Global presence – global responsibility

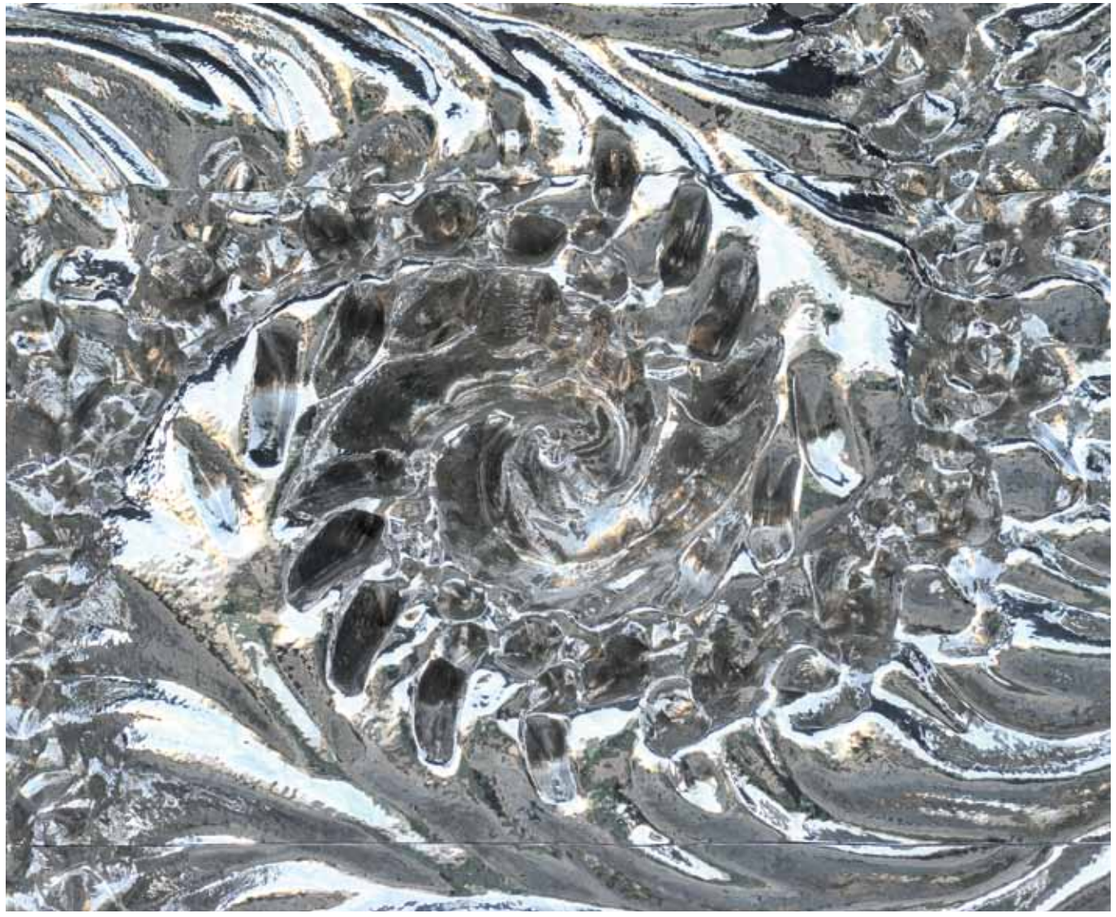
UiO's Action Plan for Internationalisation 2012-2014



Internationalisation

UiO : University of Oslo

Part of Bård Breiviks sculpture "Fraktaler" at the new Informatics Building, Ole-Johan Dahls House, Blindern.
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Stronger internationalisation

The University of Oslo's ten year strategic plan – Strategy 2020 – aims to build the institution into a top international university that is an academic centre of excellence, a sought-after partner and a strategic player in the field of international academic collaboration.

By 2020, UiO will be considerably more visible, attractive and involved in the international arena than it is at present. Current global perspectives regarding the roles, responsibilities and academic focus of universities play a more fundamental role in their strategic directions than previously. The goal of developing UiO into a university that transcends boundaries is an expression of the combined results that will stem from the following ambitions: that the University of Oslo will undertake pioneering research, education and dissemination activities, and be a highly desirable international partner.

