A knowledge portal for Norway

2012 Highlights from the University of Oslo’s annual report
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The University of Oslo (UiO) has the ambition to develop as a leading university which excels in research and research-based education. UiO should be a scientific powerhouse, a strategic actor and an attractive partner for international cooperation.

The University of Oslo is a knowledge portal for Norway, and in addition to its achievements in the form of education and new research, it has a large and excellent academic staff which is able to ensure that research undertaken internationally can be understood and applied in the national context.

The academic knowledge and scientific mindset that our students acquire make them attractive in the labour market. It is through our students that we are making our most tangible impact on society and industrial life.

UiO has Norway’s strongest academic environments in the field of life sciences, and this is one of our most important areas of activity. Knowledge in this field will be decisive for future social development, given the major challenges that our welfare society and health services are facing. These challenges emerge clearly in the Government’s White Paper Long-Term Perspectives on the Norwegian Economy 2013, which was recently presented at UiO. To make optimal use of competence and resources, UiO considers it extremely important to bring together the various environments working with life sciences, which are currently scattered over various locations. We were therefore very pleased to see that in the state budget for 2013, the Government gave the green light for construction of a life-science facility.

UiO is a socially engaged university with a strong focus on dissemination. In 2012, UiO established a new course of study in dissemination for science students. At the same time, UiO is pursuing a number of other initiatives aiming to strengthen the university’s dissemination activities. Plans for a professorship in dissemination are being prepared, and a strategy for open access to scientific publications has been completed.

Enhanced internationalization is essential for UiO to reach the goals defined in its Strategy 2020. Research is international by nature, and the research groups are engaged in wide-ranging international cooperation. At the same time there is a need to strengthen, focus on and facilitate intensified activity in studies as well as research.

Against this background, 2012 was designated as Internationalization Year at UiO. The purpose of this year has been to highlight UiO’s high ambitions and develop a shared understanding of UiO’s international position.

A key element of these efforts towards internationalization has consisted in enhanced international mobility and an increased focus on strategic collaboration. Both of these are essential for raising the standard of studies as well as research. The establishment of the Norwegian Peder Sather Center for Advanced Study at UC Berkeley is a prime example.

Good long-term collaborative relationships promote quality, stimulate scientific development and reinforce the interplay between research, studies and innovation. Mobilization for global challenges is another key element in the internationalization strategy, examples of which include The Lancet-UiO commission for global health, whose objective is to submit recommendations to ensure that concerns for health are included in global governance processes.

In 2012, the establishment of a Strategic Advisory Board (SAB) has been crucial with a view to developing UiO’s position as a leading international research university. The board is composed of seven high-profile international experts, and is chaired by Esko Aho, former Prime Minister of Finland. SAB will provide honest and scientifically based feedback on the position that UiO currently occupies, and on what will be needed to reach the high
ambitions embedded in UiO’s Strategy 2020. The board will also be engaged in a discussion on how we can protect our academic values and academic freedom in an age when both these values may come under pressure.

The board has identified six internal performance indicators for ambitions and measurement of outcomes. Goals for 2014 were formulated in 2011. As regards publication credits per scientific man-year and revenues from the EU and the Research Council of Norway, we are doing well. In terms of PhD graduations, the same applies. However, we are still facing challenges with regard to the goals for 2014 in terms of ECTS credits per student and the number of exchange students.

2013 is the Innovation Year at UiO. The Action Plan for Innovation will be implemented, and a number of UiO’s activities and events will highlight the innovation that is taking place at UiO. The foci on study quality (2011), internationalization (2012) and innovation (2013) are interrelated, and are intended to bring us closer to reaching the goals embedded in our strategic plan Strategy 2020.

The Administrative Streamlining Programme, which was initiated in 2011, is given high priority. The purpose of the project is to strengthen the university’s primary activity, including the quality of studies and research. The project has already enabled us to add NOK 50 million to our research and teaching budgets. These funds have been added to the faculties’ frameworks, and will help ensure and improve the quality of studies.

The Board has great expectations for this project, and is very satisfied with its progress. The project has moved from an analytical stage to implementation in most prioritized areas. We are starting to see concrete results in the form of improvements to systems and routines, and increased attention to the students’ and researchers’ needs for administrative support.

UiO-Energy was established in the autumn of 2012. Knowledge from various disciplines will converge and hopefully help find solutions to future energy challenges.

Gender equality and career development for the women on our staff are important to UiO and are prioritized in UiO’s Strategy 2020. In our action plan for gender equality we have defined specific goals. Figures for 2012 give grounds for optimism in this area. Growth in the proportion of female professors is somewhat slow, but is proceeding in the right direction. UiO has 41.9 per cent female associate professors, the highest proportion of all Norwegian universities.

As in previous years, the Board has evaluated its own work. On the whole, the Board is satisfied with the items entered on the agenda, their preparation and the way in which they are addressed at the meetings.

Ole Petter Ottersen
Rector

Gunn-Elin Aa. Bjørneboe
University Director
More education and research for the money

Compared to Norway’s other universities, UiO scores best when research and credits earned are measured in relation to the number of scientific man-years. The figure below shows that there is wide variation among the eight Norwegian universities. At UiO, we produce on average 27 per cent more publication credits per scientific man-year than the other Norwegian universities. UiO is also ten per cent above the national average in terms of the number of ECTS credits per scientific man-year. This provides a snapshot of how we deploy our resources.

Figures are from DBH and based on average values per institution for the period 2008–2011.
Stronger internationalization

Strategy 2020 embodies the ambition to develop UiO into an international top-league university, as a scientific powerhouse, an attractive partner and a strategic actor in international cooperation.

Internationalization will enable us to reap from, as well as contribute to, the global knowledge commons, without losing our own profile and identity. 2012 has been the Internationalization Year at UiO. UiO seeks to establish good long-term international relationships that promote quality, stimulate scientific progress and reinforce the interplay between research, education and innovation.

This year was marked by the implementation of UiO’s Action Plan for Internationalization 2012–2014 “Global responsibility – global presence”. The action plan steers this effort. The plan comprises four focus areas:

- Mobilization for global challenges
- Strategic collaboration
- An international profile of studies and researcher qualifications
- Competence and capacity for internationalization

During this year we have reinforced our internationalization competence throughout the organization.

A desire for increased mobility

UiO seeks to encourage increased mobility among our students, scholars and employees.

Student exchange helps ensure high quality of studies, while the exchange of researchers is a key element in the efforts to maintain and reinforce the quality of research.

UiO has approximately 40 English-language master’s degree programmes and approximately 800 courses taught in English. Figures for 2012 show that UiO has seen a growth of around ten per cent in the number of incoming exchange students.

UiO wishes to encourage more students to take part of their studies abroad. The scientific communities must assume a more active role in facilitating student exchange. This is underscored in the Action Plan for Internationalization and UiO’s annual plans.

