



Breda University
of Applied
Sciences

Strategy 2013 2017

Knowledge@work

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Leisure Hotel Entertainment Logistic Built
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Introduction

This strategic plan is the guideline for the period 2013-2017. The strategy of the past few years will be continued in many domains; a number of areas will be emphasised differently. In the last few years our strategy has aimed at embedding the development of knowledge in the organisation. Besides, NHTV has chosen, in some knowledge domains for which no academic programmes are offered in the Netherlands, to offer these programmes on our own. For some years, we have delivered two academic bachelor's programmes: Bachelor of Science Tourism (as a joint degree with Wageningen University) and International Leisure Sciences. By delivering these programmes, our profile has been strengthened even more.

For the years ahead, there will be a challenging task to give the organisation a more entrepreneurial character while retaining the clear profile, so that it will keep in close contact with industry regarding education and research. It will also collaborate intensively with companies and other knowledge institutions worldwide. This will not be an easy task in times of decreasing resources and strongly increasing administrative burden.

The strategy has been worked out in forty activities, which can be found in the numbered text blocks in the margin of the text. The performance agreements which NHTV has made with the Ministry of Education, Culture and Science for the period 2013 through 2015 have been processed in this strategic plan. They have also been included as an appendix.



Mission, vision and strategic objective

Knowledge development and valorisation

Education

In operation

Mission, vision and strategic objective

entrepreneurial knowledge institution

Mission

As NHTV wishes to be meaningful, we provide our students with an international study and work environment and train them to be inquisitive, responsible and entrepreneurial professionals qualified for the globalising job market. In practice-oriented and applied academic research, we address current and challenging issues which are related to developments in our knowledge domains. We want to inspire students and staff to optimally develop and use their talents to provide industry with innovative answers.

Profile

NHTV focuses on four knowledge domains.

Tourism, Leisure, Hotel, Entertainment

Tourism, Leisure, Hotel and Entertainment contribute substantially to increasing the quality of life, at an individual as well as a community level. Travel, culture, events, sports and hospitality can no longer be seen as separate from each other. This interconnected domain, for instance, is increasingly appreciated for its contributions to health care, sustainability, the improvement of people's living



environment, and economic innovations. In this respect, the steady merging of the real and digital worlds in the pursuit of leisure activities cannot go unnoticed. Consumers are increasingly taking control of their own need fulfilment process, but at the same time the need for personal attention and innovation of concepts, services and products is growing. This development clearly affects the consumer market as well as the business-to-business market. Clever crossovers will allow these sectors to seize the opportunities that present themselves.

Logistics

Logistics is no longer just about industrial production and transportation. Questions about efficiency and matters like 4C (Cross Chain Control Centres), intermodality and synchronicity, care logistics, and supply chain thinking in general, also target the heart of many other sectors. Reasons can be found in the field of finances, sustainability, and competitive consumers. That is why logistics is not only important to the Netherlands as a trading nation and its position in the big international flows of goods. It is also a growth sector, which is getting more meaningful in more and more fields, and which is continuously setting new challenges.

Built Environment, Real Estate, Facilities

The relation between environment, buildings and use is assuming an increasingly integrated character. Organisations use the image they evoke in their battle for human capital and customers. At the same time, there is a growing need for room to move, flexibility and the call for sustainability of neighbourhoods, buildings, space and use of space. The management of the workplace - facility management - is becoming increasingly important as a result. In order to be able to fascinate and retain the younger generations - our human talent - hospitality and experience should be key concerns in the development of work and care settings. This calls for a future-proof, sustainable environment with matching buildings. Dutch knowledge in this field occupies a prominent position worldwide, and it is a very strong export article.

Media & Game Technology and Design

In the coming years, the creative media and game industry will be going through constant changes. In addition to the many new applications (serious gaming, gamification, etc.) presented by these new technologies, the industry seems to





1 For Imagineering and Cross-Cultural Understanding road maps (with regard to curricula, research, partners) will be drawn up that will need to be realised in the period up to and including 2017.

2 From 2013/2014 entrepreneurship will be included in all curricula. From 2014/2015 this will also hold for Social Responsibility. In 2016 the number of starting entrepreneurs will have doubled compared to 2012.

be taking leaps forward in terms of digitalisation. Under the influence of technological advancements, the quality of game and media experiences will have to be raised even more, and the heart of the design process will see some fundamental changes. As it happens, these changes have already started. By offering games, media and music on online platforms or by adding digital extensions, direct insight is obtained into consumer behaviour (including media behaviour). The processing and interpretation of this kind of expansive data sets (big data) will facilitate an increasingly personal and location-specific game and media experience. Moreover, the design process will be increasingly supported by new computer technologies. As a result, the media production process will assume a more distinct digital character, as early as in the conceptual phase.

Vision

Firmly rooted in these four knowledge domains, NHTV (as a specialised institution) makes innovative choices all the time in order to keep the leading edge. Therefore, we relate knowledge development to the most challenging current questions from the industry, and subsequently, translate the knowledge that has been developed into educational material. We offer higher professional education as well as academic education in those fields in which there is no academic counterpart within higher education in the Netherlands. We would like to present ourselves as a valuable partner for industry which we are related to by our knowledge domains. When we will be celebrating our fifty-year anniversary in 2016, this will be extra visible.

