



OCEAN LIFE SOCIETY



STRATEGY 2016–2022 // UNIVERSITY OF BERGEN



1 FACULTY OF MEDICINE AND DENTISTRY: Through research at a high international level, the faculty creates new knowledge for better health, with education, communication and innovation directed at the greater society.

2 FACULTY OF FINE ART, MUSIC AND DESIGN: A new faculty specialising in education, artistic research, research and dissemination of fine art, music and design was established on 1 January 2017. The plan is to unite the faculty at Møllendal, Bergen.

3 FACULTY OF MATHEMATICS AND NATURAL SCIENCES: Research at this faculty encompasses everything from understanding nature and the environment around us, to the building blocks and origins of the universe and life.

4 UNIVERSITY MUSEUM OF BERGEN: Social Sciences give us insight and understanding about society and social relation; giving us the knowledge to solve society's challenges.

5 FACULTY OF SOCIAL SCIENCES: Social Sciences give us an insight and an understanding about what society and social relations are; giving us the knowledge to solve society's challenges.

6 FACULTY OF HUMANITIES: Humanities are subjects that immerse themselves into and discusses the history of humanity, linguistics, values, culture and art.

7 FACULTY OF PSYCHOLOGY: A broad spectre faculty that not only teaches psychology, but conducts research and offers an education in health-enhancing careers, Speech and Language Pathology, Child Welfare Services and studies in Gender and Development.

8 FACULTY OF LAW: The study of Law is the study of justice, the interpretation of laws and regulations, and maintaining and developing the rule of law.

- 5 OCEAN, LIFE, SOCIETY
- 6 WE EXPLORE
- 8 WE EDUCATE
- 10 WE DEVELOP
- 12 WE CHALLENGE
- 14 KNOWLEDGE THAT SHAPES SOCIETY
- 16 STRATEGY OBJECTIVES 2016–2022
- 24 FACILITATION

OCEAN LIFE SOCIETY

A red thread runs from the skeletons in the Whale Room in the Natural History Collections of the Museum of Bergen, via Fridtjof Nansen's trailblazing studies of nerve cells in the hagfish, and to the outstanding geobiological deep-sea research currently being conducted.

From Armauer Hansen's discovery of the leprosy bacillus to the advanced research on cancer biomarkers, via ground-breaking research on the brain, to intervention studies on the health of mothers and children in Africa and Asia.

From the Bergen School in Meteorology to the modern Bjerknes Centre for Climate Research.

From Stein Rokkan's world famous studies of political processes and conflicts to inter-faculty cooperation in research on democracy and the state based on the rule of law.

From the emergence during the 1800s of unique collections, archives and dictionaries to today's prize-winning studies of the Middle Ages and archaeological excavations.

A red thread runs through the academic environment that has evolved on the Nygård Heights, in the Haukeland area and at Årstadvollen, and what now comprises an international research university: Ocean, Life, Society.

We will build further on these traditions and continue to be an innovative university, where the boundaries between disciplines are crossed and knowledge frontiers are pushed forward on the path towards a sustainable, global society.

WE EXPLORE

Researchers and students at the University of Bergen explore core issues – from the origins of the universe, via the history of humankind, to visions of the Earth's future.

We intend to continue our commitment to the areas of marine research, global social challenges and climate and energy transition.

We shall utilize and further develop the broad multi-disciplinary nature of the university for academic mobilization, in-depth immersion and cooperation across disciplinary boundaries.

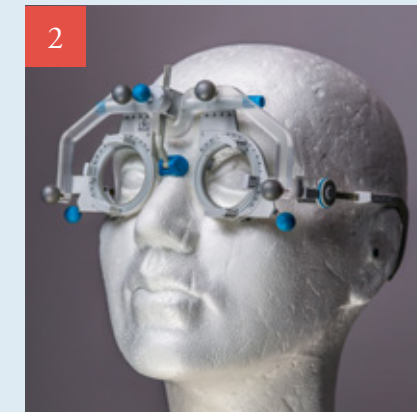
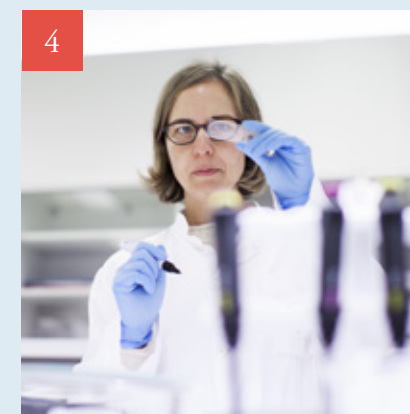
The University of Bergen will combine the best talents among researchers and students.

