

We make the future together



Strategic Plan
2026-2031

16 december 2025

Table of contents

Introduction 3

1 What is going on around us 4

2 What we stand for 5

2.1 Mission and vision 5

2.2 Core values 6

2.3 Our promise to students, professionals and the region 7

3 What we are aiming for 8

Environment 9

Education 11

Research 13

Organisation 15

Introduction



What will Hanze look like in 30 years? Will classrooms still exist then? Will we still learn and research on a campus or will we do so in the middle of society? Everyone has their own perspectives, ideas and dreams about it. There is no one-size-fits-all answer, and that is just as well. The world around us is constantly changing. The labour market continues to evolve. The demands and expectations from the field are changing and will continue to do so. As are the ways in which students, professionals and staff want to learn and develop.

Looking at the next six years, clear developments are emerging. Developments that are already underway or are fast approaching, such as population contraction and ageing in the region, visible in declining student intake and staff shortages in engineering, healthcare and education. Inequality is growing, with disparities in opportunities and access to development. At the same time, major transitions are taking place in the areas of energy, circularity, care and health. On top of this comes the meteoric rise of technology, such as artificial intelligence, which is radically changing both the field of work and our education.

The question is, how do we stay relevant in this dynamic? Our ambition is clear: we don't just want to move along, we want to give direction to change. Together with our environment. As a knowledge institute in the Northern Netherlands, we train the professionals of tomorrow and strengthen the region with knowledge, innovation, art and creativity. That is what we stand for.

How do we do that? By working together. It sounds simple, but true cooperation is a skill in itself. In a world in constant flux, this is crucial. Collaboration across teams, disciplines and buildings. With people who think differently, bring different types of expertise. In recent years, we have brought education, research and the professional field closer together. In the coming period, we will build on this. We are deepening and strengthening that connection because we believe the future calls for further-reaching cooperation.

Our dream? For 'together' to become the natural way of doing things. Wherever you learn, work, innovate or research, you always know how to find the people who will help you along. People who empower, challenge and inspire you, and vice versa. With whom you can make big societal issues smaller and solutions more concrete. Because we make the future together.

On to 2031. And beyond.

share your talent.
move the world.

1

What is going on around us



Contraction and austerity

The Northern Netherlands is struggling with population shrinkage and ageing, which is visible in the predominantly declining student intake, a trend that is expected to continue in the coming years. In addition, higher education is under pressure: in recent times it has become apparent that politicians are no longer exempting education from financial intervention. This comes on top of declining throughput from secondary schools and uncertainty about international intake. At the same time, the demand for well-trained professionals is growing, especially in sectors such as engineering, healthcare and education. These developments force us to make targeted choices as an organisation in order to continue strengthening the labour market.

Nij Begun

Gas extraction has left deep marks on residents in Groningen and Drenthe. The parliamentary committee of inquiry stated clearly in 2023: People from Groningen and Drenthe deserve a *Nij Begun* (a new beginning): a beautiful, liveable, safe and better future. Over the next 30 years, regional governments and institutions will work with residents on recovery and social and economic prospects. As a knowledge partner, we are closely involved in this agenda, using education and research to focus on what is needed now and in the future. Coordination and cooperation with our partners within the [Agreement of Groningen](#) is crucial; we will continue to focus on this in the coming years.

Digitalisation and artificial intelligence

Digitalisation and the rapid emergence of artificial intelligence (AI) are changing our field of work and placing new demands on our education, research and operations. The impact of AI is difficult to predict, with new applications emerging at a rapid pace and capable of fundamentally changing existing processes and roles. This calls for a flexible organisation that knows how to translate technological innovation into meaningful applications for education, research, the professional field and society. Europe is encouraging digital innovation, which offers opportunities for us and the region.

Through participation in the European Digital Innovation Hub Northern Netherlands, we contribute to the acceleration of digitalisation. In addition, the data sources from Lifelines, the Education Executive Agency (DUO) and the National Vehicle and Driving Licence Registration Authority (RDW), and the arrival of an AI Factory in Groningen, provide valuable opportunities for our education and research.

At the same time, the growing role of data and its sharing through artificial intelligence, social media and other platforms calls for an emphatic focus on digital resilience. The arrival of the [European NIS2 directive](#) also increases the urgency around cybersecurity: organisations need to invest structurally in digital security.

Politics and geopolitics

Political and geopolitical developments follow each other in rapid succession. International tensions are rising and social unrest is growing. Polarisation and hardening in the debate causes concern among many Dutch people. For us as a knowledge institute, there is an important task here: encouraging openness, curiosity and dialogue, especially with people with different perspectives. At the same time, policy priorities in Europe, the Netherlands and Northern Netherlands are shifting, with an increasing focus on issues such as security, resilience and defence. In short, flexibility is crucial, both for us as an organisation and the professionals of the future.

2

What we stand for



2.1 Mission and vision

Having an impact on the world is what we are all about. Contributing to a strong region and the development of people, at every stage of their lives. We work towards that every day. We do this in learning communities where it is all about learning from and with each other, and in innovation hubs where education, research and the professional field reinforce each other, across disciplines.

