Kristiania University College

Strategy for a Professional and Efficient Organisation

Kristiania University College
2020 – 2025

The overall 2019-2025 strategy that has been adopted sets out clear guidelines for the strategy period through four defined focus areas with associated policy choices. The policy choices are specified in more detail through separate sub-strategies for each focus area, as well as action plans for each school.

The objectives of this sub-strategy

Kristiania University College shall:

- be an attractive workplace for talented staff and continue to recruit for positioning.

- ensure good and efficient operations through active corporate governance in all significant areas, and ensure good financial management of the university college.

- have the facilities to ensure a positive learning and working environment.

- be characterised by a positive work culture and high levels of employee satisfaction.

- have administrative and academic staff working together to achieve Kristiania's objectives.

- have best-in-sector systems and routines in place to ensure quality education

- provide administrative services to Kristiania Vocational College, which help the vocational college reach its goals.

In order to meet the overall strategy, this sub-strategy defines the following objectives:

1. Learning environment and facilitation for effective learning

2. Good business management

3. Digitalisation and information security

4. Communication and positioning

This sub-strategy will contribute to achieving the objectives set out in the overall 2019-2025 strategy and is linked in particular to focus area 4 - A professional and efficient organisation.

Effective business management during a period of strong growth

To become accredited as a university, the Kristiania must develop four PhD programmes which require strong academic environments. This objective will be achieved through, among other things, substantial growth in the number of students and in revenue. In order to achieve this, Kristiania University College must have effective business management and a robust organisation in place, both academically and administratively. An important strategic tool will be the recruitment of staff with a broad knowledge of their disciplines and areas of expertise, which will contribute to outstanding teaching and professional operations. The organisation must be dimensioned and equipped to manage the planned growth in student numbers and in the study programme portfolio.

The administrative services are extremely important for ensuring that everyone who teaches, researches and communicates can do a good job. Our goal is that our organization, with central administration providing services to the rest of the organization, will be an effective and good form of organisation in the work towards university status. Additionally, Kristiania has key administrative resources in the academic departments and the pro-vice-chancellor's staff.

The central administration will:

- support the realisation of the 2030 strategy and the digitalisation strategy

- ensure effective provision of administrative services

- ensure that the organisation has the ability to make and implement decisions

- ensure collaboration across disciplines and avoid siloed thinking

- facilitate a positive working and learning environment
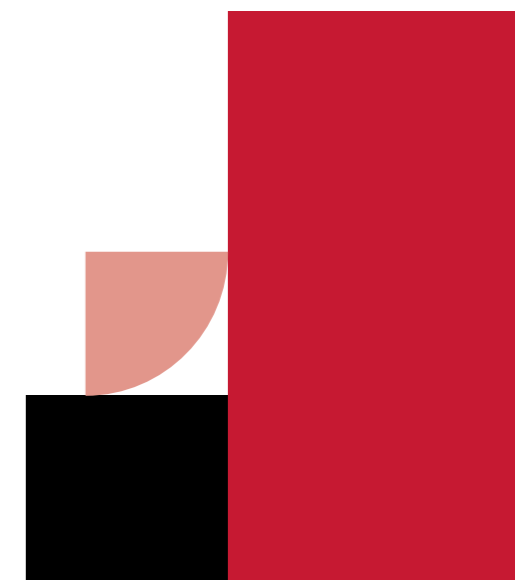
Sustainability

The university and university college sector has a crucial role to play in the shift to sustainable solutions, especially the green shift. Sustainability must therefore be an integral aspect of Kristiania's strategy and we must emphasise sustainability in all decisions and processes.

Kristiania university college will prepare a separate strategy for sustainability and the climate and our action plans will operationalise the various climate measures.

1.0

Learning environment and facilitation for effective learning

Kristiania University College students will encounter an inclusive learning environment with the infrastructure to support future-oriented forms of learning.

The learning environment will embrace physical, educational, psychosocial, digital and organisational aspects. The goal of a high completion rate requires adequate follow-up of Kristiania's students and adapted teaching and examinations for students with special needs. Properly integrated digital learning environments and online studies, as well as the use of learning technologies, will enable groups that find ordinary on-campus teaching challenging to get an education.

1.1

Physical learning environment

Kristiania University College will have a good physical learning environment.

This will be achieved through the following measures:

Measure 1.1.1

The buildings and physical surroundings will be universally designed and adapted to support Kristiania's various study models, as well as promoting learning and student-led learning activities.

Measure 1.1.2

Using "The Kristiania toolbox", we will facilitate the students mastering the transition to higher education and student life in a positive manner.

Measure 1.1.3

The campus development will include plans for a positive learning environment characterised by great venues adapted for both academic and social activities. Campus Oslo and Campus Bergen will have well-adapted library services.

1.2

Student satisfaction

Kristiania University College will have lower student dropout rates and higher levels of student satisfaction than comparable educational institutions in the sector. This goal will be achieved through the following measures:

Measure 1.2.1

We will continue the strategic work with close student follow-up. This means that we will further develop our follow-up routines and systems for the early detection of students who are at risk of dropping out or who are not making adequate progress.

Measure 1.2.2

We will initiate an overarching and targeted dropout project with a number of subprojects linked to social and academic follow-up and integration.

Measure 1.2.3

We will have a professional organizational learning environment, which includes effective treatment of student inquiries/student service, applications and entrance exams, time planning, examinations, internationalisation and quality assurance.

Measure 1.2.4

The campus development will facilitate a positive psychosocial learning environment characterised by great venues and social activities, as well as the facilitation of transparency, respect and participation. Separate projects and action plans will ensure focus and progress in this area.

Measure 1.2.5

We will have effective systems in place to ensure feedback and participation from students throughout the entire educational value chain.

Measure 1.2.6

Students will take an active role in their education and digital tools and new technologies will be utilised to facilitate more student-led learning, regardless of the size of the intake.

1.3

Learning technologies

Kristiania university college will have adequate expertise, technological infrastructure, tools and support systems to fully exploit the opportunities afforded by learning technologies. This goal will be achieved through the following measures:

Measure 1.3.1
Kristiania University College will use digital tools and technological solutions to achieve the highest possible perceived quality of study, throughput and achievement of learning outcomes.

