



# KNOWLEDGE THAT SHAPES SOCIETY

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OCEAN, LIFE, SOCIETY / STRATEGY 2019–2022

UNIVERSITY OF BERGEN







**1 THE FACULTY OF MEDICINE** conducts cutting edge, internationally recognised research and training which spans the continuum from lab-based sciences to clinical and translational work and includes studies of communities and populations under the rubric of global health.

**2 THE FACULTY OF FINE ART, MUSIC AND DESIGN** is UiB's youngest faculty, where artistic and scientific research inform a new generation of artists, designers, musicians, composers, music therapists, curators and teachers.

**3 THE FACULTY OF MATHEMATICS AND NATURAL SCIENCES** spans a wide range of disciplines covering everything from climate, energy and marine research to the building-blocks of the universe and life itself.

**4 THE UNIVERSITY MUSEUM OF BERGEN** houses some of the largest natural and cultural history collections in Norway. Here, artefacts and documents are preserved, studied and beautifully presented to the public.

**5 THE FACULTY OF SOCIAL SCIENCES** conducts research into societies, social structures and relationships, generating knowledge which addresses a wide range of contemporary societal challenges.

**6 THE FACULTY OF HUMANITIES** is a multidisciplinary faculty conducting internationally renowned research on a diverse range of subjects including: archaeology; foreign languages; gender; history; philosophy and religion.

**7 THE FACULTY OF PSYCHOLOGY** engages in widely acclaimed research and teaching activities pertaining to a variety of subjects, including classical psychology; health promoting work; speech therapy; pedagogy; child care and gender and development studies.

**8 THE FACULTY OF LAW** researches issues of justice and rights; the interpretation of statutes and rules and the development and maintenance of societies based on the rule of law.



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## KNOWLEDGE THAT SHAPES SOCIETY

A common thread runs through our research from the skeletons in the Whale Room at the University Museum, through Fridtjof Nansen's trailblazing studies of nerve cells in hagfish and on, to the pioneering geobiological deep-sea research taking place today.

From Armauer Hansen's discovery of the cause of leprosy in 1873 to cutting-edge research into cancer biomarkers in 2019.

From ground-breaking brain science to world-class intervention studies investigating the health of mothers and their children in the Global South.

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

From Stein Rokkan's world-famous research into political processes in the 1960-70s to current multidisciplinary studies on democracy and the rule of law.

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

A common thread runs through the academic environments that have evolved over the years at many different locations across this *knowledge city*, but now combine to make up the contemporary University of Bergen.

We aim to build on these traditions: to continue to innovate; to transcend the boundaries between disciplines; to advance the frontiers of knowledge and to progress on the path toward a sustainable future.

# WE EXPLORE

Academic staff and students at the University of Bergen work together to research important topics spanning the origins of the universe, human history and Earth's future.

We have made a long-term commitment to investing in basic research. All our research must maintain high ethical standards.

We will continue our commitment to the strategic areas of marine research, global challenges, and climate and energy transformation.