Together with our environment, we work on concrete solutions to the challenges of today and tomorrow. It is precisely in the connection between learning, research and doing that our strength lies. Students, teachers, researchers, and professionals from the field combine their knowledge, talent, and expertise to deliver meaningful change, in the region and beyond.

Everyone who wants to learn, develop and contribute to the world around them is welcome. We provide an inclusive environment where motivation, well-being and engagement are central. With us, you are seen, challenged and supported. Development goes beyond knowledge or skills, it is also about who you are and what you want to contribute to society. Personal and professional growth go hand in hand with us, and that development does not stop with a diploma. Professionals have also come to the right place, at every stage of their careers. For deepening, broadening or a new direction. So that they can continue to make a difference in a world and professional practice field that is constantly changing.

That is what we stand for as Hanze. Whatever changes, together we bring our motto to life:

share your talent.
move the world.

Why?

Impact on the world: enhancing the region's strength in combination with the lifelong development of people.



How?

Innovating together with partners and research-based learning in learning communities.



What?

Education, research and collaboration with the region.



2.2 Core values

We are convinced that we can move forward together.
Our **core values** are the basis for how we work together.
They are values that characterise us. In which we recognise, find and challenge each other.

Daring

The power of trial and error

If we want to tackle complex challenges, we must dare to experiment. That means sharing our ideas, even if they are not fully formed yet. That we dare to bring in new perspectives, even if it chafes. And that we accept that not every attempt will lead to success. In other words, trial and error. Trust is an important key here. Giving each other space to experiment, stumble and learn. This is how we continue to improve together.

Reciprocity

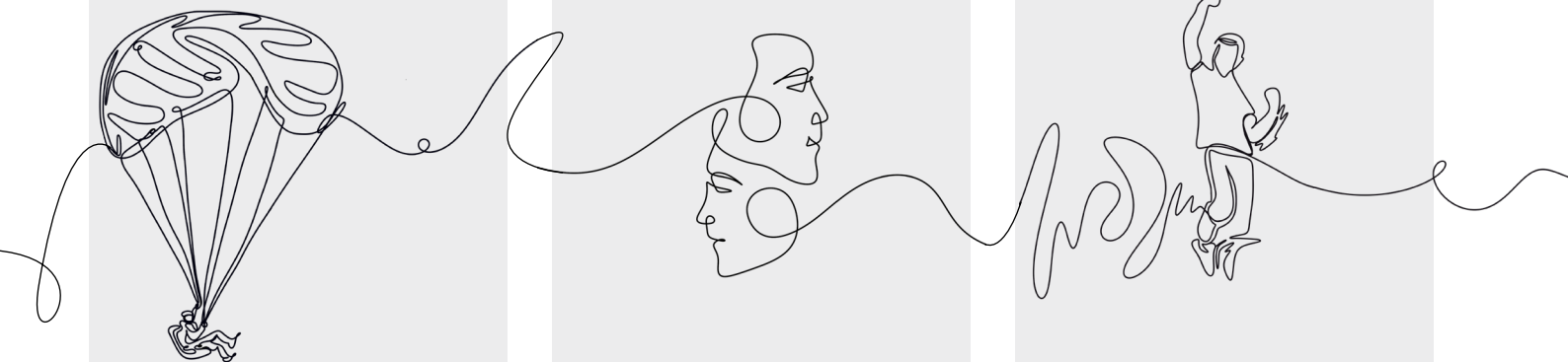
The power of give and take

We all have our own talent and expertise. To really get something done, we need each other. Collaboration starts with curiosity: really wanting to understand what moves the other person. This requires an open, inquisitive attitude, without judgement. Asking questions, listening and probing. Give and take. We see each other as equal partners and learn from each other's perspectives. This creates a culture of trust, where differences do not hinder but rather inspire

Decisiveness

The power of doing and not doing

Real progress requires more than knowledge alone, it requires decisiveness: daring, doing and following through. We make conscious choices about both what we do and what we refrain from doing. We do what we promise, show initiative and keep encouraging each other, even when the going gets tough. Decisiveness is also in the everyday: keeping agreements, making problems smaller and tackling them, and keeping each other on our toes. For us, decisiveness is the driver of improvement, change and innovation. This is how we set our ambitions in motion and make a difference.



Societal challenges

As a knowledge institution in the North, we contribute to the social issues of our region. Together with partners, we are working on the regional innovation agenda and broad prosperity in the Northern Netherlands, economically, socially, ecologically and culturally. Four transitions take centre stage: on circularity, energy, care and health, and digitalisation. They are not goals in themselves, but opportunities to strengthen the region and work towards a sustainable and inclusive future.

These social tasks are firmly embedded within Hanze and will continue to guide our education, applied research and the way we cooperate and organise ourselves in the coming years. At the same time, the world is changing rapidly and so flexibility is essential, also in the substantive focus of our organisation. To place our regional commitment in a global context, we link these tasks to the Sustainable Development Goals so that our choices are meaningful both locally and globally.