Measure 1.3.2
We will utilise digital tools and new technology to ensure that everyone can participate in learning and enjoy the greatest possible advantages. The technology will also facilitate lifelong learning.

Measure 1.3.3
During the strategy period, we will ensure that we manage the challenges addressed in the work on the student journey and the digital strategy, among other things through the Digi-project, which will be continued from 2019.

Measure 1.3.4
Technical assistance, support or training shall be conveniently available to students who need it.

2.0

Good business management

Through good business management, Kristiania University College will ensure that it achieves its goals and ambitions. Growth and improvements in efficiency and professionalism will make it possible to set aside funds for university investments each year.

2.1

Effective business management

Through effective business management, Kristiania University College will ensure that it achieves its goals and ambitions. This goal will be achieved through the following measures:

Measure 2.1.1

We will further develop and make available the current economic models to ensure good portfolio management and long-term economic management.

Measure 2.1.2

Economic analyses will be made available to all relevant stakeholders and departments and will contain consistent and quality-assured data. The information will be made available through appropriate reporting tools developed for the purpose.

Measure 2.1.3

Kristiania university college will introduce long-term budgets for three-year periods and rolling 12-month forecasts. The three-year budgets will be revised on an ongoing basis in line with changes and requirements in connection with the annual budget process.* It is essential that there is good cohesion between this work and the ongoing development of action plans, innovation plans and staffing plans.

Measure 2.1.4

We will significantly increase the total number of students at Kristiania University College and Kristiania Vocational College as a whole, in order to establish an economic basis for the university ambition. This alsoincludes international students, full-time students and exchange students.

Measure 2.1.5

All study programme shall have mobility opportunities that are reciprocal and do not entail a loss of tuition fees when students leave.

Measure 2.1.6

We will establish good decision-making processes based on insights, data and analyses that ensure that the right decisions are made at the right time.

Measure 2.1.7

We will establish effective tools and processes for portfolio management at Kristiania, in which the role of the studies in the portfolio will be clearly defined.**

Measure 2.1.8

We will have a well-functioning innovation process for the establishment of new study programmes, ensuring that developments are in line with the strategy, labour market requirements and demand in the market.

Measure 2.1.9

The process for the discontinuation of study programmes will be coordinated with the innovation process. Appropriate decision-making grounds must be developed for study programmes under consideration, highlighting e.g. the strategic importance and economic profitability.

Measure 2.1.10

Kristiania University College must provide an infrastructure for several externally funded research projects.

Measure 2.1.11

We will make effective use of buildings.

Measure 2.1.12

The competence in the administrative departments in the areas of internationalisation and research support shall be further developed in close cooperation with the Department for Research and Internationalisation.

*Long-term budgets are linked to strategic portfolio management, projections related to academic and administrative staffing, campus development, strategic plans linked to procurements and business transfers, as well as a number of other future developments. The three-year budgets will be based on the previous year's budget, which is normally adopted in December each year. Furthermore, ongoing 12-month forecasts will also be developed.

**A business case will be prepared as part of the decision-making basis for portfolio management at the university college. By using these analyses together with other elements, we will be able to make decisions linked to innovation, the phasing out of study options and streamlining of existing study options. By using these analyses together with other elements, we will be able to make decisions linked to innovation, the phasing out of study options and streamlining of existing options.

2.2

Strong academic communities

Strong academic communities are key to achieving the goal of increased academic development work (R&D/QD) and accreditation as a university.

This goal will be achieved through the following measures:
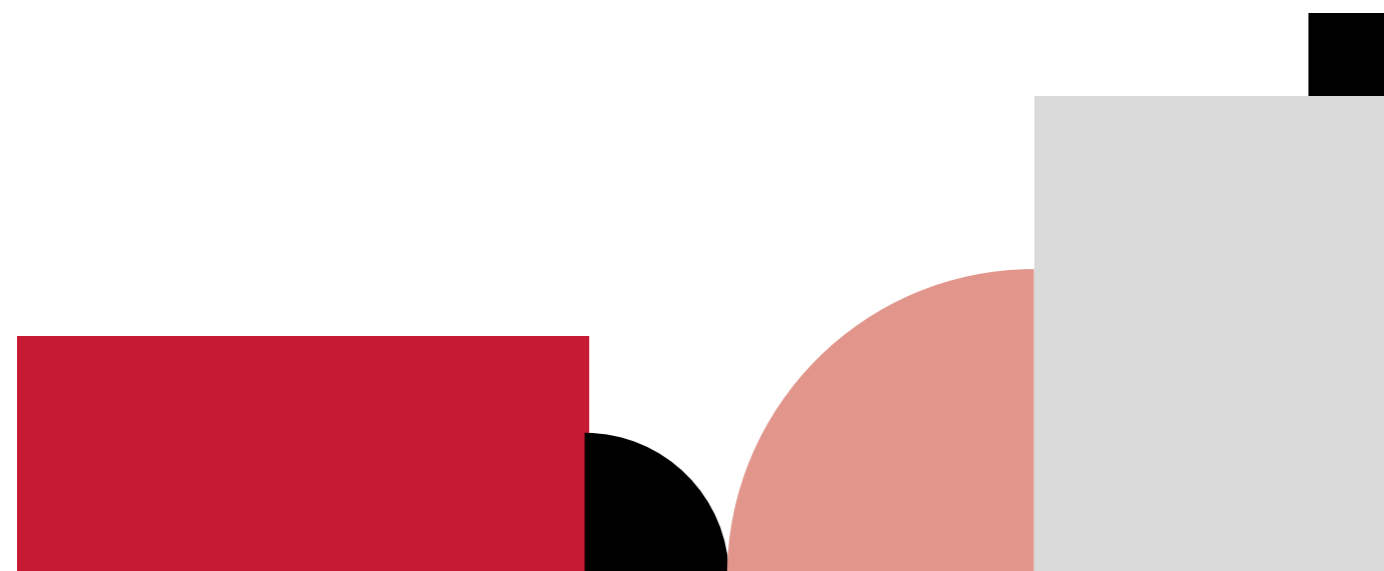
Measure 2.2.1

Strategic staffing plans shall be drawn up for all departments.

