



Write the future

make a difference | for and with the region | technology driven

Saxion Strategic Plan 2020-2024



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Write the Future
Saxion Strategic Plan 2020-2024
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Preface

As a knowledge institution, Saxion is at the centre of a society that more than ever is characterised by diversity. We welcome students with a senior general secondary education (HAVO) who come here to follow a bachelor's degree, as well as students moving up from intermediate vocational education (MBO) and pre-university education (VWO), as well as international students and professionals who are either furthering their education or retraining. The issues in the field are becoming more diverse and require applicable solutions, often developed from a range of disciplines. These developments broaden our function as a knowledge institution: we offer a wide range of flexible courses and use our research to provide knowledge that can be applied in society, in our own region and beyond.

The consequences of the climate crisis are becoming increasingly clear, and society's call for solutions is also becoming louder and louder. Saxion has a key role to play in meeting Sustainable Development Goals for the year 2030, as formulated by the United Nations. Developing sustainable solutions requires education and applied research that is directly connected to the world around us.

In that world, technology and digitisation have a major impact on our daily lives. Saxion sees opportunities for using technology in a positive way for a better living environment. Technology is also changing the way we work. In a few years' time, the professions that we now practice will either no longer exist, or they will have taken on a different character. New professions are emerging. This calls for lifelong learning. Saxion encourages and supports this.

In the eastern part of the Netherlands, we are faced with an ageing as well as a shrinking population. Regionally, it is getting harder to fill vacancies and to maintain the level of economic

activity. The overlapping fields of education, research, and entrepreneurship present opportunities for retaining regional talent and attracting new talent.

Higher education is also changing. For example, the distinction between different universities of applied sciences has increased over recent years. That is a logical development; after all, the regions they serve are different. In order to be of maximum value to its own region, Saxion will have to develop into a university of applied sciences. Saxion will become a knowledge institute where education, research and entrepreneurship reinforce each other in order to shape our broad social mandate.

This Strategic Plan is a human work in progress. In order to pursue our ambitions and make dreams come true, our staff is a key factor. Using their talents and passion, and above all their individuality, they shape our multi-faceted organisation. A top university of applied sciences needs good employment practices. We give staff the space and put our faith in them to contribute

to those ambitions wherever they can see their added value. This also applies to our schools. For example, whereas at one school, we may place the emphasis on lifelong learning, at other places we work on the spearheads of our research agenda. As such, our support services are indispensable and of crucial importance. We therefore invest in an efficient and effective organisation.

It is all about us joining forces and complementing one another. These are the ingredients with which Saxion will be able to grow into a university of applied sciences that will help build a safer, healthier, and better world. We look forward confidently to the coming years.



Ineke van Oldeniel, Anka Mulder and Timo Kos
The Executive Board

On the road to 2024

The Dutch economy is firing on all cylinders. In addition, high tech systems & materials have a special part to play in the eastern Netherlands. A relatively large number of people are employed in this sector, and there are a growing number of job adverts for technical positions. Cleantech companies in the eastern Netherlands are contributing to the collective development of a circular economy. The government, institutions and the business community have a great need for expertise and applicable solutions, and for professionals who can make a difference. Saxion acts as a partner for government bodies, institutions and the business community in the Eastern and central regions of the country and given our geographical location, it is self-evident that we also focus on the Euroregion (Euregio). There are few, if any, organisations in the province of Twente or in the Stedendriehoek (a region consisting of seven local authorities) that do not have one or more Saxion graduates on their workforce. With our education, we train students who are capable of shaping the society of the future. Our role is also to deliver knowledge to the market and to society at large. This practically applicable knowledge flows from research at our university of applied sciences and builds on knowledge derived from fundamental research. Thus, our educational and research activities are essential elements in the development of these regions.

As a knowledge institution, we contribute to the achievement of the Sustainable Development Goals. These are designed to end poverty, inequality, and climate change by 2030. Saxion has committed itself to them and this is reflected in both our education and research.

Technology and innovation are needed to achieve the Sustainable Development Goals, especially in the areas of climate and energy. The university system is generating huge amounts of fundamental knowledge. We see it as our task to bring this knowledge to market, with a short implementation time. Universities of applied sciences can use applied research to bridge the gap between fundamental knowledge and society. Technology is developing rapidly, driving changes in professional practice and imposing demands on the education we provide. New technologies require new skills. The rate of innovation demands agile and flexible educational programmes. The same programmes we use to teach students the skills they will need in this rapidly changing world. In this way, Saxion gives working people and job-seekers an opportunity to pursue personal development throughout their lives.

Demographic developments in the Eastern Netherlands point to a drop in the number of full-time students over time. Saxion expects a fall of approximately 1.5% per year in the period from 2023 to 2032, corresponding to about 3,000 students. This projected drop in student numbers means that fewer graduates will be available to fill future vacancies in the region, while the demand for graduates remains high.