Having access to state-of-the-art skills and technology is crucial for a university that aims to be among the very best.

At the same time, it is a fact that global challenges require research collaboration...
across disciplinary, institutional and national boundaries.

**The Peder Sather Center at Berkeley**
In October, the Peder Sather Center for Advanced Study was established at UC Berkeley. The centre takes its name from the Norwegian immigrant who helped to establish Berkeley in 1868 through donation of land. Today, Berkeley is among the world’s foremost universities, and the Norwegian presence will serve as an important bridgehead for Norwegian institutions. In collaboration with seven other institutions and the Research Council of Norway, UiO has thus gained a firm foothold in one of the world’s leading universities.

**Global Governance for Health**
More than a thousand voluntary national and international organizations are currently working to promote global health. In 2010, donor funds totalling USD 26 billion were provided for health promotion in poor countries. Strategic coordination of the various initiatives will enhance the effect of this funding, for example in helping more children and their mothers to survive.

In 2011 the University of Oslo, The Lancet and Harvard University established an international commission to investigate how the health situation of the world can be improved by reinforcing governance structures at the global level.

UiO, in collaboration with Harvard, is spearheading this essential effort, which will be concluded in 2013 with an international report giving specific recommendations for solutions. The report will be submitted to the United Nations in the autumn of 2013.

The commission’s secretariat is located at the Faculty of Medicine, Institute of Health and Society (HELSAM). The commission is chaired by Ole Petter Ottersen, Rector of the University of Oslo.
Events during the Internationalization Year

A number of events have taken place during the Internationalization Year, targeted at students and employees as well as the general public. The purpose of these events has been to showcase UiO’s international involvement and inspire continued effort.

In the spring of 2012, UiO hosted the first Norwegian internationalization conference, with 450 participants from educational institutions nationwide.

In the autumn of 2012 we used a series of lectures at Blindern campus to launch the concept of Global Citizen. The intention was to place our history and heritage in a multidisciplinary context, and to raise some critical issues concerning the universities’ responsibility for knowledge and knowledge sharing. Global challenges require us to take a fresh look at scientific knowledge, responsibility and solidarity. The University of Oslo trains students to enter this reality – as global citizens.

In the same spirit, in the autumn of 2012 UiO hosted the UNICA Student Conference on behalf of the Network of Universities from the Capitals of Europe (UNICA). Approximately 200 students from the European capitals came to UiO to discuss the universities’ role in contemporary society: The Ideal European University.

The decision to continue the successful series of idea festivals from 2011 led to the UiO Festival 2012. Here, UiO demonstrated how the scientific communities undertake research and disseminate knowledge on international issues and conditions.

Nobel interview at UiO

In December the President of the EU Commission, José Manuel Barroso, met to converse with Erasmus students from all over Europe in the context of the award ceremony for the Nobel Peace Prize in Oslo. Altogether 33 Erasmus students had prepared questions for the president on topics such as educa

Robert Quinn from Scholars at Risk.
Global challenges require solutions that fuse the local with the global. In the autumn of 2012 we launched the concept of the Global Citizen in a series of open lectures at Blindern campus. The lectures were open to the public.

Hans Rosling can make complicated facts and stats sound like music to your ears. Director of Gapminder Foundation Karolinska Institutet, Stockholm.

Professor of International Health, Hans Rosling

Now the world-renowned Swedish professor is coming to Blindern to kick off the autumn Global Citizen lecture series. His talk “Fact Based World View” is open to the general public.

Sophus Lies Auditorium
Wednesday 22 August 16:30–18:30

GLOBAL\n\nCITIZEN

NiNa Witoszek

The Idea of Citizenship in the Age of Ecomodernity

If we – “global citizens” – have not managed to solve the problems of consuming inequalities, poverty, gender discrimination, etc. – how are we to tackle the climate crisis and the looming environmental apocalypse?

Wednesday 25 September 16:15 – 17:30
Lobby at Vilhelm Bjerknes’ hus, Blindern

www.uio.no/globalcitizen

GLOBAL\n\nCITIZEN

Fredrik Sejersted

The Europeanization of Law

Two main elements of European law – EU law and the European Convention on Human Rights – have evolved and expanded greatly in substance, scope, impact and geographical extension. In effect most of Europe has developed into a legal federation. This lecture will give a broad perspective on this ongoing Europeanization of law.

Monday 10 September 16:00–18:30
Gante festval, Karl Johans gate 47

GLOBAL\n\nCITIZEN

Jancie Heldal Stray

Learning and living democracy

What does it mean to be a democratic citizen and what role does education play in educating democratic citizens?

Wednesday 31 October 16:15–17:30
Lobby at Vilhelm Bjerknes’ hus, Blindern

www.uio.no/globalcitizen

GLOBAL\n\nCITIZEN

Dan Banik

The Global Citizen and the Immorality of Poverty

Are we morally obliged, as global citizens, to express solidarity with the poor in distant lands? If so, how can we make a difference? When should we react?

Poverty and deprivation affect large numbers of people in our world today. Are we morally obliged, as global citizens, to express solidarity with the poor in distant lands?

Monday 10 September 16:00–18:30
Lobby at Vilhelm Bjerknes’ hus, Blindern

www.uio.no/globalcitizen

GLOBAL\n\nCITIZEN

Fredrik Sejersted

Immorality of Poverty

And what ought we to do more of?

Monday 10 September 16:00–18:30
Lobby at Vilhelm Bjerknes’ hus, Blindern

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GLOBAL\n\nCITIZEN


tion, the Nobel Peace Prize, the European economy and the future of the EU.

UIO’s Human Rights Award

UIO’s Human Rights Award for 2012 was given to Robert Quinn from Scholars at Risk. Quinn initiated the university network Scholars at Risk (SAR), and is its main driving force and director.

SAR works to promote academic freedom and protect scholars under threat. Threats may range from surveillance, censorship and layoffs to imprisonment, torture and murder, often because scholars are researching issues that the authorities do not want to heat about.

From the inception of SAR in 2000 and until today, Quinn has enlisted 280 universities and colleges in 34 countries in its work. UIO has been a member since 2001. The network has helped more than 1,000 researchers to a safer life, and has facilitated guest research periods for more than 400 researchers (whereof four at UIO).

EU Kids Online

Researchers from all of UIO’s faculties participate in international research projects. One example of international research in the humanities is the research project EU Kids Online, which studies children’s use of the Internet and other web-based media.

The research project EU Kids Online aims to increase our knowledge about the experiences with and knowledge about the
José Manuel Barroso, President of the EU Commission, met with Erasmus students from all over Europe for a discussion in the context of the 2012 Nobel Peace Prize award ceremony.

Internet among children and their parents, thereby to help ensure that children and adolescents use the Internet safely. The project is co-funded by the EU’s Safer Internet Programme.

