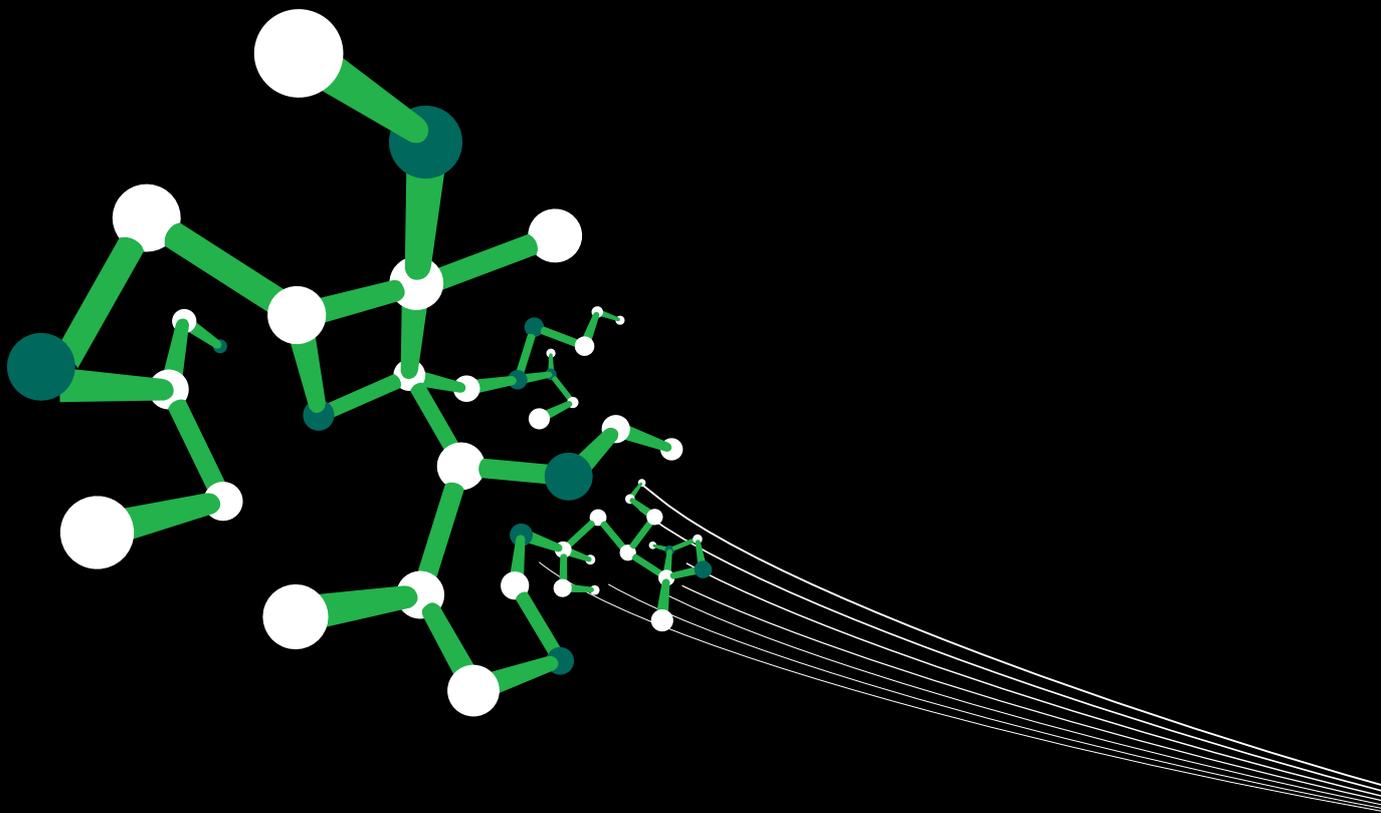




2020 VISION: NAVIGATING WITH PRECISION



EXPLANATORY NOTES

This reference document consists of two parts, an 'external' and an 'internal' section, and two appendices. The external section focuses on the university's vision and profile, and translates them into priorities for education, research and commercial knowledge transfer. The internal section outlines key performance indicators per domain and sets the initial ambitious targets for 2020. Appendix 1 summarizes the core message for the various target groups. Appendix 2 lists the results of the Create the UT of Tomorrow event.