We are catering for this expected fall in student numbers in four different ways:

- Saxion wants to offer the best future-oriented education in the Netherlands. This will make us an attractive option for a larger group of students, including those from outside our region. Our priority is Living Technology, the interaction between technology and society. We expressly link this to the themes of sustainability and circularity.
- We continue to focus on effective study counselling to boost study success and to limit student drop-out rates.
- Saxion is committed to internationalisation for the region. We welcome international students and work with the regional authorities to achieve

a pleasant and welcoming climate in which people can live, work and learn. In this way, we aim to create lasting ties between international talent and the region.

- By providing a flexible education, suitable for working people and job-seekers, we are continuing to attract adequate numbers of part-time students. This helps to give working people and job-seekers in the region opportunities for lifelong learning.

This approach will require us to dig deep. Thus, as a university of applied sciences, we must spare no effort in the years to come. Together, we are building a future for one another and for the region. Our lecturers, researchers and support staff are indispensable. We are asking them to prepare for the future, to keep pursuing the goal of personal development and to grow with Saxion. Together, students and staff make up our university of applied sciences; a university to be proud of.

Our ambition, our goal and our values

Ambition

Saxion is a university of applied sciences which provides solutions to social issues through education and applied research. In order to deliver maximum value to students, professional field and society, and with the focus on the Eastern and Central areas of the Netherlands Saxion seeks to become the best university of applied sciences in the Netherlands.

Goal

Saxion is an open and accessible university of applied sciences. With our excellent programmes, we educate enough students for the jobs of today and the future. Knowledge from our applied research corresponds with the issues faced by society and therefore helps strengthen our region. We provide interdisciplinary, future-oriented education, we encourage lifelong learning and inspire entrepreneurship. Living Technology is our substantial focus in education and research.

Values

Cooperative, Personal, Enterprising, Energetic and Daring.



Education

Saxion trains students to become self-confident, enterprising professionals who are able of tackling the issues of today and tomorrow. It is our mission and ambition to match education to the professions of the future. With a solid package of basic knowledge, students, guided by our lecturers, work on issues that are relevant to today's business community, the government and other institutions. Students learn who they are, which ideals to base their actions on, and how to make well-considered choices. We let them learn in the field and in simulated environments such as labs, to stimulate creativity, experimentation, and innovation. With their knowledge of technology, sustainability, and circularity, our students hold the key that will help build a better world.

We are developing the Saxion Educational Model

Saxion has always stood for good education. Our motivation is to offer the best education and to connect with the jobs of tomorrow. The issue is what we mean by good education and when it is future-proof. We formulate this in a specific vision of good, future-proof education, building on our 'Smart Practitioners' vision. At many places within Saxion, we can see inspiring examples of future education. We shall include these in our plans.

We take into account the increasing diversity of our students, in terms of previous education and the route they would like to follow at Saxion. That is why we need to form joint agreements regarding standards for organisation and logistics. It is with these agreements, that we intend to reduce the workload.

The Saxion Educational Model has come about through our vision of excellent, future-proof education, agreements and guidelines. We shall use this model in all of our courses. In the first two years of the course, we establish a sound knowledge base; in the years that follow there is

Smart Practitioners

Saxion brings research and education to integrated research-based education, where professors, lecturer-researchers, students and the professional world collaborate on providing excellent education. Our 'Smart Practitioners' vision sets out the way in which we structure this. The vision consists of two parts:

Our vision for applied research

1. Research as an artery for high-quality education: Research competences for students and teachers;
2. Broad research function: Programmes and research groups work with the professional field to create a common research agenda;
3. Active participation for all those involved: Teacher/researcher, student, research group, school/education and field of work/client.

