TU/e INSTITUTIONAL PLAN 2020-2025

UPDATE

TU/e

EINDHOVEN
UNIVERSITY OF
TECHNOLOGY

TU/e
INSTITUTIONAL
PLAN 2020-2025

UPDATE

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Preface

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When we introduced the original Institutional Plan 2020-2025 several years ago, we explicitly mentioned that we considered it to be a rolling agenda. Little did we know then with what huge momentum this rolling would occur. Halfway through the term of the plan, we took stock. And we concluded that, among others because of COVID-19, the shortage of chips, cybersecurity threats and knowledge security issues, geo-political developments like the war in Ukraine, and the most recent alarming IPCC reports, the world around us has changed at such fast pace that we needed to rethink our priorities toward 2025. Furthermore, the exponential growth of the Brainport region offers enormous opportunities for TU/e that need to be taken into consideration. In this internal TU/e document, we present an update of the current Institutional Plan 2020-2025 that takes these recent external developments into account.

Over the past year we discussed with the deans, directors, University Council and Supervisory Board and organized round table sessions with the TU/e community to evaluate where we stand regarding the seventeen priorities we identified before. During the sessions we touched upon the progress that has been made so far and where our priorities needed to be redefined. To name some examples: the four interdiscipli-nary research institutes have been founded, The Gate was launched to stimulate and facilitate new start-ups, a social safety plan has been devised, investment plans have been made to improve campus, and the Irène Curie Fellowship for talented women has already yielded a large influx of new female talent into our university.

As a result of the discussions, four new and important priorities are included in the updated plan: Sustainability, Open Science, Wellbeing and Excellent Support. Others have been dropped, either because they had been achieved already or became less relevant. The present document describes the seventeen updated goals with their associated delivera-bles for 2025, and how and why they deviate from what we planned before.

Being the adaptive and resilient university we are, this document is not set in stone. As we speak, we are actively exploring the possibility of making a quantum leap in the scale of our university. The ongoing growth in the Brainport region, our country's increasing need for system engineers to solve challenges in climate, energy and nitrogen, and Europe's agenda of technological sovereignty, have consequences for our university as well. The region has asked us if we are willing to grow with them by at least doubling the number of MSc engineers by 2032.

We expect any definitive decisions on whether and, if so, to what extent, this scale jump will take place sometime in 2023. Its impact on the Strategic Agenda thus will in that case be profound, although the strategic deliverables that result from this scale jump will probably

only take effect after 2025. That is why the effect on the TU/e Strategy of a possible jump in scale will be laid down in a completely new Institutional Plan 2026-2031 with associated new priorities and deliverables.

In the end, despite the growth, we want TU/e to stay a place where personal engagement and developing education, research and impact together is the core of what we do. TU/e has always been and will remain a university driven by its community. So please stay involved and keep sharing your ideas on how to do even better with us.

The Executive Board,

Robert-Jan Smits, president
Silvia Lenaerts, rector magnificus
Nicole Ummelen, vice-president

#1

Reasons for update

While formulating our thoughts on how to translate the 'Strategy 2030 – Drivers of Change' into an implementation plan, COVID-19 hit the world.

As a result of this worldwide crisis, we all moved online, inducing a strong need to increase investments in digital infrastructure. After extensive hacks on Maastricht University and later NWO, the somewhat abstract notion that cyber-attacks can literally bring academia to a halt became real.

Recent reports on student well-being show that having spent excessive periods of time alone in their rooms has hindered young people in their personal development. Reported problems range from first year students having difficulties in making friends to an increasing number of students that develop clinical depressions. That is why student well-being and safety have been defined as priorities for the coming period. Over the summer of 2022, the IPCC issued a report stating that the world has only eight years left before the impact of the climate change becomes irreversible. Without drastic measures now, we are on course to reach 1.50C global warming within the next two decades. The devastating effects of global warming are becoming more tangible every day, with floods in Australia, Nigeria and Pakistan, excessive droughts from Africa and China to Europe and the US, and glaciers vanishing across the globe at record rates. The climate crisis urgently calls for sustainable

solutions. That's why the strive for a sustainable world is the number one societal challenge that underlies our strategy. TU/e is committed to this via its education, research and operations, that is why we are constantly taking new steps to increase our contribution.

