

Strategic Plan (NSSS) 2011–2015



Strategic plan 2011–2015

Why NSSS?

- Sports and physical activity are an integral part of community and cultural life in Norway. All children take physical education courses at school. Three of four children and adolescents are members of sports clubs. Over half of adult Norwegians exercise on a regular basis. Outdoor life plays a vital role in modern Norwegian society. Top-level athletics generates great interest and occupies a central position in the public sphere.
- Sports and physical activity entail many benefits for individuals and society at large, and can enhance health, quality of life and a sense of community. However, a lack of expertise and limited choice of activities may also lead to health problems, a diminished quality of life and greater social inequalities. As a specialised university, NSSS plays a leading role in this regard.
- NSSS develops independent, research-based knowledge and offers comprehensive education in the area of sports and physical activity. In so doing, NSSS provides the comprehensive foundation needed for realising the benefits of these activities in the best possible manner, and thus helps to ensure that people are able to live good lives in good communities.

Vision

NSSS is an internationally leading institution in education and research in the area of sports and physical activity.

The Norwegian School of Sport Sciences will base its activities on the following values:

- **Independence**
NSSS is a specialised university and thus a part of the critical, academic tradition. The institution is independent, and can assert viewpoints and present research findings independent of political bodies, the sports movement, public opinion and the private sector.
- **Comprehensiveness**
All of the academic areas at NSSS seek to understand the human being in motion. The institution's approach is unique, employing multi- and cross-disciplinary perspectives that incorporate both theoretical and practical dimensions.
- **Relevance**
Research and education at NSSS is becoming increasingly relevant for the efforts to promote an active, healthy lifestyle within society at large. NSSS generates knowledge for the field of sport and helps to set the agenda for the health sector. The institution's expertise in physical activity and exercise is crucial for the school system.
- **Offensive approach**
Employees of NSSS dare to advance controversial and critical viewpoints. The institution takes the initiative in its communication and sets the agenda for the public debate.
- **Pioneering orientation**
New knowledge is developed at the interface of theory and practice, body and intellect. NSSS employs an international perspective in its activities.

Education

- NSSS educates bachelor-level students to become physical education teachers, coaches, sports managers, sports biologists and advisers on physical activity and health, to name a few. The institution also offers short-term study programmes on a full-time or part-time basis which provide specific expertise within various fields of practice. The master's degree programme at NSSS offers an excellent opportunity for specialisation.
- NSSS's challenge at the bachelor level is to consolidate its resources and to create academically focused, relevant programmes with stable recruitment and a dynamic learning environment. A growing number of institutions throughout Norway are offering bachelor's degrees in sport sciences. NSSS's leading role as a specialised university provides the basis for a stronger focus on master's degree education. NSSS will also have an international component in all its study programmes and a gender-balanced, multicultural study environment.

Primary objective:

The study programmes at NSSS will be grounded both in research-based and experienced-based knowledge. They will also be relevant and of a high international standard.

- NSSS will enhance the quality of the master's degree programme and consider increasing the number of students.
- NSSS will enhance the quality and professional relevance of the bachelor's degree programmes and not increase the number of programmes.
- NSSS will reduce the number of one-year programmes and strengthen coordination of the existing programmes in relation to the bachelor's degree programmes.
- NSSS will offer continuing education and training in prioritised subject areas of relevance for society and the field of sport.
- NSSS will increase the volume of international student exchange.
- NSSS will increase recruitment to its courses of study and focus on creating a multicultural study environment with an even gender distribution in all its study programmes.

Mission

Education • Research • Dissemination

Research

- As a specialised university, NSSS conducts extensive research at an international level. NSSS's research activity and researcher training programme will encompass the breadth of the field of sport sciences. This entails projects ranging from basic research that employs perspectives from social science, natural science and medicine to applied, practice-oriented research.
- Sound research also requires resources and suitable priorities. NSSS will further develop its research activity that is relevant for the field of sport, schools and society at large. The institution views it as a special challenge to develop knowledge that can serve as the basis for effective measures for groups which currently have a low activity level or are inactive and that can help to reduce social inequalities. NSSS will seek out good cooperative partners and external funding as a means of strengthening its research.