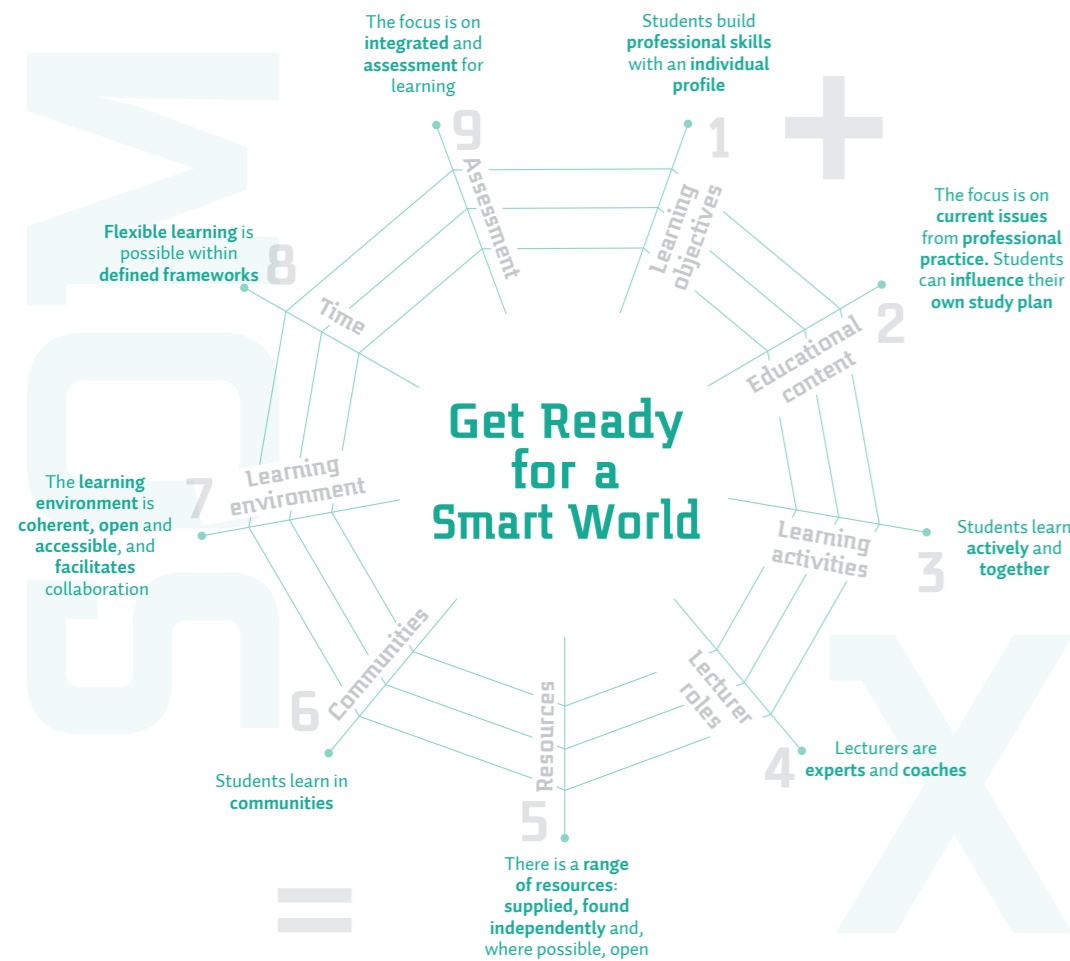
Our vision for study success

We achieve the best possible study success through:

1. The right choice of course;
2. Good relationships with students and study career counselling;
3. Inspirational, motivational and practicable teaching;
4. Successful completion.

more room for personal learning goals.

The Saxion Educational Model features nine basic principles. An integral part of these principles is that students develop research skills.



Educational vision: nine principles (Saxion, April 2019).

Interdisciplinary working is an important component in our education. When we let students from different study programmes collaborate, they learn to combine knowledge and tackle complex issues. Our Smart Solutions Semester is a good example of this. In a single semester, students on different courses collaborate on issues raised by companies, institutions and the government bodies. Innovative and creative solutions emerge within teams that have a unique mix of experience, skills and talent.

The principles of the Saxion Education Model shape our Quality Agreements Plan. In this plan, we describe how the resources released as a result of the introduction of the loan system are spent. The plan features three accents:

- Reinforcement of project education (and other forms of work), including the use of theme lecturers, integrating research into education, and the use of interdisciplinary education such as Smart Solutions Semester;
- Investments in facilities that fit in with new forms of education, such as labs, digitisation and digital didactics. Open and online education are an increasingly important part of the education of the future;
- Continuation of study guidance and graduation guidance aimed at educational success.

The plan provides space for student initiatives.



We aim to use the Saxion Educational Model to offer students an education that inspires them and that allows them space for personal development. In doing so, we are training people to become employees and employers of the future. Lecturers make the difference; after all, good education is a result of the interaction between student and lecturer. Lecturers are the ones who colour in the model with their knowledge and experience. The educational model allows us to respond flexibly and effectively to the changing job market, and even anticipate changes to it. We take this out into the field so our students and the professional world know: 'That is how Saxion does things.'

'As future professionals, our students need much more than just the knowledge of their own discipline. The way they want to learn has changed enormously. They immediately look for any practical relevance in all theory. I recently saw a wonderful initiative on the Nursing course, in which students already actually work in district teams within a Serious Game. In many places at Saxion I can see elements that will be reflected in the Saxion Educational Model.'

Irene Visscher (Professor of Innovative and Effective Education)

At Saxion Smart Solutions, third- and fourth-year students spend six months working in small project teams on research assignments set by the Saxion research groups and the business community. The teams consist of students from different courses. Third-year Mechanical Engineering student Mike and his team designed a working scale model of a GreenSource system for the International Water Technology Research Group. These are sports fields in South Africa, built on reservoirs that collect rainwater. The rainwater is then pumped to an adjacent water treatment plant. Clean drinking water comes out of the drawing points: for the kids who play sports there and for locals. The systems are helping to make up for the shortage of clean drinking water in South Africa. The working scale model is used in education, for training and to recruit alliance partners. The GreenSource project was born out of a collaboration between Saxion, the business community and the government.