Measure 2.2.2

Recruitment of academic and administrative staff shall be based on the long-term and strategic staffing plans.

Measure 2.2.3

A follow-up plan for staff will be established to ensure continuity.

Measure 2.2.4

We will carry out expertise mapping and identification of critical expertise.

Measure 2.2.5

The development of academic communities within the academic fields in which Kristiania will offer doctoral programmes will be prioritised. The administration shall provide relevant support in this work.

Measure 2.2.6

During the strategy period, we will increase staff mobility through initiatives such as Erasmus+ and the EU framework scheme for research and innovation, as well as recruiting academic staff from abroad or inviting guest lecturers.

Measure 2.2.7

Kristiania University College will attain EURAX-ESS Charter and Code accreditation.

Measure 2.2.8

Managers will implement strong recruitment processes and ensure that the correct person with the correct expertise is at the correct place within the organisation.

Measure 2.2.9

Kristiania University College's leaders will look after their staff through e.g. follow-up and employee interviews and will facilitate the development of expertise and other development opportunities.

Measure 2.2.10

We will assess the organisation's expertise requirements and professionalise the recruitment process across all levels.

Measure 2.2.11

Kristiania will utilise the recruitment processes to position itself and differentiate itself from the competition.

Measure 2.2.12

We will use the project as a working method, with participants across the college's departments where appropriate. This will take place through strategic projects in annual business plans or other projects allocated to the respective departments.

Measure 2.2.13

Procedures shall be developed for project-based work, and good training will be given in these procedures. The procedures for project work shall include guidelines for systematic learning and development of 'best practice' in the organisation.

2.3

Work culture and employee satisfaction

Kristiania university college will be characterised as an organisation with an outstanding work culture and high levels of employee satisfaction, in which academic and administrative staff collaborate closely to achieve common goals.

This goal will be achieved through the following measures:

Measure 2.3.1

Through our working methods, we will implement interdisciplinary projects to counteract silos and ensure ownership and participation across departments and functions.

Measure 2.3.2

We will establish priority councils, where all projects are assessed in a holistic manner. There will be participation across departments and functions within these groups.

Measure 2.3.3

During the strategy period, the plan for culture building will be further developed and implemented, and the college will develop a culture document with involvement from the academic and administrative departments.

Measure 2.3.4

We will implement formal and informal academic and social venues across schools and across fields/administration.

Measure 2.3.5

Internal communication shall be used actively to highlight strategic decisions, Kristiania's university trip, to showcase good measures, research and activities, as well as to build pride and a sense of belonging for the whole organisation.

Measure 2.3.6

In management development measures, we will focus on managers and middle managers as key culture bearers and culture builders in general, and especially between academic and administrative fields.

Measure 2.3.7

We will arrange a 'relay' across departments/functions, where departments invite themselves in or are invited to, other departments to get to know and learn more about each other's functions and workspaces.

Measure 2.3.8

We will use relevant tools to plan, implement and implement activities and changes in the best possible way, and we will professionalise our work processes.

2.4

Urban school with close links to industry

Kristiania university college will further develop and strengthen its position as an urban school with close links to industry. Kristiania will have campuses in Oslo and Bergen. Kristiania will make a positive contribution to urban development and seek cooperation and good relations with municipalities and districts. This goal will be achieved through the following measures:

Measure 2.4.1
All new locations in Oslo will be strategically anchored and visibly located within Oslo city centre. In Oslo, the city centre has been defined as a place of study with two hubs at Kvadraturen and Fjerdingen. Future procurement of new areas will be made in the surrounding areas or along the axis between the two locations.
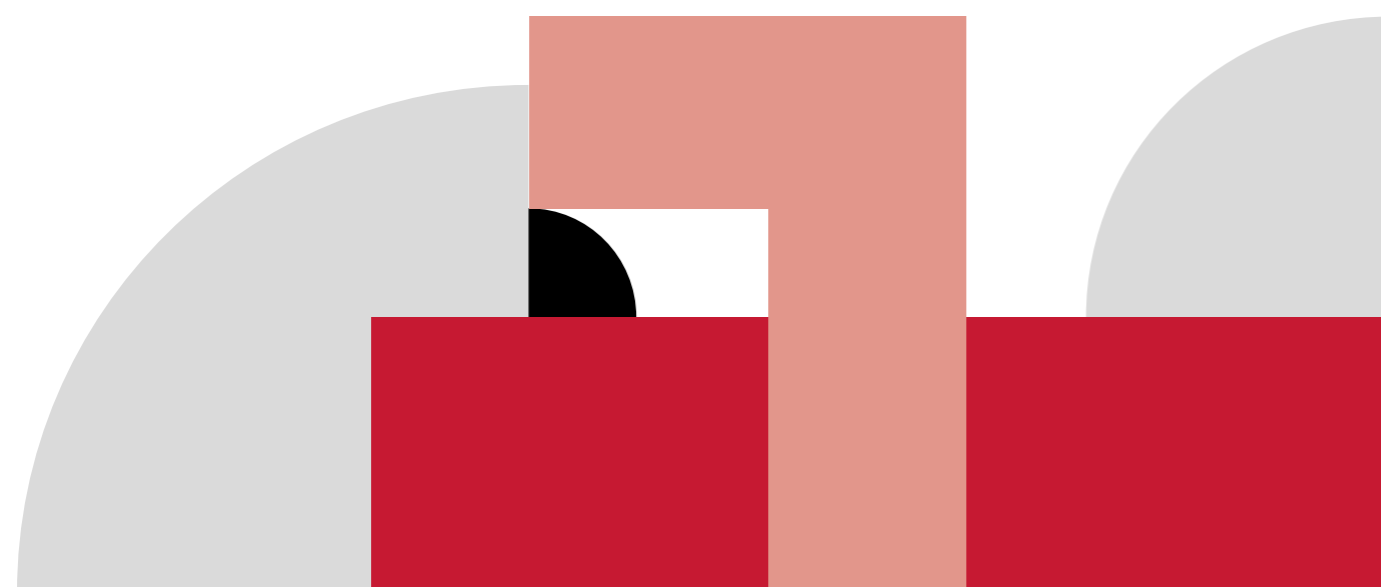
Measure 2.4.2
The physical location of the various schools must be viewed in context of their profile, portfolio and interaction with relevant industries.

