

# Strategy for Research & Artistic Development

**Kristiania University College**  
**2020-2025**



Academic development work for a better working life

# 1.0

## Rationale for this strategy

Kristiania University College has an ambition of becoming a “working life university.”

This requires a comprehensive commitment to research and artistic development work (hereinafter: “academic development work”) at a high international level.

Kristiania University College must therefore strive for quality in research.

The University College must develop strong academic communities that respond to the challenges described in e.g. Long-term plan for research and higher education 2019 – 2028\*. Over the last couple of years, the University College has achieved a significant increase in research production measured by the number of scientific publications. We are included in the list of the ten institutions with the greatest increase in publishing points from 2017 to 2018\*\* and we will continue to build on this. The number of professor FTEs has increased from 13.4 in 2016 to 24.1 in 2018. The University College is committed to attracting talented employees for teaching

and research posts and we can observe a steady increase in the number of qualified applicants for advertised posts. There has also been a substantial increase in the number of applications for external funding, with several having been accepted.

Kristiania University College aims to position itself as an important supplier of artistic development work, research-based innovation and industry-specific knowledge. In addition to a commitment to academic development work, the University College must maintain its close ties with working life. We will therefore continue

to value industry knowledge and experience in both recruitment to and further development of our academic communities. It is this combination that makes Kristiania University College unique.

Our knowledge production and educational programmes will benefit society in general and the industries that our education and research are geared towards in particular. It is therefore essential that the University College delivers relevant academic development work. This relevance for society is often referred to as impact. In addition to research, includes innovation, dissemination, further and continuing education, research communication and entrepreneurship. Society is on the brink of major changes in a number of areas, which gives rise to challenges with regard to our knowledge and calls for multidisciplinary solutions. The University College’s academic development work covers a very broad area, which means that the University College as a whole is well positioned to contribute to multidisciplinary solutions to society’s challenges. Thanks to the University College’s commitment to interdisciplinary research through

the announcement of internal research funding, exciting research projects have already been developed at the intersection of, for example, health and technology, as well as technology and logistics.

A strengthened commitment to relevant, multi-disciplinary development work will provide increased national and international visibility and recognition and will create opportunities for important research collaboration and increased external funding. In order to achieve this, targeted measures are required to strengthen academic communities, both through the appointment of new members of staff and through further development of the existing academic environments. Collaboration with domestic and international partners from academia and industry will be pivotal in this regard. The University College will actively work to establish dedicated research education programmes that maintain these strong ties with the professional world. The University College will give priority to striking the right balance between education, research and impact.

\* <https://www.regjeringen.no/no/dokumenter/meld.-st.-4-20182019/id2614131/>

\*\* <https://diku.no/rappporter/diku-rapportserie-05-2019-tilstandsrapport-for-hoeyere-utdanning-2019>

# 2.0

## Objectives of the sub-strategy

The research strategy will help ensure that the objectives of the main strategy are met. An excerpt from Strategy 2019–2025, under the focus area “research and artistic development” states:

Kristiania University College will develop its research and artistic development work by increasing the proportion of national and international external funding. This will ensure the relevance of the research that is done, as well as research-based teaching and establishment of PhD programmes.



### The University College will:

- conduct research and artistic development work of an international calibre
- further develop research collaboration with industry partners and other research institutions, both in Norway and abroad
- contribute to solutions to major societal challenges

The main strategy is a strategy for growth and the University College is aiming for strong growth in the number of graduates at all levels. To achieve this goal, increased knowledge development will be required.

