

Svar fra EMERGE-alliansens strategiske planleggingsenhet (SPU) til INN's Høringsnotat for utkast til strategi 2027 – 2032

The Strategic Planning Unit of the EMERGE Alliance is tasked with supporting the achievement of **EMERGE Strategic Objective 4: Reimagining our institutions** and the efforts to provide: *“Strategic integration at an institutional level ensures that all member institutions within the Alliance are aligned in their efforts and allows for a coordinated and synergistic approach, preventing fragmentation and ensuring that the collective impact is greater than the sum of the individual efforts”*.

As the EMERGE Task 1.4: Strategic Planning Unit is led by Universitetet i Innlandet, it is important that we demonstrate positive leadership as an institution towards the EMERGE Alliance towards the, *“the integration and mainstreaming of the EMERGE values, principles of sustainable development and institutional contribution to the SDGs into the institutional strategies and policies of the member institutions within this network and generate impact beyond the network”*. In addition, the work programme of the EMERGE Alliance can be seen as an important alignment of resources and expertise to strengthen the implementation and achievement of INN's strategy if clear synergies are defined.

The following responses specifically focus on how these synergies between INN's strategy and the EMERGE Alliance can be more clearly defined and made visible.

1. Drafting strategy 2027 – 2032:

a. A clear identity?

The overall mission of EMERGE is to make the third mission of universities our first mission, i.e. to make social engagement our first mission. This connection is obvious also in INN's strategy both in **1.1 Visjon** and **1.3 Vårt faglige og samfunnsmessige ståsted**.

Recommendation: To further strengthen this alignment between the two for the “social mission”, it is suggested that under **1.3 Vårt faglige og samfunnsmessige ståsted**, item **3. Samfunnsoppdraget og kunnskap i bruk** becomes item 1.

b. a distinctive feature of INN?

The value basis is a distinctive feature for both INN and EMERGE, however these are not well aligned with each other, except in relation to *inkluderende*.

As well as the overall goal for strengthened societal engagement, EMERGE aims to uphold five key values: *sustainability, inclusion, solidarity, resilience, and multilingualism and cultural diversity*.

While it is not a requirement that each institution prioritises all of these values, greater alignment between the EMERGE value-set and the value-basis in INN's strategy will demonstrate a purposeful alignment between the two.

The Strategic Planning Unit has recently prepared a draft Integration Framework for EMERGE detailing how the key aspects and value propositions from the alliance can be defined and integrated into the strategies and policies at each institution. Further alignment with this document would be desirable.