Measure 2.4.3
Kristiania university college will prepare a campus plan for Bergen, maintaining its position as a centrally positioned school. For Bergen, it has been decided that the city centre will be considered a location based on the current location in the Hansaparken park.

Measure 2.4.4
Kristiania university college shall have good communication with municipalities and districts to contribute to urban development and safeguard their own and common interests.

2.5

Ownership and tenancies

The overall campus portfolio of Kristiania university college
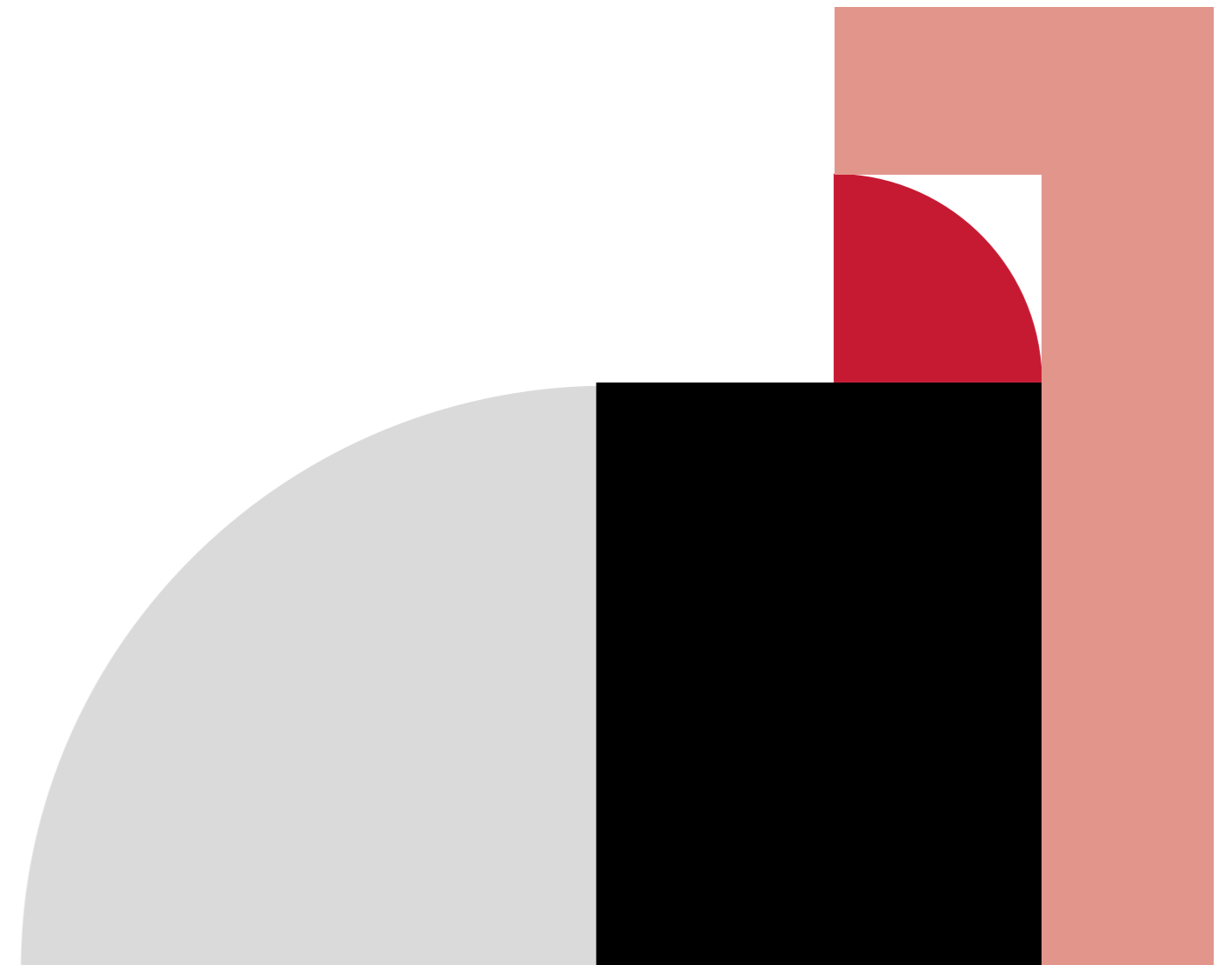will ensure a good balance between ownership and tenancies.
This goal will be achieved through the following measures

Measure 2.5.1

Kristiania university college will strive to obtain a
proportion of the value added through new ten-
ancy agreements by entering the ownership side
early on in the process.

Measure 2.5.2

To minimise risk, Kristiania university college
will synchronise its tenancy agreements to help
increase flexibility through different expiration
dates.

2.6

Sustainability in all decisions and processes

Procurements will be organised in an efficient and professional manner with defined roles and the correct expertise and we will emphasise sustainability in all decisions and processes.