Sustainability and Sustainable Development Goals

Sustainability at Hanze is not an afterthought, but a prerequisite. It is embedded in how we work, learn and research. We actively contribute to the European ambition to be climate neutral by 2050. For us, sustainability encompasses more than reducing greenhouse gas emissions, it is also about how we treat each other and how we ensure equal opportunities. It's about making choices that are good for both today's world and tomorrow's. So not only green, but also social and fair.

We train students and professionals who look at the world with an open mind. By actively engaging them with other perspectives, backgrounds and cultures, they learn to think beyond the boundaries of their own frame of reference. This is how they grow into critical and engaged global citizens, who understand what it means to really work together for a just and sustainable future. In doing so, we use the Sustainable Development Goals as a compass and explicitly link them to our teaching, research and business operations.

**SUSTAINABLE
DEVELOPMENT GOALS**

2.3 Our promise to students, professionals and the region

Our mission is at the heart of who we are and what we do. With firm roots in the region and broad, relevant offerings in education and research, we put that mission into practice every day.

Yet change is needed. Not in the essence of who we are and what we do, but in how we do it. So that in a rapidly changing world, we can continue to fulfil our mission. That is what our roadmap for the next six years is focused on: on how we organise our education, research and

cooperation with the outside world so that we are and remain significant. That we continue to offer the quality we stand for and thus maintain and strengthen the appreciation of students, professionals and partners. We make them a clear promise about what they can expect from Hanze: future-oriented learning, leading applied research with visible impact, and collaboration across disciplines on the challenges of today and the future. This promise comes together in the Hanze Educational Concept.

The following chapter outlines how we will be working on this in the coming period and the choices we will be making, with a focus on the **environment**, **education**, **research** and **organisation**.

3

What we are aiming for



In 2031:

Environment

we have structurally embedded our institutional partnerships and innovation hubs are the way to shape our collaboration between education, research and the environment.

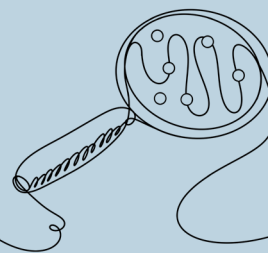


Education

with a market-oriented offer and development-oriented education, we train professionals who make a difference in the professional field and society.

Research

we are a leading knowledge partner thanks to interdisciplinary research leading to new knowledge and applicable solutions for the professional field.



Organisation

we are a flexible and decisive organisation driven by quality and sustainability in a culture where cooperation is paramount.



Environment



As a knowledge institution in the North, we are strongly linked to the challenges of our region as well as to broader societal challenges, nationally and internationally. Through broad range of national and international programmes we offer, we contribute to an attractive business climate and a vital region. We see strengthening the **regional labour market**, especially in struggling sectors, as a challenging task in this respect. Cooperation with our environment is essential here. Bringing together perspectives and expertise, connecting thinking and doing. Our **innovation hubs** play a key role in this, where students, teachers, researchers, professionals from the field and residents meet. Here, we will work together on the challenges of today and tomorrow. We often work interdisciplinary, as our strength lies in our breadth and ability to cleverly connect different perspectives and areas of expertise. Therefore, we also actively seek connections with other knowledge institutes and organisations through **institutional collaborations** in the region, nationally and internationally. This is how we build a strong, innovative region and a sustainable, liveable world.

What do we mean by:

Regional labour market

With a broad full-time, dual and part-time educational offer, from associate degree to bachelor, master and professional doctorate, we match the labour market needs in the Northern Netherlands. Shortages are particularly acute in sectors such as healthcare, engineering and education. Our offer is attractive to both first-time students and professionals who want to continue to develop. International students also play an important role in this. By offering high-quality courses that connect with companies and institutions with an international orientation, we remain relevant and attractive to national and international talent that we would like to retain for the region.

Innovation Hubs

An innovation hub is a way of working together at a physical location in one of our buildings or in the region. Consider it the 'home' for our collaboration with the professional field. In an innovation hub, there is room for learning communities to come together and work on current, complex societal challenges from different disciplines. This is how we encourage interaction between students, teachers, researchers, professionals and residents. It is precisely this interaction that leads to innovation, and hence real progress. In the Hanze Educational Concept, you can read more about innovation

3 What we are aiming for

hubs and the added value of learning and working in this way.

In the coming years, we will focus on further developing these innovation hubs, including by organising and supporting them in a unified and recognisable way and working towards a situation where all our students participate in an living lab during their studies.

Institutional cooperation

We strengthen our impact through institutional collaborations at regional, national and international levels, with interdisciplinarity as a starting point.

This provides opportunities for innovation and for students and staff to gain practical experience and expand their networks. Students and researchers work intensively with companies, institutions and governments, and in doing so we build strategic partnerships with knowledge partners. Regionally, this is done through the University of the North and the Agreement of Groningen. Nationally, we are working within the Netherlands Association of Universities of Applied Sciences on knowledge and regionally, we align the educational offerings. Internationally, the focus is on Europe and East Africa. In Europe, we join forces with other Dutch knowledge institutes for applied research and innovation and play an important role within STARS European University (STARS EU), a network of nine European institutions recognised as European Universities by the European Union. In East Africa, we are developing an equal institutional partnership with local universities through the East Africa Hub.

