

Strategy

2021 – 2026



**Inland Norway
University of
Applied Sciences**



English version



Innlandet County, Norway and the world are facing major challenges.

Changes to the global climate and loss of biodiversity will have lasting consequences that will change our ways of life, economic basis, and society. International relationships are changing, while the need for cross-border solutions is on the rise.

Norway requires a green shift to ensure a sustainable future – ecologically, economically and socially. At the same time, the Norwegian government's expenditure is expected to increase more quickly than its income as a result of changes to the population and working life.

There is a significant need for change, especially in Innlandet, which has the country's highest proportion of elderly residents and the lowest proportion of young residents among its population, relatively low levels of formal education and sparse population throughout large parts of the county. At the same time, Innlandet has great opportunities and ambitious strategies for growth and development within a sustainable future.

The INN University of the future will be a driving force in societal development. We will contribute to change and development. Innovation and entrepreneurship will become important instruments in developing new businesses and creating jobs. In order to succeed, skills development will be required at all levels of working life and innovation will be needed in both public and private sector services.

We will ensure access to life-long learning and education. It will become increasingly important to create new expertise, innovative research and development projects and new learning methods in close collaboration with our partners – regionally, nationally and globally.

We will look after the big picture and the interdisciplinarity required to contribute towards the solutions to the challenges of today. We will work across subjects and networks and as part of collaborations between academia, society and working life.

We will actively contribute to digitalisation in order to strengthen the ways in which we acquire, develop and share new knowledge, together with our own and other academic environments.

The strategy describes four future scenarios that illustrate what INN University wants to be like in 2026. It also describes the strategic choices we will make to contribute towards realising these future scenarios.

Our values

Our values are based on the same foundations that have existed for higher education since the 1800s: research and education mutually enriching one another. Academic freedom is also part of these values and our research and study programmes will promote independent and critical knowledge. Ethical reflection is a part of all our activities.

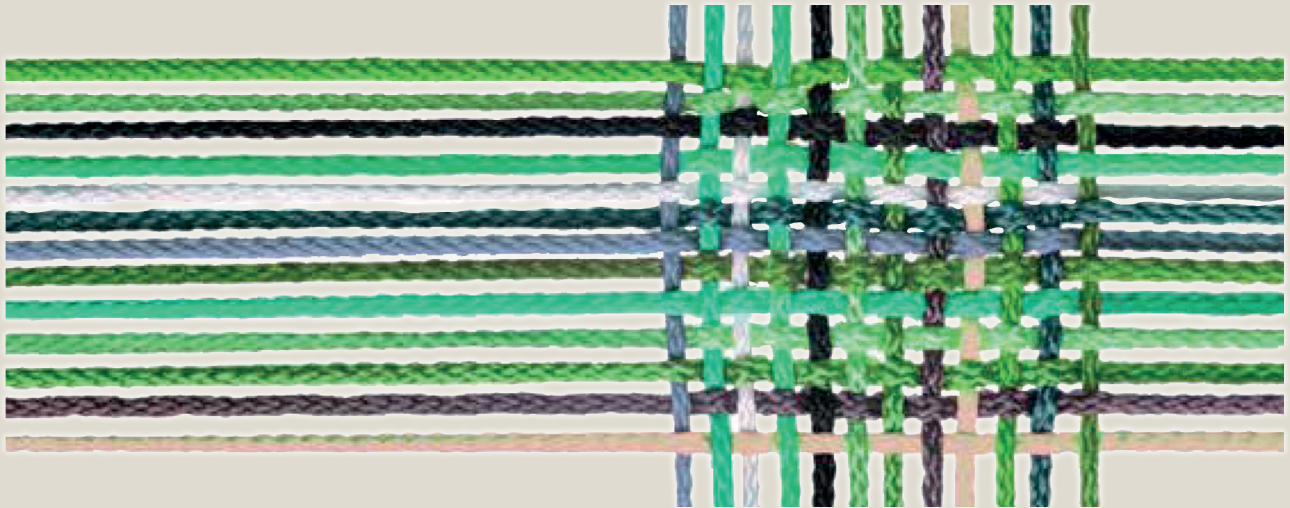
In this way, we contribute to democratic culture and participation

- **Truth-seeking** – *we seek new knowledge, we are critical and we challenge established truths.*
- **Inclusive** – *we seek regional, national, and global collaborations.*
- **Innovative** – *we want to go further, we are creative and we have agency.*

Our vision

Stronger together

-we will develop the University through interdisciplinary communities, together with society and working life





Future scenarios for 2026, including strategic choices:

A regional power and national contributor in an international context9
Research-based education for life	11
Open, innovative and relevant research and Artistic Research work	14
INN University - knowledge culture, collaboration and learning organisation .	17

Inland Norway University of Applied Sciences is home to about 16,000 students and 1.400 employees. We have campuses in Lillehammer, Hamar, Blæstad, Elverum, Rena and Evenstad, and offer several educational programmes in Oslo, Kongsvinger and Tynset. Our ambition is to become the University of Inland Norway, to be a driving force in the development of society in the region, and to leave our mark nationally and internationally. This strategy describes where we want to be in 2026 and what steps we will take to get there.