In 2010, the project participants undertook the world’s largest survey of children’s use of the Internet. A sample of 25,142 Internet users aged 9-16 and one of their parents were interviewed during the spring and summer of 2010, face to face, in 25 European countries. The project is coordinated by Professor Sonia Livingstone at the London School of Economics. Associate Professor Elisabeth Staksrud at the Department of Media and Communication at UiO is one of the project’s directors, with particular responsibility for the communication of project results.

In June, researchers from more than 35 countries convened for the research seminar “EU Kids Online” at the Department of Media and Communication.
The University of Oslo is Norway’s largest university, with a total of 27,376 students enrolled in the autumn of 2012.

The University of Oslo has Norway’s widest range of disciplines, providing approximately 200 programmes of study, ranging from one-year programmes to five- and six-year studies, with a host of programme options.

In 2012, UiO received a record number of applications, with three first-choice applicants for every available place of study. This is the highest number of applicants to any Norwegian university. A total of 17,334 applicants listed UiO as their first choice in 2012; this is approximately one quarter of the entire annual cohort of 65,000 nineteen-year-olds of 2011. Altogether 9,781 applicants received an offer of a place of study in the main round of admissions on 15 July.

Students and the labour market
UiO’s employer survey 2010 and NIFU’s candidate survey 2011 show that UiO candidates are attractive in the labour market. Half of all graduates go into business. UiO is concerned with making students aware of their competence at an early stage of their studies, with a view to easing the transition to working life after graduation.

In cooperation with the Faculty of Social Sciences, the Faculty of Humanities and the Faculty of Sciences, the Career Centre has developed a training course for bachelor’s level students focusing on their competence, skills enhancement and career opportunities. Master’s level students are offered training courses in how to apply for jobs and cope with the job interview. UiO wishes to strengthen its close collaboration with the Career Centre and the faculties, and will also extend this option to the other faculties during 2013.

Teacher training for the future
UiO is the country’s largest institution for training of teachers, who can choose between two pathways: a five-year, integrated Programme for Master of Philosophy and
Education or discipline-oriented studies combined with teacher training. UiO will continue to provide these two pathways to the teaching profession in the years to come.

The Programme for Master of Philosophy and Education is UiO’s largest inter-faculty programme of study, in which five faculties are involved. This enables UiO to provide high-quality, research-based teacher training. The programme offers four fields of study: sciences, foreign languages, Nordic languages and cultural/social studies. Each field of study provides combinations of disciplines that are especially adapted to the needs of schools.

Integrated teacher training means that the subject, subject didactics, pedagogy and practice are seen as a whole. This course of study leads to a master’s degree and to qualification as a teacher of two subjects in lower and upper secondary schools. There is a need for teachers who are specialists in their subjects and have the confidence and knowledge to teach at an advanced level. In our dialogue with the schools, this strong subject knowledge has been emphasized as a key quality of our teacher training.

The University of Oslo delivers one of the main contributions to ensure that we have schools with highly qualified teachers. This applies to science teachers in particular. Through the university schools, UiO wishes to help improve the quality of teacher training and schools.

**Centre of Excellence in Education**

UiO and the University of Tromsø were awarded Norway’s first Centre of Excellence in Education for the period 2011–2016. The centre started its activities in June 2012. The centre will develop a research-based and unitary teacher training programme through deep integration of research, teaching and practice. The Department of Teacher Education and School Research at UiO acts as host institution for the centre.

Organizationally the centre is a collaboration between the University of Oslo and the University of Tromsø, with a separate board of directors. The board is chaired by the pro-rector of UiO. The centre’s topics include improvement of the teaching of mathematics, development of new courses, such as linguistic attitudes, involvement of students in R&D work, digital learning environments and development of the cooperation between universities and university schools.

**Focusing on university schools**

The University of Oslo wants to rethink old formulas and be at the cutting edge. The last year has seen a lot of inspiring and innovative activities in our teacher training. Through the establishment of university schools we have initiated a close collaboration with 13 lower and upper secondary schools in the city of Oslo and Akershus county. The purpose of this university schools programme is to reinforce the Programme for Master of Philosophy and Education at UiO and also the schools involved by way of better integration of theory and practice and the various elements of the training programme, as well as the educational development efforts in the schools.
When UiO announced the opportunity to be affiliated with us as a university school, the response was great. Many schools wanted this affiliation, and we had to choose between many very good schools. We could not accommodate them all in this round, but we hope to be able to expand the scheme. We believe that closer collaboration will result in better quality, and that the project will produce ripple effects to other schools that could not join this time.

**E-learning and digital examinations**

UiO’s strategy for ICT and learning has mainly included “blended learning”, i.e. a combination of traditional studies and the use of ICT in teaching. UiO has given priority to ensuring that all programmes of study have varied forms of teaching and assessment.

Today, a student cannot complete a programme of study at UiO without acquiring digital skills and encountering ICT tools in various forms. For example, in the autumn of 2012 the digital learning platform Fronter had more than 24 000 individual UiO users, who logged in 1.3 million times. In addition, podcasts are available in the form of audio and video, and clickers, blogs, wikis and various forms of digital examination are being used. Many of UiO’s digital learning resources are openly available online to the public, not only to our students. Efforts are underway to establish a media archive where the resources can be collected and made searchable.

The Governor of the Bank of Norway’s Annual Address:

Øystein Olsen, Governor of the Bank of Norway, addressed the students of UiO on 22 February 2012 about the financial state of the realm, employment and the future. The event was well attended, and UiO wishes to make this an annual event.
The Faculty of Medicine also introduced digital examinations in 2012. The faculty has devoted much effort to e-learning, and has now initiated collaboration with the other faculties of medicine in Norway on establishment of a shared portal with e-learning options. This will be an open option with Norwegian as well as international users. The faculty’s collaboration partner, the University of Jimma (Ethiopia), is already using some of the e-learning modules developed by the Faculty of Medicine.

As the first educational institution in Norway, UiO has appointed a student ombudsman. The purpose of the scheme is to ensure that the students have a place to turn to in cases that pertain to their study situation. The ombudsman will counsel the students and refer them to the appropriate authority at UiO.

UiO anticipates that the establishment of an independent student ombudsman will supplement and reinforce UiO’s other efforts to provide the students with a safe and positive learning environment.

**Chinese with Kjetil**

“Kjetil” Chieh-Ting Lin, Assistant Professor at the Department of Culture Studies and Oriental Languages (IKOS) enthuses his students with new and inspiring methods of teaching Chinese. Chinese mentality and culture are included in the subject, for example in the form of karaoke and Chinese cultural evenings. For this, he was rewarded with the Student Parliament’s Teaching Award for 2012.
In 2011, the University of Oslo accounted for 28.1 per cent of all publication credits earned in the university and university college sector. UiO earned 1.26 publication credits per man-year. The University of Bergen came second, with 1.02 publication credits per man-year, while the average for all universities was 0.99.

