

KNOWLEDGE
IN MOTION



Strategic Plan 2021-2025

Knowledge in Motion

Core Values

INTEGRITY

The Norwegian School of Sport Sciences is an independent specialized college where teaching and research are part of the critical academic tradition. Our credibility is based on independent research and academic activities of the highest quality. Society must have confidence that our knowledge and expertise can be relied upon.

DEDICATION

Our students and employees are dedicated to and passionate about studying, teaching and researching all aspects of physical activity and sport science. We are curious and work together to be innovative in our teaching and research. Our shared identity creates a welcoming environment and provides energy to further develop NIH as an important contributor to society.

OPENNESS

We enjoy an inclusive learning environment and encourage an open dialogue between students and employees. Everyone should be treated with respect and understanding. We are open to impulses and interaction with others, both nationally and internationally.

Mission

The Norwegian School of Sport Sciences (NIH) was established in 1968 as a specialized college and is Norway's foremost educational and research institution within the field of sport sciences. Our mission is to provide education, conduct research and disseminate knowledge within a broad range of theoretical and activity-oriented sport science topics. The field of activity includes recreational and competitive sports, physical education, outdoor life and other forms of organised and self-organised physical activity. NIH employs a multidisciplinary approach to the teaching and research of human movement, including children, teenagers, adults, elderly and people with physical disabilities. Our educational programmes and research activities are of great relevance to society. Multidisciplinary knowledge about sports and activity promotes a broader understanding of the importance physical movement has regarding the formation, learning and development of people in groups and as individuals.

A Sustainable Organisation

The continued development of the Norwegian School of Sport Sciences will be based on the UN's Sustainable Development Goals. We will define what sustainability means to us in our everyday lives and highlight this in our educational programmes, research and daily operations.

All our programmes of study will include sustainability perspectives that are relevant to each specific programme. We will educate candidates and provide them with knowledge, skills and attitudes that enable them to perform an ethically sound praxis that promotes equality and strengthens individuals and society alike. Ethically sound praxis safeguards individual, societal and environmental considerations.

NIH's research will support sustainable development for individuals and society. Our research will deepen the knowledge needed to improve health, quality of life and living conditions of the population. The research will investigate how physical activity, sports and outdoor life can be carried out in ways that do not exceed the endurance of individuals and the environment. Overall, NIH's research will provide a better basis of knowledge for developing a future-oriented educational, sports and leisure sector.

NIH's campus, educational and research activities will be run in a sound, resource-efficient manner. We will utilise resources in an efficient manner and use products and services that impact our surrounding environment in the least possible way. We will reduce our environmental impact during the period and have ambitions that the institution will become climate neutral by 2030.



Thematic Initiatives

A Sport Sciences College

NIH will ensure a diverse perspectives regarding the knowledge development and dissemination of sport science. Our departments constitute four centres of gravity that collectively represent a broad approach to physical activity. Our departments – Sports and Social Sciences, Teacher Education and Outdoor Studies, Sports Medicine, and Physical Performance – will, within their fields, contribute to realising NIH’s mission.

In addition to the departments’ responsibilities within their own fields, the strategic plan highlights two topics that will be strengthened across the entire institution. These initiatives will stimulate the specific contributions of NIH’s academic communities and strengthen the integration of expertise between the academic communities.

Within the thematic initiatives that are highlighted during the strategic period, NIH will prioritise broad projects across all disciplines. The projects should be clearly linked to the sustainable development of sports and society. The initiatives focus especially on to two areas: Sports practices and bodily movement, and physical activity and health. The initiatives aim to strengthen NIH’s contribution to solving important societal challenges and will be expressed through NIH’s educational programmes and research profile.

The initiatives focus on multidisciplinary knowledge development and dialogue with the field of practice. They will stimulate interaction between research and education, a high degree of student involvement and provide direction for our priorities regarding public relations.



Sports Practices and Movement

This initiative is based on a broad understanding of bodily movement that includes a wide variety of different activities, participant groups and arenas. Organised sports, self-organised activities, outdoor life, schools and gyms are relevant contexts for the activities. The spotlight focuses on how sports practices and various movement activities can be developed for the good of individuals and society. Good quality is essential for the activity to be meaningful for participants and contribute to successful performance sports, inclusive children's and youth sports and active school and childhood environments.