The University is to be a natural meeting place for research, education and dissemination of knowledge of high international quality.

Our researchers and students together will generate new insights for the encounter with complex challenges that face society.

We will offer research training of high, international quality in all academic and scientific environments. Our PhD candidates shall actively contribute in national and international research networks.

We shall march in the front ranks for building strong knowledge and competence environments in Western Norway.



1 THE OCEAN: The Centre for Geobiology is a centre of research excellence that explores the ocean depths in the quest for knowledge about the early development of Earth and the origins of life.

4 CANCER: The Centre for Cancer Biomarkers (CCBIO) is a centre for excellent research that studies how cancer cells are affected by the micro environment in tumours, and the importance this has for the spread of cancer.

2 THE BRAIN: More than twenty research groups in the Faculty of Psychology conduct a wide range of activities including everything from basic research to field studies, interviews and work carried out in advanced laboratories.

5 THE MIDDLE AGES: Medieval research is well established at the University of Bergen, and researchers have won international recognition for their work.

3 AQUACULTURE: The Sea Lice Research Centre contributes by enhancing value creation in the field of aquaculture and conducts research on sustainable solutions to solve the sea lice issue.

6 THE COLD NORTH: UiB has long traditions and a cross-faculty network in the field of polar research. Many students do fieldwork in the high north.

WE EDUCATE

Through a broad range of study programmes, we educate candidates who are equipped to contribute towards a society based on knowledge, expertise and democratic values.

We offer our students outstanding research-based education, from basic degree programmes to doctoral, post-doctoral and continuing education programmes. Knowledge, scientific training, critical reflection, performance skills and personal development are the hallmarks of our educational programme.

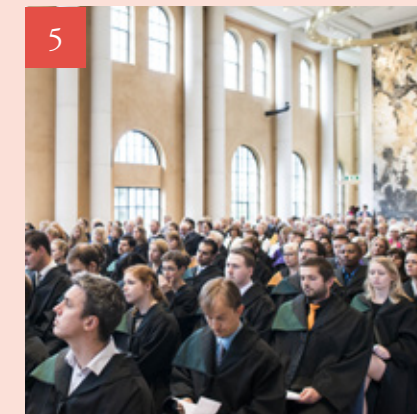
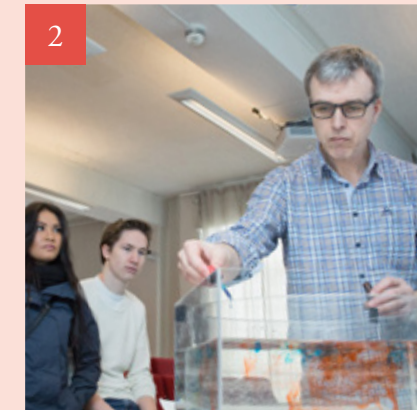
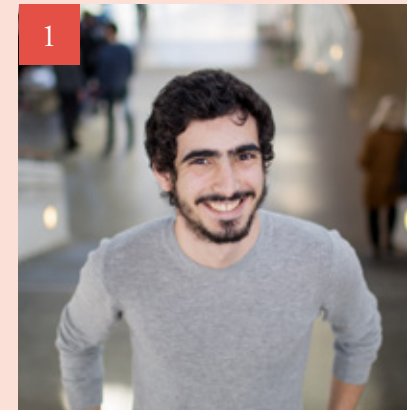
We recognize the value of skilled teaching expertise and will continue to recruit and develop good teachers. We shall make provisions for student-active learning situations that promote insight into research, collaboration and positive learning outcomes.

We shall be at the forefront of new and innovative forms of digital learning and communication.

New challenges require complex solutions and perspectives from multiple disciplines.

We shall offer study options and research education programmes that transcend disciplines and faculties. We shall educate the problem-solvers and critical voices of the future.

We shall continue to develop our international network. Our alumni, equipped with their research-based knowledge and expertise, shall make contributions throughout the world.



1 EXCHANGES: Each year, about 750 UiB students travel to study at our partner universities around the globe, and we host about 1000 international students at UiB.