UiO is earning unprecedented levels of funding from the Research Council of Norway and the EU. In the domestic and international competition for research funds, UiO is doing steadily well. UiO appears to score highly whenever research quality is the decisive criterion.

In 2012, a total of 511 PhD degrees were conferred at UiO, which is a record number. The increase can be seen in the context of efforts over many years by the faculties to improve throughput and rates of completion.

Life sciences

Knowledge and results from life-science research are crucial for the efforts to prevent serious diseases, such as cancer and Alzheimer's disease. Life-science research helps early detection of diseases, and drugs and treatments can be tailored to individual patients. Life sciences include research on biological processes and phenomena that encompass the entire value chain from natural science to medicine.

The University of Oslo and Oslo University Hospital constitute Norway’s primary institutions for life-science research. At UiO, approximately 1,000 researchers work in the field of life sciences, in several faculties and units. Approximately 90 per cent of all Norwegian biotechnology companies are located in Oslo, within a short distance of UiO and Oslo University Hospital. Life sciences are one of the largest research fields internationally, and are characterized by intense competition. UiO has four centres of excellence in life sciences research. These research groups enjoy international recognition and are part of wide academic networks.

To make optimal use of skills and resources, it is essential to bring together today’s scattered scientific environments working with life sciences, including chemistry...
and pharmacology, in premises that can promote collaboration across disciplinary and organizational boundaries. By providing a closer linkage between research and application, a new building and modern infrastructure will help enhance innovativeness and competitiveness. A new life-science facility is therefore given top priority by UiO. We are pleased to note that in the state budget for 2013, the Government has given the green light for further preparation of the planned facility.

**UIO:Energy**

The initiative UIO:Energy was established in the autumn of 2012 to help unite knowledge from several scientific areas and address the energy challenges of the future. With the aid of multidisciplinary collaboration, UiO will establish a nationally and internationally leading competence centre for research, education and innovation in the field of energy and climate studies within the next decade.

The project is still at an initial stage. UIO:Energy will reap the benefits of the university’s broad range of knowledge. Where a chemist can undertake research on solar panels, a social scientist can investigate how new energy solutions will affect society. At the same time, an economist can assess the resource basis and cost-efficiency, while a lawyer can assess whether there should be other frameworks for trade in renewable energy than in fossil energy. Technological development is a pivotal precondition for sustainable energy systems. Knowledge about incentives and frameworks, of a legal and financial as well as a political nature, is required to achieve appropriate restructuring. This initiative helps Norway develop comparative advantages in this field – in research as well as education.

**Four new Centres of Excellence in Research for UiO**

In 2012, the Research Council of Norway selected thirteen research institutions to be given the status of Centres of Excellence in Research from 2013. Four of these centres were awarded to UiO. At the same time, three of UiO’s existing centres are now concluding their period of tenure. From 2013, UiO will have a total of nine Centres of Excellence in Research, and share another centre of excellence with the University of Tromsø.

The new Centres of Excellence in Research are:

**Center for Multilingualism in Society across the Lifespan**

Increased migration results in more multilingual societies. The centre will help produce knowledge on how society can cope with these challenges and make use of the opportunities that follow from increasing multilingualism. The centre is directed by Professor Elizabeth Lanza.

**The Legitimate Roles of the Judiciary in the Global Order**

Since World War II, an increasing number of international tribunals and courts of law have been established. The centre will analyse and assess the legitimacy of these courts of law in international and national judiciary systems. Which factors can ensure the authority of these international courts of law? The centre is directed by Professor Andreas Føllesdal and Professor Geir Ulfstein.

**Centre for Earth Evolution and Dynamics**

The centre’s objective is to develop a model...
that can explain how the mantle in the Earth’s interior affects the movement of the tectonic plates which produce massive volcanic eruptions. Throughout the Earth’s history this phenomenon has given rise to changes in the world’s climate and environment. The centre is directed by Professor Trond Helge Torsvik.

Norwegian Centre for Mental Disorders Research
Since antiquity, people have been aware of the symptoms of schizophrenia and bipolar disorders and have known that they often tend to be hereditary. However, there are few reliable biological markers of these disorders. Basic and clinical researchers will employ modern gene technology, recent findings from brain research and registry data to produce new knowledge. This is the first centre of excellence in Norwegian psychiatry, and the award is a momentous contribution to raising the quality and status of research in this field. The centre is directed by Professor Ole A. Andreassen.

In addition, these centres will continue their activities:
- Centre for the Study of Equality, Social Organization and Performance
- Centre for the Study of Mind in Nature
- Centre for Ecological and Evolutionary Synthesis
- Centre for Cancer Biomedicine
- Centre for Immune Regulation
- Centre for Professional Learning in Teacher Education – (UiO and the University of Tromsø)

UIO researchers in the top league of European research
High-quality research is required to prevail in the competition for EU funding.

The goal of the special programme IDEAS or European Research Council (ERC) is to encourage European researcher-initiated “frontier research” by investing in the best researchers and the best ideas. IDEAS is intended to strengthen thematically independent research within the EU’s 7th Framework Programme (FP7). The selection is made on the basis of pan-European competition and relies exclusively on scientific excellence.

In 2012, UiO was awarded a total of seven new ERC grants (three Advanced Grants and four Starting Grants). UiO has amassed altogether 22 grants from the European Research Council (ERC), which is at the same level as Europe’s leading universities.

ERC Starting Grants to UIO researchers
- Professor Kristine Walhovd at the Faculty of Social Sciences, Department of Psychology, received an ERC Starting Grant to investigate the effects of brain training. This is the second consecutive year that the department has received a Starting Grant from the ERC.
- Sergiy Neshveyev, Professor of Mathematics, was awarded an ERC Starting Grant for the project Noncommutative geometry and quantum groups.
- Adriano Mazzini and Douwe van Hinsbergen, both from the centre of excellence Physics of Geological Processes at the Faculty of Sciences, were awarded ERC Starting Grants in 2012.
- Douwe van Hinsbergen’s project is called Subduction Initiation reconstructed from Neotethyan Kinematics (SINK): An integrated geological and numerical study of the driving forces behind plate tectonics. The title of Adriano Mazzini’s project is Lusi labs: A unique natural laboratory for multidisciplinary studies of focus-sed fluid flow in sedimentary basins.

New ERC awards in 2012 – Advanced Grants
Charts changes in glacial masses
Andreas Kääb at the Department of Geosciences charts changes occurring in glacial masses with the aid of measurements obtained by laser beams and satellite radar. The results will be integrated into terrain models to establish a global mass balance for glaciers. This research will have an impact in several fields: It will be a key contribution to identify the scope of climate change, and to determine the effect of glacial melting on sea levels.