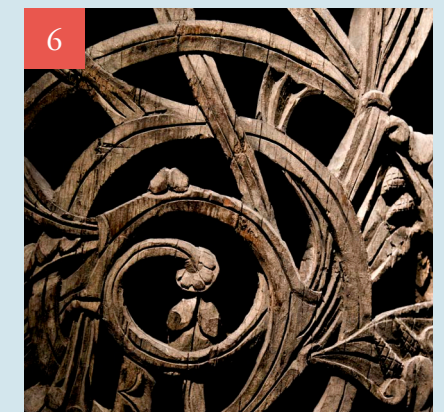
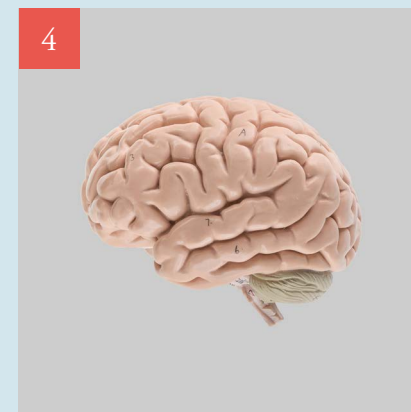
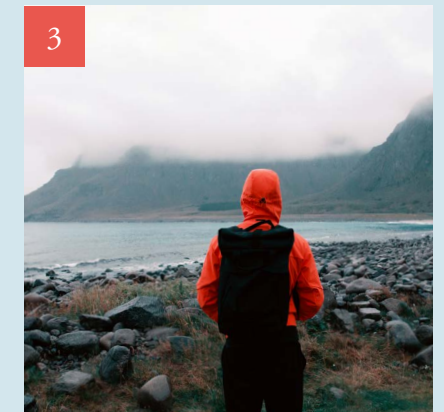
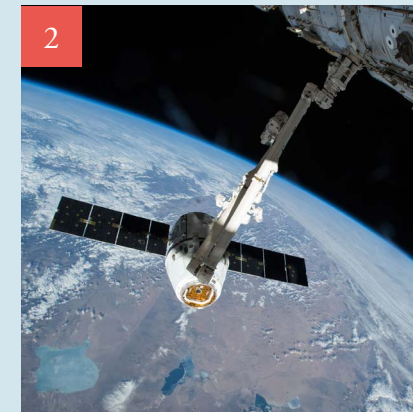
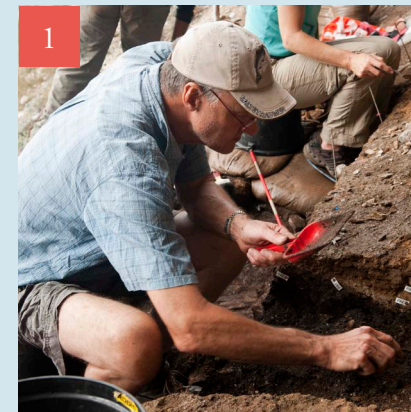
We will cultivate the comprehensive university's unique opportunities for academic mobilization, in-depth study and collaboration across disciplines.

We will continue to recruit high quality researchers and students and aim to be a locus of internationally renowned research, education and knowledge dissemination.

Together, our researchers and students will generate novel insights to address the challenges that face society today.

We will offer high quality, research-led education in all academic and scientific environments. Our doctoral candidates will be encouraged to actively participate in national and international research networks.

UiB is at the forefront of developing strong knowledge environments in Norway.



**1 HUMANS:** The Centre for Early Sapiens Behaviour researches everything from climate and brain development to the lifestyles of modern humans. Led by archaeologist Christopher Henshilwood, the group has made a number of significant breakthroughs, including the discovery of the world's oldest drawing.

**2 SPACE:** We look for answers to phenomena that remain a mystery. The Birkeland Centre for Space Science recently developed a pioneering methodology allowing scientists to measure sprites, space lightning and gamma rays.

**3 THE OCEAN:** Large areas of the world's oceans remain unexplored. Yet significant challenges relating to pollution and microplastics lie just beneath the surface. UiB's strong marine community conducts research unlocking the secrets of the deep and works toward the sustainable development of marine resources.

**4 THE BRAIN:** Over 20 UiB research groups based at the Faculty of Psychology and Faculty of Medicine conduct a wide range of research activity involving a wide range of methodologies from field interviews to advanced laboratory work.

**5 CANCER:** The Centre for Cancer Biomarkers (CCBIO) is a Centre of Excellence (SFF), appointed by the Research Council of Norway, which studies how cancer cells are affected by the micro environment in tumours, and explores the importance this has for the spread of cancer.

**6 THE MIDDLE AGES:** Medieval research has been an area of strength for UiB since the establishment of Bergen Museum (now the University Museum of Bergen), and UiB researchers in this field continue to achieve international recognition for their work.



# WE EDUCATE

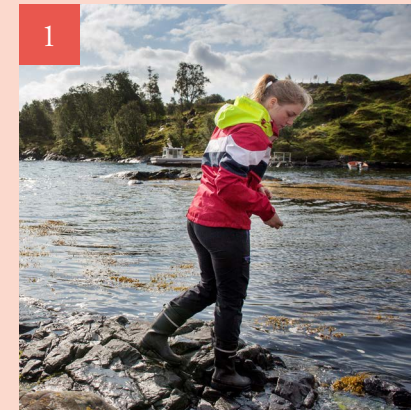
Through our wide range of study programmes, we educate UiB students to actively contribute to a society based on knowledge, expertise and democratic values.