# 3.0

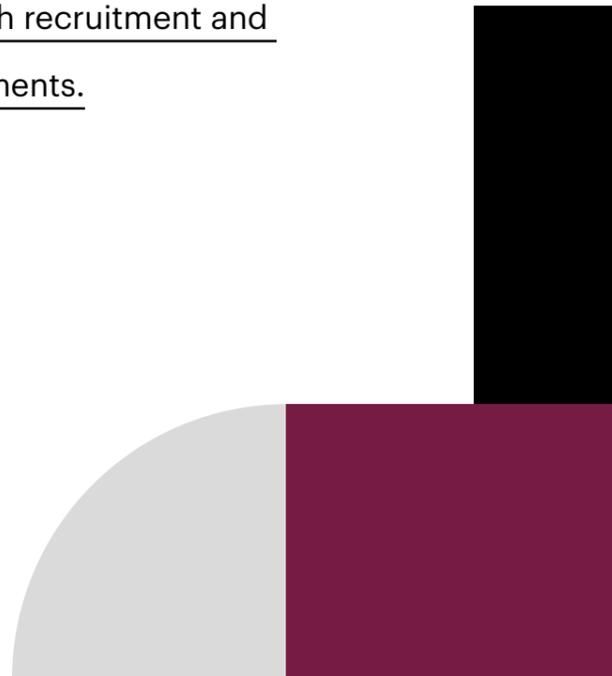
## Goals



# 3.1

## Strong academic communities

Strong academic communities are the key to achieving the goal of increased academic development work at the University College. In 2025, the proportion of the full-time equivalents in professor positions should be 20% and 60% of full-time equivalents must have at least associate professor qualifications. To achieve this goal, a clear strategy is required for both recruitment and development of existing academic environments.



### Measure 3.1.1

The University College will prioritise the development of strong academic environments within fields in which doctoral programmes and further development of research groups will be offered in relevant fields.

### Measure 3.1.2

The University College will focus on research infrastructure through, among other things, external funding and cooperation between departments and with other institutions.

### Measure 3.1.3

The University College will systematically support the development of research groups within the academic communities. The research groups must have clear objectives with clearly defined measures and action plans for their work. In addition, the research groups must draw up plans for external funding and research communication.

### Measure 3.1.4

Based on the research groups, the University College will offer professional development courses in research management, project management, research ethics, application writing and research communication, as well as courses in systematic searching, metadata management and resources to help in choosing a publishing channel, etc.

### Measure 3.1.5

The University College's departments and academic units must have a clear recruitment strategy that underpins the University College's primary tasks and its ambition of becoming a university.

### Measure 3.1.6

The University College will facilitate personal promotion through career planning and guidance for the individual.



# 3.2

## Increase the scope of academic publishing and documentation of artistic development work

The target defined in the main strategy in respect of publishing is that, by 2025, the University College will average at least 1.5 publication points per academic full-time equivalent at department level\*

There is currently variation between fields. It is a goal that several employees in teaching and research positions regularly publish at a high international level. This target applies to all academic employees, both those involved in artistic development work and those involved in academic research.

\* The number of publishing points per academic FTE is a national quantitative governing parameter.  
[https://dbh.nsd.uib.no/dbhvev/esdata/2019/nokkeltall\\_private\\_2019.pdf](https://dbh.nsd.uib.no/dbhvev/esdata/2019/nokkeltall_private_2019.pdf)

### Measure 3.2.1

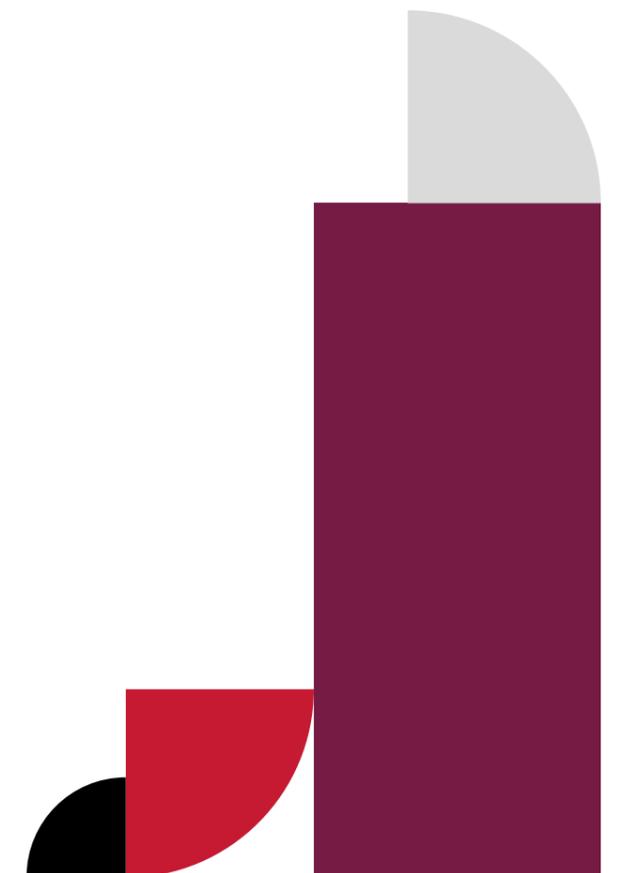
Experienced researchers must include inexperienced colleagues in knowledge development through professional development, research management and mentoring.

