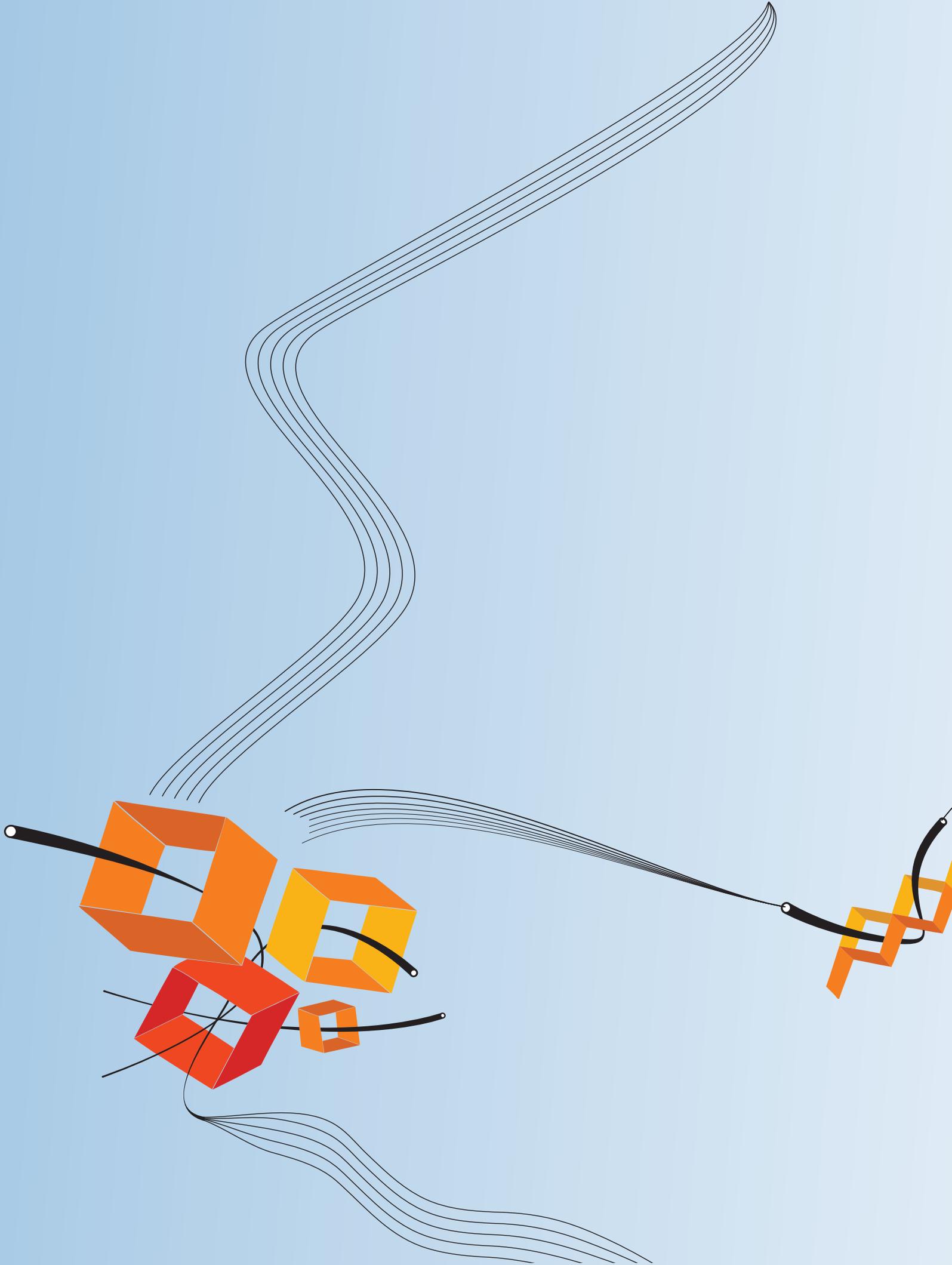


STRATEGIC PLAN

2012 - 2015





INTRODUCTION

In front of you lies the strategic plan of 2012-2015 of the Student Union. This sets course for the organization, and by doing so it also sets course for the University of Twente's student life. It describes what the Student Union wants to achieve the upcoming four years, and what its desired position is. How this will be achieved will be described in the annual plans that are written each year. The higher goals that are chosen for more concrete or specific policy matters like accommodation of internationalization, are described in the visions. The strategic plan could be seen as the backbone to which the annual plans and visions are attached, see figure 1. This results in an abstract strategic plan. In the end the strategic plan is about goals, in which decision are made.

