

Global
Engagement
Framework
2018-2024

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Preface

As highlighted in the Strategic Framework 2018-2024 'Impact for a better society', TU Delft is in a very good starting position to become a flagship university. TU Delft has risen steadily in international rankings: one of the top 20 universities in Europe, and one of the top 20 Universities of technology worldwide (THE and QS). Research by Reuters 2018 indicates that we are among the top 20 most innovative universities in Europe. And, a benchmark report published in March 2018 MIT shows that TU Delft is considered to be both a present and future leader in the development of strategic direction and provision of engineering education worldwide.

The current playing field for research, education and innovation is globally interconnected and diverse. With knowledge spreading more easily, opportunities to make an impact for a better society are widespread. At the same time, a more resilient organisation is required to deal with the effects of developments such as the impact of the digital society, the growing demand for higher education globally and the growing competition in the recruitment of academic talent.

The main question we are dealing with in this Global Engagement Framework 2018-2024 is whether Delft University of Technology as an organisation is ready to make a difference. It is our ambition to progress from being an internationally-respected, world-class national university to

becoming a global leader in creating technology-based solutions to societal challenges.

The Global Engagement Framework is intrinsic to all of the core aims and themes of the TU Delft Strategic Framework 2018-2024. Yet in the coming years, we will focus on four main principles with regards to Global Engagement: Global Impact, Global Partnerships, Global Visibility and Global Community.

Above all, TU Delft strongly believes in creating Global Impact. As a global institute of higher education, TU Delft will continue to contribute to finding solutions for the world's global challenges by educating new generations of socially responsible engineers – engineers that have been offered the opportunity to engage with peers, professionals and researchers with top-notch knowledge and experience.

In the process of strengthening its visibility, TU Delft will focus on setting up a select number of strategic Global Partnerships. Such partnerships are crucial for increasing access to talent, knowledge, complementary research environments, state of the art research facilities and funding, and ultimately for the delivery of impact. In line with the above, TU Delft will actively aim to strengthen its Global Visibility, while pursuing to be recognized as an influential competitive partner in the innovation chain. Therefore, TU Delft will continue to actively create

and seek participation in selective global alliances and networks. By building a strong presence as an organisation, TU Delft will sustain its ability to influence and assure its visibility in both local and global ecosystems of broad stakeholders with a shared focus.

Finally, having a Global Impact, building Global Partnerships and creating Global Visibility starts with people. In this respect TU Delft will continue

to work towards an integrated and well-equipped Global Community offering its members an open and welcoming work and study environment as well as a Delft experience 'for life' on campus and online. TU Delft stands out as a diverse and inclusive community which embraces engagement based on mutual respect and values.