4 IN THE FIELD: The Centre for Intervention Science in Maternal and Child Health (CISMAC) works to improve the health of mothers and children in low-income areas of Asia and Africa north of the Sahara.

2 PARTICIPATION IN RESEARCH: Teaching at UiB is research-based. Pupils at the upper secondary school level come to learn more about climate research during the Open Day at the university.

5 NEW DOCTORAL GRADUATES: Each year, about 250 new doctorates are conferred at UiB. All faculties of the university offer PhD programmes, and there are more than thirty schools of research at PhD level.

3 DIGITAL TEACHING: Students in the professional study programme are given training in Internet-based treatment of mental and emotional disorders.

6 STUDENTS IN PRAXIS: UiB shall educate Norway's most attractive candidates. Here students from the Comparative Politics course get practical experience in the Bergen Chamber of Commerce and Industry.

WE DEVELOP

Through robust and close interaction with the world around us – globally, nationally and locally – we shall be instrumental in building a society based on knowledge, skills and attitudes. Our researchers and students are strong candidates for international research partnerships and educational collaboration.

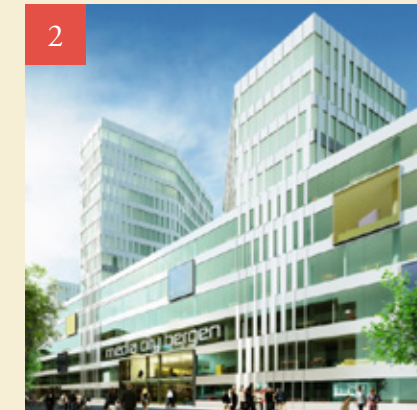
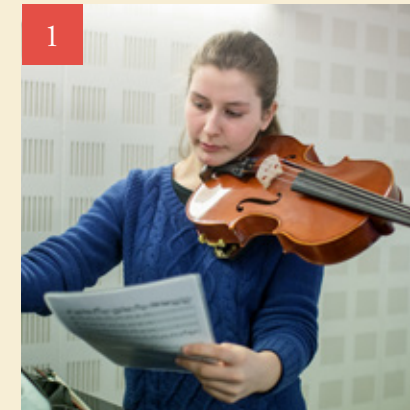
We shall be a strong stakeholder in research and educational policy, and be a supplier of conditions in setting international and domestic research strategies and priorities.

We shall continue to develop dialogue and cooperation with government authorities, other decision-makers and society at large.

We shall promote internal collaboration and a shared identity through diverse cooperative measures within our various academic fields.

The University of Bergen shall collaborate with other research institutions to develop knowledge clusters for innovative research, education and innovation.

We shall create meeting places for new generations of international researchers, and we shall be proponents for innovation and shared knowledge.



1 THE GRIEG ACADEMY - DEPARTMENT OF MUSIC: UiB has a long history of educating performing and creative musicians. Faculty of Fine Art, Music and Design at UiB will also educate artists and designers.

4 SPACE SCIENCE RESEARCH: Birkeland Centre for Space Science is a centre of excellence conducting research to explore the connection between Earth and outer space.

2 MEDIA CITY BERGEN: This media cluster provides UiB the opportunity to create an environment for practical media education and practice-based research that are unique both in Norway and internationally.

5 NET-BASED TEACHING: The course Causes of Climate Change was developed by the University of Bergen and the Bjerknes Centre for Climate Research and is available to several million students on the Internet.

3 STUDENT MEDIA: Media such as the student newspaper Studvest are important for exchange of values and attitudes in the university society.

6 RESEARCH DAYS IN BERGEN: The Research Days Festival generates enthusiasm and understanding for research, and it communicates what research results mean for us in our daily lives.

WE CHALLENGE

Research, education and innovation yield knowledge and expertise that is decisive when important decisions are to be made. Our researchers and students shall contribute insight and communication of knowledge in public discussions.

We will challenge the knowledge front and conventional notions through critical analysis and knowledge made available to everyone.

