Strategy 2020

UiO : University of Oslo



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Strategic objective for the University of Oslo in 2020:
The University of Oslo will strengthen its international position as a leading research-intensive university through a close interaction across research, education, communication and innovation.



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”Et nos petimus astra”

Integration of core activities

Strategy 2020 provides a framework and directions for the ambitions for the University of Oslo. Strategy 2020 has a ten year perspective and we see that national as well as global expectations for universities will increase during this time period. Our wish is that the University of Oslo will be at the leading edge and meet these developments with high levels of ambition. These ambitions will take time to realize. Developing strong and robust academic environments is also a process that will require time.

UiO has the goal of increasing our contribution to international academic development and meeting the many challenges facing society. “Et nos petimus astra” (Also we are seeking the stars) is our motto for this 10 year period, just as it was for astronomer Christopher Hansteen when he laid the cornerstone for the University’s first building in 1831. We argue that the key to increased international scientific breakthroughs is through a stronger focus on academic quality, good leadership, good working and learning environments and that our core activities; research, teaching, communication and innovation, would benefit from being developed in close connections with each other. The strategy is therefore developed with five main sections where classic core activities are integrated rather than presented separately.

28 strategies for a first class university

If Strategy 2010 is to have an impact and create a platform for change, it must be relevant for the individual employee and student. The goals set up for the University of Oslo can not be reached unless the strategy is able to create change where research and teaching take place on a daily basis. For this reason, the document contains 28 specific strategies for creating a better university. Some of the strategies are concrete actions, whereas others will require cultural changes.

Our goal is that through this document, a process will start in which we develop, challenge and lift each other so that together, we will be seen as an attractive, vital and internationally renown top university in 2020.

We have all participated

Strategy 2020 has been developed during an 8 month process in 2009-10 during which all parts of the institution, students and employees, have been heard. The strategy was adopted by the University Board on April 27, 2010.

Strategy 2020 serves as the framework for faculties, museums and other units as they develop their own strategies. In addition, a set of indicators connected to the goals of the strategy will help us to monitor and realize our ambitions.

Ole Petter Ottersen
Rector

Gunn-Elin Aa. Bjørneboe
University director

Objectives and profile

The University of Oslo (UiO) is Norway's largest and oldest university, grounded in European scientific tradition. Our Strategic plan 2010-2020 is elaborated against a background of the ongoing tension between tradition and renewal. Our ambition is to develop UiO into a first-class international university, where the interaction across research, education, communication and innovation is at its best. The University will continue to be an innovative academic centre that generates new knowledge and provides possibilities for individuals and society to ask good questions and find tenable answers. The university contributes to the renewal of our society by generating new knowledge. Inquisitive, insightful, and creative individuals play a key role in the university's activities.

The University of Oslo is internationally ranked as Norway's leading university. It has made and continues to make significant contributions to the nation's research, innovation and education. An important task will be to come to terms with and clarify current challenges, and to conduct long-term, future-orientated research. This demands respect for the right to pursue one's own research questions, and requires that academic competition is conducted in a spirit of collegiality and academic fellowship.

Academic culture is characterised by critical reflection and debate, a critical attitude towards established norms, and a place where objectivity and freedom from prejudice flourish. Therefore, the university must achieve a fellowship of working and learning that is based on equality, respect and openness. University democracy and participation are necessary conditions for a free, independent and innovative academic centre.

The University of Oslo shall demonstrate the ability and willingness to transcend boundaries, whether they be academic or national borders. An outstanding research-intensive university must be an active participant in international cooperation on research and education, and UiO will aspire to making a stronger contribution to this cooperation. Since much leading research is conducted within interdisciplinary environments, academic boundaries must also be transcended. UiO will provide an environment where employees and students can perform at their best, challenge academic dogma and existing notions and thereby go beyond their own boundaries.

CORE VALUES

Our strategic plan is grounded in a spirit of academic freedom and collegiality. Other core values are:

A university in pursuit of quality

The University of Oslo must strive for quality in all of its activities and strengthen a culture that promotes continuous quality improvements. The university's academic units shall aspire to the highest quality standards; they have a key role in setting these standards and passing them on to future generations. A transformative culture of quality also calls for a stronger focus on the ways in which support functions and infrastructure interact with academic activities. The University of Oslo will concentrate on the units that have already achieved a high level of quality and allow opportunities for their further development. Strong academic units will be given opportunities to develop further. Academic units that face major challenges in terms of quality will be evaluated so as to determine whether to develop them further or to phase them out. The criteria for quality shall be clear and consistent, and developed by the academic units in accordance with international standards of high-level research. The

university shall implement the approved academic priorities and use them in their quality assurance work.

