## Vision
Human identities and responsibilities, the communities we belong to, the dreams and fears we have, are shaped by rapidly evolving technology. The humanities help us understand cultural and social change, reflect critically upon our values and practices, and empower us to live in this world and contribute to the well-being of all.

## Mission
As Tilburg School of Humanities and Digital Sciences we focus on humans in the context of the globalizing digital society, on the development of artificial intelligence and interactive technologies, on their impact on communication, culture and society, and on moral and existential challenges that arise.

## Ambition
We will become known as the Tilburg School of Humanities and Digital Sciences. Our ambitions are to understand humans in digital society and to contribute to its future, to educate humans for our time, and to exemplify a humane society.

<table>
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<th>Strategy</th>
<th>Objectives</th>
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| 1. Towards The Tilburg School of Humanities and Digital Sciences. | a. We will change the name of the school.  
b. We will present ourselves as a School of Humanities that focuses on modern technologies in the context of the globalizing digital society. |
| 2. Humanities research with a focus on the impact themes of Tilburg University. | c. We participate actively in all three research and impact themes of Tilburg University, Towards a Resilient Society, Health and Well-being, and Creating Value from Data. Our research addresses culture, communication, morality and other humanities issues. |
| 3. Education for a digital society | d. We will implement generously the Tilburg Educational Profile  
e. Philosophy courses for all BA-students, on moral and social philosophy and philosophy of science are well taught and appreciated. |
| 4. Develop our educational portfolio | f. We’ll develop further the University College Tilburg, the bachelor “Online culture”, the track New Media Design and the philosophy master. Data Science and Society and CSAI will become self-standing programs, and we will develop a program in ‘medical humanities’.  
g. By 2021 the intake in bachelor programs has grown by at least 50%; and in master programs by 30%, relative to 2016-2017.  
h. Non-degree programs will be developed. |
| 5. An active Graduate School and healthy research environment | i. The Graduate School assists all PhD candidates in their development, also for careers outside the academic world.  
j. Publications are of high standing. We will develop an Open Access policy. |
| 6. An inclusive and diverse community | k. We will increase the number of women in the leadership and among the full professors.  
l. In our housing, we nourish informal interactions and an open culture. We integrate faculty members who work part of their time at locations away from the campus.  
m. Leadership is accessible and open to challenges, focused on service to the aims of the school and the university. |
Humanities for a Digital Society, 2018-2021
Towards *The Tilburg School of Humanities and Digital Sciences*

**VISION**
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As Tilburg School of Humanities and Digital Sciences we focus on humans in the context of the globalizing digital society, on the development of artificial intelligence and interactive technologies, on their impact on communication, culture and society, and on moral and existential challenges that arise.

**AMBITIONS**
We will become known for what we are: *The Tilburg School of Humanities and Digital Sciences*. Our ambitions are the following:

**To Understand Humans in Digital Society and to Contribute to its Future**
We aspire to *contribute* to a digital society that is beneficial for humans with multiple identities, ambitions and conditions. We seek to *understand* the consequences of digitalization, globalization and pluralism. We also seek to challenge society and our university with critical thinking. We develop interactive technologies and study experiences of users. We promote a healthy public sphere by understanding processes of globalization and transformation. We reflect upon responsibilities and the character of knowledge in an age reshaped by digital technologies and new artefacts.

**To Educate Humans for Our Time**
We *educate* students who live, learn and work in a digital society, and can reflect critically upon social and cultural developments. We help them acquire relevant knowledge and 21st century skills. They develop themselves as citizens prepared for digital society, according to the educational vision of Tilburg University that focuses on knowledge, skills and character. Our education adds value by engaging students in intensive interactions in small groups and laboratory settings. Our students will be prepared for jobs on a changing labor market. Our school also offers attractive and relevant educational programs for people in later stages of their career.

**To Exemplify a Humane Community**
As Tilburg School of Humanities and Digital Sciences, we have the ambition to be *an inclusive and diverse community* within the digital society. We provide a safe ‘home’ base for a diverse group of Dutch and international students and staff. We “practice what we preach”.

