



UNIVERSITY  
OF BERGEN



*Strategy 2023–2030*

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# KNOWLEDGE THAT SHAPES SOCIETY



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Centres of Excellence (CoE) are the principal Norwegian instrument for promoting high quality research. The funding scheme is of particular importance because it provides stable, long-term funding for projects of basic research that facilitate the development of strong academic communities and networks. Here we see an example from the Centre for Digital Narrative at the Faculty of Humanities which investigates how algorithms are changing the way in which we tell the stories that shape our culture.

# KNOWLEDGE THAT SHAPES SOCIETY

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The University of Bergen (UiB) is an international research university with long academic traditions and a national responsibility for hosting and developing a wide range of academic disciplines. We are a classical knowledge- and culture-bearing institution founded on European university values, with academic freedom as our guiding principle.

Long-term and basic research of high international quality and research-based education form the foundation of all our activities. Our broad academic scope provides unique opportunities for mobilisation, specialisation, and collaboration across disciplines in the face of known and unknown future challenges. UiB's greatest strength is the people, who, through work and studies, contribute to knowledge that shapes society.

We develop knowledge through a democratic university community and an academic culture that promotes academic integrity, open dialogue, and critical thinking. We are a diverse university that shares a mutual set of values based on trust, participation, and inclusion. We stand together with international colleagues and students for academic freedom.

The world is facing major societal and environmental challenges. Independent and research-based knowledge is crucial for addressing the global challenges and ensuring an enlightened society with participating and equal citizens. A democratic social development, alongside a digital and green shift, is dependent upon research, education, and knowledge-transfer from UiB. Through our strong academic communities, our rich array of study programmes, our culture, and our organisation, we contribute to sustainability and to strengthening democracy and the legal state.

UiB, with its proud history, influences the present and shapes the future. We were founded in 1946 as a central part of building up Norway as a knowledge nation. Our foundation is shaped by academic traditions from the founding of the Bergen Museum in 1825 and Bergen as an international meeting place, dating back as far as to the Medieval Age. UiB is a national and international university. Located in the heart of Bergen, we are an integrated part of the city, the culture, and the business sector. UiB makes targeted efforts to promote and develop both the city of Bergen and the region as an international centre of gravity for science, art, and culture.

## Vision

UiB will be among Europe's leading universities, internationally recognised for its high quality in research and education. As a societal institution, we will contribute to sustainable and democratic development and be an attractive and inclusive place of study and work.



The university has, since its founding in 1946, been leading in Norway, and, in time, in the world, within marine and climate research and was from an early stage recognised within medicine and the humanities. Later on, the social sciences found its place, now holding a solid academic position.

# RESEARCH AT A HIGH INTERNATIONAL LEVEL

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UiB's research spans over a wide range of fields and contributes to fundamental understanding and to addressing the challenges of the future. We are anchored in a European university tradition. Our mandate is to ensure a broad span of academic research, which includes scientific and artistic methods.

We safeguard independent and curiosity-driven research and the recognition of the intrinsic value of knowledge. Norway is, as the world in general, facing complex challenges that require bold interdisciplinary and multidisciplinary research. UiB's wide range of subject fields contributes to providing society with relevant knowledge for this purpose.

High quality, academic integrity, and a long-term perspective characterise UiB's research communities, a number of which are world leading. Research ethics and the integrity of science are key values in our work. Our academic diversity and unique collections form an important part of our common cultural heritage and UiB's social mission.



