

OSLO NATIONAL ACADEMY OF THE ARTS STRATEGY 2023–2028

Adopted by the Board of the Oslo National Academy of the Arts, 13 December 2022

The Oslo National Academy of the Arts

The Oslo National Academy of the Arts is a nationally leading, specialised university and is Norway's largest public institution of higher learning for artists and designers. The school offers programmes within the fields of fine art, design, art and craft, opera, dance, theatre and arts education. The Academy's programmes shall be rooted in cutting-edge artistic and academic research, and the school contribute to developing the knowledge and society of the future. The Academy shall reflect social diversity, allow a great range of opinions, and exemplify sustainable perspectives within arts education.

The Academy's social mission is to educate performing and creative artists and designers, carry out artistic and academic research at a high international level and spread knowledge about the Academy's activities, operations and values. Through their prioritisations, all the activities at the Academy shall promote the social mission. The Academy's academic staff are leading professionals within their fields and divide their time between managing specialised disciplinary traditions and engaging in innovative artistic practices. The artistic core – rooted in artistic practice and both artistic and academic research – helps ensure the high quality of the Academy's programmes.

Students who graduate from the Academy will become important participants in the world of arts and culture, in developing the quality of arts education and in developing society. A crucial part of educating students to become ground-breaking, professional artists and designers is to contextualise their art and design when encountering their peers, the public and society at large. In order to support this endeavour, the Academy offers a unique set of stages, audition rooms, a gallery, studio places, workshops and libraries that are run by highly competent professionals.

The strategy has three areas of focus: "artistic core" is a basic prerequisite for all the activities at the Academy, while "sustainability" and "strategic collaboration" are necessary means to realise the core of our objectives.

Area of focus 1: Artistic core

The Oslo National Academy of the Arts shall be among the internationally leading artistic and practice-oriented institutions of higher learning within the disciplines taught here. The Academy's identity is grounded in how our teaching, our artistic and academic research and our public outreach activities all have an artistic core, one that is rooted in performative and creative artistic practices. The artistic core depends on close interaction between the professional field of the arts and society at large. This unique characteristic shall be clearly expressed in the Academy's activities and is a prerequisite for the students being able to become the artists and arts educators of tomorrow.

The Academy shall be a leading participant within artistic research so that the performing and creative arts may help produce new knowledge at every level. Artistic research shall therefore serve as the basis for the priorities of all of the Academy's operations. A high international artistic level combined with competence in artistic research shall be required when hiring professors and associate professors in artistic positions.

The roles of educator and supervisor are predicated on the artistic core and are a prerequisite for high educational quality. The Academy's learning and work environments address and develop ethical questions, educational issues and academic freedom of expression through lively discussions and collegial interaction.

The Academy's aims are as follows:

- The Academy's overall portfolio of programmes, especially at the Master's level, shall be more robust; have a more wide-ranging disciplinary foundation that incorporates artistic research in the programmes; make better use of the Academy's total resources; and ensure the specialisations being offered today. The Master's level shall serve as a natural link between the Bachelor's and PhD levels.
- The Academy shall offer solid pedagogical programmes and clear guidelines on the pedagogical competence required for being hired and promoted.
- There shall be 4-year PhD positions with a 25% (0.25 FTE) teaching load.
- The Academy's teaching and research activities shall be based on academic freedom, freedom of expression and guidelines on research ethics.
- There shall be common venues where the academic staff can convene in order to develop the culture of research and sharing, as well as common venues for developing the culture of learning and education.

Area of focus 2: Sustainability

The Oslo National Academy of the Arts shall exemplify an awareness of sustainability issues and effective measures for sustainable consumption. Sustainability in an expanded sense affects individuals, society and the institution alike. It is therefore something that must be understood in regard to not only environmental and climate issues and the total use of resources, but also psychosocial and cultural contexts.

In order for the Academy to achieve our objectives within education, research and public outreach, our activities shall be characterised by priorities that support a long-term, holistic and sustainable management of our total resources. This applies to financial resources, space resources and human resources alike.

The Academy shall be characterised by a diversity of practices and artistic voices that is predicated on a diversity of staff and students. We shall hence strive to reflect the diversity that exists in society.

The Academy educates its students for a life-long learning and career perspective. Our programmes shall equip the students to be able to tackle academic and mental challenges and transitions, and to have the work ethic and robustness required to participate in a wide-ranging work sector that is constantly shifting and developing.

The Academy's aims are as follows:

- Our climate footprint and resource use shall be mapped out so that we can acquire knowledge about our consumption and identify where the potential for change in line with the "green shift" is greatest. On this basis, priorities shall be implemented in order to make consumption more sustainable.
- We shall make priorities at every level that promote a long-term, holistic and sustainable management of our total resources in order to ensure the core activities and strategic areas of focus.
- We shall organise the Academy's infrastructure, stages, workshops and facilities in a professionally grounded and sustainable manner.
- We shall introduce a financial model that ensures good resource prioritisations and target numbers for steering that ensure that strategic priorities can be implemented.
- When recruiting students and employees, we shall work in a targeted manner to reflect social diversity. We shall work in an evidence-based manner and carry out pilot projects aimed at a more diverse recruitment in cooperation with various stakeholders in order to develop more effective strategies and measures for diverse recruitment.
- Through systematic work on the learning environment and on increasing the staff's skill sets, students shall gain relevant professional competence to tackle academic and mental challenges and transitions in order to participate in a wide-ranging work sector that is constantly shifting and developing.

Area of focus 3: Strategic collaboration

Strategic collaboration shall help strengthen the academic communities at the Oslo National Academy of the Arts. Academic excellence and the renewal of education, research and public outreach all depend on robust and collective professional communities that enable both specialisation and interdisciplinary collaboration. Good professional communities are also characterised by good administrative and operational functions. The Academy is a specialised university and has a national responsibility, something that requires both administrative excellence and collaboration within the higher education sector in regard to solutions and processes.

Strategic collaboration also includes our relationship to the professional world of art and our ambition to be an active stakeholder and resource for society at large in the contexts we operate within. As a leading arts education, we have an important voice in the public sphere in cooperation with students, staff and the field of the arts.

Strategic collaboration between the academic communities, the administration and external national and international stakeholders shall thus be sought in order to stimulate a high degree of academic relevance and quality. External and external cooperation can help create a new room for manoeuvre, new synergies and additional resources for prioritised work.

The Academy's aims are as follows:

- We shall appoint a task force that will recommend concrete measures that create more effective forms of collaboration and strengthen the Academy's organisational culture across disciplines and administrative structures.
- We shall investigate the establishment of common curriculum structures at the Master's level that will enable common courses, electives, specialisation opportunities, exchanges and the joint use of resources.
- We shall prioritise, develop and strengthen educational and research collaborations with external and international academic communities. We shall therefore develop solid procedures that enable the departments' ambitions regarding external collaborations.
- We shall develop a model that ensures good interaction between the Academy's research and teaching activities, and good interaction with the professional arts sector.
- We shall increase the number of applications and allocations of external funds to education and research projects that strengthen the school's academic communities. We shall therefore organise peer communities, administrative support systems and collaborative models that promote this aim.