Strategy 2030

Globally connected, locally embedded



Erasmus University Rotterdam
Making Minds Matter

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Globally connected, locally embedded

An engaged university

Our education and research are drivers and accelerators of positive change. Science is inextricably linked to world advancements in societal progress. Through our education and groundbreaking research, we play a role in solving societal challenges, serving global communities. In doing so, we are globally connected and locally embedded.

Our dedicated staff at Erasmus University Rotterdam (EUR), work every day to better understand complex societal challenges. We translate insights gained from our research into novel courses and innovative teaching that prepares our students for the future. These insights also fuel our research and innovations to shape solutions for the world of tomorrow and beyond. Crucial to this is our intensive engagement with society, both regionally and internationally. We are an 'Engaged University'.

With our previous strategic plan, Strategy 2024, we initiated the transition to an impact-driven university. We realised our strategic priorities by focusing on how our education and research could have more societal impact, how we could transcend disciplinary boundaries and a more concerted focus on sustainability. This has laid a solid foundation for the next strategic period 2025-2030.

The experiences and insights gained in recent years provided valuable lessons that help us to refine our ambitions, seize new opportunities and further strengthen our societal role. Experience has taught us that we can make a difference by engaging in active collaborations, inside and outside our university, and in this way connecting what we do even more closely to societal issues. The foundation has been laid and now it is time to continue, strengthen and broaden the chosen path together.

More than ever, we need to be agile, innovative and entrepreneurial. We, as Erasmus University Rotterdam, create a positive societal impact through our academically committed and independent role, by means of our education, research and engagement. Globally connected, locally embedded. This is our challenge and ambition for our strategic period up to 2030.

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This is us: Erasmus University Rotterdam

Making minds matter

Since our founding in 1913, our academic foundation has been shaped by commerce, economics and business. Over the years, we have expanded this to include medical, social and legal sciences and humanities. This diverse academic base allows us to approach societal challenges in all their complexity and prepare our students for a meaningful future.

We originated from a societal need for highly skilled personnel in the port of Rotterdam. That connection with society and business is embedded in our DNA. From our Erasmian values – socially engaged, as world citizens, connecting, entrepreneurial and open-minded – we create positive societal impact. We put our ideas and insights into action and empower others do the same.

Curiosity and openness to the unknown form the basis of our science, creativity and innovation. We value our academic independence and engage with our societal mission through a scientific lens. Our science is intertwined with society and aimed at solving real problems that affect everyone.



Education of and for the future

Through our education, we prepare current and future students for a world where regional, national and international issues are inextricably linked. A world where value encompasses more than generating profit and where learning does not stop at obtaining a diploma. Our academic education goes beyond the transfer of knowledge. Students are trained to become experts in their chosen field. They learn to develop a broad perspective on societal issues, collaborate across disciplines and domains, and apply new scientific insights. We provide everyone with the space to develop broadly, both in knowledge and the digital and human skills needed for today's global transitions.

Independent research with societal value

In our research, we place great value on independence and encourage curiosity. Our fundamental and applied academic research often leads to solutions for societal challenges, internationally, nationally and regionally. Our researchers collaborate closely, both with each other and external partners. By combining insights from different disciplines, we create new knowledge and innovative solutions. For example, health scientists, economists and medical professionals work together to reduce health inequalities and improve access to high-quality care. Legal scholars and criminologists join forces with sociologists to investigate, combat and prevent criminal behaviour. Additionally, psychologists, anthropologists and communication scientists collaborate with local communities in Rotterdam to explore how they experience their neighbourhood and city and what could be improved.

Inextricably linked to society

As an Engaged University, we are aware that everything we do is intrinsically connected to (international) society. Strong, meaningful connections with society are crucial for creating a positive societal impact. We engage in ongoing dialogue to gain a deeper understanding of the challenges we face. Through co-creation, we integrate this knowledge into scientific insights and contribute to actionable understanding and solutions. Being engaged reflects our commitment to society, both regionally and internationally. It involves how we relate to our society, how we build bridges, and how we establish reciprocal, inclusive and equal relationships with our partners.

This is Erasmus University Rotterdam: an Engaged University, globally connected, locally embedded.

Taking responsibility
In a changing world

Our society faces major challenges such as climate change, polarisation, health inequalities and healthcare costs, the rise of artificial intelligence, the transition to a sustainable economy, good governance and a just and inclusive society. We live in a time of rapid change characterised by significant contradictions. Making it all the more important that we take responsibility.

