

Vision Sports and Culture 2024 - 2027



Introduction

The Vision Sports and Culture 2024-2027 unites and builds upon the previous Vision Sports 2019-2023 and Vision Culture 2021-2025, serving as the foremost policy document for Sports & Culture at the University of Twente. The Vision was developed through close collaboration with the Student Union, CFM Sports & Culture, SUT, and Apollo, and it forms the foundation for policy development. The responsibility for policy on Sports & Culture for students lies with the Student Union, in compliance with their mandate from the Executive Board, which originates from the Covenant between the Student Union and the Executive Board. A definition list of used terms can be found in Appendix A.

Context

This integrated Vision Sports & Culture reflects the shared goals of sports and culture at UT. With the merger of Sports & Culture within CFM, there is now greater potential for collaboration, focusing on the mental and physical well-being and personal development of the UT community. This collaboration has generated new ideas, promoted equity between sports and culture, and brought stability to the sector. This includes aligning FAM Sports and FAM Culture, while also supporting each other.

After a period of limitations due to the COVID-19 pandemic, a survey was conducted to assess the ideas and needs of UT students and staff regarding Sports & Culture. This vision is based on input from the UT community, making the vision a reflection of UT community ideas.

Stakeholders

Significant stakeholder involvement within the UT community led to the creation of this vision. In addition to broader input opportunities, the sector also engaged personally with key stakeholders, including the boards of sports and cultural associations, umbrella boards, UT staff involved in Sports & Culture, UT service directors, and deans of each faculty. Specific attention was given to involving both active sports and cultural practitioners and those not actively involved in sports and culture.

Process

The UT community was involved in the creation of this vision through two in-person sessions and an online survey. These discussions ranged from focused questions to candid input from participants. The second session built on the information from the first session. All participants in the online survey were invited to participate in the second session. An overview of participant categories can be found in Appendix B.

Through a number of platforms, including associations, social media, and LED screens in the Bastille, the online survey was widely promoted. All input was carefully categorized, and the resulting strategic topics in this vision are widely supported and based on the input of the UT community.

Outcome

This vision has purposefully been kept concise so that it can serve as a benchmark for all future policy related to Sports & Culture at UT. The mission and vision are highlighted, followed by an elaboration



of the strategic topics, which are divided into three levels: principles, prerequisites, and focal points. This vision is representative of the objectives and goals of practitioners of sports and culture at UT because every strategic decision and issue is based on feedback from UT students and employees.

This vision will be used as a guideline to create a Sports & Culture Sector that serves the entire UT community, in collaboration with the SU, CFM-Sports & Culture, SUT, and Apollo.



Mission

The mission of the Sports & Culture Sector explains why the Sports & Culture Sector exists at UT. The mission is as follows:

"The Sports & Culture Sector facilitates and encourages the practice of sports and culture by UT students and staff so that it can contribute to their well-being and personal development."

Vision

The vision of the Sports & Culture Sector indicates the future vision for this sector. The vision is as follows:

"Creating a Sports & Culture Sector in which every UT student and staff member can engage with all that this sector has to offer and gives the opportunity to every UT student and staff member to practise sports and culture in their own way."



Strategy

The strategy of the Sports & Culture Sector identifies the most important topics for the sector to pursue its mission and vision. The strategic topics are divided into three different levels: principles, prerequisites, and focal points.

Principles

The principles indicate why the Sports & Culture Sector exists. Therefore, these points are also reflected in the sector's mission. These principles can be seen as the foundation of the Sports & Culture Sector. According to stakeholders, these were strategic topics that make the Sports & Culture Sector unique compared to other sectors within UT.

Well-being

Sports & Culture contributes to the well-being of UT students and staff. This statement indicates that if Sports & Culture were to disappear, it would be a significant setback for the well-being of the UT community. Sports & Culture provides relaxation, encourages social interactions, stimulates creativity, and encourages physical activity. Stakeholders indicated that Sports & Culture serves as an important outlet alongside their studies or work. Therefore, it is important to continue emphasizing the enormous added value of Sports & Culture to keep the sector on the agenda.