The document contains an introduction into the organization, our mission, values, external developments, vision and goals for the upcoming four year, see figure 2. The mission stands for the Student Union's right to exist. The values are things that the Student Union find important for the student community of Enschede. The external developments affect [correct?] the environment students will, by 2015, most probably live in, and the vision stands for the world the Student Union wants to have for the students. To fulfil this vision, goals were set, taking into account the external developments. This document does not contain the evaluation of the strategic plan of 2008-2011. This has already been implemented in the annual reports of 2008-2011.

The plan has been established by working together with students, association board members, ex board members of the SU, employees of the University of Twente and Kennispark, the Supervisory Board and the Executive Board. By gaining input from these different groups for several times, this strategic plan has been written, setting direction for the Student Union for the upcoming years.

The agreement with the University of Twente should be presented to the university council for advice, and the strategic plan should be voted upon by the university council.



FIGURE 1: LAY-OUT OF THE STRATEGIC PLAN AND ITS RELATION WITH ANNUAL PLANS

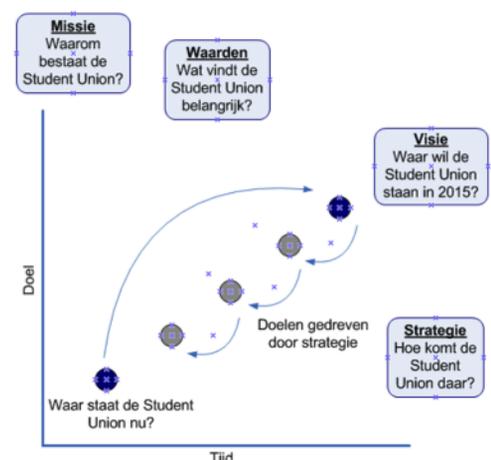


FIGURE 2: DYNAMIC STRATEGIC PLANNING OF THE PROCESS





DEFINITIONS

ACADEMIC DEVELOPMENT

The development of intellectual basic abilities, an academic attitude, disciplinary knowledge and non-study related abilities, both within the education & research and extracurricular.

ACTIVISM

Students who voluntarily execute tasks for student organizations.

ACTIVISM MONITOR

Student Union Activism Monitor 2011. Yearly research about activism, among students and associations of the University of Twente, www.studentunion.utwente.nl/activismemmonitor.

CAMPUS

Is bigger than just the geographical area. The campus contains the Living and Working area for students, academics and entrepreneurs and therefore it consists of the whole campus territory, including physical, virtual and intuitive infrastructure within the sphere of influence of the University of Twente.

EXTRACURRICULAR ACTIVITIES

The activities that are not included in the curriculum of a programme, like running your own company, being active in an association, a board or committees.

INTRACURRICULAR ACTIVITIES

Activities that are being done within the study programme.

UMBRELLA*

Organization coordinating some Union participants, divided in sports, culture, social, study and others.

STUDENT

A person, either Dutch or international, who is registered as student of the University of Twente.

UNION PARTICIPANT*

A student organization that is recognized by the Student Union.

WELFARE

The degree to which basic needs are being fulfilled, and your body, mind and social life are healthy. This is the basis for people to be independent and happy and to work together with others.

* More information in recognition regulations

BACKGROUND OF THE ORGANIZATION

Where is the Student Union at right now?

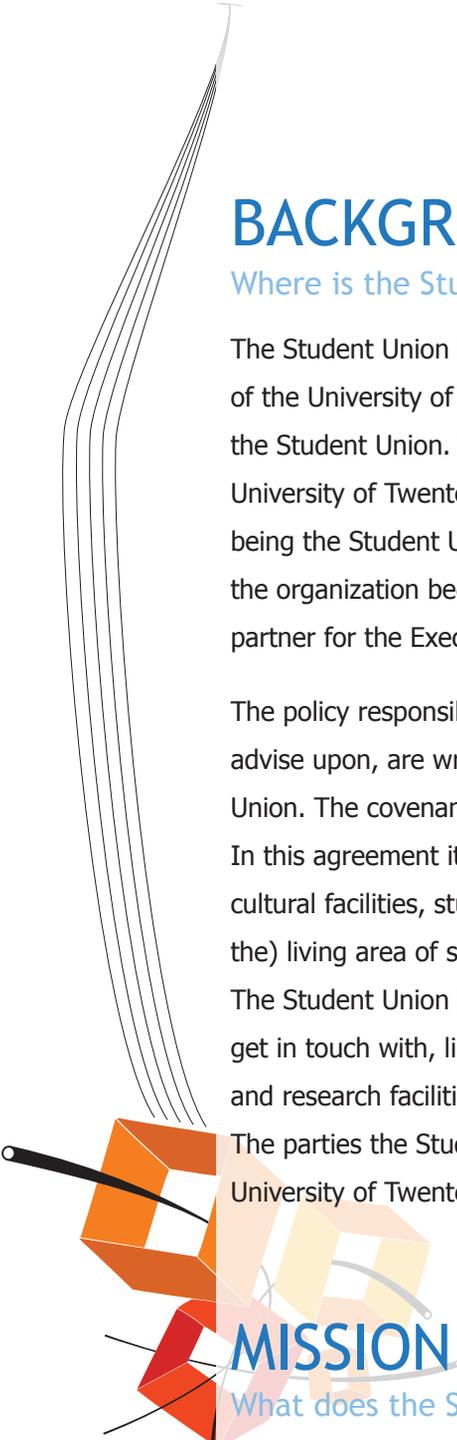
The Student Union is a by students managed organization, that represents the interests of all students of the University of Twente. More than 100 associations, committees and foundations together form the Student Union. The Foundation Student Union is an independent foundation that is related to the University of Twente, and it was founded in 1999 having the goal of bundling the student activism and being the Student Union's contact for student activism at the University of Twente. After its foundation the organization became a professional and stable organization, and now it is an equal conversation partner for the Executive Board regarding students' matters.

