The strategy for the University of Stavanger covers the 2017-2020 period. However, this strategy document has a perspective that reaches far beyond this time limit. The 2017-2020 strategy, which is the university’s key strategy document, forms the backbone of our strategy, indicates our direction and reflects our level of ambition for the years to come.
Foreword

Societal engagement
UIS has undergone a period of rapid development over the last few years. Our dedicated staff must receive credit for this, but also our students and excellent partners throughout the region. We have strong traditions of working with the wider community. This has made us strong, and we intend to build on this strength. Our civic engagement raises our profile as an institution for dissemination and a skills centre, creating values through partnership, in particular by maintaining a strong focus on the social challenges and innovative work of our region. The staff, students and the community will interact to create value in existing and new arenas. The projected technology and innovation building for researchers, students and businesses, and the Student Incubator are just two examples of innovative knowledge development arenas. The fact that Stavanger University Hospital (SUS) is to be located on campus will have significant impact on the development of the student portfolio and our capacity for research and innovation.

Key focus
Strategy 2017–2020 will empower us to embrace the opportunities and face the challenges that are only just beginning to arise. We are living in a world that is constantly changing. Technological developments have led to a digital transformation that affects us all. As a nation, we are in the process of evolving from a resource-based economy to a knowledge-based economy, which means we need to invest in knowledge-intensive and entrepreneurial industries. Internationally competitive research and education institutes play a key role in this scenario, by boosting the country’s competitiveness and capacity to innovate, and by dealing with its main social challenges. We have therefore chosen to highlight digitalisation, internationalisation, social development and innovation as multidisciplinary focus areas. The 2017–2020 development agreement between UIS and the Ministry of Education and Research is based entirely around these focus areas.

International research communities
National research funding policies are moving towards channelling funds towards national and international competitive arenas - rather pure government funding. A bigger part education funding will be subject to competition. With this outlook, our ability to obtain external funding will be vital in providing UIS with the freedom it needs and enabling continuous development.

UIS must continue developing new and existing research communities of a high international quality that attracts talented researchers. Increased international interaction will be required, as well as the ability to compete successfully in internationally funded research projects and to obtain outstanding research centres. Successful results also rely on close partnerships with businesses.

High ambitions for students
We have high ambitions for our students’ education, and we want them to succeed in the labour market of the future. We will ensure our studies are highly relevant to the workplace, and bringing students into closer contact with the cultural, societal and working environment throughout their studies. We have equally high ambitions for our staff, and our aim is to allow them to commit even more to their students, while also focusing on their own continuing development adding to their professional qualifications. UIS must strengthen its reputation as a higher education institution and Stavanger as a university city must be attractive to ambitious students in the future. The students’ own experience of quality is the best guarantee of this.

In an increasingly competitive and constantly evolving education and research landscape, an institution needs partnerships at a regional, national and international level to continue to develop. We must continue to be aware of changing needs, maintain a close dialogue with the wider community and offer flexibility when possible. Achieving our objectives will require hard work, dedication, respect and trust from our staff, students and the wider community.

Marit Boyesen, Rector
PART I: Societal mission, vision, profile, values and multidisciplinary focus areas

Societal mission: To challenge what is well known and explore the unknown
Our societal mission is higher education, research and artistic development work, dissemination and innovation. We have condensed these objectives into this motto, which we have adopted:

We will challenge the well-known and explore the unknown.

Vision: To be a driving force for knowledge development and change
The University of Stavanger will have an innovative and international profile, and will be a driving force in knowledge development and in the process of societal change.

Profile: An innovative university
Challenging, exploring and developing the community makes us relevant and visible. Staff and students will work closely with the wider community in an internationally oriented and innovative region. We have a regional, national and global view throughout our academic activities, and our staff and students have an international outlook. UiS will prioritise innovative teaching that involves the active participation of students, high-quality teaching and activities relating to innovation and enterprise. We will offer future-oriented courses, and critical and independent research of a high international standard, in which ideas transform into value creation for the individual and society.

Values: Independent, involving and innovative
Our basic values will guide our interaction with students, staff and society. They help us steer towards the achievement of our vision and our objectives as a university. The University of Stavanger is:

Independent
Students and employees will interact continuously with the community, and be a driving force in the independent, critical quest for new knowledge. As an institution built on democratic and humanistic values, we uphold academic freedom and independent research, and promote ideals such as freedom of expression, integrity and equality. Through critical reflection and clear communication, staff and students will put important issues on the agenda and actively participate in the academic and social debate.