We do not only want to provide students with domain-specific knowledge, but also relevant social knowledge and skills, so that they will be able to make good choices in professional practice. For quite some time, investments have been made in the development of knowledge and education in the field of the body of thoughts of Imagineering as a method to come to effective interventions on the basis of people's experience (and which will lead to business and social innovation). As an international institution we make the same investment in Cross-Cultural Understanding (1). Besides, Social Responsibility and Entrepreneurship are themes that will be included in all curricula (2).



Strategic aim

The strategic aim for 2017 is to further develop NHTV into an entrepreneurial and business-oriented institution of higher education which is considered to be an internationally renowned knowledge institution on the basis of the high quality of education and knowledge development (3).

Environment

The Ministry of Education, Culture and Science is making higher education more and more performance driven: setting higher standards, more profiling of institutions, and a more differentiated range of programmes. At the same time, the binary system is being upheld. Our experience is that we are missing out on opportunities nationally and internationally. What's more, although our university of applied sciences delivers both higher professional education and academic education, it cannot dispose of research resources for academic research because these are linked to the status of university. As a consequence, the boundaries of what is possible will have to be explored.

The national economic policy focuses on Top Sectors. NHTV links up with two Top Sectors: Logistics and Creative Industry. Meanwhile, the link with Top Sector Logistics has a solid basis. The study programmes of logistics jointly present themselves in the Centre of Expertise Logistics and have close ties with the top knowledge institute Dinalog. The Top Sector Creative Industry has far less structure and is organised in subareas. This link has meanwhile been realised in the relevant subareas Media, Gaming and Business Innovation (4).

The province and the region play an increasingly important role in this economic policy. In addition, it is expected that the three parties government, entrepreneurs and education will cooperate. Noord-Brabant entirely devotes itself to its development as innovative knowledge region. In this province, logistics is a focus area, just like the leisure economy. NHTV participates in these two focus areas. In the West-Brabant region, logistics and tourism are important focus areas for NHTV, which we contribute to as a partner. The Midden-Brabant region profiles itself with the Leisure Boulevard and logistics through Midpoint, in which NHTV is a partner (5).

As far as demographic developments are concerned, there will be a slight growth of 0- to 20-year-olds, after which there will be an extended period of population shrinkage just like in many other European countries.



3 In 2014 it will be investigated if the name of the institution still fits the (international) positioning.

4 Linking research to Top Sectors Logistics and Creative Industry.



5 NHTV is a partner in the execution of the Strategic Agenda West-Brabant and is a member of the Steering Group Logistics. Through Midpoint, NHTV participates in the Leisure Boulevard and the focus area Logistics. NHTV is a member of the Steering Group Leisure Economy and the Mobility and Infrastructure Committee that both direct the relevant provincial policy.

6

In 2017 there will be an extensive range of exchange opportunities for students and staff at renowned knowledge institutions worldwide.

7

In alignment with portfolio policy and the research programmes, strategic cooperation will be explored in 2014. A road map will be drawn up for each strategic partnership at year-end 2015.

8

In 2014 the alumni policy will be refocused on the new aim, and the Top 50 of most prominent alumni will be compiled.

Strategic collaboration

We maintain contacts with a large number of companies for the purpose of education (work placements, practical assignments and graduation projects). We also have an extensive international network of knowledge institutions at our disposal for student and staff exchange. This network will be strengthened qualitatively (6).

In the coming years emphasis will be put on strategic cooperation which ties in with our knowledge domains aiming at strengthening our focus and volume and/or our geographical position. This cooperation is embedded, for instance, in a joint degree and/or the link between research programmes. In the Netherlands the joint degree Bachelor of Science Tourism has been set up with Wageningen University with an intended long-term and intensive cooperation in the field of research and education. NHTV has such cooperative ties with Tilburg University in the field of Leisure Studies. It collaborates with several universities of applied sciences in the two Centres of Expertise; NHTV is leading partner of one of them. Internationally, broad strategic cooperation is strived for with some universities, also in emerging markets (7).

Discussions are regularly held at universities of applied sciences about a more far-reaching cooperation between institutions and possible mergers. If such opportunities are presented to NHTV, they should be critically judged. NHTV does not strive for growth and broadening its profile; all this should contribute to our current profile and focus, and strengthen our market position.

Alumni are a special and important category of relations. We would like to strengthen the ties with alumni since we consider them to be our most important ambassadors. We want to more directly involve alumni who take up prominent positions in society (our 'Top 50') in the role of advisers or guest speakers. They are important for our image, can appeal to students, can critically judge curricula and are a stepping stone to major social partners as well (8).



Knowledge development and valorisation

ties with the industry and international partners

Knowledge development and valorisation

Ties with the industry

The quality of the links with industry determines the extent to which NHTV will succeed in being a leading institution. We wish to be a valued partner for industry on the basis of the quality of our research. We aim at intensifying our cooperation with companies and institutions in the Netherlands, and in line with this aim, international trade and industry. To achieve this, hot spots for innovation will be identified for each of the four distinctive knowledge domains and worldwide a picture will be drawn of the future challenges. We want to be involved in the major issues in the knowledge domains to link up with innovative developments and contribute to them in a linking position between industry and knowledge/science. A network will be built per discipline at (international) hot spots with knowledge institutions and companies. In doing so, extra attention will be paid to the potential of emerging markets (9).