The document has been approved by all Deans and Scientific Directors. It is the result of an intensive process with contributions obtained from the following sources:

- a series of meetings with the Deans and Scientific Directors
- Executive Board visited all faculties and institutes
- individual interviews with all Deans and Scientific Directors, the Dean of Educational Innovations and the Student Union
- input provided by the Director of Kennispark Twente
- a series of Executive Board discussions
- a series of Supervisory Board discussions from November 2013

The results of the Create the UT of Tomorrow event also reflect the themes of this document.

In its present form, the document will be submitted to the University Council and the University of Twente community to prompt further discussion and to generate additional input. In line with the proposed strategic management philosophy, it has been written as an ambitious framework document, accompanied by an appeal to everyone to contribute to its further development.

The document provides the context for future strategic decision-making. Everyone shares responsibility for putting this strategy into practice and for our ultimate performance. Everyone will be affected by the essential cultural shift that this vision entails. The plans for change will be drawn up collectively and implemented at all levels of the organization.

The aim is to draw up the final version of the document by the summer of 2014. Before that time, it will have been handled by the University Council and presented in the faculties and the service departments. The schedule for the procedure is as follows:

- Discussed by the Supervisory Board on 21 May
- Faculty/Service department rounds by the Executive Board in June
- Handled in University Council discussion meeting on 25 June
- Adopted by the Supervisory Board at the end of June
- Implementation of new strategy > Summer 2014

THE UNIVERSITY'S EXTERNAL PROFILE

The University of Twente is forging ahead. In the coming years we will be raising the bar even higher and elevating our ambitions. The University of Twente is the leading entrepreneurial university: we constantly anticipate future developments and respond rapidly and effectively to changes in our environment. We are opinion leader in the public debate. We interact with research institutes, industry and government on an ongoing basis to generate pioneering research. We deliver outstanding students who excel at bringing together high standards of expertise from a range of fields and designing solutions that meet the demands of the future, in the Netherlands and throughout the world. As a leading international university, we are the driving force behind the innovative power of our region.

Scientific excellence is more essential than ever before, but it is no longer enough to fulfil our ambitions. As a relatively small university of technology, with social and behavioural science alongside our focus on science and engineering, we both want and need to develop a more distinctive profile based on a unified ecosystem of education, research and commercial knowledge transfer. This is why we are now focusing more intensively on targeted and innovative combinations in research and education. We intend to become leaders in high-impact innovation and to offer unique degree programmes in a distinctive setting. Our campus is developing into an inspiring meeting place for scientists and students. A community for professional and personal development.

Our commitment to entrepreneurship is expanding to encompass an enterprising spirit among all staff and students: the motivation and the ability to innovate, experiment, pioneer and discover. We will communicate this message with great emphasis to ensure that we will be seen and recognized as the leading entrepreneurial university in Europe.

Our field of operation will become fully international. We will develop knowledge together with international partners in and for an international context, focusing on the grand challenges. We will educate our students to be the global citizens of the future and we will attract a significant degree of international funding. This combination of academic excellence, an enterprising spirit and an international orientation will make our impact on society greater than ever by 2020. We will maintain our key role as a partner to the region, boosting our impact on regional innovation.

Building a strong University of Twente, ready for the future requires a change of culture across the university. We will be an international meeting place for pioneers, for entrepreneurs and for people who want to get the very best out of themselves through collaboration with others. A flexible organization with fewer certainties, but with greater scope for personal responsibility and innovation.

University of Twente: Excellent disciplines, unique combinations.

We need and intend to be truly different from the rest; for example by developing our campus as a community and an experience, by being active in niche markets where others do not operate, and by introducing design as an integrating concept across our disciplines. We will be seen and heard as an authority, a university that continually surprises and that nobody can ignore!

WHERE WE WILL STAND IN 2020

In the year 2020 we will be known throughout the world as a scientific and social innovator with a technological and international profile, renowned for our inspiring, international learning environment. On and around the campus there will be a lot of scope for innovation, creativity and entrepreneurship. This will create a strong image that attracts students, academics and support staff. Our approach will generate a great deal of exposure, both national and international.

We are and will remain the leading entrepreneurial university in Europe. We will deliver excellent scientific research and education in the key technologies (ICT, nano, bio, geo) but also in Engineering, Management and Behavioural Science. Our approach will be valued and recognized worldwide. We will focus our expertise on strategic areas, creating synergy through smart connections and collaboration between the various disciplines: High Tech, Human Touch. For public and private organizations, we will be the preferred partner in terms of comprehensive research agendas which require a technological and social scientific approach. We will develop knowledge in collaboration with industry and government, and produce relevant innovations that contribute to the advancement of society.