Rector Peer Jacob Svenkerud



A regional power and national contributor in an international context

“In 2026, the collaborations between the University and its partners within working life and the public and private sectors will be closer and more diverse than ever before. Innovations will be created through interactions between participants, by developing knowledge together and learning from one another’s experiences. We will succeed in ambitious projects within teaching, research, and Artistic Research work. Collaborations will contribute to positive developments in Innlandet. The results will attract national and international interest. The United Nations’ Sustainable Development Goals will form the basis for development in the region and for the University. The population will receive better quality services through collaborations on innovation within the public sector. Business clusters will contribute to the development of products, services and new jobs. Working life will benefit from a well-developed collaboration with the University concerning the development of study programmes, as well as RDI projects and practices. Our study programmes will include good contact with working life so that students become familiar with working life in Innlandet. INN University will collaborate closely with national and international networks for the benefit of regional and national development and collaborative projects will receive international attention and recognition.”

Strategic choices towards 2026:

- conduct larger research, development and innovation projects (RDI) together with regional, national and international participants in the public and private sectors as a contribution towards the regional commitment to green development and sustainability.
- strengthen contact between the University and its partners and establish a network of university municipalities based around our campuses.
- be active participants in regional business clusters and further develop expertise when it comes to innovation, business and service development.
- increase the number of shared positions and the mutual exchange of employees between the University and working life and industry in the region.
- increase the number of doctoral candidates from society and working life, including through the use of public funding schemes.
- strengthen collaboration with the county administration, including vocational schools, with regard to the development of regional skills initiatives.
- strengthen collaboration with study/education centres with regard to recruitment, programme development and the implementation of flexible and decentralised study programmes.
- actively participate in university alliances, including Emerge and contribute to this obtaining European University status.



Research-based education for life

“In 2026, INN University will train candidates that are well prepared for the society and working life of tomorrow. They acquire, use and develop new knowledge – in new ways – for life.

The study programmes will be strong, relevant and of a high academic and pedagogical quality. The University’s values will influence study programmes through ethical reflection, an investigative attitude towards established truths and the understanding that knowledge in itself is valuable beyond a purely utilitarian perspective.

Recruitment for the study programmes will be strong. The study programmes will be further developed in line with new research and new needs in society. Skills and knowledge acquired through INN University’s collaboration with society and working life will be integral to the study programmes. Research activities will have high relevance to the core areas of the study programmes and contribute to academic development and renewal.

The study programmes will provide global perspectives, intercultural expertise and relevant forms of collaboration with society and working life. Professional, vocational and artistic study programmes will be prioritised in the University portfolio.

The University will be a national leader when it comes to lifelong learning and will utilise the institution’s academic advantages through audiovisual narratives in dissemination and learning. We will have an extensive portfolio of further and higher education programmes that will be developed and run in collaboration with working life.

INN University will be known for its positive and inclusive student environment and the positive relationship between students and employees. The University will have an active and well-functioning student union.”

Strategic choices towards 2026:

- further develop the study programme portfolio in consultation with working life and society.
- strengthen the relationships between research/Artistic Research work and teaching.
- increase the number of options and the number of students in flexible programmes, both in basic programmes and in further and higher education.
- emphasise interdisciplinary collaboration in study programmes and develop students' ability to practice their future profession in a sustainable manner.
- further develop teaching and learning methods to prepare students for work in a changing society.
- strengthen student-led learning and assessment methods.
- strengthen the placement schemes in study programmes that include supervised professional training and develop collaborations and close links to working life in all study programmes.
- further develop employees' pedagogical expertise through courses and working communities.
- further develop expertise in digital teaching methods and audiovisual dissemination in teaching and learning.
- strengthen the work on internationalisation, increase the proportion of students and employees participating in various exchange visits and increase the recruitment of international students and guest lecturers.
- work to increase acceptance for externally funded projects within the Erasmus programme and programmes organised on behalf of the Norwegian Agency for International Cooperation and Quality Enhancement in Higher Education (DIKU).
- contribute towards a positive and inclusive student environment at all campuses together with the student unions, Studentsamskipnaden i Innlandet (SINN), Studentorganisasjonen i Innlandet (StINN) and the host municipalities.
- work to establish a well-functioning alumni programme for systematic contact with former students.





