



Sámi University College Strategic Plan 2012–2016



Sámi allaskuvla
Sámi University College

Vision: Knowledge and competence for society

Sámi University College

- A leading higher education and research institution in the Sámi area and the indigenous world
- Cooperates with the Sámi community, particularly with young people, to pre-serve and promote the Sámi language, traditions, occupations, skills and knowledge
- Supports Sámi society's progress towards equality with the majority society

The values of Sámi University College

- Openness
- Innovation
- Equality
- Compassion
- Reliability
- Inclusiveness





Sámi University College: a centre of Sámi knowledge and academic competence

Sámi University College (SUC) is a Sámi-language academic institution that was founded in 1989 with the aim of meeting the need for education among the Sámi people. The Nordic Sámi Institute, established in 1973 as a result of Sámi cultural-political endeavours in the Nordic countries, merged with Sámi University College in 2005. The development of Sámi University College originates from Sámi society's need for its own research and higher education institution.

SUC is an indigenous institution that cooperates with both Sámi and other societies. The reciprocal influence with society is the main characteristic of SUC as an indigenous institution. This reciprocal impact implies a relationship between the University College and society, where the two sides mutually contribute to one an-

other.

Sámi University College has a pan-Sámi and indigenous perspective in its courses of study, research and communication. Whenever planning and prioritising its activities, the College primarily considers the benefits for the progress of Sámi society in the modern age but based on its cultural heritage and at the same level as the majority society.

Sámi University College has since its inception consciously worked to attain the level of a specialised academic institution (in Sámi *dieđalaš allaskuvla*, in Norwegian *vitenskapelig høgskole*). In 2012 Sámi University College offers two master's degree programmes, three bachelor's degree programmes and three professional study programmes. Among the courses of study are Sámi language, *Duodji* (tradi-



tional handicraft), Sámi teacher education, reindeer husbandry and journalism. Sámi culture and traditional information and knowledge also form part of the studies at SUC. During the strategic plan period SUC seeks to strengthen these established programmes, but also intends to introduce new courses of study, in particular new master's degree courses and studies at PhD level; this will ensure a broader recruitment base of students and will support the aim of the University College to become a specialised university institution. The quality of the research and the general progress of SUC will ensure the achievement of this goal.

During the strategic plan period SUC seeks to develop teaching and research

activities all over the Sámi area in a more empowering manner. Sámi University College is a transborder university college. Staff and students come from all four countries where the Sámi reside in addition to other countries. Cross-border cooperation is envisaged by the University College in education, research, administration, information and in the exchange of students and employees.

The Sámi language is at the core of the activities of SUC. The University College is a multilingual institution, although the main language is Northern Sámi. However on a daily basis workers and students also use other Sámi languages and several other major languages. In the strategic plan period SUC also wishes to create are-

Sámi University College shares a common vision with the WINHEC institutions: *"We share the visions of Indigenous Peoples of the world united in the collective synergy of self-determination through control of higher education."*



nas for learning which do not involve the use of Northern Sámi. In addition, Sámi University College wishes to strengthen the *Lohkanguovddáš* (Centre for Sámi Language in Education), which promotes written and spoken Sámi, and which is a part of the College system from 2012.

SUC received WINHEC (World Indigenous Nations Higher Education Consortium) accreditation in 2008 as an indigenous institution. The University College is an active member of the WINHEC and

UArctic networks and prioritises indigenous cooperation. SUC collaborates actively with other institutions at national and international levels.

The Norwegian Ministry of Education and Research is the main source of funding for the University College. The Nordic Council of Ministers also partly supports research activity at SUC. This is the legacy of the Nordic Sámi Institute upon merging with Sámi University College.



Goals

- To progress according to changes and needs in society
- To preserve and promote the Sámi cultural heritage
- To make visible the University College's uniqueness as an indigenous institution
- To connect science and traditional knowledge
- To facilitate society's need for competence through education and research all over the Sámi area
- To admit more students and to educate more qualified personnel for the benefit of the Sámi and other indigenous societies
- To clarify priorities with regard to subjects and resources from time to time
- To strengthen the Sámi language in administration, teaching and academic research
- To fulfil the majority society's need for information about the Sámi



Main strategies to achieve the goals

- To develop academic departments with short and long term plans for academic priorities for teaching and research
- To strengthen student recruitment
- To promote academic programmes and research activities that enhance SUC's advancement to the level of a specialized university institution¹
- To support the use of the Sámi language in all activities
- To explore society's needs for education and research
- To facilitate collaborative agreements with national and international institutions, especially within the Nordic and Arctic areas, through appropriate educational offers and research activities
- To secure a firm economic framework to support the achievement of the institution's set goals and strategies
- To secure and promote quality academic staff for research and administration through a consistent employee policy
- To upgrade staff competence
- To plan efficient use of the institution's resources
- To ensure effective communication with the state authorities and with the Sámi parliaments.