We will educate the professionals of the future: well-rounded individuals with an international outlook and a thorough knowledge of their chosen discipline – the global citizens of tomorrow. We will provide research and education that have an impact beyond the university, achieving maximum added value for society and the economy.

In 2020, the University of Twente will be regarded by every student and researcher as an entrepreneurial, excellent university. Our unique approach to encouraging the expression of creativity, problem-solving and entrepreneurship will be a source of pride to alumni and staff. Every student and employee will contribute in their own special way to the university's unique profile, a distinctive profile that will be expressed as follows in education, research and entrepreneurship.

Education

The University of Twente aims to educate the professionals of the future. Graduates with an outstanding education, sought after by industry and government for their skills in applying their expertise to solve new problems. The university's alumni are well-rounded individuals with a thorough knowledge of their discipline and the ability to apply their knowledge intelligently and usefully, fully aware of the interdependence between technology, humans and society.

That is why, in addition to subject knowledge, the University of Twente's degree programmes devote considerable attention to developing a wide range of personal skills in the three areas of entrepreneurship, research and design. These are enriched with essential practical experience through internships and projects. We provide continuous learning pathways (Bachelor's, Master's, postgraduate) in each of these areas and offer students ample opportunity to apply their learning experiences. We have therefore embraced blended learning, the combination of e-learning and personal education on our campus being a community for professional and personal development.

The graduate of the future is flexible and often works in an international context and a job that cuts across disciplines. That's why we offer comprehensive education programmes with a lot of options and the opportunity to switch. We will intensively utilize the added value of the campus: putting theory into practice on campus and in the local environment (Kennispark Twente). Moreover, we offer challenging opportunities for outstanding students by expanding our range of excellence activities including ATLAS University College (an interdisciplinary programme for exceptional students), by providing innovative teaching methods and state-of-the-art learning facilities, and by facilitating the dedicated training of academic professionals in the various stages of their career. In doing so, we give pride of place to the importance of personal interaction and personal development.

We strongly encourage the development of education in national and international networks, and international participation in our programmes. The University of Twente is in a leading position in national and international consortia, making extensive use of the opportunities for ongoing digitalization, including blended learning. These networks enhance intensive student and staff mobility in the form of exchange programmes within a particular discipline or track, and jointly designed programmes. Students experience studying and working abroad, but are also enriched by the multicultural classroom and the international community on campus.

We are able to provide quality education efficiently and effectively thanks to extensive digitalization in education, close collaboration with industry and a sustainable flow of sufficient national and international students with alternative sources of funding (grants, corporate contract education). Our students can count on a careful matching process, degree programmes with excellent success rates, professional academic and career guidance, and healthy employment prospects. They make the best possible use of the university's network in terms of corporate contacts and entrepreneurship and this gives rise to career prospects, scholarships (corporate and otherwise) and opportunities for setting up own businesses.

Research

Research at the University of Twente centres on technology and the role of technology in society. To remain in a leading position and to guarantee the outstanding quality of its educational programmes, the university continues to set clear research priorities, particularly with regard to innovation and relevance to society.

The University of Twente is open for business. In a spirit of partnership, we set up innovative projects in collaboration with businesses and government bodies in the Netherlands and abroad. In doing so, we are not afraid to push boundaries, making the most of the expertise and infrastructure present in these alliances. Where possible, we seek to obtain external funding, both national and international. Through Business Development Teams we optimize not only our approach to collaborative projects but also the results gained from them.

The success of our university-wide iconic projects (which give full expression to our unique profile) demonstrate our relevance to society. Through these projects, in promising areas such as health, safety and smart cities, we have established a national and international reputation, attracting significantly more resources for research and education.

To further broaden the financial foundation for our research, we are also extending our active approach to national and international funding. This goal is accomplished both by focusing on the quality of the research proposals, and by carefully monitoring and anticipating the national and international trends in funding. The University of Twente is good at combining disciplines that are in demand, for example as part of the Horizon 2020 European Research Agenda. Publicizing our strengths on an ongoing basis is part of this process.

Making our research programmes more flexible and attracting ambitious research talent are two important conditions for remaining innovative and focused on society's needs. We offer financing opportunities in promising new areas by attracting new funding and reallocating existing resources. We recruit outstanding talent not only by providing integrated Master's-PhD tracks with advance funding where necessary (in collaboration with industry and government) but also through intensive scouting and recruitment within our international networks.