Below copied from the EMERGE-SPU Integration Framework

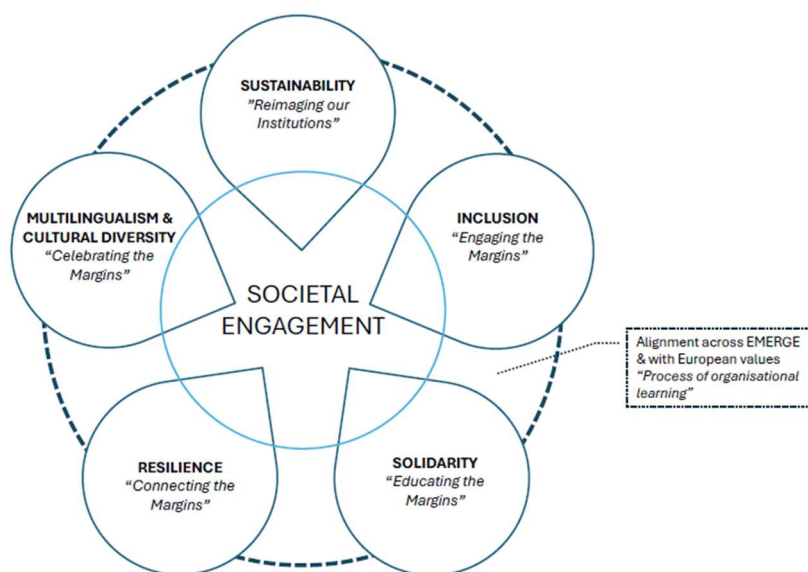


Figure 1: EMERGE Integration Framework for Strategic Planning – Key Aspects

EMERGE Integration Framework – key aspects and value propositions

EMERGE Key Aspects	Short description of “value positioning” in strategic planning
Societal engagement	<i>EMERGE overarching goal:</i> Societal engagement drives our overall strategic approach shaping our objectives in research and education and our overall operations, with an aim to empower our marginalised territories and communities.
Sustainability	<i>Reimagining our Institutions:</i> We aim to make global goals for the transition to sustainable societies the roadmap for our institutional impact generation and to develop innovations in education, research and our operations to foster this.
Inclusion	<i>Engaging the Margins:</i> We aim to create open and inclusive learning environments that support local engagement in decision making and knowledge co-creation.
Solidarity	<i>Educating the Margins:</i> We aim to support the development of life-long learners who are global citizens able to work for the collective betterment of their societies and futures and to also support the full participation and representation of diverse groups in our institutions.
Resilience	<i>Connecting the Margins:</i> We aim to build strong partnerships and support stakeholder well-being recognising social capital as the foundation for our institutional resilience, and to also organise in ways to effectively respond to and overcome challenges through efficient and innovative practices.
Multilingualism and cultural diversity	<i>Celebrating the Margins:</i> As we work to strengthen the communities around us, we aim to amplify and celebrate the diversity of culture and languages this generates.
Alignment across EMERGE & with European values	<i>Process of organisational learning:</i> We work together to evaluate, benchmark and share our collective learnings and good practices with one another.

2. Is the draft strategy 2027 – 2032:

a. designed in such a way that priorities are clearly stated?

The EMERGE Alliance has also recently prepared a draft Research Strategy. This is an important opportunity to define common priorities in research with the eight other EMERGE partners who we will continue to pursue strengthened research partnerships with.

At the core of the EMERGE Research Strategy is a focus on “engaged research”.

This whole process of community-engaged participatory research can be summarised under the concept of engaged research

Engaged research refers to a wide range of rigorous research approaches and methodologies that share a common interest in collaborative engagement with research stakeholders, and aim to improve, understand or investigate an issue of public interest or concern.

Engaged research implies collaborative actions with community as opposed to university actions for them

This focus on “engaged research” is similar to the statement in section 2 of INN’s strategy document: «Satsingsområdene bygger på universitetets særpreg, regionale forutsetninger og faglige styrker, og peker ut retninger der INN kan bidra med kunnskap og løsninger som er viktige regionalt, nasjonalt og internasjonalt». But it is recommended that further synergy is demonstrated by highlighting the importance of **community-engagement and collaborative actions with community** as a priority across our activities, i.e., prioriteringer innen forskning, utdanning, innovasjon, rekruttering og partnerskap.

It would also be beneficial to use the specific wording of “engaged research” within INN’s strategy document.

Furthermore, the EMERGE Research Strategy defines a set of four Thematic Research Clusters:

The EMERGE Alliance has developed/set/identified four thematic research clusters based on an in-depth analysis of each members’ research strengths and foci. The thematic clusters also reflect the Alliance’s commitment to achieving the United Nations’ Sustainable Development Goals.

While there are some strong overlaps between INN’s strategic focus areas and EMERGE’s Thematic Research Clusters, there would be several opportunities to make these links more apparent. One clear way to make these links would be to also identify the relationship between INN’s areas and specific contributions to the SDGs, as done in the EMERGE research strategy. More specifically, alignment between the two could include:

- **2.1 Beredskap, samfunnssikkerhet og robuste lokalsamfunn:** consider alignment with Inclusion and solidarity cluster, and specify contributions to social inclusion, decent work and economic growth, gender equality and reducing inequalities. From the resilience cluster, the points on active European citizenship and peace, justice and strong institutions could also be aligned.
- **2.2 Helse, livskvalitet og forebygging i samfunnet:** consider alignment with Resilience and wellbeing cluster and use of Wellbeing in focus area title.
- **2.3 Læring, kreativitet og digital innovasjon:** This area is the least aligned with one of the EMERGE clusters, but links can be highlighted from a few different clusters including Access to quality education (under Inclusion and solidarity), the digital transition component of the Sustainability

and digital transition cluster, and the sub-points under the Plurilingualism and multiculturalism cluster (especially educating for intercultural competence).

- **2.4 Grønn omstilling og verdiskaping:** this has strong alignment with the Sustainability and digital transition cluster, but further connected with the sub-points of this cluster could be drawn out in what this focus area will contribute to.

Note: While it is not a requirement to have a direct overlap with all of the EMERGE Thematic Research Clusters, the ability to clearly define and identify where research in overlapping areas between INN's strategy and the EMERGE partners is happening will facilitate and stream-line greater opportunities for collaboration and innovation in these priority focus areas.

Below copied from the EMERGE Research Strategy

2. EMERGE Alliance Thematic Research Clusters

The EMERGE Alliance has developed/set/identified four thematic research clusters based on an in-depth analysis of each members' research strengths and foci. The thematic clusters also reflect the Alliance's commitment to achieving the United Nations' Sustainable Development Goals:

EMERGE Alliance Thematic Research Clusters

- Inclusion and solidarity
 - Social inclusion and cohesion
 - Decent work and economic growth (SDG 8)
 - Access to quality education (SDG 4) and training
 - Gender equality (SDG 5)
 - Reducing inequalities (SDG 10)
- Sustainability and digital transition
 - Circular economy
 - Industry, innovation and infrastructure (SDG 9)
 - Sustainable cities and communities (SDG 11)
 - Responsible production and consumption (SDG 12)
- Resilience and wellbeing
 - Active European citizenship
 - Good health and wellbeing (SDG 3)
 - Peace, justice and strong institutions (SDG 16)
- Plurilingualism and multiculturalism
 - Language and culturally sensitive education
 - Educating for intercultural competence
 - Preserving minority and heritage languages, heritage and capital

b. Future-oriented?