Tim van der Hagen
President – Rector Magnificus



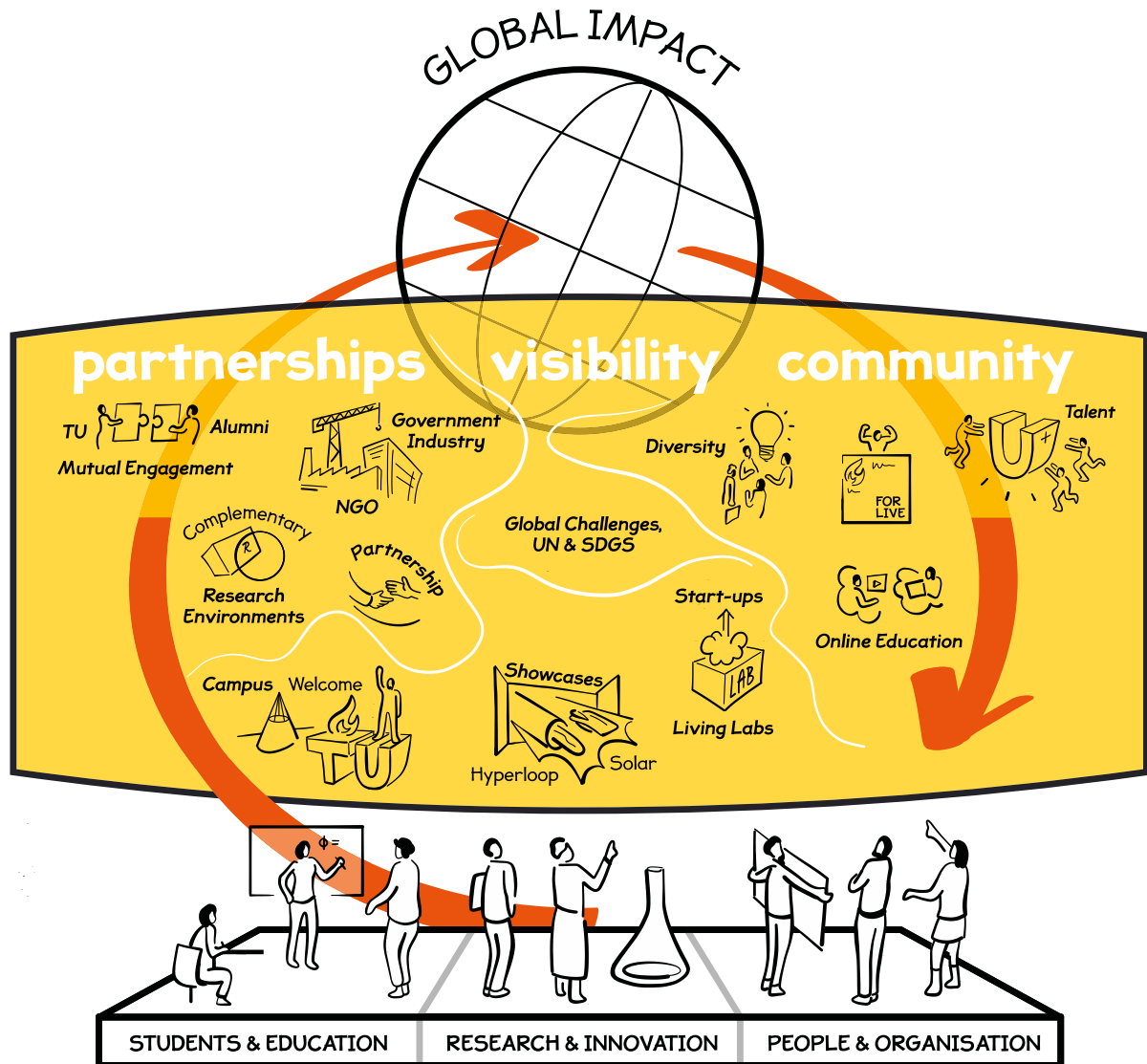
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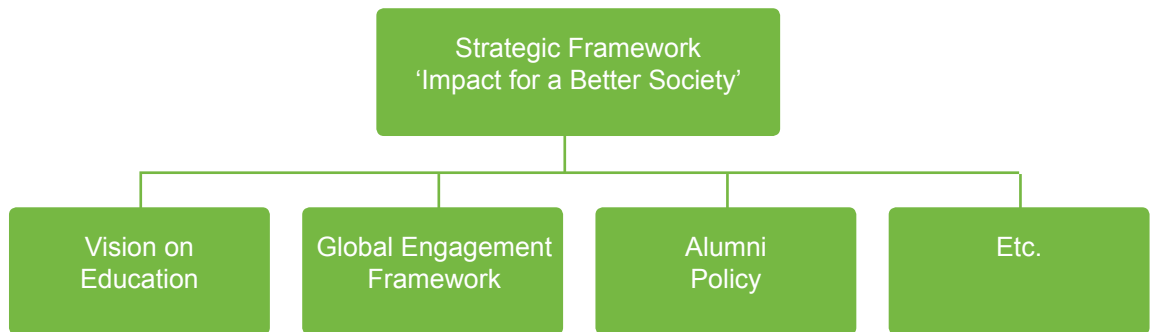
Global Engagement



Ready to make a difference....

Introduction

In 2018, the Executive Board launched the TU Delft Strategic Framework 'Impact for a better society' for the period 2018-2024. As shown in the chart below, a number of focus areas in the Strategic Framework will receive additional attention in more detailed documents designed to elaborate on specific challenges, milestones and deliverables to work on.