Social responsibility, solidarity and the environment

The University of Oslo is ready to take responsibility for helping to resolve global challenges, particularly those related to climate and the environment. UiO will take responsibility for facing environmental and climate-related challenges both through research and education related to the environment and through operations at the university. In this way, UiO will establish itself as a green university.

Breadth and cutting edge

UiO has a broad range of academic disciplines, and is responsible for a number of national tasks. Academic breadth of high quality helps nourish excellence because new knowledge needs simultaneous input in new combinations from many different academic fields. Therefore, there must be a balance between supporting high-performance academic units and ensuring development and renewal in other academic units.

UiO as a place of learning

Students are an important part of the university's academic fellowship, and UiO shall provide solid education as well as impetus for self-formation. Self-formation implies that students develop insight into traditions of knowledge and an awareness of norms and cultural premises in academic fields and in society. The University of Oslo shall provide education with a special emphasis on knowledge, skills and attitudes characteristic of internationally oriented research intensive universities. Dissemination of knowledge to society occurs most effectively through our graduates.

People first

A university's most important resource is the people who work and study there. Therefore, this strategy aims to provide possibilities that bring out the best in each individual. An internationally leading university must conduct an active policy of equality between women and men, and a recruiting policy that ensures diversity and equal opportunities for all.

THE UNIVERSITY'S CHALLENGES

The University of Oslo is expected to do more in the face of global and national challenges. At the same time, UiO is asked to be more accountable for the use of its own resources in a situation where financial constraints are becoming tighter.

Similar strategies can and should be used to address both national and international challenges. Internationalisation and successful participation in various EU efforts will help UiO meet national objectives. By strengthening its international network and international recruiting, the university will ensure that there is adequate knowledge and essential expertise for the further development of Norwegian society.

In 2020, the University of Oslo will be more visible, attractive and engaged in the international arena than it is at present. This objective shall be achieved by transcending geographical, academic and institutional boundaries. The University of Oslo envisions itself as an action-oriented, engaged, open university contributing to the development of society, and will become an even better place in which to work and study.

A university transcending borders

OBJECTIVE 1: The University of Oslo shall promote pioneering research, education and communication and be sought after as an international partner.

STRATEGIES:

1. *The strength represented by the academic breadth of the university will be utilised even better through interdisciplinary research and education. Adequate funding mechanisms will be developed for interdisciplinary activities and temporary initiatives.*

2. *The university's international involvement shall be greater, e.g. through increased participation in selective strategic partnerships and in the European Research Area.*

3. *All educational programmes will be given an international profile and cooperation with foreign institutions will be increased in order to achieve greater relevance and a higher level of quality.*

4. *A targeted recruiting policy will help to increase the extent of international recruiting.*

5. *Cutting-edge international research will be supported through strategic investments and cooperation related to research infrastructure.*

6. *The University of Oslo will increase its visibility through the university museums.*

Outstanding research is cutting-edge by nature in that existing knowledge and dogmas are challenged, and new ideas are tested. Existing boundaries between academic disciplines are transcended, allowing cooperation across national boundaries and between universities. Many of the 21st century's global challenges associated with areas such as climate, energy, health, poverty and violation of human rights observe neither disciplinary boundaries nor geographic borders. This gives a university such as the University of Oslo, which has a broad range of academic disciplines, a clear advantage. In order to make use of this advantage, the university will work actively to identify and develop interdisciplinary research and education.

During the strategy period, UiO will prioritise an interdisciplinary effort in the Life Sciences through academic development and infrastructure. UiO has a special potential in this area that will help achieve key research policy objectives and meet societal needs for new knowledge in health care, the environment, sustainable energy and the effects of global climate change on life and health.

Academic activity shall govern the ways in which the University of Oslo organises its activities. This requires flexibility within the organization. In order to improve flexibility, better mechanisms will be established for handling temporary initiatives so that expertise is preserved and possibilities exist for new initiatives.