TU/e wants to lead the change toward a more inclusive, safe, connected and sustainable world. That is why we need to raise the bar when it comes to educating the next generation of problem-solvers, developing technology to solve the giant challenges we are facing, and sharing our knowledge to empower society. That also means we need to gear up our own services and processes, and in such manner that people in our community are taken care of in the best possible way.

#2

Updated strategic priorities 2020

The TU/e Strategy 2030 sets out a vision for the coming years. Since not everything can be done at once, a prioritization was made based on the most urgent topics for the period up to 2025: Talent, Cooperation and Resilience. This updated Institutional Plan 2020-2025 provides clarity about the strategic priorities toward 2025 and their goals and objectives.

The original Institutional Plan 2025 comprised seventeen priorities on which the university wished to work as it heads toward the year 2030. These were Research-based education, Recognition & Rewards, Diversity & Inclusion, Research, Research infrastructure, Reputation, Alumni, Cooperation - Regional, Cooperation - National, Cooperation - International, Impact, Campus 2030, Digital Facilities, Service Chains, Quality of Service Performance, People Development & Leadership and Social Safety.
Over the past year, we have taken stock to assess if, in current times, these priorities were still the right ones to focus on. Extensive discussions were held with the entire community, among other through meetings of the Managing Director's Council, Supervisory Board and University Council. In addition, employees and students shared their thoughts during several dedicated Strategy Round Table discussions in the University Club and via online platforms such as intranet and Yammer.

As a result of these discussions, four new priorities are included in the updated plan: Sustainability, Open Science, Wellbeing and Excellent Support. Sustainability and Open Science are introduced as new separate strategic priorities. The earlier priority Alumni is now part of the priority Reputation, the priorities Service Chains and Quality of Service Performance have merged into the new priority Excellent Support, and the priority Social Safety is now part of the new priority Wellbeing. The next chapters list the updated priorities we are working on toward 2025. To make the progress for each priority as tangible as possible, we have committed ourselves to concrete deliverables, which are also listed there. By doing so, these Deliverables 2025 are replacing the earlier 'Main Objectives' that were formulated in the original Institutional Plan 2020.

2.1 **17 Strategic priorities**

Research-based education	Recognition & Rewards		Diversity & Inclusion	International Cooperation	Impact	Sustainability
Research	**Research Infrastructure**		**Open Science**	**Wellbeing**	**People Development & Leadership**	**Squad**
Reputation	**Regional Cooperation**		**National Cooperation**	**Digital Facilities**	**Campus 2030**	**TU/e**

#3

Talent

The success of the university is determined by its talent. To fulfill our ambitions, TU/e needs the best students, researchers and support staff. That is why we are not only investing in attracting new talent from a diverse background, but also in guiding, supporting, recognizing, rewarding and (further) educating our talents to make them flourish.

For this theme, six priorities have been identified:

3.1 Research-based Education

Strategy 2030 formulates the mission of TU/e education as: we educate TU/e engineers for the future. In the educational vision by the Dean Bachelor College and the Dean Graduate School, the mission for TU/e education of the future is to:
- Educate responsible engineers of the future who are prepared to take on important societal, technical and scientific challenges
- Offer high-quality education that is authentic, flexible and can be adapted and improved to meet the challenges of a quickly changing world

Learning at TU/e means supporting students with an inclusive and accessible learning environment to enhance learning and performance while supporting their well-being, activating students with learning activities based on real-life questions and challenges and preparing students for a career of continuous innovation and growth by stimulating them to take ownership of their learning and development.

To make sure our educational programs keep pace with the fast-changing requirements set on future engineers by society, both the Bachelor College and Graduate School have been reviewed and will be revised.

