



**The Faculty of  
Social and  
Health Sciences**

## ■ Foreword:

The faculty's strategy has a five-year perspective. This means that the faculty's goals during the period are fixed, while the sub-goals and measures set out in the long-term plan, annual plan and action plans pertain to the individual years in the planning period. These plans are revised annually.

The faculty strategy will contribute to realising INN University's vision and strategy, and serve as a guide for the faculty's decisions, choices and priorities during the planning period. The strategy document is first and foremost an internal tool and implementation of the plan is a managerial responsibility. The Dean is responsible for ensuring that vice-deans implement goal attainment measures within their respective areas, in binding collaboration with the faculty's heads of departments, PhD managers, EFA managers and administrative managers. Together with the heads of sections, the heads of departments are responsible for developing the departments' action plans, which will support the faculty's strategy.

This document begins with a description of the faculty's general profile, our ambition/vision, as well as a future overview of the faculty in 2026 ('we are') and general formulations of faculty goals across organisational areas in order to achieve this ('we will').

This document is divided into the four organisational areas of education, research, working life and society, and organisation, competence and resource development. The areas are linked to each other and are somewhat overlapping – especially the last two, which in many ways frame/support the first two. A direct consequence of this is that certain performance measurements specified in one organisational area are also valid or relevant in another.

## Our profile

The Faculty of Social and Health Sciences manages a wide range of subject and research areas within the fields of health science, social science, sports science and public health science. Perspectives from these are combined in the faculty's overarching, interdisciplinary profile and research area *Health and Welfare*, which is an established area both nationally and internationally.

*Health science* has its origins in biology, physiology and care, but is increasingly linked to social and environmental factors. Health science is currently a collective term for research related to human health and living conditions, as well as research on the effect of treatment, and the organisation and provision of health and care services.

*Social science* is historically linked to the emergence of the welfare state. Focus is directed towards how individuals interact with their social and structural surroundings, and how they influence and are influenced by society.

*Sports science* has a broad approach to humans in motion that includes organised sports, physical education, outdoor activities, exercise and individual activities.

*Public health science* is characterised as a multidisciplinary field that includes epidemiology, demography, and biomedicine, and studies these from both a social science and natural science perspective.

In many ways, health science, social science, sports science, and public health science approaches all meet in the concept of *welfare*. The concept of welfare has traditionally been linked to material living condition indicators and the welfare state. Currently, welfare is strongly linked to more existential and subjective issues of what is considered a good life and a good society. Such an approach is close to what the health sciences call 'well-being'. This perspective is concerned with human subjective perceptions of what constitutes a good life, but at the same time addresses more objective characteristics of the surroundings in terms of what is thought to be beneficial to an individual's quality of life. As a result, it is made clear that the concept of welfare has individual, relational and social dimensions.

*Health and Welfare* as the faculty's overarching profile is based on a recognition that various research and scientific approaches are needed in order to understand complex relationships within the field of health and welfare. This interdisciplinary approach enables focus on the interaction that takes place between individual, interpersonal and societal conditions, and how they both individually and in interaction with each other affect the health and welfare of individuals and the population.

*Health and Welfare* includes preventive, function-promoting and health-promoting perspectives, as well as perspectives on care and treatment, with a focus on implementing knowledge at different levels and for different target groups.

## ■ Our ambition/vision

# *Working together on knowledge creation in and for practice*

*Interdisciplinarity, practice orientation and lifelong learning*

## ■ We are

a recognised educational and research institution within the field of health and welfare, with a distinct interdisciplinary, practice-oriented and vocationally oriented profile. We are at the academic forefront within our subject areas and collaborate internally and across the faculty, at the university, with users, working life and society, regionally, nationally and internationally. Our educational programmes and research are of high international quality and make key contributions to skills and service development within the field of health and welfare. We are an attractive knowledge provider and partner.

We engage in active knowledge creation – knowledge formation, knowledge dissemination and knowledge management – for value creation in and for practice.