9

Identifying the global hot spots per knowledge domain in 2014. Building a network in the period 2014-2017.

10

A research programme 2014-2017 will be set up for each of the four knowledge domains in conjunction with industry.

11

The development in the coherence of the four forms of knowledge development will be monitored in the framework of quality assurance policy on an annual basis.

12

In 2014 we will formulate students' output of practical assignments in their role of suppliers of research data.

Research programmes

The driving force for the development of knowledge is the current (mid-term) demand of trendsetters in industry. Our knowledge workers (particularly professors) have the important task, in close consultation with these trendsetters, to identify and pinpoint (innovation) issues of the industry. The (mid-term) demand from industry per discipline will determine the focus of research and, along with it, the themes in which we will invest. Innovative cross-overs will get priority. A focused research programme will be established for each of the four knowledge domains, in which the boundaries of the academies will not play a role. The themes and output of professors will have to connect to these programmes (10).

Knowledge roles

NHTV distinguishes four forms of knowledge development that are linked and blend into one another. They enable us to allocate a role to employees, and facilitate cooperation between them:

1. translating knowledge into education, directly related to the curriculum
2. being active in consultancy and design and, vice versa, making practical knowledge relevant to education
3. conducting practice-oriented research and going deeply into academic reasoning and tenability of practice-oriented knowledge
4. conducting applied/conceptual research (11, 36).

The core of the interaction with industry takes place in roles 2 and 3, in which lies the driving force for knowledge development and connection with the professional practice. Role 4 will only, and thus temporarily, be fulfilled by doctoral students. After taking their PhD they will return to role 3, in which they will be deemed capable of acquiring assignments from industry as researchers together with professors, and carry out these assignments for the purpose of further developing knowledge and knowledge implementation. The blending of education and knowledge development will take place especially in role 1, in which it will be translated into education. As a result of lecturers participating in the research group, up-to-date knowledge will flow into education.

Final-year students can focus their thesis on research programmes and students doing work placements can collect information about trade and industry. Both groups are suppliers of (large quantities of) data for the purpose of research, thus enlarging the research capacity (12). In this way, NHTV can keep on offering excellent education, resulting in inquisitive and entrepreneurial professionals who have the power to play a role in innovation in industry.

Quality assurance

In October 2013, external validation of quality assurance of research (VKO) will take place at an institutional level. The result of this validation will be the starting point of further developing the quality policy with regard to research, for which a stronger emphasis will lie on appreciation by and added value for the industry (13).

Internationalisation

Professors and researchers are expected to be entrepreneurial and to be part of an international network of researchers. These networks are also the basis for international research projects, in which the 'societal challenges' in the Horizon 2020 Framework Programme for Research and Innovation of the European Union will be anticipated. A strategic long-term cooperation agreement will be entered into with a limited number of knowledge institutions in relation to the hot spots that are important to NHTV (14, 10).

Knowledge infrastructure

In the last few years, practice-oriented and applied research has increased in terms of scope and output. In the years ahead our mission will be to increase output even more while the financial resources available are decreasing. Researchers have to be able to work efficiently to be able to realise this output, and they may count on adequate support. Assignments will have to come from industry and via requests for subsidies and/or have to be carried out as contract research in conjunction with (a network of) companies. This requires skills in acquisition and legal, financial and administrative support. This support structure should be of a more robust nature and contribute to growth of tertiary sources of funding. This internal knowledge infrastructure will have to be a well-oiled machine in 2017, in which researchers and supporting staff will collaborate intensively and which will show, far more clearly than in the present situation, what NHTV's knowledge product portfolio is (15).

Valorisation

Firstly, valorisation is realised by employability of graduates. Furthermore, we want to transform relevant knowledge into products, services, processes and new economic activity in co-creation with industry. We also want to have employees participate, more than we have had to date, in public debate, and make an active social contribution.

NHTV wants to strike a balance between research and application in industry. This requires cooperation with companies or institutions to solve problems and/or create new opportunities. In the past few years we have organised cooperative

13

In 2014 the quality assurance policy will be tightened on the basis of validation of quality assurance of research.

14

International alignment will be strengthened on the basis of research programmes. With potential partners we will increase opportunities for successful applications (see 10 as well).

15

Support structure will comprise:

- training research skills (see 36a as well)
- facilitating knowledge sharing
- providing access to the most important research databases via NHTV library
- supplying and controlling research tools
- facilitating publications, preferably in open access and with open data
- acquiring subsidies, focusing more on European subsidy programmes.



16

Monitoring Centres of Expertise by Review Committee in autumn 2013 and at year-end 2014. Guaranteeing continuity for the Centres of Expertise Tourism, Leisure, Hospitality and Logistics in 2016.

NHTV will monitor the development of the Centre of Expertise in the knowledge domain Media & Game Technology and Design.

17

Carrying out the annual plan agreed on with Starterslift in the framework of the Valorisation programme West- and Midden-Brabant and adding further details to the holding in this plan.

ventures through five knowledge centres: Knowledge Centre Coastal Tourism, Centre for Leisure and Tourism Research (in conjunction with Tilburg University and Wageningen University), Medialab, Hospitality@work and Advice and Innovation Centre for Urban Development, Logistics and Mobility. These knowledge centres should link up with the research programmes per knowledge domain, and will have to prove their right to exist again and again.