Commercial knowledge transfer and entrepreneurship

We are and will remain Europe's leading entrepreneurial university. We are therefore in an ideal position to respond effectively to the increasing focus on building bridges between science and the demands of society, and to the ongoing thematic and financial constraints being placed on resources for education and research. Our strategy is geared towards expanding entrepreneurship to include the entrepreneurial skills of all staff at

all levels of the organization and to communicate the University of Twente's strength in this area to the world even more forcefully.

Our unique position is further enhanced by increasing the number of spin-off companies (especially in collaboration with Kennispark Twente), by programmes aimed at educating the professionals of the future (with a specific focus on knowledge and skills in business), by research centred on technology and the role of technology in society, and by an extensive focus on innovative projects in collaboration with industry and government. But even more important is the development of an inspiring culture of innovation, spirit and creativity throughout the organization. By building on this foundation, we will remain a leading international university with a defining role to play in the innovative strength of our region and a vital driving force for the regional economy.

OUR CORE VALUES

- Societal impact: making a real difference
- Synergy: excellence in combinations
- Entrepreneurship and innovation: the best in Europe
- Internationalization: tomorrow's global citizens

The way in which we embody and combine these core values is what makes us unique: focused on society, driven by synergy, entrepreneurial and international.

OUR MANAGEMENT PHILOSOPHY

We forge a link between our enterprising and proactive response to national and international challenges on the one hand and management based on trust and shared responsibility on the other hand.

Our strategy is an ongoing process that continues to evolve under the auspices of the Deans and Scientific Directors. This reference document provides the framework for further strategic development and choices. Employees are challenged to come up with new initiatives, and explicitly encouraged not to limit their suggestions to their own field or unit, and to come up with smart combinations. Everyone contributes to the realization of the strategy and shoulders their own share of the responsibility for it.

In translating the strategy into action, the focus is therefore mainly on the staff of the faculties, institutes and service departments. We need to come up with plans collectively at the level of the unit and of the institute. In line with the reference document, agreements for all faculties, institutes and service departments will be drawn up from autumn 2014 regarding the university's ambitions and everyone's contribution to achieving them. These agreements will cover choices regarding content, approach, investment and divestment, and will form the basis for the annual plans for the coming years. In addition, university-wide strategic projects will be launched and monitored under the auspices of the Deans & Scientific Directors. In this process, activities will be invested in programmes rather than in structures as much as possible.

INTERNAL MANAGEMENT OF THE UNIVERSITY

How can we translate the core values into a management strategy for the University of Twente?

Societal impact: making a real difference

- Raising the University of Twente's technological profile even more than before, clearly stating that we are not solely focused on a technology push but that we derive our scientific questions and answers from society. Our strength lies in providing answers by executing integrated research projects.
- As an opinion leader in public debate we proactively address social developments. We design solutions that contribute to the progression of society.
- Working together and sharing knowledge with alumni, government and industry.
- Actively engaging in and leading strategic partnerships (both national and international) with companies and institutions.
- Regarding social and economic impact as an important criterion in assessing strategic options.

Synergy: excellence in combinations

- Investing in research priorities as a foundation for knowledge-based cooperation and innovation.
- Using targeted investments and incentives as management tools to achieve internal collaboration and cohesion, in line with comprehensive research agendas (such as Horizon 2020).
- Introducing design as an integrating concept across all our disciplines.
- Entering into external collaborations aimed at closely intertwining education, research and commercial knowledge transfer. Taking the leading position where possible.
- Respecting individual excellence and contribution. Activities within the University of Twente are assessed by their specific contributions to enhance the university's profile.
- Recruiting and developing students and staff who have a wide range of interests and a readiness to collaborate.

Entrepreneurship

- Creating an environment where risks can be taken and where it is possible to go beyond boundaries.
- Rewarding successful creative and original innovation in research, education and commercial knowledge transfer.
- Developing specific activities that contribute to a culture of meeting, knowledge sharing, creativity and personal development, such as JA@UT, Create UT of Tomorrow and Design Centre.
- Strategic management aimed at socially relevant and economically attractive collaborative themes, for example by developing icon projects.
- Generating greater revenue from IP, investments and spin-offs by developing new business models for the University of Twente.

