

Creating Professional Value

Strategy 2018-2021



Breda
University
OF APPLIED SCIENCES



Creating Professional Value

Strategy 2018-2021



Breda
University
OF APPLIED SCIENCES

Breda University
of Applied Sciences

P.O. box 3917
4800 DX Breda
The Netherlands
T +31 (0)76 533 22 03

Introduction

In the first year of the new strategy period (2018-2021) NHTV Breda will continue under the name of Breda University of Applied Sciences. NHTV will not only be given a new name. We have also developed a new logo and corporate identity, consistent with our positioning objectives.

This booklet, which zooms in on the new strategy of our organisation, is a first publication in our new corporate design, with our new logo, which we will be using officially with effect from 1 September 2018. We are proud of the result and in this booklet we are pleased to show you the making of our new logo.

Dynamics

Digital and technological developments have an immense impact on our everyday lives. Although this is often to our advantage, the consequences may also be profound and far-reaching. The consequences may disrupt business sectors, and as such, the labour market in general. Entire business sectors are under pressure, job positions are disappearing, and employment structures are changing.

This affects the essence of education and places high demands on higher education institutes and everyone operating in the world of education and knowledge development. Knowledge is important, but elusive too. The knowledge and skills of graduates need to be perfectly in line with the needs of the labour market. However, this is not enough to sustain continued success. Lifelong learning – throughout one's entire professional career – has become an absolute necessity. This is where the major challenge lies for education. We have to teach students how to learn and make sure that inquisitiveness becomes ingrained in them. Personal innovative capacity will be the engine that drives their careers. We have translated these notions into our mission.

It all starts with imagination...

Only when you can imagine that the world is open to you and you can envision every new idea, will you be truly in a 'position' of taking a new, meaningful direction, venturing into new territory and ultimately, discovering wonderful things. Discovery allows you to keep learning and growing.

DISCOVER YOUR WORLD

Mission

As a specialised institution for higher education, we inspire students and staff to develop and use their talents as well as their personal innovative capacity to the fullest potential in order to provide innovative solutions to the (international) professional field and be meaningful to our globalising society.

In the fulfilment of our mission, we consider it important to prepare our students to become global citizens. They have an open mind and are committed to continued growth and development, both as responsible professionals and as people. As a knowledge institute, this enables us to create maximum and lasting impact. Breda University of Applied Sciences accomplishes this by means of its close connections with the industry¹ and with social institutions, as well as by being a front-runner in developing and supplying knowledge in our specific disciplines. This process is supported by the qualities of our staff members.

Vision

In a world that is in a state of constant change, we have set ourselves a challenging target. In the year 2030, we want to be an internationally recognised leading institute with a strong industry and society-oriented outlook. This is expressed in the industry's appreciation of our graduates and our knowledge products and services. Recognition also concerns the way in which we design our education programmes. To be able to reach this top level, our staff members possess current, relevant and valued knowledge. Knowledge which is updated, refreshed and expanded all the time by means of research projects carried out for industry clients and in cooperation with international knowledge institutes. Companies are not only our clients because they employ our graduates, but they are also our partners in developing and delivering education, in terms of both full-time and executive study programmes (lifelong learning). In the end, these close connections with the industry constitute the basis on which students choose their course of study and prefer studying at Breda University of Applied Sciences.

This strategic plan comprises the first of three phases to achieve this position. Key words in this first phase from 2018 up to and including 2021 are accelerate and connect. Emphasis in the 2021-2025 period will be placed on international expert performance, and the central focus for the 2026-2029 period will be recognition.

¹In this text, the term 'industry' does not only imply the profit sector, but should also be taken to include the not-for-profit sector and government organisations.

Milestones in 2021

In 2021 we will have achieved the following:

- Talented young people find their way to Breda University of Applied Sciences. Students are admitted by selection, they are motivated and their study programme encourages them to use their imagination and ingenuity. Moreover, they perform well, as demonstrated by the significantly increased success rates, which reveal that drop-out rates in the first year have been reduced to 23%. Success rates in the main phase of the degree programmes have risen to 75%. The total student population has decreased to around 7,000. All our degree programmes hold a place in the top three in the Keuzegids rankings.
- The learning community, the core of our educational vision, has been implemented. In the learning communities, students, lecturers, companies and institutions work together closely on real-life issues. All students and lecturers are part of learning communities.
- The campus exudes a dynamic energy due to the connections with the industry, the crossovers between the academies, and collaborative projects with students. Students and staff perceive this study and work environment as inspiring, as evidenced by the results of the employee satisfaction survey and the National Student Survey.
- The whole world is our market and our campus is the most international community in Breda. In principle, English is our communication language. The percentages of international staff and students have both increased to 18%, and 75% of the students earn 20 of their ECs abroad.
- All degree programmes are offered in English. For the Dutch-taught tracks, thorough investigation on the transition to English has been done.
- It is possible for every student to move on to a master's degree programme within our institute.
- The focus in our research is in line with industry needs and has produced visible and demonstrable exposure for Breda University of Applied Sciences as a knowledge institute, nationally and internationally. All knowledge workers have teamed up with at least one research theme (see next page). They participate in networks and give presentations at events and conferences. Moreover, revenue from secondary and tertiary sources of funding has increased to 10% of our total turnover.
- There is a continuous increase in knowledge investment contracts with companies and institutions which contain agreements on our contribution to lifelong learning in the form of executive education. Overall annual turnover of the executive education business has increased to € 2 million.
- We have developed a system that allows us to consistently monitor and strengthen the position of our graduates in the labour market. In this, alumni are an important source of information.

