

POLICY OF THE UNIVERSITY OF ICELAND 2006 - 2011

Rector's Address

The role of the University of Iceland is to serve Icelandic society at all times, and to promote progress and prosperity. There must be near-universal consensus that the prosperity of nations in the 21st century is contingent upon how rapidly and effectively they stimulate creation of knowledge, improve education, and utilise it. For this reason, university education and scholarly activity here in Iceland must be of global standard. Hence we wish to reach an agreement with the nation, to reach out, higher and farther.

The University of Iceland here presents its policy for the period 2006-2011. In the formulation of the policy, almost every member of the University's staff has made a contribution, along with representatives of students and postdoctoral students. The University consulted with people in the political arena, business and the arts, and in the international academic community. In this large and diverse group, no-one disagrees that Iceland will be best prepared for participation in the international community by providing the best available education to its future leaders and specialists. The unanimous conclusion is that the University has all the qualities to become a leading university at the undergraduate and postgraduate level and in scholarly research.

The University of Iceland was founded by an impoverished but ambitious society of farmers and fishermen. They looked far ahead and set their sights high in 1911 when they founded this institute of higher learning. Since then the University has been in a constant process of growth and development. The University has created a true workshop of knowledge, producing scientists and scholars who are respected around the world, and who have made an important contribution to making Iceland one of the world's wealthiest countries.

The Icelanders must, and wish to, develop a university of the first rank here in Iceland. The University of Iceland has set its sights on high objectives, and set off on its journey. This document marks the path ahead, and defines the means by which the objectives may be achieved.

Kristín Ingólfssdóttir
Rector, University of Iceland

GROWING UNIVERSITY

The University of Iceland is an international university that is growing rapidly, and has many duties to Icelandic society. In all its principal fields of scholarship the University has scientists and scholars who have studied at many of the world's leading universities, and are leaders in their fields. Research activity of staff of the University and its related agencies has increased rapidly: 80% of all scholarly papers

published by Icelanders in international peer-reviewed ISI journals are by scholars at the University of Iceland.¹

A total of 9,500 students are registered at the University of Iceland, on 286 study programmes spanning most fields of science and scholarship, i.e. social sciences, health sciences, humanities, sciences and engineering. Postgraduate studies have flourished at the University in recent years; in 1999-2006, the number of postgraduate students rose from 500 to 1,600. The greatest proportionate rise is in the number of doctoral students, from 36 to 190.

The University places ever-increasing emphasis on international outreach. One-third of research projects of faculty and scholars at the University of Iceland are carried out in collaboration with colleagues abroad. Doctoral students are expected to pursue part of their studies at universities or institutes abroad. Agreements have been reached with over 300 universities overseas on student and faculty exchanges. The number of foreign students at the University has risen steadily in recent years, and they now number 650.

The University of Iceland has close links with business and national life. The University has graduated over 30,000 students: specialists and managers, who have played an active role in the development of the Icelandic economy. Opinion polls indicate that the people of Iceland have more confidence in the University of Iceland than in any other public body. By virtue of their specialist knowledge, University faculty members play an active role in public debate, and provide consultancy on diverse issues.

The University has for many years operated a vigorous Continuing Education Institute, which has proved its usefulness in the Icelandic economy. Scholars at the University carry out research in collaboration with many companies, while the University also collaborates actively with other Icelandic higher education institutes, and all Iceland's leading research agencies. Vigorous and close collaboration with the National University Hospital has, for instance, been a vital factor in scientific research in Iceland, providing students in health sciences and other fields with opportunities for practical training, and leading to better services to patients. A number of start-up companies operate in connection with the University, e.g. in the fields of pharmaceuticals and engineering. University staff register five to seven patents each year. Independent revenues comprise about 35% of the University's revenues, which is a high percentage vis-à-vis European universities.

The University of Iceland plays a key role in Icelandic society. It is the duty of the University to nurture the Icelandic cultural heritage and to carry out vigorous research on Icelandic language, culture and society. The University must thus especially nurture these fields of scholarship and research which relate to Iceland.

Through its ambitious work, the University of Iceland has promoted the welfare and prosperity of the Icelandic nation. At the same time, it has prepared the way for the rapid growth of knowledge demanded by society. The University of Iceland can thus confidently state its intention to reach the first rank of universities.

¹ For information on international peer-reviewed ISI journals see <http://scientific.thomson.com/mjl/>.