Living Technology: where society and technology come together

Every day we see products, services and solutions that were not there the day before. Technology is developing rapidly and has now become an integral part of our lives and work. Saxion teaches its students to deal with an ever smarter world, which not only offers solutions but also leads to new challenges. All programmes address technology and social skills. In every discipline we can help build a sustainable world. Students learn how innovations affect their discipline and how they can apply technology and circularity in the development of their future profession. At Saxion, students develop knowledge, attitude and the skills to shape a smart and sustainable world. In the coming years, Saxion's courses will develop an increasingly strong Living Technology profile. Our promise to students is therefore: Get Ready for a Smart World!

Research capacity

Good education corresponds with current social issues and contributes to the improvement and renewal in the real world. For Saxion, research and education are inextricably linked. With our education, students develop research skills. Our lecturers encourage students to look at the world around them with an open and inquisitive mind. In order to do this, lecturers set themselves up as coaches, allow students to work together and challenge them to look at an issue differently. They also teach students to apply existing research results and expertise. Finally, our students learn research skills, such as collecting and analysing data, testing solutions in a lab and how to conduct customer surveys. They regularly participate in the applied research of our Research Groups. Research is more or less emphasis according to the level of the course.

In recent years, a foundation has been laid for research capacity in our training courses. Training courses have been adapted accordingly and the number of master and Ph.D.-trained lecturers has increased. In the coming years, research capacity in education will be further developed and professionalised. We shall focus specifically on an interdisciplinary approach and the relationship with technology. The General Data Protection Regulation and Code of Conduct for Scientific Integrity will of course also receive our due attention.



'I can see the results of my research into the ecological component in housing association decision models are now also flowing back into the education system at our school of Finance, Economics & Management. One of our students uses a part of my model for her thesis on sustainability and finance. It is inspiring to design this kind of assignment with students. The great thing is that I can share my research knowledge with students and that in turn they also give me fresh ideas.'

Sandra Hoomans (Finance & Control lecturer)

Internationalisation for the region

Saxion has deep roots in the region in addition to an international orientation in education, research and entrepreneurship. Internationalisation enriches and strengthens these three pillars. We are outward looking and this is what brings the world in. We prepare our students for the domestic and international job markets, teaching them the attitude and competences these markets call for. Among other things, this means that we offer them the opportunity to gain international experience and, in so doing, broaden their horizons.

Talented professionals (in training) are important for Saxion, the business community and the region as a whole. Our region is shrinking and ageing, whereas demand for graduates is increasing. We want to build a bridge to international talent and ensure graduates remain connected to our region. Together with the region, we are developing an interesting offer for international professionals (in training or otherwise). We also examine whether it would be useful to offer more training courses, including those given in English. We encourage international and domestic students to find each other and learn from each other.

Excellent progression and continuity of education for all students

Whether students with a background in senior general secondary education (HAVO), pre-university education (VWO) or intermediate vocational education (MBO) wish to study at Saxion: we will create custom courses for each target group in order to create equal opportunities. We can provide continuous learning pathways that follow on closely from HAVO, VWO or MBO education so the switch runs smoothly. Information and career guidance are also important; our current students help answer the questions of our prospective students. Saxion works closely with

secondary education, secondary vocational education and fellow institutions of higher education. We strive to improve the study success of all target groups. We also make certain that our courses are accessible to students with disabilities.

In our 'Top Trajectory' Saxion works in association with secondary schools and the ROC of Twente to improve the transition of secondary school students into higher professional education by way of secondary vocational education. Saxion focuses mainly on the MHBO (intermediate course) routes. During their final course year, MBO students follow a half-day of HBO education at Saxion to find out whether the HBO is suitable for them. The aim is to make the transition to a higher professional education (HBO) smaller and to increase educational success. The Top Trajectory is also being launched at the City Triangle and Achterhoek & Liemers.

Lifelong learning

No course can transfer knowledge and skills for 45 years. Innovations and changes within a discipline move rapidly, and as a working population we are working longer and longer. Anyone already in work or looking for a job must continue to develop and regularly brush up on their skills or retrain. At Saxion it is possible to learn throughout all phases of life. The flexible study programme offered by Saxion Part-Time School lets workers and jobseekers combine study, work and a personal life. Together with companies and institutions from the eastern part of the Netherlands, lecturers and researchers, we are able to provide contemporary education for students, from training courses to full bachelor's courses and postgraduate studies. Education

that seamlessly matches employer demand to employees from the region. Over the coming years, our goal is to increase the intake of part-time students. We also aim to increase the number of students in postgraduate courses.