As a university, we are an integral part of society. Within this context, we are a safe, inclusive, innovative and independent organisation. Our staff, students and collaboration partners connect with one another to explore diverse perspectives openly. Together we aim to contribute to positive and sustainable solutions for societal change trough a deeper understanding of the situation.

Technological developments

Technology is advancing rapidly, making our lives more efficient while also raising new ethical, legal and societal questions. As society becomes increasingly digital, we experience greater connectedness but also face alienation and information overload. The rise of artificial intelligence prompts questions about its impact on our society and specifically in education and research.

Growing need for development

There is a widespread trend of increasing demand for continuous learning and personal development. This involves acquiring the knowledge and skills needed for the major global transitions of our time. We offer this both in the traditional classroom setting, as well as through hybrid or even fully digital formats. This presents an opportunity for our university to broaden and deepen our educational offering in innovative ways.

Transition to a sustainable society

Globally, we face far-reaching sustainability challenges that impact not only the climate and environment, but also social inequality, health, economy, our democratic rule of law, and quality of life. The effects of these challenges are noticeable in our daily lives. We recognise and embrace the need for fundamental change and are committed to making a positive impact on people, the environment, the climate and society.

Attract and retain talent

Retaining experienced employees and attracting new talent is crucial for maintaining a vital and innovative organisation. Given labour market tightness, political developments and international competition, this can be challenging. Additionally increasing work pressure and shrinking financial resources limit our flexibility. Especially in this context, we find it is more important than ever to create a truly diverse and inclusive work environment– a place where everyone feels safe, valued and connected. It is this diversity of perspectives, experiences and talents that keeps us vital, resilient and engaged.

Challenges of a post-industrial region

Our city and region face major societal challenges closely linked to the transition towards a sustainable post-industrial period. We strive for a society where people coexist peacefully, prosperity is more equitably distributed, and the community is resilient, healthy and adaptable. We are collaborating at all levels to address these issues. From local Rotterdam neighbourhoods to the international stage.

Working together across borders

The European Union has a comprehensive agenda to enhance Europe's competitiveness. Meanwhile investments in education funding and independent research are decreasing in the Netherlands. Given that many societal issues are often international in nature, there is a need for stronger collaborations between national and international universities. Such partnerships enable us to conduct joint research projects, exchange knowledge and ideas, and access resources. We are intensifying our EU and international agenda with our strategic partners as well as a targeted approach to grants in education and research.

Financial uncertainties

The financial challenges we face are significant, influenced by both global and national developments. In addition to the announced budget cuts within higher education, geopolitical shifts directly impact funding and collaboration between universities. This complex financial situation requires us to be strategic and flexible with our resources. We therefore need to become more agile and differentiate our revenue streams.



Resilient and inclusive

Impact domains in which we will make a difference

To create a positive societal impact, focus is essential. We identify five domains where complex challenges converge and where we can make a difference. With our knowledge, expertise and international contacts, we aim to ensure a positive impact.

The selection of these domains is rooted in our DNA, our connection with society and business, our solid foundation of subject matter expertise, our track record, innovativeness and alignment with societal issues.

Thanks to our diverse scientific disciplines and collaborative approach, we can adopt an integrated perspective on the challenge within these domains.

As a result, proposed interventions go beyond simple solutions.
Our domains embody our core strengths and reflect the challenges we aim to address in partnership with governments, businesses and civil society organisations.



Our impact domains

1. **The resilience and robustness of our society**
   Our society faces major challenges, where trust in each other, as well as in our democratic government, the rule of law, the business community and market forces is becoming increasingly less obvious. We aim to find ways restore trust in our rule of law and enable society to better address these challenges.

2. **Sustainable entrepreneurship and inclusive prosperity**
   We recognize that prosperity encompasses more than just financial gain. We see the need for a robust economy, healthy trade and strong businesses. Simultaneously, companies face the societal task of becoming sustainable. Therefore, we assist entrepreneurs, the business community and civil society organisations to organise their activities in a future-proof way and developing new revenue models. By doing so, we contribute to the creation of broad prosperity, prosperity that is available to all.

3. **A just transition to a sustainable society**
   Transitions are necessary in various areas – such as energy, social and climate - to achieve a more sustainable society and a healthy planet. Together, we explore how individuals, government and organisations can implement these changes so that the benefits and burdens are shared more equitably and new opportunities arise for as many people as possible.

4. **Healthy society and accessible & affordable healthcare**
   With our knowledge, we contribute to improving people's health and strive to reduce health inequalities. We seek innovative ways to address the growing demand for care by promoting new and innovative healthcare concepts. In doing so, we ensure that the accessibility and affordability of care is guaranteed.