THE UNIVERSITY'S CONTRACT WITH SOCIETY

Icelandic society has nurtured the University of Iceland, and entrusted it with an important role. Society's urgent need for rapid development of knowledge, and the will to serve society, motivate us to action, and to set high goals in our work. We want the work of the University, its quality, performance and funding to take selected universities abroad as their frame of reference. We wish to achieve a consensus on this in Icelandic society. The objective is that the University's work be always of the highest quality, that its finances be secure, but that emphasis always be placed upon operational efficiency.

We wish to achieve a consensus for the building up of a modern, democratic international university, which has support and funding on a par with the reference universities abroad; but we aim always to be the most efficient university among them.

We wish to offer students first-class tuition, and to ensure that the ratio of tenured faculty to students be similar to that at the reference universities.

We wish to improve facilities for research and teaching in all fields, in order to meet the criteria of international research universities.

We wish to build up a simple but effective administrative system which serves the needs of research and teaching at the University.

FUTURE VISION

Our journey to this goal will enrich and strengthen the University and be an incentive for achievement by students, faculty and other staff .

At the University of Iceland students receive an outstanding university education, and gain extensive training in critical thinking and independent working methods. They go on to become leaders in diverse sectors of society, and be in the forefront in the knowledge-community of the future. Faculty members at the University have a good reputation internationally for their vigorous scientific and scholarly work, and they attract outstanding students from Iceland and abroad. The University collaborates on research and tuition with universities and university faculties in the first rank in the world. The University will be a mainspring of development in the Icelandic economy and society, and it is trusted and respected, both in Iceland and abroad.

Facilities for research, teaching and interaction on the University campus will be transformed in the coming years. The University Square will improve services to faculty and students, and foster interaction within the University. With the advent of the Science Park, innovative/hi-tech businesses will become an important part of the research and teaching work of the University, especially in pure and applied sciences. By the same token the Icelandic Studies building and the new building for the Vigdís

Finnbogadóttir Foreign Language Institute will improve conditions for research in those fields of scholarship. New buildings in the Vatnsmýri district for the National University Hospital, the health science faculties of the University and a Biosciences Centre will greatly stimulate cross-disciplinary research in the health sciences, create new opportunities in study programmes, and promote links with the economy.

In order to serve Icelandic society, the University attaches importance to good collaboration with government, primary and secondary schools, cultural agencies, other higher education institutes in Iceland, research agencies and business. This will enable us to achieve our objective of placing the University among the 100 best universities in the world.

REFERENCE UNIVERSITIES

In its quest to achieve outstanding performance, the University of Iceland wishes to take as its frame of reference several universities in Europe and the USA. These are:

The University of Copenhagen (Denmark)
The University of Helsinki (Finland)
The University of Lund (Sweden)
The University of Uppsala (Sweden)
The University of Tromsø (Norway)
The University of Bergen (Norway)
The University of Aberdeen (Scotland)
Boston University (USA)

These comprise, on the one hand, several universities with which the University of Iceland was compared in the Government Audit Department's audit of 2004, which are comparable with the University in terms of operational form, size or range of study programmes. On the other hand, several universities have been chosen in the Nordic countries and in the USA, which are ranked among the 100 best in the world.

The most important factors in such ranking are the publication of research findings in recognised international ISI journals, number of papers published in the journals *Nature* and *Science*, scientific prizes won by faculty and students, influence of scholars' research findings, number of faculty members from abroad, and the judgement of respected scholars on the universities. Other factors are also taken into account, such as student/faculty ratio, and the achievements of the university's graduates.

ESSENTIAL VALUES

Academic freedom

Academic freedom is upheld at the University of Iceland. This is conducive to critical and creative thinking, daring and broad-mindedness. The recognised values of academic ethics are always upheld.

Autonomy and responsibility

Icelandic society allocates to the University of Iceland an important role, and funding to perform it. The University is autonomous, and takes responsibility for making good use of that funding in the interests of society, and performing efficiently in research and teaching.

Diversity

At the University of Iceland, studies and research are carried out in all the principal fields of scholarship and science. The emphasis on diversity is entirely compatible with the ideal of attaining outstanding results in certain fields.

Equality and democracy

The University of Iceland attaches importance to democratic methods, and to maintaining equality in all fields of its work. The University intends always to be in the forefront in matters of equality.

Integrity and respect

In all the work of the University of Iceland, emphasis is placed upon integrity. Interaction is characterised by reciprocal respect and trust.

Prosperity and welfare

The University of Iceland is zealous in fostering progress and flourishing human life in Icelandic society.

OBJECTIVES AND MEASURES 2006 – 2011

In order to work towards its long-term objective of becoming one of the 100 best universities in the world, the University of Iceland has formulated a policy for the period 2006-2011. This entails greatly expanding doctoral studies at the University, increasing the number of papers published in respected international scholarly journals, attracting the best-qualified students and academics, promoting collaboration with respected universities overseas, strengthening the bond with the Icelandic economy, strengthening the University's administrative system, and improving its support services. The policy aims to achieve three principal objectives, together with concomitant sub-objectives. The policy also includes an action plan.