A university with a broad range of academic disciplines has a special responsibility to generate new ideas and call attention to the ways in which they challenge existing

knowledge. We acknowledge that new and radical solutions often originate in free basic research. At the same time, it is an important task for the university to develop new knowledge for the sake of knowledge. It is therefore necessary that there be room for research in areas that do not come under our current core areas.

The University of Oslo will intensify internationalisation by increasing its cooperation with the most attractive international environments and by competing for the best international projects, researchers and students.

Research environments shall contribute to the international research front and participate in productive international networks. UiO will actively take part in Nordic cooperation and in the European Research Area (ERA). Particular emphasis will be given to increasing grants from the European Research Council (ERC) and to participating in major European projects for research infrastructure.

UiO shall be more selective and purposeful in its institutional cooperation and give priority to long-term cooperation with some of the best international research and educational institutions. Cooperation with prioritised countries in other parts of the world will be improved and include selected institutions in the global South. EU cooperation will be a platform for international cooperation with the rest of the world. The university will help strengthen institutions and academic environments in developing countries through cooperation based on academic quality and reciprocity. UiO will give special priority to international cooperation on the major global challenges in accordance with its own academic and interdisciplinary priorities.

Internationalisation of study programmes will be enhanced through increased cooperation with strategic partners and through securing agreements with leading universities. Together with these universities, UiO will establish more and better international programmes, recruit more foreign students and increase the number of international lecturers participating in study programmes.

The university is operating in a global labour market for scientific employees, where mobility is increasing. This entails better opportunities for international recruiting, but also means that some of the best researchers will leave UiO. International mobility is an important factor promoting quality. In order to achieve this, faculties and academic units should improve their recruiting practices, e.g. through active searches in international academic units. Scientific positions will be announced internationally.

A stronger focus on internationalisation requires investment in Norway in improving language skills in research, instruction and administration. An international campus, a UiO website more international in character, and a professional system for welcoming and integrating international students and employees are important elements in promoting internationalisation at UiO.

Access to future-oriented infrastructure, especially in the form of ICT and library services, is a necessary condition for high quality. Some investments are too large for one institution to bear alone and will require cooperation among institutions and with national authorities. UiO must use its position to influence decisions concerning national participation and use of resources in supranational infrastructure projects.

The museums' extensive collections will be better utilised in both research and instruction. One instrument is an improved focus on research at the museums. Our university museums play an important and unique role in building bridges between research and society. Building new and upgrading existing buildings will be an important part of the university museum strategy.

A university for research-based education

Objective 2: The University of Oslo will offer research-based education equivalent to that offered by the foremost international places of learning.

STRATEGIES:

7. *The University of Oslo will offer educational programmes attracting well qualified students who are motivated to study at an outstanding research-intensive university. Students will be offered impetus for self-formation and research-based education, including instruction of an interdisciplinary nature.*

8. *UiO will offer the nation's best learning environment through clearer expectations and by providing pedagogical competence leading to closer follow-up, the use of varied teaching forms and evaluations that promote learning.*

9. *Cooperation with public and private sector will be improved so that students are ensured natural advantages in the labour market.*

10. *Research training will be further developed in order to be internationally attractive and future-oriented. PhD candidates will be integrated into active research units.*

11. *UiO will offer Norway's best teacher education and increase its recruitment of well qualified students in the natural sciences.*

12. *UiO will be a visible, flexible, professional provider of research and experience based continuing and further education.*

UiO will offer Norway's most demanding, motivating and rewarding education. Students will apply to the University of Oslo knowing that they will receive a top education at an international level. Throughout their period of study they will be equipped with specialised as well as general competences preparing them for participation in the knowledge society. Therefore, for recruiting purposes, it will be important to attract applicants who are qualified for, and motivated by, a course of study at an outstanding research-intensive university. Simultaneously, during this period, it will be especially important to ensure good recruitment of young people with a minority background and to meet the challenges related to studies with an abnormally skewed gender distribution.

The University of Oslo will attach particular importance to the skills and attitudes students can only acquire at an outstanding research-intensive university. Achieving this requires state-of-the-art content in study programmes together with learning outcomes requiring students to demonstrate their capabilities of critical and independent reflection. Students shall be associated with active academic units in order to inspire them and involve them in research. Students shall have the opportunity to meet researchers and current research results early in their academic careers.

At an early point in the strategy period, faculties at UiO will be implementing their approved academic priorities for study programmes, especially with regard to pedagogical quality, ties to research, interdisciplinary approaches and internationalisation. Programmes of study will play a role in

promoting UiO as a world-class international university.

