



Maastricht University

The European university of the Netherlands

A caring and sustainable university



Strategic programme
2022 - 2026

Young at heart, we are an interdisciplinary, inclusive academic community.

Together with our partners near and far, we are committed to playing our part in solving major issues in society.

This strategic programme outlines the ambitions and overarching vision of Maastricht University (UM) for the next five years. The implementation of the programme will be supported by annual plans and strategic objectives. Our ambitions and vision can be summarised as follows:

We are the pre-eminent European university of the Netherlands; through regional partnerships and solutions we contribute to societal challenges, with a focus on the Sustainable Development Goals (SDGs).

Our inclusive and inspiring academic community aspires to be open and accessible to everyone.

As a campus-based university and innovator in education, we enrich Problem-Based Learning (PBL) with technology to educate professionals with a broad global basis and orientation.

Based on our strong tradition in and focus on inter- and transdisciplinary research, we link academic disciplines with European and global challenges.

As a socially responsible university, we work with public and private partners to create value for society and improve the wellbeing of citizens in our region and beyond.

UM: an ambitious university that cares for its community



Profile

UM is a European university with an international orientation, operating at the heart of society and firmly rooted in the region. Ever since it was founded, the university has worked across borders, with a particular focus on the Euregion. Here, we connect education and research internationally, analyse societal issues in their full breadth and reinforce the labour market through the triple-helix collaboration. We have an open and inclusive academic culture, an international community and a strong focus on innovative and interdisciplinary education and research. Our community is composed of students, lecturers, researchers, support staff and alumni.

As the pre-eminent European university in the Netherlands, our core values are [diversity and inclusion](#), sustainability, mutual respect, integrity, democratic principles and transparency. We take our social responsibility seriously by forging links between the university and society, from the local to the global level. Moreover, as a solid and resilient international community, we hold ourselves accountable for the future of our world. This entails paying special attention to the urgent challenges of the 21st century, such as securing a sustainable future for our society. We endorse the SDGs, to which we contribute by critically assessing them while also working to achieve the intended outcomes through research, education and national and international collaboration. We focus in particular on good health and wellbeing (SDG 3), quality education (SDG 4), climate action (SDG 13) and peace, justice and strong public institutions (SDG 16). We also contribute to several other SDGs, such as reducing inequality (SDG 10), fostering responsible consumption and production (SDG 12) and building partnerships (SDG 17).

Mission

At the heart of our mission is to offer students from all over the world the opportunity to develop into active, globally oriented citizens and critical thinkers. With small-scale Problem-Based Learning (PBL) in an international and intercultural setting, we train our students to become active citizens who can make a meaningful contribution to society. The combination of PBL, which we enrich with technology, and the [International Classroom](#) concept, which fosters the development of [global citizenship](#) competences, provides students with an inspiring educational environment that prepares them to live and work in a society and global labour market that are forever in flux. Students have the freedom to pursue their personal development in a broad sense, in and outside the formal curriculum, while we work to safeguard their wellbeing. Moreover, education and research at UM are inextricably linked. Our inter- and transdisciplinary research embodies such values as innovation, sustainability and social responsibility. We continuously strive to improve and innovate our education and research and to work towards solutions to the issues facing European society today. Our ambition is to be a catalyst for Euregional and European development and, building on this foundation, to forge links with the world to tackle global challenges.

Vision

Our vision revolves around educating talented students and working on major societal themes. Leading the way in this effort is our solid and resilient international community. We are able to generate impact through the interdependence of education and research and their connection with societal themes. Building on our existing disciplines and holistic approach, we are expanding our exact sciences and forging links between the exact, medical and social sciences and humanities through the *Sciences+* concept. Crucial to this end is our intensive collaboration with the Maastricht University Medical Centre+ (Maastricht UMC+) and the Brightlands campuses, which serve as a driving force for Euregional and European development in a global context.

All this gives rise to economic and societal cooperation, with the region and university becoming increasingly intertwined. The combination of these factors enables us to add value regionally, nationally and internationally in our own unique way. In support of these ambitions, we are developing modern and integrated operations that can respond quickly to changing circumstances, while remaining open to other ways of working and collaborating.



Maastricht University

Our community: resilient, engaged and professional

Where do we want to be in 2026?