5. **The responsible use of technologies**
   New innovations and technologies, such as artificial intelligence, presents both opportunities and challenges. We assist in the responsible development of (digital) technologies, deploying them address to societal problems while considering their ethical, economic and societal impacts.

We are the platform

For these five domains, we serve as the platform for knowledge, ideas, relationships, innovations and initiatives. We are the preferred partner to develop knowledge. Connecting scholars with the professional field to create solutions that are not only theoretically sound and academically well-founded, but also practical. We operate on the principle of equal opportunities, contributing to a just and inclusive society, where everyone has equal chances regardless of their background. We ensure that everyone can collaborate with us and benefit from our expertise, from private companies to governments, from educational institutions to civil society organisations – locally, nationally and internationally.

Engaged, leading and connected

Strategic goals and priorities

Our strategic goals define our focus for the coming years, aiming to create positive impact through our core activities within the selected impact domains. The action-oriented priorities provide concrete expression to these goals. They are inextricably linked, reinforcing and supporting each other. Together with the impact domains, they serve as a compass for our faculties and departments to further shape the strategy.



Goal 1. Leading academic education and research

By 2030, we aim to further solidify our position as a leading university recognised for high-quality academic education and research.

We offer research- and impact-driven education that fosters critical and analytical thinking amongst our students. By collaborating with national and international partners, we provide students with opportunities to apply their scientific perspective in real societal contexts. Our research is curiosity- or demand-driven, groundbreaking and independent. Our scholars work closely with each other and external partners, leveraging insights from various disciplines to create new knowledge and innovative solutions. With this vision for education and research, we are building on our role as an Engaged University. To achieve this, we will focus on the following priorities over the next five years:

Priority 1. Academic education and research that makes an impact

Our research-driven education and academic research are strongly focussed on creating positive societal impact. We achieve this by actively involving our students in current issues through our academic programs. They collaborate with societal partners, critically reflect on their own assumptions and contribute to shared insights and sustainable solutions for these issues. Sustainability will be permanently integrated into all programs, for instance, by introducing a compulsory basic module in our curriculum. In the coming years digital technologies and AI will be incorporated to enhance future-oriented education. Our lecturers receive support through appropriate tools, training and guidance.

What we want to achieve

By 2030, EUR will be recognised for the scientific excellence and reliability of our research and education (bachelor's and master's). We will be an engaged knowledge partner that helps to understand and address broad societal issues. Our research will bring together curiosity-driven, problem-driven, and impact-driven research, while encouraging interdisciplinary and transdisciplinary collaboration with societal partners. This will be firmly embedded in our education: students will develop the competences to apply their academic expertise, together with others, to societal challenges.

What we will do

Further developing impact-driven education

We will embed research- and impact-driven education across all our programmes. We will design our programmes so that they systematically include elements of impact-driven education, with learning activities that are multidisciplinary or developed in close collaboration with our societal stakeholders.

Development for teaching staff

We will strengthen and expand development opportunities for teaching staff in the areas of engagement, sustainability, AI, and internationalisation. This will give them access to relevant training programmes and supporting materials or expertise. In this way, teaching staff will be better equipped to guide students in interdisciplinary and transdisciplinary education and to integrate these themes purposefully into their teaching practice.

Development for students

We will strengthen and broaden development opportunities for bachelor's and master's students, with a focus on engagement, sustainability, AI and internationalisation. We will develop a shared vision for the personal and professional development of students. For bachelor's students, we will establish a continuous learning pathway in impact-driven education. Sustainability will also have a permanent place in all bachelor's and master's programmes. In addition, we will integrate competences in AI and international and intercultural collaboration into our programmes.

Building on curiosity-driven research as a foundation for impact

We will create a safe and inspiring research environment in which curiosity-driven research is recognised, valued and supported. This research combines disciplinary knowledge with academic freedom and therefore provides an essential foundation for impact in both academia and society. The principles of Open and Responsible Science will be an integral part of how we conduct and assess research and develop talent. By linking robust disciplinary knowledge with problem-driven and impact-driven initiatives,



we foster a resilient and diverse research portfolio that is internationally recognised for its knowledge base, academic quality and development of future research talent.