UiO will make efforts to ensure the establishment of Centres for Outstanding Education. At the same time, UiO will reaffirm its responsibility for offering a good general education where the demand is high and lasting.

Learning environments shall support the academic content within programmes of study and will encourage independent student activities. The use of ICT in teaching shall be flexible and future-oriented. Academic and pedagogical expertise will be closely integrated. Teaching shall be valued and reflected upon. Leadership skills related to teaching and study programmes will be seen as an integral part of leadership responsibilities at all levels within the institution.

Student guidance will be improved. The buddy scheme will continue to be developed as a useful resource in preparing new students for life at a research-intensive university.

Improving of the quality of education will help students realize a normal progression in their studies and will contribute to more efficient use of resources.

Graduates from the University of Oslo will be regarded as attractive employees both nationally and internationally. The relevance of their qualifications for employment will be increased through better contact with workplaces during the period of study. Public and private enterprises will be active participants in the development and evaluation of study programmes. During their studies, students will be made aware of the ways in which the competences they acquire can be used in the workplace.

The University of Oslo is investing intensively in doctoral research education. One of UiO's objectives is to improve and develop this education so that it becomes more attractive internationally. The most important target areas are the form and quality of instruction, good academic and social integration of PhD candidates into the research units and a set of courses that are relevant both academically and in the labour market. The university will continue to develop doctoral research schools.

The Master of Education programme shall be of an international calibre. In cooperation with the school system, a research-based education will provide Norway with highly qualified teachers. UiO will intensify its efforts to increase recruitment to educational pathways with clearer vocational relevance to society's needs for competence. This is especially true with regard to mathematics and science.

UiO will be a visible, professional provider of research and experience based continuing and further education and offer separate alumni activities. Unlike other programmes of study where the principle of a free education prevail, programmes of continuing and further education shall be ensured through external funding.



FOTO: HANNE UTIGARD

A university in society

OBJECTIVE 3: Through active dialogue and cooperation, the University of Oslo will help to ensure that research-based knowledge is employed to solve the major challenges facing society in the 21st century.

STRATEGIES:

13. *The University of Oslo will share knowledge and improve its dialogue with the society-at-large. Research-based knowledge will be applied to challenges found in the public domain through a closer collaboration with institutes and public and private enterprises.*

14. *The university will contribute more actively in the organisation of public research funding so that there is a better interaction between long-term academic development and external funding schemes designed to meet social challenges.*

15. *UiO will enhance its profile as a university in a capital city through a closer dialogue with the authorities and with the business sector in the region.*

16. *UiO will intensify its efforts to help promote innovation and the transfer of knowledge.*

17. *The university museums shall be better utilised to arouse greater interest in research and the university.*

Active communication and sharing of knowledge represent sound approaches to the development of knowledge and are in accordance with the spirit of academia. University leadership at all levels has the responsibility of placing greater emphasis on dialogue with society. Communication will be encouraged and rewarded. The Internet will be a preferred communication channel for research cooperation and the exchange of information with other academic units, as well as a communication channel to the general public. The university will adopt a more comprehensive approach to the dissemination and communication of research. Priority will be given to the efforts to preserve and publicize scientific publications in open, institutional archives and to Open Access publishing.

Academic units will be better utilised to motivate children and adolescents to pursue programmes of study and research. This applies not least to the university museums, which have a great potential to communicate with and motivate young people towards a greater interest in knowledge and in the university. Our museums also play a key role in helping to give the university a more distinct presence in the nation's capital. The university community will take an active role in the dissemination of research to the general public through the use of interactive arenas for dialogue, through the use of the Internet and through key events that aim to both inform the public and recruit new students. Dissemination activities will help ensure that research, educa-



FOTO: ANDERS LIEN

tion programmes and the university's relevance in society are better publicised than they are at present.

The University of Oslo will improve its cooperation with the local school sector as well as other relevant public and private enterprises. Strategic cooperation with the institute sector, the region's university hospital and the South-Eastern Norwegian Regional Health Authority will also be further improved.

Terms applying to external projects are often set in the planning phase of national or European announcements of research funding programmes. In an effort to better coordinate long-term academic development at UiO together with external efforts to meet societal challenges, UiO's researchers will actively participate in the planning phases of external funding programmes and will develop a closer dialogue with potential sources of funding.

