



**STRATEGIC PLAN
AGRICULTURAL UNIVERSITY OF ICELAND
2019-2024**

REKTOR'S FOREWORD

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The Agricultural University of Iceland's (AUI) Strategic Plan 2019-2024, puts focus on enhancing research, innovation and international collaboration in order to strengthen the AUI's teaching and internal resources. Emphasis is put on sustainability, increasing the number of faculty members as well as increasing student numbers.

AUI operates on three campuses; Hvanneyri, Reykjavík and Reykir. These three locations form a united platform, allowing students to take the opportunity of cross functional study options and to make the best use of the AUI's diverse resources for research, innovation and teaching, all with the aim of increasing competitiveness and value creation in the society.

The Strategic Plan 2019-2024 builds on the foundations of Iceland's Government Collaboration Agreement, Iceland's Government Financial Budget 2014-2019, particularly Chapter 7 on innovation, research and the knowledge industry as well as Chapter 21 on universities, rural policies and the Science and Technology Council's development plan for 2018-2020.

AUI plays a key role in developing societal issues related to agriculture, use of natural resources, planning, environment and climate, as well as issues concerning the society and economy as a whole. The AUI's role is extensive and of great importance. It concerns our vital life conditions regarding food security, access to clean air, clean water and clean energy, which the diversity and balance of ecosystems are built on. For the past few years there has been a paradigm shift in many of these issues and most people now realize the need to react. Growing consumption and linear production methods where waste piles up are already resulting in visible and negative changes in the environment across the globe.

There is a pressing call for new structure and new ideas regarding the use of natural resources, land and development of settlement, both in urban and rural areas. New solutions are needed where circular and sustainable production methods are adopted. Transport of people and products needs to be more ecological, while decreased consumption will be considered positive and the new norm.

AUI's activities are closely aligned with all 17 of the UN Sustainable Development Goals, with no exceptions. The Strategic Plan 2019 - 2024 is in good harmony with the Icelandic Government's objectives for sustainable development, climate goals and protecting the untouched wilderness, nature and life.



AUI plays a vital role in creating and disseminating technical knowledge in order to act on global challenges as well as supporting social stability, progressiveness and quality of life for the future. It is essential that AUI educates and trains its students and staff members to be active participants in developing and building new ways through active research and innovation.

AUI's Strategic Plan 2019-2024, emphasizes communication and collaboration with industry, municipalities, official organizations and government on the issues of infrastructure, rural development and others areas of mutual concern. The AUI's increased research and innovation efforts will increase technical knowledge as well as strengthen its resources. The continuous education section of the AUI will be enhanced and ways to move from vocational programmes into university programmes, and vice versa will be promoted. Furthermore, AUI aims to strengthen its core through increasing the number of staff and students and by creating synergy through increased collaboration with stakeholders and active promotion of the AUI's activities. The AUI will put special emphasis on strengthening its research activities and international collaboration as well as integrating research, innovation and teaching. This way, AUI will best serve its purpose of creating and disseminating knowledge in the field of sustainable use of resources, environment, planning and food production in the Arctic region.



“AUI’s activities are closely aligned with all 17 of the UN Sustainable Development Goals, with no exceptions.”

UN SUSTAINABLE DEVELOPMENT GOALS

AUI’s activities are closely aligned with all 17 of the UN Sustainable Development Goals, with no exceptions, particularly:

GOAL 6 Ensure availability and sustainable management of water and sanitation for all.

GOAL 7 Ensure access to affordable, reliable, sustainable and modern energy for all.

GOAL 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

GOAL 9 Build infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

GOAL 11 Make cities and human settlement inclusive, safe, resilient and sustainable.

GOAL 12 Ensure sustainable consumption and production patterns.

GOAL 13 Take urgent action to combat climate change and its impacts.

GOAL 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage and reverse land degradation and halt biodiversity loss.



“Iceland should play a leading role in the production of healthy agricultural products. An emphasis will be placed on innovation and product development in order to enhance habitation across the country, increase value creation and make use of opportunities related to increased interest in food culture with sustainability as a guiding light.”

- Iceland’s Government Collaboration Agreement

OBJECTIVES OF ICELANDS GOVERNMENT

The Icelandic government aims to initiate efforts to develop the eco-economy even further, support green solutions and ways to decrease the environmental effects of food production with incentives and support that are aimed at carbon-neutralizing the food industry and enhancing organic agriculture. Agriculture in Iceland should be self-sustainable and Iceland should play a leading role in the production of healthy agricultural products. An emphasis will be placed on innovation and product development in order to enhance habitation across the country, increase value creation and use the opportunities related to increased interest in food culture with sustainability as a guiding light. The aim is primarily to support farmers in developing new and valuable farm enterprises “

“Well educated people are the pillars of the modern knowledge society where research and knowledge creation will be the foundation of value creation and a diverse economy. By creating a sound university system more people will be capable of taking on complex societal challenges and use technological development for the advancement of society.”