The overall vision to further develop and harness INN's "Interdisciplinary Power for Changing Societies" is both future-oriented and well aligned with our strategic engagement in the EMERGE alliance as an institutional development project.

INN's strategy employs a TLT-modellen which means that the strategy itself is lighter and nimbler than the types of strategies employed by other universities, and it also means that there is more flexibility in implementing and making meaning from this type of strategy.

The EMERGE Integration Framework defines a deeper level of framing for the integration of the alliance's key aspects into institutions' strategic planning than is specifically relevant for INN's strategy. Some of the deeper layers would be more relevant in sub-strategies or action plans evolving from the main strategy or in the implementation work around this strategy.

However, the EMERGE Integration Framework offers a general perspective towards framing a future-oriented strategy that could both be valuable to strengthening a structured approach to institutional development and impact, as well as aligned with the alliance wide development objectives. This is based on framing of three target criteria levels: minimum thresholds, progress targets and impact targets. This serve to define strategic development work from the simplest to the farthest reaching to better ensure that the implementation of a strategy does not fall short of addressing its more lofty aims and targets.

Below copied from the EMERGE-SPU Integration Framework

Structure of the EMERGE Integration Framework

The EMERGE Integration Framework is structured around the elaboration of three target criteria levels that support the integration of the EMERGE key aspects and value propositions into the institutional strategies, plans and policies of our universities in a manner that supports progressive development and fosters a strong culture for organisational learning. These target criteria levels also serve to demarcate our institutional efforts to ensure we uphold common standards, strategically develop the capacities of our institutions, and remained focused on our overarching goal to make societal engagement the first mission of our universities.

1. Criteria: Minimum Thresholds

The minimum thresholds serve to identify the baseline obligations and essential safeguards that should be met and ensured across our universities to protect a basic standard of performance in relation to each key aspect.

2. Criteria: Progress Targets

The progress targets serve to provide development milestones for our institutions that will improve our overall internal performance and establish our unique value propositions.

3. Criteria: Impact Targets

The impact targets serve to demonstrate our desired outwards-facing social engagement outcomes and our targets to create sectoral and societal influence.

3. Does INN appear through the draft strategy 2027 – 2032 as an attractive university for one's and future students, employees, partners, etc.?

Overall, the strategy appears attractive for stakeholders, but further recognition of INN as an international university and a university with a strong foundation for collaboration through the EMERGE alliance could enhance this, especially for future students, staff and partners. For example, through EMERGE, INN offers not only an attractive university in Norway, but a university that offers strong opportunities for mobility, exchange and collaboration with partners across Europe and beyond.

4. Does the draft strategy 2027 – 2032 respond to important societal challenges in areas where INN has an advantage/strength/opportunity?

Yes, generally this is perceived that there is a strong alignment with societal challenges. See comments under question 2.a regarding potential for further alignment with the EMERGE Research Strategy. Identifying how INN's strategic focus areas address and respond to the global SDGs could also further strengthen this, as well as addressing calls from *Bærekraftkomiteen for høyere utdanning* for Norwegian universities to better identify, demonstrate and report on how they are contributing to "FNs bærekraftsmål og Agenda 2030".

Målet med Bærekraftkomiteen for høyere utdanning er å videreutvikle universitetenes rolle i den globale debatten om samfunnsutfordringene i agendaen, både nasjonalt og internasjonalt.

5. Do you have other suggestions for vision, values, characteristics, focus areas and target areas for INN?

The EMERGE European University Alliance is Universitet i Innlandet's largest and most important international project. Currently running through 2028 but with the high likelihood to be extended until 2030, the work of this alliance with overlap much of the period for INN's 2027-2032 strategy. The EMERGE Alliance also aims to develop a long-term strategy beyond the project that will be focused on a more integrated structure between our institutions.

In order to facilitate these long-term goals for EMERGE, it is important that each partner institute considers the opportunity to orient their strategic planning to create synergies with the other EMERGE partners. The EMERGE Integration Framework and Research Strategy are currently important starting points for doing this. As Universitet i Innlandet leads the work of the EMERGE Strategic Planning Unit, it is also important that we demonstrate a model of good practice and leadership in this area so that the other partners are encouraged to follow suit.

The two EMERGE supporting documents are included as attachments in this submission.