We offer students an outstanding research-based education from bachelor degree to doctorate. Knowledge, critical reflection and personal development are hallmarks of our educational programmes.

We recognise the value of high-quality education and develop innovative teaching methods which generate positive learning outcomes by giving students an early insight into research and collaboration. We are at the forefront of innovative digital learning and dissemination strategies.

New challenges provide opportunities for complex solutions harnessing perspectives and methodologies from multiple disciplines. We offer study options and learning programmes that transcend traditional discipline and faculty boundaries. We educate the problem-solvers and critical voices of the future.

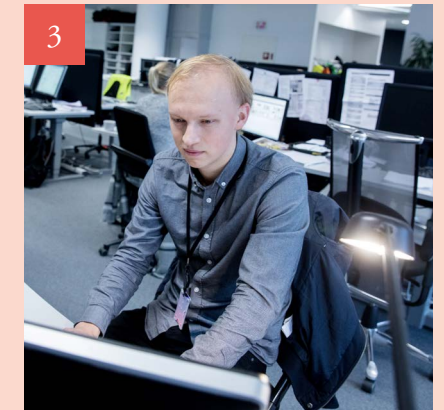
We will continue to develop our international activities. Our alumni contribute with research-based knowledge and expertise, throughout the world.



**1 IN THE FIELD:** At bioCEED, students receive valuable work experience in research, business and administration from their very first semester at UiB. The centre applies new technology and innovative methods to educate the biologists of the future.



**2 SOCIAL RELEVANCE:** Students from UiB are valued within the labour market where studies show that a master's degree is beneficial for our graduates. UiB aims to equip candidates with the necessary expertise and knowledge to succeed in competitive job markets.



**3 CLOSE TIES TO THE INDUSTRY:** Our commitment to developing and supporting regional knowledge clusters provides students with a unique opportunity to become better acquainted with stakeholders in business and industry. The media cluster Media City Bergen provides students with practical experience within media outlets and innovative companies.



**4 NEW DOCTORAL GRADUATES:** Each year, approximately 250 new doctorates are conferred upon researchers at UiB. All faculties offer PhD-education, and there are more than thirty research schools at PhD level.



**5 RESEARCH-LED TEACHING:** During UiB Open Days, upper secondary school students are invited to explore the campus, ask questions and get a taste and understanding of life at UiB. Among other things, students gain an insight into what it means to undertake research-based education.



**6 STUDENT EXCHANGE:** We are working to make international exchange a standard element of all study programmes for UiB students. 30 per cent of our students currently participate in student exchange programmes to obtain international experience and expertise. More than 10 per cent of UiB's students are international exchange students, around 1000 are accepted each year.



# WE DEVELOP

Through local, national and global interaction with our partners in academia, industry and society, we will make knowledge based contributions to the decisions that shape our societies. Our researchers and students to engage in international research partnerships and educational collaborations.

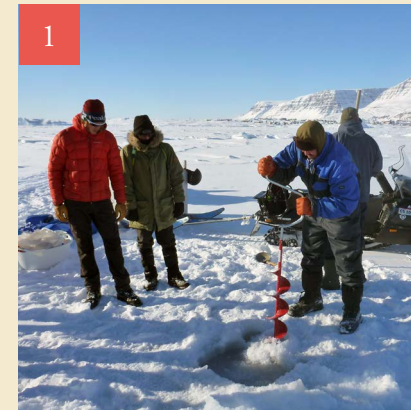
We will be a strong stakeholder in research and educational policy, and play a key role in developing research strategies and priorities at both domestic and international levels.

We will continue to develop dialogue and cooperation with authorities, civic society and international organisations.

We promote a common academic identity through diverse collaborative forms within our various academic fields.

The University of Bergen collaborates with regional research institutions to develop knowledge clusters for cutting-edge research, education and innovation.

We aim to create points of contact for a new generation of internationally oriented researchers, and we will be proponents of innovative thinking and knowledge sharing.



**1 CLIMATE PREDICTIONS:** During this period of climate change, a new commitment to climate predictions will provide clearer answers and important forecasts for fisheries, agriculture and power generation. Our researchers continue a long, proud tradition of meteorology and weather forecasting in Bergen.