- Iceland’s Government Budget 2020-2024

ROLE

**CREATE AND DISSEMINATE
KNOWLEDGE IN THE FIELD OF
SUSTAINABLE USE OF RESOURCES,
ENVIRONMENT, PLANNING AND
FOOD PRODUCTION IN THE
ARCTIC REGION.**





SUSTAINABILITY PROSPERITY PROGRESSIVENESS

VISION

TO BE LOCALLY AND INTERNATIONALLY RECOGNISED
FOR PROGRESSIVE TEACHING, RESEARCH AND INNOVATION,
RESULTING IN VALUE CREATION AND FOOD SECURITY
THROUGH SUSTAINABLE USE OF RESOURCES.

VALUES

SUSTAINABILITY

AUI promotes sustainable use of resources and first class food production.

PROSPERITY

AUI aims at creating prosperity for producers, consumers, society and the environment.

PROGRESSIVENESS

AUI places key emphasis on internationally approved innovation and research which it integrates into its studies with the aim of increasing competitiveness and value creation in the society.

FOCUS AREAS

2019 - 2024





INNOVATION & VALUE CREATION

AUI’s vision is to promote increased value creation and food security through sustainable use of resources.

AUI emphasises innovation in its studies and research, and aims that the school and its graduates create value for the society in a responsible and sustainable manner through being visionary, decisive and inventive.

FOCUS AREAS

ACTIONS

- + EMPHASISE INNOVATION IN ENVIRONMENTAL ISSUES AND SUSTAINABLE USE OF RESOURCES
- + SUPPORT SUSTAINABILITY THROUGH NEW SOLUTIONS IN PLANNING
- + SUPPORT CLEAN AND HIGH QUALITY FOOD PRODUCTION AND PROSPERITY FOR PRODUCERS
- + GRADUATE STUDENTS THAT INCREASE KNOWLEDGE AND CREATE VALUE IN AUI’S KEY AREAS
- + ENSURE GOOD COLLABORATION WITH INDUSTRY AND OTHER STAKEHOLDERS

KEY MEASURES

- + NUMBER AND SCOPE OF COLLABORATIVE PROJECTS WITH INDUSTRY AND COMMUNITY
- + NUMBER AND SCOPE OF STUDENT PROJECTS WITH INDUSTRY AND COMMUNITY
- + NUMBER OF GRADUATE STUDENTS WORKING IN THE RELEVANT INDUSTRIES
- + INDUSTRIES ASSESSMENT OF GRADUATES KNOWLEDGE AND SKILLS AND ITS VIEW ON COLLABORATION WITH AUI
- + INCREASED EMPHASIS ON INNOVATION AND SUSTAINABILITY IN TEACHING AND RESEARCH

GOALS

- + AT LEAST FIVE NEW INDUSTRY COLLABORATIONS EACH YEAR
- + > 70% OF GRADUATES WORKING IN THE RELEVANT INDUSTRY
- + > 85% OF INDUSTRY REPRESENTATIVES HAVE A POSITIVE VIEW OF AUI
- + COURSES ON INNOVATION AND SUSTAINABILITY INCLUDED IN EVERY PROGRAMME



RESEARCH & DEVELOPMENT

Research and development are the foundations to progressive teaching, innovation and value creation.

AUI plans to substantially increase its research and development efforts. Particularly, it will strive for seeking increased funding through competitive research funds and support its staff in increasing the relevant skills for doing so.

FOCUS AREAS

ACTIONS

- + INCREASE INTERNATIONAL COLLABORATION
- + SUBSTANTIALLY INCREASE APPLICATIONS TO COMPETITIVE RESEARCH FUNDS
- + INCREASE RESEARCH, DEVELOPMENT AND INNOVATION PROJECTS
- + INCREASE THE NUMBER OF PEER REVIEWED PUBLICATIONS
- + RECRUIT PEOPLE WHO CAN STRENGTHEN RESEARCH
- + INCREASE STAFF TRAINING IN RESEARCH AND DEVELOPMENT

KEY MEASURES

- + NUMBER OF APPLICATIONS TO COMPETITIVE FUNDS
- + AMOUNT RAISED FROM GRANTS
- + NUMBER OF FUNDED PROJECTS
- + NUMBER OF PEER REVIEWED PUBLICATIONS
- + NUMBER OF FACULTY AND OTHER STAFF MEMBERS PARTICIPATING IN RESEARCH

GOALS

- + AT LEAST THREE APPLICATIONS A YEAR, PER FACULTY MEMBER TO COMPETITIVE FUNDS
- + 30% YEARLY INCREASE OF AMOUNTS OBTAINED THROUGH COMPETITIVE FUNDING
- + COURSES ON GRANT APPLICATIONS HELD EACH YEAR
- + > 1 PEER REVIEWED PUBLICATION PER FACULTY MEMBER EACH YEAR
- + > 10% INCREASE OF FACULTY MEMBERS THROUGHOUT THE PERIOD



PROGRESSIVE & VALUE ENHANCING EDUCATION

Studies at AUI aim to prepare students to actively participate in society and to increase knowledge, innovation and prosperity within the industries relevant to AUI's emphasis.