Economic models of inequality and development
Kjetil Storesletten at the Department of Economics is developing new models for inequality and development. Increasing inequality and concentration of capital in only a few hands are salient political topics. But what is the nature of the economic mechanisms that drive this development? And
what will be the consequences of increasing inequality in many countries and the large transformation taking place in China’s economy? The goal is for these models to provide better tools for analysing inequality and the dynamics of political conflicts, and that they can be put to use in policy design.

**The mechanisms of serious epidemics**

Barbara Bramanti at the Centre for Ecological and Evolutionary Synthesis (CEES) seeks to reveal the secrets of the European plague epidemics.

It has recently been confirmed that two variants of the bacteria Yersinia pestis were the cause of the bubonic plague of the Black Death. This is the same bacteria that ravaged Europe in the numerous plague epidemics from the late Middle Ages until around 1750. But where did this bacteria originate? Was it recycled in Europe through the numerous eruptions of the plague, or was it reintroduced from elsewhere for each eruption? Why did the plague disappear from Europe 250 years ago?

With the aid of DNA samples and methods from climatology, ecology and history, Bramanti seeks the answers to these complex questions. In this way, she wants to establish a basic understanding of the mechanisms behind serious epidemics in Europe’s past, present and future.

**Solving the toughest challenge of the computer age – Optique**

UiO researchers are heading a gigantic EU project aiming to make it faster and simpler to retrieve correct information from huge databases.

The project, which has been given the name Optique, has a budget of close to EUR 14 million (about NOK 100 million) and is one of the largest EU projects ever to be headed by a Norwegian university. Professor Arild Waaler in the Research Group for Logic and
Intelligent Data (LogID) at UiO is project director. The volume of data in the world’s databases is rocketing each year, while their complexity is increasing.

Studies have shown that engineers spend up to 70 per cent of their time on collecting the data they need to implement their projects. If the time needed to identify the data can be reduced to some minutes, this will entail major cost savings and increased value creation.

Five other universities are taking part in the project, along with engineering-heavy companies such as Statoil, Siemens, Det norske Veritas and fluid Operations. The ambition is that the technology will also benefit the general public, for example by linking data in public data registries.

The project Reassembling Democracy: Ritual as Cultural Resource
In 2012, the project Reassembling Democracy: Ritual as Cultural Resource was granted funding from the programme “The cultural preconditions of social development” (SAMKUL) in the Research Council of Norway.

The project encompasses three sub-projects. One of them will investigate public religious rituals in times of crisis, including an investigation of what happened in the wake of the 22 July terrorist attack. The project is directed by Professor Jone Salomonsen at the Faculty of Theology.

The Research Council’s Award for Outstanding Research
In 2012, the project Reassembling Democracy: Ritual as Cultural Resource was granted

funding from the programme “The cultural preconditions of social development” (SAMKUL) in the Research Council of Norway.

The project encompasses three sub-projects. One of them will investigate public religious rituals in times of crisis, including an investigation of what happened in the wake of the 22 July terrorist attack. The project is directed by Professor Jone Salomonsen at the Faculty of Theology.

UIO’s Research Leadership Programme
Since 2005, UIO has devoted systematic efforts to strengthening and improving research leadership. Research leaders with management responsibility for groups, large projects, centres and multidisciplinary initiatives have been provided with an opportunity for competence development through the Research Leadership Programme. Its objective is to support the efforts to develop skilled research environments and facilitate appropriate frameworks for research and research collaboration. Participants have provided highly positive feedback.

A total of 236 research managers have so far completed the programme. Funding from the SAK grant has helped UIO to provide places in the programme for research managers also from other universities and university colleges, and 30 external participants have completed the programme to date. The programme is implemented every second year and held in English, to enable foreign research managers to benefit from it as well. In 2012, altogether 40 participants completed the programme.

Research schools
UIO is the host institution for four of the ten national research schools established by the Research Council of Norway in 2012, but participates in nine of them in total. The research schools selected by the Research Council of Norway are intended to function as national centres of networks in their respective disciplines. Their purpose is to raise the quality of research training.

The research project Saving Oseberg
The Oseberg find is one of the most breathtaking archaeological finds of the 20th century. The artefacts were conserved with the best method available at that time: alum conservation. After more than 100 years the wood artefacts that have been conserv-
ed with this method are disintegrating from within. The goal of Saving Oseberg is to preserve the artefacts for the future by halting the disintegration, and to reinforce the artefacts if possible. The disintegration is concealed under the smooth surface of many of the artefacts. Conservation officers and researchers at the Museum of Cultural History are now working against time to halt the disintegration of the sledges and parts of the carriage from the Oseberg find to make them resistant to the ravages of time. This work is complicated, and requires extensive cooperation with researchers from a number of different disciplines.

Safer and more practical storage and exchange of research data
Combining safe data storage with good availability has until recently represented a challenge to the research world. Now, however, the Faculty of Dentistry and its international partners have developed a portal that allows for a safer and more practical storage of data. Data can also be transferred between research institutions in a simple, safe and anonymized manner, nationally and internationally.

The portal University Health Network has been developed by the Faculty of Dentistry in collaboration with King’s College in London, University of Hong Kong, Universidad Complutense de Madrid and the University of Birmingham, Alabama. UiO currently owns the commercial rights through Inven2.

The portal provides researchers with a better overview of the stored documents, and leaders have a better overview of the projects undertaken by their own unit. The tool also enables the institute management to undertake internal control in accordance with the Health Research Act.

Many of the unique artefacts from the Oseberg find are disintegrating from within because of the conservation methods that were used 100 years ago. The research project “Saving Oseberg” aims to halt the disintegration and reinforce the artefacts to preserve them for the future.
Innovation has a prominent role in Strategy 2020. 2013 is Innovation Year at UiO, and an Action Plan for Innovation for the period 2013-2015 has been adopted.

The University’s contributions to innovation come in many forms. The action plan is therefore based on a wide concept of how research-intensive universities promote innovation. UiO contributes directly to innovation through commercialization of research results produced by students and staff. The most significant contribution to innovation, however, comes indirectly through training of candidates, innovative research and exchange of knowledge with business, organizations and the public sector.

The action plan outlines measures to strengthen UiO’s contributions to innovation in four selected areas: Management and human resources policy, education, knowledge exchange with external actors and highlighting UiO as an innovative university.

Inven2 – social gains of research through commercialization

Inven2 is Norway’s largest actor in the field of commercialization of research, and is owned by the University of Oslo and Oslo University Hospital.

Research activities undertaken at UiO generate numerous ideas that have a commercial potential and provide large advantages to society. In 2012, a record number of ideas with a commercial potential were submitted (105). In 2012 Inven2 submitted 61 patent applications or extensions of patents of which UiO is the sole or partial proprietor. Compared to previous years, this is also a record number.