By 2026 UM is a close-knit, engaged community that is both resilient and professional. Our members form an international and diverse group, and UM is known for its open, inclusive and inspiring academic culture. As a caring university, we pay close attention to the wellbeing and sustainable employability of our community. We offer staff and students the space to develop academically, professionally and personally in an environment that fosters open and respectful dialogue. At the same time, we have a strong focus on the SDGs, particularly SDGs 3, 4, 13 and 16. With our emphasis on operational excellence, we have developed modern, integrated and agile operations that not only support but also strengthen the primary process.

UM is proud of its students, employees and alumni. Our close-knit community is resilient, loyal and professional, and our members form an international and diverse group. As the pre-eminent European university in the Netherlands, UM strives for an open, inclusive and inspiring academic culture, where *academic citizenship*¹ is a matter of course which is recognised and rewarded. Our aim is for diverse students and employees to feel at home here, and for alumni to remain full-fledged members of our community, wherever they reside. Based on sustainable, meaningful and reciprocal relationships, the UM community in a broad sense makes a crucial contribution to the further development of the university. All members of our community are offered a genuine 'Maastricht University experience'. This holds for students, irrespective of whether they join us in person or online, have local roots or an international background, remain in the region after graduating or go out into the world as our ambassadors. And it holds for staff, too, whether they are focused on teaching, research, or providing the support services that make teaching and research possible. Diversity strengthens and unites us and contributes to the development of both our university and our immediate environment. In all this, the wellbeing of our community is paramount. As a caring university with a complete package of supporting activities, we safeguard the wellbeing of our staff and students.

Naturally, we are also paying close attention to the impact of digitalisation on our university and society in terms of how we learn, work, interact, spend our free time and more. This constant alertness enables us to respond to the opportunities and challenges of digital technology in our education and research as well as our business operations. In doing so, we take into account the transformative nature of new technologies for the opportunities and challenges of the digital society.

Focus on students

We strive to create a safe environment that fosters open and constructive dialogue. Students are given the freedom to develop academically, professionally and personally into active, globally oriented citizens with 21st century skills, ready to strike out on their careers. Additional study-related activities – which we recognise and reward with [extracurricular](#) credits – allow students to develop both as individuals and as members of society. At the same time, we acknowledge the increasing societal pressure placed on students today to achieve high results. To counter this, we are investing in resources to enhance students' wellbeing and resilience. We will continue to provide psychological support with a particular focus on prevention, which is of benefit for all students. We will also continue the initiatives of [Caring Universities](#), an international partnership focused on improving students' psychological wellbeing. Additionally, we provide support for students with disabilities and care tasks. For international students, we have established an

¹ *Academic citizenship* refers to a wide variety of essential duties that sometimes go unnoticed, but which all members of our community – be it individually or in teams – perform for the institution, the academic community and society.

International Student Helpdesk and other facilities. In everything we do, students are front and centre and are offered all the support they need to develop into self-reliant critical thinkers, active citizens and professionals.

Focus on employees

We support our employees in their everyday work and their careers, offering them a modern working environment with a view to the work of the future. With full confidence in their abilities, discipline and collegial ties, we empower staff to work when and where appropriate, in line with the needs of both the university and the individual employee. A good work–life balance that emphasises health and safety is paramount. As a [family-friendly university](#), UM will facilitate the combination of care tasks and work or study.

In addition, we aim to strengthen our employees' sense of community by investing in societal interaction and cohesion both in person and online. We are working on a new, balanced system for [recognising and rewarding](#) all employees (academic and support staff) that is better attuned to the various core tasks of a university, while also allowing room for diversity. We prioritise quality over quantity, and place value on teamwork just as we do individual performance. Indeed, we value all activities, domains and aspirations that contribute to the success of our university across the board. In the firm belief that this requires good leadership, we are also investing in the development and recognition of responsible leadership skills. Our leadership philosophy is based on principles such as safety, trust, connection, engagement and openness. This attention for our employees will foster sustainable employability and help us to work towards a more balanced workload for our employees.

Contributing to a sustainable future

Sustainability is another top priority within our community. To this end, we aim to make significant contributions to the SDGs, first and foremost here in Maastricht, but also in a broader, global context. By 2030, UM seeks to be a fully sustainable university and a driver of sustainable development through its contributions to the world's most pressing problems, such as the climate crisis. In terms of our operations, we are committed to reducing our ecological footprint: we are striving for a CO₂-neutral future and working to enhance circularity, health and wellbeing. Our buildings should be sustainable, versatile and efficient – 'smart buildings' that make use of technology to facilitate the work of the future. Our education and office concepts are tailored to this vision and to the needs of our community; for students and employees, our buildings provide an inspiring and appealing environment. Other spearheads include (re)usability and the protection of biodiversity.