Increased emphasis will be placed on strengthening cross disciplinary studies founded on the ideas of sustainable development and integrated with innovation and research. The aim is to increase the number of graduates and ensure they will be in demand by the industry.

FOCUS AREAS

ACTIONS

- + INCREASE THE LEVEL OF INTERDISCIPLINARY STUDIES WHICH SUPPORT ALL THE PILLARS OF SUSTAINABLE DEVELOPMENT
- + INCREASE THE LEVEL OF INTERDISCIPLINARY STUDIES WHICH SUPPORT ALL THE PILLARS OF SUSTAINABLE DEVELOPMENT
- + INCREASE THE INTEGRATION BETWEEN INNOVATION, RESEARCH AND TEACHING
- + INCREASE AND STRENGTHEN PRACTICAL ASPECTS OF THE STUDIES
- + STRENGTHEN THE SCHOOL'S VOCATIONAL STUDIES AND SECURE ITS FOUNDATION WITHIN THE LEGAL FRAMEWORK IN COLLABORATION WITH THE MINISTRY OF EDUCATION AND CULTURE
- + STRENGTHEN RELEVANT INDUSTRIES BY INCREASING STUDENT NUMBERS
- + REVISE COURSE OFFERINGS AND TEACHING METHODS WITH REGARD TO THE ABOVE ISSUES
- + STRENGTHEN CONTINUOUS LEARNING PROGRAMS AND INCREASE THE NUMBER OF COURSES RELEVANT TO INDUSTRY
- + INCREASE TEACHERS' CAPABILITIES

KEY MEASURES

- + TEACHERS' RESEARCH AND INNOVATION ACTIVITIES
- + NUMBER OF GRADUATES
- + PROPORTION OF STUDENTS THAT COMPLETE STUDIES AND THOSE WHO CONTINUE TO POST GRADUATE STUDIES
- + STUDENTS SATISFACTION RATES
- + INDUSTRIES VIEWS ON AUI AND THE CAPABILITIES OF GRADUATES
- + NUMBER OF TEACHERS ATTENDING COURSES OR TRAINING ON TEACHING METHODS

GOALS

- + > 65% OF PERMANENT TEACHERS AND FACULTY ACTIVE IN RESEARCH AND/OR INNOVATION
- + > 5% YEARLY INCREASE IN STUDENT NUMBERS
- + > 80% OF STUDENTS GRADUATE ON TIME
- + > 30% OF STUDENTS CONTINUE TO POST GRADUATE STUDIES
- + > 90% SATISFIED WITH THEIR STUDIES
- + > 85% OF STAKEHOLDERS CONSIDER THEIR STUDIES TO BE VALUE CREATING AND PRACTICAL
- + > 90 % OF TEACHERS REGULARLY ATTEND TRAINING AND DEVELOPMENT



EFFICIENT USE OF RESOURCES

The schools support units are on one hand independent units that support teaching, education and research and on the other support services that are essential for day to day operations.

Emphasis will be placed on making the best use of resources for the school’s operations and that they are sustainable from an operational and financial perspective. In addition, strengthening quality systems and ensuring effective support services are emphasised.

FOCUS AREAS

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- + ENSURE STRONG AND EFFECTIVE SUPPORT SERVICES
- + STRENGTHEN THE QUALITY SYSTEM, DATA MANAGEMENT AND OPERATING PROCEDURES
- + IMPROVE STUDENT WORKING FACILITIES
- + INTEGRATE THE HISTORY AND UNIQUENESS OF HVANNEYRI AND REYKIR INTO THE EDUCATIONAL AND RESEARCH FUNCTIONS OF THE SCHOOL AND PROMOTE ITS EDUCATIONAL ROLE YEAR ROUND IN A PROFITABLE MANNER
- + ENSURE EXEMPLARY FARM-OPERATIONS WHICH PROMOTES SUSTAINABLE METHODS, ENVIRONMENTAL PROTECTION AND TECHNOLOGICAL DEVELOPMENT.
- + INCREASE STUDENT INVOLVEMENT IN THE DEVELOPMENT OF SUPPORT OPERATIONS
- + AIM FOR AN INTERESTING AND PROFITABLE CONTINUOUS LEARNING PORTFOLIO