¹ *Sámi dieđalaš allaskuvla, Norwegian vitenskapelig høyskole*



Strategic priorities

1.1 *Special competence in education*

Strategies

- Assess the institution's academic strengths, and on that basis plan and further design the study programmes
 - Promote competence through the use of new technology
 - Strengthen the use of the Internet for teaching as well as remote and distance learning
 - Design study programmes that are important to the Sámi society
 - Adjust courses of study to accommodate international student exchanges
 - Strengthen and facilitate Sámi language education at the beginner level in the institution
 - Strengthen and promote the quality of the education
 - Lead the regional cooperation in Sámi teacher education in Norway (*Samarbeid–Arbeidsdeling–Konsentrasjon*)²
- ² Collaboration–Segregation of duties–Concentration

The courses at the Sámi University College are to be accessible, attractive and relevant in the Sámi area.



Strategic priorities

1.2 *Special competence in research*

Strategies

- Ensure efficient research activity and sound research management
- Ensure firm links of the research to society
- Prioritise research that strengthens the courses on offer
- Stimulate basic research
- Strengthen the follow up framework for successful implementation of the PhD projects
- Stimulate the publication of scientific and popular scientific articles, textbooks and other educational aids
- Elevate the institution's research series *Diedđut* to the level of academic peer review
- Establish permanent platforms for dissemination of scientific results
- Actively promote Sámi research as a part of indigenous research

The research activities are to further the progress of the Sámi people.



Strategic priorities

2 Favourable environment for learning and working

Strategies

- Support the development of the student environment
 - Promote student influence
 - Support good connections between the students, research and development work
 - Strengthen counselling through academic and traditional means
 - Provide efficient management of information internally and externally
 - Strengthen communication on equality and acceptance
 - Encourage sensible use of social media
 - Strengthen the library as a source of information for education and research
 - Enhance the institution's administrative activities, technology and infrastructure
- in support of academic quality and productivity
 - Recruit employees and students from all over the Sámi area
 - Develop and follow a clear employee policy, with recruitment, competence building and sustainability at the core
 - Strengthen the cooperation with the Student Welfare Organisation in Inner Finnmark
 - Cooperate with local and national authorities to ensure suitable housing for students and employees in addition to meeting the needs of society
 - Make visible the SUC employees' traditional knowledge





Sámi University College is to be convenient, attractive and challenging,
where students and employees develop professionally and thrive.



Strategic priorities

3 *Communication and reciprocal influence with society*

Strategies

- To make use of the information and knowledge of elders and tradition bearers
- Enhance society's knowledge about the institution's activities
- Enhance cooperation between the Sámi centres of language, culture, trade and education in the Sámi area
- Improve communication between upper secondary schools (*joatkkaskuvllat*) in the Sámi area
- Enhance close communication and cooperation with local communities in the Sámi area
- Disseminate study programme activities
- Clarify the possibility to establish campuses in priority areas
- Facilitate the marketing activity of the institution's academic priorities
- Give priority to the majority society's need for information according to available resources

Sámi University College is to have a firm connection and good communication with Sámi society, as part of the progress in a new era based on the Sámi traditional heritage.



Strategic priorities

4 A transborder university college

Strategies

- Prioritise SUC's expansion of activities all over the Sámi area
- Cooperate with the other Nordic countries and higher education institutions in the indigenous areas, particularly in connection with WINHEC, in order to promote research and new courses of study
- Promote international cooperation through student and employee exchanges
- Continue the research grant agreement with the Nordic Council of Ministers and actively communicate the research outcomes financed through the Council
- Promote and facilitate indigenous research and education with the help of the latest results of the activities of the University College.

Sámi University College is to enhance its position as the leading higher education and knowledge institution in the Sámi area, and in the indigenous world as a whole.



Monitoring

The implementation of the strategic plan is to be presented annually to the Board, and will be followed up by Board decisions, plans of activities, annual plans, and budget documents.

This strategic plan was approved on 9.12.2011 and is applicable from 1.1.2012 until 31.12.2016.

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