

<p>Column 1</p> <p>Focus areas w/ clarification of how the areas are defined and what they mean for KHiO specifically.</p>	<p>Column 2</p> <p>Plan for how KHiO will achieve what is described in column 1. The plans must be followed up by developing more concrete actions /measures.</p>
<p>Focus area 1: artistic core</p> <p>Artistic core is about striving, based on current conditions, to let the academic/professional priorities lead the work in developing the three areas in which the activities at KHiO are based: teaching, research and dissemination.</p>	<p>Plan</p> <p>Below are examples of actions/measures that the departments and committees have suggested in different meetings and workshops. The school's various departments and sections have the opportunity to formulate measures that correspond to KHiOs strategies. It is likely that a number of the examples formulated below will remain as measures after the strategy process has been concluded, but in the meantime, they should be read as inspiration and examples of input.</p>
<p>We shall be the most relevant education for those who wish to become professionals within the subject areas offered at KHiO. The institution's relevance is rooted in the fact that the teaching, the artistic research and development and the dissemination have an artistic core, that it takes place in interaction with the professional art field and with society in general. This unique characteristic must be clearly expressed and developed within the institution.</p> <p>KHiO will be a leading actor within the field of artistic development. Artistic development should therefore be the starting point for paths chosen and priorities within the core activities and management of the institution.</p> <p>The quality of KHiO as an institution is based on an educational culture and a learning environment that is characterized by academic freedom of expression, lively discussions, collegial interaction, a high understanding of ethics issues within research and continuous development in and of the professional environment.</p>	<p>We must take care of and develop the qualities and conditions that are unique to KHiO and that distinguish the institution from other and comparable institutions.</p> <p>In order to ensure artistic research and development at a high level and to ensure that education and research will be relevant to the professional art field, we must ensure that infrastructure and premises are adapted to the artistic and practice-based activities.</p>
	<p>We will stimulate the development of a collegial educational culture and dialogue around educational quality on an institutional level through forums such as educational committee, educational forum, "Focus on education" and university college pedagogical course modules.</p>
	<p>We will carry out strategic analyses and assessments of the study portfolio and ensure the completion of regular study plan revisions within all departments.</p>
	<p>Research-based education: Our study programs are R&D-based and rooted in artistic research and development. In order to strengthen the quality of the education, KHiOs study programs will be reviewed and revised to strengthen and make this clearer. This work will start with a revision of the master's programs.</p>
	<p>Teaching, research and dissemination activities at KHiO must be based on academic freedom, academic freedom of speech and guidelines for ethical research. In order to create a fruitful environment for our core activities, knowledge of these requirements is important. Solid introduction to and training within them is a prerequisite for ensuring this.</p>

<p>Focus area 2: sustainability</p> <p>Sustainability in the broadest sense affects both society and the institution, so it is something that must be understood both in terms of social and cultural contexts and in terms of environmental and climate issues. "Sustainability" therefore includes the institution, departments and sections work with environmental and climate related questions, as well as working to promote a good work and study environment. With this in mind, sustainability should therefore also be a perspective in KHiOs recruitment and how this recruitment mirrors the society at large.</p>	<p>Plan</p>
<p>In order for KHiO to achieve its objectives in education, artistic research and development and dissemination, the institution must prioritize to support long-term, sustainable management of resources (finances, personnel, premises).</p> <p>Artistic activity and higher artistic education are characterized by conflicting ambitions and demands for sustainable operation and management. Activities such as education, national and international networking, recruitment, and methods of working can generate consumption and extensive traveling at the same time as the sector is required to become more sustainable. Within the sector for higher art education, KHiO wants to be a role model for effective measures for sustainable consumption. We will work towards having an artistically relevant and resource-effective, sustainable portfolio of high quality.</p> <p>KHiO does not only educates tomorrow's artists, but also tomorrow's pedagogues and teachers. KHiO's courses and professional environments must therefore be sustainable both in terms of resources and in regards to competence profile. They must be able to secure long-term career paths by preparing the students for a professional life that is constantly changing and developing. KHiO's role in ensuring long-term careers therefore extends not only from bachelor's to master's and further to PhD, but also to the time after the exams have been completed.</p> <p>KHiO will be characterized by a diversity of practices that require a diversity of staff and students. Definitions of diversity depend on context. KHiO's long-term and qualitative fulfillment of its social mission is based on the institutions legitimacy and anchoring in the society at large. In recruitment and in all other activities, KHiO must therefore strive to reflect the diversity in the society and within the field of art and design.</p>	<p>Create sustainable conditions for artistic research and development by establishing research environments based on professional interests and areas of focus.</p>
	<p>Our employees maintain a high professional level and KHiO has a well-developed and relevant competence-enhancing program for educational competence at both basic and merit-based level</p>
	<p>We will map out opportunities for continuing education/lifelong learning from an academic, resource-based and social perspective</p>
	<p>Map out KHiO's use of resources in order to acquire knowledge about consumption and identify where the potential for change is greatest.</p>
	<p>It is important that those who teach at KHiO have high artistic competence. Also, the artistic research and development taking place must be a leading activity for higher education in the arts. A high artistic level and competence in artistic research and development must therefore be sought when hiring artistic associate professors and professors.</p>
	<p>It should be appealing to study at KHiO at all levels. It should also be of interest to keep in touch with the institution and be considered attractive workplace after completed studies. In order to ensure an artistic core in the teaching activities over time, the progression between the three study cycles must be made more clear with the aim of increasing the number of internal applicants for master's and PhD programs.</p>
	<p>We will carry out pilot projects aimed at more diverse recruitment in collaboration with various organizations and partners in schools, organized activities and the art field itself.</p>
	<p>Internationalization is not only about exchange, but also about knowledge about cultures. A goal is therefore to get more students to apply for exchange at the same time as it must be recognized that Norway as a nation is also in a culturally diverse context. In that sense, internationalization does not just have to be something that happens across national borders, but also something that can take its starting point in conditions that characterize Norway today. Recruitment must reflect this.</p>

<p>Focus area 3: strategic cooperation</p> <p>Cooperation expresses strategic choices that will contribute to strengthen the academic environments and KHiO as an institution. Through identifying and seeking opportunities for better use of existing resources as well as through internal and external cooperation, more resources for our main priorities can be freed up. Strategic cooperation also includes the relationship with the professional field and society at large and the ambition to be a visible player in the different contexts in which we operate.</p>	<p>Plan</p>
<p>KHiO will be characterized by academic excellence in education, research and dissemination. Professional expertise depends on robust professional environments. Strategic interaction between professional environments, administration and external actors must therefore be pursued in order to stimulate a high degree of professional relevance and quality through interaction and cooperation.</p> <p>KHiO shall be the first choice for those who wish to train for performing professions in arts and design. Legitimacy for higher artistic education is based on the activities and results being considered by the sector and society as relevant, innovative and current. Strategic interaction through collaboration that builds legitimacy and relevance for the role of art in society must therefore be pursued.</p>	<p>By seeking collaboration within research areas with external professional environments, the school's professional environments for artistic research and development can be developed and strengthened. In order for this to happen on a larger scale, adequate support structures must be established and clarified.</p>
	<p>Ensure a greater degree of interaction between departments through analyzes of the study programs and in the revision of study plans to strengthen study environments and teaching activities.</p>
	<p>We have systematic contact and cooperation with our alumni</p>
	<p>We will initiate projects that explore possibilities for joint study plan structures that enable freedom to choose specialization, transdisciplinary subjects, internationalization, as well as joint use of resources (employees, premises and finances)</p>