We are still in the initial phase of creating public-private forms of cooperation. We will have to gain experience in this field in the years ahead. For two of the four knowledge domains, this will be made possible via the Centre of Expertise Tourism, Leisure, Hospitality and the Centre of Expertise Logistics (16). Industry shows a great deal of interest in the expertise available in the knowledge domain Media & Game Technology and Design. In this domain we are going to build a knowledge centre on our own that will be valued by industry internationally and will contribute to the Top Sector Creative Industry.

To create a climate for new economic activity and facilitate a scheme for valorisation, NHTV participates in the Valorisation Programme West- and Midden-Brabant, which is carried out with Starterslift managing the process, and will be continued up to and including 2016 (17, 21). Our partners in this programme are Tilburg University and Avans University of Applied Sciences. The programme has four pillars: stimulating entrepreneurship via education, supporting starting entrepreneurs, creating new economic activity on the basis of commercial use of developed knowledge and supporting growing enterprises. Our challenges lie in translating promising services or products into new economic activity on the initiative of NHTV itself, one or more employees and/or students. These new activities can be placed as start-ups or spin-offs in the NHTV Business holding. This will enable interested entrepreneurial students, lecturers and professors to participate and/or start a company of their own.

In the coming years the infrastructure will have to be worked out further, in which an issue such as intellectual property will play an important role, both in the relation NHTV - company and in the relation NHTV - employee or NHTV - student. The development of a campus on which housing for starting economic activities will be provided may contribute to strengthening the valorisation function.



Education

top education in an international study and work environment

Portfolio

NHTV offers professional and academic study programmes covering associate, bachelor's and master's level degrees and executive education. We want to provide top education in the four knowledge domains to offer students an excellent qualification for the job market. We will accommodate as many (educational) questions in our knowledge domains as possible within the existing domains/programmes. New programmes on offer will have to be based on demand from the market, in which the point of departure will be that there is not yet an adequate programme on offer elsewhere in the Netherlands (18). This holds for higher professional education and academic education, regular and executive tracks. Evidently, all study programmes will have to cover their own costs. Executive education will be offered at commercial rates and placed in a unit yet to be organised.

For the supply of master's programmes, the principle will be that all students of bachelor's programmes can continue their studies in a master's programme. This will be made possible via a broadened range of programmes (still to be created), via a deepened range if there is a demand on the job market, and, on top of that,

18

- Developing portfolio:
- 2013: application for funding master's programme in Imagineering
 - 2014: start master's programme in Game Technology
 - 2014: application for funding master's programme in Media Innovation
 - 2014: feasibility study into deepening and broadening the supply of, among other things, a professional master's programme in Logistics
 - 2014/2015: premaster's tracks, refocusing agreements on continued studies with universities
 - 2014/2015: feasibility study into joint MSc Tourism in conjunction with Wageningen University.



19
Updating educational vision in 2014/2015.

20
Designing selection and enrolment policy in 2013 partly on the basis of the Quality in Diversity Act.

if the bachelor's programme as a supplier has sufficient volume. Selection of students will be a part of the admission procedure to the NHTV master's programmes. Wherever there is a demand, and if possible, we will enter into agreements with universities (in the Netherlands and abroad) about (seamless) continued studies in a master's programme, for which NHTV will offer a premaster's programme. If the master's programmes fit in with the Top Sectors, they will, if possible, be offered as subsidised professional master's programmes.

Educational vision

Students will be offered the knowledge and support they will need to develop into inquisitive, entrepreneurial and responsible professionals with a profound knowledge in terms of content in an international context. They will be capable of keeping on developing, looking beyond their own subject field, and approaching a problem from a range of perspectives. In the educational vision 'NHTV based learning' the foundation will be laid by imagineering and cross-cultural aspects, internationalisation and development of knowledge. This vision will be updated, and in doing so, the elements that are so very characteristic of our education will be illustrated. Think, for example, of the short distance between students and lecturers, accessibility of lecturers, education and development of knowledge being closely interwoven, activating education, students' own responsibility, and actively participating in the (digital) learning community. Entrepreneurship and Social Responsibility are components of this vision (19).

Top education

NHTV opts for quality in education so that graduates will have the best starter positions on the job market. We wish to be among the best. As a consequence, student numbers will be looked at, which should be sufficient to be able to offer students attractive options, but uncontrollable growth that may lead to the quality being affected should be avoided. For this reason, and to avoid ill-considered study choices, enrolment restriction and/or selection will be continued for many study programmes. We will cooperate with supplying educational institutions to see to it that the link to higher professional education is optimal (20).



NHTV wants to anticipate the various types of intake of first-year students by offering various study tracks:

- > all bachelor's programmes will offer opportunities for specialisation in the main phase
- > three-year vwo tracks will be offered to enlarge the percentage of vwo students; these tracks will also be attractive to foreign students
- > an honours programme of 20 to 30 ECTS will be developed at institutional level for students performing above average in the bachelor's programmes; components of this programme will be an academic premaster's, imagineering and entrepreneurship
- > graduation projects at companies or with own companies will be encouraged and facilitated via Starterslift (21).