All this is based on sound information provision regarding our operations, students, employees and research. Our entire community is actively involved in contributing to a sustainable future and the transition to a circular economy, both close to home and well beyond Maastricht. We also contribute our scientific expertise to societal debates on sustainability and the Green New Deal.

Investing in our operations

Excellent business practices underpin the development and activities of our community. We strive for modern, integrated and agile operations that support and strengthen our primary education and research processes. This calls for close alignment and interconnection between the systems in HR, finance, procurement, facilities and more. With respect to all internal and external stakeholders, we are committed to transparency and accountability in accordance with the prevailing societal standards and national and international best practices.

Our approach to operations is driven by standardisation, harmonisation and automation of administrative processes. An innovative digital infrastructure is a prerequisite if we wish to achieve our goal of an integrated chain approach that capitalises on synergies with transparent dependencies, ownership arrangements and responsibilities. This is crucial for UM's further development and will enable us to strive towards the future while properly accommodating for the growth of the university.



Our university in its context: vital contributions to a flourishing Euregion

Where do we want to be in 2026?

UM aspires to be the pre-eminent driver of economic and societal development in the region. Through education and research, our community – in collaboration with public and private partners – makes a major contribution to creating and spreading prosperity in the region. We work closely with the Maastricht UMC+ and pursue valorisation on the Brightlands campuses. To this end, our academics are supported by a clearly defined framework in which integrity is of paramount importance. In the context of lifelong development, a range of appealing initiatives has been developed for students and professionals, focused on the needs of the region, the Netherlands, Europe and the rest of the world.

With its outstanding education and research, UM makes a major contribution to the development of a sustainable, healthy and economically stable region. Particularly through the Brightlands campuses, we translate our research into economic or social value through a broad range of initiatives. As a socially engaged European university, we are committed to spreading prosperity – not only locally, in the city of Maastricht and the province of Limburg, but also in the Euregion, Europe and worldwide. Societal engagement is an explicit aspect of research and education at UM, pursued by our entire international community.

Our contribution to the region

In education, initiatives such as MATCH, YUFE and Maastricht Working on Europe (MWOE) bring students together with local residents. By challenging students to make an active contribution (e.g. through voluntary work), we offer them the opportunity to develop into responsible global citizens with strong local ties. In addition, UM enters into strategic alliances with public and private partners to invest in projects and initiatives that make an important societal contribution to the region. We will continue our collaboration with such partners as the Maastricht UMC+, the Province of Limburg, Radboud University Nijmegen, the Netherlands Organisation for applied scientific research (TNO) and Zuyd University of Applied Sciences.

We are particularly proud of our partnership with the Maastricht UMC+, which involves sharing human resources in the form of academic clinicians and collaborating on education and research. Given the increasing importance of medical technology (MedTech), we are committed to strengthening ties between the Maastricht UMC+ and the faculties FHML and FSE. The research themes regenerative medicine and personalised medicine offer excellent opportunities to develop meaningful collaboration.

The campuses as engines for the future

With their unique concept, the four [Brightlands](#) campuses form the basis for our valorisation activities. Rather than investing in a classic science park, UM focuses on co-creation with existing business parks. These strategic development hubs offer a vital ecosystem around themes of value for society and the economy, such as circular chemistry and materials, health, agri-food, AI/data science and smart digital services. The campuses attract students, start-ups and SMEs, knowledge workers and leading researchers, and have developed into engines for the future of the province of Limburg. They create career opportunities for our students and contribute to talent development in the region. Importantly, they are focused on themes that draw on the expertise of various UM faculties, guaranteeing an inter- and transdisciplinary perspective and optimising impact. We provide support and guidance for our scientists in their valorisation and knowledge transfer activities, emphasising the importance of integrity at all times.

The valorisation activities also have a strong focus on sustainability, one of UM's core values. For example, we contribute to the [Circular Hub](#), aimed at transforming Limburg into a circular society revolving around the Chemelot industrial site and the accompanying Brightlands research and development campus. Another key development is the [AI Hub Brightlands](#), in which we are bundling our expertise in AI and data science with that of other parties in the Dutch AI Coalition to foster prosperity and wellbeing in our region and beyond.