Result

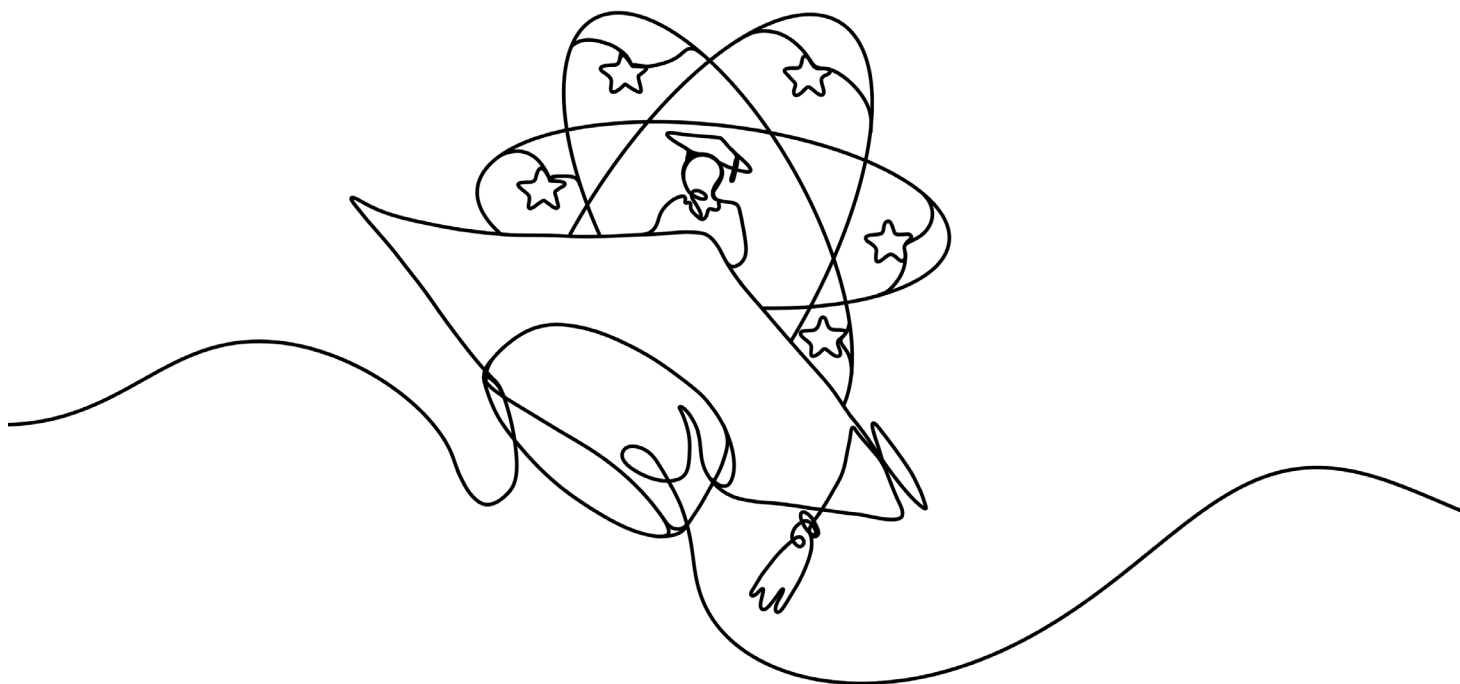
By 2031, we will have structurally embedded our institutional partnerships and innovation hubs will be the way to shape our collaboration between education, research and the environment.

This means that:

- we have ten working innovation hubs within the Hanze region, linked to a Centre of Expertise or research centre and with innovation hubs in the region that connect to local agendas and issues of partners.
- each undergraduate student spends a minimum of 840 study hours (30 ECTS) in an innovation hub.
- each innovation hub actively contributes to at least one Sustainable Development Goal.
- our current strategic institutional collaborations are structurally secured and serve as an example for new interdisciplinary collaborations on a Northern Dutch, national and international level.



Education



The rapidly changing world calls for forward-looking professionals who make a difference, both in their field and in society. That calls for **agility** of both our organisation and our educational offerings. Therefore, we connect current developments inside and outside the Hanze and translate them into the core of our education in our Hanze Educational Concept. Cooperation is essential here. **Digital innovations**, such as artificial intelligence (AI), are fundamentally changing how we work, learn and shape our education. Our **education is developmental** and provides space for professional and personal growth. Student well-being and motivation are the basis for sustainable development and student success. We provide a safe, inclusive learning environment where students feel seen and can learn through experimentation. Students have a high regard for the educational activities of Hanze. Our learning environment moves with the demands of students, professionals and the world around us. We offer everyone a learning pathway that matches their ambitions as well as the demands of the professional field and society. We are the place where professionals can go for a career boost again and again, to keep **developing throughout their lives**.