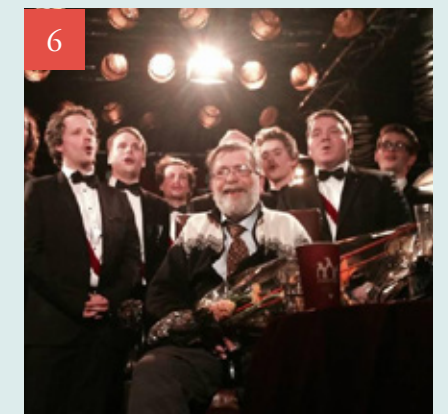
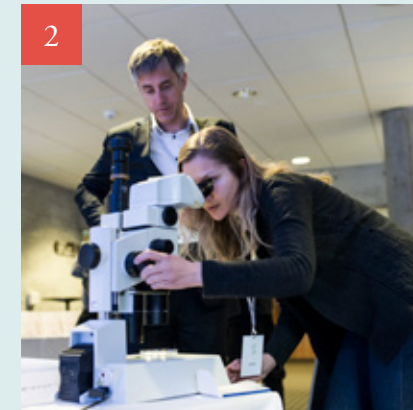
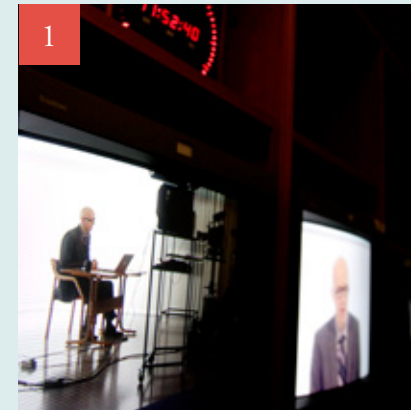
Through research and education, we shall contribute towards challenging power structures and promote a diversified and sustainable society.

We shall have the reputation of being a national institution of culture and a crucible for new ideas, innovation and new ways of learning.

We shall be a meeting place for staff, students and society at large in an attractive arena for lifelong learning.

We shall have a strong and vibrant university democracy characterized by generosity, openness, diversity and dialogue.

The University of Bergen will facilitate and encourage open and critical discussion of its activities in their entirety.



1 DISSEMINATION OF KNOWLEDGE: Our researchers are present every day in the news media and other forums to put current events in perspective.

4 CHILDREN AND KNOWLEDGE: In conjunction with the opening of the University auditorium, UiB invited seventh graders from Bergen to the Children's University to listen to interesting lectures on subjects ranging from medieval history to jurisprudence and criminal law.

2 MEETING POINT: Decision-makers and key persons representing business life, culture, government agencies, volunteer organizations and the media meet at the annual Christie Conference.

5 GRAND PARLOUR FOR WESTERN NORWAY: The University Auditorium is the primary meeting place between the university and cultural, societal and business life.

3 ON THE AIR: The student-run radio is Bergen's oldest local radio channel, started in 1982. Each week, the channel's seven editorial staffs broadcast 119 hours of advertisement-free radio.

6 STUDENT INVOLVEMENT: The student's association in Bergen is Western Norway's largest politically independent forum for debate on cultural and social issues. It serves as an arena for free exchange of ideas and for communication of scientific, political and cultural perspectives.

KNOWLEDGE THAT SHAPES SOCIETY

The University of Bergen's strategy for 2016–2022 "Ocean, Life, Society" documents our values, our position and our role, and how our priorities are set for developing the University of Bergen in line with these.

The University of Bergen has been, is now and shall continue to be an international research university in which all activity is based on academic freedom and curiosity-driven research.

Our mission is to contribute to society through our expertise acquired through excellent research, education, dissemination of knowledge and innovation.

The faculties and the University museum represent our most important knowledge arenas.

We shall profile the relevance of research and education. Controversy and dissemination of knowledge are a prerequisite for developing academia and a democratic society.



STRATEGY OBJECTIVES 2016–2022

UiB shall develop additional leading research environments. By 2022, all our faculties will have world-class academic environments and additional disciplines of high international standard.

WE INTEND TO ACHIEVE THIS:

by having strong academic disciplines within a broad range of academic fields. Our researchers will be able to ensure widespread publication of their findings in renowned channels and gain acknowledgement of their ideas in the largest international research programmes.

by cooperating internationally on research and education. We will make provisions to facilitate travel abroad for our doctoral candidates so that they can take advantage of research residencies and make use of the professor II scheme as an advisory function. The education programme will be linked tightly to our excellent research environments.

by making provisions for academic development within our areas of commitment and profiling them actively.

by clearly exercising strategic ownership in our research enterprises.

by establishing new work methods to organize and manage academic cooperation that better transcends the boundaries between disciplines and faculties.

by further developing the University library to become a library of excellence for research and learning, in collaboration with other leading universities in Norway and abroad. We will make provisions to ensure that the University museum's collections are among the foremost in Europe.