Further developing impact-driven research
We will build a recognisable and coherent profile for impact-driven research. In doing so, we will be recognised for the valuable contribution of our disciplines to complex societal challenges. Curiosity-driven research, impact-driven research and research conducted in close collaboration with society will reinforce one another. We will increasingly develop these forms of research together with partners outside the university, while critically reflecting on our own approach. We will also embed sustainability in our research, with university-wide guidelines for ethical and responsible research, as well as targeted incentives and support for research that crosses disciplinary boundaries. Finally, we will foster entrepreneurship arising from academic research and use research insights to explore new forms of funding, enabling us to sustainably broaden our income base.

In our research we highly value on independence and encourage curiosity alongside our focus on creating impact. With our versatile academic expertise, and collaboration with experts from other knowledge institutions and technical disciplines, we work on sustainable solutions to societal problems. We actively promote mutual knowledge exchange, both within and outside the EUR, nationally and internationally.

Priority 2. An inspiring and innovative education portfolio

We are dedicated to enhancing our accessible, innovative and inspiring educational offerings so that every student, regardless of their background, can develop academically, personally and professionally. We are committed to reach individuals who may not naturally find their way to university. We also create learning environments where diverse insights come together. Our education offers the flexibility for students to grow in their own unique ways. We foster connections by bringing people together in learning networks and encouraging collaboration, experimentation and reflection, both physical spaces and online. By investing in learning environments and accessible infrastructures, we aim to reduce barriers and strengthen the connection between university and society.

What we want to achieve

By 2030, we will have an agile, accessible and distinctive portfolio of bachelor's and master's programmes, supported by a clear and sustainable approach to managing and developing our educational portfolio. This will ensure that our portfolio remains future-proof and that we can respond in a timely manner to political, societal, and demographic developments. We will also create and make the most of opportunities for collaboration across disciplines, engagement, and the improvement and renewal of our education.

What we will do

Strategic portfolio development
We will engage in a structured, university-wide dialogue on the direction of our educational portfolio, both within and across faculties, supported by clear governance and decision-making. In this way, we will build a strong, internationally oriented and strategic educational portfolio that creates opportunities for new educational initiatives, knowledge sharing, and mobility.

Further development of the Strategic Portfolio Fund (SPF)
We will develop the Strategic Portfolio Fund in such a way that it provides scope for innovation, scaling up and prioritisation, with positive incentives for faculties to jointly review their educational portfolios in line with our strategy and, where necessary, reposition them.

Priority 3. Lifelong Learning

We are expanding our Lifelong Learning (LLL) offerings to meet the increasing demand for continuous learning, change, adaptation and personal development. Through our accessible and application-oriented education, we equip individuals and organisations for the challenges of tomorrow and beyond. We customise our offerings to meet the needs of practitioners and develop flexible learning pathways. One approach is collaborating within learning networks that includes businesses, policy-makers and other communities. In the coming years digital applications will be integrated, and we will establish a digital platform to deliver our offerings in a cohesive manner.

What we want to achieve

By 2030, Lifelong Learning (LLL) will be firmly and sustainably embedded across our organisation, with a broad and accessible offering that responds to future needs and societal developments. Our LLL offering will support professionals and organisations in their development and in addressing societal challenges. It will also contribute to building long-term relationships with EUR and strengthen our alumni engagement.

What we will do

A broad and accessible LLL offering that contributes to income diversification
We will develop a broad, coherent and accessible LLL offering, with a wide choice of modules and programmes, a focus on sustainability and active participation from our teaching staff. A broad range of professionals and organisations will make regular use of our offering. This will demonstrably contribute to the growth and diversification of EUR's income.

Leading LLL offering with societal impact
We will develop an LLL offering that is highly valued by professionals, organisations and societal partners for its quality, current relevance and demonstrable contribution to societal transitions.

Goal 2. Collaboration in networks and with society (engagement)

By 2030, we aim to be the engaged and active knowledge partner of choice within society.

Our goal is to strengthen our engagement with society by fostering reciprocal and equal relationships. Together, we identify societal issues and explore how we as EUR can contribute to addressing them. To achieve this, we will focus on the following priorities over the next five years:

Priority 4. Open innovation networks

Through open innovation networks, we connect people and societal issues, bringing together the needs of public, private and civil society partners with our expertise. This approach creates bridges between our core education and research and the broader society. We are committed to sustainable collaborations to fulfil our mission within the impact domains, utilizing resources such as our alumni networks and Lifelong Learning programs.

What we want to achieve

By 2030, we will make a demonstrable contribution to addressing broad societal issues within our impact domains. Local, regional and national and international partners will recognise us as a natural knowledge partner. Our academic expertise will be valued and will make a demonstrable contribution to addressing these challenges.