STRATEGY AND OBJECTIVES, 2018 – 2021

We do not pretend to know in advance what will happen in the next couple of years. The creativity of our faculty cannot and should not be restricted by a formal plan. We formulate at a general level our ambitions for the Tilburg School of Humanities.

1. Towards The Tilburg School of Humanities and Digital Sciences
   - We will change our name into *The Tilburg School of Humanities and Digital Sciences*. The “and” in “Humanities and Digital Sciences” is not merely an addition, as if some people do A, while others do B. All our work takes place in the context of the digital society. And all our work concentrates on communication, culture, values and traditions, and other facets of human social existence and identity making typically studied in the humanities. Digital sciences and related technologies such as computer sciences and Artificial Intelligence’ change our world and facilitate new ways to understand and model human behavior.
   - As humans who engage in humanities, our work ranges from experimental work and AI to reflective, challenging discourse. It engages interactions, identities, the university in our time, democratic discourses in the public sphere, and the ways we handle diversity given the mobility of humans, practices and ideas.
   - As Tilburg School of Humanities and Digital Sciences we contribute to Tilburg University, collaborating with other schools where useful and complementary where appropriate.
   - We present ourselves in the Netherlands and internationally actively as a School of Humanities that focuses on modern technologies in the context of the globalizing digital society, on the development of such technologies, on the impact of such technologies on culture and society, and on moral and existential challenges that they might raise.
   - We promote interaction within the school in ways that strengthen the profile. We will have monthly school-wide seminars on humanities in the digital society. The TSH Traineeships are collaborative research projects involving students and faculty.

2. Humanities research with a focus on the impact themes of Tilburg University
   - Our profile will be developed in research and societal impact in all three major research and impact themes of Tilburg University: Towards a resilient society, Health and well-being, and Creating value from data. We are well prepared to do so with our expertise on the public sphere, professional ethics, and cultural diversity, and in medical humanities, eHealth and medical communication, and on communication, cognition and artificial intelligence. In all those domains moral discourse and philosophy, culture, and communication are relevant; understanding these is necessary for constructive contributions and criticism.
   - Within the school, we will stimulate collaboration on the three major research and impact themes, and as a school contribute to these themes of the university. We will facilitate projects to develop our engagement in these university-wide themes. Other positions will be filled in ways that strengthen our participation in these three themes.
   - Through our involvement in JADS (Den Bosch) and the Spoorzone (Tilburg) we will develop our involvement in interactive technologies and ‘creating value from data’, in collaboration with businesses.
3. **Education for a digital society**
   - We implement generously the *Tilburg Educational Profile*, inspired by the educational vision with its emphasis on *knowledge, skills and character*. We nourish *skills* needed in the digital society. With the *mobility window*, we enhance for each student the possibility to integrate international experience or an internship, or to develop additional strengths. In *small scale, intensive teaching* active engagement with course materials has priority over content.
   - By content and student participation, we create *international classrooms* as much as possible. In bachelor and master programs the majority of courses will be offered in English. However, some programs will continue to offer courses in Dutch, as we also have a responsibility for our own context by training teachers and others who can work effectively in communication and cultural leadership in the Netherlands.
   - *Quality* shows itself primarily in the development of our students, rather than in selection upon entry. We evaluate regularly courses and curricula, follow up on evaluations, and communicate on this to students and faculty. We promote student participation in evaluation processes. By the end of this period, all teaching faculty will have the university teaching qualification (BKO) as evidence of their qualities, or – if recently employed – will be working towards it. Some of our faculty will acquire advanced teaching qualifications (SKO), and contribute to the further development of excellent and relevant educational programs.
   - We will make sure that *philosophy* courses on topics in ethics and social philosophy and in philosophy of science, which are an integral element of the educational vision of Tilburg University for all its bachelor students, are well taught and appreciated by the students as relevant to their academic and personal development.
   - We experiment with innovative forms of teaching such as team teaching in UCT and Diggit Magazine, an e-zine made and used in the BA ‘Online Culture’. We enrich the educational offer to all Tilburg students by coordinating the honors program Discourses on Europe. We would like to see the development of university wide minor programs (using the mobility window in bachelor programs) with adequate financial arrangements, so that students can supplement their course of studies with a minor that broadens or deepens their profile.