### Measure 3.2.2

The University College will facilitate anthology projects. These projects ought to involve collaboration with external experts and specialists.

### Measure 3.2.3

Artistic development work shall be documented in accordance with relevant national standards.



# 3.3

## Open-access academic publications

Open access to research is important to showcase the research being done and to enable society to make use of research findings. Steps will be taken to ensure the greatest possible degree of open access to research done at Kristiania University College, as described in the Open Access policy.

### Measure 3.3.1

Kristiania University College will strive to publish its peer-reviewed academic journal articles with open access as standard and in compatibility with Plan S\*. The academic units' plans to facilitate this will be followed up.

### Measure 3.3.2

All academic publications will be self-archived in Cristin (Current Research Information System in Norway). This must be done by the academic staff themselves. Results-based funding (RBO)\*\* will not be given for publications by relevant academic units that have not been self-archived in Cristin.

### Measure 3.3.3

Kristiania University College will offer technical, legal and information science support relating to open publication of scientific publications, research data and artistic development work.

\* <https://www.coalition-s.org>

\*\* Redistribution of results-based funding (RBO) in research budgets from the Ministry of Education and Research



# 3.4

## Increase the proportion of externally funded projects

Kristiania University College will make active use of the opportunities in the public funding system to fund academic development work. The goal is total external funding per academic full-time equivalent of NOK 70,000 from the Research Council of Norway or similar and \*NOK 100,000 from grant and contract-funded projects in 2025.\*\*

\* Grant and contract-funded activity

\*\* The University College's Strategy for 2019-2025 Working Life - Sustainability - Entrepreneurship

### Measure 3.4.1

The University College's central research administration will support academic units in their work to identify potential sources of funding. Individual research groups shall keep up-to-date overviews of the opportunities for external funding within their areas. All research groups are expected to participate in research project applications on a regular basis.

### Measure 3.4.2

The University College will further develop internal support for project development.

### Measure 3.4.3

The University College will further develop the infrastructure for research support for applications for external financing. From July 2020, the University College will have taken over the secretariat responsibility for the Norwegian Network for Research Administration (NARMA) and, for the next three years, it will help professionalise and further develop research administration at a national level.

### Measure 3.4.4

Applicants who are granted projects will have appropriate support from the research administration, library and finance department during the execution and reporting phases.



# 3.5

## Research communication as a strategic part of academic development work

Research communication is an important prerequisite for academic development work to have impact and contribute to changes in society.

In addition to this, good research communication will help make Kristiania University College an attractive partner, both within academia and working life, at the same time as it may also have a positive impact on the college's attractiveness as an educational institution. The main strategy defines a goal that 80% of academic staff should have made contributions to communication and dissemination by 2025. To achieve this, it is important that research communication is defined as a strategic part of all academic development work.

### Measure 3.5.1

Make research communication and dissemination an integral part of academic development in all educational units in general and in research teams in particular. Research communication will be part of the activities managed by the research teams. All research that is stimulated and centrally funded by the University College must be measured on this.

### Measure 3.5.2

A plan must be prepared for research communication in all projects.

### Measure 3.5.4

Courses in academic and user-oriented research communications will be arranged for all employees at Kristiania University College. Participation in these courses will be compulsory in PhD programmes at the University College.

### Measure 3.5.5

Work must be undertaken for the University College to host international conferences within academic fields and systematic work must be undertaken for research communication to become part of these conferences.