This means that we:

- Implement the Saxion Educational Model in all our courses
- Have a place for Living Technology in all our courses
- Develop research into education
- Prepare our students for the international job market
- Develop an interesting offer for international professionals (in training or otherwise), together with the region
- Offer students from a range of background continuous learning pathways that follow on closely from their preparatory courses
- Continue to encourage and facilitate learning in all phases of life



Research

Knowledge that can be applied quickly and effectively to current issues is what the business community, government bodies and institutions in the region need. As a university of applied sciences, we are able to build on the results of fundamental research and offer solutions with short implementation times. With our designs, models and knowledge, the professional field can take specific action. Our research is therefore essential in the technological and general innovation of professional practice, the economic development of the region and the resolving of issues. As a research and knowledge partner, we want to promote and fulfil this role more than ever before. Saxion is aiming to hold a top position as a research university. We are increasing our commitment to research and the raising of external funds. Our focus is on Living Technology. Networking plays an important role in finding regional and international partners in a natural way when it comes to knowledge development at a domestic and international level.

More focus in our research agenda

With a clear profile in the field of Living Technology, we want to use our research to contribute towards social themes as described in the Sustainable Development Goals. We bring more focus to our research agenda, with a preference for the so-called enabling technologies of robotics, mechatronics, nano, ICT and smart materials. Our strength lies in making knowledge about these technologies applicable to social themes such as circularity, security & safety, education and healthcare.

We are aiming for an interdisciplinary approach through greater cooperation between our research groups. By doing this, we are moving from project-driven research to mission-driven research. This is research embedded within a wider topic that requires knowledge at a national or international level, such as assignments in the fields of climate or technology. Saxion research groups perform high-quality research and are robust. This could lead to the merging of smaller research groups.

Enabling Technologies are technical innovations that can be used for far-reaching change or improvement for the user. They are characterised by rapid development towards derived technologies, which can be applied in different professional fields.

Will a so-called acetone sensor be able to help obesity and diabetes patients to exercise and lose weight as effectively as possible in the future? Associate professor Remko Soer of the Health & Exercise research group: ‘Obesity is a major problem. Not only here in the region but worldwide. In association with the Applied Nano Physics, Product Design research groups and industry, we are developing an acetone sensor to be used on the skin that detects the point at which the body releases acetone when it moves from burning fat to burning glucose. At that point, you no longer burn fat, but your body enters what is known as the exhaustion phase.’

Saxion as a knowledge partner

Saxion is at the heart of society. As a knowledge partner, we are connected to the private and public sectors, the research departments active in those sectors, universities, other knowledge institutions and research institutes. We encourage the use of the entire research chain and assume a prominent role within it. Together we can make an optimal contribution to issues. We prefer to work within structural partnerships and will concentrate on this in the coming years. Strong regional cooperation will also help put the region on the map in an international sense. The key to the cooperation between universities of applied sciences and universities is the recognition and acknowledgement of complementarity. We complement each other. This way we strengthen each other so we can go on to serve society with what our research and education produce.

Research with impact

We want to maximise the impact of our research. Into education, society and the business community. We do this by sharing knowledge, using it for our educational development, actively bringing knowledge to the market and applying it in society. We strengthen existing companies and institutions and we also create new activity. Saxion actively participates in RegioDeals and CityDeals, in which we work with our partners on issues affecting society. We are able to use developed knowledge and models to create innovative products. Completed research often means the start of a new research project, while in the further development of research results there is still a great deal of untapped potential. This way, Saxion is able to increase its impact. We include these opportunities more emphatically in our research agenda.

Integration of master's education, research and doctorate

Saxion is expanding the number of Master's degree programmes and we are setting out our position on Living Technology. We want to show more of what we do and improve the way we present it. After all, we are strengthening the region with our Master's degree programmes, research and doctorate policy. We have achieved a good connection between the Master's degree programmes, practice-oriented research and Saxion's doctorate policy. Good support and facilitation of our researchers play important parts in this.

Together with other universities of applied sciences, we are committed to supervising doctoral candidates in the coming years. A further development of 'the third cycle system for universities of applied sciences' (the phase after Bachelor and Master's degree programme, consisting of doctorates and research) provides us with the opportunity of making fundamental knowledge from universities applicable and to bring it to the market. This will let us add maximum value to the region.

Our society is in great need of people who can connect thought and action. The masters at Saxion focus on this connecting role. An extra degree programme, lasting one to two years, full-time, part-time or dual. The Saxion Master's degree programmes are practically oriented, linked to the research groups and developed in association with the professional field. Anyone who completes a Master's degree programme at Saxion, achieves an internationally recognised degree as an MA, MBA or MSc, just like a university master's.

This means that we:

- Accentuate our research agenda and do more mission-driven research
- Increase the impact of our research
- Make optimal connections between our Master's degree programmes, research and PhD programmes



Entrepreneurship

Saxion is committed to entrepreneurship. Saxion's research leads to new knowledge, products and business models. We use these results for our education and share them with the professional field. This creates opportunities for new organisations or innovations within companies. In so doing, we create new activity. In order to prepare students for the job market, our education also focuses on entrepreneurship. First of all, because professions change. Good professionals need to be able to introduce innovations to their practice themselves and to translate knowledge and products into different domains. Secondly, to show an alternative to a career in employment. We encourage students to be entrepreneurial. Our education teaches students the skills that an entrepreneur needs.