What do we mean by:

Flexibility

In a rapidly changing world and field of work, flexibility is essential. This affects what is asked of us as Hanze: of our organisation, our educational offerings, our professionals and our students.

Flexibility means being able to respond to change in a timely and targeted manner. This is also required of the professionals of the future. They need up-to-date knowledge and new skills to contribute effectively to complex societal challenges. At the same time, they develop into global citizens: engaged and responsible professionals who consciously and actively contribute to a sustainable, inclusive and changing world. This requires not only professional development, but also personal development.

Digital innovations

By integrating promising digital innovations, like AI, into our teaching, we make learning more dynamic, interactive and effective. At the same time, these developments call for a critical and conscious approach. In line with Npuls, our 'Hanze Teaching & Learning Centre' is the place to support education professionals in innovating education, with an emphasis on knowledge development, advice and training in the field of digital innovations. We also challenge students to explore and harness the potential of digital innovations for their future field of work. Because work and education are not disappearing, but changing. Knowing how to harness this is essential to move within our changing world.

Development-oriented learning environment

We create a physical and digital development-oriented learning environment where the development of the student as a professional as well as a person is central. Student well-being and motivation form the basis of a successful learning experience. For all students, we organise a smooth transition into our learning environment. We challenge them to take control of their own learning process and shape a learning pathway by making conscious choices in what, where, when and how to learn. Choices appropriate to their professional ambition, well-being and personal situation. To achieve this, we coach and facilitate them in developing skills such as agency, inquisitiveness and transition skills, which are essential for the professional of the future. Both the expert and coaching roles of teachers are crucial here.

Students learn together with others in learning communities and innovation hubs based on real-world challenges. Depending on the challenge, they will do this with teachers, professionals from the field, researchers and sometimes with residents of the region. Through this interaction between education, research and the professional field, students develop their research skills, gain a practical understanding of the field and make a meaningful contribution to the field while still studying. The principles for the design of our learning environment have been elaborated in the Hanze Educational Concept.

Lifelong learning

Learning does not stop after obtaining a diploma. Professionals continue to develop to adapt to a changing world and professional field. For them, too, our developmental learning environment is the place for further development. They regularly return to us because of our flexible capabilities and our connection to current societal challenges. Lifelong development is part of our mission, and we see it as an increasingly urgent task that we are therefore strengthening and developing organisationally. In coordination and cooperation with the professional field, education for professionals is gaining an increasingly prominent place in our offer.

Result

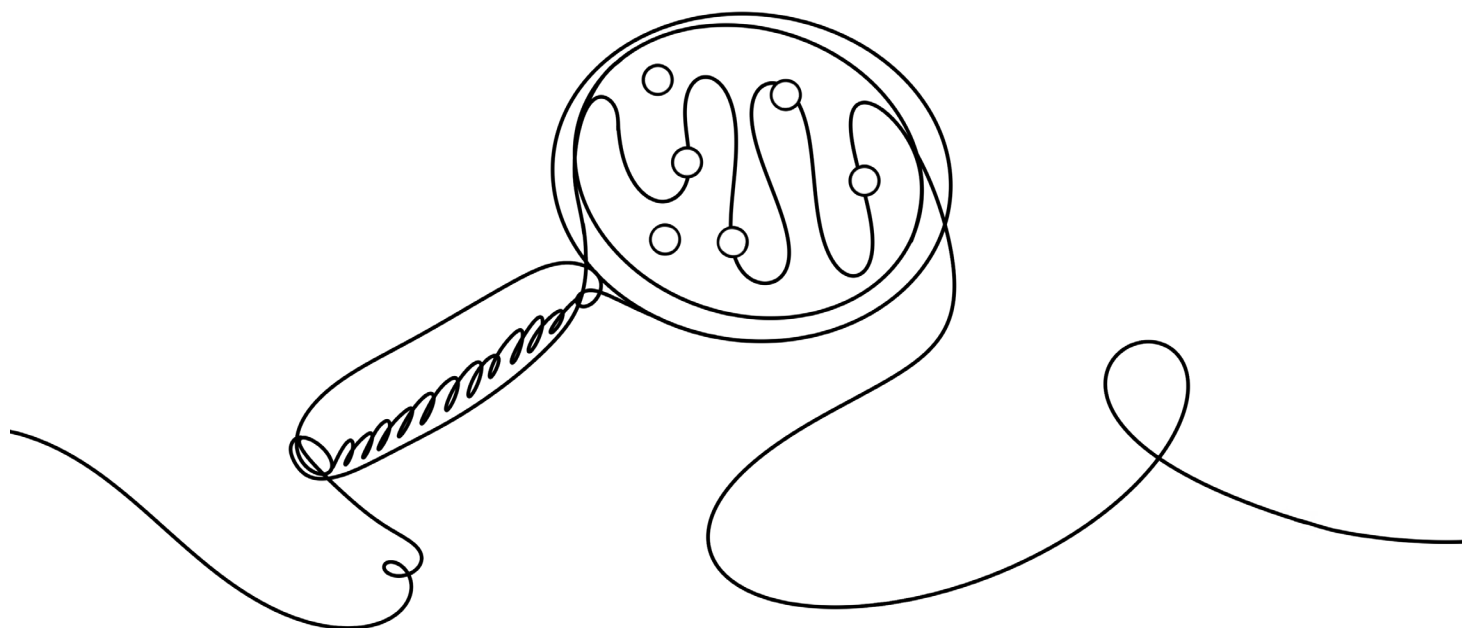
In 2031, through a market-driven approach and development-oriented education, we train professionals who have a significant impact in their professional field and on society.