Educational performance

We want to attract (intrinsically) motivated students through enrolment restriction, matching and/or selection 'before the gate'. We will use a high binding recommendation regarding the continuation of studies in the first year to select students that are capable of graduating nominally after the propaedeutic year. We also want to experiment with a binding recommendation in later years of study to promote student progress. In this way, we want to create an ambitious study environment. Besides, we will improve our services to students during the registration process and study programmes to achieve a high quality and service level on these points as well. It will be monitored whether all these measures will have the desired effect (22).

Continuous investments will be made in the quality of study programmes in terms of content and education. In the coming years, results from accreditations and student satisfaction surveys will need to be kept at the high level that has been reached so far (23). International quality marks such as the ones from United Nations World Tourism Organization (UNWTO), International Facility Management Association (IFMA) and World Leisure Organization (WLO) are deemed important. Wherever possible and relevant the number of quality marks will be extended.

21
Per 31 December 2015:

- 15% vwo graduates
- 3% students of bachelor's programmes will attend honours programme
- entrepreneurial programmes will have been updated.

22
Gradual increase of binding recommendation. Participating in possible pilots regarding binding recommendation in later years of study. Maintaining minimal contact hours.
Per 31 December 2015:

- study success rate 75%
- dropouts max. 28%
- students switching study programme max. 4%

23
In 2016: In NVAO accreditations at least 50% of standards are assessed 'good' or 'excellent'. Each programme will have a distinctive feature in 2016. In rankings each programme in top 3 of 'Keuzegids HBO Voltijd'.

24

Per 31 December 2015 5% growth of students in technical programmes (not including Game programme) through:

- bachelor's programmes
- master's programmes
- supply of technical modules for students of economic programmes .

Technical education

There is a shortage of technically educated professionals and this will increase even more in the next few years. In line with the Dutch Top Sector policy NHTV strives for a growth of 5% in the period 2012-2016 in the technical study programmes, not including the professional bachelor's programme International Game Architecture and Design, which has an enrolment restriction to be able to keep guaranteeing the high quality of the study programme. Also, the supply of professional (technical) master's programmes which are linked to the Top Sectors Logistics and Creative Industry will be expanded as a subsidised professional master's programme whenever possible (24).

25

Per 31 December 2015 60% of students earn at least 30 ECTS abroad by doing a work placement, graduation project, double degree or participating in an exchange programme.

Internationalisation

NHTV opted for profiling itself as an international institution for higher education years ago. The basis of this choice lies in the international curriculum, in which the content of the programme and practical cases are placed in an international perspective. In the meantime, the greater part of our programmes are delivered in English or have an English variant, half of the students attend English-taught courses, and more than 50% of students do their work placements abroad (25). For student exchanges we strive for a balance: outbound student mobility enhances international experiences of students, and inbound students and staff contribute to study groups consisting of various nationalities (international classroom). The partner network for exchanges will be strengthened.

NHTV wants to play a more prominent role in international education by implementing international strategic partnerships, on hot spots and preferably in emerging markets, through the set-up of joint research and education programmes. Since recruiting international students for master's programmes is easier and offers many opportunities on the global market, the marketing policy focusing on master's programmes will be broadened.

Internationalisation@home will get extra attention to create an attractive international study and work environment for students and staff (26).

For the coming years this means we will:

- > continue to work on linking the international professional practice to the curricula
- > apply the international classroom in all English-taught study programmes.

This will offer students a rich learning environment that requires a great deal of effort from both lecturers and foreign and Dutch students. This international learning environment requires an optimal diversity of cultures within groups



26

Internationalisation@home in 2017:

- international classroom in all English-taught programmes
- training course in cross-cultural skills realised for all lecturers
- command of the English language fitting one's position.



- > emphasise the international professional practice even more in Dutch-taught study programmes
- > offer a training course in cross-cultural skills to all lecturers; after this phase of creating more awareness, this knowledge will be embedded within all study programmes (also the Dutch-taught courses) with the additional goal of including foreign students into the student community in a better way
- > implement the current policy that staff should master the English language at a level that fits their position.

E-learning and distance learning

E-learning will take a more prominent place in education, on the one hand, to better facilitate students and, on the other hand, to reach new target groups as international institution for higher education, and strengthen our market position. We want to offer students more possibilities to study regardless of place and time. By optimising the digital learning environment and developing digital course material we will enhance efficiency to enable more small-scale and interactive learning, and intensify contacts between students and staff and among students. With the aid of open educational resources we will offer excellent components from the programmes to reach new target groups through distance learning. A laboratory will be established to speed up this process and see to it that knowledge and products will be available to the entire institution at once. We will give priority to products that can be used across the board, or are of an exceptional quality and meet a strong demand (27).

Students

The choice of quality above quantity means control of student numbers through a capacity enrolment restriction and/or selection. In the coming years we will strive for stability, but a growth in student numbers may be possible through a limited growth of small study programmes and/or other forms of education such as distance learning. We will define desired student numbers for all our educational programmes which will guarantee quality and cost-effectiveness. In this respect, performance agreements have been made for the study programmes in logistics (28).



27

Instructions for the lab as a room for development:

- optimising digital learning environment
- training employees
- developing generic material for education and research and making this available NHTV wide
- creating showcases and facilitating sharing of knowledge.