**4 RESEARCH DAYS IN BERGEN:** UiB's *Research Days* communicate complex academic findings to a wider audience, generating enthusiasm for what we do and facilitating a deeper understanding of how research can change our lives.

**2 CLUSTER COLLABORATION:** Through the Alrek Health Cluster, a variety of academic communities will conduct pioneering work and create novel and innovative medical and healthcare solutions that take a holistic view of health. Through our knowledge clusters, UiB establishes contacts between different academic communities and wider society.

**5 THE FACULTY OF FINE ART, MUSIC AND DESIGN (KMD):** The Faculty of Fine Art, Music and Design represents something new and fresh at UiB and strengthens our profile as a broad-based university. This faculty educates future artists, musicians and designers, and offers many state of the art degrees, including a doctorate in artistic development work.

**3 HUMANITIES:** Language, cultural understanding and ethics are crucial in a world characterised by globalisation and migration. UiB's expertise in this field is also vital for the fields of digitalisation and software development. With a dedicated humanities strategy, UiB is improving the quality of research in this field.

**6 DIGITALISATION:** UiB is a field leader within the digitalisation sector. Our academic communities contribute with the development of new digital solutions and research into, among other things, the interaction between humans and machines. Digitalisation at UiB also means that new systems are continually being tested and put to use.

# WE CHALLENGE

Research, education and innovation yield knowledge, technology and expertise that are decisive when important decisions need to be made. Our researchers and students will contribute insight and disseminate knowledge in the public arena.

We will employ critical analysis to challenge conventional ideas and work toward the democratisation of knowledge.

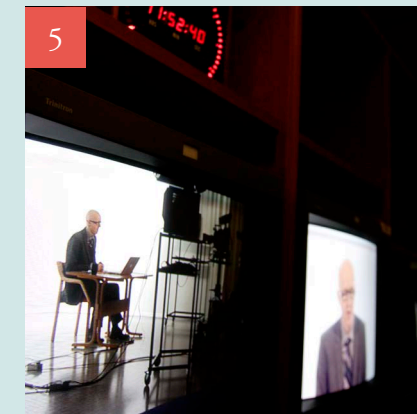
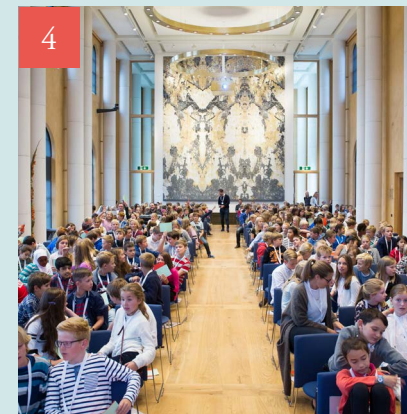
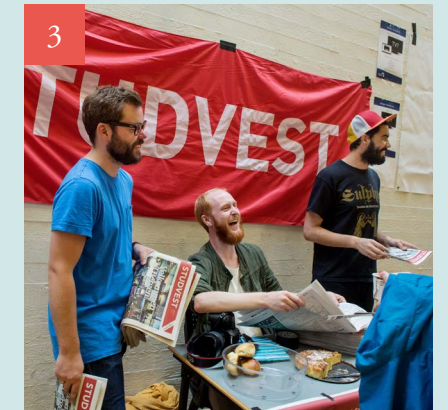
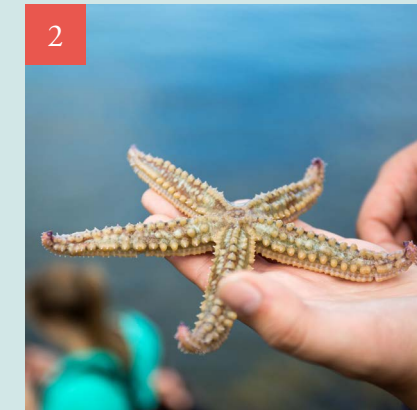
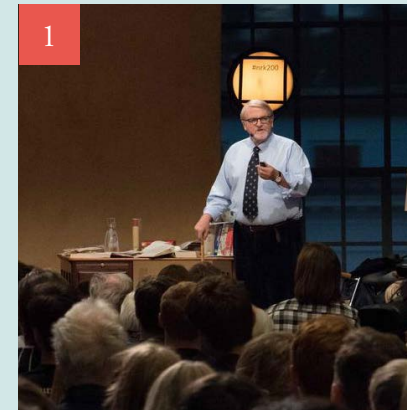
We will contribute, via research and education, to challenging harmful power structures and promote a diversified and sustainable society.