Inven2 devotes many resources to life sciences, a field in which UiO has the country’s strongest research environment. In its portfolio, Inven2 has 13 enterprises that have been established in recent years on the basis...
of research and innovation at UiO, and two examples are presented below.

AIMS Innovation AS – prevents breakdown of complex data systems
Enterprises risk losing large sums if data systems that are critical to their business are hit by failure or downtime. Technology developed by AIMS Innovation considerably reduces this risk.

The mathematical models of AIMS Innovation monitor and provide real-time information on the state of the entire system. Overload and deviations from normal activity are reported, so that downtime can be avoided. The idea was hatched by Steinar Kristoffersen and Anders H. Moen at the Department of Informatics. Inven2 started working with the idea in 2006, and AIMS Innovation was established in 2010.

Within a short time, AIMS Innovation has established a sales network in Norway, Sweden and the USA, entered into partnership with Microsoft and installed the first version of their product on a customer’s computer.

Goal-seeking DNA vaccine with an electrical pulse
Researchers at the University of Oslo have developed a new type of DNA vaccine that can be used effectively against viruses and cancer. Experiments show that the new vaccine initiates a powerful immune response. The vaccine has been tested on mice. The new vaccine technology permits production of vaccines at a sufficiently rapid pace to protect against new flu pandemics or hostile biological threats. The researchers have named the active ingredient in the new vaccine technology Vaccibody.

UiO’s Innovation Award
Each year, the University Board hands out
the Research Award, the Learning Environment Award and the Dissemination Award, and since 2011 also the Innovation Award. The purpose of the award is to give recognition to and encourage research-based innovation and entrepreneurship.

UiO’s Innovation Award for 2012 went to Truls Norby, Professor of Chemistry. Norby has been a driving force in the development of high-temperature fuel cells driven by hydrogen, a technology which is expected to be a cornerstone of more environmentally friendly exploitation of chemical energy in the future.

**Research collaboration with Telenor**

In 2012, the University of Oslo entered into a collaboration with Telenor on research related to Internet economics and digital music habits. The Department of Media and Communication, the Department of Informatics and the Centre for Technology, Innovation and Culture are participating in this collaboration.

One of the projects involved in this collaboration is Cloud and Stage at the Department of Media and Communication. The goal of the project is to investigate how technological change has affected how we listen to music and how music is distributed, as well as the public’s attitudes to live music. The project activities include analysis of log files from the streaming service WiMP.

**Action Plan for Innovation:**

The goal of UiO’s Action Plan is to give UiO’s innovation efforts a coordinated upgrade and highlight UiO as an innovative university.
Research Fellow Sunniva Rose and Professor Magne Sveen Guttormsen. The cyclotron is Norway’s only accelerator for ionized atoms for research purposes. The laboratory is currently used in a number of research fields and applications. In addition, it produces radioactive isotopes for use in nuclear medicine. The laboratory is part of the Centre for Accelerator-based Research and Energy Physics (SAFE).

INNOVATION CHAMPIONS: Professor Jo Klaveness (left) at the School of Pharmacy is the holder of one hundred patents and is Norway’s uncrowned king of patents. Professor Unni Olsbye at the Department of Chemistry is the head of Norway’s first Centre for Research-based Innovation, called the Centre for Innovative Natural-Gas Processes and Products (inGAP). Radiation biologist Jostein Dahle at the Institute for Cancer Research, Øyvind Bruland, Professor of Medicine and chemist Roy Larsen have developed a new and promising drug to treat lymphatic cancer.
Dissemination & media service

A university in society:
It is a strategic goal for the University of Oslo to engage in active dialogue and cooperation to help ensure that research-based knowledge is employed to solve the major challenges facing society in the 21st century.

In 2012, the University of Oslo undertook widespread dissemination activities. UiO researchers are extremely well represented in newspaper columns. In the first quarter of 2012 we had 4,000 hits on names of researchers from our university in printed and online versions of newspapers and the technical press. This emerges from a study made by the UiO’s Communications Department in cooperation with Opoint. In addition, we have seen extensive coverage on radio and TV, especially on NRK.

Media service
In 2010, the university’s Communications Department established a separate press contact point, where journalists can receive help and guidance. The number of enquiries has increased steadily since the scheme was introduced. On average, the press telephone receives four enquiries daily. The Communications Department has also prepared lists of experts in a number of socially relevant topics to accommodate the journalists’ needs.

The Science Library – an important dissemination arena
UiO has opened a new science library, which has become an important venue and learning area for the science students and has highlighted UiO’s devotion to the natural sciences. The Science Library has also developed into a prominent arena for lectures and discussions. The lecture series Science Debate is a collaboration with Fritt Ord Foundation and other actors who wish to contribute to discussions and conversations on the natural sciences, their role in public life and their impact on social development. Here, UiO invites to guest lectures, debates and workshops with well-known researchers and outstanding communicators. A number of international stars of research dissemination visited the Science Library during 2012, such as the evolutionary psychologist Steven Pinker and Richard Wiseman, Professor of Psychology. The level of activity is high, with numerous successful events for students, researchers and the general public.

UiO undertook a wide range of dissemination activities in 2012.

From the exhibition “Headhunter” Digging for monster lizards under Jørn Hurum’s leadership Nils Christian Stenseth, Professor
Open access – set research free!
Society’s accumulation of scientific knowledge is a public good. The University of Oslo pursues the goal of making research results openly accessible to individuals, the public sector, business and the global research community. This must be achieved in accordance with principles of scientific and academic freedom, which bestows on the employee the right to choose a channel to publish his or her scientific achievements.

Open access means that scientific publications are made freely available on the web. The author retains the copyright to the publication, but permits users to freely read, download, copy, distribute, print, search through or link to the full text at no charge.

At UiO, researchers can now file their publications freely on the Internet in the institutional archive Digital publications at UiO (DUO).

The UiO Festival 2012
The four idea festivals on climate change, diversity, digitalization and the human body, held during the university’s anniversary year in 2011, drew approximately 15,000 visitors. We wish to follow up on this success from the anniversary year by arranging annual UiO festivals in the years to come. On Saturday 13 October Blindern campus brimmed with visitors. This time, internationalization was the festival’s defining topic.

Prominent names presented facts and opinions on economics, culture and identity, technology, criminology and America in terms accessible to laypeople. Espen Barth
Eide, Minister of Foreign Affairs, Shabana Rehman, Thomas Hylland Eriksen, Kalle Moene, Ole O. Moen, Morten Dæhlen, Katja Franko Aas and the American-Indian professor Pranab Bardhan held lectures.

A large circus tent on the campus square was filled with entertainment and cultural events. Performers included Donkeyboy, Trond Viggo Torgersen, Stillhouse with Unni Wilhelmsen and many others.

We also organized a Children’s University for children aged 2 to 12, where we invited for entertainment and science. The Children’s University was so well attended that we wish to expand this event during the UiO Festival of 2013.

