Strategy 2030

Vision / ambition (to be finalised in December)

**The University's objectives and core values**

For more than 200 years, the University of Oslo has helped shape Norwegian society and contributed to international knowledge development. We have educated people for key positions both at home and abroad. Long-term, basic research and research-informed education are the mainstays of the University of Oslo as a knowledge institution.

Today, the proportion of the world’s population that is starving or living in a war zone is smaller than ever before. Average life expectancy continues to rise. Countries that have previously been poor are experiencing economic growth. At the same time, the world is facing major challenges linked to climate change and new forms of inequality and exclusion. Established power structures are changing, leading to tensions and uncertainty. In many countries, anti-democratic movements risk undermining democracy as a form of governance.

Never before has such a large proportion of the world’s population had access to higher education. And never before has there been such widespread access to complex, specialised knowledge. At the same time, faith in science is being challenged, and the autonomy and academic freedom of universities are under pressure.

The University of Oslo will stand up for academic freedom nationally and internationally. With academic freedom follows academic responsibilities. The University’s role for the future of democracy, sustainability, human dignity and fairness is more important now than it has been for a long time. Through excellence in research and education, the University of Oslo will describe, understand, analyse and find solutions.

The University of Oslo collaborates with the public administration, the private sector, hospitals, schools, the cultural sector, and educational and research institutions. We want to further strengthen these relationships to develop new knowledge and contribute to innovation, welfare and quality of life. Collectively, with knowledge as the foundation, we will create a better future.

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*Strategic2030 stakes out a direction for the University of Oslo for the next ten years and sets four mutually dependent ambitions with appurtenant goals.*

**The University of Oslo promotes open, ground-breaking, long-term research**

The University of Oslo is a first-rate European research-intensive university. As Norway’s leading university, it is part of our national mission to be at the forefront of international research. Our position is reflected in academic evaluations, the number of grants we win from the European Research Council (ERC), the number of Centres of Excellence, and in international rankings. We work uncompromisingly for open, transparent research to ensure the quality, integrity and reliability of our research. We educate one third of all PhD students in Norway.

Our strength is long-term basic research within the humanities, natural sciences, social sciences, medicine and technology. We will exploit our academic breadth to ask questions and find answers where both discipline-specific and interdisciplinary knowledge provide new perspectives and opportunities.
The University of Oslo has strengthened its position as a centre of excellence in research in recent years. We see that leading international institutions regard us as an important and attractive partner. Meanwhile, the competition for talent and funding is intensifying, both in Norway and globally. Recruiting and retaining outstanding researchers and research groups will require a more concerted effort. We need to highlight and profile the University of Oslo as an attractive workplace. We will also need to work harder for competition-based funding. We have noticed that the framework conditions for free research are changing. It is becoming more common to set requirements regarding research topics and international collaboration with both public and private players as conditions for receiving research funding.

Goals:

- All research groups at the University of Oslo are among the leaders in Europe in their area.
- All of the University of Oslo’s units stimulate innovative discipline-specific and cross-disciplinary research and internal and external collaboration.
- All of the University of Oslo’s units are positioned to maximise the full spectrum of possible sources of funding.
- The University of Oslo is a central force in research policy and promotes free research.
- The University of Oslo contributes to good national and European framework conditions for thematic research programmes.
- Through its research, the University of Oslo helps solve society’s immediate and long-term challenges.
- All of the University of Oslo’s units ensure research ethics and research integrity through systematic training and continuous awareness raising work.

The University of Oslo educates students with the knowledge, ability and willingness to create a better world

Norway’s brightest university-students apply to the University of Oslo. The new climate-change generation comes to us with a desire to change the world for the better. Our students are the main bridge between the University and society. At the University of Oslo, they meet Norway’s best researchers, and some of Norway’s most prominent knowledge providers. The University of Oslo will work to become an even more important educational institution and offer educational programmes that capture the students’ academic ambitions and social engagement.

The programmes at the University of Oslo will be of the highest academic quality and be based on even closer ties between research and education. The students encounter new knowledge through discipline-specific depth and interdisciplinary understanding. An education from the University of Oslo will provide competencies for the 21st century and lay the foundation for life-long learning. In an age when international cooperation is politically challenged, at the same time as the need for global solutions to societal challenges is greater than ever, the University of Oslo will intensify its international efforts. In collaboration with other research-intensive universities in Europe, we will contribute to the development of the European Education Area. Collaboration takes place across languages, national borders and disciplines to address the challenges facing Europe and the world.

