essence has been captured. The Strategy for 2023 was drafted by our Writing Team, which consisted of seven UT staff members (5 academic / 2 support), in close collaboration with the Executive Board.

4. A STEP INTO THE FUTURE: IMPLEMENTING OUR NEW STRATEGY

This strategy is only a first step into the future of our University. The realization of the ambitious goals presented here calls for a rigorously prepared implementation plan that honours the spirit of our Vision.

1. RIGOROUS PREPARATION

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

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

2. HONOURING THE SPIRIT OF OUR VISION

The implementation phase must **reflect the spirit and priorities presented in the Vision & Strategy**. More specifically, an open UT signature-style implementation includes:

- *Collective conversion* of the vision into action. The examples of goals and actions in the strategy are a starting point. Each faculty, unit and individual is invited to consider how our mission, vision and strategic goals can be translated into actions within their own practice. *Strategic agendas on the university's core activities* will be collectively developed in the spirit of our vision, including a research agenda and an education agenda, as well as agendas for internationalization, digitalization and sustainability.
- Turning this process into a *learning experience*: we will follow a 'rolling agenda', in which we can continuously improve and update the direction and speed of our new strategy implementation. We will perform reality checks every year. First, we will be checking annually whether the ambitions are realistic given our workload and budget. Second, we will check whether our goals are

realistic given the pace of global developments. This will include trend watching and scenario planning.

- A broad *range of stakeholders*. Our stepping into the future belongs to our staff and students, but also involves public entities, NGOs, industry, business owners, alumni, and other allies of the UT. Their unique perspectives and knowledge are vital to turning our ambitions into reality.
- A *collegial endeavour*: we can only implement this vision together. Even while working on separate challenges with different people and with a range of societal partners, we know that as scientists, students and support staff, we are all on the same team. Our entrepreneurial and design-oriented approach carries within it the contours of a challenge-oriented scientific community. The boundaries between disciplines are subservient to the societal impact we pursue. As participants in a personalized, open, and sustainable people-first university of technology, we take good care of ourselves and each other. The dedication of the many professionals who make up this ambitious organization enables us to realize our goals in society and in the competitive world of academia. We will use slow spaces to balance this dedication with good care for our own wellbeing and for our colleagues.

Kickstarting the Strategy Implementation process

On 1 January 2020, the Shaping 2030 Kickstarter will become operational. It will give Shaping 2030 its first energy boost. The Kickstarter team consists of a small number of colleagues from various parts of our university, similar to the Strategic Working Groups and the Drafting Team that composed this Strategy. The Kickstarter will help draft the Book of Inspiration, the Sweet Spots Inventory, as well as the Programme Plan 2020-2023. It is to be up and running by **April 2020**. The Kickstarter team will also have the challenge of coming up with additional, new and ambitious initiatives.