Primary objective:

NSSS will conduct research of high international quality and clear relevance to society.

- NSSS will focus on research that examines training and performance development in a broad sense and in top-level athletics in particular.
- NSSS will focus on research that explores the connections between physical activity, health and quality of life among the population, with special emphasis on those who have a low activity level or who are inactive.
- NSSS will focus on research that investigates the content and effects of physical education and physical activity in the schools.
- NSSS will increase the amount of externally funded research activity in the prioritised fields.
- NSSS will enhance the quality of its doctoral degree programme and increase the throughput of its students.

Dissemination and outreach to society

- NSSS has a crucial role to play as an institution that imparts knowledge about sport sciences and physical activity to the field of sport and society at large. NSSS has a particular responsibility towards schools, the field of sport, the fitness industry, the health sector, national defence and other areas of society in which its knowledge and expertise are relevant.
- NSSS will convey a clear, relevant profile and set the agenda in prioritised fields. In this regard, the institution will utilise both established and new channels of communication and cooperative relationships.

Primary objective:

NSSS will be an active, clear and independent conveyer of knowledge in the sport sciences.

- NSSS will strengthen its dissemination and marketing of the content and relevance of its study programmes and of the candidates' expertise.
- NSSS will give priority to and enhance the effectiveness of electronic channels in order to improve communication with its target groups.
- NSSS will expand and refine its dissemination of new research findings and set the agenda for the public debate.
- NSSS will further develop its cooperation with the field of sport, the schools, the fitness industry, national defence and the health sector.

Organisation

- At the start of the new strategic plan period, NSSS has approximately 200 employees, 800 full-time students, 800 part-time students and 1,000 course participants annually. The size of NSSS provides a basis for effective communication between employees and students and for a flexible organisation that is open to change.
- NSSS will strengthen its position as an independent, autonomous institution. NSSS will refine its academic identity and community both within the individual parts of the organisation and throughout the institution as a whole.

Primary objective:

NSSS's organisation and working environment will foster a high level of expertise, productivity and sense of well-being.

- The way in which NSSS is organised will be evaluated for the purpose of further developing a competent, effective and dynamic organisation.
- NSSS will enrich its community of departments, giving emphasis to involvement and a sense of well-being.
- NSSS will create good framework conditions for cooperation and communication across all parts of the organisation.
- NSSS will strengthen the processes related to recruitment and competence development in accordance with risk assessments.
- NSSS will give priority to gender equality and a multicultural working environment.



Infrastructure and services

NSSS manages an extensive mass of buildings and a large, complex sports facility. Effective operations and services have been developed, but major challenges related to maintaining and improving the technical infrastructure remain.

- An important objective is to realise the planned renovation of the oldest buildings. Another key challenge involves taking advantage of relevant developments in the area of ICT and educational technology.

Primary objective:

NSSS will develop infrastructure and services in an effective, expedient manner and create optimal conditions for education, research, dissemination and administrative functions.

- NSSS will work to realise the planned renovation and plans for expansion.
- NSSS will work to expand the physical facilities in keeping with the interests of the institution. This will be achieved in cooperation with the Norwegian Olympic and Paralympic Committee and Confederation of Sports/the Norwegian Olympic Training Centre (NIF/OLT), as well as with government authorities and other relevant parties.
- NSSS will enhance the expertise needed for adapting and applying relevant ICT and educational technology.
- NSSS will have administrative systems that ensure targeted, effective operations.
- NSSS will have an academically relevant, future-oriented library focusing on electronic services.





Norwegian School of Sport Sciences | Sognsveien 220 | 0863 Oslo
Telefon: +47 23 26 20 00 | Fax: 22 23 42 20 | www.nih.no