#2023 - OPEN UP

FONTYS SCHOOL OF INFORMATION AND COMMUNICATION TECHNOLOGY

FHICT brings out the best in people and the environment

Fontys

SCHOOL OF
INFORMATION AND
COMMUNICATION
TECHNOLOGY

#2023 - OPEN UP

**FONTYS SCHOOL OF INFORMATION AND
COMMUNICATION TECHNOLOGY**

3

Table of contents

AMBITION PLAN #FHICT2023

Is Excellence the norm?

INTRODUCTION

In 2018 we again received an excellent accreditation for our study program. A formidable performance! A result we have achieved with many years of hard and conscientious work. A result too, of which we can be very proud. Certainly if you realize that in those past years - in addition to all the activities in the field of quality improvement in research, curriculum and supporting processes - we have experienced several growing pains. Our education has grown enormously in the number of students and staff, but also in the degree of human proximity, internationalization, research drive and relationship with the world around us.

> **"Again excellent, you can not have more ambition, would you say? True, there is little to be said about excellence. At most, it's time for a new level."**

In March our professor Big Data, Gerard Schouten, was proclaimed Lecturer of the Year 2018. This underlines our development towards a research-driven environment.

So we preform excellently and yet that is not a reason to stand still. The world around us is changing fast and strong. As a university of applied sciences, we want to make a meaningful contribution in the changing context. This also means: developing ourself constantly. In the coming years we will continue to work on our social position, image and role within and outside Fontys, both nationally and internationally. Innovators as we are, we will continue to build our institute in the coming years. That is also much more fun than standing still. The central principle is: 'Open Up', or the transition from educational institution to knowledge center.

In this booklet you can read more about the vision on FHICT knowledge center and the development themes that we have chosen.

FHICT #2023 - OPEN UP

FHICT #2023 - OPEN UP

Vision: FHICT brings out the best in people and the environment

"We have concluded our last ambition plan. In that plan, we focused on creating and realising a Permanently Challenging Environment for students and colleagues. And it was a success! We were able to realise a dynamic learning and working environment wherein increasingly more students and also colleagues outline their own path of development, monitor their own progress and fulfil their own quest for knowledge particularly by working together, intervision and research. Our efforts were crowned with an excellent accreditation and the professor of the year 2018. I am very proud of that, of course. The question is then: how can we do even better? There is always room for improvement. I am of the opinion, that trying to improve from the level we have achieved, is many times more challenging than from when we started, also from a point of excellence, six years ago.

From school to knowledge centre

The main thrust we will focus on now is the development of FHICT from an educational institution into a knowledge institution, or rather, a knowledge centre, which sounds more accessible. While we have mostly focused on elevating the processes 'within', it is now time to make more contact with the outside world: *'Open Up'*. We want to be the kind of environment where talent grows and flourishes, where research leads to practical solutions for economic, technical and societal challenges. An environment that ICT professionals can visit at all times with questions only to leave with answers they need.

An environment in which companies, peer knowledge institutions can enjoy in collaborating with us on a regional, national and international level. To put it briefly, a dynamic ICT community that you really want join because there, you can always find: knowledge, insight and contacts.

Accessible

It goes without saying that we have requirements and wishes for such an environment. When you use the words *'Open Up'*, accessibility will be vital. We want to connect our world with the world outside. This requires flexibility, working at a high ICT-technical level and inspiring your own environment with acquired insights and innovative ideas. It also requires a physical environment that is designed to bring people together. In this area, we have a lot to do. At the end of 2019 we will preside over a brand new multi-functional design building and a network of Partners in Innovation. We work with inspiring environments such as the Open ICT labs (our OIL pilot will have a successor) and this year, we will open our first ICT Innovation Hub on Strijp T: the Fontys ICT InnovationLab. We will also be going virtual. Under the *'Digital Excellence'* theme, we will invest our ICT knowledge in creating virtual environments that support knowledge creation and sharing which will inspire others in showing them what is possible.