Involving
We value transparency, and will involve students and the people of the region in the academic community. We share our knowledge and expertise. Involvement means our decisions rest on a wider knowledge base. Respect for each other’s differences and backgrounds creates an environment that fosters social and academic participation. Universal design will be a priority in our studies and our physical and digital learning environment. In our learning environment, diversity is valued as a resource.

Innovative
We will push forward the boundaries for knowledge and skills. Creativity and innovative activity will define our scientific, artistic and administrative activities. We will promote the application of new knowledge and encourage wise decisions in the community and workplace. We will promote quality of life, good living conditions and sustainable development. Our studies will be educational journeys that develop the individual’s ability to critical thinking and encourage reflective life choices.

Multidisciplinary and wide-ranging focus areas
Throughout the strategy period, we will prioritise the following multidisciplinary and wide-ranging focus areas, which will also promote quality and cooperation, and raise our profile:

Societal development and innovation
Staff and students will have a strong focus on societal challenges, particularly the development of this region, and will work to resolve complex challenges. Our compact campus and proximity to the region’s diverse industries provide an excellent foundation for partnership with regional companies. This interaction will empower a knowledge and innovation in an evolving region.
By challenging and exploring, we will improve our working methods and promote interaction. In our innovative university, creativity and innovation set the tone for educational programmes, teaching, research, dissemination and knowledge that is developed and shared. More of our staff and students will take part in entrepreneurial activities.

**Internationalisation**
Knowledge production depends on international partnerships. Through our commitment to global social challenges, and the development of an international campus and strategic research and educational alliances, we will promote increased mobility and participation in the global knowledge community.

**Digitalisation**
Technology and digitalisation affect every area of our lives. The development and use of technology drives innovation and provides new ways of developing, sharing and disseminating information and knowledge. We will utilise enabling technologies and the potential generated by the connection between technology and subject areas in courses and fields of research.
PART II: Objectives and strategic guidelines

Objectives and strategic guidelines for EDUCATION

Attractive and future oriented courses

UIS will be an attractive university of a high international quality, with studies designed around the jobs of the future.

We will offer courses that address the educational aspect and ensure that the students gain sound basic knowledge, while also providing options to specialise. Together, our staff and students will continue to develop academic communities, which in partnership with the wider community will ensure that we provide relevant and future-oriented studies for an evolving community and region. Innovation shall be a cornerstone of our educational programmes, with emphasis on research-based and student active learning. We will develop strong connections between education and research, and involve our students in research. UIS aims to attract ambitious students.

Digitalisation

- To offer the balanced ratio the use of digital tools and campus-based, face-to-face tutoring

With students at the forefront of digital development, workflow and communication with students will happen via digital platforms. Digital skills will be a key element in students’ learning outcome. New digital assessment will be developed around the individual nature of each course, designed for a digital society.

Societal development and innovation

- To work more closely with the wider community in the development of a student portfolio which takes into account the needs of the community, practical partnerships and lifelong learning

We will develop studies in which students will gain an understanding of the nature of innovation in a variety of academic contexts and become involved in innovation processes. Developments will also take into account and protect the individual nature of the subjects. The study programmes will integrate and describe multidisciplinary activities relating to innovation and enterprise, in a partnership between employers, students and scientific staff. By increasing R&D partnerships with the wider community and using relevant cases in our teaching, we will ensure that through our continuously developing courses, students become attractive candidates for employers. We are to consider introducing practical work placements to all our studies. To supplement ordinary degree courses, we will develop schemes such as the vocational pathway, three-term studies, part-time studies, further education and continuing education courses, future-oriented and flexible studies tailored around the needs of the community and region.