Entrepreneurial education

Entrepreneurship means showing courage, daring to dream big and being able to innovate. That's what we want to share with our students. In the coming years Saxion will be giving entrepreneurship a more prominent position in education. The Saxion Educational Model is an important resource in this regard. Each course develops entrepreneurial skills and we make students aware of the possibility of embarking on entrepreneurship after their graduation. This fits in with the development that we are seeing more and more independent entrepreneurs on the job market.

We encourage students to be entrepreneurs

Startups are important for the future of the region. The creation of startups leads to employment, business activity, and in turn to prosperity and well-being. With their innovations, entrepreneurs contribute to the solving of social issues. Saxion is committed to increasing the number of startups by students and graduates, and on increasing the number of student entrepreneurs. As such, working with the business community, government bodies and institutions is important for Saxion.

Together, we train students to become entrepreneurs and we try to give them a flying start. Our Top Entrepreneurship Scheme supports students in combining study and business and to prevent delays or dropping out. We support students with a startup fund for starter loans and provide them with a workplace and coaching. We also introduce students to promising networks, we offer a subsidiary course in entrepreneurship and it is possible for students to graduate in their own company.

Saxion is one of the founders of Novel-T, a regional collaboration between local authorities, the University of Twente and Saxion. Together we make sure that even more starters, companies and international investors discover the power of the eastern Netherlands and can grow or continue to grow here.

This means that we:

- Giving entrepreneurship a place in our courses
- Encouraging students to be entrepreneurial and supporting them

Saxion students, brothers Menno and Sander from Nijverdal, have their own company in which they focus on developing Virtual Reality applications for mental health care.

'Together with a clinic, we are developing a virtual reality application for people with PTSD (post-traumatic stress disorder). These patients receive training in which they can relive particular situations by wearing VR glasses. It allows them to be exposed to their anxiety or trauma in the treatment room. We hope that this method will lead to more effective treatment of people with PTSD.'

Menno (student)

Staff and organisation

Employees are the pivot of our organisation. We think it is important that they operate with courage and enthusiasm. We give them space and confidence to do so. We organise ourselves clearly, invest responsibilities unambiguously and keep our word. This way, we can work at creating an effective organisation that will enable us to achieve our goals. A future-proof information provision is crucial if we are to continue facilitating our education, research and business operations.

We encourage employees to be actively involved in the future of their work and the steps they wish to take to prepare for it. This requires individual leadership, entirely in line with the philosophy of our Continuous Improvement programme.

Staff in motion

Employees make Saxion the place where students can get the best out of themselves. It is important that staff prepare themselves for changes both inside and outside Saxion, and that they themselves help to shape these changes. Today's knowledge may no longer be sufficient tomorrow.

The question is therefore: as a staff member, what do you need to be able to continue to do your job or work in another position at Saxion in the near future or longer term? Saxion encourages and supports staff to continue developing and to make optimum use of their talents. We see sustainable employability as a joint responsibility.

In the coming years Saxion will draw up a strategic personnel plan at organisation level, which has HR instruments geared to it. If student numbers don't grow, fewer new employees will join Saxion. That is why the advancement and training of our current workforce will be given extra priority in the coming years. This will give us insight into which competencies we need and to what extent. That's what we're working towards together.

Inclusion: room for differences

Saxion wishes to be an organisation in which everyone counts, in which everyone feels that way, where they can be themselves and feel at home. This applies to students, staff and also to our associates. Our organisation is currently insufficiently representative of society. There is a lot of willingness to embrace differences between people, but we still don't succeed all the time. Saxion therefore strives to diversify its workforce and is adjusting its policy to achieve this. By doing so, we realise that we can expect fewer new staff members to join us. We are therefore mainly working on a culture in which we are aware of our similarities while at the same time experience differences as being positive, with no place for exclusion, unequal treatment or discrimination. We are committed to ensuring that staff who are at a disadvantage in the job market are able to make the best possible use of their talents. At Saxion, everyone can be themselves, regardless of cultural or racial background, religious beliefs, gender or sexual orientation. It is precisely in such an inclusive organisation that together we will be able to shape diversity in creativity, ideas and solutions.

During their subsidiary course in Learning to Innovate, students Hatice, Saman and Justin not only combined their knowledge and experiences from their different courses, but also from their countries of origin: Turkey, Iran and the Netherlands.

'How do we do that? Taking into account what a person is like, having respect for each other's standards and values. Actually, those are things that always apply. Not just because you have had a different education or come from a different culture. You adapt to each other.'