Internationalization: tomorrow's global citizens

- Investing in curricula to prepare students for an international career. Providing opportunities for gaining international experience within each educational programme and each research project.
- Participating in national and international networks of (research) institutes and companies which enhance the university's profile. Capitalizing on existing networks.
- Developing an attractive international university community characterized by far-reaching diversity and mobility (a hub).
- Increasing the intake of new international students, particularly in the graduate phase.

We are constantly working to ensure a high profile for our activities and results in these areas through the media and in the political arena.

The management strategy described above will result in a cultural shift towards a more international, collaborative, entrepreneurial (in the sense of experimentation, pioneering and risk-taking) university which deploys its combined strengths to strengthen society. This is essential if we are to achieve our performance ambitions.

OUR PERFORMANCE AMBITIONS FOR 2020

In our educational programmes, we combine state-of-the-art teaching techniques and digitalization with a personal and safe on-campus study and learning environment: the blended learning concept. From a design-based approach, students are challenged to develop the skill profiles of researcher, designer and entrepreneur. Our wide range of Bachelor's programmes offers excellent opportunities to progress to Master's programmes at the University of Twente and other Master's programmes in the Netherlands and abroad. Our specialist Master's programmes are highly sought after by candidates from all over the world. The job market is very satisfied with the University of Twente's alumni; this is a response we specifically seek to elicit.

We will focus particularly on realizing our international ambitions, ensuring that our approach corresponds effectively with international education standards (with a view to opportunities for access and progression) and achieving the best translation from our institutional profile to our educational content.

Undergraduate education

Undergraduate education at the University of Twente is wide ranging and is set apart from the rest by the Twente Educational Model and ATLAS.

- The full range of undergraduate education can be taken in English.
- Core programmes attract a steady inflow of talented European and international students. Either due to the university's unique international position (TG, Create, AT) or due to the focus on the wider international market (EPA, IBA).
- 10% of the student population participate in an honours track or programme.
- A significant share of the most talented Bachelor's students in the Netherlands are actively spotted and recruited to join these excellence tracks: 10% of our undergraduate students are among the top 10% of their year.
- Through international partnerships, exchange takes place in all undergraduate programmes. Each student earns a minimum of 15 ECTS credits abroad. International students from our exchange partners take part in high quality exchange packages that enhance the University of Twente's profile.
- Summer schools offer attractive modules designed to expand and deepen students' knowledge, and aimed at a broad national and international market. These modules offer the best of the University of Twente and prepare transfer students for graduate education.
- The dropout rate at Bachelor's level is reduced to a minimum and restricted to the first year. 80% of those who re-register after first year complete the Bachelor's degree within four years.
- Our Bachelor's graduates enjoy excellent prospects in terms of both careers and future studies, well above the national average for higher education: 30% of our Bachelor's alumni will go on to join a select Master's programme.

Graduate education

Our education at Master's level is closely linked to our research. It is of exceptional quality and provides content that can be found nowhere else. The responsibility for achieving this goal lies largely with the professors. It attracts a steadily growing inflow of national and international students. The educational content is truly international, as expressed in the curriculum (blended learning), working methods and the diversity of the student population. Master's programmes are taught in English.

- Pathways to excellence exist for the researcher, engineer and entrepreneur in the Master's phase, and these are taken by at least 10% of Master's students.
- A diverse range of Master's programmes in keeping with the University of Twente's unique position will be promoted internationally and driven by a generous scholarship fund and a system of fee waivers.
- Each programme offers its students the opportunity to take part of their curriculum at another carefully selected institution in the Netherlands or abroad (either physically or remotely).
- At least 40% of the Master's intake is international and this is achieved among other things by utilizing existing networks (especially research networks) and through an excellent scholarships programme.
- At least 70% of Bachelor's graduates opt for a follow-up Master's programme at the University of Twente. Collaboration with universities of applied sciences and international institutions provides a comprehensive and structural lateral intake of talented students so that our graduate population is similar in size to the undergraduate population.
- At least one post-experience programme has been developed for each Master's programme, offered in the context of lifelong learning.
- The career prospects of our Master's graduates are substantially better than the national average for higher education.
- Continuous MSc-PhD/PDEng programmes are offered to talented Master's students from all programmes. 5% of Master's students enrol in these programmes.
- Each year, at least 250 candidates enrol in a PhD programme at the University of Twente. 50% of the research population funds research with a PhD scholarship or their own resources.
- At least 80% of PhD candidates meet the qualifier and successfully obtain their doctorate. The average time taken to obtain a PhD by employed candidates and scholarship candidates is 4.5 years.
- The PDEng programme attracts 100 new students and business places each year. The latter mainly takes place through strategic business relationships.