Personal development

In addition to providing fun and relaxation, Sports & Culture also contributes to the personal development of practitioners of sports and culture. UT students and staff come into contact with fellow students and colleagues from different cultures, explore new forms of creativity and physical activity, become active within the sector, and expand their skills when they engage in sports and culture. These are various forms of extracurricular personal development. According to stakeholders, Sports & Culture is an ideal sector for personal development outside of their studies or work. Therefore, it is important to ensure that the Sports & Culture Sector continues to offer opportunities for various forms of personal development.

Prerequisites

The prerequisites are strategic topics necessary for the Sports & Culture Sector to function as desired. If the prerequisites are not in order, the sector loses its ability to realise value, and the principles cannot be pursued. From the beginning of the process of developing this vision document, it was clear that stakeholders had the same vision about the importance of these strategic topics. Therefore, these strategic topics have been categorised as prerequisites.

Social safety, diversity, equity, and inclusion

The Sports & Culture Sector must be safely accessible for everyone. Therefore, social safety, diversity, equity, and inclusion have been identified as prerequisites by stakeholders. Key points with regard to social safety include the appointment and support of confidential advisors, following University policy



in accessible language and communication, and ensuring the (physical) accessibility of sports and cultural facilities. The DE&I team at UT can be consulted more frequently for advice on social safety, diversity, equity, and inclusion within the Sports & Culture Sector. In order to contribute to the well-being, positive health, and personal development of all UT students and staff, all UT students and staff should be able to find their place within the sector.

Integrated communication

The strategic topic of "Communication" has been frequently mentioned by stakeholders as a prerequisite for the effective functioning of the Sports & Culture Sector. If students and staff are unaware of the existence of all the different opportunities within the sector, Sports & Culture cannot make a positive contribution to these individuals. Stakeholders perceive communication within sports and cultural associations, courses, or individual sports and cultural activities as adequate. However, when a student becomes a member of an association or participates in a specific sports or cultural course, they have limited knowledge of what is organised by other associations or courses. According to stakeholders, significant progress could be made by improving integrated communication within, between, and outside of the Sports & Culture Sector. When effective communication is achieved, even more UT students and staff can benefit from what the Sports & Culture Sector has to offer.

Affordability

The Sports & Culture Sector cannot benefit the UT community if the cost of participating in sports and culture is too high. Students in particular face financial challenges since they often don't have a stable source of income. Affordability does not mean that everything should be as low-cost as possible. There needs to be a balance between offering high-quality sports and cultural facilities and activities and ensuring that UT students and staff can afford them. Increasing the sports and culture accommodation capacity to prevent a membership cap, increasing compensation for student trainers, and providing professional instruction are all reasons to raise costs for UT students and staff, according to stakeholders. When there is a shortage of financial resources, the following focal points can help identify where the available financial resources should be allocated.

Focal Points

The focal points show where further focus should be placed throughout this vision. Deciding on focal points, decisions have been made based on the choices made by the majority of stakeholders. The main topics are therefore more subject to debate and time-dependent than the prerequisites. However, the strategic topics included in the focal points are broadly supported, reflecting the general ideas and desires of stakeholders within the Sports & Culture Sector.

Safeguarding accommodation capacity

Over the years, it has been shown that the accommodation capacity for Sports & Culture is insufficient. Sports and cultural associations have waiting lists because there is no capacity for new training groups. Space is further limited with the fitness centre having to work with time slots, and sports and cultural activities being practised in spaces that are not suitable for this purpose. As a



result, the Masterplan Sports & Culture was created, which includes initiatives to improve accommodation capacity for Sports & Culture. However, there are many complications that have delayed the realisation of this Masterplan. It is essential to continue expanding sports and cultural facilities and explore all possibilities. For instance, new collaborations with local organisations might need to be taken into consideration. Stakeholders have expressed a desire to strengthen the connection between the campus and the region. It would be desirable to use this connection to address (part of) the accommodation capacity shortages.