## *VISION*

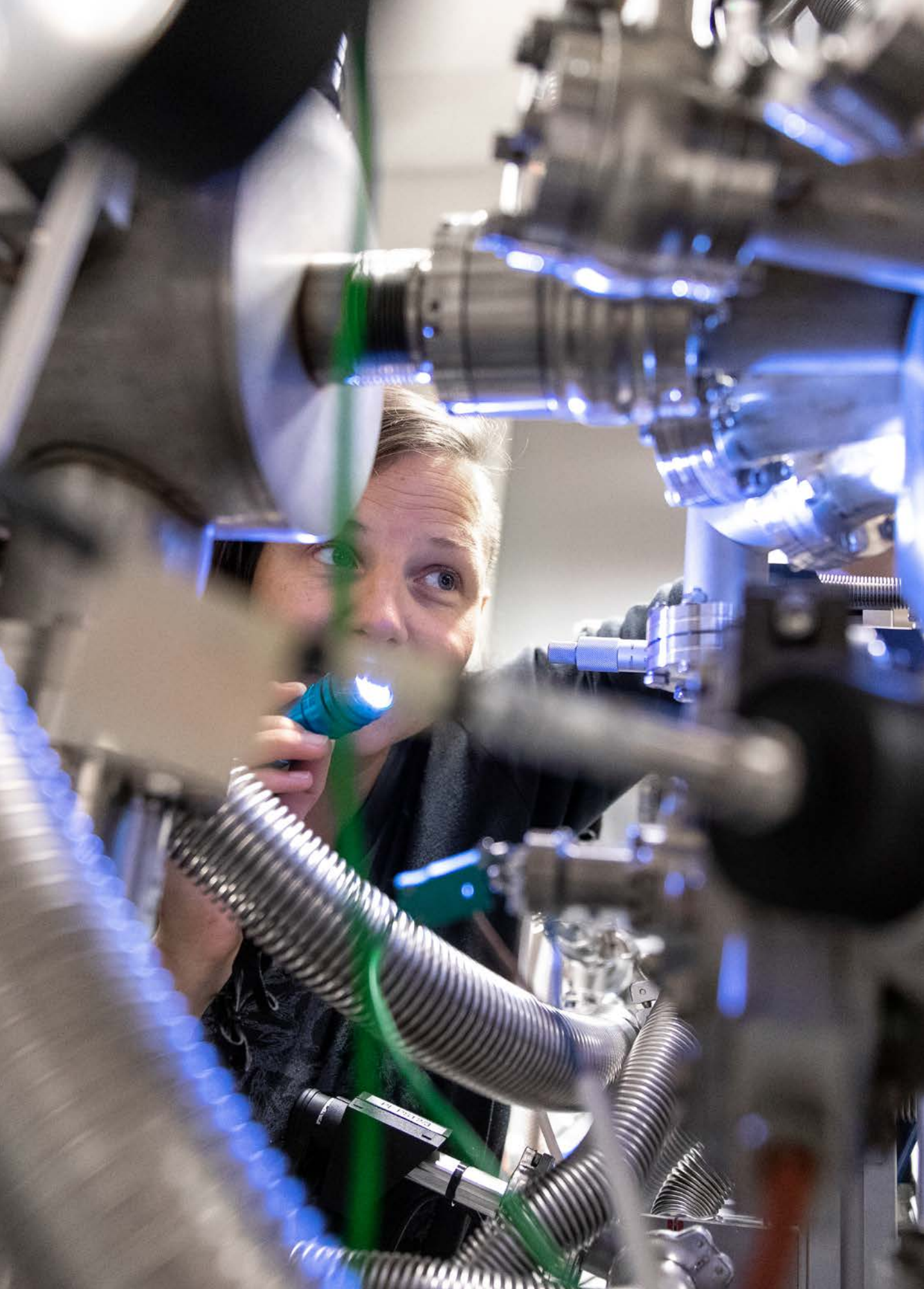
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UiB will push the boundaries of knowledge and contribute to a sustainable and democratic future through strong research within and across disciplines over a broad academic span.

## *AMBITIONS TOWARDS 2030*

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- We will strengthen our position as an international research university with long-term and curiosity-driven research
- We will develop our excellent research communities and build more world-leading communities
- We will strengthen our international visibility and be an attractive international collaborator
- We will strengthen research training and the recruitment of future researchers
- We will develop good research infrastructures and strengthen collaboration on infrastructure, nationally and internationally
- We will achieve more Centres of Excellence (CoE) and more grants from the European Research Council (ERC)
- We will promote the understanding of research ethics and the importance of research integrity
- We will strengthen our efforts to disseminate research results for added value in society and in the business sector



# HIGH QUALITY IN EDUCATION

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The education at UiB is research-based and closely linked to knowledge development. The broad academic span of our study programmes is an advantage for our students, who may acquire knowledge from a range of different subject fields. Our education emphasises durable and solid knowledge, skills in scientific or artistic methods, and personal development. Our study programmes promote independence, collaboration, critical thinking, and creativity.

The student culture, with its many voluntary student organisations, creates a rich student life, is formative for the individual student, and is an important part of UiB's role as a societal institution and place of study.

Our students come from all over the world and participate in an inclusive and diverse university community. With our unique location in Bergen, we focus on the physical learning environment and the student community. We are a leading university when it comes to student democracy.

UiB offers lifelong learning, competence development, and knowledge-transfers to society, also through research-based and flexible study programmes for continuing and supplementary education.

## *VISION*

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UiB will educate candidates who can shape the society, working life, and business sector of tomorrow with perspectives from different subject fields. We will provide students with an academic foundation that lasts throughout their lives and that contributes to creating competent and reflective citizens.

