

**INTERACTION**  
**SUSTAINABILITY**  
**INNOVATION**



**STRATEGY**  
**2019–2023**



**Western Norway**  
**University of**  
**Applied Sciences**

## Key figures 2018

**16 000** students

**1600** employees

**42** bachelor programmes

**35** master programmes

**3** PhD programmes  
(two more programmes under evaluation)

**1** vocational college for diver training

**5** campuses

> Førde

> Sogndal

> Bergen

> Stord

> Haugesund

**4** faculties

> Education, Arts and Sports

> Health and Social Sciences

> Engineering and Science

> Business Administration  
and Social Sciences

## Western Norway – our region

Western Norway University of applied Sciences stretches over 5 campuses and 400 kilometres on the western coast of Norway. Western Norway is historically characterised with a strong international orientation. Local enterprise has harvested, developed and travelled the sea as a way of making life. Strong counter-cultures, voluntary organizations, an egalitarian social structure and a widespread population are other typical historical features of the region.

Today, some of the characteristics of our region are:

- > Vast natural resources:  
Fish, clean energy, oil and gas
- > International and industry-oriented business with considerable exports
- > World-class centres of knowledge
- > The ocean and the sea, the mountains and the fjords
- > Fjord settlements, ferries and coastal towns
- > Growing urban areas and rural communities under pressure
- > A substantial tourism industry based on spectacular nature and vibrant city life

# Ambitions and profile

Western Norway University of Applied Sciences shall be a university with a clear professional and working life-oriented profile. Through education, research and development we create new knowledge and expertise, anchored internationally and with solutions that work locally.

Interaction, sustainability and innovation are key elements of our professional and working life-oriented profile.

**Interaction** is about collaboration with those around us and within the university. Multidisciplinary expertise is required to find good solutions for the challenges society faces. We will develop new knowledge in close collaboration with the world around us. We must cooperate and work together – between the academic environments, between campuses and between staff and students.

**Sustainability** is about our common global responsibility, for those alive today and those who come

after us. The 17 sustainable development goals set by the UN are addressed in our wide-ranging programmes. HVL shall be a driving force for sustainable development.

**Innovation** is about improving products and services, further developing professions and technology, working methods and forms of teaching. We shall be innovative and equip the students with expertise that enables them to be creative, solution-oriented and innovative.

# Vision

Knowledge that shapes people and society

# Values

## Challenging

We question the status quo by promoting decisiveness, critical thinking and the ability to reflect.

## Sharing

Knowledge grows when shared. Through dialogue with society and each other, we contribute to the growth of new knowledge that will have an impact.

## Closeness

A close relationship exists between the students and staff, and between the university and the work life we provide candidates for. We work very closely with professional fields and will continue to develop our studies in the best interests of the region.



# Our contribution to society

## Train and educate highly competent candidates in the best interest of society

HVL shall train and educate highly competent candidates. The students shall be equipped to become responsible driving forces for innovation and sustainability. Our programmes shall be of a high quality, including in an international context, and build on research and experience-based knowledge. Through their studies the students shall gain practical experience and have contact with the professions and working life. We shall motivate the students to become active and curious, and to take responsibility for their own learning. With good, secure learning environments, we educate competent students who thrive and dare to take the initiative.

Teaching and evaluation shall be characterized by good teachers who make use of future-oriented, research-based and varied methods of working. The bachelor's and first degree programmes are the backbone of our study portfolio, and high quality is a prerequisite for succeeding with our ambitions. HVL shall assume the responsibility for ensuring that profession and working life-oriented knowledge benefits more people through lifelong learning. The continuing and further education that working life demands is a key part of this process.

### Indicators of success

- > A good learning environment and an active student democracy
- > Programmes developed and implemented in collaboration with work life
- > High-quality programmes with an international dimension
- > Good student recruitment and well-qualified applicants for all the campuses
- > Students completing their studies within the prescribed time

## Research, development and innovation of a high international quality

We shall develop new knowledge that contributes to solving the challenges of society from a sustainable perspective. HVL's professional and working life-oriented profile shall govern the knowledge and expertise we will develop. We shall assume a leading role in our focus areas, and we shall be a driving force for interdisciplinary research, collaboration and innovation.

To ensure greater quality and relevance, research activities shall take place in a regional, national and international research community and involve students and partners. HVL shall strengthen research in networks and partnerships in Western Norway. We shall further develop the culture of open data and open publishing, take responsibility for sound research ethics and facilitate creativity and enterprise. The research environments shall be active in applying for external funds both nationally and internationally.

### Indicators of success

- > R&D and innovation in interaction with society, with good student involvement
- > Profession-oriented research across fields of study
- > A high degree of external funding
- > Extensive high-quality scientific and academic publishing
- > Staff participation in research networks and cluster collaborations

## Communicate and share relevant knowledge and competence

Society shall be able to utilize the expertise we have and the knowledge we are developing. HVL must be a distinct national and international conveyor of new knowledge within our areas of expertise. We involve relevant users in the development of knowledge. HVL must be an important actor in society, setting standards for policy development.