Research

Our research is focused on key technologies (ICT, nano, bio, geo) and engineering, placed in the social context (governance and behaviour). New disciplines arise from our research (multidisciplinary and otherwise), both within technological and the social sciences and between technological and the social sciences. The recognition of this is evident from a broad base of national and international public and private funding. What distinguishes our research is the innovation that we achieve through combining disciplines. We especially want to further integrate technological and social sciences, and strategic management based on common ground in the research agenda.

- Our research priorities are assessed as excellent and attract substantial external research funding.
- The research priorities are linked to a number of promising areas (the 'icon projects'). These are centrally defined and controlled.
- The icon projects deliver compelling content and financial results, and in doing so represent the burden of proof for our profile.
- Business Development Teams (virtual in some cases) reinforce the development of the icon projects and the connection with actors in society.
- Our clear Tenure Track policy attracts leading talent and also strengthens the quality and the appeal of our education.
- The University of Twente's success rate in attracting European and international funds is above average.
 - o Financial gains of 40%, including 10% from outside Europe.
 - o Major research contracts in national and international networks.

- For research infrastructure, creative financing structures are arranged with third parties. We make this infrastructure available to our partners and generate additional funding for our research and education.
- Number of academic awards.
- Research results give a fresh impetus to our teaching; all of our researchers are actively engaged in educational activities.

Commercial knowledge transfer

Commercial knowledge transfer is the result of our focus on society and entrepreneurship. The University of Twente occupies a distinctive position due to its broad approach to commercial knowledge transfer, from the education of professionals to the founding spin-off companies. Each year, we generate a substantial number of spin-offs with growth potential. Excellent scientific research is the foundation for effective and successful entrepreneurship and commercial knowledge transfer. It is important that we develop an appropriate set of indicators in order to interpret our performance in the field of commercial knowledge transfer.

- At least 75 spin-off companies per year through Kennispark Twente, 20% of which are based on University of Twente's IP.
- Number of jobs created.
- Participation in at least 15 shared infrastructure projects.
- Social commercial knowledge transfer: impact as a key performance indicator.
- Education in entrepreneurship made available to all undergraduate students.
- Strong links with industry through internships / graduation / PDEng / dual appointments.
- Academic and career guidance and work experience programmes within the educational programmes.
- Establishing international commercial knowledge transfer programmes with international partners.

Internal organization

We are recognized and acknowledged as the leading entrepreneurial university in Europe with highly entrepreneurial staff and students who dare to take risks. Our approach attracts attention from around the world.

- Consistent strategic management geared towards our priorities and ambitions: converting plans into action.
- Everyone is assessed on their contribution to the institution's strategy and how they deliver this contribution (core values).
- Our employees are engaged in proactive personal development and translate external developments into consequences for their work and the organization.
- Our community excels in entrepreneurship and creativity. Entrepreneurship can be translated as external orientation, external profiling, pushing boundaries and daring to take risks.
- Ongoing, transparent and professional development of the organization in which flexibility in terms of content is reflected in organizational flexibility. Fewer structures and more programmes.
- The staffing of our organization is a reflection of our ambitions with regard to internationalization and diversity.
- The quality of the University of Twente's service reflects the university's ambitions.
- The University of Twente's financial and HRM resources provide the greatest possible stimulus in terms of realizing our aspirations.

Campus / community

- The campus / our community is an asset and instrumental to the realization of our aspirations.
- The campus serves as a leading locus of personal development, creativity, student activities and entrepreneurship.
- It is the showcase for the University of Twente's research and education.
- It is our smart and living lab, a place where the university, technological innovations and society interact.
- It is an international community.
- It is a leading locus of encounter between the university, government and industry.

- The campus is an experience. Along with its immediate environment it has developed into an innovation hotspot for the region, with national and international appeal.