The city of Oslo, in which the university is located, and the university's relationship with the business sector and community life in the Oslo region will play a crucial role for UiO. The university will increase its visibility in the city through further development of property and activities in the centre of Oslo. UiO will have substantial public-oriented activities, e.g. through museums, the library and increased interaction with the city of Oslo, the citizens of Oslo and the regional business sector.

UiO will intensify its efforts to commercialise research results and cultivate entrepreneurship among its researchers and students. In order to achieve increased innovation, UiO will review its policy instruments on the basis of a broad conception of innovation, which includes the sharing and development of knowledge between UiO and the business sector, the authorities and other organisations. Innovation will be integrated to a greater extent into programmes of study and research.

A university in action

OBJECTIVE 4: The University of Oslo will administer its aggregate resources proactively so that they help support its core activities.

STRATEGIES:

18. *Resources will be allocated to academic units on the basis of quality and relevance of activities, and as determined by the university's approved academic priorities. Research and educational units distinguished by their high quality shall have good conditions.*

19. *UiO will ensure that basic funding and external funding have a mutually reinforcing effect through a focus on the total costs and more active prioritisation of areas for external funding.*

20. *In order to be able to give staff and students good working conditions and necessary equipment, all units shall achieve a good balance between salary expenses and operating expenses.*

21. *More uninterrupted time for research shall be ensured through a greater concentration of teaching responsibilities and better support functions.*

22. *Quality will be given higher priority than quantity when determining the dimensions of study programmes and research. This shall be considered in the context of a better national and international sharing of responsibilities in teaching and research.*

23. *The university will further develop an effective and professional management and administration.*

24. *Investment in new buildings and upgrading of existing ones will be prioritised on the basis of UiO's main objective and the objective of sustainability, in close dialogue with national and local authorities.*

The University of Oslo must increase its ability to make changes in the academic portfolio, forms of instruction and administrative systems. Furthermore, UiO will conduct a critical review of the internal use of resources. Flexibility and an enhanced ability to make changes require leadership and the ability to re-allocate resources according to well-known, legitimate criteria. At the same time, predictability is important for units, staff and students. It is a leadership responsibility to ensure that units identify their strengths, potential and level of ambition and that they choose their priorities on this basis.

UiO will implement the approved academic priorities and use them in the efforts to achieve higher quality. UiO shall develop robust academic units by giving greater priority to high quality units compared to other considerations. This entails that strong units will continue to evolve, whereas units that face quality-oriented challenges will be assessed to determine whether they should be further developed or phased out. The criteria for this assessment shall be clear and consistent.

When there is a conflict between the objective of high international quality and commitments that prevent effective measures where quality is compromised, this shall be

acknowledged and assessed before quality requirements can be waived.

Beginning in 2011, each unit shall regularly assess its incentive structure in order to ensure that this promotes quality, as evaluated by the criteria employed by the unit itself.

One of the main strategies for increasing opportunities for action and flexibility is to attract greater external revenue. This is contingent upon external funding being handled strategically, so that UiO attracts funds that help promote academic development and dynamic, high-quality academic units. Each unit must assess how applications for external funds will improve the selection of academic priorities. Locating research activity at the University of Oslo shall ensure a stamp of quality.

UiO will give priority to good framework conditions for its scientific staff, including operational funds, infrastructure and uninterrupted time for research. Among other things, better framework conditions involve achieving a good balance between salary funds and operational funds at the various units. In addition, improved interaction between research activity, instruction and administration will allow more time for research.

UiO's administrative resources will be used so that the effect on the quality of research and instruction is maximised while at the same time adequately meeting UiO's obligations for the documentation of activities. Administrative tasks will be considered more in context; expertise that spans different units and levels will be better utilised. Substantial economic gains will also be made by increasing the efficiency of operations through ICT-based systems and by improving procurement routines.

The University of Oslo shall have environment-friendly operations and property management. Buildings will be managed sustainably, e.g. through environmental certification of each institution's buildings.

There are significant challenges associated with the management of the university's buildings. There is an extensive need for upgrading, both in order to comply with current laws and regulations and so that buildings can provide the proper setting for outstanding research and a modern working and learning environment.