Network

In the time ahead we will continue to expand our network of Partners in Education and Partners in Innovation - companies and organisations we collaborate with - in the Brainport and Midpoint regions. We are also broadening our national and international networks. We do this by entering into partnerships with knowledge institutions and companies from all over the world. This gives our students and colleagues the opportunity to gain experience in an intercultural context, a key competency in the ICT world of today and tomorrow.

The Future

When I look at the future, I only see growth. As a knowledge centre, the number of interactions with the outside world will only increase. It will bring more questions, more students, more research and more insights. Our permanently challenging environment will become even more challenging. Our work will be more actual, constantly checking theories in practice and ever increasingly working on social themes. This is what makes FHICT a wildly fascinating knowledge centre."

Ad Vissers, Director Fontys School of Information and Communication Technology

EIGHT THEMES
OUR DEVELOPMENT TOPICS

IMPACT ON SOCIETY

Impact on Society

The FHICT of tomorrow is at the heart of society. More than ever before, it will look to connect with society.

Research and education is not only intended for the training of valuable professionals, is must also be meaningful for society. That is why we also research current and societal themes from an ICT perspective.

Motivator for students, teachers and professionals
Today's *young professional* wants to do more than just make money and build status. He or she wants to contribute to a better world. The omnipresence of information results in us knowing more about the world's problems than ever before. Choosing an environment that combines personal growth and contributing to a better world is an attractive motivator for prospective students. Realising societal impact is therefore a key selection criterium for students, professionals and colleagues who want to work for an employer who is socially responsible.

Utilising our influence for positive change
Big Data, Internet of Things, Quantified Self, Artificial Intelligence and Cyber Security… ICT touches on processes that people have to work with and this influence is only growing. FHICT has the ambition to help people (students, employees and professionals) to develop their ICT knowledge and implement it for positive change in society.

What next?
In the coming years, FHICT will closely examine its role in society. Together with Partners in Education, Partners in Innovation, peer schools and organisations, we will develop current and relevant subjects for education and research. We allow teachers and students to find their own way of how they want to influence these societal themes.

RESEARCH & DEVELOPMENT

Research & Development

The developments in ICT occur at an incredible pace. No one knows what the applications of tomorrow will be. That is why it is important that ICTers (students and professionals) develop into critical professionals who can clearly assess their own performances.

Professionals of the future will look for answers to the world's problems on their own accord. They already deliver better solutions for future problems and will continue to do so in the future.

Contribute to Digital Transformation
FHICT wants research and research skills to have a permanent prominent role in the development of every student and professional. What's more, as a knowledge centre we want to contribute to the acceleration of the Digital Transformation in the Brainport and Midpoint regions. This is, indeed, the designated terrain for research collaboration with the business world and the working field of the future for a great majority of our students. FHICT wants to proactively explore themes that are relevant and challenging for society. Together with our regional and international partners we will look to develop new knowledge and contribute to the application of innovative solutions. An investigative role and research skills play a crucial role in this.

What next?
FHICT wants to expand its research activities. Here, we will focus on applied research. Our research focuses on creating better solutions and products in professional practice: *Research & Development*. This is how we would like to crawl a little closer to society. By carrying out more research in co-creation with local partners. On the basis of questions that are currently relevant for organisations, and on the basis of (social) themes that we see and explore ourselves. Because ICT knowledge develops internationally, we also see good opportunities to do more research in an international setting, together with foreign knowledge institutions and companies.

KNOWLEDGE TRANSFER

Knowledge Transfer

'Lifelong development' is now more relevant than ever before. The world, and certainly ICT world, is changing quickly and dramatically. Knowledge only has a limited shelf life and therefore a different value than it once had. It means that professionals have to constantly keep working at their professional development.

Opening doors

As a knowledge centre, FHICT wants to open the doors wide to all (prospective) professionals for whom ICT developments are essential. Certainly also for professionals who have already been working in ICT for years. By offering knowledge in varied and accessible ways at any given moment - physically or virtually - spending time in our knowledge centre to acquire knowledge and skills in specific areas. In doing so, we also want to take joint action in the research and develop-ment of new products and services. This way, FHICT students (and teachers) together with professionals can assess new ideas and work methods and compare them to daily reality.