What we will do

Embedding engaged education in our OINs
We will give engagement with societal challenges a permanent place in our existing and new educational activities. Within the OINs, students and professionals will work with partners through impact-oriented forms of education. We will position ourselves as a distinctive and valued partner, build sustainable partnerships that lead to new educational initiatives or projects, and ensure long-term involvement among professionals through, among other things, post-initial and Lifelong Learning (LLL) education.

Embedding engaged research in our OINs Alongside theoretical and curiosity-driven research, engagement will become an integral part of some of our research. Within our impact domains, we will shape and implement research in co-creation with public, private, and societal partners, with a focus on open innovation and solution-oriented, transdisciplinary collaboration. This will generate new insights and practical perspectives for action on complex societal challenges. In addition, this approach will strengthen policy-driven external funding and thereby contribute to diversifying our income sources.

Facilitating infrastructure for engagement
We will design our governance, processes and support structures in such a way it will enable structural partnerships without adding work. Engaged teaching and research will be seen as equal activities and are an integral part of academic staff's portfolio. Our (platform) infrastructure will facilitates the innovation ecosystem in which partners cooperate and learn from one another. This will foster interaction between education, research, and entrepreneurship. As a result, priorities in education and research are internally aligned and embedded, allowing EUR to present itself externally with one clear and consistent voice.

Priority 5. Strategic alliances

To enhance our national and international resilience and competitive strength, we are reinforcing our strategic alliances with similar and complementary knowledge organisations within the region and across Europe. This includes initiatives like Convergence with TU Delft and Erasmus MC, LDE (Leiden University, TU Delft and Erasmus) and UNIC (European University of Post-Industrial Cities; a cooperative arrangement of European universities). We are dedicated to pursuing shared goals and combining our expertise to develop innovative solutions.

What we want to achieve

By 2030, EUR will have a coherent and well-structured portfolio of alliances, with a clear balance between international excellence and regional impact. We will be recognised nationally and internationally as an engaged university and as a reliable, trusted partner in strategic networks. Our alliances will have developed into sustainable partnerships with clear roles, reciprocity and demonstrable added value for education, research and valorisation. This will strengthen our international profile, our position within the entrepreneurship ecosystem, and the impact we achieve together with our partners. A shared narrative with a clear focus will provide the basis for targeted choices, strengthening our competitive position and resilience as a university.

What we will do

Strengthening existing strategic alliances
We will map our existing national and international alliances and their contribution to addressing societal challenges in a clear and structured way. Together with faculties, professional services and partners from the public, private, and entrepreneurial sectors, we will further develop our Open Innovation Networks (OINs) into sustainable partnerships with clear roles and responsibilities.

Exploring new strategic alliances
We will explore alliances, partnerships and networks that we are not yet part of, but which are relevant to strengthening our profile as an engaged university and our OINs. Based on this, we will develop a concrete approach to establishing participation, collaboration, and long-term embedding within these OINs, with clear roles and responsibilities and strong links to education and research.

Priority 6. Diversification of income streams

Enhancing revenue diversity is crucial for EUR to be better prepared for all challenges ahead. It will help us remain flexible and uphold our role as a reliable partner in society. Diversifying our income sources applies to both education (such as Lifelong Learning programs and private education) and research (including European or national funding and public-private partnerships).

Through our focus on the five impact domains, we are also developing a portfolio of relevant collaborations, which offers opportunities for additional and diverse income streams. By fostering entrepreneurship within our university, we can creatively and innovatively generate alternative income that aligns with our broad societal role.

What we want to achieve

By 2030, we will draw on a broad range of funding sources for our core activities: education, research and engagement. This will enable us to maintain our academic capacity, innovation, and infrastructure while increasing our financial agility.

What we will do

Better utilisation of existing revenue sources
We will strengthen our income base by making optimal use of existing income sources. We will also enhance our internal expertise in diversification and valorisation, enabling us to provide effective support for academic entrepreneurship.

Expanding diversification activities
We will explore new income sources and place greater emphasis on forms of collaboration and funding involving public, private, and societal partners. We will do this, among other things, through our Open Innovation Networks (OINs), our corporate entities and strategic national and international alliances. In addition, we will strengthen staff skills in Diverse Talent & Teamwork and Recognition & Rewards, enabling them to engage more effectively in public–private partnerships, for example through the OINs.



Goal 3. One connected EUR

By 2030, we aim to be an agile and engaged organisation, where our EUR community feels valued and inspired.