UiB shall educate Norway's most attractive candidates. By 2022, a total of 85 per cent of the degree candidates will have a relevant job two years after they complete their education.

WE INTEND TO ACHIEVE THIS:

by offering research-based education, follow-up and guidance of high quality delivered by strong academic environments, and by taking responsibility on a national level for areas of education in which we possess high professional competence and outstanding academic prerequisites. We will establish additional centres of excellence in education and actively contribute towards seeing to it that as many students as possible complete their studies and acquire good learning outcomes. We wish to attract the most motivated students and to recruit particularly talented researchers early in their careers.

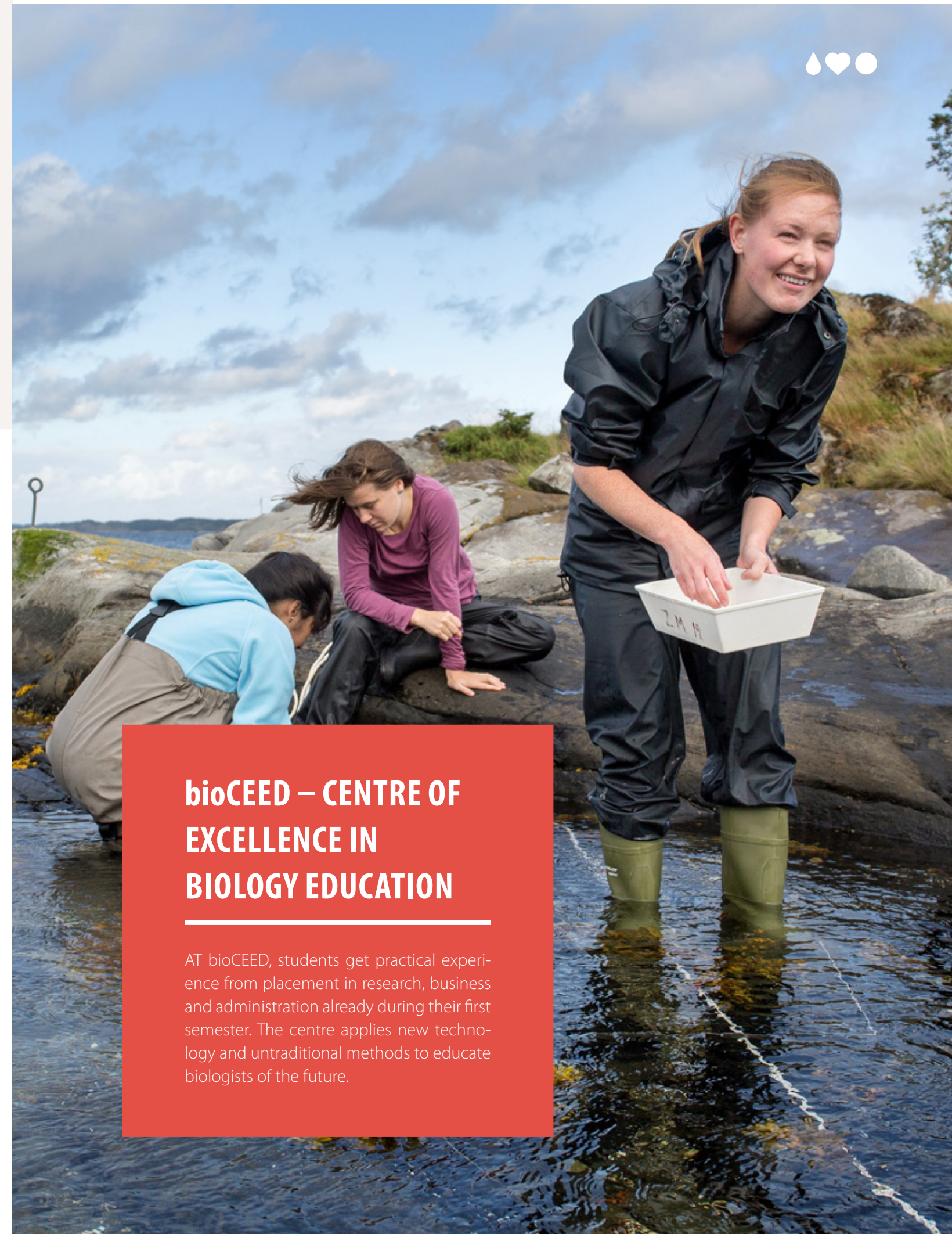
by ensuring good cohesion and progression between the bachelor's, master's and PhD degrees. By 2022, the student segment completing the bachelor programmes will have increased. At the master's degree level, the student segment will have increased to 80 per cent. We shall make provisions to ensure that doctoral dissertations can be completed in a standard period of time.