PRINCIPAL OBJECTIVES

1 OUTSTANDING RESEARCH

The University of Iceland intends to promote high-quality research which meets international criteria, in diverse fields of scholarship and science. This will require a great increase in doctoral studies, and more collaboration with other universities, research bodies and businesses.

2 OUTSTANDING TUITION

The University of Iceland serves society, and its requirement for world-class education, by providing its students with outstanding tuition, closely connected with the University's research activity.

3 OUTSTANDING ADMINISTRATION AND SUPPORT SERVICES

The University of Iceland intends to provide strong support for research and tuition through an efficient administrative system, good support services, and an effective quality assurance system.

1 OUTSTANDING RESEARCH

The University of Iceland intends to promote high-quality research which meets international criteria, in diverse fields of scholarship and science. This will require a great increase in doctoral studies, and more collaboration with other universities, research bodies and businesses.

Greatly increased emphasis on doctoral studies is a necessity, if the University of Iceland is to gain a place among the world's leading universities. Doctoral studies are subject to strict quality requirements; in order to meet these criteria, a university must have outstandingly talented supervisors. Interaction between ambitious doctoral students and talented supervisors results in exciting scholarly work. Only through vigorous doctoral studies can a university meet international standards and compete for the best doctoral students from Iceland and abroad, and the most outstanding academics. Effective doctoral programmes lead to increased research activity, which in turn leads to better access to international competitive research funds.

Promotion of doctoral studies will open up new opportunities for organised collaboration with other higher education institutes in Iceland and abroad. Promotion of doctoral studies entails that conditions and facilities for research in many fields at the University of Iceland must be greatly improved.

With this objective, the University of Iceland will:

Graduate five times more doctoral candidates.

- The number of doctoral students registered to rise from 190 to 350 by the beginning of 2009. By year-end 2006, faculties are to formulate objectives and a plan for increasing numbers of doctoral students in certain fields, to be promulgated abroad.
- Foreign students are to comprise 30% of total number of doctoral students in 2011. With this objective, improvements are to be made in promotional material in English, the University of Iceland website is to be made more international, and the study programmes of the University of Iceland are to be systematically publicised abroad.
- The aim is that in 2011 10% of doctoral students at the University of Iceland will be studying on the basis of agreements on joint degrees with universities in other countries.
- In 2011 at least 65 doctoral candidates are to graduate.

- The system of grants for doctoral studies is to be greatly expanded, in stages, to year-end 2011. The University of Iceland Research Fund is to be doubled over that period, until its annual funds for allocation reach ISK 300 million, at least half for doctoral studies. Faculties may also appoint doctoral students as teaching assistants.
- Doctoral students are to be enabled to devote their energies to their studies and complete them in the prescribed time. Monitoring of progress of studies is to be increased.
- A Postgraduate Study Centre is to open by year-end 2006. Its functions will include monitoring of quality of doctoral studies.

Increase research activity and quality of research – increase number of papers published in respected international peer-reviewed journals.

Number of papers published in respected international peer-reviewed ISI journals to increase by 100% by year-end 2011. With this objective, the assessment system for research is to be revised to give greater weight to such publications. Special recognition will be given for papers published in the world's leading journals in each field of scholarship, such as *Nature* and *Science*. Special recognition will also be given for books published by the most respected international publishing houses. Changes are to take effect in 2007. Rules on special evaluation and re-evaluation of writings will remain in effect.

- In evaluation of writings, emphasis is to be placed upon the University of Iceland being in the forefront of research on Icelandic culture and society, and thus researchers are encouraged to publish in respected peer-reviewed Icelandic journals and books.
- Professorial posts to be defined for highly-cited researchers. At least one such researcher to be appointed by 2011.
- Number of postdoctoral students to double by 2011. Their facilities to be improved. The University of Iceland's contribution to postdoctoral grants to be increased in stages.
- Eligibility for sabbaticals to be contingent upon research activity. Rules to be issued by year-end 2006.

Increase organised collaboration with universities and university faculties overseas which are in the first rank in the world.

- In 2011 the University of Iceland is to be collaborating actively on research with at least eight of the world's leading universities and university faculties.
- Collaboration with respected universities and research bodies abroad to be encouraged. Such collaboration to be given greater weight in allocations from the University Research Fund starting in 2007.
- Data on collaboration between staff of the University of Iceland and universities/university faculties abroad to be methodically collected starting in 2007.