# 3.6

## Establish separate PhD programmes and increase the number of project PhD candidates

During the strategy period, the University College will establish three doctoral programmes, with a target figure of 42 doctoral students by 2025.

A combination of strategic cooperation with scientific institutions and smart use of the opportunities and means available is required to achieve this goal. It will also be necessary for the University College to have substantially higher student throughput than the average in the sector.



### Measure 3.6.1

The University College will develop three doctoral programmes of high quality.

### Measure 3.6.2

The University College must allocate internal funding for PhD candidates to strengthen the fields in which we offer doctoral programmes.

### Measure 3.6.3

The University College must include PhD candidates in applications for external funding where possible.

### Measure 3.6.4

The University College must work strategically to achieve more recruitment posts in addition to the national budget.

### Measure 3.6.5

The University College will work to ensure a high throughput in doctoral programmes.

### Measure 3.6.6

The University College will enter into strategic partnerships with other scientific institutions, nationally and internationally, to establish and implement doctoral programmes.

### Measure 3.6.7

The University College will establish research lines within the fields in which we offer doctoral studies, thereby facilitating PhD studies.

### Measure 3.6.8

The University College will make full use of the opportunities in the public funding system to fund PhD students through international networks, particularly through Erasmus+ and Horizon Europe.

### Measure 3.6.9

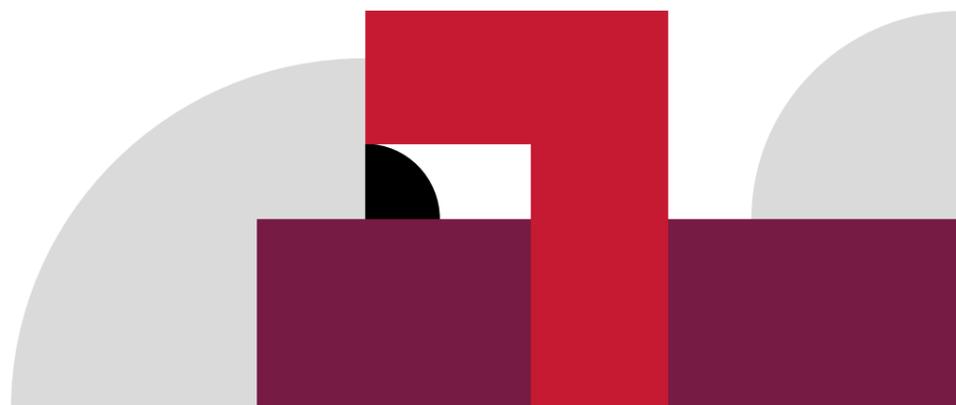
All Kristiania University College's PhD programmes should have elements that link the educational component to work relevance.

# 3.7

## Further develop our international commitments

The University College wishes to be at the forefront of prioritised areas. This must be done through international cooperation and strong relationships with renowned scientific communities.

The 2020-2027 EU programme period is around the corner and Horizon Europe will define the parameters for research through its mission-orientation and three pillars: 1) outstanding science, 2) global challenges and industrial leadership, 3) open innovation.



### Measure 3.7.1.

The University College will facilitate and enhance internal support for international cooperation through projects. One ambition is to increase activities in, e.g. the EU framework programme for research and innovation, as well as other relevant sources of funding.

### Measure 3.7.2

The University College will apply for international accreditation in the fields in which this is required, with a view to national and international reputation-building.

### Measure 3.7.2

Network-building and positioning of the University College's employees in international research networks. This is aimed particularly at increasing the number of applications to and awards in the EU Framework Programme for Research and Innovation in the period 2020–2027, Horizon Europe.

### Measure 3.7.3

The University College will increase its employee mobility through Erasmus+ and the EU Framework Programme for Research and Innovation.

### Measure 3.7.4

The University College will recruit academic staff from abroad and/or invite foreign guest lecturers, from cooperating institutions if possible.

### Measure 3.7.5

The University College will apply for EURAXESS Charter and Code accreditation.

### Measure 3.7.6

The University College will maintain and develop a high proportion of international co-publication within its academic fields.