The policy responsibilities of the Student Union and the issues the Student Unions has the right to advise upon, are written down in an agreement between the University of Twente and the Student Union. The covenant starts and ends together with the strategic plan.

In this agreement it is stated that the Student Union is leading in policy for students like: sports and cultural facilities, student entrepreneurship, Union buildings and the facilities of the (introduction of the) living area of students.

The Student Union has the right to advise about the development of policy on the facilities students get in touch with, like IT, communication, student housing, the integration of students and education and research facilities regarding students.

The parties the Student Union cooperates with are students, Union participants, employees of the University of Twente, Executive Board and external parties.



MISSION

What does the Student Union do?

The mission of the Student Union is:

"To advance the academic development and welfare of the students of the University of Twente."

The Student Union has an added value, because they are working inside the boundaries of this mission, in favour of students, by students. In the fields of welfare, the SU keeps tracking whether students have all facilities which are needed to feel comfortable. To make academic development possible, welfare is essential, and it should therefore be guaranteed. The Student Union promotes academic development outside the curriculum, where the boundaries of study programmes are exceeded and where broader development takes place.

The target group of the Student Union is, as stated in the mission as well, consists of students. One of the ways to reach students is via Union participants. Both inside and outside these Union participants there is a big attention for academic development and the welfare of students. Union participants have a big amount of freedom in decisions and direction. Every participant contributes to the mission of the Student Union in its own way. The Student Union therefore supports the participants in accomplishing their mutual goals.



VALUES

What does the Student Union find important?

The Student Union finds it important that students can develop themselves, that they are relaxed and entrepreneurial. The values of the University of Twente regarding students are entrepreneurship, cooperation and involvement. This results in the University of Twente and the Student Union agreeing on values for the students' community. For information about the values of the organization of the Student Union, go to section 'Organization values'.

DEVELOPING

The Student Union finds it important that students develop themselves outside the curriculum, for instance with committee or board activities. By accepting the challenge of developing themselves outside their curriculum, students make choices. The curiosity and the renewing attitude of students result in students that are willing to develop themselves and students that are looking for the borders. When students become more active in the student life, they will form themselves and they will apply these abilities in practice. The Student Union sees and added value of these developments.

RELAXING

The Student Union finds it important that students have enough space for relaxing. This does not only mean that there should be a sufficient number of facilities, but also that students should have enough time to play sports and to deploy cultural activities for instance and that they should have time to spend with friends and/or roommates. Relaxing results in a decrease in the study stress many students experience, and it increases the welfare. Effort and relaxation should be balanced.

ENTREPRENEURSHIP

The Student Union finds it important that students are entrepreneurial-minded. By being brave and taking risks, the student will take a leap of faith and he/she learns to solve problems and to choose what they want. If students are fearless to initiate activities and if they dare to take unknown steps, they will develop themselves academically optimally. The entrepreneurial mind set of the students of University of Twente results in renewing activities that are organized for a living campus.

EXTERNAL DEVELOPMENTS

In order to formulate a mission, a vision and goals, a look into the future has been taken, especially regarding the so called external developments. These external developments are formulated by considering all changes in both society and the University of Twente. The more external developments in this plan are divided into concrete and abstract developments. The more abstract developments focus on the academic world, the concrete developments will be affecting the University of Twente's student.

ABSTRACT TRENDS

In the long term some abstract trends can be distinguished: an increasing demand for efficiency, being unique, digitalization of the contact and globalization. These trends are the expected developments that cannot be influenced, but to which we can anticipate to.

Increasing demand for efficiency

Since less money and time will be available, the efficiency of studying should increase in order to get the same result. The work load for students will rise because of the lack of money and time in their environment, their parents but also because of the government that is making students finishing their study programme faster and in a better way. This efficiency will be tangible in the choices students make in their planning and the possibility to invest in development alongside your studies.