by creating learning arenas and work forms that promote good academic integration and that sti-

mulate students to perform optimally. Our teachers shall always be committed to further developing their own teaching expertise, and shall quickly embrace and use suitable new teaching and assessment practices. Digital learning arenas shall be an important part of university-level and continuing education, and a part of our overall commitment to education. By 2022, at least 50 per cent of our teachers shall have participated in in-service training pertaining to university-level pedagogy.

by having widespread cooperation with the best educational institutions abroad. By 2022, at least 40 per cent of our degree candidates will have had an academic exchange experience as part of their degree programme. The number of visiting international students will have increased by 20 per cent.

by developing Bergen as a city of research and education in close cooperation with other research and training institutions in the city. We shall use our knowledge clusters actively to develop new educational programmes and forms of education, including those that transcend the educational institutions in Bergen and in Western Norway.



bioCEED – CENTRE OF EXCELLENCE IN BIOLOGY EDUCATION

AT bioCEED, students get practical experience from placement in research, business and administration already during their first semester. The centre applies new technology and untraditional methods to educate biologists of the future.

By 2022, UiB shall be a sought-after institution of expertise that has bolstered its long-term relationship with government authorities, business, culture and society.

UiB shall contribute in the public exchange of ideas and to the knowledge-based development in society through good communication and dialogue with the world around us. By 2022, we will be a leader in Norway in the field of digital communication.

WE INTEND TO ACHIEVE THIS:

by educating degree candidates who meet society's demands for research-based competence. In addition to offering educational programmes of high quality provided by strong academic environments, we shall make provisions for practical training as part of the studies. This will be done in collaboration with business, organizations, administration and research institutions.

by initiating and making provisions for research projects on the threshold between the university and the outside world.

by inviting increased cooperation with the research institutions of which UiB is the owner, and with relevant stakeholders in the health and education sector, such as the Western Norway Regional He-

alth Authority, Hordaland county council and Bergen municipality.

by making our candidates' expertise and achievements visibly accessible to a widespread and diversified labour market, and by strengthening and profiling in-service and continuing education as part of the aggregate education that UiB offers.

by actively utilizing the researcher-recruitment scheme in business and public administration through the "Business PhD" and "Public Administration PhD" programmes.

by listening to and actively committing to our alumni at home and abroad as ambassadors of the university.

WE INTEND TO ACHIEVE THIS:

by taking advantage of the breadth of research and education at the University of Bergen and by actively communicating our candidates' expertise upon completion of their studies. We will do this in parallel with an efficient dissemination of UiB's research results, innovations and artistic accomplishments.

by ensuring that communication, dissemination and social responsibility become an even greater part of all academic environments and employees' daily activities.

by further developing Bergen Technology Transfer as the university's instrument for commercialization of new ideas.

by actively participating in national, Nordic, European and international collaboration on major research infrastructures and research centres, and by placing emphasis on open access to research results and research data.

by strengthening the dissemination of knowledge and expertise that currently exists in the University museum and University library, we can lay the foundation for greater demand for these and, not least, more active use of them by society at large.

by making UiB's role as an important meeting place for dissemination and professional activity, and by actively using the University auditorium for important events and conferences.



FACILITATION

If we are to succeed in our mission, realize our visions and reach our strategic objectives, simple means and measures, conditions and resources are particularly important. These must be specified in action plans, plans of measures to be implemented and partial strategies to be developed in collaboration with our partners throughout the entire strategy period.

FINANCING TO REACH OUR GOALS

Stable and predictable finances are decisive for fulfilment of the strategy. The establishment of additional research environments demands both increased financial resources, long-term investments in infrastructure and necessary working capital for salaries and operation. If UiB is to reach the goal of maintaining high, international academic quality, both financial support and earnings from commissioned assignments must be bolstered. Support from the Research Council of Norway and the EU is particularly important.