Lifelong development

As befits our strong societal focus, we have developed an appealing package of initiatives for lifelong development. These initiatives are based on academic research and its translation to students, employees, alumni and external professionals. In the coming years, we will integrate competences such as global citizenship and 21st century skills into courses for students, enabling them to continue their personal and professional development after graduating. We will continue to work on a well-rounded package for our employees while also expanding our offer of postgraduate programmes for professionals, with specific emphasis on collaborating with other knowledge institutions to develop strong, multidisciplinary postgraduate programmes for a broad target group. Serving in this way as a knowledge partner for the regional knowledge chain and labour market will enable us to make an important contribution to society.



Education: a PBL foundation, enriched by technology

Where do we want to be in 2026?

In 2026 the innovative PBL pedagogy is even more strongly anchored at UM, complemented by technology. This gives us a solid foundation from which we can offer students a flexible, dynamic and high-quality education using a combination of teaching formats. We will achieve this by investing in educational innovation and research, spearheaded by EDLAB as well as the faculties. UM offers modern and interdisciplinary study programmes and imparts on its students the core values of global citizenship. Our teachers form a crucial and indispensable link, receiving all the support they need to do their work effectively. To this end we are investing in a sound HR policy, teacher professionalisation and technological infrastructure.



As the pre-eminent European university of the Netherlands, UM stands for high-quality, contemporary and innovative education, where students from all over the world participate in small-scale Problem-Based Learning (PBL) in an international and intercultural setting. We have developed a portfolio of bachelor's and master's programmes that prepare students for the changing needs of the national and international labour market while also encouraging and facilitating their endless curiosity. We also increase interaction with the Brightlands campuses by offering on-site education and linking students with the Brightlands community. By building bridges across disciplines, our educational approach contributes to solutions to pressing societal issues, which call for an integrated and interdisciplinary approach. We aim to expand our portfolio with the exact sciences, linking them with the medical sciences, social sciences and humanities through the Sciences+ concept.

In line with our identity as a European university with a broad international orientation – not just within, but also beyond Europe's borders – we impart on our students the core values of global citizenship². In our teaching methods, we invest in guiding a heterogeneous and international student population through an academic education that prepares them to launch their careers as resilient young professionals and active global citizens. We are also exploring how we can link flexible learning paths for students to PBL.

PBL as core value ...

PBL has been a core value ever since the university was founded. It is reflected in all aspects of UM, from the infrastructure to our flexible support systems and the content of our teacher professionalisation programmes ([CPD](#) and [UTQ](#)). The core values of PBL are – and will remain – constructive, collaborative, contextual and self-directed (CCCS). Through [EDLAB](#), our institute for educational innovation, we are constantly working to further develop the PBL approach, particularly by enriching our education with digital technology.

... supplemented by technology

The amalgamation of PBL and technology gives rise to the concept of *technology-enhanced education*. This involves the use of technology to achieve the intended learning outcomes in an effective, efficient and appealing manner, aimed at flexible and adaptive education. Examples include the use of blended learning and the hybrid virtual classroom. We are facilitated in this effort by Canvas (our learning management system) and through experimentation with innovative hardware,

² 'Global citizenship' consists of three elements: 1) global literacy: the ability to grasp world problems and take into account other perspectives, 2) social responsibility: the development of soft skills and attitudes such as empathy and morality, and 3) transformative engagement: working with others to apply the knowledge acquired with a view to effecting change.

such as devices for virtual and augmented reality (VR/AR) and specially equipped spaces for digital collaboration (active learning classrooms).

Enriching our education through technology is not, however, an end in itself. Our education is campus-based: we consider academic and social connection a prerequisite for optimal learning and the student experience. Nonetheless, the combination of face-to-face and technology-enhanced education opens up a space for the use of diverse educational formats. UM has frameworks in place that help educators determine which technology could be used, when and how.

Further educational innovation

We are constantly conducting research focused on the innovation of education under the banner of EDLAB, which brings together educational researchers from different disciplines and faculties. Naturally, lecturers too play a crucial role in technology-enhanced education. They are facilitated in their daily work by good information provision, teacher professionalisation initiatives (including attention for digital literacy) and an efficient system of quality assurance. Also indispensable are technologies that promote independent study by making materials and resources available to students at the moment they are needed. We are investing in a learning environment and a teacher portal that provide insight into students' progress, make recommendations to optimise their studies and support them with tailored follow-up activities. To this end, we are working on a virtual academic environment for both students and staff.