In a world where change is constant, it is essential for us to be agile, resilient and connected. To accomplish this, over the next five years, we will focus on:

Priority 7. Human-centred organisation and culture

We strive to create and sustain an inspiring and motivating work and learning environment where everyone feels recognised, valued and engaged. Our focus is on collaboration, inclusiveness and personal growth. We promote a culture of learning, where experimentation, feedback and adaptability drives continuous improvement. We prioritize a healthy work-life balance and value open communication, diversity, recognition and development opportunities. Just as we aim to collaborate with society, we are committed to foster cooperation within EUR. This is why we are also dedicated to building an engaged internal culture.

What we want to achieve

By 2030, all our processes, policies and instruments will have been reviewed and aligned with a human-centred organisation and culture. Staff will experience wellbeing at work and have the opportunity, alongside their regular responsibilities, to voluntarily contribute to the organisation and the wider community. Open dialogue will be the norm: we will actively take staff input into account through participatory processes. Feedback, learning, and experimentation will be an integral part of the way we work.

What we will do

Building a human-centred and connected culture

We will review and realign the six cultural dimensions: stories, symbols, rituals and routines, power and organisational structures, and monitoring. We will develop these dimensions in an integrated way so that they consistently contribute to engagement, social safety, trust, and collaboration, both internally and externally. This will help staff and students experience a human-centred and connected culture. University-wide and local instruments, processes and policies will explicitly support this culture, underpinned by a governance culture characterised by trust, transparency and accountability.

Priority 8. Connecting through leadership, empowering diverse talent, and teamwork

Our leadership – grounded in our Erasmian leadership profile – is crucial to our decisiveness, employee well-being, talent development and organisational success. Continuous development of our leadership skills and strengthening cooperation are vital to achieving the strategic goals and our mission. We value and promote inclusive and dynamic teams where diverse talents and skills complement each other to enhance collaboration. By fostering effective leadership and teamwork, we break down barriers and strengthen knowledge sharing within our organisation, as one connected EUR.

What we want to achieve

By 2030, diverse teams will work together on faculty and university-wide goals, both within their own teams and across faculty and professional boundaries. Staff will feel recognised and valued and have opportunities for development, transparent career pathways and support from their leaders. Leaders and staff will actively and continuously develop their leadership capabilities, including personal leadership, through a structured learning pathway. This will create an inclusive, safe, and development-oriented working environment where feedback is the norm; leaders take responsibility and hold one another accountable, and talent can flourish sustainably.

What we will do

Strengthening, valuing and leverage diverse talent and teamwork

We will strengthen and harness diverse talent by linking strategic workforce planning to our strategic goals and applying this across all parts of the organisation. Engagement, team-based working and shared ownership will have a permanent place in career pathways, promotion criteria and recognising and rewarding. We will encourage staff, in ways appropriate to their roles and working environments, to work in diverse teams with complementary expertise and clear agreements on shared outcomes. We will support staff in developing and applying competencies for co-creation, transdisciplinary collaboration and public–private partnerships. We will facilitate and monitor participation in our Open Innovation Networks (OINs), and this will be taken into account in assessment and recognition.

Professional, consistent and future-oriented leadership that contributes to performance, development and social safety

Our leadership programme will become a permanent part of our approach for all leaders, including its integration into career pathways, career criteria, development cycles and allocated development time. Learning pathways and leadership events will be aligned with our strategic goals and the Erasmus leadership profile. Leadership communities will be active at different levels across the organisation, for both academic and professional services staff, promoting knowledge sharing and collaboration. Personal leadership and social safety will be clearly embedded in the learning pathways. In this way, staff and teams will continuously strengthen their agility, resilience, and leadership capabilities.



Priority 9. A resilient and agile organisation

We need to become more agile to respond swiftly and effectively to dynamic (geo)political and financial realities. This requires a clear organisational structure built on mutual trust, measures for improvement to optimise our operational management, and transparent decision-making. We strive to be a resilient organisation that fully leverages both public and private activities within EUR. By collaborating with partners and alumni and embracing innovative forms of entrepreneurship, we are building a future-proof organisation.

What we want to achieve

By 2030, we will work effectively, efficiently, and collaboratively towards our strategic goals. Decision-making, the allocation of resources and processes will be transparent, participatory, and focused on collaboration. Professional Services will work together to provide support in line with our vision for professional services and support. Staff will be connected across EUR through clear communication and strong networks. They will also be resilient and agile in responding to internal and external changes. A coherent monitoring and evaluation system will support continuous learning, enabling EUR to remain a reflective and agile learning organisation.