Desire for uniqueness

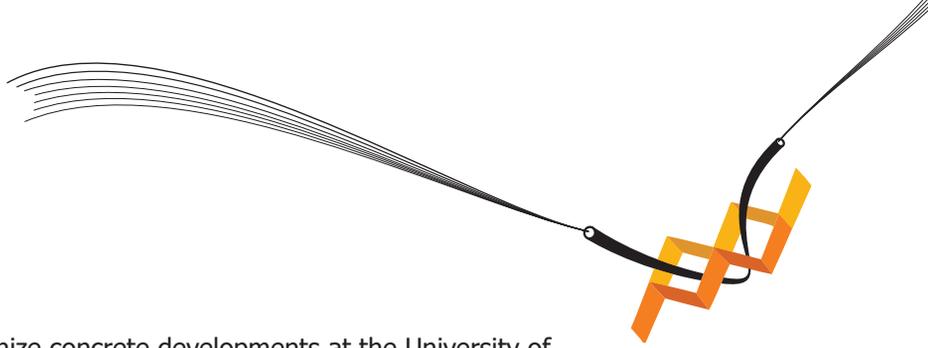
Students will be forced to choose solely for their study programme, for instance because of the increasing demand for efficiency. A big group of active students want to prevent this and for them it is important to be on top and to be unique. Students long for a big freedom in choices, in order to choose their own path.



Globalization

People are becoming more and more mobile and they are able to travel to another county more easily. This directly results in the world becoming effectively smaller, since distance barriers disappear. This is also clearly noticeable for students: the amount of contact they have with people with different backgrounds is increasing, and studying abroad is becoming more and more common use.





CONCRETE DEVELOPMENTS

Next to the abstract trends, one can also recognize concrete developments at the University of Twente and on national level of education. We do not take these concrete developments for granted and we have a big influence on them. We keep this influence as we keep taking part in the discussion and we stay involved in new developments. An example is our participation in the working group that will renew the financial support for individual students (in Dutch: *afstudeermaand*).

Cuts in the budget of higher education

The government is decreasing the budgets for higher education. Both the individual students and the educational organizations can feel this. In 2011 the 'langstudeerregeling' has been introduced and in 2012 the 'Bachelor-before-master-rule' (in Dutch: *de harde knip*) will be introduced at the University of Twente. These regulations will have a negative influence on the active student life. Students would rather like to finish their study programme, than to become active besides their studies.



Route'14+

Route'14+ is the strategic plan of the University of Twente, with which the University of Twente has a strong image of High Tech, Human Touch. This plan has been written during a savings task (in Dutch: *bezuinigingstaakstelling*), in which also a more clear image should be defined. The University of Twente announces that they would like to focus on an attractive campus, external usage of the sports and culture facilities, a clear educational offer, top research, entrepreneurship and an international environment. The university does not brand itself anymore as the entrepreneurial university. This can be seen in savings in the financial support for students (in Dutch: *afstudeermaanden*) and savings on sports and culture. This will have a huge effect on associations, since it will become much harder to find board members and less money will be available for sports & culture.



Educational developments

A part of Route'14+ is the new educational model. In this educational model big changes in the bachelor education programme are described, based on the following topics: researching, designing and organizing. The expectation is that this educational model will be introduced in 2013 and that will have a big impact on the student life. The current concept of this model reduces the flexibility in studying, making it more difficult to be active in for example a part-time board.



Increasing number of international students

The University of Twente has set itself as goal to have a student population that consists of 35% international students in 2014. This means that the student population at the University of Twente will become more and more international. This leads to different desires coming from the students, to which should be anticipated well.



OUR VISION FOR 2015

Where does the Student Union want to be in 2015?

In this vision we describe how the world, according to the Student Union, for students of the University of Twente in 2015. During the writing stage of this vision the mission, values and external developments were taken into consideration. Separate documents for visions on parts of the policy and advice areas of the Student Union were created, making them not-implemented in the strategic plan yet influencing the aspects the strategic plan is about.

ROOM FOR ACADEMIC DEVELOPMENT

The study period is an important period for the (academic) development of a student. The University of Twente takes care of the (academic) development of the student during this period, focussing on the academic curriculum. The contribution of these study programme to the development of students and the potential of improving of competences is finite however. The standardized diploma requirements reduce further forms of specialization and differentiation of the students. In order to be unique, the student can develop his/herself outside the curriculum, voluntarily and driven by personal interests.