Open, innovative and relevant research and Artistic Research work

“In 2026, INN University will make significant contributions to a broad range of research and Artistic Research work. These contributions will range from researcher-initiated basic research projects to development work on contract terms. The majority of research will have a clearly applied and relevant dimension and will maintain high levels of international quality.

Research, Artistic Research work and innovation at INN University will contribute to sustainable societal development in close co-creation with participants from the public, private and voluntary sectors.

INN University will have many projects funded by the EU and the Research Council of Norway (RCN) and will also conduct significant research and development activities (R&D) and Artistic Research work (AD) that will be realised in collaboration with regional, national and international participants.

Research groups will be a consistent characteristic of research activities. The groups will be active in national and international networks, collaborate closely with working life and society and succeed in obtaining funding from external sources.

INN University will prioritise research and Artistic Research work within doctoral areas. The research programmes (PhD programmes) will be run by strong and talented academic environments that will conduct research and Artistic Research work at a high national and international level. The PhD programmes will have excellent completion rates and the candidates will be sought after in the labour market, including outside of the university and university college sector (higher education sector).

Research and development work (R&D) and Artistic Research work (AD) will give impetus to the study programmes and will contribute to developing the quality of these. Both master's degree and bachelor's degree students will participate in R&D projects.

We will practice open research and our publications and research data will be openly available (open access). Research communication at INN University will contribute to R&D/AD activities becoming well known regionally and nationally. Our researchers will actively participate in public discourse."

Strategic choices towards 2026:

- further develop doctoral programmes and strengthen the recruitment of PhD candidates.
- develop interdisciplinary and interfaculty research initiatives
- further develop Artistic Research work and research within established and new artistic fields and creative industries and work to identify clear indicators of how Artistic Research work can be measured
- strengthen student involvement in research projects.
- initiate research, development and innovation projects (RDI) linked to sustainable national, regional and local development.
- work to increase participation in international partner networks and university alliances.
- strengthen our efforts to gain approval of applications to EU programmes and RCN calls and establish collaborations with new partners for R&D funding.
- further develop outstanding support systems for the work on research quality, research production and research funding.
- strengthen research expertise through systematic work on expertise promotion and new recruitment.
- increase the proportion of females in professorial positions.
- strengthen research groups and establish new interdisciplinary groups.
- ensure that all INN University publications are openly available (Open Access).



INN University- knowledge culture, collaboration and learning organisation

“In 2026, INN University will be an attractive employer with a diverse and inclusive working environment that will be based on intercultural understanding and respect. There will be positive relationships between managers and employees, organisational units and between ourselves and external partners. We will have talented managers who will be confident in their role as representatives of the employer.

The University will be a learning organisation based on a knowledge culture that will be endorsed through outstanding management and active collaboration. All employees will be involved in our development and will have a crucial part to play in a knowledge organisation that is constantly learning. Initiatives and ideas will be appreciated and shared and there will be opportunity to trial new ideas.

INN University will utilise its resources efficiently and sustainably. We will emphasise freeing up resources for the further development of modern and secure joint solutions that will contribute towards an innovative learning environment and innovative research.

Our culture will stimulate innovation. We will share and publish not only traditional research results but also knowledge of innovative Artistic Research work, new study programmes and learning methods, digitalisation and new organisational models, as well as new ways in which to collaborate.

Cohesion and the link between research and teaching will be clear characteristics of the organisation. Innovation in study programmes and new teaching methods will constitute important development work. Innovation within our own organisation and in assignments and services will be a part of R&D activities and will be documented and shared.”

Strategic choices towards 2026:

- develop a culture based on trust, respect and positive relationships between academic environments and organisational units, as well as an organisational culture characterised by gender equality, diversity and equal status.
- emphasise interdisciplinary collaborations and stimulate the development of study programmes and research projects across faculties, departments, academic environments and administrative units.
- further develop the organisation based on a systematic evaluation of the organisational structure and new and future needs.
- use digital solutions for the higher education sector, for both shared services and core activities.
- strengthen the organisation's expertise in managing development and change processes by developing managers and through new recruitment of managers.
- further develop strong participation venues for students and employees
- develop and strengthen employees' expertise in collaborating across subjects and units and with external partners.
- carry out projects for the development of the campuses, with an emphasis on these being open and inviting, sustainable and future-oriented and designed with efficient and flexible use of space.
- ensure that documented development work is valued in career development.
- develop proper systems for career planning and employee appraisals, amongst other things to ensure that duties within R&D/AD, teaching and collaboration with society and working life can be combined and fulfilled within the framework of the available resources.
- systematically work on the development of academic and administrative processes based on the University's quality systems and internal controls.





**Inland Norway
University of
Applied Sciences**