What next?

It goes without saying that with the development of professionals, an organisation must facilitate that transfer of knowledge. We already offer diversification in our Associate degree and Bachelor programmes. We also offer part-time and full-time programmes in both Dutch and English. We are going to expand that offering in the time ahead with Master programmes. We will also convert parts of the curriculum to short training sessions, and we will develop training sessions for specific target groups. Those training sessions can take place physically or virtually, via MOOCs, for example. Here, we will also look into the manner of validation, for example, via micro-credentials/open badges (certificates per component). *Knowledge transfer* shall also take place via practice-oriented research in collaboration with research teams and linked to lectorates.

To ensure the effective transfer of knowledge, we will further expand our intensive collaboration with our network of Partners in Innovation and our international network. Within these networks, we will look for collaborative opportunities that will give our FHICT professionals enough room to develop in a practice-oriented (research) environment. Here, we also see good opportunities for collaboration with other knowledge centres.

The educational programmes will, of course, focus largely on professional skills such as collaborating with professionals in projects and research. FHICT is growing in number of students, faculty and locations. The challenge in this is to make the knowledge within the organisation accessible to all. Together with the lectorates, we will also facilitate the internal knowledge transfer.

INNOVATION HUB(S)

Innovation Hub(s)

DEVELOPMENT THEME

An Innovation Hub is a place where something new is created. There is room to experiment and thoroughly explore all possible ideas in order to eventually arrive at new combinations and innovations.

A good Innovation Hub should also be designed to stimulate the coincidental meeting between people with specific knowledge and skills. This coincidental meeting could produce surprising and new insights, products and business models. An Innovation Hub should exude the spirit of entrepreneurship. People learn there a lot and in a fast pace from eachother and work together in a driven way to realise ideas.

Learning outside your comfort zone
The Innovation Hub is a valuable environment for FHICT because it brings supply and demand together at an early stage, because it offers entrepreneurial students the opportunity to research their talents and grow, and because it yields completely new knowledge outside the 'comfort zone' of a course programme or discipline.

What next?
FHICT is going to create external Innovation Hubs. The first is already being built. Under the name: Fontys ICT InnovationLab, this hub is situated on Strijp T, an environment with a powerful heritage in industry and entrepreneurship and a strong presence of the creative industry. This gives it atmosphere, functionality and starting points to become a real innovation environment. Here, start-ups are born and questions and market models are explored. Innovation Hubs give a positive impulse for *Knowledge Transfer*.

Our way of development and change

The world, and certainly the ICT world, is changing quickly and dramatically. What the world will look like in a decade's time is impossible to predict. That means that an ambitious knowledge centre in the area of ICT must especially be flexible. This requires the ongoing involvement and input of our staff: being open to developments and where necessary, being flexible enough to translate those developments into input, which can be used for up-to-date and relevant education and research.

Relying on talent
FHICT has looked beyond the traditional PDCA cycle for some time now. We prefer to rely on the talent of our staff and want to stimulate their talents and help them develop. That is why, in addition to the 'fixed' frameworks and 'strict' processes of the Deming circle, the IMWR model is the basis for organisational development and maintaining our high level of quality.

IMWR Model
IMWR (Dutch abbreviation) stands for Inspiring (Inspireren), Mobilising (Mobiliseren), Appreciating (Waarderen) and Reflecting (Reflecteren). The model allows for more room to experiment and utilise the enormous diversity of talent that we have. It is thereby a highly motivating way to get people moving and perform successfully. The creation of this booklet is in itself an example of IMWR. It serves as a first step: Via the vision and eight stated development themes we titillate the awareness and inspire our staff to think about our development paths towards #2023 - OPEN UP. We will further explore and bolster these development themes in the time ahead. The initiators will work together with their teams to determine their tactics and actions; or rather, step two: mobilising. Then we will get to work and during this development process we will also have many moments of weighing and reflecting. This will undoubtedly yield many new moments of inspiration and mobilisation. The IMWR philosophy helps us to constantly improve and innovate our organisation, in a way that suits us best and that we find most valuable.