The following projects, which require funding from the national budget, will be given priority in the strategy period:

1. New research and instructional facilities for the Life Sciences to be located at Gaustadbekkdalen
2. New building for the Historical Museum
3. New building for the clinical functions at the Faculty of Dentistry
4. New greenhouse at Tøyen
5. New storage building and shared facilities for the Museum of Natural History

As regards the management of buildings within the UiO budget, the University of Oslo's maintenance plan will be followed, and the upgrading of teaching facilities and student areas will be given priority. In the first five years of the strategic plan, the university will give priority to upgrading the Vilhelm Bjerknes building to a library and learning centre for the natural sciences. In addition, the university will find a more comprehensive solution for the buildings currently rented by the Faculty of Law in the centre of Oslo. The university wishes to enter into dialogue with the Norwegian state and the City of Oslo about the use of Tullinløkka and the vacant buildings that will become available in the event of a possible relocation of the National Museum of Art, Architecture and Design and the Historical Museum.

The university of my choice

OBJECTIVE 5: The University of Oslo will provide good working and learning environments such that students and staff are able to realise their potential.

STRATEGIES:

25. *The university will develop leadership functions with clear roles and responsibilities in all parts of the organisation. Employees and students shall know where decisions are made and how they can be influenced through active participation and university democracy.*

26. *The University of Oslo's personnel policy will respect the interests of all groups of employees and provide good opportunities for professional and academic development.*

27. *The working and learning environment, including physical infrastructure, will be given higher priority.*

28. *The university will have an active recruiting policy with an international focus ensuring equal opportunities for all, and with a clear profile for equality between women and men.*

A university's most important resource is the people who work and study there. UiO's personnel policy will be based on the university's core values, including academic freedom and respect for academic traditions. As an organisation, UiO will be characterised by collegial participation and a leadership that takes responsibility. The working and learning environment will be so good that this becomes an important reason for choosing the University of Oslo as a place of work and study.

An increased focus on quality requires better leadership at all levels. There is a need for further development of leadership roles throughout the levels of the institution, while at the same time increasing the competence and awareness of leadership in research groups and interdisciplinary networks. Leadership programmes for deans, heads of institutes and research group leaders will be further developed. Strategic leadership – especially with regard to international networking and funding – must become a natural part of leadership at all levels. Academic leaders, together with their employees, will determine the academic direction and ambition of each individual unit. A separate leadership program for study portfolio management and quality assurance will be established.

Employees and students shall know where decisions are made and how those decisions can be influenced, and they shall be urged to participate in university democracy. The organisation of information and competence building in this area will be improved.

UiO will establish and implement a comprehensive policy to promote equality between women and men and enable employees in different phases of life and with different backgrounds and functional abilities to develop their potential to help achieve the common goals, whether the area of expertise is research, instruction, dissemination or administrative and support functions. Personnel policy will be further developed through two-year action plans, such that a clear framework and instruments are provided for the follow-up of employees.

Academic staff will be followed-up with clear principles specified for development possibilities and expectations. Career opportunities and skills requirements will be clarified.

In the strategy period, a policy will be developed to increase predictability for employees on fixed-term contracts, e.g. through long-term plans for academic staff. UiO will abolish the unpurposed use of contracts and define the desirable level of fixed-term positions. Staff on fixed-term contracts will be ensured good follow-up through career counseling and competence building.

The university must have a broad base for recruiting staff, something that will require an active gender-balance and recruitment policies with equal opportunities for all. Through the recruitment process and follow-up of employees, UiO will strive for a better gender balance in the various levels of positions. Incentive schemes will be developed to promote recruitment of women to top academic positions.

The University of Oslo will increase the professionalization and quality of its administrative and support functions by facilitating competence building and attractive career paths for technical and administrative staff.

The present efforts to improve health, safety and the environment at the university will be reinforced. UiO will apply the principles of universal design. Systematic routines, clearly defined responsibilities and good internal communication with regard to the physical working environment are crucial. There is a need to upgrade and improve laboratory infrastructure and safety. In order to reconcile critical academic dialogue with staff and student needs for an inclusive and supportive working and learning environment, psychosocial aspects will be given special attention. The university will survey employees' and students' perceptions of physical and psychosocial working and learning environments. A key task for leaders is to identify and address conflicts as early as possible. The University of Oslo will have a preventive culture for health, safety and the environment. A key aspect here is clearly defined responsibilities and good cooperation between learning and working environment committees, trade unions, student organisations, safety representatives' network and the university's leadership at all levels.



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