Education at UM flourishes when it is supported and facilitated by a quality assurance system that draws on reliable data and analyses. At the same time, it is important that our education logistics – a crucial factor in our small-scale approach – continue to develop. This calls for harmonisation, simplification and transparency; three core values for which we have already laid strong foundations with the ITK and CeQulnt accreditations. In the coming years, we will intensify our efforts in this area.



Research: towards solutions for society



Where do we want to be in 2026?

In 2026, research at UM will further strengthen our ties with the world around us, from the local to the global level and from citizens to professionals. Our academics conduct relevant research that contributes to the resolution of societal challenges. To this end, they are supported by high-quality research facilities and a solid quality-assurance system. Above all, UM has a sustainable research climate, emphasising ethics and integrity, open science and policies for attracting and retaining talented researchers. UM is known nationally and internationally for its focus on Sciences+ – a balanced cross-fertilisation between the exact, medical and social sciences and humanities – and for its thematic research profile focused on Europe and a Globalising World, Learning & Innovation, Quality of Life and Sustainability & Circularity.

UM has a strong focus on and tradition in inter- and transdisciplinary research, ranging along a continuum from fundamental to more applied research. Our research contributes to solving societal issues, both regionally and beyond. As far as possible, we translate research into economic and social value, primarily (but not exclusively) through the Brightlands campuses. This is also a key focus in our collaboration with the Maastricht UMC+. In addition, research conducted at UM is interwoven into education at every level.

First-class research climate

As a European university, we offer an appealing research climate that welcomes scientists and scholars from all over the world. High-quality research facilities enable them to conduct leading research in a broad range of academic disciplines. From a strong basis in fundamental and monodisciplinary research, we connect researchers in order to foster inter- and transdisciplinary research. All this happens in an environment in which safety, inclusivity, collaboration, scientific ethics and integrity are of paramount importance. Open Science is the norm, which entails stakeholder participation, FAIR data principles and data management, open-access publications and other research output, and more. Thanks to this first-class research climate, UM can attract and retain talented academics from all over the world.

Expansion of exact sciences

Building on our existing disciplines and an inter- and transdisciplinary approach, in the coming years we will further expand our position in the exact sciences. We are committed to Sciences+, where the plus refers to the integrated cross-fertilisation between disciplines and faculties from the exact, medical and social sciences and humanities in the analysis of societal issues. This holistic approach reduces the distance between scientific innovations and social applicability – something from which both public and private parties can benefit. The further development of the exact sciences and the FSE is our priority, which we intend to pursue in a broader scientific context.

We are especially proud of the [ET Pathfinder](#), a prototype and scale model of the Einstein Telescope. This globally unique facility is a milestone in the development of the FSE in particular and the exact sciences at UM in general. Naturally, we will continue to invest in our other faculties and in other academic fields. The development of the exact sciences and their combination with the social sciences and humanities, together with Maastricht's traditional strengths in medicine and health sciences, will enable us to conduct innovative research with social impact and to attract external funding. Naturally, we collaborate with national and international parties to generate synergy and take advantage of complementary expertise.

Fourth research theme: Sustainability and Circularity

We intend to maintain our current [research profile](#) with the themes Quality of Life, Learning and Innovation, and Europe and a Globalising World. To this we are adding a fourth theme: 'Sustainability and Circularity'. As the birthplace of the European Union and a border city at the crossroads of Germany, Belgium and the Netherlands, where different languages and cultures converge, Maastricht is the ideal place to study Europe in the context of a globalising world. The theme Quality of Life, which emphasises personalised medicine and links medicine with other scientific disciplines, ties in seamlessly with our collaboration with the Maastricht UMC+. Going forward, this will require more intensive collaboration both within the Maastricht UMC+ and between the Maastricht UMC+ and the faculties. UM's educational research in the Learning and Innovation theme dovetails with our educational vision. This research makes a crucial contribution to the further optimisation of our education, as well as to current issues such as digitalisation, inclusion and diversity, the International Classroom and the connection to the labour market.