In accordance with Strategy 2020, increased international collaboration will focus in particular on long-term collaborative relationships that promote quality, stimulate academic growth and strengthen interaction between research, education and innovation. At the same time, UiO's international involvement will continue to honour the principles of both solidarity and self-development.
This action plan contributes to the realisation of the university's ambitions by defining 26 targeted initiatives that in turn link to the strategies defined in Strategy 2020 that have particular relevance to establishing UiO's position as a leading international research university. During the three-year period of this action plan, initiatives will be prioritised that are directed towards the following four focus areas:

1. Mobilisation for global challenges
2. Strategic collaboration
3. International profiling of study programmes and research
4. Competency and capacity building for internationalisation

This plan does not provide an exhaustive description of all the work relating to internationalisation at UiO. Rather, it focuses on strategies that require input from new initiatives and that need to be coordinated across UiO's diverse areas of interest. This plan will function in conjunction with other plans and initiatives that have already been adopted by the university and which are now under implementation. Of specific relevance are the HR Action Plan for Academic Staff and UiO's Gender Equality Action Plan 2010-2012. UiO's rolling Annual Plan from 2010 also contains a number of central/important initiatives regarding internationalisation. UiO is planning to adopt an action plan for innovation in 2012 of which internationalisation will be an integral part. The plan will include specific initiatives for internationalisation in the context of innovation.
The individual faculties are expected to promote internationalisation by including relevant goals and initiatives in their own planning procedures and internationalisation will be a central theme in all planning discussions.

This action plan has been approved by the Board of the University of Oslo, June 2011.

Global Challenges

1

The University of Oslo will enhance academic initiatives that address global challenges through pioneering research, cross-disciplinary projects and taught courses.

Strategy 2010 states that UiO aims to make significant contributions to the knowledge base that is needed in order to address the major global challenges of today. In the decade ahead, these challenges will be the foremost drivers of change in the role of universities and in catalysing academic collaboration and partnerships between strong research communities and institutions. National, European and Nordic research funding will also converge and work together to ensure that appropriate knowledge, development and innovation occurs to meet these challenges. The University of Oslo is well positioned to make important contributions to this research by further developing its prioritised academic areas, including nurturing high-performing academic units and focusing on cross-disciplinary research areas and study programmes.

The specific initiatives are based on Strategy 1 and Strategy 7, as defined in Strategy 2020.

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.*

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.*

INITIATIVES:

1. Existing cross-disciplinary initiatives will be evaluated (2012)

2. Stimulus funding will be announced for new inter-faculty initiatives which have an emphasis on contributions to solving global challenges (2013)

3. The aim is to undertake an institution-wide evaluation, during which the university's potential to contribute to solving global challenges will be one of the important factors under consideration

4. Academic priority areas will be reviewed in light of their contribution to solving global challenges and their potential for increasing strategic partnerships with leading universities (after the completion of the institutionaal evaluation)

Strategic collaboration

2

The University of Oslo will encourage cutting-edge research, education and dissemination, and be a sought-after partner for international collaboration.

Good partnerships, alliances and networks are resources of increasing importance to academic collaboration, competitiveness in recruitment and funding, and strategic influence. During the period of the action plan, UiO wishes to become a member of a strategic university alliance of excellent research universities.

UiO's involvement and participation in the European and Nordic research and education regional programmes are increasing. In the period covered by the action plan, the university will work systematically on further developing bilateral partnerships with Nordic and European universities at the institutional and/or faculty level. The Nordic countries also have opportunities for joint initiatives that can and should be better utilised. UiO's academic communities are broadly involved in academic collaborations in regions and countries outside of Europe. To further develop such institutional collaborations UiO will concentrate its efforts during the next few years on selected countries where: a) faculties as a whole already have an established level of involvement, there is strong potential for increased collaborations, and there are funding opportunities, and where b) collaboration with low-income countries in the Global South can be built upon mutual areas of interest and established collaborative projects and networks.
Strategic and stable partnerships are critical for attracting international funding to collaborative research and educational activities. Such funding is a prerequisite to achieving the objectives set out in this action plan (see also several of the initiatives in the Annual Plan for 2012-2014, particularly those focused on increased financing from the EU).

The initiatives are based on Strategy 2 and Strategy 3, as defined in Strategy 2020. Strategy 3 is also relevant as part of the initiative "International programmes".

STRATEGIES:

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.*

INITIATIVES:

5. UiO will apply for membership in a leading international strategic university alliance (2012)

6. An international "advisory board" will be created to support UiO's strategic development (2011)

7. UiO will develop strategic partnerships with a limited number of leading international universities (2012-2014)

8. UiO will prioritise the development of partnerships with Nordic universities and the active utilisation of common Nordic initiatives, for example with respect to the EU (2012-2014)

9. At the institutional level, UiO's collaboration with countries outside of Europe in this period will focus on USA, Japan, Brazil, Russia, India and China, and selected countries in the Global South.