## *AMBITIONS TOWARDS 2030*

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- We will be an attractive place of study that provides high-quality research-based education for both Norwegian and international students
- We will manage and highlight our national responsibility for offering study programmes across a broad academic span
- We will build a collegial culture for collaboration on quality in education and strengthen the work on student active learning as well as contact with working life and the business sector
- We will strengthen our advantages as a place of study so that our students thrive in their student life and succeed in their studies
- We will work for greater diversity in the student body, ensure an inclusive learning environment, and contribute to social mobility
- We will highlight our study programmes' important contribution to working life and the business sector and the importance of a broad portfolio of study programmes for meeting society's knowledge needs
- We will strengthen UiB as an arena for lifelong learning, and further develop research-based, flexible study programmes for continuing and supplementary education in accordance with UiB's profile







# KNOWLEDGE DISSEMINATION, DIALOGUE WITH SOCIETY, AND INNOVATION

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Research dissemination and participation in the public debate are important parts of UiB's academic culture and responsibility. Disseminating information about the role research plays in social development creates trust and a culture that values critical thinking and a knowledge-based debate. Creative and performing arts and research-based exhibitions are an important part of our interaction with the world around us. The University Museum and the University Library's collections and exhibitions are key management tasks for UiB.

Through research-based innovation, we transfer knowledge and new ways of applying research to society. UiB has a strong tradition of putting knowledge into practice through new technological solutions, service innovation and social innovation. Students are one of the driving forces behind our innovation work.

With the key role we play in Bergen, our knowledge clusters and Centres for Research-based Innovation, we are a natural and open meeting place for collaboration between the business sector, cultural life and society, both nationally and internationally.

## *VISION*

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UiB will to be an open source of knowledge and an excellent arena for research-based knowledge-transfer and public dialogue.

## *AMBITIONS TOWARDS 2030*

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- We will be a leading institution for research dissemination, inviting dialogue and generating public interest in science and artistic expression
- We will strengthen the framework for open science, responsible data sharing, and individual rights
- We will further develop the roles of the University Museum and the University Library as managers and disseminators of scientific collections and exhibitions that serve the research community and reach the general public on a broad scale
- We will play a distinct part in the development of Norwegian academic language and terminology
- We will shape the definition of innovation in academia based on the distinctive features of our subject fields and offer innovation training to academic staff and students
- We will strengthen our collaboration with other institutions and the business sector in order to put knowledge into practice and facilitate knowledge-transfer to society
- We will achieve more Centres for Research-based Innovation (SFI), and participate in European and national competitive arenas for innovation that supports UiB's profile



UiB's knowledge clusters have been established in order to provide good frameworks for research and education's interaction with society. Through infrastructure, innovation activities, and recruitment of research talents, we interact with external partners in thematically defined areas. Here from Media City Bergen, which houses MediaFutures, among others. MediaFutures is one of UiB's Centres for Research-based Innovation (SFI) and addresses challenges connected to fake news. The Centres for Research-based Innovation scheme is a national funding instrument that supports innovation based on solid research in collaboration with industry actors. Alrek Health Cluster (next page) opened in 2020. Here, innovative health care solutions are created through excellent research and education, representative work training arenas, and interdisciplinary interaction.





# THE UNIVERSITY COMMUNITY AND THE ORGANISATION

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UiB is an international academic community. We safeguard academic freedom and a tolerant culture of expression. As a university, we emphasise an inclusive and inspiring working and learning environment which invites academic creativity, boldness, and novelty. We are characterised by strong academic communities, collegial sharing, and mutual ambitions towards high quality.

UiB strives for providing staff with good opportunities for professional development needed to adapt to changes in working methods, technology, and society. We have a strong recruitment base and work to ensure a practice of recruitment characterised by quality, long-term perspectives, equality, and diversity.



## *VISION*

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UiB will be an attractive place to work and study, recruiting and developing high competence and promoting a collaborative culture of mutual high ambitions.

## *AMBITIONS TOWARDS 2030*

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- We will further develop an inclusive working environment and an organisational culture that promotes equality, diversity, collaboration and participation
- We will ensure that university democracy holds a strong position and that decisions are made in close collaboration with the affected communities
- We will be a creative and dynamic organisation that invites participation and engagement through participatory arenas for students and staff
- We will offer career and competence development for all and develop leadership competence that emphasises trust and openness
- We will develop good work processes and ensure that everyone has well-functioning work platforms and efficient digital tools
- We will be a sustainable organisation, operating in a responsible manner environmentally, socially, and financially
- We will use our location in the city of Bergen in developing a vibrant university community with attractive, open meeting places and user-friendly buildings and workspaces







The knowledge institutions in Bergen, with their students and staff, comprise approximately 50,000 people, or around 20 per cent of the city's population. UiB is a city university, stretching from Byfjorden to Mount Ulriken; from Sydneshaugen via Nygårdshøyden to Møllendal and Årstad. UiB wishes to contribute to the development of Bergen as a national powerhouse of research and higher education. Bergen is the Ocean City, the Media City, the financial city, and the city of culture and features activities across a wide spectrum of knowledge types. The strong partnership between the business sector, cultural life, the health sector, and public administration in sum makes Bergen Norway's leading knowledge city with a strong international profile.

