



Strategic Plan for Research and Development / Artistic research Work at INN

Introduction

The Inland Norway University of Applied Sciences (INN University) envisions establishing itself as a strong academic university built on interdisciplinary collaboration with society, guided by fundamental values: truth-seeking, inclusive, and innovative. The strategic plan for research, development, and artistic research work (R&D / AD) facilitates the realization of these values within its scope. The institution's overarching strategic document, Strategy 2021-2026, outlines four future scenarios describing how the INN University aims to be in 2026. This current plan is structured around the overarching strategic plan. Its purpose is to describe the strategic choices we will make to ensure that research and development / artistic research work contribute to realizing the institution's four future scenarios and strong ambitions. The plan was developed in close dialogue with the academic communities.

Academic freedom and the principles of open science underlie all scientific and artistic activities at the university.

A Regional Power and National Contributor in an International Context

The future INN University collaborates closely with national and international networks for the benefit of regional and national development, and joint projects gain international attention and recognition. The UN Sustainable Development Goals underpin the institution's activities.

Strategic choices towards 2026:

- Strengthen connections and collaboration between HINN and regional, national, and international actors in the public and private sectors.
- Provide regional partners easy and positive access to the institution's research groups and academic communities.
- Initiate and support initiatives for external network building, academic exchange, idea development, and interdisciplinary collaboration.
- Facilitate enhanced practices and culture regarding the dissemination of R&D/AD results.
- Actively participate regionally to further develop expertise in innovation, business, and service development.

Research-Based Education for Life

INN University aims to educate candidates well-prepared for the future. Studies evolve in line with new research and societal needs. Research activities are highly relevant to the core areas of education and contribute to academic development and renewal.

Strategic choices towards 2026:

- Establish and continue various seed/incentive schemes.
- Strengthen efforts to increase approval of applications for external funding of research projects that:
 - Strengthen the connections between research / artistic research work and education.
 - Are aimed at qualifying students for work in a changing society, including digital research competence and high research ethics standards.

Open, Innovative, and Relevant Research and Artistic research Work

Research, artistic research work, and innovation at INN University will represent significant contributions, from researcher-initiated basic research projects to development work based on commissioned terms. Research groups will be a consistent feature of research activities. These groups will be active in national and international networks, closely collaborate with the working and societal life, and seek funding from external sources.

Strategic choices towards 2026:

- Ensure that artistic research work, basic research, and applied research receive equal conditions and recognition.
- Further develop doctoral programs and enhance the recruitment of doctoral candidates.
- Ensure that students have easy and positive access to the institution's research groups and academic communities, and that they can participate in research and development work.
- Continue and intensify efforts to develop and strengthen the institution's research groups.
- Enhance competence development in research leadership for leaders of research groups, including work on research quality, research ethics, research production, open science, publishing, and research funding.
- Further develop administrative support systems for work on research quality, research ethics, research production, open science, publishing, and research funding.
- Strengthen course activity in proposal development, publishing, and dissemination for the institution's academic staff.
- Initiate research, development, and innovation projects related to sustainable national, regional, and local development.
- Initiate and support interdisciplinary research and development projects internally and externally.
- Initiate and support initiatives for network building, as well as participation in international partner networks and university alliances.
- Continue the systematic work on expertise promotion.
- Follow up on requirements for associate professor/professor competence when appointing permanent academic staff.

INN University – Knowledge Culture, Collaboration and Learning Organization

The future INN University aims to be a learning organization with a diverse and inclusive work environment based on intercultural understanding and respect. It will stimulate

innovation, such as innovative research and artistic research work. Innovation in study programmes will also be a significant part of R&D activities, alongside innovation in the organization itself, and in tasks and services.

Strategic choices towards 2026:

- Build a culture of trust, respect, and open dialogue between academic communities and organizational units, where accessibility, capacity, and quality are guiding principles for supporting and following up on research, development, and artistic research work.
- Ensure that the institution uses digital and decentralized solutions to support, implement, and follow up on research, development, and artistic research work.
- Build a culture that promotes academic and individual diversity and high research ethics standards.
- Strengthen measures aimed at competence and career development for individual employees and in research groups.
- Allocate time for R&D / AD in the work plan based on concrete plans, ongoing projects, and / or results in the form of publication or dissemination.
- Develop good systems for following up on employees, including ensuring that the service offering related to research, development, and artistic research work meets ambitions and expectations, and that tasks can be solved within available resources.
- Establish mentoring programs for early career researchers.
- Initiate and support research and development projects across academic communities and administrative units at the institution.