The Aula is reopened for concerts

The University Aula, which is one of Norway’s most beautiful concert halls and steeped in tradition, has reopened for concerts after many years of restoration work. For many years, the Aula was one of Norway’s most popular concert venues. Richard Strauss held two concerts there in 1917, and through the years, the Aula has lent its stage to large jazz concerts. UiO will seek to reestablish the Aula as a prominent concert hall for Norway. We collaborate with a number of Oslo’s key cultural actors, such as the Norwegian Radio Orchestra, the Norwegian Chamber Orchestra, Barratt-Due Institute of Music and the Norwegian Academy of Music.

The museums

The university’s museums comprise the Natural History Museum and the Museum of Cultural History.

The Natural History Museum is Norway’s largest museum for natural science, with a collection of more than six million objects. Some of the best are on display to the public, in the museums themselves or in the Botanical Garden.

In 2012, the Natural History museum opened a large new exhibition called Headhunter. On the basis of a large collection of hunting trophies donated by a private owner, trophies, hunting and power are discussed. The museum took the top position on the Museum Association’s list of Norway’s most visited museums in 2012, with a total of 663,000 visitors.

The Museum of Cultural History is in charge of the large finds from the ship burials at Oseberg, Gokstad and Tune – the pinnacle of Norwegian archaeology. These Viking ships are among the most outstanding treasures of Norwegian cultural heritage. They are the best preserved ships from the Viking age, of which the Oseberg ship is perhaps the most arresting example. In 2012, the Viking Ship House had 474,608 visitors.

Digging for lizards at Svalbard

In October, an international team of researchers headed by Jørn Hurum and Hans Arne Nakrem from the Natural History Museum published the first scientific results from eight years of excavations at Svalbard in a special issue of the Norwegian Journal of Geology. They have succeeded in discovering several previously unknown species of marine lizards and in conducting a highly advanced dissemination project. In 18 articles, the researchers describe topics ranging from marine deposits and micro-organisms to lizards measuring 12 metres.

The primeval creature from Ås

The research report that attracted by far the most international media coverage in 2012 concerned the primeval creature from Ås. Man’s most distant relative is an extremely rare micro-organism found at Ås near Oslo. The discovery may provide a clue to how
life on Earth looked nearly one billion years ago.

The Microbial Evolution Research Group (MERG) studies tiny organisms to find answers to important biological questions in the fields of ecology and evolutionary biology. They work across such widely different disciplines as biology, genetics, bioinformatics, molecular biology and statistics.

When researchers from the University of Oslo compared the genes with all other known species of the world, it turned out that the primeval creature did not fit into any of the five main branches on the tree of life. The primeval creature is not a fungus, algae, parasite, plant or animal. It is called Collodictyon. This organism can be used as a telescope into the microcosm of pre-history.

Social debate after 22 July

Many researchers have become involved in the social debate that has followed the 22 July incidents, when the Government Quarter in Oslo and the AUF summer camp at Utøya were brutally struck by right-wing extremist terrorism. Academics from widely differing fields have been sought after by the media, especially in the context of the trial after 22 July. Researchers from medicine, law, social sciences, psychology and psychiatry appeared in Norwegian and international media to respond to questions that had been brought up during the 22 July trial.

The book «Akademiske perspektiver på 22. juli» [Academic perspectives on 22 July] presents a wide range of academic perspectives on the reasons for and the consequences of the events that unfolded on this catastrophic Friday in Norwegian history. The book is based on a series of lectures held under the auspices of the University of Oslo in the autumn of 2011. The chapters span a variety of disciplines, methods and theoretical perspectives. The book addresses the ideological landscape to which the perperator belongs, possible explanatory models for his actions, processing of grief and prevention of ideologies of hate.

Another relevant book is «Motgift – akademisk respons på den nye høyreekstremismen» [Antidote – academic responses to the new right-wing extremism]. A total of 20 academics, including Thomas Hylland Eriksen and Kathrine Fangen, contributed to the book. This “antidote” reviews the most common assertions made by contra-jihadist, right-wing extremist and so-called islamophobic groups.
The Research Council’s Award for Excellence in Communication of Science

The Research Council of Norway’s Award for Excellence in Communication of Science 2012 went to Professor Nils Christian Stenseth at the University of Oslo. Stenseth is Professor of Ecology and Evolution at the Department of Biology. He is also head of the Centre for Ecological and Evolutionary Synthesis (CEES) and one of Norway’s best known and most internationally cited authors. As a communicator of science, Stenseth can look back on a comprehensive production of popular-science publications.

The jury noted in particular that Stenseth has the ability to explain complex problems in a simple, yet poignant and lucid manner. Stenseth is a socially engaged communicator who appeals to audiences far beyond the boundaries of his discipline.

Dissemination of science to children

A day at the Observatory for Oslo’s seventh-graders

It was with considerable pride that UiO in November 2011 reopened the first university building ever to be erected in Norway, the Observatory. From 1833 and for one hundred years, the Observatory undertook astronomical observations. In 1895 the activities of the Observatory put an end to the practice of having local time in various regions of the country – all of Norway became a single time zone. The meridian from which all distances in the country are calculated was determined here, and this was decisive for seafaring, navigation, map design and land surveying.

The Observatory is now used for purposes of teaching science. Under the title «A day at the Observatory», all seventh-graders in Oslo – 7 000-8 000 every year – spend one day in the building to learn about four topics: magnetism and northern lights, map surveying, the solar system, and time and place.

The students should be left with an insight into how knowledge that we take for granted today has been established. One of the goals is to recruit more young people to UiO’s science studies.

The Partner Forum

The Partner Forum is a collaboration between the University of Oslo, BI Norwegian Business School and selected enterprises in
public administration. The Partner Forum currently encompasses 22 partners who jointly develop and arrange academic seminars and meeting grounds for the partners’ employees. The Partner Forum is one of the largest suppliers of courses for continuing education at BI and UiO. The Partner Forum had an active year in 2012, with a record number of partners and record attendance. Altogether 23 events were implemented for a total of 1,902 participants.

The autumn conference «Offentlighetsloven – hvor mye åpenhet kan vi forvalte?» [The Freedom of Information Act – how much openness can we administrate?] was one of last year’s major events. The conference was held at UiO on 9 November 2012, and drew more than 200 participants. At the conference, we asked whether the new Freedom of Information Act had made Norway a more open and democratic society – and what kind of problems, dilemmas and challenges the act has brought with it.