For the Bachelor College, all programs will include a Challenge-Based Learning curriculum line. From year one, Challenge-Based Learning will be introduced in phases, starting by the basic principles and characteristics such as working in teams, working on open-ended problems, and systems thinking.
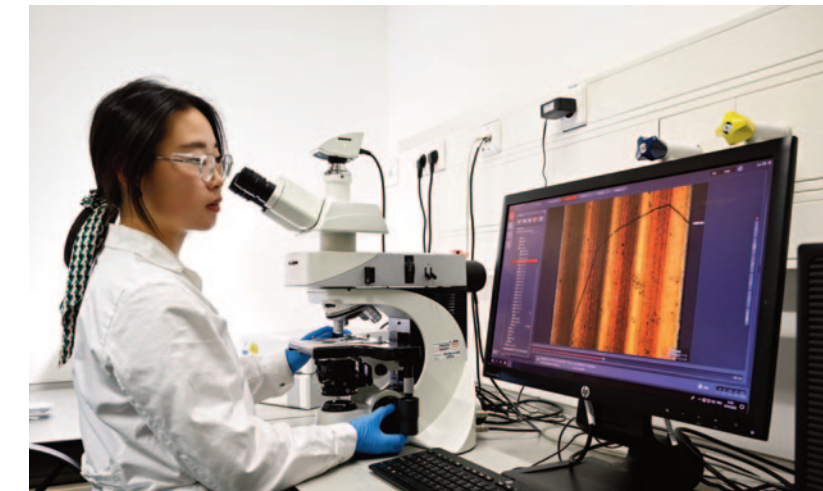
The connection between Bachelor College and Graduate School will be improved, for example by providing a continuous learning line in system thinking and introducing new pedagogies such as Challenge-Based Learning and a Professional & Personal Development Learning Line in all Master programs. Also in Graduate School, options will be explored to further flexibilize educational programs, allowing students to create their own educational program with, for example, courses from other universities, or with a dual degree for students who wish to pursue an educational degree.

Long Term Goals

In our research-based education students will have a strong disciplinary knowledge, are socially responsible and will be fully engaged in self-directed and active learning, in particular via Challenge-based programs with a strong on-campus presence.

Deliverables 2025

To reinforce our academic Engineering education, an education vision has been adopted and the Bachelor College 2.0, Graduate School 2.0 have been implemented as well as the TU/e Academy for Learning & Teaching (ALT). CBL is integrated in all Bachelor programs and CBL study components are included in all Master programs. The digitalization of education has improved by finalizing the BOOST! Program and implementation of the data enhanced learning and e-assessment programs. Our NSE score has improved and the retention rate from Bachelor to Master exceeds 60% for our international students, and 80% for our national students. A TU/e wide strategy on lifelong learning is formulated, and 10 lifelong learning programs have been implemented.

3.2 **Research**

Research is a vital part of TU/e's mission and plays a central role in its ongoing success and impact. The disciplinary focus of the departments and the interdisciplinary programs of the four institutes provide a supportive and collaborative research environment that allows researchers to focus on their work and to make the most of their expertise and resources. The focus on fundamental research and the strong orientation on societal and industrial needs enables TU/e to be a key player in many nationally and internationally leading consortia. We will focus on increasing an international reputation for the TU/e institutes, which leads to new opportunities in collaborations with other leading institutions and organizations, resulting in the development of new ideas and innovations that make a significant impact on society.

Long Term Goals

We will have strengthened our scientific excellence and boosted cross-disciplinary research.

Deliverables 2025

All our disciplinary foundations show progress in academic performance and the four new cross disciplinary research institutes have built an international presence and reputation, which results in and increased role and participation in large-scale consortia for research and innovation. An overview of the key research areas of TU/e has been made, based on the strategies of the departments and institutes. The results of a mid-term review for the institutes are implemented.

3.3 Recognition and rewards

To retain and stimulate scientific talent, we will offer diversified and dynamic career paths for our academic staff. Thanks to Recognition and Rewards, three profiles have been defined: Research, Education, and Impact. Both these profiles and a narrative CV will be rolled out university wide.

Starting point will always be that faculty are active in both research and education at a high level. As a career develops, faculty may further their career with emphasis on education, research or impact, and demonstrate excellence in at least one of these domains. During an academic's career, this focus may change again, so that development paths become personal and dynamic. Currently most faculty have a research profile. In the future the strategy and vision of a department may also enable profiles with an emphasis on education or impact, fitting with the talents and ambitions of the individual. Teamwork will be encouraged, and more scope for diversity will be created regarding ability, ambition, and talent in the field of education, leadership and impact. The BACs, TU/e's assessment advisory committees, deal with hiring new staff and promotions and as such play a key role in Recognition and Rewards' success.

Long Term Goals

Scientists will be recognized and rewarded for their talents in different areas: education, research, impact, and leadership.

Deliverables 2025

All departments have implemented the new recognition and rewards system. Scientists are always active in research and in education, but starting at the associate professor level they can further their career by demonstrating excellence in education, research or impact. Recognition & Rewards contributes to the leadership development program for scientific staff.