As a globally oriented university of science and technology, we strongly believe in the urgency of working together in tackling the world's sustainable development goals (SDGs). The goals of good health, quality education, clean water and sanitation, clean energy, innovation and infrastructure, sustainable cities and communities and protect the planet in particular, have our close attention. Sharing our knowledge in global alliances within larger ecosystems of industry, (semi)-government, education and research institutions will give us the opportunity to constructively work towards solutions and the implementation of technology for a better world.



This document describes the different principles underpinning our Global Engagement approach and should serve as a starting point to address our next steps for the coming years. In our Global Engagement thinking we will focus on developing four Global Engagement principles: Impact, Partnerships, Visibility and Community at the level of Students & Education, Research & Innovation and People & Organisation.

The Global Engagement Framework has been developed parallel to the Strategic Framework 2018-2024. Over one hundred stakeholders have actively participated in an intensive consultation process which has given rise to the aims and working principles expressed in this document. The resulting framework expresses the shared values, aims and working principles that our stakeholders can identify and align their energies and contributions with. The purpose of the Global Engagement Framework is to interact more as a community and reap the benefits of the global playing field interactions that TU Delft engages in.

Besides highlighting the four main principles that require attention in the coming years to make the Global Engagement Framework a living document we will also identify a number of key focus areas to work on from the start. These areas have been outlined in 'Global Engagement on One Page'. The actual steps in identifying a work programme and evaluation cycles of the Global Engagement Framework have been outlined in Chapter four, 'From Framework to Work Programme', at the end of this document.

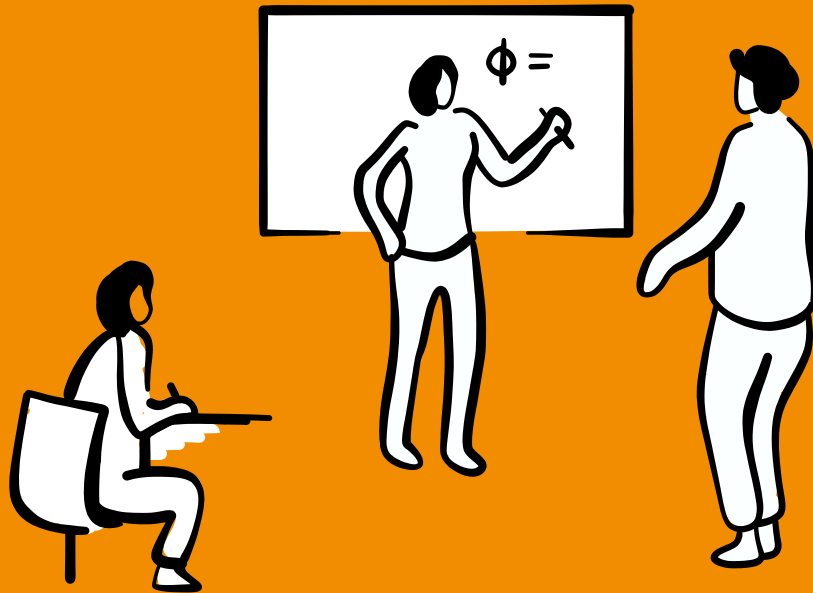
Global Engagement at a Glance

Impact through	Partnerships	Visibility	Community
Students & Education	We continue and build world class academic education partnerships for sharing innovative practices, student mobility, joint open and online education opportunities.	We remain a global leader with our open and online education, attracting students suited to tackle our engineering education programmes on campus.	We aim to become a global hub for impactful engineering education, encouraging diversity and engagement with our alumni.
Research & Innovation	We develop a balanced partnership framework involving academic partners, industry, governments, multilateral organisations and NGOs.	We actively highlight and report on the progress and impact of our research related to societal challenges and the UN SDGs.	We invest in an academic community attractive for research talent from all over the world.
People & Organisation	We welcome visitors to our campus and encourage our staff to be mobile and visit partners with the aim to share, learn, grow and innovate.	We position our people as knowledge influencers and our campus as an open and innovative environment.	We empower our staff through offering development opportunities, resulting in Global Engagement readiness among our community.





1. Students & education



The Delft engineer is renowned for being analytically very strong, critical and innovative, enterprising and ambitious, active and involved, a (multidisciplinary) team player and a leader. As educating the next generation of responsible top-level engineers is the biggest impact that TU Delft has on society, a major objective of TU Delft is to continue to strive for education that is internationally acknowledged as world class and above all aligned with the professional challenges our students will face in the future.