The initiative emphasises practical and activity-oriented research and dissemination. The aim is

for NIH to strengthen its role as a producer and supplier of knowledge with a view to:

- improving the quality of organised and self-organised sports and leisure activities
- strengthening leadership and coaching expertise at all levels in Norwegian sport
- strengthening expertise among teachers in Norwegian schools

Physical Activity and Health

The initiative is based on the importance of sports and movement activity in relation to the health of individuals and the population. The spotlight focuses on how physical activity



in general and through various forms of movement can prevent health problems and improve quality of life. A holistic perspective on health includes physical, mental and social aspects. With this as a backdrop, NIH will facilitate multidisciplinary projects that explore individual, social and societal consequences of physical activity.

The initiative emphasises collaborative projects that safeguard a holistic understanding of health. The aim is for NIH to strengthen its role as a producer and supplier of knowledge with a view to:

- increasing knowledge and awareness of how physical activity can improve physical health, mental health and quality of life
- improving the societal framework for movement throughout the life cycle



Common Strategies

Student Focus

NIH will offer all students, from undergraduates to PhD, ambitious and attractive educational programmes within the field of sport science. We will recruit academically skilled, motivated, dedicated, and diverse students.

All our educational programmes will include perspectives on sustainability that are relevant to each programme. We will offer programmes of study with learning objectives that reflect

the skills demanded by working life, and collaboration with external partners will be an integral and natural part of all programmes of study. We will coordinate the educational portfolio and facilitate more collaboration between the academic communities regarding course and programme development.

Students will meet dedicated teachers who possess a high level of teaching expertise. We will offer varied teaching and assessment methods adapted to subject content that ensure quality learning for students.

Internationalisation contributes to increased knowledge and quality in education and will be a natural part of all courses of study. NIH will better facilitate student exchanges. There will

be a clear link between international research and educational collaboration.

We will continue to have good learning and study environments where we treat each other with respect and work together across backgrounds and cultures. NIH's educational programmes will promote students' critical thinking, independence and adaptability, enabling them to practice their subject in an ethically sound manner.

NIHs' educational programmes will stimulate lifelong learning. Students will be able to return to NIH in order to academically update themselves through research-based, flexible and accessible courses.

MAIN GOAL

NIH will offer research-based and socially relevant educational programmes within the field of sport science, where focus is placed on students' learning and an inclusive learning environment.

Supporting Goals

1. We will facilitate good student participation and increased academic interaction between students and teachers.
2. NIH will ensure that the programmes of study educate candidates by providing relevant expertise that is in demand both today and in the future by being in dialogue with the public and employers.

Our teachers will develop and use varied and innovative teaching and assessment methods that contribute to good learning.

We will achieve this by:

- having a culture of quality in education where academic employees, the administration and students work together to improve the quality of study
- increasing the scope and quality of academic feedback to students during the course of study
- strengthening collaboration with relevant educational institutions abroad and ensuring that a significant number of candidates take part in an exchange period as part of their degree
- in dialogue with working life, developing learning objectives, work and assessment methods in the programmes of studies
- strengthening educational expertise among teachers in a way that stimulates a critical approach to their own teaching

paying particular attention to teachers being able to develop and utilise digital resources in the educational programmes





Interactive Research

NIH will reflect the breadth of sport science research and be at the international forefront in several fields. Collaboration within and between research communities at home and abroad will lay the foundation for high-quality projects. Interaction with other academic communities and contributors as well as active external dissemination will strengthen the relevance of research to society.

Research at NIH includes:

- Training and performance development in recreational and competitive sports
- Physical activity and public health from a life-cycle perspective
- Physical education and movement in school and during leisure time
- The societal and cultural importance of sports, activity and outdoor life
- Organisation and management in sports

NIH will further develop a broad research portfolio in these areas. At the same time, the thematic initiatives in the current strategy will help strengthen collaboration between the research areas and provide synergies for NIH's overall research.

NIH's researchers and students will ask original and bold questions, and the research will be characterised by high academic and ethical standards. The international guidelines for stimulating open research will lay the foundations for NIH's research and publishing practices. NIH will integrate teaching and research and stimulate students to work critically on sport science issues throughout the entire course of the study.



MAIN GOAL

Through interaction with academic communities and social actors, NIH will develop high-quality sport science research that promotes sustainable social development.