This goal will be achieved through the following measures:

Measure 2.6.1
Kristiania university college will define sustainability requirements in connection with the establishment of new premises and through targeted work in existing premises.
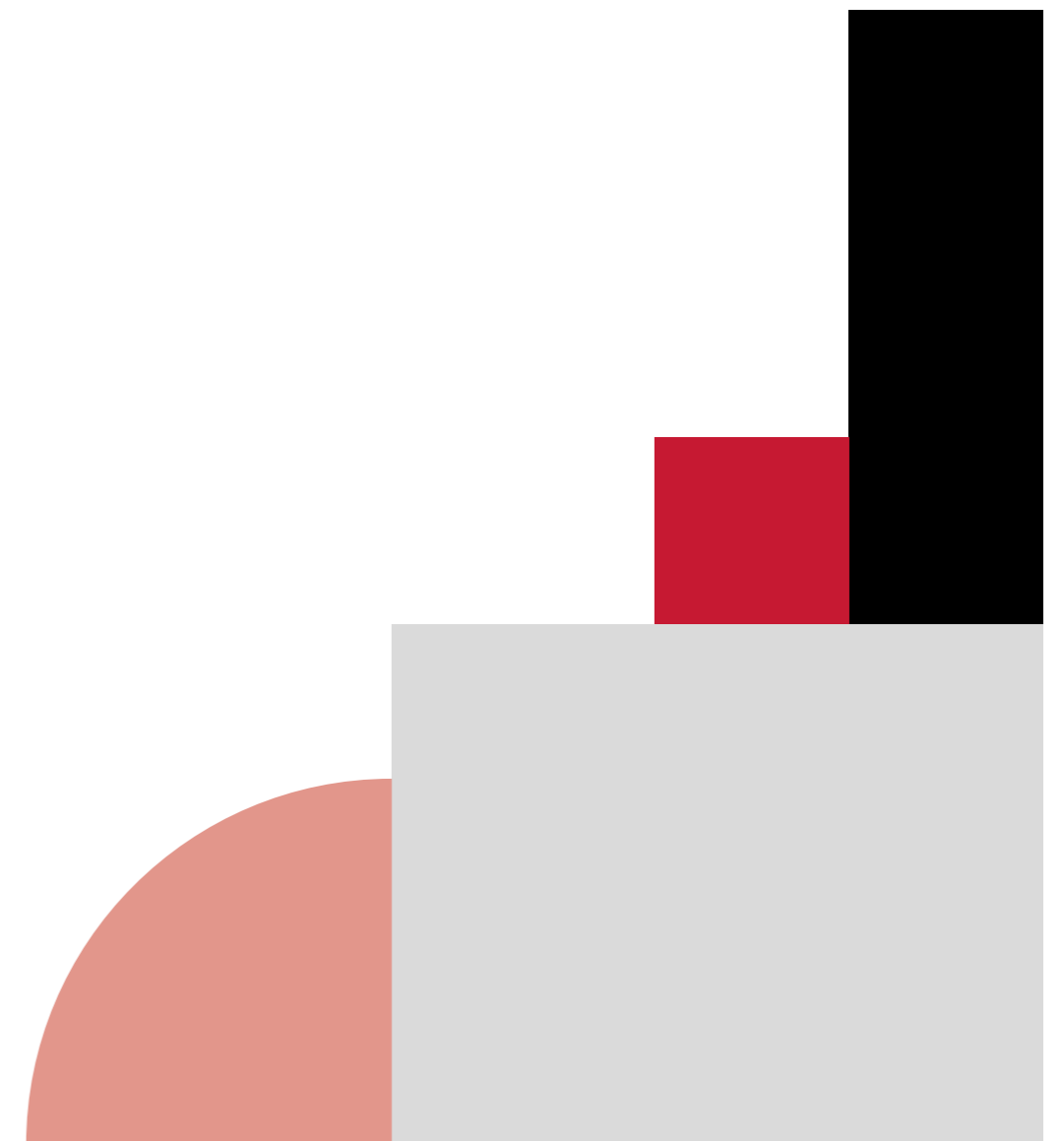
Measure 2.6.2
As part of the work to achieve more sustainable premises, we will strive to implement measures of our own accord and in collaboration with landlords, e.g. by establishing environmental agreements.

Measure 2.6.3
Kristiania university college will define sustainability requirements for procurements and framework agreements.

Measure 2.6.4
During the strategy period, the organisation will realise measures set down in Kristiania university college's procurement strategy.

2.7

Unwanted incidents

The organisation will reduce the probability and consequences of unwanted incidents. This goal will be achieved through the following measures:

Measure 2.7.1

Kristiania university college shallhave updated Risk and Vulnerability Analyses (ROS analyses) to identify possible scenarios, events and threats, as well as the probability and consequences associated with these.

Measure 2.7.2

Kristiania university college will implement relevant physical security measures for buildings, such as access control and escape routes, CCTV monitoring and fire safety solutions.

Measure 2.7.3

We will have updated plans and routines in place to reduce the probability of unwanted incidents occurring. We will have contingency plans in place for the management of incidents and threats, including issuing information to students, staff and other affected parties.

Measure 2.7.4

We will provide training and carry out drills, as well as ensuring that there is a high level of awareness surrounding physical security and emergency preparedness and will equip students and staff to take action.

Measures 2.7.5

During the strategy period, we will strengthen the resources related to security work.

2.8

Common administrative services

The common administrative services that Kristiania University College and Kristiania Vocational College share will be of high quality. This goal will be achieved through the following measures:

Measure 2.8.1

Good information flow regarding the shared services will be ensured through regular meetings and channels for information sharing.

Measure 2.8.2

A clear allocation of responsibilities between the vocational college and departments offering shared services will be defined so there is no doubt as to who is responsible for which tasks and parts of the processes.

Measure 2.8.3

The Vocational College's framework, strategy and objectives will be the basis for the work on shared services.

Measure 2.8.4

Departments offering joint services are co-responsible for achieving goals set by Kristiania Vocational College, and Kristiania University College is measured on this through periodic reporting according to the quality assurance systems.

Measure 2.8.5

In work and projects carried out in the administrative line, participants from the vocational college will participate from the start in all new projects relevant to the vocational college, and will help to minimise challenges related to transfer from project to operation.

Measure 2.8.6

Transitional arrangements from vocational college to bachelor's degrees with credit for courses from as many of the vocational college studies as possible shall be prepared, after thorough professional mapping of study plans and learning outcomes.

Measure 2.8.7

Policy work will be carried out to ensure that the regulations allow for credit recognition for all vocational college education in bachelor's programmes.