We will develop a reputation for being a national institution of culture and a crucible for novel ideas, innovation and new ways of learning.

We will be a locus for staff, students and society at large in an attractive arena for lifelong learning.

We will cultivate a strong and vibrant university democracy characterised 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 JOY OF DISSEMINATION:** “Is Fascism returning” was the topic when Bernt Hagtvet took the stage of the Aula (auditorium) during the inaugural Aarebrot Lecture. The purpose of this annual event is to celebrate research and dissemination and, in the spirit of Frank Aarebrot, to raise issues of social importance.

**2 SUSTAINABILITY:** UiB is committed to sustainable development, a role which manifests itself within many areas of research and study but is most clearly demonstrated by our role as official UN partner for sustainable oceans, where UiB has been assigned trust and responsibility for following-up SDG 14.

**3 INVOLVED STUDENTS:** Participating in a student organisation provides UiB students with access to a network and a range of beneficial experiences, but most importantly gives students the opportunity to develop their social life and to cultivate enduring friendships.

**4 UNIVERSITY FOR ALL:** We aspire to create positive meeting places and to make the university an accessible space for different groups in society. Through the Children’s University, UiB invites seventh graders to attend lectures and arrangements on subjects ranging from medieval history and criminal law to space travel and mathematics.

**5 DISSEMINATION:** Our researchers are visible in news and social media, discussing current events from an academic perspective and sharing socially relevant research findings.

**6 MEETING POINT:** Decision-makers and key representatives from business and industry, culture, government agencies, volunteer organizations and the media gather at the annual Christie Conference.



# KNOWLEDGE THAT SHAPES SOCIETY

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The University of Bergen's strategy for 2019–2022 highlights our values, our strengths and our role in society. It outlines how we will further develop the university in line with these priorities.

The University of Bergen is an international research university in which all activity is grounded in the principles of academic freedom and curiosity-driven research.

Our objective is to seek, develop and cultivate knowledge through outstanding research, education, dissemination and innovation.

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

We will profile the relevance of research and education. Discussions and dissemination of knowledge are a prerequisite for developing academia within a democratic society.





# STRATEGIC OBJECTIVES

UiB will develop more outstanding research communities. By 2022, all our faculties will have world-class academic communities and additional disciplines of high international standard.

## WE WILL ACHIEVE THIS BY:

- Maintaining and developing strong academic disciplines within a broad selection of specialist fields and by prioritising basic research. Our researchers will publish their work via well-respected channels and make competitive applications to prestigious national and international research funding programmes.
- Ensuring internationally competitive doctoral programmes designed to educate researchers to the highest academic and ethical standards.
- Strengthening our thematic focus areas by profiling them and developing their interdisciplinary potential.
- Developing interdisciplinary research and collaborations that fully harness the advantages of a broad-based university.
- Openly sharing knowledge and expertise. We will facilitate open access to - and use of - research results, data, publications and learning resources.
- Cultivating academic cultures with a clear focus on ethics, leadership and career development.
- Prioritising recruitment to establish robust research communities.



UiB will attract and educate high calibre candidates.  
By 2022, 85 per cent of degree candidates will  
have a relevant job two years after completing  
their education.

WE WILL ACHIEVE THIS BY:

- Developing ambitious, research-based study programmes that actively involve students and promote critical thinking, independence and adaptability.
- Creating physical and digital learning arenas that promote academic integration and motivate students to strive for excellence.
- Focussing on targeted student recruitment across the breadth of the university's study programmes and systematically disseminating the labour market skills of the candidates.
- Significantly increasing the number of completed master's degrees. By 2022 we will achieve a significantly higher level of completion among our bachelor and master's candidates.
- Taking responsibility for society's need for lifelong learning through the systematic development of attractive continuing and further education programmes.
- Facilitating widespread cooperation with the best overseas research and educational institutions. By 2022, at least 40 per cent of our degree candidates will include an academic exchange as part of their degree programme.
- Prioritising work placement in schools and better coordination between academic disciplines, didactic and pedagogic expertise, we aim to become a national leader in teacher training.
- Integrating digital skills and digital education in all of our study programmes.