3.4 Diversity & Inclusion

TU/e introduced a resolute policy in 2019 to increase the percentage of women in the permanent scientific staff, the Irène Curie Fellowship program.

The revised policy focuses more on addressing the gender imbalance exactly where it occurs. The policy looks at each department, and within that, each job category, to see if the target percentage of about thirty percent female scientists has been met. As long as that has not been achieved, some of the vacancies in that category fall within the Irène Curie Fellowship program. As before, in the first six months of recruitment only female candidates may respond to those vacancies. The program will run at least until 2024, with annual reviews.

Long Term Goals

We will have a diverse and international workforce, with a strong gender balance.

Deliverables 2025

D&I is integrated in the strategic topics people development & leadership, Recognition & Rewards and education. TU/e departments either have at least 30% female faculty or have increased the percentage of female faculty by 5% compared to 2022. The next Gender Equality Plan 2026-2030 is approved by the EB. Implementation of the (renewed) Irène Curie Fellowship Program dependent on the decision in 2024 by the EB on possible extension.

To stimulate research excellence, international cooperation and diversity are key. To raise appreciation of the international dimension of present-day challenges and provide students with an appropriate profile for the globalizing labor market, an international and diverse learning community is created, resembling the make-up of the high-tech labor force. This is done by attracting non-Dutch students and staff.

3.5 Open Science

In 2018, a group of national research funding organizations, including the Dutch Science Foundation NWO, supported by the European Commission and the European Research Council (ERC) announced the launch of an initiative to make full and immediate Open Access to research publications a reality. The leading principle was that 'All scholarly publications on the results from research funded by public or private grants provided by national, regional and international research councils and funding bodies, must be published in Open Access Journals, on Open Access Platforms, or made immediately available through Open Access Repositories without embargo.'
This has been a key element in the Dutch Open Access publishing transition strategy. TU/e has established transformative Read and Published contracts with publishers to support researchers with easy and compliant publishing options, resulting in more than 80% of all TU/e peer reviewed journal articles now being Open Access. However, Open Science is broader than Open Access and focuses on research data, research integrity and the connection of society and academic research. That is why in 2022, Dutch stakeholders have articulated the national Open Science ambitions to support a collaborative approach on developing Open Science. As Open Science is core to research, it will be core to all aspects related to research, such as data

Long Term Goals

We have embedded Open Science and reinforced a culture of responsibility, openness, cooperation and transparency.

Deliverables 2025

An open Science Agenda is established and the implementation of a TU/e Open Science Policy has begun, including the TU/e wide adoption of a set of standards for responsibility, openness, cooperation and transparency, with a special focus on research integrity and ethics.

management, compliance, communication and knowledge security. In alignment with the national agenda and TU/e strategy 2030, TU/e will establish an Open Science rolling agenda.

3.6 Research Infrastructures

A strategic research infrastructure roadmap allows TU/e to plan for the long-term needs of its research community. Large-scale research infrastructures are key to world-leading research and play a major role in attracting talented and leading researchers. However, such infrastructures require substantial investments, often beyond the investment capabilities of a department or institute. By considering the future direction of its research and the resources that will be required to support it, TU/e will be able to make investments that will have the greatest impact. A robust research infrastructure roadmap will increase the visibility and reputation of TU/e as a leading research institution. By demonstrating a commitment to supporting high-quality research and

Long Term Goals

TU/e state of the art research infrastructures will offer TU/e researchers high quality facilities to enable them to extend the frontiers of knowledge and attract talented colleagues from across the globe to join TU/e.

Deliverables 2025

A robust strategic research infrastructure roadmap is established with a dedicated investment plan, and the implementation has started. Clear access rules and protocols are developed and implemented, and TU/e is closely aligned with national and European infrastructure roadmaps.

investing in the necessary infrastructure, TU/e can attract partnerships and collaborations with other leading institutions and organizations.

#4

Cooperation

Regarding the original Institutional Plan 2020-2025, the five priorities in this theme with their associated goals and objectives have remained largely unchanged.

4.1 Reputation

In 2030 we are not only a top university, but the world also knows us for it. TU/e is the leader of change with regards to societal challenges. This is only possible if we are widely known, have a great reputation and stand for what we believe.

Long Term Goals

We will have strengthened our reputation and visibility at (inter)national level as an excellent and caring university committed to finding sustainable solutions for some of the grand societal challenges our planet is facing.