28

Determining the desired student numbers for all programmes. In the performance agreements it was laid down that enrolment in logistics programmes will be over 200 students per 31 December 2015.



29

15% of the degree-seeking students will be foreign with diverse nationalities and cultural backgrounds in 2017.



30

The need for executive programmes will be identified within the knowledge domains and a suitable organisational structure will be created.

As an international institution we do not exclusively aim at a very high number of foreign 'degree seeking' students, but rather at a big cultural diversity that also fulfils an important role in the international classroom (29). Recruitment is aimed at better and highly motivated students. More attention will also be paid to the recruitment of students for master's programmes since their growth potential is considerable. Within the Netherlands, we have a supra-regional function here that we want to strengthen in the years ahead.

We encourage students to create a lively, international student community through student unions, cultural and sport activities. Furthermore, we stimulate students to show their involvement in their neighbourhood and the city by undertaking cultural and social activities within and outside their own study programme. Also, we encourage and support student groups who make themselves available for social, innovative projects in the Netherlands or abroad on the basis of their sense of responsibility.

Three institutions of higher education are located in Breda totalling over 20,000 students. Students are meaningful for Breda's flourishing culturally and economically. However, the city does not offer the amenities and housing possibilities an international student city needs. In consultation with the municipality of Breda, housing corporations and other social institutions, we will keep on making an effort to develop Breda into a truly international student city.

Executive education

In the last few years it has appeared that we have been most successful in management courses for (middle) management. Without excluding other commercial training activities, we will focus on executive programmes in an international context through training courses, master classes or study programmes. In view of the nature of these activities, we will place the activities in the framework of these executive programmes with and facilitate them from an organisational unit that focuses on these programmes (30).



In operation

the organisation in transition

Culture

This strategic plan emphasises the link to industry and entrepreneurial and business-oriented activities. Having our windows open, looking and listening to industry, detecting innovative cross-overs, having an international focus, making socially responsible and sustainable choices, and acting in NHTV's interest. Operational management is based on effectiveness, sustainability and optimally facilitating primary processes.

NHTV's strength lies in the culture that provides room for professional development and is experienced as ambitious and inspiring. We also want to use this strength to further focus on output, realising long-lasting deployment of employees and optimising the processes within the organisation. In doing so, important responsibility is also given to employees to shape their own development, and to make contributions to NHTV's ambitious aims. We also expect our employees to have a look across the boundaries of study programmes, departments or academies and collaborate with one another.



31

Optimising management information:

- 2013: developing of dashboard
- 2014: Service Level Agreements
- 2014/2015: educational logistics
- 2015: real-time management information.

32

Early 2014 it will be checked systematically which activities will be ended.

33

In 2014: being prepared for the NVAO Institutional Audit that assesses whether the institution uses an effective system of quality assurance that is based on its vision of quality of education.

Governance

In the years ahead, we will work on the basis of the governance model that is implemented from 2012 and that puts responsibilities in the organisation at the lowest levels possible. In doing so, our starting point is the Executive Board setting the scope, joint responsibility of the Board and the academy directors for policy making and, subsequently, the Board assessing the execution. We want to keep communication lines as short as possible, and make clear decisions.

Optimising processes

We want to spend as many resources as possible on the primary processes education and development of knowledge. Lecturers, professors and researchers should be able to concentrate on their educational and research duties as regards content. At the same time, our ambition is to become an entrepreneurial institution. This will require room for development and investment in a period of decreasing financial resources and increasing governmental rules and regulations.

By streamlining processes in the organisation in such a way that primary processes are supported well and efficiently, we want to perform better, stay in control, and (financial) room for the desired transition will emerge (31). This will go hand in hand with standardisation and restraint, and requires discipline, clear agreements, and realistic expectations. Since we will gladly develop new initiatives as an innovative institution, and hive off existing tasks with difficulty, we will, in this process, also check systematically which activities will be ended to create room for new ones (32).

This process will possibly evoke tension with the existing culture as described above, for at the same time we want to facilitate and innovate study programmes, the development of knowledge and commercial services, and bring them closer to the market. In order to make this double professionalisation process possible, co-creation by employees in the supporting services and the primary process is a precondition. All employees will be expected to make an effort. We will explore how we can support and monitor this complex process (33).



Future-oriented deployment

NHTV invests in its staff by training courses, coaching, master's and PhD tracks in the years ahead as well (34). Expertise and involvement of lecturers, professors and researchers determine the quality of education and the development of knowledge (35). They should be inspiring, entrepreneurial and knowledgeable, and show integrity.

We opt for both new educational methods and new target groups in this strategic plan, but also entrepreneurship in education and knowledge development. On the basis of their position and duties, we expect staff to make contributions and take their professional responsibility to continue developing and participate in professional networks in their disciplines, didactically and in relation to industry. In this way, the individual employee can keep his/her market value and sustainable usability in employment (36).

As an international institution with approx. 10% foreign employees, and still striving for a slight rise of this percentage, we will have to ensure good expat provisions and establish an effective external network, so that they will feel at home inside and outside NHTV. In both fields, further steps should be taken in conjunction with other knowledge institutions, companies, municipality/municipalities and the region (37).