By 2022, UiB will be a sought-after institution of expertise that has strengthened its long-term relationships with society.

#### WE WILL ACHIEVE THIS BY:

- Playing a clear role in developing policies that shape society.
- Driving innovation and facilitating entrepreneurship. Through collaboration with society, we will create new processes, technology and products and contribute to an adaptable society.
- Collaborating with partners beyond academia to develop knowledge clusters, research projects, study programmes and practices in the study programmes.
- Strategically collaborating with NORCE on high-quality, externally financed research that promotes innovation and adaptability in society.
- Marketing UiB as an attractive, collaborative partner for artistic and cultural institutions and a driving force in further developing Bergen as a knowledge city.
- Harnessing our expertise and critical perspective in order to make a valuable and substantive contribution to sustainable social development and to address the objectives in Agenda 2030. In offering a critical academic perspective, we can meet society's need for expertise, knowledge and solutions.

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

#### WE WILL ACHIEVE THIS BY:

- Prioritising the dissemination of research and promoting a culture of free expression built upon research-based knowledge and rational argument.
- Critically disseminating knowledge and actively using different channels to disseminate research findings. Harnessing these, we will strengthen and highlight UiB's role in democratic and social development.
- Creating more arenas and digital channels for academic dissemination, critical thought and social debate.
- Developing the role of the University Museum and University Library as arenas of research communication and prioritising the digitalisation of our academic collections.







# ACTIVITIES AND APPROACHES

Strategic activities and approaches describe the interdisciplinary focus areas, plans and resources that are required for UiB to achieve its ambitions.

## RECRUITMENT AND COMPETENCE BUILDING

At UiB we understand that people are our most important resource. The targeted recruitment of high calibre students and staff and the systematic development of all employees are vital for UiB to achieve its strategic objectives. We will prioritise the following approaches during the strategy period:

- Developing initiatives for more targeted student recruitment.
- Further developing the University's remuneration policy.
- Improving the welcome and initiation of new employees.
- Further developing career programmes for early stage researchers.
- Offering leadership development for different management roles.
- Establishing skills and career development initiatives for all employee groups.

## A STIMULATING AND INCLUSIVE WORK ENVIRONMENT

UiB will provide a stimulating professional environment, nurtured by the diversity of academic disciplines and environments which characterise our institution. We will promote the advantages which

stem from working at a robust knowledge institution. The following approaches will be prioritised during the strategy period:

- Continue developing overall employer policies and practices.
- Continue developing meeting places that stimulate the exchange of knowledge and relationship building across disciplines and roles.
- Improving and developing administrative services and systems based on the needs of staff and students.

## AN ATTRACTIVE LEARNING ENVIRONMENT

UiB will offer students high quality, innovative learning environments grounded in excellent research and teaching expertise and employing methodologies, infrastructure and tools that support future-oriented forms of learning. The following approaches will be prioritised during the strategy period:

- Developing learning arenas that promote student-active forms of learning.
- Following up on UiB's comprehensive plans for improving the learning environment. Through strategic development of arenas, focus on digitalisation and follow-up of the different action plans linked to educational activity, UiB will work purposefully to further enhance the learning environment.

## DISSEMINATION OF KNOWLEDGE AND SOCIAL DIALOGUE

Dissemination must be free and independent. Through active use of different dissemination channels, communication initiatives and dialogue with society, knowledge pertaining to the breadth of our academic activities will be made freely available and shared within society. The following approaches will be prioritised during the strategy period:

- Developing new approaches for enhancing UiB's reputation and highlighting our importance to the knowledge city of Bergen.
- Promoting UiB as an artistic and cultural institution by presenting UiB's academic profile and distinctive nature.
- Strengthening the dissemination of knowledge linked to the collections of the university museum and university library.
- Establishing routines and processes across the breadth of our grass-roots academic communities that enable academic voices to be heard via national, European and global forums.
- Developing specialised arenas for academic advice, with a focus on issues pertaining to Agenda 2030.