We are an open university that welcomes students which fit our ethos and are up to facing the challenges that our study programmes offer. At the same time the steadily increasing population of students is a growing organisational challenge. We aim to critically oversee the further growth of our student population over the coming years.

In addition, we continue to strive for diversity and an appropriate balance between Dutch and international students. Inclusiveness is an indispensable feature of quality education and we strive to be attractive to new students who are as diverse as possible with respect to gender, cultural, socio-economic and ethnic background, nationality and age.

We continuously aim to improve, strengthen and enrich the international orientation of our BSc and MSc curricula through education and research collaboration with high standing worldwide academic and business partners. These partnerships will enable our students to develop instrumental values such as intercultural understanding, diversity in contexts and integration through interaction with peers in student exchange programmes and joint innovation projects.

Direct links with a more and more international professional environment as well as our worldwide alumni network will open up the opportunities in the job market for internships and traineeships for our young and talented engineers. Their world vision and training encourages and equips our graduates to be able to contribute to solving the world's current and future challenges.

Finally, it is our aim to build a rich student and staff experience at our Delft campus as well as to remain one of the leading universities in the international field of Open & Online Education through partnerships with frontrunners in innovative education. We believe in sharing our latest insights from our research with our students, alumni, working professionals and learners all over the world and as such take a leading role to create a worldwide learning community in which we collaborate to contribute to the UN sustainable development goals.

Strategic Goal

We develop and enhance the knowledge and talent of tomorrow's leaders in science, engineering and design, as a globally engaged university with strong Dutch roots.

Principles

We strive for a balanced and inclusive international student community by

- Designing an admission policy which guarantees accessibility for domestic talent, ensures a balance of talent from diverse international backgrounds, but above all brings student who are the best fit to our educational programmes.
- Offering student support services that tailor to the needs of a diverse group of students.

We offer experiences and skills to ensure students' future adaptability and success, by

- Working on challenge-based assignments in global teams of students and staff in Delft and the world.
- Offering a structured approach to worldwide student mobility in existing curricula and overseas experiences to enrich students' educational careers and improve their international orientation.
- Engaging alumni and their professional work environment for internship, traineeships and content-related student support for thesis and project work as well as talent acquisition.
- Increasing the opportunities for credit rewarded virtual mobility through open and online education.

We increase our impact on education worldwide, by

- Offering on campus Bachelor and Master engineering programmes that prepare for a global work environment.
- Remaining one of the leading universities in the international field of Open & Online Education by collaborating with frontrunners in innovative education.
- Developing an open and online portfolio focused on contributing the grand challenges as described in the UN Sustainable Development Goals (SDG)
- Creating a relevant educational portfolio for working professionals and lifelong learners in a global environment.
- Organising TU Delft theme-based Summer and Winter Schools for the wider public making use of blended and online learning.

We align our efforts and focus in national and international academic networks with our strategic education and student engagement priorities, by

- Being an active member of networks such as CESAER, edX and IDEA LEAGUE
- Collaborating with a selection of high standing academic partners in the field of life long learning, online education, open educational resources, (virtual) student mobility and joint educational programmes.





2. Research & innovation



With more than half of our publications written with an international co-author, research at TU Delft is a truly global activity, continuously contributing to the synergy between our research, education and innovation activities. Through a problem-inspired approach towards science, engineering and design, we deliver knowledge-intensive, technology-driven solutions to societal challenges in a socially responsible manner, both at home and abroad.

Currently, TU Delft is already recognized as a global leader in fields as diverse as quantum computing, bio-nano technology, architecture, water management, civil engineering, transport, aerospace and robotics. Continuous presence at the global stage is crucial to strengthen and increase the number of research fields in which we are leading or fields that will be making an impact on the UN Sustainable Development Goals (SDGs).

Global Engagement in research and innovation starts with the creativity, courage and pride among our academics to find those collaboration opportunities and partnerships in which excellence and impact can germinate. At the same time we give additional support to those developments that can benefit from further acceleration, strengthening and coordination.

More than ever, TU Delft is a globally connected Netherlands-based university through its growing international community of students, alumni and staff. Drawing on these existing community links, we will increase our endeavours to identify opportunities for mutually beneficial research and innovation projects in low, middle and high income countries around the world.