Justin (student)

Continuous improvement

In a Continuous Improvement organisation, employees spend each day working on the question of how to carry out their work in a smarter, better or different way. In the choices they make, they focus on supporting and mentoring students in the best possible way. Continuous improvement is not an end in itself, it is a means to an end. Saxion wants to be such a Continuous Improvement organisation. And we are well on our way to becoming one! All schools and support departments are now actively involved in the Continuous Improvement programme and there is great enthusiasm among them. This way of working, which is based on the Lean philosophy, helps teams to get a better grip on their work. Meeting times are being reduced and the workload is getting less. This creates space for professional and personal development. We are achieving positive and concrete results by taking small steps.

We also see opportunities for students to work on improving our organisation. Becoming a Continuous Improvement organisation is a lengthy process. We will continue to work on it over the coming period.

Saxion as a sustainable organisation

With our research and education we aim to make a meaningful contribution to sustainability issues. It goes without saying that as an organisation, we set a good example. Our goal is to minimise our environmental impact. We are committed to saving energy, to sustainable construction and renovation. We try to minimise our waste, which we separate, and we encourage the use of public transport. We are also exploring the possibilities of circular procurement, which means that we aim to minimise waste, for example by purchasing products whose raw materials can be reused.

'In our research group we examine the Saxion buildings from a practical perspective. How can you do more for sustainability by making a number of quickly achievable modifications to them? Why do students automatically take the lift when the stairs are just a few metres away? We started by putting up 'feet on the floor', stickers that raise awareness and make us more likely to choose the stairs. It's about realising how much CO2 you'll save if you decide not to take the lift. It's all about raising awareness. Pupils who go on strike to protest against climate policy are doing so for a reason. They're doing it for their own future. They are the ones that will form the new climate generation and they will soon be studying at Saxion.'

Simon Hageman (lecturer/researcher of the Sustainable Energy Supply research group)

ICT and the information provision as a foundation

We have to make up for lost time in the field of ICT and information provision. The ongoing development of this part of our infrastructure will be crucial in the coming years. Although it requires substantial investment, it will give us a great deal in return. We are seeing more and more diversity in education as well as in the student population, and we are adapting accordingly. Saxion is building a solid foundation that will be able to facilitate all forms of education and research at our university of applied sciences. Whether it's in the field of technical infrastructure, applications and organisation or, say, the professional design of an environment in which we can store and manage our content such as documents, images and videos. Making better use of the digital working environment fosters cooperation in education and research, together with the professional field and within our own business operation. It means students and lecturers are increasingly able to study and work independently of time and place. The details of our plans can be found in the Information Provision Roadmap. Information security and privacy risks are a constant concern to us.

Setting rules

In order to become more effective as an organisation, we need to set clearer rules about the way in which we work. The content of education is and will remain the domain of the lecturer; we set rules about the form of education and how we organise our work. In order to be able to fulfil our ambitions, Saxion needs to implement a high level of standardisation when it comes to information, logistics and organisation. Where necessary, we adapt the organisation of our support so we can work more effectively. In doing so, we focus on chains: cooperation between different parts of the organisation that work together to provide a single product or service.

This means that we:

- Encouraging staff to continue to develop and support them in this
- Creating a strategic personnel plan
- Working on a more diverse workforce
- Committing ourselves to a culture where we recognise similarities and embrace differences
- Working at Saxion in accordance with the principles of continuous improvement
- Setting a good example as a sustainable organisation
- Act according to our Information Provision Roadmap, resulting in a solid foundation for our ICT and information provision
- Set rules about the organisation of our work and standardise where possible

Strategic lines

In the previous sections we have outlined Saxion's ambitions for education, research, entrepreneurship, and staff and organisation. These build on the solid foundations that Saxion has laid in recent years. There have also been a number of changes and differences in emphasis. We have brought these changes together in six strategic lines.

Saxion Educational Model

We are creating a single educational model that will set out how we organise our education. It will mean everyone knows where they stand. This educational model will align us with the professions of the future and ensure that we can provide outstanding education.

Saxion Research and Entrepreneurship

Research and entrepreneurship can reinforce each other, which is why we are bringing them together in a single strategic line. Saxion wants to excel in research. Research is the defining principle of all the schools, and additional emphasis is placed on developing research skills on all courses. We bring the knowledge of Saxion to new and established companies, stimulate entrepreneurship and strengthen the region through this.

Focus on Living Technology

We prepare students for a world that is becoming smarter and smarter. Living Technology is interwoven into education and research.

Internationalisation

We are developing a strategic internationalisation policy that will have a positive impact on the region. Internationalisation enriches and strengthens the pillars of education, research and entrepreneurship.

External orientation and profiling

We are a university of applied sciences that is as open and accessible as possible and we have an outward-looking focus. We are renowned in the Netherlands as a respected knowledge partner.