KEY MEASURES

- + THAT SUPPORT UNITS CREATE OPTIMUM VALUE FOR THE SCHOOLS
- + THAT INDEPENDENT SUPPORTING UNITS ARE PROFITABLE
- + THAT ALL AUI UNITS WILL BE FINANCIALLY SUSTAINABLE
- + STAFF AND STUDENT SATISFACTION WITH SUPPORT SERVICES

GOALS

- + ENSURE THAT RESOURCES AT HVANNEYRI, REYKIR AND KELDNAHOLT ARE EFFICIENTLY USED FOR RESEARCH AND EDUCATION AND ARE ABLE TO CREATE REVENUE THAT SUPPORTS MAINTENANCE AND ENHANCEMENT IN THESE AREAS
- + FARM-OPERATIONS ARE CARRIED OUT ACCORDING TO STANDARDS FOR SUSTAINABILITY AND ARE FINANCIALLY SELF-SUPPORTING
- + INCOME FROM CONTINUOUS EDUCATION IS FULLY SUSTAINABLE
- + > 90% OF STAFF AND STUDENTS ARE HAPPY WITH THE EFFICIENCY OF SUPPORT SERVICES



HUMAN RESOURCES & TEAM SPIRIT

The value of an educational institution is primarily a function of its human talent. It is vital that staff members and students join forces and are ready to support the schools mission and goals.

A key effort for the coming years, will be to increase communication and collaboration, so that staff and students perceive the school as one unit with a united purpose, across campuses, disciplines and industries.

FOCUS AREAS

ACTION

- + JOIN FORCES AND USE THE AUI NAME IN ALL INTERNAL AND EXTERNAL COMMUNICATIONS REGARDING THE SCHOOL AND ITS OPERATIONS
- + INCREASED COLLABORATION BETWEEN STAFF AND STUDENTS ACROSS CAMPUSES
- + BUILD A PROGRESSIVE AND SUPPORTIVE WORK ENVIRONMENT
- + IMPLEMENT 7 HABITS IDEOLOGY
- + CONDUCT REGULAR STAFF MEETINGS
- + CONDUCT REGULAR MEETINGS WITH STUDENTS
- + ENSURE CAPABLE AND TALENTED HUMAN CAPITAL
- + ENSURE EFFICIENT AND TRANSPARENT GOVERNANCE
- + ENHANCE RESPECT, LISTENING AND JOY

KEY MEASURES

- + EMPLOYEE KNOWLEDGE ON MISSION AND GOALS AND HOW THEY AFFECT PEOPLE'S WORK PRIORITIES
- + EMPLOYEE JOB SATISFACTION
- + EMPLOYEES TRUST IN MANAGEMENT

GOALS

- + >90% OF EMPLOYEES HAVE GOOD KNOWLEDGE ON MISSION, VISION AND VALUES
- + > 90% OF EMPLOYEES ARE HAPPY IN THE WORK ENVIRONMENT
- + >90% OF EMPLOYEES TRUST MANAGERS

TRUST & REPUTATION

AUI plays an important role in the creation, maintenance and dissemination of knowledge in the field of food production, sustainable use of resources, as well as environmental and urban planning. By emphasising quality, continuous improvement efforts and collaboration with stakeholders the school enhances prosperity, progressiveness and sustainability.

Increasing the school's visibility in the local as well as the international community, and promoting it in a clear and positive manner is a matter of priority.

FOCUS AREAS

ACTIONS

- + ALL PROMOTIONAL EFFORTS ARE CONDUCTED UNDER THE AUI NAME
- + EMPHASISE QUALITY AND CONTINUOUS IMPROVEMENTS
- + MAKE QUALITY REPORTS OPEN TO PUBLIC ACCESS
- + ENHANCE COLLABORATION AND COLLABORATING PLATFORMS
- + ENSURE GOOD FLOW OF INFORMATION TO STAKEHOLDERS
- + PROMOTE THE AUI THROUGH ISSUING POSITIVE NEWS FROM ITS OPERATIONS
- + INCREASE PROMOTION OF ENVIRONMENTAL AND PLANNING STUDIES

KEY MEASURES

- + PUBLIC TRUST
- + TRUST AMONGST ALUMNI
- + STAKEHOLDERS TRUST
- + NUMBER OF POSITIVE MEDIA ARTICLES

GOALS

- + >80% OF THE PUBLIC HAVE TRUST TOWARDS THE AUI
- + >90% OF ALUMNI HAVE TRUST IN THE AUI
- + >85% OF STAKEHOLDERS HAVE TRUST IN THE AUI
- + REGULAR POSITIVE MEDIA COVERAGE



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