## PART 2

# FACILITATING FOR ACHIEVING OUR AMBITIONS

In order to fulfil the visions and ambitions presented in Part 1, this part presents the facilitating activities that will support the ambitions. The activities are organised in such a way as to follow up the ambitions of the strategy across disciplines and service areas.

## ACADEMIC QUALITY

- Develop the framework conditions for academic staff and ensure sufficient and continuous time for research
- Attract internationally renowned researchers and create good development opportunities for academic staff at all levels of the career ladder
- Support professional development towards digital technologies
- Offer competence in research management in order to strengthen the strategic development of our research communities

- Provide good support to teachers and flexible frameworks for diverse forms of teaching and assessment
- Offer competence development to teachers and study programme coordinators in the work on quality in education
- Target efforts towards externally funded projects in order to strengthen quality in education
- Support interdisciplinary research and educational collaboration between disciplines and faculties
- Further develop efforts of quality assurance in our research training and increase awareness of this among our own students
- Ensure a consistent publishing culture governed by quality and in accordance with the academic traditions of the research communities
- Work for frameworks and arenas for publication and sharing that pays heed to the needs and rights of researchers and teachers
- Initiate targeted efforts of research communication
- Develop support for technology-transfer, patents, intellectual property rights, and entrepreneurship through collaboration with external actors
- Ensure that service development is based on staff and students' user needs





## *LEARNING ENVIRONMENT AND PLACE OF STUDY*

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- Offer students the opportunity to choose courses from different subject fields, and facilitate the development of study programmes across subject fields and faculties
- Include students in research to a greater extent and educate a greater proportion of candidates at master's level
- Offer modern digital and physical learning arenas, laboratories that invite collaboration and competence training, and good access to the scientific collections
- Offer students training in digital understanding, knowledge, and competence regardless of their study programme and level
- Develop student democracy and voluntary student efforts through active student participation
- Work for an inclusive learning environment for students with different needs, backgrounds, and identities through measures and schemes that emphasise a sense of accomplishment, well-being, and health
- Stimulate closer contact between students and working life and use the knowledge clusters as an arena for student innovation
- Work for student recruitment from all over the country and for more socially equitable recruitment

## ***WORKING ENVIRONMENT, PARTICIPATION, AND COMPETENCE DEVELOPMENT***

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- Ensure transparency in processes and participation in strategic choices for a vibrant university democracy
- Target recruitment in order to reach the most qualified and highly motivated applicants from a broad and diverse pool
- Promptly include new staff and students in an engaging and inclusive working and learning environment
- Offer good tools for systematic HSE work throughout the organisation
- Ensure leadership development and arenas for sharing experience across the organisation and between levels
- Ensure competence and career development on behalf of the staff by offering courses and arenas for exchange of experience and learning
- Offer internationally recruited colleagues Norwegian language training promptly after appointment
- Ensure good conditions for younger academic staff through systematic follow-up and career advice











## *INFRASTRUCTURE AND BUILDINGS*

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- Design user-friendly and appropriate routines, systems, and infrastructure for an efficient organisation that supports core activities
- Develop comprehensive plans for research infrastructure that emphasise national and international collaboration
- Develop the scientific collections in accordance with their national and international significance, and make them digitally available for research purposes
- Realise UiB's plans for development of the campus and university buildings and ensure that the facilities for education, research, and dissemination meets high standards
- Manage and develop the university community's many meeting places that stimulate engagement and debate across academic and organisational boundaries
- Work for a climate-neutral property portfolio with local, renewable energy production

## ***INTERNATIONAL, NATIONAL, AND REGIONAL COLLABORATION***

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- Contribute to shaping European and national knowledge policy and highlight the importance of basic research
- Develop the frameworks for institutional participation in international knowledge alliances and networks
- Work with exchange opportunities for our students based on quality in education, academic breadth, and intercultural understanding
- Use our presence in Brussels to strengthen European collaboration and the opportunities offered by EU framework programmes
- Develop the knowledge city of Bergen as a national and international centre of knowledge
- Use our knowledge clusters and collaborative projects to cultivate good meeting places and forms of collaboration with our partners in society and the business sector
- Invite diverse forms of collaboration for innovation with other knowledge institutions, society, and the business sector
- Develop attractive and prominent dissemination arenas that promote dialogue, both nationally and internationally



### **PHOTO CREDITS**

The photographs in the publication were taken by Eivind Senneset, with the exception of: cover photo by Getty Images/ Aaron Foster, photo at the top of page 13 taken by Emile Holba, and photo on page 16 taken by Simon Skjelvik Brandseth. Aerial photograph on pages 20–21 taken by Varde Film. The photo on page 31 was taken by Thor Brødreskift.



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