10. An evaluation will be undertaken regarding UiO's ownership or participation in foreign centres as instruments that can be used in partnership strategy (2013)

11. UiO will participate more actively in EUA, in part to participate in the further development of an ERA in which the key role that universities play will be reflected in the programmes and instruments (2011-2014)

12. Information on UiO.no that is directed towards external users will be made available in English (2012)

International programmes 3

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

A variety of different initiatives will contribute to UiO's efforts to reach the level of leading international universities with regard to the choice of programme on offer, the learning environment, the pedagogical quality and international student recruitment. During the period of the action plan, the faculties are expected to develop the international profile of their study programmes through facilitating greater student mobility and successful inclusion of international students in the learning environment. There is also a need for a clearer targeted recruitment of international students, and in particular of those who will complete their entire master's degree at UiO.

UiO's ambitious plan of creating twenty joint degrees with foreign universities (as detailed in Strategy 2020) implies that relevant areas and partnerships should be identified early on within the period covered by the action plan.

The initiatives that aim to ensure that UiO's doctoral programmes are at the forefront of how future researchers are trained are part of an independent project in 2011-2012. Internationalisation of the doctoral programmes will be strengthened and deepened through this project (for instance, through greater student mobility and the development of international generic skills) and through the role these programmes play as engines for international collaboration. The faculties are expected to arrange opportunities that lead to a fundamental increase in mobility at the doctoral level, and to identify academic areas and partnerships that can best achieve top levels of quality and/or a critical mass of students through the creation of joint programmes/degrees at doctoral level.

The initiatives below relate to Strategy 3 and Strategy 10, as defined in Strategy 2020.

STRATEGIES:

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

INITIATIVES:

13. The faculties will analyse their current study programmes with respect to consideration of what is required to achieve the level of ambition for bachelor's and master's programmes having international profiles, in both the short and long term. The faculties will then implement relevant measures to achieve these goals (analysis 2012, implementation of initiatives by 2014)
14. Adjunct professor (Professor II) positions and other teaching exchanges are to be used systematically with highly rated foreign institutions to increase the university's academic quality and the international relevance of the teaching content (2012-2014)
15. All programmes study must emphasise and communicate the recommendation that students opt for foreign exchanges. Students must also receive information about the appropriate point in their programme for foreign exchanges and about potential places of study
16. The portfolio of student exchange agreements must be reviewed and revised, and work must be intensified on establishing partnerships and beneficial exchange agreements with excellent/leading universities. This includes increasing the number of agreements based on research collaborations (2012-2014)
17. In the development of UiO's programme portfolio, more strategic use of EU programmes and Nordic initiatives for collaboration on study programmes and student exchanges will be prioritised (2012-2014)
18. UiO shall develop a clear, common policy for the creation of joint degrees at master's and doctoral levels, based upon current research collaborations (2012)

Competency and capacity 4

The University of Oslo will foster an international campus for international researchers and students.

As part of the "The University of My Choice" objective described in Strategy 2020, strategies are defined that aim to result in better support for individual researchers, academic communities and UiO's overall success when working with international academic collaborations and international funding. These strategies are also intended to lead to the further development UiO as an international campus.

UiO has adopted an HR Action Plan for Academic Staff and a Gender Equality Action Plan. The implementation of these is a prerequisite to UiO achieving its ambitions with respect to international recruitment, funding and strategic collaboration.

The current action plan complements these previous plans, and aims to promote UiO as an inclusive campus and an attractive employer for the ever increasing number of international researchers and incoming international students.

The initiatives below relate particularly to Strategies 26, 27 and 28 (and 4), as defined in Strategy 2020.

STRATEGIES:

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

INITIATIVES:

19. UiO will make the university environment significantly more accessible to foreign students and employees through internal information in English and a campus that is adapted to cater for English-speakers (2012)
20. UiO will improve the quality of services and information related to welcoming foreign researchers and PhD candidates (2012-2014)
21. Students and employees will be offered quality opportunities to develop skills relevant to academic internationalisation (2012-14). This includes the creation of a language centre (2012)
22. UiO will provide English-medium training for international Heads of Research (2011-2013)
23. Courses in pedagogy at the University of Oslo will include elements that enable the lecturers to provide an international educational and learning environment (2012-2014)
24. UiO's new training programme for Heads of Education must include international educational collaborations and the facilitation of international classrooms (2012-14)
25. The availability of academic housing for foreign employees will be expanded through the rental/purchase of additional premises (2013-14)
26. UiO will be a driving force for increasing the provision of student housing and will maintain the housing guarantee for incoming international students (2011-12)

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