Deliverables 2025

The TU/e has strengthened its reputation on all primary functions. It has acquired a high visibility in priority (inter-)national media, and has built a strong reputation and a feeling of pride within our target groups (students, staff, eco-system & alumni).

4.2 Regional Cooperation

TU/e is a crucial engine of innovation in Brainport, both as a supplier of a highly educated workforce and as a source of breakthrough technological knowledge and expertise. We will further team up with our Brainport partners to realize the ambitions of the region and to jointly develop new technology-market combinations based on our world class competences. Furthermore, we want to intensify our cooperation with the universities of applied sciences Avans, Fontys and SUMMA to ensure that each student has access to the right study and can cooperate across institutes. Together with the University of Tilburg, the City of Den Bosch and the Province, we will continue the growth of the Jheronimus Academy for Data Science (JADS) to provide students with data-driven entrepreneurial education.
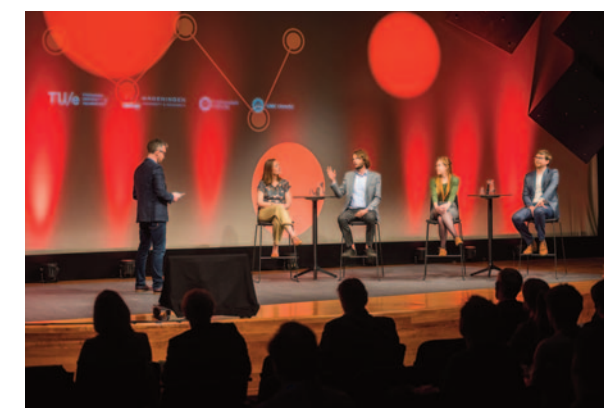
Long Term Goals

We will have strengthened our strategic cooperation with key partners in the Brainport region.

Deliverables 2025

TU/e is a full participant in Brainport's multi-annual agenda, has developed at least 3 long-term strategic partnerships with industries, intensified cooperation with educational institutes in the region and developed JADS into a flourishing Institute of at least 350 students and a solid budget.

4.3 National Cooperation

By cooperating with partners throughout the country, notably the EWUU Alliance, and 4TU, we jointly create the fundament for technological solutions needed to address current and future societal challenges. We create initiatives to have a world-wide impact in science, contribute with public and private partners to societal challenges, and provide excellent education for a future generation of experts and leaders.

Long Term Goals

We will have significantly increased the cooperation with our strategic partners in the Utrecht – Wageningen – Eindhoven alliance, and with other NL universities notably in the context of 4TU.

Deliverables 2025

Our objectives in the Alliance Long Term Strategy (2025) have been accomplished, notably in the field of personalized health and the circular economy with the establishment of a common catalogue of courses for at least 1000 students, and our cooperation within 4TU is intensified with the aim of making the national case for the promotion of technology.

4.4 International Cooperation

We are not only a Dutch university, but we are also an international one, and as such we will further strengthen our leadership, visibility and recognition in Europe. We will invest in a stronger presence and a more leading role in projects/programs, accompanied by enhanced communication and strategic partnering to strengthen our reputation. The main vehicle for our international cooperation is the EuroTech Universities Alliance. The members are six leading European universities of science and technology: Technical University of Denmark (DTU), École Polytechnique Fédérale de Lausanne (EPFL), École Polytechnique (L'X), Eindhoven University of Technology (TU/e), the Israel Institute of Technology (Technion) and the Technical University of Munich (TUM). Together, we are establishing the EuroTeQ Engineering University: a joint engineering sciences study program across different disciplines as well as across national and institutional boundaries.

Long Term Goals

As an internationally recognized excellent university, we will have increased our cooperation at European and global level with top partners from science and industry and we will be actively participating in major (funding) initiatives and programs.

Deliverables 2025

All major targets of the Eurotech Roadmap have been reached, with a/o the creation of a EuroTeQ Engineering program including the development of a European Engineers certificate, our participation in EU R&I programs is consolidated, our global network and university-industry relationships are extended to at least 2 other continents and a robust strategy for knowledge security as key priority is in action.

4.5 Impact

TU/e is about impact that will lead the world into a more sustainable future. This starts with the way we organize our education, how we conduct our research, how we stimulate the development of entrepreneurial skills, how we cooperate in partner networks and how we make our voice heard in the public debate.

Long Term Goals

We will have increased our impact on the Brainport Eindhoven region and on society as a whole, through our graduates, scholars, research results, start-ups and scientific support for public policy making.