Staff have a responsibility to participate in public debate and to actively ask questions that society needs answers to. HVL shall also be an arena for debate and sharing of knowledge. We have a clear language profile and shall work actively for Norwegian as a recognised scientific and academic language.

### Indicators of success

- > HVL is a key partner for institutions and organisations in Western Norway
- > Staff are active participants in the public debate and are known for their expertise in their subject areas
- > HVL is a clear communicator of new knowledge
- > HVL is an attractive facilitator of competence development
- > HVL contributes to form public policy

# Common academic priority areas

The common academic priority areas shall constitute consistent perspectives for our institution while being areas of specialisation for research and education. In order to develop integrated knowledge within these areas, we need expertise across the academic environments.

The priority areas shall strengthen our professional and working life-oriented profile with interaction, sustainability and innovation as the foundations. This means maintenance and development of good links to professions, welfare institutions, public administration and private businesses.

## Responsible innovation

Responsible innovation is about innovations that take into account the environment, ethics and economics. HVL shall produce candidates who are able to contribute to the renewal of goods, services and processes. The principles of responsible innovation shall also govern our dialogue with society and our efforts to improve our own operations and programmes.

## Sustainable development

Sustainable development is a global expression that acknowledges that we only have one planet with limited resources - and that we must take care of it together in a just manner. Efforts to achieve sustainable development must be clearly reflected in all of HVL's activities - in education, research and daily operations.

## Bildung

Bildung in research and education provide an opportunity to promote perspectives, theories and actions that enable us to understand the world in which we live - and at the same time enable us to master ever more complex challenges. Bildung shall help us to use our knowledge with wisdom. This also means a responsibility to educate the students to become professionals and critical and reflective members of society.

## Public health

Promoting public health is about facilitating good living conditions and a healthy lifestyle, fellowship and safety, coping with life and participation. HVL shall be the driving force and source of

inspiration for conducting public health work across all economic and cultural conditions.

## Profession and working life orientation

A profession and working life orientation is about ensuring the academic development and critical reflection of the knowledge base of our programmes. We shall systematically develop new knowledge that is relevant for professional practice in the nexus between academic and practice-based knowledge in the various programmes.

## Safety

Safety is important on both the societal and the individual levels. HVL will prioritise the development of knowledge on life, health and the environment. Relevant topics are patient and personal safety, data and information security, secure interpersonal relationships, safety connected to maritime activity and operations at sea, prevention and handling of fires, knowledge about warning of and protection against natural hazards such as avalanches and flooding.

## Technology

Technology is an important factor in solving many of society's challenges. This means that we must reflect and discuss ethical, human and organisational challenges. By combining technologies with other forms of professional expertise we shall ask relevant questions and find solutions. As future employees, students shall be able to contribute to complex change processes where digital tools are involved.

# Building the institution

We will invest special efforts in certain prioritised areas to achieve our ambitions.

## Competence building

HVL shall build competence and the capacity to be a university with a profession and work-oriented profile. This will be accomplished by strategic competence development and targeted recruitment where we will continue to develop our strong academic environments within education, research and administration.

## Organisational development and collaboration

During the strategy period, HVL shall coordinate the programmes, facilitate the development of communities across campuses and academic environments and create a common identity. HVL has five campuses that we will keep on developing. This presupposes good recruitment of students, that the academic environments are allowed to develop and that we have a sound dialogue with the student organisation and the host municipalities. HVL shall be operated in a sustainable manner and the students shall be involved when we are developing our services.

The students and our staff are our most important resource. We shall have a learning and working environment where everyone feels respected and equal. We shall be known as a professional and efficient organisation where the academic environments and the administration work well in partnership, and where we work systematically on

quality development. As a large institution, we must professionalise and systemise the way we collaborate – with both the outside world and each other. Diversity and participation, equality, and HSE work are all central to the development of the organisation.

## Internationalisation

HVL shall attain an international position and work to achieve education and research and development activities of high international quality. We shall increase the expertise of the academic environments and educate good candidates by means of good exchange agreements for students and staff and internationalisation of all the educational cycles. HVL will strengthen education and research and develop a diverse and stimulating environment through international recruitment of students and staff.

## Digitalisation

Having five campuses means that we need digital solutions to ensure efficient sharing of knowledge and information. The tools and working methods we employ shall contribute to increased quality, sound working processes and better interaction. We shall work in a targeted manner to further develop our digital expertise and the capacity of staff and students, and to equip students with competence and critical judgement for a digitalised working life.



## About the strategy

The strategy for HVL is based on internal documents, Magna Charta Universitatum, and external guidelines, in addition to discussions with students, staff and partners. This provides the organisation with a clear direction and starting with the strategy we will prepare plans to specify how to realise our goals. The strategies for the faculties shall support the overall strategy.