Oslo Science Fair
Once a year, University Square in Oslo is turned into a vibrant fair of intriguing research activities for children and adults of all ages. Each year, Oslo Science Fair attracts approximately 20,000 visitors and 40 exhibitors from research institutions in Oslo and Akershus. The Faculty of Social Sciences rigged up eight stalls in a large tent – «The Civic Centre» – at University Square during Oslo Science Fair 2012. The festival tent provided inspiration as well as insights to young people. Many pupils from Oslo’s schools paid a visit to the tent. Attractions included a graffiti artist who decorated a large wall. They could test their memory in a kind of treasure hunt designed by the Department of Psychology, and they had a chance to participate in the «Lottery of Life», organized by the Department of Economics. The Minister of Education and Research gave it a shot, and was handed a new birth certificate stating that she was born in a Chinese province.
A university in action: The University of Oslo will administer its aggregate resources proactively so that they help support its core activities.

UiO has implemented certain special measures that will help us achieve the goals defined in Strategy 2020:

**Establishment of an international Strategic Advisory Board**
The University of Oslo has appointed a strategic board consisting of seven academic names from various parts of the world, including Esko Aho, former Prime Minister of Finland, the literary researcher Toril Moi and the Nobel Prize laureates Peter Agre and Erwin Neher. The Strategic Advisory Board will provide external feedback on where the strengths of UiO lie and where the university fails to live up to standards. The board will also have as an ambition to point out where the university may play a role internationally.

**UiO’s work to attract private grants**
As part of the efforts to reach the goals in Strategy 2020, UiO wishes to intensify its interaction with society and business. To increase its flexibility and latitude, UiO will facilitate the generation of external revenue in the form of private grants. These efforts include ensuring appropriate administration and developing initiatives that may increase the volume of private grants in the long term.

Foundations, funds, private individuals, NGOs and business provide broad-based and important support to research activities at UiO.

Examples of centres established with the aid of private grants include:

**The K.G. Jebsen Centre for Psychosis Research**
The centre was founded and established through a generous donation from the K.G. Jebsen Foundation. The centre’s goal is to discover new facts about the reasons for psychotic disorders, which are considered to be one of the greatest enigmas of modern biomedicine. The centre has been awarded the status of a Centre of Excellence in Research, appointed by the Research Council of Norway.

**Norwegian Centre for Primary Sclerosing Cholangitis**
Primary sclerosing cholangitis (PSC) is a rare, but serious and chronic inflammatory disease of the bile ducts, and is the most common cause of liver transplantation in Norway. A generous donation from Canica AS has helped the research group establish wide international networks and collaborations. Not many years after its inception, the centre has become a huge success with a strong international profile.

**The Administrative Streamlining Programme**
UiO’s Administrative Streamlining Programme (ASP) was launched in 2010 as a follow-up to the Administrative Streamlining Commission’s recommendations and UiO’s Strategy 2020, which says: The University of Oslo will administer its aggregate resources proactively so that they help support its core activities.

The ASP must be seen in the context of UiO’s review of academic priorities, which include selected disciplines in which we occupy a strong position today, and in which we wish to remain in a strong position in the future. Undertaking an equivalent re-
University Director Gunn-\linebreak Elin Bjørneboe heads the Administrative Streamlining Programme.

The goals of the ASP are:
- To devote a larger proportion of resources to the primary activities of research and education
- To facilitate a better working day for students and staff
- To establish a culture for continuous improvement

The Board has decided that 10-30 per cent of the resources that are currently devoted to administration should be redirected to strengthening of our primary activities, measured in monetary terms and in terms of quality.

The University Director will elaborate a plan that describes the development and dimensions of the administration of UiO as a whole.

The division of labour between the organizational levels will be assessed in more detail, and an increased standardization and specialization of routines and roles will be sought.

Ongoing efforts
Five projects with associated planning groups have been involved in studying these issues:
- Roles and responsibilities associated with the administrative levels at UiO
- Administrative IT systems
- Externally funded activities
- Voucher-based fees
- Student administration, including local enrolment, arriving and departing students, specific recognition and examinations
- UiO’s website

A guideline decision has been made with regard to roles and responsibilities associated with the administrative levels. UiO’s administration shall be organized according to the subsidiarity model. This implies that decisions should be made at the lowest level capable of addressing the matter effectively. Wherever economies of scale or special competence can be invoked, centralized solutions shall be considered.

The research group Norwegian Centre for Primary Sclerosing Cholangitis (PSC) has established a new international network, a biobank and a large increase in its scientific publishing activities, thanks to a donation from Stein Erik Hagen’s enterprise Canica AS.
The University of Oslo administers NOK 6.6 billion annually. Here we present some of the results achieved.

**Key figures**

<table>
<thead>
<tr>
<th>Amounts in NOK million</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<tbody>
<tr>
<td>TOTAL</td>
<td>5 848</td>
<td>6 117</td>
<td>6 642</td>
<td>6 651</td>
</tr>
<tr>
<td>– of which grants</td>
<td>4 363</td>
<td>4 654</td>
<td>5 062</td>
<td>5 019</td>
</tr>
<tr>
<td>– of which external revenues</td>
<td>1 024</td>
<td>1 035</td>
<td>1 074</td>
<td>1 094</td>
</tr>
<tr>
<td>– of which sales and rental income</td>
<td>373</td>
<td>358</td>
<td>373</td>
<td>353</td>
</tr>
<tr>
<td>– of which other revenues</td>
<td>88</td>
<td>70</td>
<td>133</td>
<td>185</td>
</tr>
</tbody>
</table>

Total revenues in 2012 amounted to NOK 6.651 billion. The relationship between the revenue categories has remained stable.

UiO has accumulated 22 grants from the European Research Council (ERC), and is at the same level as Europe’s leading universities.

In 2012, the Research Council of Norway appointed thirteen new research institutions to the status of Centres of Excellence in Research. Four of these centres were awarded to UiO.
Trends in the number of PhDs 2007–2012

The Faculty of Medicine accounts for 45 per cent of all PhDs conferred by UiO and for 16 per cent of the proportion in the entire sector.

Trends in the number of man-years 2007–2012

All sources of funding

The trend towards an increase in the number of administrative man-years has been reversed. Prognoses for future years reinforce this trend.

Exchange students

<table>
<thead>
<tr>
<th>Number of exchange students</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NTNU</td>
<td>5.7%</td>
<td>6.2%</td>
<td>6.9%</td>
<td>8.4%</td>
<td>8.2%</td>
<td>8.9%</td>
</tr>
<tr>
<td>UiB</td>
<td>7.9%</td>
<td>8.2%</td>
<td>8.2%</td>
<td>8.5%</td>
<td>9.1%</td>
<td>10.4%</td>
</tr>
<tr>
<td>UiO</td>
<td>5.3%</td>
<td>5.4%</td>
<td>5.8%</td>
<td>6.4%</td>
<td>6.3%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Number of ECTS credits per full-time equivalent 2007-2012

Six countries head the statistics of incoming as well as departing students: Australia, France, Spain, the UK, Germany and USA.

The University Board has adopted ambitious goals for the indicator ECTS credits per full-time equivalent. We can see that achieving these ambitions will be a demanding task.