Measure 2.8.8

The department managers linked to the joint services will regularly participate in the vocational college's leadership meetings.
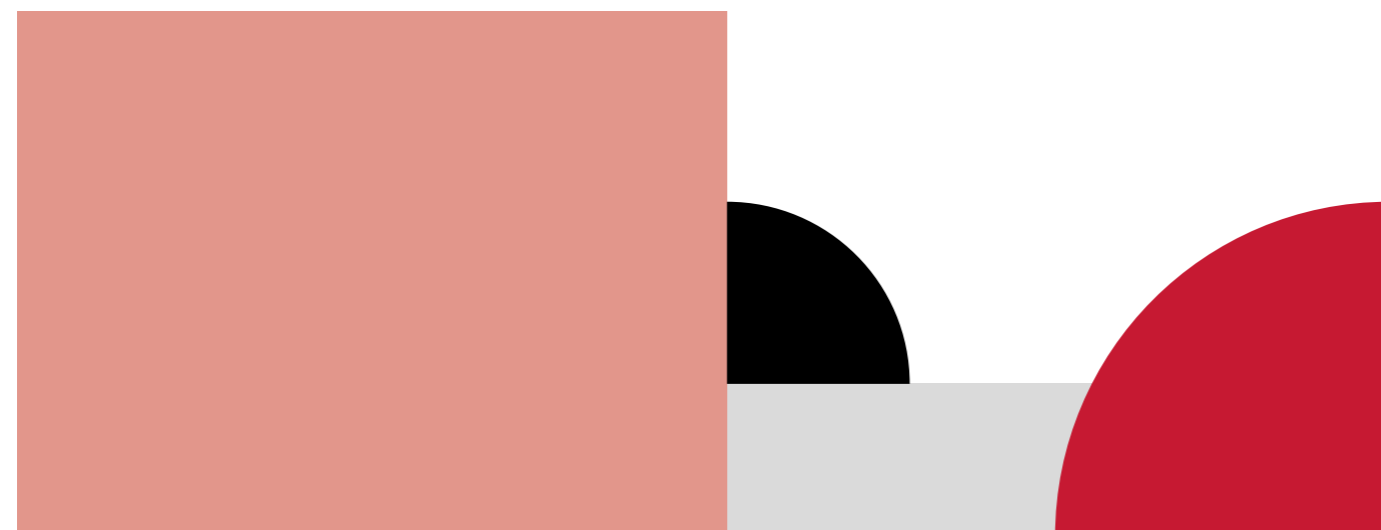
3.0

Digitalisation and information security

Kristiania University College will utilise technology in such a way that it simplifies, improves and streamlines itself and to provide students and staff with seamless services resulting in increased satisfaction and reputation.

At the same time, digitalisation also allows for innovation outside of current core activities through new customer segments, new study programmes and new ways in which to deliver education using new business models. Kristiania University College will create additional value for its students through rapid implementation of digital solutions to meet the needs and expectations of its students.

We have developed a service platform to be better equipped to collect, aggregate, publish and use data in smarter ways and to make our vast volumes of data available to users. Student information, customer data and other relevant data must be processed seamlessly and be available across the university college.

Less routine manual work for employees and automation of processes will contribute to the release of resources and reduce vulnerabilities linked to manual processes.

Kristiania University College will also ensure the digital security of students and staff so we are better equipped to manage increasing complexity and the increasing threat of unwanted incidents.

3.1

Collection and availability of information

Kristiania University College will become best-in-sector when it comes to the collection and availability of information for increased insight and analysis. This goal will be achieved through the following measures:

Measure 3.1.1
We will prepare a comprehensive data strategy covering the collection, storage, security, availability, enrichment and utilisation of data. Data should be collected only once and as much as possible should be automated.
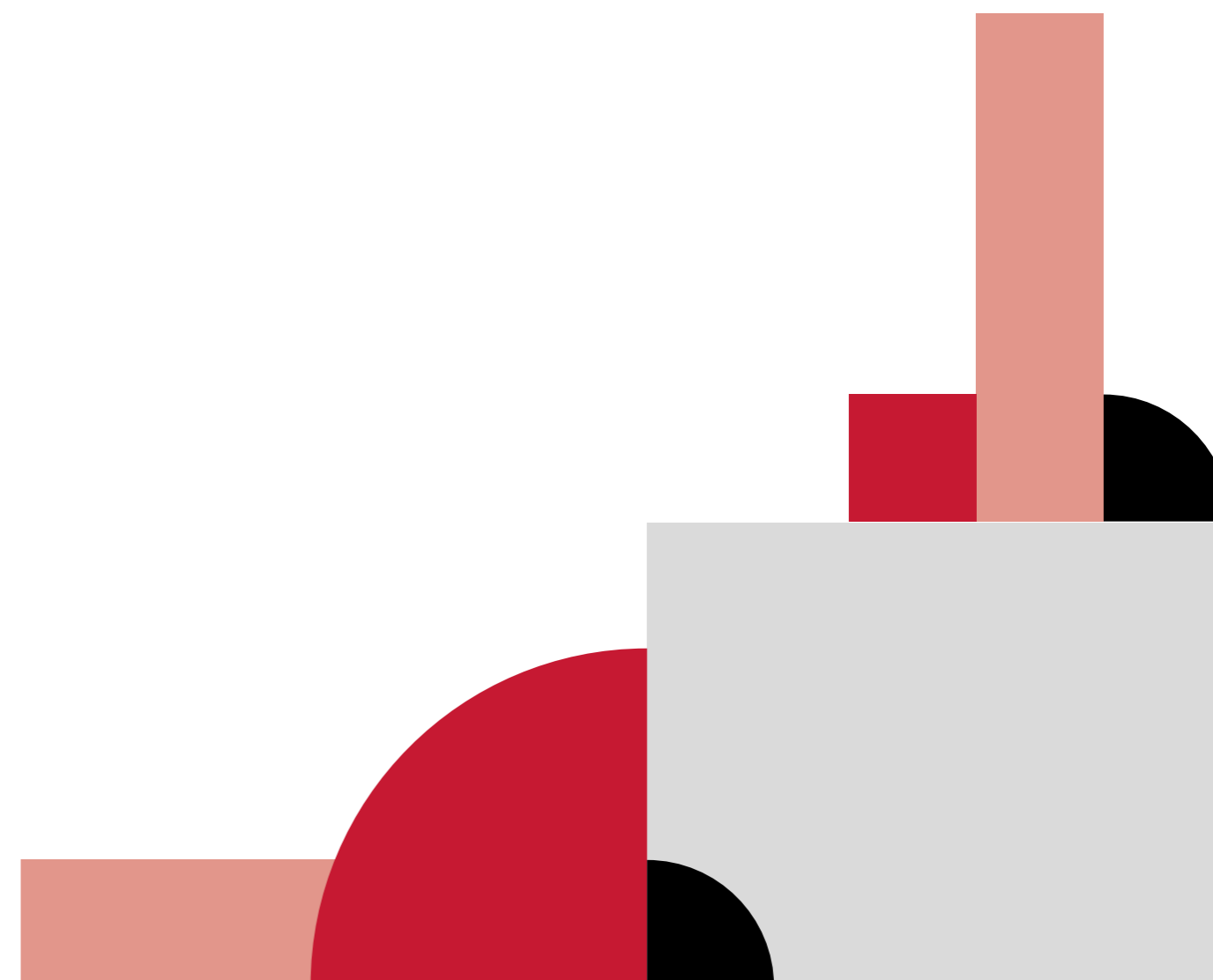
Measure 3.1.2
We will have effective access to external data through standardised solutions and ensure ownership and control of own data. Information shall always be up to date, stored in one location and available to everyone who requires access.