We build alliances with university, business and (non-)government partners as well as our alumni to increase our worldwide visibility and to provide our thematic programme leaders access to funding, unique research contexts and facilities as well as research talent. Through coordinated action with our partners we further improve our connection to existing and upcoming overseas tech hubs and other locations which have absolute momentum to develop drivers for science and industrial innovation.

International collaboration and partnerships are initiated at different levels in the organisation from ad hoc personal contacts to departmental, faculty and institutional contacts, to more formal institutional levels of engagements. Building a comprehensive partnership port-folio is relevant for TU Delft in order to be visible, recognised and valued internally and externally for the broad TU Delft achievements and quality in international education and research.

Strategic Goal

We advance groundbreaking research and share the benefits of technology through our worldwide partnerships, building on our abilities to combine excellence in science, engineering and design in a responsible manner.

Principles

We will continuously draw attention to our mission driven research agenda in our network engagement and connect it more systematically to the UN Sustainable Development Goals, by

- A proactive lobby and agenda setting in networks at regional, (inter)national and European level.
- Highlighting our successes in research, engineering and design and sharing these with the general public.
- Reporting on the progress of TU Delft's endeavours globally and showing what impact can be observed.

We develop a TU Delft operational plan for analysing existing and finding new university partnerships. We will focus on

- Differentiating between the level of engagement along the line from individual researcher linkages to university-wide and strategic corporate partnerships.
- Growing long-term strategic university wide engagement with 3 to 5 exclusive worldwide strategic partner universities.
- Providing guidelines for Global Engagement activities such as Academic and Scientific Collaboration Agreements.
- Developing a pro-active policy on outgoing and incoming partner delegations with a focus on mutual learning.

We accelerate engagement in priority locations abroad, by

- Organizing TU Delft-wide fact finding and visibility missions that match research priorities to selected destinations and bring in relevant academic, business and alumni relations to strengthen and start (strategic) partnerships.
- Consolidating relations on joint thematic programme-based mission driven research agendas with a selected number of key partners initially focusing on Brazil, China and India.

- Boosting science and technology for global development and impact in Sub Saharan Africa and South East Asia through the Delft Global Initiative.
- Building relationships with international business partners to support triple helix collaboration in global innovation hubs.
- Increasing online exposure to foster inspirational outreach and visibility of the unique global initiatives.

We further develop a focused strategy for academic research talent engagement, by

- Engaging alumni and research partners for joint academic partnerships and talent recruitment.
- Monitoring existing as well as screening, selecting and implementing new fellowship programme opportunities offered by government agencies abroad.