Seek more funding from competitive research funds.

- Revenues from Icelandic, Nordic, European (including EU Framework Programmes) and US competitive funds to increase by 80% by 2011.
- Applications to competitive funds encouraged by taking account of grants won in the University's work-assessment system. Change to take effect 2007.
- Starting in 2007, University Research Fund to award grants for preparation of applications to international competitive funds.
- Support services in preparation of applications to competitive funds to be greatly increased. Proposals to be completed by year-end 2006.

Greatly improve facilities for research and teaching, and increase access to on-line journals and databanks.

- The total housing of the University to be increased, to meet the urgent need for more space, and to meet foreseeable rise in numbers of students and faculty. Analysis of the housing needs of the health-science faculties to be completed in 2006. Preparation of development/finance plans for the future facilities of these faculties, in connection with construction of new university hospital. By mid-year 2007, analysis of housing needs of Faculties of Humanities, Science and Engineering to be completed. Development/finance plans to be completed not later than 1 July 2008.
- Continuing preparation and financing of accommodation for the Vigdís Finnbogadóttir Foreign Language Institute.
- Funding for purchase of equipment to be increased in stages, tripling in the next five years.
- Number of specialised assistants in research to increase by 75% by 2011.
- Funding for subscriptions to databanks and on-line journals and books to increase by 100% from present funding to year-end 2008.

Increase cross-disciplinary research

- The diversity of the University of Iceland is to be utilised to promote cross-disciplinary research, with the objective of creating new knowledge and new fields of scholarship.
- In review of the University's work-assessment system by year-end 2007, multi-author papers are to be given more weight. Principal authors to be allocated more research points than subsidiary authors.
- In allocations from the University Research Fund, special account is to be taken of cross-disciplinary research projects.

Promote innovation and links with research bodies, the economy and the regions.

- The activities of the University of Iceland Science Park in Vatnsmýri are to commence by year-end 2007. The Science Park and Bioscience Centre at the National University Hospital are to be a forum for creative collaboration between the University of Iceland and start-up businesses, innovative/hi-tech businesses, research bodies and other related bodies.
- The University is to build up a collaborative network for research and innovation with key bodies in the business sector.

- More practical applications for research findings, *inter alia* by establishing more start-up companies in connection with the University, and by applying for more patents.
- Greater efforts at establishing collaboration and support from businesses and individuals in connection with postgraduate study.
- Number of posts funded by outside parties to increase by 50% by 2011.
- University Science Committee to make proposals by year-end 2007 in evaluation of research and consultancy in the interests for business and society should be assessed in the University's work-evaluation system.
- The faculties of the University of Iceland, especially the Faculty of Humanities, are to collaborate closely with the Árni Magnússon Icelandic Studies Institute. The natural collaboration between the Institute and the University is thus to be ensured with respect to tuition and research.
- Increased collaboration with Icelandic higher education institutes and research bodies, in order to foster outstanding achievement by Icelandic scholars in certain fields.
- Number of staff at the University's centres in the regions to increase by at least 100% by 2011.

2 OUTSTANDING TUITION

The University of Iceland serves society, and its requirement for world-class education, by providing its students with outstanding tuition, closely connected with the University's research activity.

Outstanding tuition is a fundamental feature of good university work. In order to achieve its objective of world-class education, the University requires faculty and students of the first rank, from all over the world, and facilities which attract them to the University and create the best working environment. The University is to set a high standard for performance and quality in study and tuition.

For this purpose the University of Iceland will:

Attract the best-qualified students and create an exemplary study environment.

- Grants will be available for outstanding students at the undergraduate and postgraduate level. Funding for such grants will be raised *inter alia* from individuals and businesses. The University will give special publicity to students who achieve such results.
- With the aim of creating an exemplary study environment, emphasis will be placed upon improving classrooms, technical equipment, reading facilities, students' social facilities, and access to on-line journals and databanks.
- Development of student housing is to be hastened, with especial consideration for housing for foreign students at the University .
- The University of Iceland is to formulate an overall policy on admissions, and requirements for students' preparation, by mid-year 2007. The policy is to take into account *inter alia* the optimal use of finance and human resources – both students and faculty. Faculties may introduce further admission requirements.

- Detailed and accessible information on study programmes at the University of Iceland is always to be available, and it is to be ensured that students receive counselling on effective choice of studies.
- Faculties are to appoint personal tutors from among the faculty members, who provide students with personalised counselling at the start of their studies, and monitor the progress of their studies.
- The ratio of faculty to students is to rise from 1:21 to 1:17 by 2011. Assuming the current number of students, the number of faculty members will increase by at least 100 over the period. Special efforts are to be made in faculties where the need is greatest.
- Greater emphasis on teaching methods which promote quality of study, and take account of students' needs and special status of disciplines.
- The Office of International Education is to be promoted, and faculties are to give special consideration to reception of, and support for, foreign students.