Measure 3.1.3
We will use platform-independent services and will choose universal solutions.

Measure 3.1.4
We will follow the regulations on the universal design of information and communication technology (ICT) solutions ("Forskrift om universell utforming av informasjons- og kommunikasjonsteknologiske (IKT)-løsninger") to ensure the universal design of ICT solutions.

3.2

Processes

: Kristiania University College will improve, simplify, automate and standardise processes to free up time for students and staff. This goal will be achieved through the following measures:

Measure 3.2.1
We will ensure the greatest possible degree of digital self-service.

Measure 3.2.2
We will use technology to contribute to standardised and efficient work processes.

Measure 3.2.3
We will stay abreast of transformative technology such as automation, machine learning and AI and utilise such technology where it provides opportunities.

Measure 3.2.4
We will identify the "employee journey" and link it to the student journey to complement the digital opportunity space.
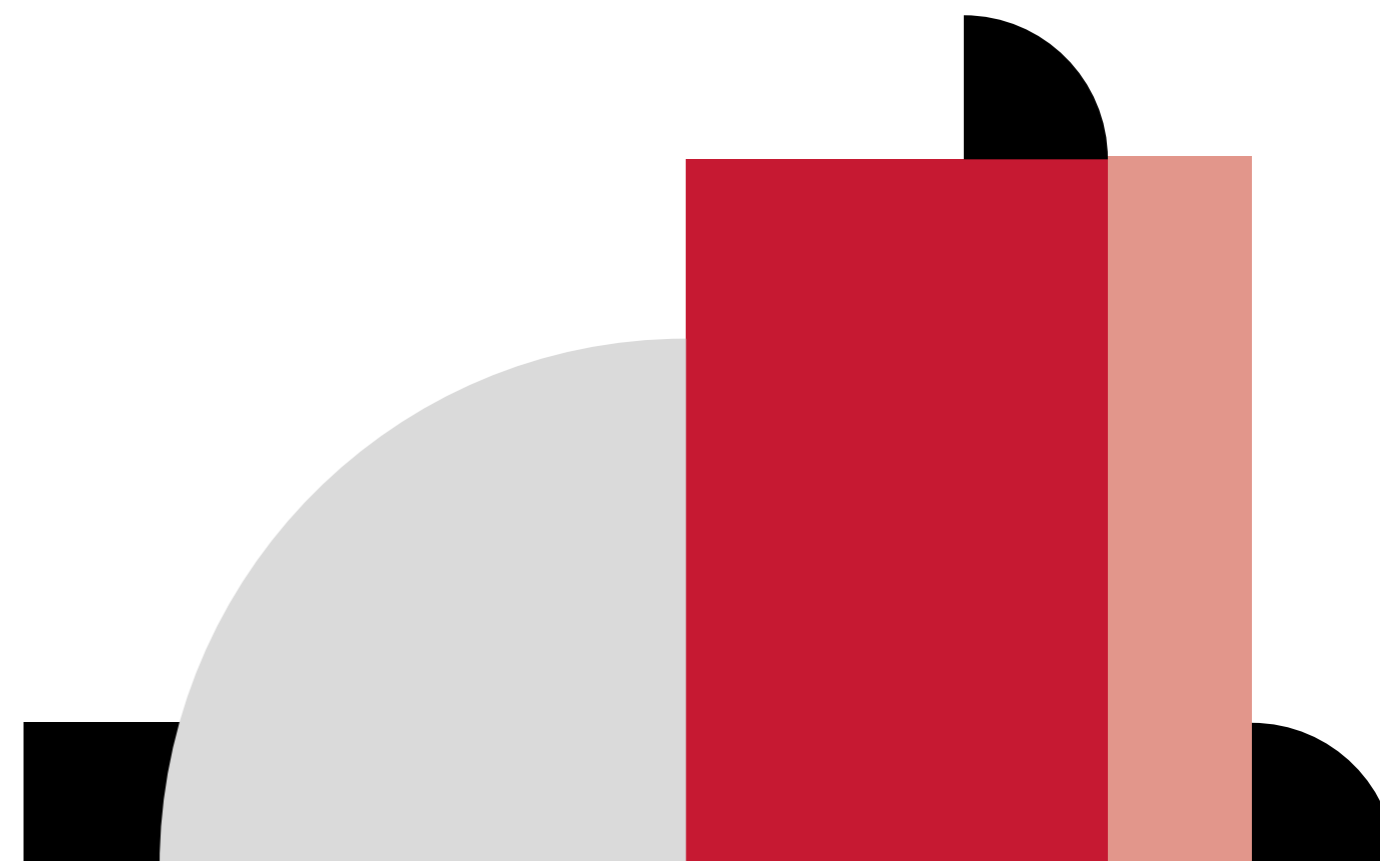
3.3

IT management

Kristiania University College will become best-in-sector when it comes to IT management, information security management and privacy. This goal will be achieved through the following measures:

Measure 3.3.1
We will implement and support a management system for information security (ISMS).