DIGITAL EXCELLENCE

Digital Excellence

DEVELOPMENT THEME

Technology is everywhere these days and is becoming a larger part of our lives. ICT is playing a crucial role in this, as the connector between hardware components, as data collector and analyser and as interface between man and machine.

Testing Ground

As a knowledge centre, FHICT wants to be the forerunner when it comes to implementing ICT technology in our own programmes and research. In this regard, FHICT is the testing ground for digital environments and instruments that make education richer, more flexible and more personal. The implementation of ICT is also aimed at creating a close-knit community, because the processes support it, such as learning from each other, collaborating and exchanging knowledge. It is also a source of research. Examples include privacy, ethics and data analysis. As a testing ground, FHICT contributes to the *Digital Transformation* in the region based on our own knowledge development and experience.

What next?

At FHICT, we work in various areas on the implementation of ICT technology in our own processes. These past years, we have particularly focused on TEL, Technology Enhanced Learning, and we want to broaden this in the coming period. This means we will have to develop instruments that are focused on smartly supporting the processes and achieving the targets sooner. Some of these processes include: research, learning, presentation, organisation, monitoring, collaborating and weighing (valuing). We do this by building on existing platforms, such as Canvas, and we will develop new platforms, apps and interfaces. In this, the collaboration with EdTech partners is essential.

STRENGTHS BASED DEVELOPMENT

Strengths Based Development

DEVELOPMENT THEME

A number of specific skills are involved with the development of an educational facility becoming an (open) knowledge centre. Instructor-researchers will more often take on the role of learning and research coach. The work field also keeps on changing, both in terms of technique and thematically.

The FHICT professionals of today do not have all the answers ready. And we don't expect them to. What they can do is pose the right questions and help students (and others) on the road towards finding the answers.

Developing
FHICT wants to keep on developing. This can only be achieved if the staff stands behind it. Flexibility, entrepreneurial behaviour, research and coaching skills are more and more important. The development of students in the Open ICT Lab or Innovation Hub is fundamentally different than before.

The closer relationship with the work field and the flexibilization of the curriculum also demands more adaptability: working in shorter cycles, more collaboration with external professionals on current themes and tools, clearly converting theory into practice, etc. Every staff member has their own talents to supplement and inspire their colleagues. The art is to mobilise these talents and value them.

What next?
Besides the didactic skills, FHICT will also invest in developing new knowledge and skills. This may include research in lectorates, business internships, projects with and for companies. Motivation and respect drives everything we do. Here, we obviously focus our attention on all staff members of FHICT. We rely on a strong staff who are confident in their roles and openly welcome the future. We do this via *Strengths Based Development*, which means that we especially look at people's strengths. Together, we will look for ways to optimally bring these to the forefront.

GLOBAL ACTING

Global Acting

DEVELOPMENT THEME

ICT is an international field. In the Brain-port region alone we already work with talents from all over the world on all the challenges facing the 'smartest region'. It is very likely that a starting ICT professional will arrive in a multi-cultural environment.

More and more employers are expressly demanding international experience. Thanks to globalisation, our graduates are also coming into contact with intercultural collaboration on the Dutch job market.

Intercultural Awareness
The development of intercultural awareness is essential for functioning in a future job and is enriching for students and colleagues. They can learn so much from another culture's perspective. Experiencing diversity is a part of modern citizenship and corresponds with the worldwide Sustainable Development Goals. Research has shown that acquiring international experience makes people better problem solvers, that they become more creative and

entrepreneurial and have a bigger chance of finding a job and being promoted.