## ■ We will

- educate critically reflective people who throughout their lives can apply and develop knowledge in new ways for the benefit of individuals and society
- offer relevant and attractive educational programmes of high academic quality
- conduct interdisciplinary research that contributes to innovative health and welfare services, an inclusive society and lifelong good health and quality of life.
- be an attractive partner and an active driving force in research and development projects
- disseminate research and experience-based knowledge that promotes good practice
- conduct binding collaboration with working life and society that helps us to mutually achieve our goals
- have strong academic environments that have a clear common understanding of the faculty's initiatives and goals, and that are able to utilise each other's expertise in order to achieve these

## ■ INN University's values

are:

### **Truth-seeking**

- *We seek new knowledge, we are critical and we challenge established truths.*

### **Inclusive**

- *We seek regional, national and international collaborations.*

### **Innovative**

- *We aim to go further, we are creative and we have agency.*

# Lifelong education

## Vision for 2026

The faculty offers practice-oriented, flexible and attractive studies relevant to regional, national and international labour markets. The studies are at the academic forefront and characterised by innovative teaching and supervision methods, interprofessional collaborative learning and close contact with the field of practice. The programmes of study are adapted to lifelong learning, involving flexible solutions where students are better facilitated in taking individual courses. The programmes of study are characterised by research and knowledge-based teaching where education and research are strongly linked. We have good agreements in place with international partners and have established good exchange programmes for both students and employees.

## Strategic choices towards 2026:

We have

- further developed sustainable<sup>1</sup> courses and programmes of study that are characterised by high quality and meet society's competency needs and provide opportunities for lifelong learning
- developed innovative models that facilitate programme of study flexibility and promote opportunities for lifelong learning and a good social environment for students.
- developed robust<sup>2</sup> master's programmes that support the new *Health and Welfare* PhD programme
- facilitated international exchange or international collaboration in all bachelor's and master's programmes
- developed an international semester at each department for mutual exchange with our partners
- strengthened the connection between education, research and development activities through research-based teaching

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<sup>1</sup>Social, economic, institutional and environmental

<sup>2</sup>Robust: competence, number of students/candidates, throughput (operationalised in specific measures)

# Research for a better society

## Vision for 2026

The faculty has interdisciplinary initiatives within strategic research areas which underpin the faculty's practice-oriented profile and PhD education. The faculty has a clear research culture and arenas for research collaboration that create confidence in the researcher role.

The faculty's research communities collaborate regionally, nationally and internationally, and develop research projects in dialogue with society and working life. The research projects are of high quality and the research communities run or participate in large national and international projects.

## Strategic choices towards 2026

We have

- established an innovative, attractive and robust PhD programme with good throughput
- established thematic research areas that underpin the faculty's PhD programme in health and welfare, and strengthened the faculty's interdisciplinary efforts in these areas
- continued our focus on formalised research groups within the faculty's PhD programme and thematic research areas
- developed good national and international research networks
- continued and strengthened research collaboration with the faculty's various fields of practice
- received approval for major externally funded research projects
- disseminated research and experience-based knowledge that promotes good practice
- increased scientific publication, including open publication<sup>3</sup>, dissemination and participation in public debate

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<sup>3</sup> Open Access

# Collaboration for knowledge and development

## Vision for 2026

The faculty is involved in good and close collaboration with regional, national and international partners on research, education, and teaching. Our educational programmes are relevant to working life, are accessible where people live and are adapted to lifelong learning. The academic environments play an active role in the public debate, and in development and innovation within our subject areas. The faculty has several employees in shared positions/combined positions, and is involved in relevant research projects for and in collaboration with regional and national actors in working life and society. The faculty is an active participant in and user of relevant networks/clusters for research, development and dissemination collaboration with actors in society and working life.

## Strategic choices towards 2026

We have

- continued the collaboration with key partners such as Innlandet Hospital Trust, and further developed collaboration with the field of practice
- been active in strategic and key networks/clusters together with municipalities and other regional actors
- continued and strengthened focus on combined positions/shared positions between the faculty and partners, including research fellowships
- initiated and been active in collaboration on the development of educational programmes and research and innovation projects
- received approval for externally funded assignments and projects, for and/or in collaboration with working life and society
- disseminated knowledge and research within our subject areas, contributed to implementation and participated actively in public debate
- utilised resources within externally financed activities in the development of education and research for society and working life

# Competent and efficient organisation

## Vision for 2026

The faculty has appropriate and sufficient expertise at the right level within the core areas. The employees in teaching and research positions are development-oriented, and have broad academic and teaching expertise. The faculty has an academic environment and an organisation that facilitates students' lifelong learning.

The faculty has systems that promote research of high international quality.

The faculty has a transparent and well-defined staff policy, and focuses on a good working environment. The administration is professionalised and closely linked to the faculty's academic activities. The division of responsibility between the faculty and the departmental level is clear and clarified. The faculty has an effective management that utilises expertise across departments and between faculties.

## Strategic choices towards 2026

We have

- developed and implemented strategic staff and career plans for the systematic skills development of all employees, including teaching, research and administrative staff
- developed and implemented targeted recruitment plans to ensure sufficient expertise at the right level
- conducted systematic skills development activities for managers
- professionalised and streamlined faculty administration
- good information, communication and co-determination systems
- further developed systems for quality in research