This means that:

- the Hanze Educational Concept has been implemented in all our teaching.
- the Sustainable Development Goals are structurally embedded in our education and our students are trained as SDG-competent professionals.
- our Hanze Teaching & Learning Centre is the centre of expertise in (digital) educational innovation.
- our turnover in terms of education for professionals has doubled and each thematic cluster offers ample opportunities for learning pathways that meet the needs of the professional and the field.
- our national and international and multilingual training portfolio has been retained and matches the needs of the shortage sectors in the Northern Netherlands, so that we promote global citizenship and attract and retain national and international talent for the region.
- artificial intelligence is integrated into our educational offer, with learning outcomes and a learning environment fully attuned to the changing labour market.



Research



As a **leading knowledge partner** in the North, we focus on applied research with impact. We develop applicable knowledge that contributes directly to solutions for current real-world challenges. In doing so, we look beyond the questions of today, we also anticipate the challenges of tomorrow. In close collaboration with businesses, government bodies, and residents, we are fostering inclusive prosperity in the Northern Netherlands – economically, socially, ecologically, and culturally. We are committed to **strengthening the position of research** within our organisation. This strengthens the quality of our research and our contribution to solutions for societal challenges. Connection is our strength: we bring disciplines, people and sectors together. The **interaction between education and research and the professional field** offers plenty of opportunities in this respect. We are deeply connected to the North and visible across the country. We actively share what we learn and develop here, regionally, nationally and internationally. At the same time, we enrich our knowledge with their insights and experiences. Such cooperation strengthens our collective position. We think big, act purposefully and turn knowledge into action.

What do we mean by:

Leading knowledge partner

Impact is the starting point of our applied research. That impact starts even before the research starts, when we work with partners to identify the relevant and urgent challenges and what is needed to understand and improve the professional field. In dialogue with professionals from governments, companies and organisations, other knowledge institutes and residents, we develop new knowledge, products and methods that meet their needs and contribute to lifelong development. Through long-term partnerships and strong networks, we create mutual impact. We do this by linking ourselves to regional, national and international research programmes and agendas. At the same time, we provide space for exploration, experimentation and dialogue; essential prerequisites for sustainable innovation. The professorships are leading the way in this. They are at the forefront of the latest developments in their field of expertise and proactively link them to developments in the region. They contribute substantially to the development of knowledge and innovations within their domain. This makes them significant for the professional field as well as for the education that trains their field.

Strengthen research position

To strengthen the impact of our applied research, we are building a solid research pyramid with a layered mix of senior and junior researchers, PhD students, professional doctorates, researchers, project managers and research support staff, among others.

By offering staff and students room to develop, we strengthen our knowledge base and encourage career development within Hanze. We make targeted investments in research groups with different types of researchers so that professorships can contribute to innovation in education, the professional field and society. This strengthening allows us to respond flexibly to changing demands from the field and increases our added value for regional, national and international partners. Our growth is both quantitative and qualitative: with more external funding, a wider partner network and a closer connection with the regional professional field.

Interaction of education, research and professional field

Education, research and the professional field are inextricably linked. In learning communities and innovation hubs, students, teachers, researchers, professionals from the field and sometimes residents work together on current challenges.

This is how we foster research skills, craftsmanship and social impact. The societal challenges we work on require cooperation across disciplines. That is why we combine knowledge and methods from different disciplines.

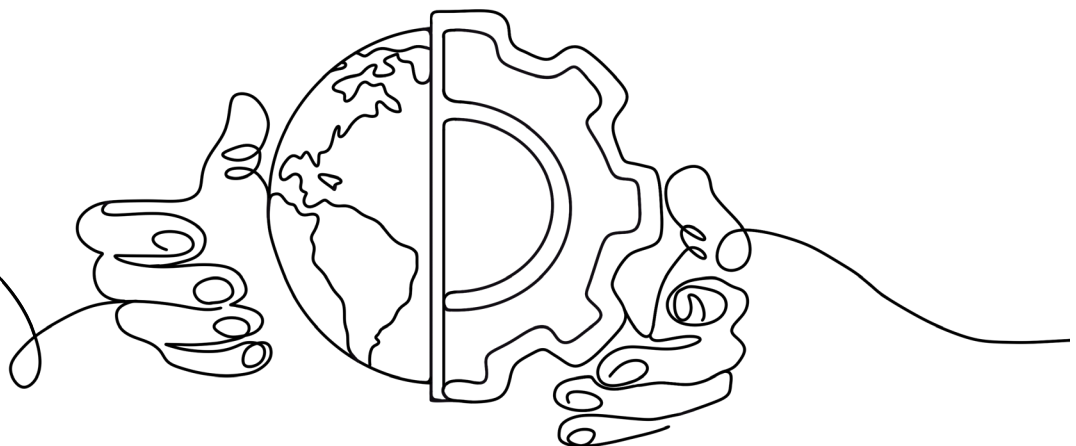
Student involvement in applied research is of great value. At associate degree, bachelor- and master-level, they conduct applied research appropriate to their stage of learning, always based on a current real-world challenge. Thus, the interaction between education, research and the professional field ensures mutual enrichment: students develop an inquisitive attitude, education remains current and relevant, and the professional field is strengthened with applicable insights and well-founded solutions.

