



Talent for Transition

Higher professional education and practical research for tomorrow's society

Summary Strategic Agenda

2023–2028

Our students play a key role. They are the ones who will make a difference in solving societal challenges. And we prepare them for it. With our professional training and applied research.

Basics for 2023–2028:

- Training students to become professionals who are willing and able to manage change.
- Preparing students for a professional future characterised by rapid change.
- Developing the practice-based knowledge and innovations needed to make transitions work.
- Providing equal opportunities for adults and young people to develop their talents and ambitions.
- Successfully training students and retraining working adults for shortage occupations.
- Expanding the range of study programmes.
- Making education more attractive and student-centred through digitalisation.
- Shaping tomorrow's society together with the professional field.

Mission:

We educate students to become highly qualified professionals for the jobs of today and tomorrow and develop practice-based knowledge and innovations that contribute to a sustainable society.

Core Values

Our mission is supported by our core values. These are key to our teaching, research, conduct and policies.

- Responsibility
- Resilience
- Connectivity
- Justness

Vision:

- To be recognised and acknowledged as a knowledge institution for our contribution to four societal challenges (see box).
- Educating professionals for key roles in the field and equip them with the skills and mindset to help shape the response to societal issues.
- Educating enough professionals for the labour market.
- As an educational community, model a resilient, responsible, and just society in miniature.



4 Societal Challenges

Sustainable Delta

Take the energy transition seriously: replace fossil fuels with non-emitting and renewable energy sources. Contribute to climate change mitigation and adaptation.

Future-proof economy

Working with new, meaningful economic models and contributing to circular production, services, and consumption chains. Making urban and port logistics chains more sustainable.

A vibrant community

Reducing gaps in education, health, wealth, and well-being and increasing social participation. Making the transition from healthcare to healthy living and increasing citizens' self-sufficiency and resilience.

Smart & Social City

Responsible digitalisation and design of production processes, services, and infrastructure in and around the city.

How do we make our vision a reality?

Innovation of our Education Model by means of:

- Issue-based education. Students of different study programmes collaborate on a societal issue.
- Work-study programmes. Students start their career before they graduate.

Increasing student success in an environment geared towards the student by:

- Strengthening the quality of teaching through integrated educational programmes, more intensive support for students at the start of their studies, and by facilitating maximum active participation.
- A culture of high expectations for a challenging learning environment.
- Maximising efforts to be an inclusive institution where every student and staff member feels welcome, safe, seen and valued.
- Guiding the development of the students' own professional identity. A good understanding of the professional field, professional roles and responsibilities are essential for future professionals.
- Personal development: through attention to socialisation and personal development in all our curricula, a richer range of electives and extra-curricular activities.
- Curriculum structure: each student will start on a structured programme of study, with an increasing number of options as they progress.
- Students as sounding boards: involving students in shaping educational development, educational innovation, educational implementation, and decision making. Combining the power of education and research.

Combining the power of education and research

- The combination of teaching and research can solve societal issues.

- Education and innovation programmes are developed for this purpose.
- We will continuously update the content of our curricula with knowledge gained from practice-based research.

Expanding our educational offerings

- We will adapt our programmes to the developments and demands of the labour market.
- Where professional practice requires new and distinctive basic knowledge and skills, we will develop new full-time bachelor's and associate degree programmes.
- Where, in the light of societal challenges, professional practice requires a broadening, deepening and specialisation beyond our current Bachelor programmes, we will further develop Master programmes.
- In shortage areas, we will innovate our educational provision for working adults, with a view to upskilling and retraining.

Views on digitalisation

- We will use digital tools to make our education better and more attractive.
- We will invest in digitalisation that enhances and enriches our teaching, research, and organisation.
- Students and staff will study and work in a digital environment.

Organisational development and implementation

- The focus on collaboration and social tasks requires new ways of working and organising.
- Learning, experimentation and adaptive forms of collaboration are key aspects.
- Where necessary, we will adapt the organisational structure to realise our ambitions.
- We will operationalise our vision in an implementation plan (How will we go about it?).