

2025 **Horizon 1**
Start the Conversation

Make exclusion visible, shift emotional awareness, and spark conversation across TU Delft.

Overview

Change starts with awareness. TU Delft sets the stage by making exclusion visible through stories and real-life examples. This phase builds a shared understanding about accessibility and gets people talking, sparking the connection needed to move culture.

Drivers

(In)visible Barriers & Exclusion



Key initiatives

- **Make Exclusion Visible**
Access follows *who?* campaign using TU Delft stories + interventions in high-traffic areas
- **Build Emotional Awareness**
empathy-based sensitization workshops for staff
- **Foster Shared Understanding**
Develop common frameworks, narratives, and visual identity so staff, students, and leadership align on what accessibility means and how to act on it
- **Lay the Groundwork for Reporting Systems**
Identify and connect existing reporting channels as a precursor to improvements in Horizon 2

Collaborators

D&I Office, StudAble, Horizon, CeeSAA
Faculty Management & Service Desks
TU Delft Corporate Offices (Communication, ESA, Finance, HR, ICT, Legal, Strategic Development, Innovation & Impact Centre)
Campus Real Estate & Facility Management

Resources

Access to TU Delfts internal communication channels
Support for data analysis & criteria development
Governance and policy capacity for workflow integration
Long-term support for for inclusive design initiatives
Access to Budget & Funding
Access to spaces, equipment and staff

Value

Awareness and emotional connection
Recognition of accessibility as a shared responsibility
Storytelling & dialogue strengthens peer-to-peer learning
Evidence-based decision-making for accessibility
Building internal capability before formal role creation
Collaboration to create shared, applicable standards
Early transparency to build trust and visibility
Accessibility as a baseline in all decisions and designs
Accountability and transparency as cultural norms
Continuous improvement driven by measurable outcomes
Anticipatory design that plans for diversity from the start
Accessibility as a visible part of institutional identity
Hospitality, and care as guiding principles in all decisions

Outcome

Accessibility becomes a visible and discussed topic
Community begins using a shared language for access
Early alignment on next steps for system change
Tested and refined reporting system ready for scale-up
Agreed prioritization criteria to guide decision-making
Staff trained to respond effectively to accessibility issues
Early public transparency on accessibility actions
Ownership of accessibility through AOs
Regular audits drive improvement and trust in the system
Improved visibility, ease of access, and user confidence in accessibility resources and reporting
Accessibility embedded in all planning processes
Guidance from lived experience in decision-making
Inclusive design sustained across the university
TU Delft as a reference point for inclusive design

2026 **Horizon 2**
Put Structures in Place

Move from awareness to infrastructure. Make accessibility actionable, visible, and supported across TU Delft.

TU Delft shifts from talk to action. Systems are created so accessibility issues don't fall through the cracks. Roles are assigned, reporting tools become available and easy to use, and staff know what to do.

Need for clear systems to address barriers efficiently



- **Pilot Reporting & Feedback System**
Test a reporting process with service desks, track resolution times and user satisfaction
- **Develop Prioritization Criteria for Decision-Making**
Co-create a transparent matrix to rank and respond to accessibility issues
- **Deliver Targeted Staff Training**
Develop & deliver role-specific training for service desks, faculty admin, and mid-level management to improve response to accessibility concerns
- **Establish Transparency Practices**
Publish summary reports of accessibility requests and resolutions to build trust and visibility
- **Introduce Accessibility Micro-Grant Scheme**
Enable students & staff to propose/pilot grassroots accessibility innovations with funding and support

2029 **Horizon 3**
Embed Accessibility everywhere

Accessibility is institutionalized, consistently visible, and no longer dependent on advocacy or awareness alone.

Accessibility becomes embedded across all layers of TU Delft, from digital tools to faculty leadership. With infrastructure and ownership in place, accessibility becomes a visible and expected part of how the university operates.

Growing demand for consistency and clarity across all faculties, services, and systems



- **Establish Accessibility Office & Deploy Accessibility Officers (AOs)**
Establish an office to coordinate strategy & assign trained AOs in all faculties, offices and services with clear mandate and accountability lines
- **Launch Accessibility Portal**
Provide a centralised platform for resources, reporting, and accessibility information
- **Integration into Integrity Reporting Point**
Expand Reporting Point to include accessibility concerns, building one central reporting point for all issues
- **Institutionalise Regular Audits**
Conduct audits across physical, digital, and service domains, publish results, and track improvements
- **Integrate Accessibility into Project Workflows**
Embed accessibility criteria and review steps into all project templates and approval processes

2032+ **Horizon 4**
Designing for Justice, Hospitality & Care

Move from embedded accessibility to designed belonging. TU Delft shifts into a phase of inclusive innovation.

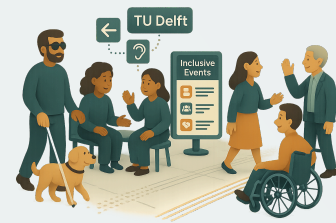
The TU Delft shifts from fixing barriers to anticipating them, designing for inclusion from the start. This phase creates an adaptive, self-reflective culture where belonging is the baseline, not the bonus.

Institutional ambition to lead in inclusive innovation and future-ready design



- **Embed Accessibility in Foresight & Campus Planning**
Ensure all long-term infrastructure and service planning fully integrates accessibility considerations from the outset
- **Institutionalise Lived Experience Panels**
Maintain paid panels of students, staff, and community members to guide design, policy, and planning
- **Develop Inclusive Design Culture and Tools**
Create tailored design toolkits, training, and rituals that make inclusive design the default across disciplines
- **Celebrate Accessibility Achievements**
Install visible markers, host recognition events, and share success stories to reinforce accessibility as a valued and celebrated part of TU Delft's identity

FUTURE VISION
Toward a Transformative Culture of Hospitality and Justice



Accessibility at TU Delft is not an afterthought, it is an institutional priority grounded in justice, hospitality, and accountability.

Responsibility is shared, supported by clear systems, and guided by lived experience.

Rooted in the understanding that accessibility is never static, but always evolving, it is not just about following rules or meeting standards, it is about learning, adapting, and making space, especially when things don't fit neatly.