MULTIDISCIPLINARY PROFILE TO MEET THE CHALLENGES FACING SOCIETY

We will give an account of and establish good models and incentives for research, researcher education and teaching across faculties and disciplines, and we will build further on thematic commitments that help, through high academic quality, to respond to the great challenges currently facing society.

WORLD-CLASS KNOWLEDGE CLUSTERS

The establishment of knowledge clusters is one of several working methods by which we can reach UiB's goal to develop outstanding research and education environments of excellence. The clusters are based on interdisciplinary collaboration to solve complex issues. The clusters must be established in areas in which UiB already possesses high international academic quality, but also in other areas where there is an opportunity for comprehensive cooperation between academic environments internally at UiB and external partners in research institutions, business, public administration and cultural and societal entities. Our activities need to be financed to a significant extent through externally acquired funding.

THE FOLLOWING CLUSTERS ARE BEING FORMED:

The "Media City Bergen" cluster; the Marine Research cluster; a knowledge cluster for health-care disciplines, "Health Campus Årstadvollen"; the Climate Research cluster; a knowledge cluster for future energy and technology solutions; a cluster for medieval research.

INFRASTRUCTURE FOR GROUND-BREAKING RESEARCH, EDUCATION AND DISSEMINATION

The university shall have modern scientific equipment, research and education facilities, as well as services provided by the University library and University museum and administration of the scientific conferences. Our plans and strategies shall comprise objectives and prioritizations of these.

KNOWLEDGE DISSEMINATION AND DIALOGUE WITH SOCIETY

Increasing competition for students and research funding both at home and abroad require an increased effort to profile and make ourselves visible. This applies to academic disciplines, research results, learning environments, student life and UiB's role and importance for society at large. We will demonstrate social commitment and responsibility through active dialogue with the world around us.

DIGITIZATION CREATES NEW OPPORTUNITIES

Digitization and use of new technology fosters innovation in research, education, dissemination, administration and management and makes the university's knowledge and comprehensive collections available to new groups in society. UiB's web pages and net-based services for good communication with the public, staff and students will be further developed. In addition, digital work processes with a high degree of user friendliness and accessibility will free administrative resources for

other uses at UiB.

INTERNATIONAL COOPERATION – THE UNIVERSITY IN THE WORLD

Knowledge and expertise are being exchanged to an increasing extent across international borders, and international cooperation is subject to increasing competition between education and research institutions and a number of other players. The key to success in this increasingly competitive world is that our teaching and research holds the highest quality and that the academic environments remain attractive to potential partners. Meanwhile, the university must play its part in solving global challenges and building a skills base, even though the research may be of little immediate value to Norway and does not serve to promote its national interests. Our students shall be given the skills and initiative to promote a sustainable development.

AN INNOVATIVE AND FUNCTIONAL ORGANIZATION

The university shall be a good, inspiring and inclusive workplace for our students and staff. Implementation of UiB's strategy requires a well-functioning organization with efficient and future-oriented administrative and technical services adapted to the university's tasks in the areas of research, education, dissemination and innovation.

GOOD RECRUITMENT

People are the most important resources for the university. Stability and predictability in the form of secure job frameworks are important in long-term strategic academic work. It will be crucial during

the strategy period to attract additional skilled employees – academics, administrators, technicians.

LEADERSHIP DEVELOPMENT

Leadership at management level must be characterized by respect, diversity, dialogue, openness, honesty, trust and integrity throughout the entire system. UiB has a long tradition in developing prominent academic leaders who initiate and build up strong research and education environments.

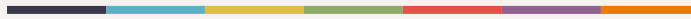
AN ATTRACTIVE LEARNING ENVIRONMENT

All the faculties shall have welcoming strategies that provide students with a good start, both academically and socially, when they are received. An attractive learning environment also requires the best teaching expertise among our academic staff members. The learning environment shall be developed in accordance with the commitment to infrastructure, which entails a prioritization in particular of classrooms and study areas of high quality.

EVALUATION

The University's strategy is an integral part of the university's activities. Our ambition is to be an international research university and a key supplier of conditions in the shaping of the current and future society. In 2019, we will involve students and all our employees in the review and evaluation of our activities and measures taken.





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