

Advice Deliberation Table LLD - condensed version

Tilburg University recognizes the increasing importance of Life Long Development (LLD). LLD will become a strategic spearhead, and TiU will use this strategy period to achieve a recognizable, distinctive, competitive, and coherent LLD portfolio. This choice is based on content and not on commercial grounds (*Courageous*): by developing LLD activities, the university fulfills its social task to share knowledge and generate impact and its duty of care for its students (*Caring*). LLD contributes to the university's HR policy and to the strengthening of the university network (*Connected*), and thus to research. To stay close to the university's mission with LLD and to develop a recognizable Tilburg profile, the LLD activities will be in line with the university's disciplinary research strengths and the interdisciplinary social themes with which the university presents itself. This means that not only the demand from the market determines the supply but that it is also about a continuous interaction between inside-out and outside-in; between research drive and social need. At the same time, the Character-building element of the Tilburg Educational Vision will recur as a distinguishing element in all LLD activities. In this way, it is ensured that LLD, in accordance with TiU's mission, is also about educating and critical reflection. The range of LLD offered will primarily focus on TiU alumni, TiU staff and (employees of) organizations from TiU's network. TiU wants to present itself as an important partner for LLD in the region.

All Schools will include LLD as a part of their normal duties and become administratively responsible for its realization. LLD will thereby become an integrated element of the activities within TiU. It is not an afterthought, nor is it perceived that way by colleagues. This is translated into recognition and appreciation for the scientists who provide LLD and in a business operations model that facilitates this for the institution and its organizational units. The goal is for LLD to be at least cost neutral in the long term, and TiU is prepared to release the investments needed to develop and organize LLD activities in the run-up to that cost neutrality. A task force will be set up to draw up a development plan to make TiU's LLD ambition more concrete, particularly with regard to the scope and composition of the range offered (content, themes, formats) and to provide more insight into the investments required in terms of funding and staffing to realize this ambition. As a first step, the wishes, ideas, and interests of internal stakeholders as well as the wishes and needs of external stakeholders are inventoried. Other questions that will be answered in the development plan are:

- How does TiU achieve a recognizable, distinctive, competitive, and coherent range of LLD that results in a sharp and distinctive profile?
- Do we organize the range around disciplines (Schools), around interdisciplinary themes, or a combination of both supplemented or not by questions and themes from the market (demand-driven in addition to supply-driven)?
- Will the complete range (i.e., all TiU, TIAS, and JADS LLD products, range of Schools such as FIT or TiFB from TSL or Luce from TST, but also, for example, from Studium Generale and HOVO) be offered under one uniform label, or is there also room for the different (sub) entities to offer this under their own labels.
- How can the range on offer be divided into formats or product groups that are recognizable and attractive to the market?

- What "credentials" do we attach to LLD activities (formal degrees such as MBA, (uncredited) MSc, certificates, micro credentials, Edu Badges)?

A support organization for LLD will be set up, which ensures an attractive and recognizable range in constant consultation with lecturers and Schools, which is marketed and offered in a professional and efficient way, and which ensures that lecturers feel sufficiently involved and co-responsible, on the one hand, but are well taken care of, on the other hand. When designing this organization, it will be decided whether the support will be (co-)organized by TIAS and/or JADS PE (for example, because of the expertise of marketing educational activities), or that a new organization will be set up for this purpose, as previously TiSEM's Professional Learning.

Regardless of whether one or several brands are chosen, and whether support is provided by TIAS or by a new organization, questions about governance will arise. The relationships between TiU, TIAS, and JADS (and also TU/e as partner in JADS and co-shareholder in TIAS) play an important role. The Executive Board, together with the Deans, will ensure that clear and supported choices are made regarding governance, whereby it must be ensured that competition is prevented and as much synergy as possible is created.