4. **Develop our educational portfolio**
   - We will develop our portfolio in accordance with the profile, building upon recent developments and initiatives. This includes in particular:
     - Continued development and marketing of University College Tilburg until we have cohorts of 200 students annually, of which 50 % international students.
     - Continued development and marketing of the BA ‘online culture’ with Diggit Magazine as an educational tool that prepares students for their digital presence.
     - The creation of an MSc Data Science and Society, in collaboration with TiSEM, TSB and TLS, by 2018, from the MSc track Data Science, Business and Governance.
     - ‘New Media Design’ and ‘Cognitive Science and Artificial Intelligence’ (both BSc and MSc), starting in 2017, and their development, with laboratories to develop skills.
     - ‘Philosophy of Contemporary Challenges’ and ‘Philosophy of Humanity and Culture’ as new MA-tracks, and market further ‘Ethiek van bedrijf en organisatie’.
     - Exploration and preparation of a new MA option in medical humanities, to start in September 2019.
   - Our programs will have healthy numbers of students, so that all programs are viable and contribute to the school and the university. We will develop further our relations with
universities of applied sciences with premaster and master programs. We intend to realize by 2021 an overall growth of the intake in all BA/ BSc programs of at least 50 % and of the intake in all MA/ MSc programs of 30 %, relative to the intake for the academic year 2016-2017, if the university provides the necessary facilities for students and faculty (study advisors, class rooms, housing, marketing, etc.).

- Non-degree programs (executive education, post-experience education) will be explored and developed by each department, with in the period 2018-2019 a gradually expanding offer. JADS and the Spoorzone might provide additional opportunities.

5. **An active Graduate School and healthy research environment**
   - We have an active Graduate School which assists all PhD candidates in their development as scholars and researchers, for careers within the academic world and outside of it. Each Ph.D.-candidate – whether employed or self-funded, Dutch or international – has two supervisors, preferably both rooted within our school.
   - External PhD candidates will be involved in academic life through courses and seminars.
   - We will develop further good practices in data management, research ethics and integrity.
   - The independence of the committees that evaluate dissertations will be monitored by the director of the graduate school/ vice-dean for research.
   - Our faculty aims at publications that have high standing, whether as articles in journals or as books and book chapters with academically well-respected publishers. As rankings tend to be inadequate for various domains within the humanities, given the diversity of publication cultures, we will make use of other indicators of academic impact and relevance, such as the recently developed Quality of Research and Impact in the Humanities (KNAW and DLG; see [www.qrih.nl](http://www.qrih.nl)).
   - We will develop a policy to stimulate and support Open Access publishing.
   - Upcoming research assessments will be used to strengthen our research.

6. **An inclusive and diverse community: ‘Practice what you preach’**
   - We practice what we preach, by forming an inclusive community that is enriched by diversity among faculty and students. We take into account the needs of people in different stages of life (such as parents of young children). Given diversity in linguistic background, we conduct academic and administrative meetings in English when necessary. We increase the number of women in the leadership of the school and among the full professors, and thereby increase the availability of role models for students, Ph.D.-candidates, and junior faculty. We acknowledge that we also should reflect more the diversity within Dutch society. We advertise most positions internationally.
   - Students find a ‘home’ in their programs, as in teaching they are engaged as persons. Healthy study associations (studieverenigingen) strengthen the community and provide intellectual and social activities that strengthen their development and orientation on the labor market and the wider world. The university provides in the various buildings on campus facilities for individual study and small group interactions.
   - In our housing as a school, we nourish informal interactions and an open culture. For faculty working part of their time at locations away from the campus (Den Bosch, Spoorzone), the departments and school will have to take extra care to keep them integrated.
   - Leadership in departments, educational programs and in the school as a whole is accessible and open to challenges, in its service to the aims of the school and the university.