

Working life – Sustainability – Entrepreneurship



– Think ahead

DEAR READER

In 2016, we decided on a plan of working actively and effectively towards becoming Norway's first private, specialised university – a working life university. Since then, important steps have been taken, thus, our efforts to define the first leg towards 2030 were launched in 2018 entailing a new strategy for our University College towards 2025.

What you are now looking at is Kristiania University College's main strategy for 2019-2025. We have not created a completely new strategy but have built on the existing one, having retained those aspects that have brought us to where we are today, at the same time adding elements we believe are necessary to meet our ambitions.

The University College is part of a sector that, like society at large, is undergoing rapid change. Those changes often happen so quickly that the University College needs to be willing and able to change and adapt if we are to succeed, now as well as in future. We believe the University College possesses this ability, a competitive edge we wish to maintain. Therefore, our strategy is flexible while at the same time enabling us to navigate accurately in the period ahead. The strategy includes a goal image for 2025 with a number of indicators, each with a clear objective. These are essential goals if we are to succeed in our ambition.

The strategy is our compass towards 2025, telling us whether we are maintaining a steady course towards our goal of becoming a working life university. A working life university is an educational institution with a first priority on studies and academic work relevant to working life. We see this as an essential aspect of our social responsibility. For Norwegian enterprises to be able to develop further it is extremely important to have access to qualified staff. This is where their contact with universities and university colleges is essential. In this we are already doing a great job and this is the aspect we will further develop together.

Happy reading.



Arne H. Krumsvik
Rector
Kristiania University College



Solfrid Lind
CEO
Kristiania University College



Strategy 2019-2025

- Vision and mission
- Values
- Our corporate social responsibility

VISION

With its creativity and academic strength Kristiania University College shall offer tomorrow's studies today.

MISSION

Kristiania University College shall give as many as possible the opportunity of education and personal development in a lifelong perspective and to the best possible use for society.

VALUES

Close to working life

We are a university college close to working life – preparing our students for working life through our teaching, research and presentations

Broadminded

We are a broadminded university college – recognising diversity, convinced that it gives better learning and better results

Ambitious

We are an ambitious university college – working actively and purposefully towards academic and industry relevant recognition

Creative

We are a creative university college – innovative in combining knowledge and competence to the benefit of our students and staff and society

Tolerant

We are a tolerant university college – unprejudiced with a genuine will to cooperate unpretentiously and to accept the opinions and interpretations of others.



OUR CORPORATE SOCIAL RESPONSIBILITY

Kristiania University College is a teaching and culture institution that, since 1914, has aimed to give as many as possible the opportunity of education and personal development. Communication is the common denominator of our subject areas and the student is always placed in the centre.

Research-oriented and forward-looking

Kristiania University College shall strengthen Norway as a knowledge nation by offering modern, sustainable and future-oriented programmes based on state-of-the-art research and creative work. The University College acknowledges that the students are important contributors to its academic activities.

Close to working life

Kristiania University College's study programmes shall meet the need of working life by delivering graduates with the right qualifications for the future labour market. The programmes are to be developed and implemented in close dialogue with working life, and all students are to be offered practical experience. Business and industry will be invited to participate in the University College's research and artistic work.

Applied and practical

The educational programmes at the University College shall provide the theoretical foundation necessary to understand complicated contexts, at the same time providing applied and practical learning. Graduates will be able to put to use the knowledge they have gained at the University College. Likewise, the total research and creative activities of the University College are to span theoretical as well as practical problems.

Change agents

The University College shall be an important contributor to social debate by communicating its research and creative work. Its staff and students are stimulated to innovation and entrepreneurship in order to function as society's change agents. This includes the aim to educate graduates who are not only capable of being change agents in existing companies but who are also able to start their own businesses.

Focus areas

- Education
- Research and creative work
- Cooperation with private and public sectors
- A professional and efficient organisation

FOCUS AREAS

Education

Through an innovative and student active learning environment Kristiania University College offers practical-oriented and relevant study programmes that comply with the needs of society and prepare the candidates for life after graduation.

The University College shall...

...educate candidates with the right qualifications for today's and tomorrow's labour market

...reduce student drop out by focusing on academic and social integration

...strengthen the offer of pedagogical competence development for lecturers and stimulate a research-oriented approach to teaching with the aim of establishing a centre for excellent teaching in the course of the strategy period.

...utilise new technology to give students access to activating and varied forms of learning, evaluation and assessment

...offer online studies within all disciplines and at all levels of the University College's portfolio and facilitate for more flexible education with a study portfolio allowing for an interaction between on-line and campus instruction.





FOCUS AREAS

Research and creative work

Kristiania University College develops research and creative development work through increasing the share of national and international external financing. This ensures research relevance, research-based teaching, and makes it possible to establish PhD programmes.

The University College shall...

...further develop research cooperation with business and industry and with other research institutions, nationally as well as internationally

...perform research and artistic work at a high international level

...contribute to solving great social challenges.

FOCUS AREAS

Cooperation with private and public sectors

Kristiania University College has a well-functioning cooperation with the sectors of practical life concerning the study programmes as well as research and artistic development work, which makes the University College relevant for working life and society at large.

The University College shall...

...facilitate research communication as an integrated part of research and artistic development, establish contract work for the private and public sectors, and strive to be nationally at the front in research communication

...establish further and continuing education offers relevant to working life and be among the leading institutions in its academic areas

...ensure that students possess knowledge about working life, practical training being an integrated aspect of all study programmes

...facilitate innovation and entrepreneurship in the studies as well as in research and artistic development; its students and staff shall contribute to innovation in existing working life and to the establishment of new businesses

...invite all students into an alumni network.





FOCUS AREAS

A professional and efficient organisation

Kristiania University College manages its activities well thus securing growth and profitability.

The University College shall...

...be perceived as an attractive place of work for competent employees and continue recruiting for positioning

...secure good and efficient management through active business governance in all main areas

...have facilities that secure a good learning and working environment

...be characterised by a good working culture and high staff satisfaction

...make sure that the administration and the academic staff work well together in achieving the goals of the University College

...maintain sector-leading systems and routines for securing quality in education.

Strategic targets 2025

- Education
- Research and creative work
- Cooperation with private and public sectors
- A professional and efficient organization

STRATEGIC TARGET 2025

Education

Indicator	Strategic target 2025
Graduation rates for bachelor students	60%
Graduation rates for master students	75%
Student dropout from first year to second year (bachelor)	12%
How students perceive study quality	4,2
Share of candidates in relevant jobs (of those who do not study further)	90%

Research and creative work

Indicator	Strategic target 2025
Publication points per academic man-year	1,5
Share of academic staff with publication points	80%
Total external funding per academic man-year in NOK	70.000 (NFR) and 100.000 (BOA)
Number of PhD programs	3

STRATEGIC TARGET 2025

Cooperation with private and public sector

Indicator	Strategic target 2025
Share of academic staff with communication and dissemination contributions	80%
Share of study programs with supervised professional training	100%
Annual revenue for continued education (Online studies included)	133,13 MNOK

A professional and efficient organization

Indicator	Strategic target 2025
Share of academic staff who are professors	20%
Share of academic staff with associate professor/professor status	60%
Number of BA and MA students (campus-based students in Oslo and Bergen)	10 000
Number of ph.d. candidates (in progress)	42
Employee satisfaction	4,5
Annual revenue	1260 MNOK
Earnings before interest and taxes (EBIT)	28 MNOK (2% Profit Margin)



Kristiania
University
College