CHOSING AND UNDERSTANDING

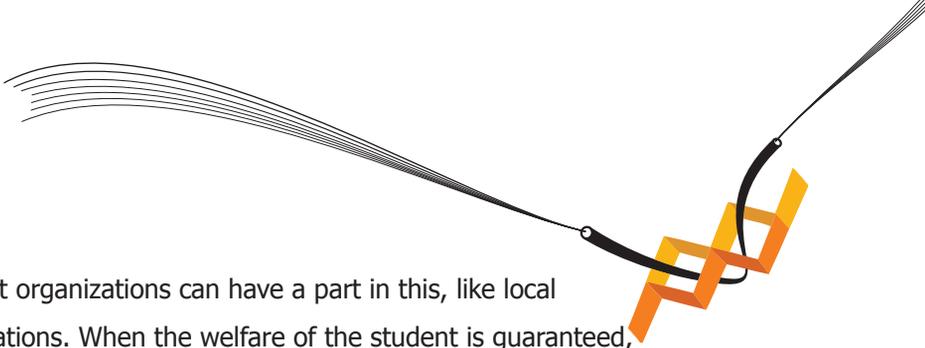
The Student Union finds it important that students can develop themselves completely during their student time, also outside the study programme there are possibilities to do so. Personal development means for instance that one learns to make his/her own decisions. This means that students will work on their personal development very consciously and that they acknowledge the importance of insights and goals in order to make the right decisions. By making the right choices students learn how to gain insights in possibilities and consequences. Understanding anyone else's decisions and culture are very important. The student has insight in the meaning of his choices for him/herself and his/her environment. The student gets to know him/herself better during the student period and by doing so taking into account the increasing demand for efficiency. One cannot learn to make decisions from a book, but by practising.

TOGETHER

The Student Union notices that students need to learn to cooperate and to function well. The student community offers a practice with real problems, challenges and opportunities where people together can develop and discover, leaving room to learn from mistakes that are made. The social bonding that is being created is relevant for personal welfare, but also for friendship and commitment in the environment, and for setting up a network. Because of the globalization and digitalization the foundation will be made at the University of Twente and the region of Twente, but this social bonding will get applied and expanded globally.

LIFE

In order to offer students the opportunity to develop themselves optimally, they need to feel well. Some basic needs in the living environment of students need to be fulfilled in order to do so. There should be room for relaxation and expression, but also basic needs on for instance housing should be available



on campus of the University of Twente. Different organizations can have a part in this, like local authorities, healthcare facilities, housing corporations. When the welfare of the student is guaranteed, room for development of an active and entrepreneurial attitude will be created. In this way the right balance between relaxation and studies will be reached.

OUR ROLE FOR 2015

In order to be able to set goals, it should be agreed upon what the role of the Student Union for the upcoming years should be. These roles are coming from decisions made in the vision. The three roles the Student Union will fulfil mostly upcoming years are connecting, stimulating and representing of interests.

The Student Union connects. It connects students with the Union participants, it connects students with employees of the University of Twente and it connects Union participants, students and partners with each other, when they are relevant to each other. The Student Union gives direction based on the demands coming from the student community, and it gains insights in and for the benefits of the offer – within the sphere of influence of the Student Union and the University of Twente.

The Student Union stimulates. The vision of the Student Union is widely shared and many people, for example Union participants, strive for similar goals. The Student Union stimulates whenever this commonality appears, in order to achieve more together and to give students the possibility to act entrepreneurially. Also, the Student Union stimulates the University of Twente to think about the students' interests regarding student activities next to their studies.

The Student Union represents interests, thinks together with the UT and it keeps the University of Twente sharp when making their policy. It represents interests of students, at least the ones about everything outside their studies. Intra-curricular academic developments is an exception, when it clearly influences the extra-curricular academic development or welfare. The Student Union also takes its responsibility in the interests of students and it takes action if it can improve the living environment of students.

The Student Union creates spaces, because we believe in choosing 'out of the box'. Relations with the University of Twente, partners, government and corporate businesses will be used to offer students space for broad development. It gives clarity in possibilities and choices.

The Student Union organizes and facilitates when coordinating adds a clear value for the student.

GOALS FOR 2015

Goals driven by strategy

Following the vision, mission, external developments and the values, the goals are set. Each topic, coming from the vision, is connected to a goal. Underneath the goal the scope of the Student Union is written. These goals represent what the Student Union wants to achieve before 2015.

SPACE

A student develops his/herself for a part outside his/her study programme, voluntarily and driven by personal interest. External developments like savings, efficiency regulations and a changing social environment decreasing spaces and the extrinsic motivation of students to develop themselves outside their curriculum, throughout their study programme. Maintaining broad developed students requires space and flexibility of the University of Twente and Union participants and it requires an strengthened intrinsic motivation of students. The development is very important for the rest of the study period and the student's career.

The percentage of students being active in 2015 is at least as high as the percentage in 2011.