As for Sustainability and Circularity, this new theme reflects the urgent need for universities to play an active and visible role in pursuing the SDGs. Circularity focuses on cycles of raw materials, while sustainability relates more broadly to people, the environment and prosperity. The theme is therefore relevant for all faculties and ties in seamlessly with our social responsibility towards our community and planet by promoting sustainable development and broad-based prosperity. We approach this theme from a broad and holistic perspective that goes beyond a focus on the use and reuse of materials. With our research (and education) on sustainability and circularity, as well as the related valorisation efforts through the Brightlands campuses, UM is accelerating the transition to a sustainable society with circular solutions. An excellent example of this is our research and education on Circular Engineering, with which we contribute to the Circular Hub.



Internationalisation: European network university with a global outlook

Where do we want to be in 2026?

Internationalisation and Europe are embedded in the history and the DNA of the university. In 2026, UM aims to be known as the pre-eminent European university in the Netherlands; a European university with a global orientation. UM is a unique hub, 'living lab' and expertise centre for Europe revolving around the question: what does Europe mean for the world, and what does the world mean for Europe? We provide an international learning experience and environment for all students and staff, supported by a strong quality-assurance system for internationalisation. Our International Classroom, international networks and partnerships, exchange programmes and focus on cross-border mobility enhance the quality of our education and research. The international character of our community makes an important contribution to the region.

UM is the pre-eminent European university in the Netherlands, with worldwide connections sprouting from a solid base in our Euregion. Located in the heart of Europe, we are an open and accessible community where all cultures, perspectives and ideas come together. With open arms and full of conviction, we welcome talented people from all over the world. This enables us to create added value for the regional labour market and for Dutch society, making an impact from the local to the global level. We are also firm advocates of the internationalisation of education and research. As a 'living lab' and expertise centre for Europe, UM is ideally positioned to showcase a 'Europe strategy' that simultaneously strengthens our continued global commitment and extends our opportunities for global engagement.

A European focus ...

Our European profile is reflected in and reinforced by our unique international student population and our many cross-border collaborations and study programmes, research programmes and other initiatives with a European focus, in particular our campus in Brussels – the capital of Europe – as well as [ITEM](#), Maastricht Working on Europe ([MWoE](#)) and [YUFE](#).

YUFE is a prime example of the development of a European ecosystem for education and research. An alliance between UM and nine other young European universities and industry partners, YUFE aims to develop and implement a new vision for the European university of the future. The idea is that future students will be able to compose their own curricula from subjects offered by any YUFE university, thereby earning a European diploma in addition to a degree specific to UM. In this context, UM has the potential to develop into a university of European stature. All these initiatives, which bring together regional, national and international partners, are inextricably linked. The combination of these initiatives makes us unique in the Netherlands as a motor of European innovation, at the same time ensuring that we can play our role as a knowledge engine for the region.

... and global engagement

Building on this European perspective, we are also investing in global engagement. Cooperation between Europe and the rest of the world is essential for realising just and sustainable societies and eradicating poverty. We contribute to this through numerous education and research programmes, our international population of staff and students, and international development cooperation with partners in the Global South, with an emphasis on equality and common interests. Our attention for diversity and inclusion as well as our increasing focus on the SDGs offer opportunities to improve access to UM for first-generation students, strengthen the International Classroom and build on UM's global reputation. Close cooperation with UNU, through the unique joint institute UNU-MERIT (particularly in terms of research and education related to the SDGs), is also of paramount importance. Further, our many international research collaborations contribute to our successes in European research funding programmes.

Talented students for the (inter)national labour market

We offer all our students an international study experience through curricula that are internationalised in terms of content, format and quality assurance. We are committed to developing inclusive curricula that, in line with the SDGs, promote equality and accessibility in a broad sense. While we are an excellent European university, we are not elitist: our focus is first and foremost on talent. This is illustrated by our [Foundation Programme](#), which prepares international students to embark on their bachelor's degree. We welcome all students and provide them with an international learning experience and environment, based on the International Classroom and international themes embedded in our research and education portfolio. We are committed to innovation in education and research, with sustainability as an important point of reference. All our students develop global citizenship competences geared to the needs of the labour market, making them highly employable. This is supported by a quality-assurance system for internationalisation through which we continuously strive for progress. Knowledge security is a crucial focus in this regard: a balance between openness and security that is continuously revised in the context of geopolitical developments.