Incorporating feedback from the UT community

Stakeholders have expressed a desire to be more involved in policymaking within the Sports & Culture Sector. The vision document is revised every four years, and stakeholder input is considered, but a lot can happen in four years, making interim input moments desirable. Each year, sports and cultural association boards are asked to provide input for the Student Union's Annual Plan and every four years for the Student Union's Strategic Plan. However, these are documents that include sports and culture but do not focus solely on Sports & Culture, unlike this vision document. In addition, sports and cultural association boards can provide input during the General Meetings of SUT and Apollo. However, only the association boards are invited to these meetings. Broad input sessions with all stakeholders, as conducted for the development of this vision document, occur only every four years. In order to continue improving the Sports & Culture Sector in accordance with the desires and suggestions of its users, it would be desirable to investigate opportunities for more frequent feedback from the broader UT community.

Strengthening flexibility in offerings

Once the wishes and ideas of stakeholders are known to the Sports & Culture sector, it is necessary that these points can be properly addressed. Therefore, flexibility in offerings is essential. This flexibility will mainly be in individual sports and culture and courses. Within sports and cultural associations, it is often difficult, both organisationally and financially, to make short-term adjustments. Stakeholders have expressed that the emphasis on individual sports and culture and courses can be increased to ensure flexibility and a suitable offering for everyone.

Recognising the importance of student engagement

One of the principles of this vision document is personal development. Student engagement offers endless possibilities for personal development. Student engagement means that a student is actively involved in a sports or cultural association or in the Sports & Culture Sector in general. Their activities benefit the UT community and their own personal development. Examples of student engagement within the sector include participating in committees, being a student trainer, holding a board position, and being a member of a Supervisory Board or Advisory Board. The Sports & Culture Sector cannot function without these forms of student engagement. Therefore, it is imperative, according to stakeholders, to pay more attention to the recognition and appreciation of UT students who contribute to this sector, and to ensure that student engagement remains accessible and feasible to all.



Ensuring room for beginners

Many students and staff use the offerings within the Sports & Culture Sector to discover new hobbies. Stakeholders have expressed a desire to try various types of sports and culture to find out what suits them. Flexibility in offerings, as discussed earlier, contributes to this, but entry-level sports and culture also need to be facilitated. The UT supports both recreational and performance sports, but in doing so, it is important that the entry-level sports offering is facilitated. Only if there is room for beginners in every branch of sports and culture can an introduction to everything that UT offers in terms of Sports & Culture be achieved. Therefore, one of the focal points is to always consider complete beginners. There should be space for beginners within sports and cultural associations, as well as within courses and individual sports and culture.

Exploring integration with Education & Research

Until now, Sports & Culture has been seen as an activity that (mainly) takes place outside the curricular part of the UT. Stakeholders have expressed a desire to integrate Sports & Culture more into Education & Research. This not only provides visibility for the sector, but also offers opportunities for a broader academic education of UT students. If Sports & Culture can be integrated into Education & Research, the programme can expand its positive influence even further. A focal point is to explore opportunities from the Sports & Culture Sector to contribute to Education & Research.