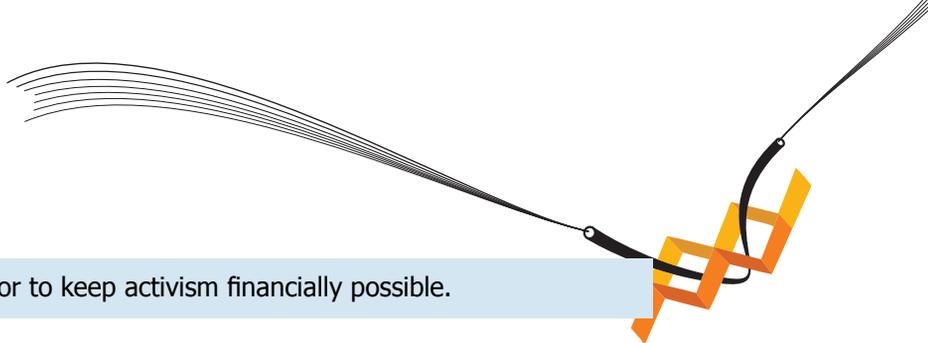
Currently 51% of the students is active and at least 18% has been active in the past (activism monitor). In order to remain this percentage at least as high, several resources are to be used. These are remaining room by the University of Twente, emphasizing on its added value amongst all students' parties involved and supporting the business sector.

The Student Union demands the University of Twente to keep room for being active.

In order to reach this goal, the University of Twente should keep room for being active. This room can be expressed in measures of time within the educational model and the 'langstudeerregel', financial resources as compensation for activism and good preconditions for board members and committees, by offering help with activities and facilities. The Student Union stimulates the University of Twente in this, and offers its help to support activism. The entrepreneurial image is the selling point of the University of Twente.

The Student Union emphasizes on the added value of activism amongst students, employees, future employers and parents.

When activism is regarded being more important by involved people, more students will become active earlier. The biggest groups of influencers are the students selves and their parents. Furthermore employees of the University of Twente take care of a stimulating environment when they know about the added value of being active. The future employers can, by showing that activism is decisive for getting a (good) job, make student become active. Since the Student Union emphasizes this added value to these organizations, activism will get a higher value.



The Student Union stimulates the business sector to keep activism financially possible.

Currently companies are showing off that organizing activities next to your study programme increases the odds for you getting a job. At this moment there are lots of savings made by both the government and the University of Twente that are affecting the active student life. The Student Union will stimulate these companies to invest in these active students by supporting them in a financial way.

CHOOSING

By the increase of external pressure consciously choosing is becoming more and more important, in order to be more efficient. One can learn to choose by practising, in an environment where it is possible to make choices of which the effects are transparent. The Student Union believes that being member of Union participants takes a big part in this, since participants take responsibility for forming a group process in which learning to choose is possible.

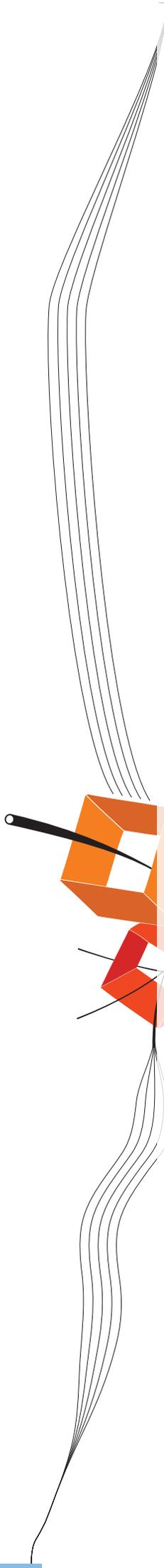
In 2015 the student has significantly improved insight in the offer of extra-curricular activities.

In 2015 there is a platform that the student can make use of in order to make decisions consciously, and by doing so he/she is able to develop competences further.

It is important that the student learns to choose during his/her study period. This is possible when students know the range of for instance associations, but also what members of different associations can do. In order to make a conscious choice between different role within a committee or a board, students should know what their competences are and how these can be applied and developed.

When a student has oriented him/herself on the range it means that the student realises what possibilities there are. This insight can be gained by an overview on the internet, but also through an extra central choosing moment during the Kick-in. The Student Union makes sure that each student has had this insight during its student period. Furthermore the Student Union raises awareness for student entrepreneurship, in which making decisions is a key aspect.

The Student Union creates a platform in which students can get to know their competences. Based on this information the student can plan his/her roles within committees and boards would have the biggest potential for developing new skills. These skills may be to be developed or they can be skills that could be improved.



UNDERSTANDING

Understanding for other cultures is crucial for having a successful cooperation between different groups of people. By getting in touch with other cultures in different groups in several work environments and in others countries, students develop social skills they can use during the rest of their lives. The Student Union focusses on low-threshold access to the active student community in order to get in touch with other cultures.

In 2015 the percentage of international students being member should equal the percentage of Dutch students that are member of a Union participant.

At the University of Twente the group of international students is growing. The student community should this adapt to this development. Currently 53% of the international students are member of a Union participants, 83% of the Dutch students is member, regarding to the activism monitor. On the one hand the Student Union stimulates the Union participants to become a more mixed association, having both international and Dutch students, in order to create understanding between students of cultures from all over the world. On the other hand the Student Union makes the international students more familiar with the culture of the Dutch student life.