Connected knowledge

Breda University of Applied Sciences is a specialised knowledge institute. Due to societal and technological developments, the challenges and opportunities for using our specialist knowledge have increased enormously. Boundaries between knowledge areas are fading. We are constantly exploring the possibilities for crossovers, based on strong disciplinary know-how. This is expressed in three integrated and overarching research themes, by means of which we aim to create a distinct profile for ourselves, and to which all researchers contribute:

- designing and managing experiences
- making places and shaping destinations
- people and goods on the move

The development of the three research themes, driven by market demands, will be further strengthened by focusing on:

- the synergy of tourism, leisure, events and hospitality, focusing on a leading global position
- greater emphasis on hospitality within facility management
- a leading international position within the logistics sector, linked to Noord-Brabant being an international logistics hub
- more attention for technology within media
- a global position in entertainment gaming
- awareness for experiences in the field of built environment

Initiatives in the field of applied gaming will be developed based on industry demand, mostly involving crossovers and within the existing portfolio.

The discovery and exploring aspect is expressed in the sail shape of our new logo. The propulsive motion in the sail symbolises gaining momentum and staying in the lead. We team up and cooperate with industry front-runners to achieve innovations together with our experts and students. This is the only way to keep generating added value and be an international top institute, demonstrating mastery in our disciplines.



A next step in internationalisation

Apart from the targets we have set ourselves in terms of our specific fields of study, we will be making considerable strides in the area of internationalisation. We consider international recognition important to all our degree programmes. From the perspective of the increasingly internationalised labour market, 'global readiness' is of crucial importance to our graduates as well as to our knowledge development activities. This means: more international students and staff from as diverse as possible backgrounds, as well as offering education across national borders via e-learning courses. Improving English proficiency and cross-cultural skills will be given the highest priority in the professional development of our employees. The new campus should not only have a distinct international look and feel, but those who spend their days there should also perceive this as such.

To help them prepare for the global labour market, we find it important that all students spend part of their studies abroad. To this end, we will be increasing the possibilities for international work placements, graduation projects, and exchange programmes. We will request the government to grant us room to experiment in terms of tuition fees in order to allow us to turn the 'study abroad experience' into a compulsory curriculum component.

Unlimited talent

To secure a prominent position in the education sector, it is essential to attract students who make a deliberate choice for and are enthusiastic about the field of study that they prefer, and who are able to identify with our educational vision. Our success is primarily derived from the industry's appreciation of our graduates. We ensure that they possess knowledge and skills that tie in with the developments and needs of the international industry and of today's digital society. What's more, it's equally important for graduates to stay inquisitive and to have learned how to keep their knowledge up to date throughout their entire professional careers. In addition, they have to be capable of taking their place, anywhere in the world, in the labour market and fulfilling their roles.

To be capable of educating students to become valued, skilled professionals, high expectations are placed upon our lecturers and researchers in terms of knowledge, experience and skills. That is why they are involved in the latest international knowledge development initiatives in their respective disciplines, in the process of which they cooperate with industry partners and carry out research projects. That is why every lecturer is expected to take an active attitude in terms of keeping up with the latest developments in the industry. Lecturer internships will become a regular activity at our institute.

Inspiring education

Our educational offerings are constantly assessed against and aligned with developments in the international labour market. Issues in professional practice are becoming increasingly complex. Given this development and the innovative role we wish to fulfil, the importance of master's degrees is growing. That is why we offer a comprehensive portfolio of master's programmes, so that every student has an opportunity to attend a master's programme within Breda University of Applied Sciences as well.

We attract ambitious, inquisitive and creative students and staff members from all corners of the world. We are committed to creating and maintaining an international, highly diverse community, so that students come to consider it common practice to perform in such environments. This open, international setting is characterised at the same time by the small scale which facilitates and encourages interaction and cooperation between students and lecturers, and among students and staff themselves.