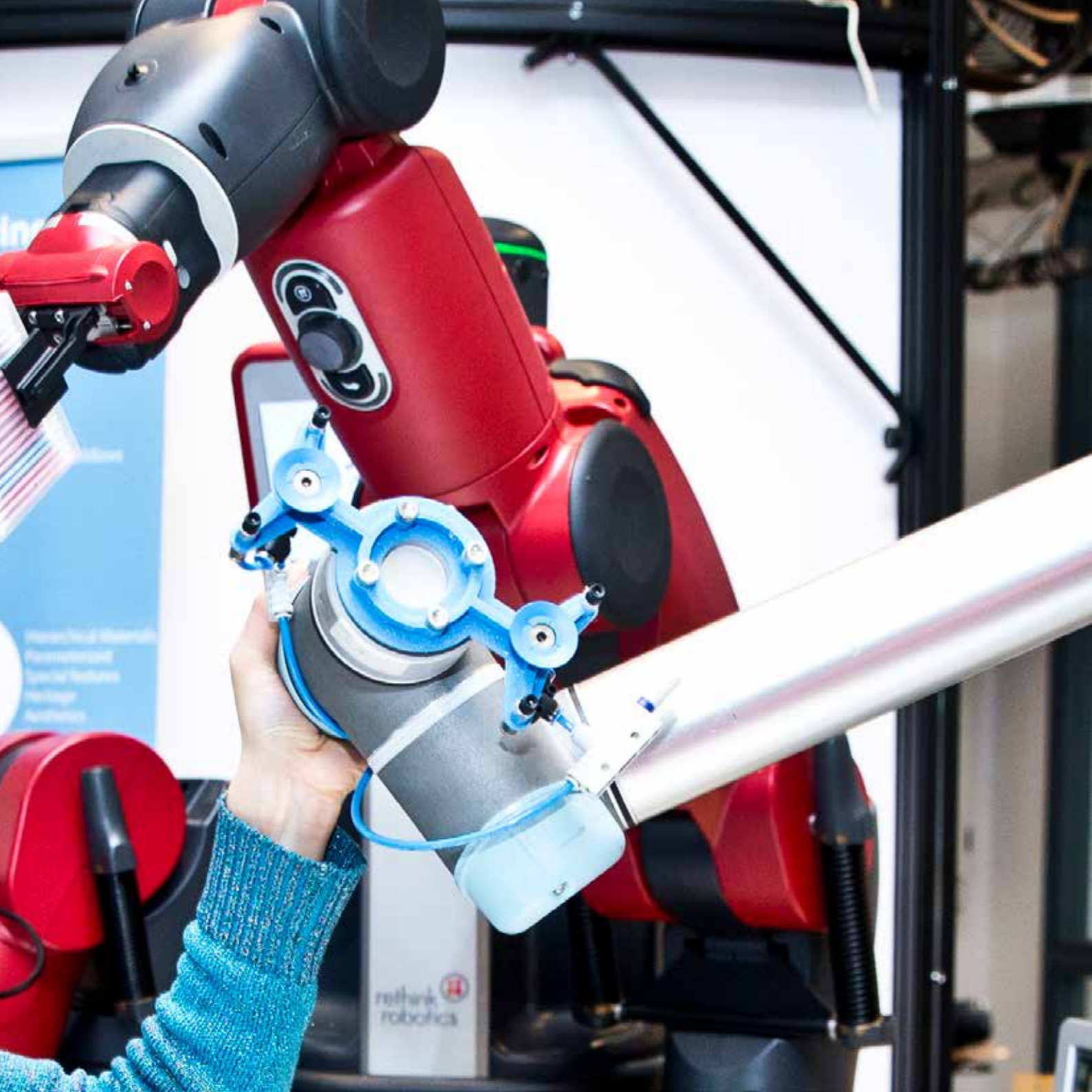
Advanced Manufacturing

Following

Product

Human-Centered
Virtual Fabrication

Product



rethink
robotics

3. People & organisation



Our aim is to stimulate and build an organisational culture and governance structure for Global Engagement that further strengthens TU Delft international partnerships, visibility and services. With this organisational structure we wish to constructively guide and support our staff and students in their international initiatives and integration on campus.

On campus we welcome a balanced and well-integrated population of students and staff, in terms of gender and cultural background. Vice versa, we also encourage our own staff and students to go abroad and to gain international study and work experience.

In this respect we aim to increase the options for personal and professional development for both academic and professional staff, for example, by encouraging staff mobility and exchange within our own organisation or outside with relevant peers in the higher education scene.

Besides developing relations with our TU Delft community on campus, we like to strengthen the relations with our TU Delft community overseas, by supporting our local alumni communities. We encourage them to engage with their alma mater and welcome them to visit the university throughout their career, both online and on campus. We also wish to contribute more actively to their personal and professional challenges in order to build a mutually beneficial relationship.

For our students and staff to remain truly engaged, we will follow closely a number of relevant major trends which are expected to effect the Dutch and global systems of international Higher Education. These developments present some tough challenges but also interesting opportunities to TU Delft. Continuing trends include attention for universities' position in a changing world order where peers from emerging economies in Asia establish as strong competitors for the recruitment of talented students and staff and where unexpected political decisions can turn tables in Europe and beyond, bringing opportunities for new partnerships.

Finally, our campus will not only have excellent facilities for education, research and innovation, it will also have a 'pulsing heart': a central hub that connects the primary process to all kinds of study, work and social activities and showcase the latest tech innovation on campus. We will aim to closely collaborate with the municipality Delft in this endeavour, as to create an environment that contributes to an inclusive community, connect to the local population and their challenges as well as open up to external stakeholders such as business partners, academic and research collaborators or other visitors.