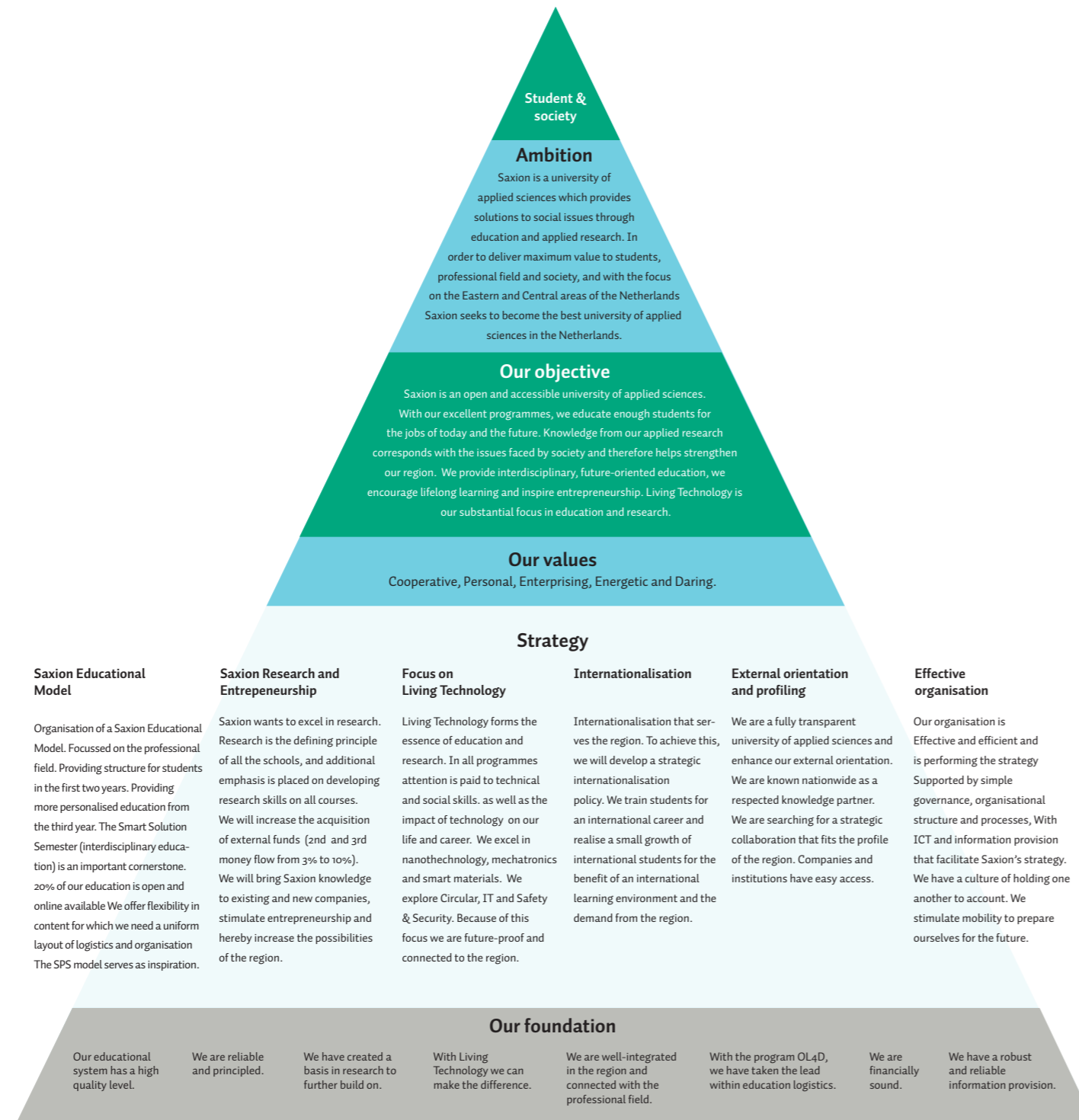
Effective organisation

Our organisation is efficient and practical and able to implement this strategy.



True North

In Saxion True North we clearly and specifically describe the dot on the horizon, setting out visually what our focus and strategy are.



Performance indicators

We use the following indicators to measure the results and effects of our policy.

Education

1. Student intake (with insight into the intake of full-time students, part-time students and course participants, Associate's Degree students, Bachelor and Master degree students, postgraduate degree programme course participants and international students)
2. First year dropout rate
3. Bachelor degrees awarded
4. Student satisfaction
5. Level at which students perceive Living Technology in their course
6. Rate at which international students continue to live and work in the region after completing their studies

Research

1. Number of products for the professional practice
2. Number of publications
3. Magnitude of the second and third flow of funds in relation to the total budget

Entrepreneurship

1. Number of spinoffs
2. Number of student entrepreneurs

Staff and organisation

1. Employee satisfaction
2. Effective personnel policy
3. Good employment practices and development as an inclusive organisation
4. Sustainable organisation
5. Financially sound





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