In line with the further implementation of the current educational vision, Education@Work, more learning communities will be set up over the years to come. In these communities, students and lecturers operate beyond the boundaries of their knowledge domains, cooperating with businesses and social institutions, all occupying equivalent positions within the community. In this way, education and professional practice are consistently intertwined. We already have some very good examples of this and will continue to build on them.

To ensure that these learning communities evolve into the core of education, we are concentrating our efforts on two pillars. Firstly, in order for the industry to fulfil an active role in the learning communities, structural cooperation with a substantial group of businesses and institutions is required with the purpose of benefiting both parties. Secondly, blended learning takes a central place in the educational process. To this end, educational materials have to be offered independent of place and time, which requires lecturer training in the area of blended learning and digitisation of educational content.

The most important competency, learning to learn, is not only to be developed by students, but also by professionals. In the strategic period of 2018 - 2021 we will enter into industry partnerships in order to strengthen and speed up lifelong learning. As both employers and employees are increasingly confronted with the necessity of keeping their knowledge updated, but often do not want to do so via full bachelor's and master's programmes leading to diplomas, we have decided to design executive education programmes. These programmes allow us to respond quickly and in a targeted manner to the needs of the industry, and the individual competency development process of employees. Our alumni are important ambassadors in this respect.

at home in the world

The globe has been travelling along in our logo for quite some time now. It also connects us to our past. We started out as pioneers and explorers as early as in 1966, when we launched our specialist higher education programmes in Breda. Our very first study programmes involved Tourism and Leisure; later on, Built Environment, Logistics, Hotel, Facility, Media and Games were added.



Valuable knowledge

State-of-the-art knowledge is the foundation of education, research, and cooperation with the industry. We are developing application-oriented and – in several cases – academic knowledge on innovative themes, resulting in companies and institutions getting more closely involved with us in various cooperative arrangements. Our existing contacts and networks have potential for expanding and intensifying our research work. The results of our research projects, combined with up-to-date knowledge of companies and institutions, are used as input to continuously strengthen our educational offerings. Education, in turn, is contributing to research to an increasing extent. The expansion of the number of master's programme already underway does not only increase our research capacity, but also our research output.

The three research themes mentioned previously are the guiding principle for the content of our research projects. Based on their respective disciplines, researchers and industry partners give substance to these projects. This interdisciplinary approach to developing the three themes will lead to relevant and innovative solutions.

As an international institute for higher education, we also assume a role in international knowledge development by more intensive participation in the strong networks of our researchers. We will build on the focus on 'hot spots' as developed over the past few years, intensifying cooperation with the knowledge institutes situated in these areas and expanding our business network. We will explore whether or not to expand the number of hot-spot areas. Moreover, we are planning to expand our international reach, via partnerships with internationally operating businesses, ranging from small, specialist companies to multinational corporations.

Valorisation: economic and societal impact

We want to create an impact. We do so by delivering the highest qualified graduates to the national and international employment markets, by contributing to the updating of our graduates' knowledge, and by executing research projects that are generally appreciated across the industry. In our education programmes, we encourage students to pursue entrepreneurship as a career path and we provide expert support to business start-ups. The incubator, which will be a prominent feature of the new campus, will be making an important contribution to all this. Relevant research results will be further developed in cooperation with the industry or by Breda University of Applied Sciences independently under the umbrella of our holding. The business centre that will be part of the campus will perform a pivotal function.

We will enhance our societal performance by taking part in public debates related to our expertise. In our own city and region, we will build good social links between the institute's community and local residents and organisations. We are at home in the world, yet at the same time we wish to be meaningful to and have societal impact on the region in which we are located.

Organisation of professionals

Our strength is based on the people who work here and who support the ambitious and inspiring environment. By means of good employment practices, in which trust and transparency in communication about mutual expectations are the standard, and by creating greater operating scope for professionals who know and take their responsibilities, we will consolidate this particular strength. Our aim is to place responsibilities and powers in the hands of these professionals as much as possible, as a result of which they gain greater control over their jobs. We are working on a culture in which cooperation in teams, feedback, debate and dialogue are common practice.

Cooperation exceed the boundaries of individual academies, services, and even the boundaries of Breda University of Applied Sciences as a whole, thus stretching horizons. We expect our good employment practices to be reciprocated by good employee practices, in which every employee takes his or her responsibilities within the available professional scope and keeps his or her knowledge, skills and employability up to date in a proactive manner.

As many as possible human and material resources are directed to the primary processes of education and research. A lean and logistically effective organisation has been designed around these processes, with top priority for operational excellence. This requires an open mind, sharing knowledge and information, and cooperation.