Strategic Goal

We encourage and support alumni, students and staff members to get the best out of themselves and further develop service provision and campus facilities to be ready to make a difference in Global Engagement practices at home and overseas.

Principles

We ensure a user-friendly recruitment process, encourage personal development and support academic and professional staff to engage comfortably in Dutch and English locally and globally, by

- Creating mixed international work units through appointing staff with, or who are willing to obtain, international experience.
- Uniforming the TU Delft recruitment process throughout the university by implementing a user-friendly applicant tracker system.
- Encouraging participation in and creating professional and research staff opportunities through mobility schemes, scholarship and fellowship programmes, visiting professorships, guest lecturers, honorary professor-ships and short research stays.
- Making participation in networks and seminars part of yearly appraisal cycles for academics and professional staff.
- Requesting staff members to report on new international experiences and share knowledge within their department or teams.
- Engaging in a unique global pioneering university network which aims to develop the status of teaching careers in academia.

We enable and train a TU Delft community ready to embrace each other's and communal cultural values, by

- Ensuring that all official communication and documentation are available in both Dutch and English.
- Offering Dutch language and culture programmes as well as services for staying in the Netherlands for both students, alumni, staff and their families.
- Providing English for Specific Purposes language programmes as well as training in intercultural communication for both staff and students to enhance further integration.

We equip and empower alumni to be active TU Delft global ambassadors, by

- Growing the relationship and TU Delft experience from students to alumni who individually will be influential and or leading in their professional domains of expertise.
- Providing incentives for the erection of overseas alumni communities in destinations that are most relevant. Creating interactive overseas meetings with Delft alumni to build a win-win partnership for both the alma mater and the alumni communities.

We realise a UniverCity Delft, a living campus that is attractive to students, staff members, companies and visitors, in close collaboration with the municipality of Delft, by

- Presenting a 'living lab campus' showcasing technical innovations,
- Providing modern accommodation, transport and sport facilities, health services and all-day food & beverages locations to 'meet and greet' friends and visitors.
- Initiating hospitality services and Guest Centre facilities that will welcome TU Delft visitors, and support Delft staff in welcoming members of academic and non-academic partners.
- Building or making available short- and long-term accommodation for students, visiting staff and guests through exploring the development of Delft and the university as a booming knowledge, culture and conference destination.

We identify a governance framework for Global Engagement, by

- Appointing both at university and faculty level an international standard bearer and establish a coordination team for ownership of shaping, evaluating and implementing the Global Engagement Framework Workplan and decide on the strategic allocation of resources.
- Identifying who is engaged in global affairs at faculty and central level, including a description of their role, tasks, duties and responsibilities.

We ensure that existing arrangements at TU Delft are known and accessible and that decision making at all levels is guided by up to date Business Intelligence information and archives, by

- Developing a Global Engagement database for international alumni communities to provide insight into TU Delft's international facts and figures including student and staff diversity, collaborating partners and initiatives, funding streams and outreach activities.

We are better informed on trends and developments in the field of international higher education, by

- Improving the coordination of information and communication on the TU Delft Global Engagement approach within the organisation.
- Spreading one page Business Intelligence news letters on international developments in HE and the own organisation.
- Strengthening the monitoring and analysing of longer-term trends in higher education worldwide, such as pertaining to student flows.
- Organising open TU Delft staff seminars, such as 'Short Introduction to...'.





4. From global engagement framework to work programme

The way forward

The Global Engagement Framework (GEF) will be developed into a set of annual work programmes with the focus on bringing the plans and intentions in the framework alive and creating change. In order to contribute to the ultimate challenge of and be embedded in the TU Delft Strategic Framework 2018-2024 'Impact for a Better Society' implementation programme. The Global Engagement Work Programme will identify deliverables and milestones in the three levels mentioned, Education & Students, Research & Innovation and People & Community.

The annual GEF work programmes is divided into two formal execution rounds, GEF cycle one 2018-2020 and GEF cycle two 2021-2023. After the first cycle of the annual work programmes an evaluation of progress (Q4 2020) on deliverables and milestones will be analysed and result in deliverables and milestone for the second set of annual workprogrammes and thus GEF cycle two. Deliverables and milestones for the annual work programmes will be identified with the input and commitment of internal stakeholders and are to be approved by the University Management.