Student drop-out and loneliness among students will be counteracted by fostering a sense of community and belonging. We will see the whole person and create systems that make the students a resource for each other. In collaboration with the Student Welfare Organisation (SiO), the City of Oslo and the other higher educational institutions in the city, we will further develop Oslo as a student city and welcome
students to lively campuses with a broad range of academic and social activities. The University of Oslo will involve the students more closely in teaching and research, facilitate contact with industry during the course of their studies, and become a hub for student innovation in the region.

Goals:
➢ Students learn critical thinking, creativity, problem solving, ethical reflection, and collaboration.
➢ UiO graduates have the ability to view their subject in a wider social perspective and make concrete contributions to a sustainable world.
➢ Students encounter digital solutions that are fully integrated into the courses, learning processes and physical learning environment.
➢ Programmes are developed in dialogue with the students, actors in society and the employment market, and facilitate participation in research activities and contact with real-life employers.
➢ Through new forms of collaboration with selected European partners, University of Oslo students are exposed to a wide variety of perspectives, ideas and cultures.
➢ The University of Oslo offers research-based and work-oriented further and continuing education, and contribute to the development of good models for organising and funding life-long learning.

The University of Oslo shares knowledge and helps ensure it is used
Science and knowledge are essential for the development of all societies. By sharing and using knowledge, our students and employees are shaping the future. The University of Oslo has extensive dissemination activities. Every day we participate in the public discourse and help keep democracy alive. The University of Oslo has a central role in contributing to an informed, critical public and making sure that scientific knowledge is used in processes and institutions where collective decisions are made.

The University of Oslo plays an important role in preserving cultural knowledge in Norway and has a special responsibility for the renewal and dissemination of knowledge about Norwegian society, language, history and nature. Our two museums are Norway’s most visited and offer learning and experiences to a wide audience. The University of Oslo will increase its visibility in various arenas and also provide access to knowledge to groups and individuals who are not usually in close contact with the University.

The University of Oslo is Norway’s most innovative university measured in the number of business ideas, patent applications and industrial co-authorship. We need to take greater responsibility for ensuring that ideas and technology are used, developed and shared in collaboration with the public administration and the private sector, nationally and internationally.

Goals:
➢ The University of Oslo will increase the breadth and weight of its dissemination activities, be present where discussions take place and opinions are formed, and make our own dissemination arenas more accessible and visible.
➢ The University of Oslo’s museums and libraries are among Norway’s most important knowledge providers and strengthen their standing as an arena for meaningful experiences, learning and research.
➢ As a capital-city university, the University of Oslo will strengthen its collaboration with the Oslo region through active campus development and close contact with citizens, decision makers, employers, industry, and knowledge institutions.
➢ Knowledge from the University of Oslo contributes to sustainable social development and the green shift.
➢ Through the breadth of its activities, the University of Oslo contributes to innovation, development and implementation of new solutions for welfare, employment and businesses.
➢ The University of Oslo will develop the life sciences as a broad multidisciplinary focus area and exploit the potential of the new building to meet society’s expectations.

The University of Oslo has a flexible organisation and is an attractive workplace for students and staff

The University of Oslo will adopt technology that supports our tasks and ambitions, and continually develop our own organisation, management and work forms. In order to respond more quickly to opportunities for academic development, internal barriers must be identified and removed, and alternative organisational forms must be used. We must all pull together across units to nurture a culture of close collaboration among students and staff – technical, administrative and academic.

Taking good care of employees and students is essential for the University of Oslo to succeed in its social mission. At the University of Oslo, everyone will be included in stimulating academic environments and enjoy a good, safe working and learning environment where they encounter respect and equal opportunities. A strong ethos of collegiality and an unshakeable culture of free speech are important cornerstones in an academic workplace.

The University’s legitimacy depends on our ability to capture and collate a broad spectrum of perspectives and opinions in society and the world. In order not to lose this wealth of perspective, the University of Oslo must strive to better reflect the greater diversity in the population.

Campuses, buildings and properties constitute a significant strategic power that must be used to support our social mission. The campuses must be developed in close contact with the surroundings and in dialogue with students and staff. This dialogue is essential to create attractive new arenas for interaction.

Goals:
➢ The University of Oslo will develop its organisation to meet the need for greater flexibility and more interaction.
➢ The University of Oslo is a professional, predictable employer that attracts the best and ensures academic, professional and personal development.
➢ The University of Oslo follows up young researchers so that they are well prepared for a career both within and outside academia.
➢ The University of Oslo works to ensure a culture that promotes greater freedom of speech, characterised by open dialogue, tolerance and open-mindedness.
➢ The University of Oslo reflects the greater diversity in the population and works systematically to create an inclusive culture.
➢ The University of Oslo’s buildings and properties are developed as attractive meeting places and are run sustainably.