TOGETHER

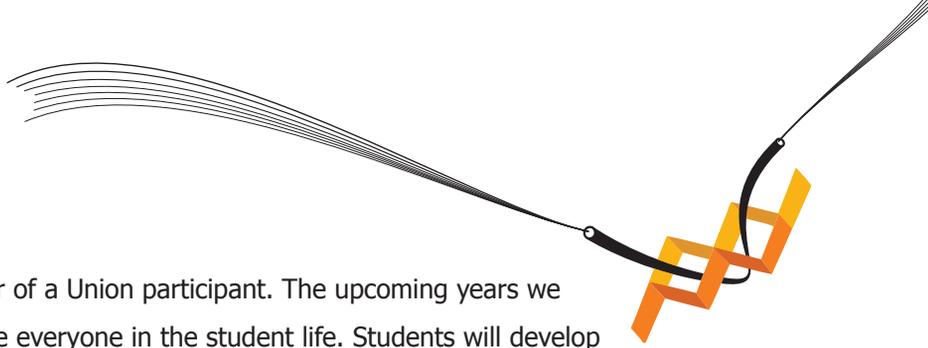
People have other needs for company and they feel happy when they are hanging out with other people. By doing so, the student learn how it is like to be yourself, and how he relates to other people in a group. Becoming active a way of being together that is already being described under 'Space'. Integration is also a way of being together that is being described under 'Understanding'. A third way of being together is having a close student community.

Mensen hebben behoefte aan gezelschap en voelen zich prettig als ze met andere mensen omgaan. Door met anderen om te gaan leert de student hoe hij zelf is en hoe hij zich staande houdt in een groep. Actief worden is een vorm van samenzijn die al onder ruimte wordt toegelicht. Integratie is ook een vorm van samen die onder begrip wordt toegelicht. De derde vorm van samen is het hebben van een hechte studentengemeenschap.

The Student Union stimulates cooperating between associations both within and outside of their umbrella.

In 2015 90% of the students is member of a Union participant.

In order to have a close student community, Union participants need to understand each other. In order to have this mutual understanding, they need to work together, so they can appreciate each other. The Student Union wants to bring them together in a nice way, which should lead to close student community. Participants from different umbrellas will be stimulated to organize activities together, so students can get in touch with cultures of other umbrellas.



Currently 83% of the Dutch students is member of a Union participant. The upcoming years we want to increase this number, in order to involve everyone in the student life. Students will develop social skills and they will bond with the city.

LIVING

A living area that fulfils the basic needs of students is a necessary basis for a real academic development of the student. The Student Union thinks that (introduction to) this living environment is a basic need for the earlier introduced topics of space, choosing and understanding. This combination between social context from the topic together and the living environment together are responsible for a significant part of the students' welfare.

In 2015 the percentage of students that are active in sports and culture is at least as high as this percentage is in 2011.

In 2015 The Student Union boulevard and the Bastille form the stimulating centre for extra-curricular activities on campus.

An aspect of this stimulating environment is the possibility to be active in sports and culture. Not only students will feel good and gain social contacts when doing so. Also the campus will get more vibrant. 3500 students are active in sports and culture in 2011. Taking into account the upcoming savings, it is important that this number stays the same. The Student Union sees this as one of the most important goals of the next four years.

At this moment there is a lively Research & Education square (in Dutch: O&O-plein) on campus. On the other side of the campus lies the Student Union boulevard. The Student Union wants this part of the campus to become the stimulating centre for extra-curricular activities, having the Bastille, Sports Centre and the Vrijhof as lived buildings.

FINANCES

In order to be able to work on the mission, vision and goals, there need to be sufficient financial resources. The University of Twente is the most important partner regarding financial support, making the academic development and the welfare of students possible. Next to the University of Twente, the Student Union has several external partners, each having its specific value. The most important aspect of partners is the value they have for the student community. This added value can be seen as grants and discounts.

In 2015 at least 10% of the income of the Student Union comes from external partners.

The upcoming four years the Student Union aims to increase the share of income that is coming from external partners. The goal is not to become financially independent the following years, but the Student Union wants to be less dependent from the University of Twente.

ORGANIZATION'S VALUES

The organization's values of the Student Union are values that are being kept in mind whenever it is acting on something. The following values are determined: all-round, flexible, active and involved.

ALL-ROUND

The Student Union is wide-ranging. The organization is active in different fields and it has a wide view on these areas. It acts upon the interests of students, but the SU is independent within the student community. With the broad view the SU is able to work on very several tasks, taking into account multiple stakes. If possible, several organizations like Union participants, the University of Twente and the partners are being involved in order to achieve a strategic goals.