Internationalisation

- To develop an international campus which involves every student in the academic and social community
- To increase student mobility, prioritising students who wish to study abroad

We will improve internationalisation at the university by continuing to add to our international programmes and attract increasing numbers of international students to our campus. International subjects and cases will be an integral part of our courses. All degree courses will have clear student exchange schemes and agreements, that are these are academically relevant and an integrated part of the academic community. The university will expect students to participate in an exchange placement during their degree course. We will increase our participation in international educational programmes such as Erasmus+.
Objectives and strategic guidelines for RESEARCH, ACADEMIC AND ARTISTIC DEVELOPMENT WORK

**An outstanding and desirable research partner**

*UiS will be a desirable research partner due to its critical and independent research of a high international quality, which attracts talented researchers.*

Global social challenges will be a priority in the continuing development of research and innovation activities. The use of schemes such as UiS-Toppforsk and qualification funding will make UiS more attractive to promising young researchers. UiS will increase its focus on international partnerships and provide a wider portfolio of externally funded projects offered in partnership with other acclaimed research communities. We will successfully create national research centres through schemes offered by the Research Council of Norway. IRIS will be an important partner in the work of securing external funding. The results of research will benefit the community by increasing the volume of material published in public journals, and by creating relevant partnerships with the end-users of our research results. We will improve the way doctoral degree courses are implemented, and develop more courses that provide PhD candidates with broader skills that are relevant to employers.

**Digitalisation**

- To adopt and explore enabling technologies
- To conduct more data analysis research

We will provide more opportunities to apply digitalisation in our courses and in the community and workplace. UiS will focus more strongly on research into the processing of the rapidly increasing volumes of data generated by research activities and the general public. We will facilitate research and innovation relating to the use and development of enabling technologies, which combine multiple disciplines.

**Social development and innovation**

- To enable scientific staff to team up in multidisciplinary institutional research initiatives
- To address the main social challenges in our research
- To increase the scope of research-based commercial activity through good incentives schemes

The major social challenges need researchers to work together across academic disciplines. The research performed at UiS will illustrate how the results of this research will benefit the community and help create new jobs. In order to meet the evolving needs of our region, we will open our research facilities to businesses and the public sector. We will improve making use of the Research Council of Norway’s policy instrument system, aimed at research projects implemented in partnership with employers. We will provide more opportunities for commercialisation, licensing and the creation of new companies. Valide will be given a more visible role as our technology transfer office, as an incubator and as a means of procuring risk capital.

**Internationalisation**

- To improve international research work
- To increase the number of applications to EU research programmes

UiS will help to improve international research partnerships by developing more predictable research schemes around international exchange, and by providing quality services for the reception of international guest researchers and staff. These and other staff-oriented internationalisation initiatives will contribute to an increase in articles published in collaboration with foreign researchers.
Objectives and strategic guidelines for SOCIETAL ENGAGEMENT

Outstanding dissemination work and partnerships that create value

UiS will be an outstanding institution for dissemination and a skills centre, which creates values through partnership and new knowledge that will benefit individuals and society.

Staff and students will become more visible to the general public by presenting work that challenges, and by disseminating the results of their academic, artistic and museum-related work. We will improve our relationship with the wider community through open, good and effective communication and knowledge-based partnerships at a regional, national and international level. We will have a particular focus on the needs of our region, and actively work with the public to resolve the issues of today and tomorrow. One of UiS’s long-term objectives is to be a ground-breaking institution in terms of interaction between staff, students and the wider community. We will create new arenas for interaction and develop new systems and pioneering types of partnership by maintaining a strong focus on societal challenges.

Digitalisation

- To improve knowledge-sharing and visibility to the public through the use of digital platforms
Through their activities, staff and students are visible in various arenas and via a number of channels. We will increase the visibility of the wide range of our courses, dissemination activities, dynamic partnerships and expertise through effective and targeted dissemination, via our own and external digital channels. By increasing our use of digital platforms, we will make it easy for people to approach and interact with UiS.

Societal development and innovation

- To focus on innovation work and partnerships with the authorities and with cultural, social and business communities
We need creativity and innovation if we are to ensure the future development of our region. UiS will therefore be promoting innovation activities and interaction with the wider community through the Value Creation Forum and other internal and external arenas for partnership. We will create new arenas for interaction between staff, students and the wider community in new facilities and buildings. We will continue to develop entrepreneurial activities and the Student Incubator as an arena for interaction. More researchers and students will be involved in innovation work, and in resolving societal challenges and problems. UiS will be a driving force for regional renewal and innovation through active involvement in developing clusters such as Arena and Norwegian Centres of Expertise.

- To form more regional and national, academic and non-academic, strategic partnerships
We will form more prioritised regional and national, academic and non-academic partnerships for the mutual enrichment of all parties. We will maintain a close strategic partnership with SUS as we continue to develop our courses, research, innovation, infrastructure and other activities. Through interaction with the municipalities, county authority and other bodies, we will ensure that Stavanger can offer more as a university city. Our alumni will be actively involved in community-related activities, thereby acting as good ambassadors for UiS.