APPENDIX:

WHY OPT FOR THE UNIVERSITY OF TWENTE? ANSWERS FROM THE PERSPECTIVE OF STUDENTS, STAFF, THE BUSINESS COMMUNITY AND THE REGION

STUDENTS

Students who are interested in the development and societal application of technology opt for the University of Twente because it offers high-quality educational programmes which incorporate the latest (digital) learning methods combined with personal learning experiences on a campus with state-of-the-art facilities (blended learning). At Twente, a student is trained to be a creative and internationally oriented academic professional – a global citizen – who, in addition to expertise in the field of technology and its societal context, has highly developed personal skills in the areas of entrepreneurship, research and design. A University of Twente student is not a consumer of education but a co-designer of the educational and learning experience. As a result, UT graduates are well equipped to apply their knowledge and skills to the challenges of the future, and have excellent job prospects.

The University of Twente offers education on demand: our students have considerable freedom of choice and can join broad-based programmes which offer opportunities for changing direction. The graduate of the future is flexible and often works in a job that cuts across disciplines. Our curriculums reflect this need. The University of Twente has a smart campus where students can put theory into practice. The university's entrepreneurial character enables its students to make the best possible use of its network, improving their career prospects, and generating (corporate) scholarships and entrepreneurial business opportunities.

STAFF

Staff opt for the University of Twente because they are convinced of the importance of technological development and the application of technology in society. They want to be part of an enterprising, successful internationally oriented community in which people are given the freedom to take risks and push boundaries, and where success is rewarded; where education, research and entrepreneurship are closely intertwined; where the most relevant technological and social science disciplines are within easy reach and where intensive cooperation takes place with industry and government. The University of Twente offers everyone the opportunity to develop their talents and to contribute to the success of the organisation. Employees are given a great deal of trust and responsibility.

The smart and living campus can actually be used as a field for experiments of the researchers. The campus acts as their lab and serves as a creative climate (design lab) with room for rapid trial and error through experiments.

COMPANIES

Companies opt for the University of Twente because we use our excellence in education and research as a foundation for developing innovative technologies to tackle social issues and for coming up with new applications for these technologies. The University of Twente's research is ground-breaking and creative. We interact with government, industry and research institutions on an ongoing basis, and match our staff and resources with those of our partners. Companies approach the University of Twente to develop integral solutions and to join or connect with our national and international network. As the leading entrepreneurial university, we understand entrepreneurial behaviour. Our organization is flexible, efficient and proactive.

Doing business with the university's professional business developers is easy and efficient. The smart campus is an additional asset that creates the perfect environment for businesses, thanks to the public testing areas and the access to lab facilities.

REGION

The University of Twente plays a leading role in innovation in the region. This makes us the driving force behind the regional economy. We can only fulfil this role in close cooperation with our regional partners in industry and government. The University of Twente is determining for many companies to establish a business in the region, due to our academic professionals, the knowledge we develop and the opportunities for cooperation we offer. The University of Twente's international network opens up the region to the outside world and brings the latest technological know-how within easy reach of industry and government.

APPENDIX:

PROPOSALS FROM THE CREATE THE UT OF TOMORROW EVENT, APRIL 2014

The following titles represent the multitude of creative ideas produced by the event. Elements from this process have already been incorporated when drafting this reference document. These ideas will play an ongoing role in the further development of our strategy.

- First impressions: experience the campus
- The green campus as a living lab
- Twente Valley
- Smartcommunity Smartlink
- Lab of the World
- Basecamp for knowledge (X)change
- Twente holistic innovation lab; Expanding cross-disciplinary interfaces in research and education
- Net Worth : small world networks
- Quality of living (health & ageing, safety, connectivity, food)
- The Golden Team: develop a unique Campus Culture
- World Wide Inspiring Theme Park: UT Polis
- Making money and achieving impact through technology, research, education and networks
- Human Tech Valley
- A spin-off for services: there is innovation in support!
- Edublocks
- Create the most visible, vibrant and entrepreneurial scientific playground in Europe.
- UT Global Crossroads: Support platform for innovation and creativity
- Diversifiers
- The first self-sustaining live-life-for-free campus community
- The challenge of knowing the unknown, educating the new generation of professionals, VisIOnaries
- The Smart, Green, Knowledge Hub
- BOOT-CampUS
- Educating the new generation of professional – strengthening the foundations of the Twente Education Model
- Festivaliz'UT, Mixed Vision
- Regional cooking, global impact, Utopia
- Integrate the university, its education and the campus into a free, creative and progressive campus.
- Science Challenges
- Evolucity
- Twente State of Mind, Bosatlas
- Campus2020
- The Enterprising University, UT2Go, Toxy Turbo's
- UT campus as a 'technological theme park'
- Knowledge Community East Netherlands
- Big Ideas
- Sustainable Space

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