ACTION PLAN FOR INNOVATION AND ENTREPRENEURSHIP

ACTION PLAN 2019–2022 // UNIVERSITY OF BERGEN
INTRODUCTION

The University of Bergen’s revised strategy for 2019–2022 points out how UiB, through innovation and facilitation of entrepreneurship, can increase cooperation with research institutions, business and industry and the public sector and thus help to develop society locally, nationally and globally. An important tool in this respect is the creation and development of knowledge clusters at UiB.

In order to develop the UiB profile as a broad-based university with clear ambitions to develop cooperation across traditional subject boundaries, this action plan employs a broad understanding of innovation, which is based on the use of existing or new knowledge in new ways to develop new processes (i.e. service innovation, social innovation and organisational innovation) or products1. This implies that this part of the UiB social mission will be rooted in UiB’s research, education and dissemination activities in a broad sense and will embrace all sectors of society. In line with the overall objective of the strategy, the focus of UiB’s innovation work will be on societal impacts and contributions to a better functioning and more sustainable society, and thus embrace more than commercialisation and increased value creation through economic growth.

This action plan places great emphasis on creating a culture of innovation and entrepreneurship among students and staff with regard to education, research and dissemination. This includes interaction and experience exchange across UiB and the creation of meeting places, but also expectations that the various disciplines are given the opportunity to develop content and relevance based on their own subjects and traditions. This action plan also presents measures to strengthen the position of UiB as an innovative university.

Implementation of the action plan requires close cooperation between the university management, faculties and departments, as well as between staff and students. This institutional action plan will be followed with faculty plans for innovation and entrepreneurship and there will be an evaluation of the action plan at the end of the strategy period.

1 Based on the revised and simplified definition of the OECD: [http://oe.cd/oslomanual](http://oe.cd/oslomanual) which is also used in the Research Council’s indicator report from 2018.
### PRIORITY AREAS FOR INNOVATION AND ENTREPRENEURSHIP FOR 2019–2022

#### A. PRIORITY AREA: A CULTURE OF INNOVATION AND ENTREPRENEURSHIP

<table>
<thead>
<tr>
<th>GOALS</th>
<th>MAIN ACTIVITIES</th>
<th>RESPONSIBLE</th>
<th>TIME FRAME</th>
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| **GOAL 1:** To strengthen UiB’s culture of innovation and entrepreneurship through clear organisation, leadership and personnel policy. | A. UiB will ensure that it is clearly defined who at any level of management is responsible for innovation and facilitation of entrepreneurship.  
B. Based on expectations and clear leadership, UiB will ensure that innovation and entrepreneurship perspectives are integrated into education, research and dissemination.  
C. UiB will develop a personnel policy in line with the revised strategy that may:  
   a. place emphasis on experience and results of innovation when considering employment applications, salaries and promotions.  
   b. point out that research leave can be used for innovation-related activities in cooperation with external actors.  
   c. incorporate innovation and entrepreneurship perspectives into the leadership development programme at UiB.  
   d. offer employees training in innovation and entrepreneurship.  
   e. actively recruit resource persons with competence in innovation and entrepreneurship. | A, B and C: The university management, leaders of faculties and leaders of central departments  
B: Continuous  
C: 2019–2020 |
| **GOAL 2:** To strengthen UiB’s culture of innovation and entrepreneurship by increasing the visibility of its contributions internally and externally. | A. In strategies, governing documents, budgets, events, and internal and external communication, UiB will clearly indicate that innovation and facilitation of entrepreneurship are an important part of its social mission and provide specific information to this effect.  
B. UiB will promote success stories from across the organisation, use former students and be visible and participate in national and international platforms for innovation and entrepreneurship.  
C. UiB will further develop and establish meeting places for students and staff with a focus on innovation and entrepreneurship. | A, B and C: University management, leaders of faculties and leaders of central departments  
A, B and C: Continuous |
| **GOAL 3:** UiB will strengthen collaboration on innovation and entrepreneurship internally, and with business and industry, the public sector, business clusters, and art and culture. | A. UiB will further develop existing cooperation and establish binding strategic partnerships with institutions and organisations locally, nationally and internationally.  
B. UiB will involve individuals with innovation and entrepreneurship expertise from other sectors in education, mentoring and formulating applications.  
C. UiB will strengthen dialogue with EU bodies, the Research Council of Norway, Innovation Norway and others involved in relevant policy instruments. | A: University management, leaders of faculties  
A: 2019 and beyond  
B: Leaders of faculties  
B: 2020 and beyond  
C: University management, leaders of faculties and leaders of faculty and central administration  
C: Continuous |
## B. PRIORITY AREA: EDUCATION, STUDENT INNOVATION AND STUDENT ENTREPRENEURSHIP