Deliverables 2025

A single point of entry for technology-driven start-ups in the Brainport ecosystem is realized, a large number of students engage in entrepreneurial activities, the IPR Policy for TU/e students and staff is defined and effectively implemented, a revolving earnings model related to TU/e spinoffs is accomplished, and an increased number of scientific staff is involved in providing scientific support to policy making.

#5

Resilience

Over the past challenging years, the TU/e community has demonstrated a remarkable resilience, keeping the university and its ecosystem afloat during these often uncertain times. Since resilience is a prerequisite for being a successful organization in turbulent times, and an important precondition for drawing the best out of students, researchers, teaching staff and support staff, it has significantly gained importance when compared to the original Institutional Plan 2020-2025. As our university further evolves and grows, the need for up-to-date business processes such as effective management information systems, reduction and simplification of internal regulations, and a professionalized customer relations management has become more and more apparent. More specifically, three topics stand out for the coming years.

5.1 Sustainability

The strive for a sustainable world is the number one societal challenge that underlies our strategy. This goes beyond making our own campus and business operations more sustainable, but also involves a joint, deeply felt wish among students and staff to contribute to a more sustainable world in general. It is no coincidence that practically every student team at TU/e focuses on sustainability-related issues. This shared feeling of responsibility for a better world is why the aim for the coming years is to truly embed sustainability

Long Term Goals

We will have embedded sustainability in our education, research, operations and governance.

Deliverables 2025

The topic of sustainability is firmly embedded within the TU/e and a functioning unit with a mandate to coordinate sustainability is in place, the vision is defined, roadmap is developed and the TU/e wide implementation of that sustainability vision and roadmap is on course and in line with the TU/e strategy and Sustainable Development Goals.

in TU/e's education and research. A dedicated Sustainability Ambassador is appointed who coordinates all the initiatives that fall under this priority. That ranges from installing smart lighting in campus buildings and becoming a zero-waste university to embedding the UN Sustainable Development Goals in the revised Bachelor College, and defining a comprehensive sustainability vision and accompanying roadmap toward fulfilling TU/e's own Sustainable Development Goals.

5.2 Wellbeing

TU/e is an organization where people matter. Wellbeing is incredibly important, both for employees and for students. Wellbeing is directly related to an individual's social environment and sense of inclusion within their university community, and impacts an individual's ability to perform. However, a steep increase in the work pressure of staff has been observed by amongst others a steep increase in student numbers, students feel rising study pressure, and not everyone always experiences a sense of belonging at our university. In addition, social distancing and working/studying off-campus during the pandemic has had negative effects on the wellbeing of our community. National surveys show that specifically at universities the experienced work pressure for employees is high and that there is much to be gained when it comes to social safety. This is confirmed by the results of the Employee Satisfaction Survey, conducted at TU/e in early 2022.

TU/e feels responsibility toward staff members and students when it comes to wellbeing. We want to provide optimum working and studying conditions, ranging from providing a safe, digital working environment to supporting and empowering all members of our community to improve their wellbeing. An overarching vision on wellbeing will be developed, both for students and employees. From there, the aim is to achieve a more integral and aligned approach to wellbeing in the coming years, to contribute more efficiently and effectively to the wellbeing of students and employees.

The pandemic, climate change, and the challenging housing, labor and financial markets are all weighing down on employees and on the current student population impacting their general wellbeing. The Universities of the Netherlands (UNL) have published a student wellbeing vision, to serve as a guide to universities on how student wellbeing can best be addressed within higher education. Following this vision, the structures and policies for students have been drafted and are currently being implemented and in a collaborative fashion the departments of education and student affairs and human resource management are joining forces to add the policy for employees as well and align these policies.

Long Term Goals

More than ever we will be an inclusive, safe and welcoming university in which all members of our community (staff and students) feel fit and safe, are aware of what wellbeing means and feel empowered and enabled to improve their wellbeing.

Deliverables 2025

Student and staff wellbeing is seen and felt as a true priority across the university. This means that it has been incorporated in the strategic documents and policies of the TU/e. For students this includes the Education vision, bachelor college and graduate school plans, student life policy, etc. For staff this mean that it is being embedded within HR processes. An action plan for wellbeing (including social safety) students and staff has been made in response to the results of the EES and the student wellbeing monitor. This has been evaluated in 2025. The staff wellbeing policy (including social safety, work pressure and inclusion) results in a satisfaction rate of >8 out of 10 in the EES for staff; the student wellbeing monitor shows a positive trend in average wellbeing scores.