## INTERNATIONAL COLLABORATION

UiB has a strong international profile, and students and staff collaborate with colleagues from around the globe. Through research collaboration, mobility and network building, we will develop knowledge

and competence of high international quality, and take initiatives to promote sustainable development. The following approaches will be prioritised during the strategy period:

- Facilitating staff mobility.
- Reviewing and prioritising the university's international collaboration agreements.
- Working towards establishing a European University network.
- Reviewing enrolment models for international students.
- Improving services for receiving international guests.

## INFRASTRUCTURE FOR THE QUALITY OF RESEARCH, EDUCATION, INNOVATION AND DISSEMINATION

UiB will offer functional and appropriate infrastructure that supports high quality research, education, dissemination and innovation. The following approaches will be prioritised during the strategy period:

- Working to increase provisions for better infrastructure.
- Improving the accessibility of our collections through digitalisation.
- Strengthening the protection of the university museum's collections.
- Developing a research-based learning environment, both physically and digitally.



## INTERDISCIPLINARY WORK AND NEW KNOWLEDGE AREAS

In order to develop new knowledge and effectively address contemporary social challenges, we will strengthen collaborations in research and teaching across academic disciplines and faculties. The following approaches will be prioritised during the strategy period:

- Developing knowledge on important social challenges through interdisciplinary and multidisciplinary projects within the university's main strategic initiatives.
- Developing more interdisciplinary study programmes.
- Developing study programmes that address challenges in Agenda 2030.
- Establishing a centre for humanities and following-up the interdisciplinary initiatives in the Humanities Strategy.
- Working across faculties to improve and develop ICT expertise in research and development.

## KNOWLEDGE CLUSTERS

The knowledge clusters will be a driving force for innovation, research, education and skills development for UiB. The clusters are based on interdisciplinary collaboration between academic communities and partners at research institutions, in business, administration and society. During the strategy period we will prioritise collaboration in the following knowledge clusters:

- Alrek Health Cluster
- Media City Bergen
- Marine Knowledge Cluster
- Medieval Research Cluster
- Knowledge Cluster for Climate Research
- Knowledge Cluster for the Energy of the Future and Technological Solutions

UiB will also continue to collaborate with the driving forces behind the knowledge cluster FinTech.

## DEVELOP THE ORGANISATION

The well-functioning organisation of academic and administrative activities is a prerequisite for achieving UiB's strategic ambitions. We will develop administrative and technical services through coordination across specialist fields and levels in the organisation. The following approaches will be prioritised during the strategy period:

- Further developing collaborations within the strategic initiatives to strengthen interdisciplinary research and education.
- Developing structures and collaborative forms that contribute to quality and innovation in academic activities.
- Strengthening the organisation of teacher training.
- Developing new service models within the overall administration through the Project for Service Development.

## NEW TECHNOLOGY AND DIGITALISATION

New technology will improve the quality of academic and administrative activities and make the university's knowledge more accessible to society. We will maintain our position as a digital leader. The following approaches will be prioritised during the strategy period:

- Developing policy and processes to facilitate open science.
- Prioritising skills upgrading for use of new technology.
- Improving students' basic digital skills.
- Further developing the DigUiB programme.
- Collaborating nationally on new systems for administrative services.

## INNOVATION AND ENTREPRENEURSHIP

In collaboration with society, we will enable students and staff to contribute to new processes, products and technology. The following approaches will be prioritised during the strategy period:

- Strengthening study programmes within student innovation and entrepreneurship.
- Further developing VIS.
- Establishing a "Proof of concept" programme to strengthen innovation projects at an early phase.

## FINANCING TO ACHIEVE OUR OBJECTIVES

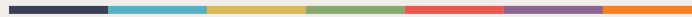
If UiB is to achieve its objective of being a leading international university, basic funding must be secured, financial support and earnings from commissioned assignments must be bolstered and student places must be used in an efficient and socially beneficial manner. The following approaches will be prioritised during the strategy period:

- Highlighting the importance of basic funding for UiB to be able to fulfil its social roles and duties.
- Following-up the collaborative agreement with NORCE to further develop externally financed projects.
- Ensuring optimal utilisation of student places and completion of study programmes.
- Developing models and incentives for an improved focus on continuing and further education.
- Continued strengthening of our efforts to engage with Research Council of Norway and EU research programmes.









[uib.no/strategy](http://uib.no/strategy)