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<thead>
<tr>
<th>GOAL 1:</th>
<th>MAIN ACTIVITIES</th>
<th>RESPONSIBLE</th>
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<tr>
<td>A. UiB will include knowledge of innovation and entrepreneurship in all relevant courses.</td>
<td>A, B, E and I: University management, leaders of faculties and leaders of faculty and central administration</td>
<td>A: By 2022</td>
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<td>B. UiB will establish several elective cross-disciplinary innovation and entrepreneurship courses.</td>
<td>B: Continuous</td>
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<td>C. UiB will create incentives and seek external financing to help to develop new programmes and courses in innovation and entrepreneurship.</td>
<td>C: 2020</td>
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<td>D. UiB will establish a scheme to increase the number of master’s theses based on business and industry and the public sector.</td>
<td>D: 2020</td>
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<td>E. UiB will facilitate closer links between education, research, practice and innovation expertise.</td>
<td>E: Continuous</td>
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<td>F. UiB will cooperate with Western Norway University of Applied Sciences and NHH Norwegian School of Economics on courses in innovation and entrepreneurship across the institutions.</td>
<td>F: 2019 and beyond</td>
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<td>G. UiB will arrange summer courses and examine the possibility of establishing a cross-disciplinary entrepreneurship school linked to e.g. the strategic priority areas of UiB or the UN sustainable development goals.</td>
<td>G: 2020 and beyond</td>
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<td>H. UiB will include innovation and entrepreneurship perspectives in its work to increase continuing and further education.</td>
<td>H: 2019 and beyond</td>
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<td>I. UiB will strengthen student representation and participation in all development work related to innovation and entrepreneurship.</td>
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<th>GOAL 2:</th>
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<td>A. UiB will further develop the innovation hub for students, by e.g. a. providing expertise and assistance in connection with advertisements and contests such as Stud-Ent. b. arranging cooperation with VIS. c. establishing mentoring schemes and actively using former students of UiB. d. organising a regular &quot;innovation marathon&quot; related to e.g. sustainability challenges.</td>
<td>A, B and C: University management and leaders of faculty and central administration</td>
<td>A: 2019 and beyond</td>
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<td>B. UiB will establish an annual student-led innovation conference that includes an &quot;Innovation Grand Prix&quot;.</td>
<td>B: 2020</td>
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<td>C. UiB will further develop the knowledge clusters as a platform for student innovation and entrepreneurship.</td>
<td>C: 2019 and beyond</td>
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### C. PRIORITY AREA: NEW KNOWLEDGE, RESEARCH AND RESEARCHER EDUCATION

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| **GOAL 1:** To increase UiB’s innovation activity and its facilitation of entrepreneurship and commercialisation. | A. UiB will make use of its considerable academic breadth to promote work on innovation and entrepreneurship.  
B. UiB will strengthen work on various forms of process innovation.  
C. In cooperation with VIS, UiB will facilitate increased commercialisation of research findings, including increasing the number of patents, licences and business start-ups.  
D. UiB will conduct innovation research and adopt new technology and work methods that promote knowledge and interest in innovation and entrepreneurship. | A: University management, leaders of faculties  
B, C and D: University management, leaders of faculties and leaders of faculty administration | A: Continuous  
B: 2019 and beyond  
C: 2019 and beyond  
D: Continuous |
| **GOAL 2:** To strengthen innovation and entrepreneurship work for PhD students and postdoctoral fellows. | A. UiB will develop more courses on innovation and entrepreneurship at the PhD and postdoctoral levels.  
B. UiB will increase its use of the Research Council of Norway's industrial and public sector PhD schemes.  
C. UiB will explore the possibility of having its own innovation PhD and postdoctoral schemes. | A, B and C: University management, leaders of faculties and leaders of faculty administration | A: 2019 and beyond  
B: 2020 and beyond  
C: 2020 and beyond |
| **GOAL 3:** To increase the success rate of UiB in innovation programmes. | A. UiB will make more targeted and increased applications for innovation programmes to the Research Council of Norway (e.g. SFI and FME) and Horizon Europe.  
B. UiB will further develop incentives for innovation projects that receive funding. | A: University management, leaders of faculties and leaders of faculty administration  
B: University management and leaders of faculty administration | A: 2019 and beyond  
B: 2020 |
| **GOAL 4:** To develop indicators for innovation and entrepreneurship activity. | A. UiB will test and try out indicators of innovation that complement current traditional indicators and that focus particularly on process innovation, student innovation and interaction with the public sector, art and culture. | A: University management and leaders of faculty administration | A: 2019 and beyond |
## D. PRIORITY AREA: FACILITATIVE ACTIVITIES AND INFRASTRUCTURE

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| **DELMÅL 1:** To increase competence at UiB and initiate measures to establish a unified local ecosystem for innovation and entrepreneurship that supports the obligations and ambitions of UiB. | A. UiB will strengthen the Division of Research and Innovation with capacity and competence related to:  
   a. advice and guidance on innovation  
   b. national and international policy instruments  
   c. legal expertise related to e.g. patent and rights issues  
B. UiB will strengthen its capacity and competence in student innovation and entrepreneurship in the Division of Student and Academic Affairs.  
C. UiB will strengthen its capacity and competence in innovation advice and guidance in all faculties.  
D. UiB will establish a proof-of-concept programme.  
E. UiB will increase its capacity and breadth in early stage incubation by:  
   a. establishing a medical incubator in the annex of the Basic Biological Research Building.  
   b. cooperating with spin-out companies on the use of infrastructure  
F. UiB will facilitate innovation projects in connection with all major common research and data infrastructure. | A, C, D, E and F: University management and leaders of faculty administration  
B: University management and leaders of central administration  
C: University management, leaders of faculties, leaders of faculty administration  
D: 2019  
E: 2020  
F: Continuous | A: 2019 and beyond  
B: 2019 and beyond  
C: 2020  
D: 2019  
E: 2020  
F: Continuous |
| **DELMÅL 2:** To cooperate closely with VIS on commercialisation of research findings and on strategic development initiatives. | A. UiB will cooperate with VIS to update joint agreements, including:  
   a. clarification of the principles for the purchase of services and the implementation of hourly rates.  
   b. strengthening of measures for increased commercialisation, in particular the development of incubation and accelerator services.  
   c. clarification of the role of VIS in strategic development projects related to e.g. service innovation and student innovation. | A: University management | A: 2019 and beyond |