5.3 People Development and Leadership

The ambitions in our strategy require leaders who can lead the change, with a vision and a drive to reach success, with an eye for people's talent, and with the ability to connect people in- and outside of TU/e. We will intensify our investments in a culture of learning, i.e. in people acquiring new knowledge, new competencies and new behavior. Moreover, in facilitating people to periodically make a move to another type of assignment, or to make a next career step, we will invest in people development, both for academic staff and support professionals.

Long Term Goals

Our staff will have been able to upgrade their competencies, knowledge and work behavior thanks to personalized training programs, whereby special attention is paid to leadership development and succession planning.

Deliverables 2025

All members of our scientific and professional staff are following their own personal development path, leadership is fully implemented in our HR policy, and the Business Unit's succession planning is implemented to prepare the future TU/e leaders, a special leadership development program has started to develop employees to achieve strategy 2030, and the leadership development program for scientific staff is redeveloped in line with Recognition & Rewards and other relevant strategic priorities.

5.4 Excellent Support

'A top-notch university should have top-notch support', is the prime rationale for starting the Support Quality Drive or so-called SQUAD operation. The main aim of this operation is a higher quality of service provision achieved through more cooperation between central and departmental levels. Future services will be in line with researchers and education teams, with a regular quality assurance cycle that is ingrained in the essence of doing top research and supplying top education and support. The SQUAD program aims to review the quality of support at our university by critical reflection, external reviews, and change plans. In four rounds, all eleven support disciplines are given the opportunity to carry out a self-assessment together with all employees in the support discipline, customers, and other stakeholders, and to make a change plan.

To introduce seamless support for our primary processes we are implementing the outcomes of the Research Life Cycle project. Key in this project is to organize and optimize research support in such a way that researchers are optimally supported throughout the research process. Specific actions in Research Life Cycle Support will be visible in self-studies of service disciplines for SQUAD.

Long Term Goals

We will have professionalized our support processes throughout the organization, and introduced seamless support for our primary processes, to make them fit for future, with respectful mutual relationships (between support and academic staff) and shared responsibility for determining the right match between supply and demand and the right quality level given strategic priorities and budget.

Deliverables 2025

In the SQUAD program, a change plan has been established for each support discipline (e.g. Finance and Control, Human Resources Management) which offers the prospect of desired quality agreements/improvements that fit within the set financial framework. All change plans have been translated into the start of implementation. Agreements have been made about the continuation of a quality cycle. The Research Life Cycle Support Project has been implemented and finalized, aligned with the SQUAD change plans and implementation. Opportunities for improvements in other service chains have been identified and where possible also realized aligned with the SQUAD operation.

5.5 Digital Facilities

Our dedicated information strategy 2030 aims to provide for flexible learning environments, digital certification possibilities, digital communication platforms, sufficient computing power and appropriate ICT support to help TU/e achieve its goals and objectives in the areas of education, research, impact and organization.

Long Term Goals

Our digital facilities will be secure, state of the art and innovative. Digitization makes it possible to realize high ambitions for education and research.

Deliverables 2025

A future proof IT landscape has been established, with the right solutions for online and hybrid education including CBL as well as optimal support for the entire research cycle for our TU/e academic users. A positive Net Promoter Score across all users is achieved, and a maturity level 3 for Cyber security is obtained.

5.6 Campus 2030

In addition to the growth and development of our Campus as described in the original Institutional Plan, for the coming years sustainability will be a key component of each real estate initiative. In view of the current energy crisis, we will accelerate our efforts to disconnect our buildings from natural gas and to drastically reduce energy demands for heating by implementing ground-coupled heat exchanging solutions.

Long Term Goals

The TU/e Campus will be a vibrant, green and attractive hotspot for students, scientists, entrepreneurs, researchers and companies, that is an integral part of the city of Eindhoven, and where people feel safe, welcomed and inspired.

Deliverables 2025

All 2025 objectives for the Campus 2030 real estate strategy are realized, 15 buildings on the Campus are disconnected from natural gas, Aquifer Thermal Energy Storage (ATES) will decrease energy demands for heating with 75 percent compared to 2005, and the Campus satisfaction score is > 7,5

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