

### Vision

Society is changing at a fast pace. The social sciences and humanities empower us to understand the challenges of globalization, digitalization, pluralism, and sustainability; to reflect critically on our values and practices; and to contribute to meaningful solutions.

### Mission

We strive to advance society by deepening our understanding of society. We educate our students with the aim of developing the knowledge, skills, and character they need in order to confront today's challenges. Connected as we are with society, we engage in excellent research for the sake of 'the good life' for all.

### Ambition

Tilburg University is science-driven and student-centered. We aim to educate young people to be responsible and entrepreneurial thinkers, prepared to lead society into a new era. Our research should be recognizable for its quality, integrity, and impact on society.

## Strategy

**Profile:** We intend to strengthen and broaden our profile as a branded, international, student-centered, social sciences and humanities university with excellent and highly visible education, research, and societal impact.

**Education:** We offer excellent, innovative education aimed at preparing students to become the leaders of the future by focusing on knowledge, skills, and character building.

**Research:** Tilburg University excels in both monodisciplinary and multidisciplinary research.

**Impact:** We will seek to advance society by expanding regional cooperation and by focusing on a number of challenging strategic themes, including: Empowering the Resilient Society; Enhancing Health and Wellbeing; and Creating Value from Data. All three are reflected in our overarching theme of the Digital Society. These themes will increase our societal impact as well as the visibility of that impact.

**Growth:** We wish to become a mid-sized university through controlled growth, with excellence and quality as prerequisites.

**Location:** The campus is the living heart of the Tilburg University community, complemented by a limited number of strategically chosen additional locations and connected to the city of Tilburg.

**Culture and Governance:** We have an open and diversified culture of excellence which is based on trust, connection, inclusivity, and joint responsibility for the university as a whole. We will adjust our governance to enhance further growth: the Executive Board and the Deans together form the university's leadership. They work together in developing new initiatives and realizing joint strategic ambitions.

**Operational Excellence:** Tilburg University operates on the principle of student centricity. University Services provides excellent support, in partnership with the Schools.

## Objectives

### Education

1. Implement our Educational Vision and Education Profile in all Bachelor's programs
2. Develop and implement the Digital Education Enhancement Program (DEEP)
3. Increase the appreciation for education and enhance the quality of education and lecturers
4. Develop professional learning and lifelong learning programs

### Research

5. Increase cooperation in national and international research consortia
6. Develop activities to stimulate Open Science

### Impact

7. Stimulate coherence and cooperation among the research programs and increase our societal impact and the visibility of that impact.
8. Stimulate cooperation with partners in order to advance society.

### Growth

9. Increase the total student population through controlled and sustainable growth
10. Increase flow of funds

### Location

11. Develop and strengthen our living campus
12. Make sustainability and Corporate Social Responsibility a focal point for Tilburg University

### Culture and Governance

13. Promote diversity and inclusivity; aim for greater gender equality and promote the integration of international and Dutch staff and students
14. Implement a leadership competency development program

### Operational Excellence

15. Develop a student-centered and academic-centered service mindset
16. Harmonize support processes and ensure efficient process design
17. Develop strong partnership between the Schools and University Services