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Date:06.11.2012

Your ref.:

Our ref.:

## Strategic Advisory Board of the University of Oslo – mandate and inaugural meeting

Dear Board members,

The University of Oslo's ten-year strategy - Strategy 2020 - provides the vision and level of ambition for the University towards 2020, and is the most important steering document for the institution. We therefore see it as the central point of reference for SAB's work and as constituting a basis for the Board's deliberations. The University is anxious to strengthen our capacity to realise our long-term ambitions and we would particularly welcome perspectives on these three areas:

- The current state:
  - Based on the information we provide at the upcoming meeting, we ask your view as to where we stand today. We would welcome feedback on our strengths, on areas where we underperform, and especially on areas that can be developed.
- Status UiO 2020 (the vision):
  - We solicit your opinion on the level of ambition embedded in our strategy plan Strategy 2020. What is a realistic ambition for our university, given the current funding level? What is a realistic ambition, in the case of a substantial increase in public and third party funding?
- The path from 2012 to 2020 (the strategies):
  - We ask you to review the strategies in Strategy 2020 as well as our ongoing processes, to judge whether we take the right steps forward.



**The Rector**

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We believe the main challenges for SAB will be:

- (1) to determine where we are, using an international frame of reference: UiO's characteristics, competencies, performance levels at present ("what is").
- (2) to extrapolate from the ambitions and visions in Strategy 2020: what is a realistic and achievable profile in 2020 ("what should be").
- (3) to highlight the gaps that exist and need to be addressed, and to table a set of recommendations for further action.

We expect that recommendations from SAB may fall into different categories, for example:

- Which of the 28 strategies in Strategy 2020 should be prioritised and given special attention from now on?
- Is UiO failing to manage possible conflicts between different objectives? Could this be handled better?
- Which of our strategies and ongoing processes should be bolstered by special initiatives, or more resources, from UiO or from the authorities?
- Are our current performance indicators fit for purpose, and are they showing progress towards our goals?

We would also like to be challenged on a range of more specific issues currently under discussion, such as:

1. How can we optimally exploit our academic breadth (interfaculty teaching and co-operation)?
2. How can we best develop possible synergies between UiO's strategy and the visibility of Oslo/Norway internationally? Specifically, how could UiO latch onto Norway's active foreign policy and high profile in peace and conflict issues?
3. Mission driven vs. curiosity driven research: Is there a conflict between the two? How can we find the balance? How much emphasis to put on "scientific activism" and "science diplomacy"?
4. How to handle university rankings (should they be considered a goal in themselves?)
5. How to ascertain that research and teaching are duly anchored in academic and democratic values?
6. How to ascertain diversity on campus? How to strengthen gender equality?
7. How to strengthen recruitment?
8. How to secure access to international networks? International/regional hubs vs. separate agreements?
9. How to secure the position of the humanities in a time when "for profit" is becoming a stronger element?

We expect the SAB will identify challenges and areas where change is needed; it may also identify areas where UiO is being limited by national frameworks and policies.

SAB will report to Rector Ole Petter Ottersen. Any follow-up actions on recommendations from the SAB will be discussed and decided upon by the University Board.

We are most grateful for your willingness to take part in this endeavour and look forward to welcoming you to our campus.

Sincerely yours,



Ole Petter Ottersen  
Rector



Gunn-Elin Aa Bjørneboe  
University Director

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Officer in charge: Senior Advisor Olaug Kristine Bringager