### Measure 3.7.7

Action plans will be drawn up for the strategic development of international collaboration within the University College's priority subject areas. These must include guidelines for which countries and types of institutions the University College should prioritise collaboration with, especially in connection with bilateral agreements.

# 3.8

## Strengthening research-based education

The University College will provide research-based education using the pioneering knowledge in our academic fields and through increased awareness of knowledge development as set out in the main strategy. This will be a key area going forward.

Research-based education ensures that the latest knowledge is disseminated through candidates graduating from the University College, thereby being activated in the industries for which we provide an education.

### Measure 3.8.1

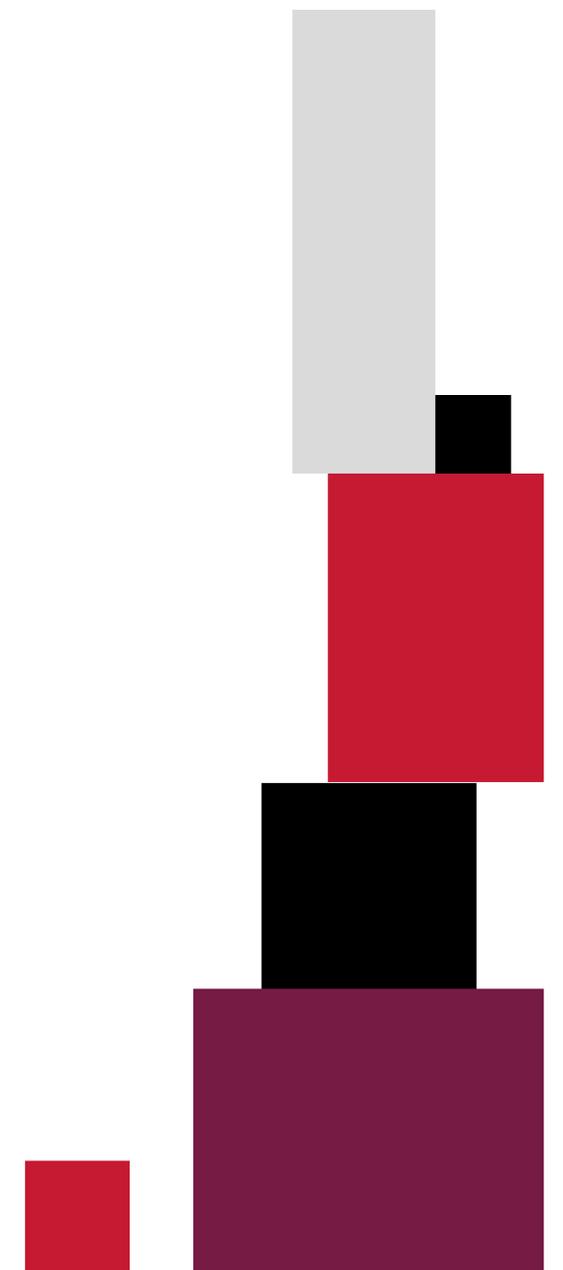
Our students at all levels will increasingly be involved in academic development and will obtain experience of elements of the research process and/or artistic processes in their learning.

### Measure 3.8.2

Our doctoral students will be involved in knowledge development through participation in research teams, cf. development of strong academic communities in Goal 3.1.

### Measure 3.8.3

The academic resources of the library will be developed to support the University College's increased focus on research.



# 3.9

## Sustainability in academic development

The UN Sustainable Development Goals are the world's shared work plan to eradicate poverty, fight inequality and stop climate change by 2030. Educational institutions have a particular responsibility to ensure that their own activities are in line with and support the sustainable development goals. This also applies to the academic developments that take place at the institutions.

### Goal 3.9.1

Guidelines will be created as to how the sustainable development goals will be reflected in the University College's academic development. Examples of guidelines that should be considered include:

- All research teams must consider whether their academic activities are in line with the sustainable development goals.
- Special priority will be given to stimulating academic development work that supports the Sustainable Development Goals, including research communication related to this.
- Academic development at the University College must not contravene the sustainable development goals.