What we will do

Optimising and harmonising professional services and support

We will harmonise our professional services and support across EUR and optimise processes in terms of quality, efficiency and cost. We will develop university-wide standards for administration and organisation and embed these structurally. We will also strengthen the coherence between systems and ways of working and facilitate agile collaboration, both within the university and across national borders. In this way, we will demonstrably improve quality, efficiency, and support services, in line with our vision for professional services and support.

Strengthening enabling structures and decision-making to foster internal connectedness

We will review and realign our governance and collaboration structures to further strengthen transparency, participation, and a shared strategic focus. We will further develop supporting systems and processes, such as monitoring and evaluation, into management tools that actively promote learning and collaboration. We will also simplify and clarify our decision-making and resource allocation processes to support participation and shared responsibility.

Developing network support and shared information services

We will build a university-wide network structure in which staff can easily connect with one another, share information and collaborate across faculties and Professional Services, supported by clear communication. This will ensure that every level of governance has access to relevant and up-to-date management information about our education and research portfolio. We will also establish shared (AI) research facilities with clear data governance.

Strengthening the organisation's capacity to learn

We will strengthen our capacity to learn by giving open dialogue, feedback, experimentation and recurring dialogue sessions a permanent place in decision-making and management processes. This will promote continuous learning and an inclusive organisational culture. We will strategically facilitate experimentation through an 'AI sandbox', with standardised processes for privacy, security, ethics and procurement, enabling innovation to be both agile and responsible.

A sustainable campus that strengthens innovation and engagement

We will further develop the campus into a sustainable, inclusive and future-proof learning and working environment that strengthens innovation and societal engagement. We will embed sustainability in mobility, energy, food, waste, and biodiversity, with a phased transition towards a climate-neutral and circular campus. Living labs will serve as permanent collaborative environments in which education, research, professional services and city partners work together on sustainability challenges on campus. We will also further develop campus spaces as accessible, flexible places that encourage connection, co-creation and engagement, enabling the campus to drive and strengthen connection and impact in the city and region.



Strategic themes

In addition to the nine strategic priorities, we have identified four strategic themes: sustainability, AI, entrepreneurship, and internationalisation. These themes do not stand alone; they cut across multiple priorities and have an impact on our education, research, engagement, and organisation. They are therefore embedded in the strategic priorities and considered in the choices we make. This enables us to consider these themes in an integrated way and ensure that they have a clear and recognisable place in the implementation of our strategy.

Sustainability

By 2030, EUR will lead by example, with a focus on inclusive prosperity and resilience, while recognising the interconnectedness and interaction between different societal challenges. By drawing on different perspectives and approaches across all our disciplines, our research will contribute to the transition towards a sustainable, just and healthy society. This will also provide the foundation for educating the next generation of professionals and citizens across society, business, and government. Our education will equip students with the knowledge, competences, and mindset to address societal challenges. As these challenges are global and complex, we will foster collaboration across faculties and with societal partners, based on an open, inclusive and learning-oriented approach. In addition, EUR will be a nature- and climate-positive organisation, continuously measuring our progress and reporting transparently on our sustainability goals and results.

AI

By 2030, AI will contribute safely and demonstrably to innovation in our education, impact in our research and an agile organisation. Across the university, AI will be used both naturally and critically: it will support learning, assessment, research and professional services, enhance quality and reduce workload where possible. At the same time, we will provide clear direction on what responsible use means: we will consider ethics, privacy and transparency and operate within clear frameworks. In this way, students will leave EUR with relevant knowledge of AI, data, and privacy, while staff and researchers will work effectively within these frameworks. EUR will also be a visible and active player in experimentation and public debate on the responsible use of AI.

Entrepreneurship

By 2030, EUR will be a leading entrepreneurial university, where academic knowledge is systematically translated into sustainable economic and societal value. Entrepreneurial activities such as contract research, valorisation and the development of new business models, together with the support required for these activities, will be embedded in our education, research and societal engagement. This will strengthen the entrepreneurial capacity of our academics, deepen collaboration with organisations in Rotterdam and beyond, and enable us to develop diverse income streams that support the university's long-term mission. In this way, we will contribute to broad prosperity for current and future generations.

Internationalisation

By 2030, EUR will have strong and constructive collaborations in education and research, supported by a strong and strategic portfolio of international partnerships, alliances and networks. This will deliver three key benefits: greater success and excellence in research, greater societal impact through stronger partnerships, and a stronger focus on responsible research and internationalisation. Internationalisation will also be embedded in our educational programmes, with international and intercultural competencies becoming a natural part of the development of students and teaching staff. We will also support constructive and future-oriented collaboration across borders.