Connected in international networks

We will strengthen our profile as a network university and actively seek new opportunities for international collaboration. UM plays an active role in networks, platforms and associations that foster international collaboration in education and research. We will continue to build relationships with our current university partners in the [YERUN](#) and [WUN](#) networks and with other preferred partners in the Euregion and worldwide. With strategically selected international partnerships, exchange programmes and a focus on cross-border mobility, we optimise our research and education quality and our international work and learning environment. As demonstrated by our partnership with York University and multiple non-European partners, this goes beyond the borders of the EU. Such partnerships enable us to make an important contribution to major societal challenges, from the local to the global level.

Closer to home, the ongoing strategic development of [Campus Brussels](#), the Brightlands ecosystem and the cooperation with partner universities in the Euregion and the Benelux area also offer opportunities to make an important contribution to societal challenges across the region.

Appendix

- List of [faculties](#)
- List of [bachelor's](#), [pre-master's](#) and [master's](#) programmes
- List of research [institutes](#) and [schools](#)

July 2021

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Want to see more and navigate your way through the strategic programme? Watch the interactive video [here](#).



The European university of the Netherlands

A caring and sustainable university
Strategic programme 2022 – 2026

Executive summary

Young at heart, we are an interdisciplinary, inclusive academic community. Together with our partners near and far, we are committed to playing our part in solving major issues in society.

As the pre-eminent European university of the Netherlands, we strive to resolve challenges in society through regional partnerships and solutions.

We are an internationally oriented university, operating at the heart of society and firmly rooted in the region.

Our core values are diversity and inclusion, sustainability, mutual respect, integrity, democratic principles and transparency.

UM: an ambitious university that cares for its resilient, engaged and professional community

- UM is characterised by an open and inclusive academic culture. As a caring university with a complete package of supporting activities, we safeguard the wellbeing of our students and staff.
- We support our employees in their everyday work and their careers, offering them a modern working environment with a view to the work of the future and a balanced system for recognising and rewarding all employees.
- Sustainability is a top priority within our community. To this end, we aim to make significant contributions to the Sustainable Development Goals (SDGs). By 2030, UM seeks to be a fully sustainable university and a driver of sustainable development.
- We strive for modern, integrated and agile operations that support and strengthen our primary education and research processes. We pay close attention to the impact of digitisation on our university and society in terms of how we learn, work, interact, spend our free time and more.

Our university in its context: vital contributions to a flourishing Euregion

- As a socially engaged European university, we are committed to spreading prosperity. UM makes a major contribution to the development of a sustainable, healthy and economically stable region. We translate our research into economic or societal value through a broad range of initiatives on the Brightlands campuses and across the university as a whole.
- As befits our strong societal focus, we develop an appealing package of initiatives for lifelong development.

Education: a PBL foundation, enriched by technology

- Through small-scale Problem-Based Learning (PBL) in an international and intercultural setting, we train our students to become active globally oriented citizens and critical thinkers who can make a meaningful contribution to society.
- As a campus-based university and innovator in education, we enrich PBL with technology to educate professionals with a broad global basis and orientation. The amalgamation of PBL and technology gives rise to the concept of *technology-enhanced education*.

Research: towards solutions for society

- We offer an appealing research climate that welcomes scientists and scholars from all over the world. Our research profile comprises four themes: Quality of Life, Learning and Innovation, Europe and a Globalising World, and Sustainability and Circularity.
- We are expanding the exact sciences at UM and are committed to forging balanced links between the exact, medical and social sciences and humanities through the *Sciences+* concept. This holistic approach reduces the distance between scientific innovations and social applicability.
- UM enters into strategic alliances with public and private partners to invest in projects and initiatives that create value for society and improve the wellbeing of citizens in our region and beyond. Crucial to this end is our intensive collaboration with the Maastricht University Medical Centre+ and the Brightlands campuses.

Internationalisation: European network university with a global outlook

- We provide an international learning experience and environment for all students and staff. Our International Classroom, international networks and partnerships, exchange programmes and focus on cross-border mobility enhance the quality of our education and research.
- Our European profile is reflected in and reinforced by our unique international student population and our many cross-border collaborations, study programmes, research programmes and other initiatives with a European focus. We will strengthen our profile as a network university and actively seek new opportunities for international collaboration.
- Building on this European perspective, we are also investing in global engagement. Our ambition is to be a catalyst for Euregional and European development and, building on this foundation, to forge links with the world to tackle global challenges.

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