FLEXIBLE

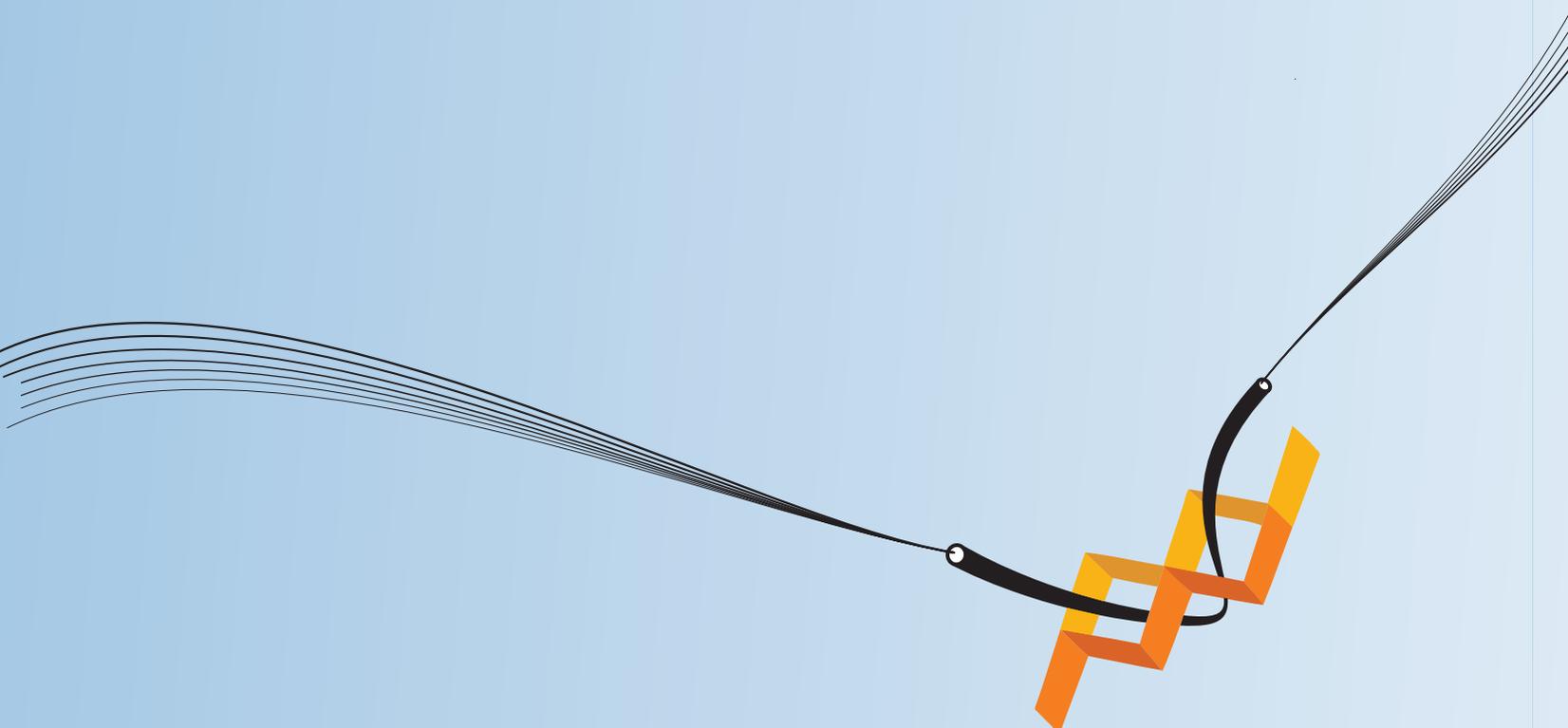
The Student Union is a tight student organization, and it can therefore adapt quickly to new topics. This flexibility clearly is a valuable for its relation to and its position inside the University of Twente. The Student Union remains a tight organization, that is able to redefine its focus quickly when needed by new developments. Therefore the Student Union prefers to allocate as many as possible executive tasks to other organizations: either the University of Twente or Union participants. The Student Union chooses for perspective like stimulating and connecting in order to do so.

ACTIVE

The Student Union together with the Union participants represent the engine of an entrepreneurial student community. It has the function to act strongly when needed to represent the common interests of the Union participants. It aims for initiating, following-up and motivating others to work on new ideas. The SU dares to notice issues and it tries to offer a solutions cooperatively.

INVOLVED

The Student Union is an organization that is accessible to all stake holding organizations, like external partners, employees, students and Union participants. Because of the accessibility, the SU is often involved and it takes initiatives to get involved in the student community. The SU stays in touch very accessibly with students and Union participants. Also, the Student Union is the centralized contact for academic development and welfare on behalf of students. In this way the Student Union wants to make use of its umbrella organization optimally in order to facilitate new initiatives, and to make policy for the common students' interest.



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