Internationalisation

- To improve international strategic partnerships
The ECIU consortium is vital for the continuing development of our academic and administrative activities at a high international level. We will become stronger through strategic partnerships with prioritised international academic and non-academic bodies, particularly institutions in nationally prioritised partnership countries.
Objectives and strategic guidelines for ORGANISATION AND RESOURCES

A highly competent organisation that is willing to learn

UIS will be an open, user-oriented organisation that is willing to learn. It shall be known for its excellent environment for working and learning, and its collaborative culture characterised by innovation, dedication and mutual respect.

Through digitalisation and organisational development, we will improve our work processes, interaction and internal communication, and make these more efficient. We will face the challenges of the future by demonstrating our ability to generate, prioritise and redistribute resources.

Digitalisation

- To continue to develop digital platforms for internal information, communication, interaction and support

In order to facilitate good governance, we will improve the quality of our shared management data by commissioning an institutional data warehouse. Digitalisation will allow us to implement and deliver our academic and administrative services in a more efficient, user-oriented way, while ensuring high quality. We will prioritise internal digital knowledge forums.

Targeted recruitment and skills development

- To provide top-quality systems which ensure the skills development of our managers and staff

We will continue to improve the quality of our activities through high-quality skills development schemes, and by improving the educational and research management services that we offer. We will develop a merit system that rewards good teaching. We will recruit highly skilled staff in all types of positions through aggressive, strategic recruitment. We will ensure that there is a good gender balance in our scientific positions.

Sustainable finances and infrastructure

- To work towards obtaining more state funding and external funding from public and private sources

We will continue the work of improving the university’s financial position and infrastructure. We will facilitate modern, innovative and future-oriented activities. We will develop an environmentally friendly campus and prioritise the initiatives to build an extension on the Museum of Archaeology, and to construct a new technology and innovation building in addition to a healthcare building. We will improve the administrative support apparatus for procurement and project implementation.

Internationalisation

- To increase our pool of expertise through internationalisation

We will work to attract and employ international talent. We will ensure that young researchers are able to benefit from international research trips as part of their career development.

Specific measures are set in the annual planning and business monitoring.
## PART III: Measurement parameters for UiS 2017-2020

<table>
<thead>
<tr>
<th>Measurement parameter</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of students (average spring/autumn)</td>
<td>10,465</td>
<td>11,500</td>
</tr>
<tr>
<td>Credits per student</td>
<td>43.8</td>
<td>45</td>
</tr>
<tr>
<td>Number of graduates who have studied abroad during their degree programme</td>
<td>7.5%</td>
<td>20%</td>
</tr>
<tr>
<td>Primary applicants per place in the Norwegian Universities and Colleges Admission Service (main intake)</td>
<td>2.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Number of graduates from full-time courses, BA</td>
<td>45.1%</td>
<td>50%</td>
</tr>
<tr>
<td>Number of graduates from full-time courses, MA</td>
<td>47.6%</td>
<td>50%</td>
</tr>
<tr>
<td>Funds from the EU and Research Council of Norway per education, research and dissemination position</td>
<td>96,400</td>
<td>140,000</td>
</tr>
<tr>
<td>Externally funded research projects as a proportion of total income</td>
<td>20.1%</td>
<td>25%</td>
</tr>
<tr>
<td>Publication points per education, research and dissemination position</td>
<td>0.94</td>
<td>1.2</td>
</tr>
<tr>
<td>Publication at Level 2</td>
<td>20.5%</td>
<td>23.5%</td>
</tr>
<tr>
<td>Jointly published international articles</td>
<td>39%</td>
<td>42%</td>
</tr>
<tr>
<td>Number of commercialisations (business ideas, patented applications, licence contracts and new companies) per 10 scientific full-time equivalents</td>
<td>0.74</td>
<td>1.1</td>
</tr>
<tr>
<td>Percentage of senior lecturers/professors (in scientific full-time equivalents)</td>
<td>67.2%</td>
<td>75%</td>
</tr>
<tr>
<td>Number of women in professorial positions</td>
<td>26.1%</td>
<td>29%</td>
</tr>
<tr>
<td>Digital visibility (index measurement)</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Number of dissemination contributions in CRIStin (Current research information system in Norway)</td>
<td>2,984</td>
<td>3,300</td>
</tr>
</tbody>
</table>