Appendix A – Definition list

- **Active sports and culture practitioners:** Individuals actively participating in sports and cultural activities.
 - **Apollo:** The student-controlled cultural umbrella organisation that promotes the interests of cultural activities for and by students and cultural associations of the UT. Alongside this, Apollo manages the subsidy fund culture and helps organise cultural events on campus.
 - **Bastille:** The building managed by the Student Union on campus, housing many (student-based) organisations.
 - **Campus:** The geographical area where the University of Twente is located, including everything considered within the campus atmosphere.
 - **CFM:** An abbreviation for "Campus & Facility Management", the department of the University of Twente responsible for managing University facilities, amongst other things.
 - **CFM Sports & Culture:** The University of Twente's Sports & Culture department responsible for facilitating sports for students and employees, as well as external rentals. CFM Sports & Culture includes the Sports Centre and Vrijhof Culture.
 - **Confidential advisors:** Students and/or staff appointed by sports and culture associations to provide confidential advice and support.
 - **COVID-19 Pandemic:** The global pandemic caused by the novel coronavirus disease (COVID-19).
 - **Culture:** The collective term encompassing performing arts, visual arts, and written word activities.
 - **DE&I team:** The Diversity, Equity, and Inclusion team of the University of Twente.
 - **Education & Research:** Activities regarding education and research of the University of Twente.
 - **Executive Board:** The highest governing strategic body of the University of Twente, consisting of the President, Vice-President and Rector Magnificus.
 - **Extracurricular development:** Personal development outside of curricular context.
 - **FAM Culture:** An abbreviation for Facility Allocation Model Culture. FAM Culture is the set of guidelines that defines the allocation of facility resources to culture associations.
 - **FAM Sports:** An abbreviation for Facility Allocation Model Sports. FAM Sports is the set of guidelines that defines the allocation of facility resources to sports associations.
 - **Fitness Centre:** The fitness centre located in the Sports Centre.
 - **Integrated communication:** Coordinated communication efforts between all parties.
 - **Masterplan Sports & Culture:** The strategic plan containing all planned facility upgrades and new construction within the Sports & Culture ecosystem at the University of Twente.
 - **Performance sports and culture:** Sports activities of a competitive nature, with a central focus on developing oneself with the aim of participating in competitions by training structurally on a higher level.
 - **Personal development:** The personal pursuit by expanding self-awareness, development of personal skills and/or knowledge of a person. The knowledge and skills are not necessarily academic.
- 

- **Physical accessibility:** The manner in which facilities are universally accessible to everyone.
 - **Physical input sessions:** Meetings with broad representation in which input was gathered about relevant and important subjects within sports and culture at the University of Twente.
 - **Professional instruction:** Guidance, teaching or coaching by an educated professional.
 - **Recreational sports and culture:** Sports activities of a non-competitive nature, with a central focus on developing oneself without the aim of participating in competitions, training irregularly or occasionally, not necessarily on a higher level.
 - **Sector:** The Sector Sports & Culture, consisting of the Student Union, CFM Sports & Culture, SUT, and Apollo.
 - **Social safety, diversity, equity, and inclusion:** The creation of a secure and inclusive environment where individuals of all backgrounds are treated equitably and have the opportunity to fully participate and contribute, regardless of their differences.
 - **Stakeholders:** Everyone whose input was relevant in creating the Vision Sports & Culture to ensure proper representation, including but not limited to: active practitioners of sports and culture, all policy-responsible parties, staff members and faculty deans, as well as students and staff who were not involved in sports and culture.
 - **Student engagement:** Active student involvement in the organisational structure of a sports or cultural association, e.g. by doing a board year, becoming a student trainer, or joining an advisory or supervisory board.
 - **Student Union:** Stichting Student Union Universiteit Twente, the overarching organisation for student activities at the University of Twente, responsible for policy-making in areas such as sports and culture for students.
 - **SUT:** Stichting Sports Umbrella Twente, the student-controlled sports umbrella which facilitates the distribution of subsidies for student sports organizations affiliated with the University of Twente and also acts as an advocate for these sports organizations.
 - **Training groups:** Groups of sports and culture participants that participate in sports and culture training on a weekly basis.
 - **Umbrella boards:** Boards of umbrella associations, specifically Apollo, SUT, FACT, and OS.
 - **UT Community:** Comprises all students and staff affiliated with the University of Twente, as well as residents of the campus.
 - **UT students and staff:** Students and employees of the University of Twente.
 - **Vision:** The Vision Sports and Culture 2023-2027 document, as well as the long-term strategic goal of the University of Twente on sports and culture.
 - **Vision document:** A strategic document outlining the mission, vision, and strategies for the Sports & Culture Sector.
 - **Vrijhof Cultuur:** The organisation within CFM Sports & Culture responsible for culture.
 - **Well-being:** The overall state of physical, mental, and societal wellness, including proactive measures to promote physical and mental health.
- 

Appendix B: Global overview of input participants

Survey

Participant type	# of participants
UT student	83
UT employee	56
Other	5
TOTAL	144

Input sessions

Participant type	# of participants
Board member – Sports association	20
Board member – Culture association	13
Board member – Umbrella	5
Employee – Sports	13
Employee – Culture	6
Employee – Other	8
Employee – Faculty	1
University Council member	2
Executive Board member	2
Other	14
TOTAL	84