What next?
FHICT has for some time now been active in the area of Internationalisation. We have our successful English Stream, among others and increasingly more students are going abroad for a shorter or longer period during their study. We have also focused on internationalisation@ home: bringing Dutch students in contact with foreign students via various projects.
We still want to add a number of elements to the international activities.
- More international research
- More collaboration with programmes and knowledge institutes worldwide
- More international internships
- A greater participation in international activities for staff members
- Actively connecting students from divergent nationalities and cultures

Expanding our international position is key in this. We want to be seen, recognised and acknowledged by universities, high schools, knowledge institutes and professionals abroad. It is also important to have a good mix of countries and cultures to work with.
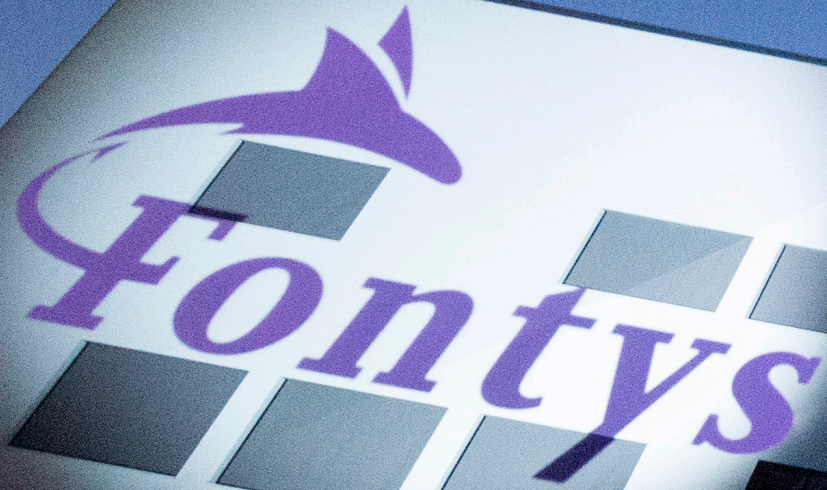
IDENTITY

Identity
DEVELOPMENT THEME

When transitioning from an educational facility to a knowledge centre, good profiling is key. We, our prospective students, guest lecturers and partners must start to define, acknowledge, recognise and weigh our new role. That means we must clearly show who we are, what we stand for and what results we have booked.

Dynamic learning and research environment
FHICT is an innovative and quickly evolving organisation. We are constantly looking for ways to enrich our educational programme with new technology and research to make it more personal and flexible. We will not hesitate to experiment with new technology, new work methods, new curriculums and collaborations. We do this while staying in close contact with the world around us: students, the job market, peer knowledge institutions and the society in which we find ourselves.

This creates a dynamic learning and research environment in which talent can outline its own learning path and develop optimally. An environment that is also open to everyone who would like have access to it. This is what truly distinguishes us.

What next?
In the time ahead we will examine our profiling, positioning and the branding that is derived from these. We will reconsider our values and core messages and we will define our new *identity*. We will look for ways to effectively express this to all our stakeholders.

This is (not) a plan

IN CLOSING

This booklet presents the eight new development themes which will help FHICT become a knowledge centre. This is not a plan.

This is a point of departure for an unchartered journey towards an ambitious spot on the horizon. Our development themes for #2023 still have no defined objectives. To be honest, we're not really big fans of those. Objectives are fixed and in the fast changing world of ICT, can easily become outdated. What's more, we can utilise the necessary professional space without a SMART agenda but with a clear ambition and need to excel.

This year we will further explore the development themes and will compare them to the Fontys ambitions for 2020, whereby we see many parallels with 'TEC for Society'. We will also focus on the correlation between the themes so that they will enhance and support each other. This exploration will lead us to our approach which we will shape in the years to come.

The road to #2023 promises to be a fascinating one!

> **"This booklet presents the eight new development themes that will help FHICT to develop itself into becoming a knowledge centre."**

Fontys
SCHOOL OF
INFORMATION AND
COMMUNICATION
TECHNOLOGY

FHICT brings out the best in people and the environment
#2023 - OPEN UP