Implementation: working together

We will realise the ambitions of Strategy 2030 together. Faculties and Professional Services contribute to the strategic objectives from their own roles and areas of expertise. In this way, we connect what we do every day to the university's direction and work step by step towards our future.

Starting point: strategy in our daily work

We consciously choose to focus on a clear set of objectives that are closely connected to our core activities – education, research and societal engagement. The strategy provides direction for what we already do and helps us make choices for the future. It is not something we do on top of our daily work, but something we achieve through what we do every day.

We build on what works, strengthen what needs attention and stop doing what no longer contributes. Flexibility, coordination and room for initiative are important in this process. This enables each faculty and service to contribute to the strategic ambitions within its own context.

How does implementation work?

The implementation of Strategy 2030 will take place step by step, with clear objectives and outcomes. The strategic objectives have been translated into university-wide agreements on the desired effects and outcomes. Faculties and Professional Services will give these shape within their own context. In this way, the strategy becomes part of the line organisation, while allowing room for the unique character of each faculty and service.

Implementation requires focus, but also room to adjust our approach. We therefore remain alert to developments within and outside our university and adapt our approach when needed.

A phased approach

The strategic priorities are complex and interconnected. That is why we have chosen a phased approach. This makes implementation manageable while keeping sight of the connections between the different outcomes.
When determining the phasing, we consider factors including urgency, strategic impact, organisational capacity, preconditions and level of concreteness. This results in four timeframes:

- Short term: strengthen the organisational foundation and increase our internal agility.
- Short to medium term: develop our distinctive strengths and strengthen our strategic position.
- Medium term: embed strategic choices and strengthen focus and coherence within education and research.
- Long term: strengthen our external profile and scale up successful collaborations to increase our impact.

Although each phase has its own focus, activities for the short, medium and long term will partly run in parallel. In this way, we are gradually building lasting societal impact.

Steering, monitoring and adjusting

The Executive Board and deans are jointly responsible for the strategic direction and coherence of Strategy 2030. Faculties and Professional Services translate this direction into practice and implement it within their own areas of responsibility. The Supervisory Board oversees the strategic direction. The University Council represents staff and students and has a formal role in the development and implementation of the strategy, including advisory and consent rights. The Societal Advisory Board provides a societal perspective and advises on the further development and implementation of the strategy. We monitor progress on Strategy 2030 through a regular PDCA cycle:

- Plan: translate the strategic priorities into concrete and measurable outcomes.
- Do: carry out the agreed activities and monitor progress.
- Check: assess the results and discuss what is going well and where attention is needed.
- Act: adjust objectives, agreements and actions where necessary.

The monitoring process is aligned with the existing Planning & Control cycle and supports dialogue on strategy, ownership and continuous improvement. The midterm review also takes place as part of this cycle.

Funding: investing in our strategy

The implementation of Strategy 2030 is part of the regular Planning & Control cycle. Faculties and Professional Services include strategic activities in their annual plans and budgets and make clear how these contribute to the university's strategic objectives.

In addition, central strategic funding is available for strategic innovation, collaboration and universi-ty-wide developments. The strategic direction guides the allocation of these resources. The focus is on sustainable, multi-year investments that contribute to achieving the strategic priorities.

In this way, we ensure that strategy, implementation and resources are connected and are deployed purposefully to support the development of EUR. Building the future together

Strategy 2030 comes to life through the choices we make today. In our education, research and services, and in the way we work together. By creating focus and taking responsibility together, we are working step by step towards a future-ready EUR.



Strategy on a page

Mission & Vision

Our mission: creating positive societal impact, through our education, research, and engagement.

Impact Domains

- The resilience and robustness of our society
- Sustainable entrepreneurship and inclusive prosperity
- A just transition to a sustainable society
- Healthy society and accessible & affordable healthcare
- The responsible use of technologies

Strategic goals

- Leading academic education and research
- Collaboration in networks & with society (engagement)
- One connected EUR

Priorities

- Academic education and research that makes an impact
- Resilient and agile organisation
- Connection through leadership, empowering diverse talent, and teamwork
- Human-centred organisation and culture
- An inspiring and innovative educational portfolio
- Lifelong Learning
- Open Innovation Networks
- Strategic alliances
- Diversification of income streams

Strategic Themes

- Sustainability
- AI
- Entrepreneurship
- Internationalisation

Erasmian Values

- Socially engaged
- World Citizen
- Connecting
- Entrepreneurial
- Open-minded

Erasmus Universiteit Rotterdam

Globally connected,
locally embedded.

COLOPHON

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