Result

In 2031, we will be a leading knowledge partner thanks to interdisciplinary research leading to new knowledge and applicable solutions for the professional field.

This means that:

- we are valued by our regional, national and international stakeholders as a leading knowledge partner.
- the research portfolio is aligned with societal challenges and in line with the Sustainable Development Goals.
- each professorship or group of professorships has a strong research pyramid, with a layered mix of senior and junior researchers, PhD students, professional doctorates, researchers, project managers and research support staff.
- each professorship makes a structural contribution to education.
- we are committed to strengthening and growing our applied research. By 2028, the first growth step will have been reached: external research funding will be 1.5 times the level of internal resources. Thereafter, the research volume will continue to increase, both by providing additional internal resources and by improving access to and utilisation of external funding.



Organisation



We invest in a **flexible and decisive organisation** to be and remain significant in a changing world. At Hanze, you will work in an environment where **quality is paramount**, cooperation goes without saying and sustainability is firmly embedded in everything we do. Where we actively seek to connect, not only within Hanze but especially beyond. We work from a culture of continuous improvement. Of experimenting, stumbling and learning from it. Daring is what we call it. Reciprocity, curiosity and being open to other perspectives is indispensable here. At Hanze, we work on the basis of **trust** and encourage **ownership** and **self-organisation**. We encourage employees to be decisive and turn plans into action. As an employee, you feel seen, heard and challenged to keep growing. Because a flexible and decisive organisation starts with vital and motivated employees.

What do we mean by:

A flexible and decisive organisation

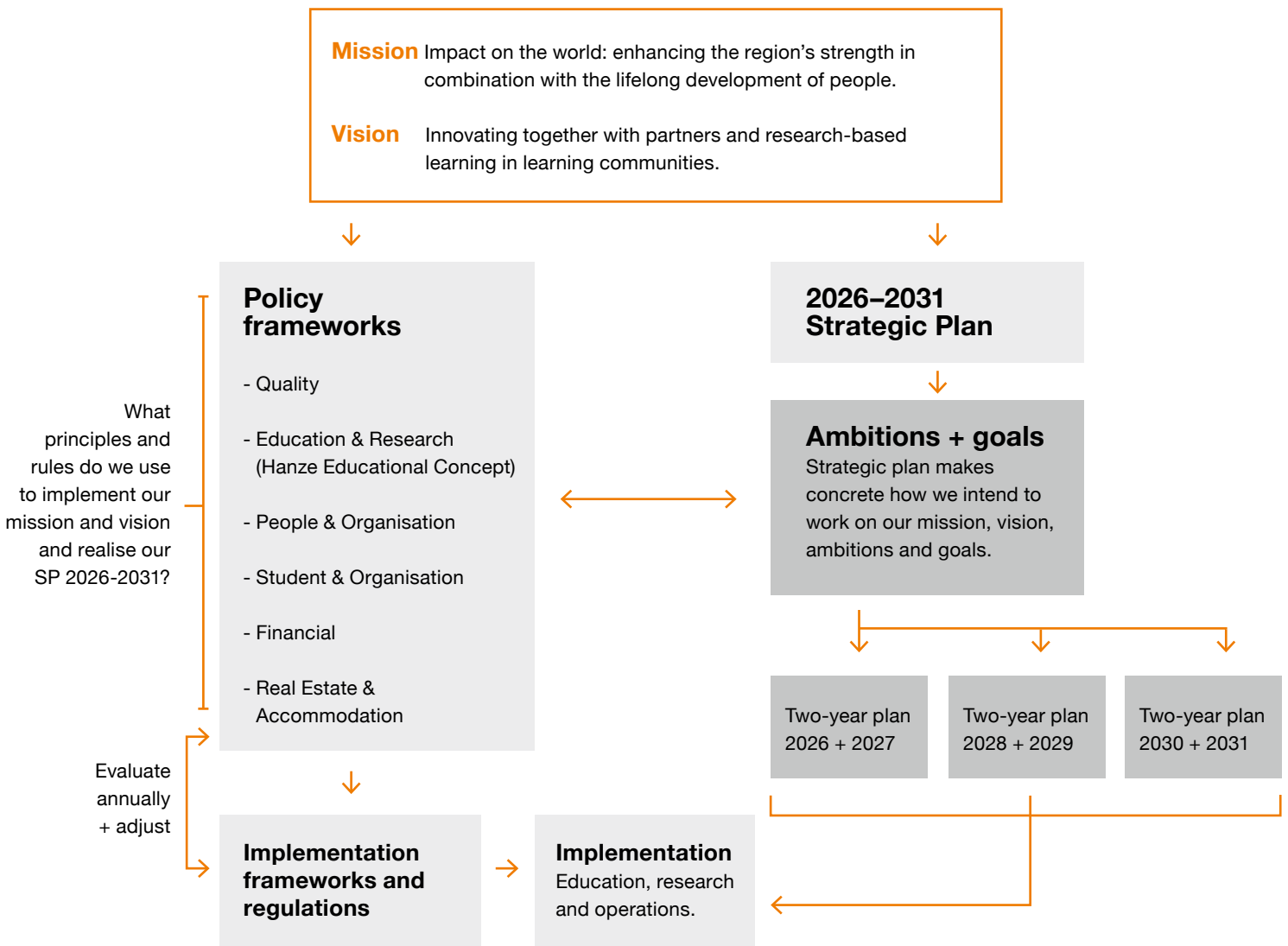
We want to be better able to respond to rapid developments in the outside world and cooperate more effectively in an interdisciplinary way, both internally at Hanze and with the outside world. Therefore, we are committed to further developing innovation hubs. We are also working on redesigning our organisation in the coming years. Education, research and the field of work will come together in six thematic clusters with three supporting clusters. In doing so, we aim to improve cooperation internally, across teams, departments and disciplines and thus increase our decisiveness. In the process, this strengthens our flexibility, allowing us to respond flexibly to external developments. Consider, for example, shrinkage and cuts in higher education, or the rise of artificial intelligence (AI). AI offers opportunities that we want to actively capitalise on, but at the same time poses risks to our digital security. By actively responding to opportunities and agile adaptation to change, we can stay relevant and build a future-proof organisation.