We would like to realise more flexibility in the number of staff; on the one hand, to be able to react adequately to unexpected growth and shrinkage situations, and on the other hand, to rapidly have up-to-date knowledge at our disposal. Therefore we will make an effort to employ more professionals from industry on a temporary basis on behalf of the primary process to be able to deploy them in our study programmes and/or the development of knowledge. Furthermore, we strive for more expertise from the international field by having more 'visiting professors' work for NHTV on a fixed-term contract.

34

85% of lecturers will hold a master's degree or PhD in 2016.

35

Every lecturer with an employment contract of 0.7 fte or more will have an educational and a knowledge role.

36

Quality aspects of lecturers that are focused on:

- research skills
- ICT skills
- knowledge of and experience with a cross-cultural learning and working environment
- a certificate in didactical skills prior to entering into an employment contract
- (international) practical experience, which will be linked to the knowledge role
- minimum level of English C1 for lecturers teaching in English-taught programmes

From 2014 annual monitoring through professionalism scan.

37

Professional expat provisions will have been realised in 2016.

38

Housing:

- 2013: purchase of convent
- 2014: start building Con-neX
- 2016: rebuilding of convent completed
- 2018: renovation of Mgr. Hopmansstraat building completed.

Sustainable housing

In the next few years there will be a situation of transition from four locations in the city of Breda to eventually two: Mgr. Hopmansstraat and Sibeliuslaan. Purchasing the convent at Mgr. Hopmansstraat should lead to a campus being designed for all activities on this location including the Con-neX building for starting entrepreneurs, which NHTV is becoming a co-shareholder of.

To create a real campus, a green area between the buildings will be designed. In reconstruction activities, sustainable materials and solutions will be preferred, for which both construction and use will be taken into account. The plans should have been fully realised in 2018 (38).

Opportunities and risk management

We choose our own course, but at the same time we are connected to the environment in all facets of acting. The economic situation in the Netherlands and the dynamics of higher education determine the space to act to a high degree. Therefore, we will also identify the risk factors that may influence the implementation of this strategy in the years ahead:

- > decreasing public finances
- > performance agreements
- > no funding of academic research within higher professional education
- > intake, both demographical developments and the shifting interest in study programmes of youngsters
- > financing the Centres of Expertise
- > domestic job market perspective of tourism and leisure
- > investment programme in the framework of housing
- > developments of broad bachelor's programmes in higher professional education.



Execution

In this strategic plan we put emphasis on different matters: more focus in the knowledge domains prioritising cross-overs, intensifying the relation with industry, and a more business-oriented approach. All this to strengthen NHTV's profile even more.

We want to carry out this strategic plan in phases (39). This means that we will set priorities annually on the basis of what has been achieved and the opportunities we will be offered by the available human resources and finances at that particular moment. We will continuously monitor the progress.

It is the task of the Executive Board and management to facilitate and manage processes effectively, to inspire and create space for professionals both with regard to content and available time (40). The other way round, the professional is expected to make a visible contribution that is linked to the choices in terms of content that are made in this strategic plan. In connections between staff, students and industry lie the opportunities for NHTV's success in the years ahead.



39

Priorities for the relevant budget year will be put on the agenda of the Executive Board annually.

40

In 2013: supporting horizontal communication across boundaries of organisational units with an internal digital market place for matching supply and demand of capacity, ideas, support and knowledge.



Distinctive profile, focus and valorisation

Portfolio

Expansion of the portfolio through master's programmes and academic education within the knowledge domains of NHTV, for which no programme is offered by other institutions in the Netherlands yet. NHTV wants to be recognised by the Ministry of Education, Culture and Science as a specialised institution for higher education with a portfolio of higher professional and academic education and practice-oriented and academic research to elaborate the profile until 2016 (18).

Research

All lecturers will be involved in the development of knowledge via four knowledge roles. NHTV will expand its research to provide a framework for its unique position of institution of higher education with higher professional and academic study programmes. A precondition is that NHTV will dispose of research funds to give substance to the profile (18).

Lecturer profile

The professionalism scan will be developed and carried out until 2016; in doing so, a link will be made with the knowledge roles (36).

Honours programmes

Honours programme of 30 ECTS, in which 3% of the bachelor's students (graduates from vwo, havo and mbo) will participate in 2016 (21).

Vwo tracks

The percentage of vwo graduates in the professional bachelor's programmes will be 15% in 2016. A precondition set is that the Quality in Diversity Act, which the state secretary of the Ministry of Education, Culture and Science announced in his letter of 26 April 2012, will be offering sufficient room for the three-year track for vwo graduates in relation to 240 ECTS. A three-year track for vwo graduates should be attractive to both students and the institution. The Ministry of Education, Culture and Science is expected to make a clear effort in its policy making to encourage vwo graduates to choose three-year vwo tracks in higher professional education (21).

Technical programmes

An increase in students in technical programmes of 5% in the period up to 2016 (except for International Game Architecture and Design, of which enrolment restriction will be maintained with regard to the job market) by:

- > increased intake in other technical study programmes (24)
- > professional master's programme in Game Technology (18, 24)
- > professional master's programme in Logistics (in consultation with Dinalog) (18, 24)
- > supply of technical modules for students in economic study programmes (24).

Internationalisation

60% of students that graduate will have earned at least 30 ECTS abroad in 2016 (25).