Measure 3.3.2
We will promote the importance of information security across the entire organisation and ensure user expertise through systematic information and training.

Measure 3.3.3
We will professionalise our "IT service management" by using the ITIL framework as the basis for our IT operations.

Measure 3.3.4
We will professionalise our service deliveries and strengthen our education capacity by using DevOps as the basis for all IT developments.

Measure 3.3.5
We will have satisfactory systems for the collection, storage and processing of research data.

3.4

Realising the digital strategy

This goal will be achieved through the following measures:

Measure 3.4.1

Processes and management mechanisms for IT and digitalisation will be integrated with Kristiania's other processes.

Measure 3.4.2

All departments will work purposefully on the digitalisation of work processes.

Measure 3.4.3

The activities and improvement areas defined in the student journey will be implemented during the strategy period.
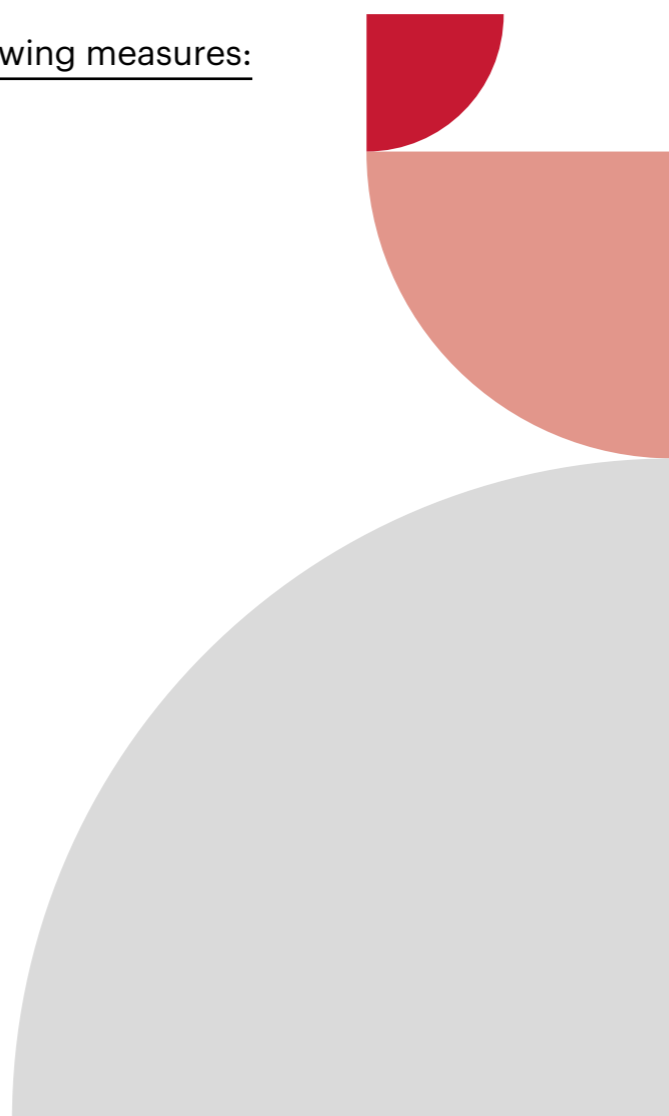
4.0

Communication and positioning

Kristiania university college's ambitious growth targets for 2025 require us to carry out strategic marketing and communication and that Kristiania takes a clear position in the market.

We must be perceived as an attractive educational institution and, during the period, we must increase both familiarity with and knowledge of Kristiania among our target groups.

Communication will be used as a strategic tool to achieve Kristina University College's overall goal of becoming a working life university, and to achieve our market goals.

4.1

Position

The communication to Kristiania University College will develop our position, both in academia, in the market and in society in general. We will take on a greater place in society and become an even clearer voice in research and social communication.

This goal will be achieved through the following measures:

Measure 4.1.1
Develop a training and incentive plan to encourage more staff to participate in the public discourse on their terms.

Measure 4.1.2
Our communication will revolve around the topics of change in education, research, artistic development and cooperation with the working world.

Measure 4.1.3
Researchers are explicitly responsible for communicating their own research and research from their own field.

Measure 4.1.4
Principles and plans will be drawn up to define and secure the right alliances and partners.

Measure 4.1.5
We will develop better communication interfaces with existing and former students.

4.2

Retain distinctive character

Kristiania University College will retain its distinctive character

on the road to becoming a university.

This goal will be achieved through the following measures:

Measure 4.2.1
Distinctiveness will be ensured by maintaining inclusive forums for communication.

Measures 4.2.2
It will be consistently clear in our communication that we are positively different from other institutions.

4.3

Inspire change

Marketing and communication activities will, overall, provide the lasting

impression that Kristiania University College inspires change.

This goal will be achieved through the following measures:

Measure 4.1.1
Action plans will be established for internal communication and will be realised through specific communication measures.

Measure 4.1.2
Action plans will be established for student communication and will be realised through specific communication measures during the period.

Measure 4.1.3
Action plans will be established for labour market communication and will be realised through specific communication measures during the period.

Measure 4.1.4
Action plans will be established for research communication and will be realised through specific communication measures during the period.

Measure 4.1.5
Action plans will be established for societal and marketing communication and will be realised through specific communication measures during the period.

Measure 4.1.6
A communication platform will be developed that will be Kristiania's communication compass in all communication and marketing.

4.4

Data as a base

We will base our market and communication measures on our own collected data in addition to relevant external data. This goal will be achieved through the following measures:

Measure 4.2.1

Through the use of our own data and insights, we are better able to adapt communication and offers to each target group.

Measure 4.2.2

We will prepare analyses to obtain better insight into students' and applicants' needs, in order to tailor our products and services.