Supporting Goals

3. NIH will increase collaboration within and across departments, thereby strengthening the quality and productivity of the entire breadth of NIH's fields of research.
4. NIH will develop strategic partnerships with national and international research institutions and increase our external funding from national and international sources.
5. NIH will stimulate our foremost research communities to play a leading role on the international stage.

We will achieve this by:

- strengthening the expertise of younger researchers through involvement in project development and management
- building expertise through the transfer of knowledge and sharing of experience between NIH's various research communities
- stimulating multidisciplinary and interdisciplinary research projects
- setting clear targets for external funding and facilitating increased research activity at all departments
- ensuring NIH's foremost researchers receive sufficient time to conduct research
- strengthening practical and activity-oriented research through several formalised agreements with organisations and working life



A Leading Authority

NIH will be a visible, relevant and accessible social actor with a distinct identity. We will strengthen our position and reputation by having attractive educational programmes, competent employees, high-quality research that is in demand, and satisfied candidates who receive relevant work.

NIH will be Norway's most attractive educational institution within the field of sport science. NIH's research and educational programmes will provide the relevant knowledge and expertise needed to make individually and socially beneficial decisions.

NIH's academic communities are independent and credible and will be obvious academic communities to contact regarding insight into sport science issues. Communication, dissemination and public relations will be an integral part of the work tasks conducted by the academic communities and the scientific staff.

They will contribute actively to the sharing of knowledge both at home and abroad, develop teaching and learning materials, organise and participate in academic conferences and involve themselves on expert committees, boards and academic councils.

NIH's campus will be a meeting place for employees, students, former students and people who are interested and involved in our subject areas. Through knowledge sharing and debate, we set the agenda and are a driving force behind a sustainable society adapted for a physically active population.



MAIN GOAL

NIH will contribute to knowledge-based social development through effective communication of the Institution's research and educational programmes.

Supporting Goals

6. Communication and the sharing of expertise and knowledge developed at NIH will help solve social challenges and be accessible to decision makers, the media and the general public.
7. NIH will be a sought-after partner for other research communities, sports and outdoor life, school and health services and relevant contributors to society.
8. NIH will have an attractive educational portfolio that recruits academically skilled, motivated and dedicated students who reflect societal diversity.

We will achieve this by:

- being visibly present in the media and trade journals, conducting research communication within all the college's subject areas and participating in the social debate
- motivating and assisting scientific employees to become dedicated and good communicators of sport science knowledge
- creating new national and international meeting places for dialogue and the sharing and dissemination of knowledge
- establishing long-term ties between the academic communities, NIH students/alumni and social and employers
- increasing the awareness and knowledge of NIH as an educational institution among a wider range of the population
- creating a long-term plan for student recruitment through prioritised digital channels and external contact points



An Organisation in Motion

NIH will be characterised by an inspiring and generous organisational culture, and by having academically skilled and dedicated employees in all the college's functions. Having small academic communities in many areas means that employees must be flexible and adaptable. Our values, interaction and respect will influence the organisational culture at NIH.

Good internal communication is an integral part of our operations and helps to strengthen the cohesion, interaction, ownership and a common understanding of NIH's operations and goals.

In all parts of operations, NIH will work towards sustainable development and will have a future-oriented environmental policy for a green campus. NIH will manage its resources in a way that ensures control and a developmental scope of action.

We have a modern campus with facilities that make NIH an attractive place of work and study, and as a sought-after partner. Having facilities comprising of functional buildings, infrastructure and sports facilities that are adapted to core operations is of crucial strategic importance. This contributes to a good and productive work and learning environment, and to methods of learning where students can be active.



MAIN GOAL

NIH will be an attractive employer and have an equal and developmental working community that is characterised by respect and good interaction between employees.

Supporting Goals

9. NIH will have an inclusive working environment that promotes interaction and development.
10. NIH will have a future-oriented recruitment policy and provide lifelong learning opportunities that ensure competent and dedicated employees.
11. NIH will have the expertise and capacity to maintain and further develop the college's campus and infrastructure.

We will achieve this by:

- providing individual employees with quality professional development, including follow-up and support from fellow colleagues
- ensuring democratic processes through involvement, transparent decisions, and implementation
- having a recruitment policy that emphasises competent and flexible employees, equality, and diversity
- having a personnel policy adapted to the life cycle of employees and providing professional development opportunities
- developing an environmental policy adapted to NIH's campus and working towards the sustainable operation of the college
- ensuring quality infrastructure and using suitable technology for innovative solutions and efficient working methods

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