Quality first

We are investing in a flexible and decisive organisation to continue offering quality in a rapidly changing world. This requires a shared direction: employees who know the strategic direction of Hanze and translate it into their practice. In addition, clear frameworks, roles and responsibilities are needed, both in implementing the strategy and in complying with laws and regulations. The governance framework (figure) shows how our mission, vision, strategy and daily practice are connected. Central to this are six strategic policy themes: Quality, Education & Research, People & Organisation, Student & Organisation, Finance and Real Estate & Accommodation.

We standardise where we can. Clear frameworks provide direction and guidance, while the space between them invites individual initiative and innovation. In doing so, our support is always evolving and we continuously improve. We manage by results, both hard and soft. Think about indicators such as finances, absenteeism and student dropout, but also job satisfaction and student success. This is how we keep the balance between people and systems, between quality and workability. In the coming years, we will continue to invest structurally in achieving our strategic ambitions with a specific focus on student well-being and professional development.

Management framework 2026–2031
Coherence mission/vision, policy, SP and two-year plans



Culture of trust, ownership and self-organisation

Strengthening cooperation and cohesion requires more than a new organisational structure and clear frameworks. Precisely how we cooperate and interact is also essential. The core values of boldness, mutuality and decisiveness form the basis for this. Our culture is based on mutual trust, ownership and taking responsibility for your daily work as well as your professional development. Always from our common interest: the mission and vision of Hanze. We believe it is important that employees feel seen, heard and challenged to keep developing. We are therefore strongly committed to the professional development of employees and, in the coming years, specifically to encouraging and facilitating self-organisation. We will develop a framework for self-organisation that is given a place in the strategic personnel plan, focusing on both the movement within teams and the leadership that guides and facilitates this self-organisation. We invest in both personal and professional leadership aimed at strengthening talent, commitment and expertise.



Result

In 2031, we are a flexible, decisive organisation driven by quality and sustainability in a culture where cooperation is paramount.

This means that:

- we have completed the redesign of our organisation, creating the right framework conditions for flexibility and effective cooperation, with standardised processes and self-organising teams that take and are given responsibility for their own development and the continuous improvement of their work.
- the Sustainable Development Goals are embedded in our organisation, sustainable thinking and acting is the norm and we actively and visibly contribute to the European objectives in the areas of facility, financial, and HR themes.
- we have translated our core values into behaviour and (personal) leadership and embedded them in induction programmes, job profiles and development interviews.
- we offer a demonstrably safe learning and working environment thanks to an integrated safety approach. In the areas of physical, social and information security, all risks are identified, controlled and structurally assured.
- our policies, frameworks and regulations visibly contribute to achieving our strategic goals, we use artificial intelligence technologies to make processes more efficient, we continuously improve and meet the set standards of our basic indicators such as student satisfaction, dropout rate, employee satisfaction and absenteeism.
- we have taken the necessary measures for our multi-year financial outlook and applied risk management to maintain our financial stability.

Publication details

Text and editing: Hanze

Illustrations: Merijn Griffioen

Design and layout: Dizain

All rights reserved. No part of this publication may be copied, distributed or published without written permission from the publisher.