The campus as our home base

In this strategic period, the campus will bring together all study programmes, which are currently spread across the city of Breda, in one location. It will be an inspiring, international meeting place for students, staff and industry – filled with activities and dynamism, where it's pleasant to spend time. The campus will facilitate innovative education and business practices, as well as crossovers for both students and staff, and will strongly contribute to our image as a leading institute. The involvement of local residents and organisations will be increased by developing a programme of public events, open to society at large. The campus will be fully operational at the end of 2019, and will play an important part in the implementation of this strategy.

Strategy implementation

As a consequence of our strategic choices, which sometimes touch upon the fringes of legal and regulatory frameworks, we will need room to experiment. In consultation with the Ministry of OCW (Education, Culture and Science) we are looking for maximum scope to fulfil our ambitions. Higher education as a system is performing well; within that system, Breda University of Applied Sciences is aiming to be among the absolute top.

This concise strategic plan will be annually translated into and supplied with an implementation agenda, referred to as the executive agenda.

Breda University of Applied Sciences

Font: Scala Regular

specialist

classical
modern
serif



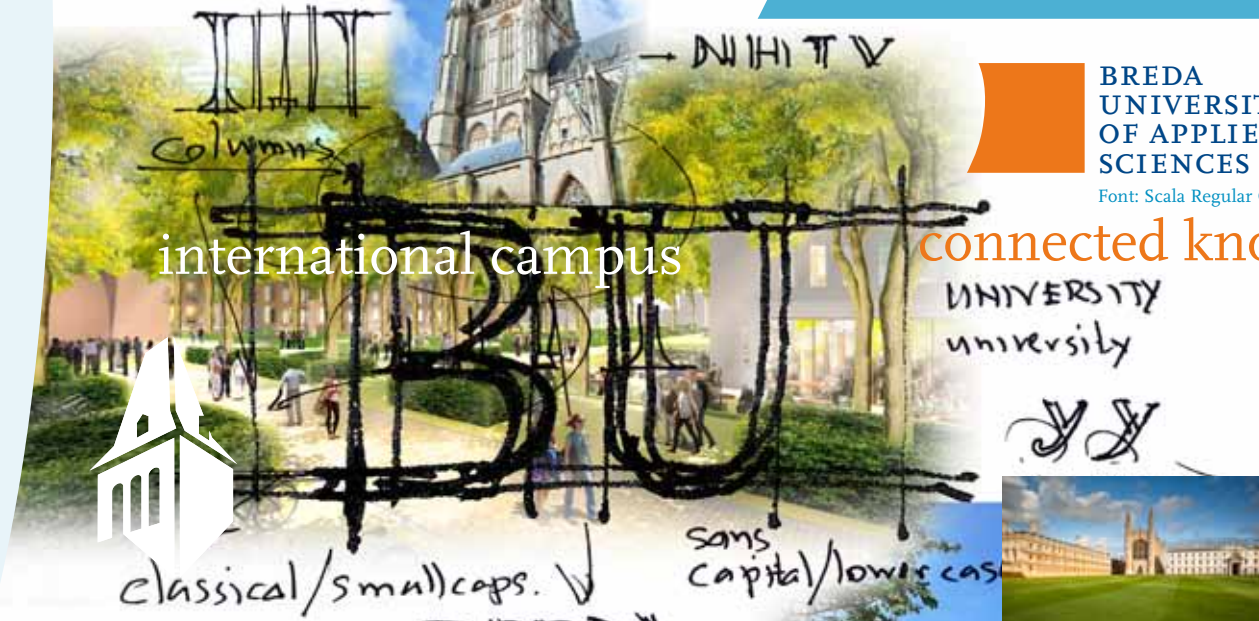
With our specialist disciplines, we have created a distinguishing position for ourselves in the world of higher education. Traditionally, we have always had unique and valuable connections with the international industry. While continuing our focus on professional practice, we wish to connect with the world of universities. That is why we have changed our name, logo and font to align with the world in which we want to stand out.

BREDA UNIVERSITY OF APPLIED SCIENCES

Font: Scala Regular Caps

international campus

connected knowledge

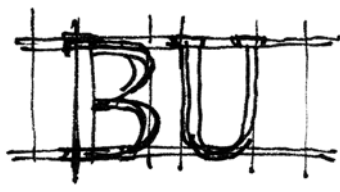
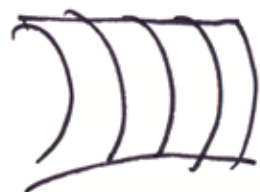


distinguishing

of Applied Sciences
Font: ARS Maquette Regular

TgkemQS

connective



Breda
University
OF APPLIED SCIENCES



Breda University
of Applied Sciences

P.O. box 3917
4800 DX Breda
The Netherlands
T +31 (0)76 533 22 03