Focus and Top Sectors

NHTV will apply for the Centre of Expertise Tourism, Leisure, Hospitality together with Stenden University of Applied Sciences and HZ University of Applied Sciences. This Centre will be strengthened with input from CeLToR, in which NHTV cooperates with Wageningen University and Tilburg University (16).

Contributions to the Top Sector Logistics via the Human Capital Agenda:

- > Centre of Expertise Logistics/Knowledge Distribution Centre in a consortium with Rotterdam University of Applied Sciences, Amsterdam University of Applied Sciences, Fontys Venlo University of Applied Sciences, Windesheim University of Applied Sciences and HAN University of Applied Sciences (16)
 - > intake in the two bachelor's programmes in Logistics will be over 200 in 2016 (28)
 - > developing the professional master's programme in Logistics after feasibility study in consultation with top institution Dinalog (18)
 - > cooperation with HZ University of Applied Sciences to make a contribution to logistical developments in the Southwest Delta region.
- Innovation contract: linking research to the Top Sector Logistics and the focus areas in the province of Noord-Brabant and the Southwest Delta region (4).

Contributions to the Top Sector Creative Industry via the Human Capital Agenda:

- > linking the existing master's programme Imagineering, business innovation from the experience perspective to the Top Sector (18)
 - > developing the existing master's programme in Media Innovation to the Top Sector (18)
 - > developing the master's programme in Game Technology in 2012, and applying for it in 2013 on the basis of the subsidy of the Ministry of Education, Culture and Science for master's programmes for the purpose of Top Sectors (18)
 - > renewing and expanding entrepreneurial education (21).
- Innovation contract: linking research to the themes Media & ICT, Game, Business Innovation, Built Environment, Cultural Heritage of the Top Sector Creative Industry (4).

Valorisation

NHTV strives for a 25% growth in publications in national and international academic and/or trade journals in 2016.

NHTV will make the agreed contributions to the Valorisation programme West- and Midden-Brabant (stimulating entrepreneurs, supporting starting entrepreneurs and creating new economic activity via the Transfer Office).

The following will be realised within this project:

- > embedding valorisation in the organisational structure
 - > further developing entrepreneurial study programmes
 - > aligning with and making contributions to regional economic development.
- With its international experience, NHTV will contribute to regional/provincial innovative economic activities (Agenda of Brabant, Strategic Agenda West-Brabant) (17).

Educational quality and study success

Educational quality

At least 50% of the 'standards' will be assessed 'good' or 'excellent' in NVAO accreditations in 2016. The aim is that each study programme will obtain a distinctive feature. In rankings, each study programme will belong to the top 3 of 'Keuzegids HBO Voltijd' (23).

Study success

The binding recommendation regarding the continuation of studies (BSA) will be raised to at least 52 ECTS for all bachelor's programmes in 2012/2013, and subsequently, raised further step by step on the basis of experiences with matching and selection (22).

Dropout rates from the institution will remain a maximum 28% until 2016, and the percentage of students switching their study programme will remain a maximum 4% until 2016.

The study success rate will be 75% in 2016 (22).

As a precondition, NHTV sees the possibility of 100% decentral selection for all study programmes without introducing enrolment restriction.

Quality of lecturers

- > In 2013 all lecturers work in education and in the development of knowledge according to the four knowledge roles (35).
- > In 2016 85% of lecturers hold a master's degree or PhD (34).
- > In 2016 the research skills training course will have been introduced (36).
- > In 2016 the cross-cultural skills training course will have been introduced (36).

Educational intensity

NHTV will maintain at least the current level of contact hours in the period until 2016 (22).

Indirect costs

NHTV is of the opinion that lecturers should be able to entirely focus on their educational and research tasks with regard to content, and their teaching role. It will be crucial that lecturers can work optimally. NHTV wants to prevent a shift of tasks from supporting staff to lecturers. NHTV strives for total supporting staff and services below benchmark average.

NHTV Breda University of Applied Sciences

- > more than 7,000 students
- > almost 13% of the total student population are foreigners
- > over 50 nationalities
- > nearly 700 staff members
- > 10% of the staff members are from abroad

Programmes

Dutch-taught programmes

Associate Degree

- > Functiegericht toerisme en recreatie

Professional bachelor's programmes

- > Functiegericht toerisme en recreatie
- > Logistiek en economie
- > Logistiek en technische vervoerskunde
- > Management toerisme
- > Mobiliteit
- > Ruimtelijke ordening en planologie
- > Vrijtijdsmanagement

English-taught programmes

Professional bachelor's programmes

- > International Game Architecture and Design
- > International Hotel Management
- > International Leisure Management
- > International Logistics and Economics
- > International Logistics and Transport Management
- > International Media and Entertainment Management
- > International Real Estate and Facility Management
- > International Tourism Management
- > International Traffic Management

Academic bachelor's programmes

- > Bachelor of Science Tourism
joint degree with Wageningen University
- > International Leisure Studies

Professional master's programmes

- > Master in Game Technology (regular; start 2014)
- > Master in Imagineering (regular and executive)
- > Master in Media Innovation (regular and executive)
- > Master in Tourism Destination Management (regular)

Academic master's programmes

- > Master in Leisure Studies (regular)
due to start in September 2014, in cooperation with Tilburg University

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