Appoint the best-qualified tutors

- The University of Iceland is to offer a good working environment, *inter alia* by increasing support services for faculty.
- Advertisements for teaching posts to be published internationally.
- Outstanding and promising academic staff to be systematically sought out with the aim of promoting tuition and research at the University .
- Appointments process for academic staff to be simplified, and new faculty members normally engaged temporarily. In temporary appointment of academics, account to be taken *inter alia* of age, so that promising young scholars who are starting their career will have a fair chance of gaining employment at the University of Iceland. Stricter criteria for appointment and promotion of faculty: a doctorate is normally to be a requirement. In appointment of staff, emphasis is to be placed upon ensuring the University the latest knowledge in each academic field. The Rector is to appoint a working committee to submit proposals for rules on new appointments and evaluation committees by 1 September 2006. New rules to take effect by 1 January 2007.
- Individual flexibility to be increased in the proportionate composition of duties of academic staff between research, tuition and administration, and reviewed regularly in order to make the best use of the University's human resources. These plans to be put into practice 1 September 2006.
- From the autumn of 2006, new faculty members are to be required to attend courses on teaching methods and techniques held by the University's Teaching Centre.
- Establishment of research facilities by new faculty members to be facilitated.
- Emphasis on improving the conditions of sessional tutors.
- The University of Iceland is to offer salaries and other conditions to attract the best-qualified tutors.

Improve support and quality assurance systems for tuition

- The University is to develop a quality evaluation system by year-end 2007. This is to entail diverse methods of evaluating the quality of study and tuition.

- By year-end 2008, a new work-assessment system for tuition is to be introduced, which will provide yet more incentive for good teaching practice and experimental schemes.
- Faculties are to formulate clear teaching objectives by mid-year 2007. These are to provide for reception for new faculty members and students, training and continuing education of faculty, development of teaching practices and study assessment, support services, size of study groups, and definition of the role of postgraduate students and sessional teachers in tuition. Faculties are to assess regularly how well they are achieving their tuition objectives.
- The support service of the University Teaching Centre to the faculties is to be reorganised and increased by year-end 2007, taking account of the needs and objectives of the faculties.
- Practice of tuition surveys and follow-up on them to be reviewed by year-end 2006. Student participation to be increased to at least 80%, and findings used to enhance quality of tuition.
- Methods of holding examinations and promulgation of results to be reviewed and simplified by year-end 2006.

Review and develop range of study programmes

- The University's study programmes to be reviewed regularly. This review is to take account of society's constantly-changing needs and international developments, with emphasis on optimal utilisation of the University's human resources and finance.
- New study programmes to be developed. The diversity of the University is to be used in order to increase the availability of cross-disciplinary study.
- Availability of postgraduate courses to be increased, *inter alia* by more collaboration with universities overseas.
- Faculty and specialists of the University to be encouraged to organise and hold international summer courses, *inter alia* in order to attract postgraduate students from other countries.
- Emphasis on increasing faculty and student exchanges, with the aim of increasing the diversity of study available and promoting international ties.
- Foreign students and faculty are to be encouraged to attend Icelandic courses. Planning of Icelandic courses for this group.
- Faculties are to seek to increase students' opportunities for practical field study.

Promote information technology

- The University wishes to be in the forefront in use of information technology in tuition. With this objective in mind, the development of the *Ugla* information/study intranet is to continue.
- The University is to formulate a policy on distance learning by year-end 2007. Distance learning is to be promoted in selected subjects.
- Information literacy is to be ensured by promoting tuition in source-searching, *inter alia* in collaboration with the National University Library.
- Access to on-line journals and databanks to be greatly improved.

Increase students' responsibility, and reduce dropout

- Stricter requirements for progress of study in undergraduate and postgraduate studies.
- Students unable to pursue studies full-time to be enabled to register as part-time students starting in autumn 2007. Requirements for progress of study to take account of form of registration.
- Detailed study to be made of student dropout and reasons for it, and proposals made for improvement. Findings and action plan to be completed by year-end 2006. Dropout rate in first year of study to be 50% lower in 2011.
- The Registrations Office is to provide the faculties with regular information on dropout and progress of studies from autumn 2006.

Promote continuing education and education

- The University is to meet the ever-growing demand for continuing education from professional people by promoting the University of Iceland Institute of Continuing Education, and by assigning the faculties a larger role in this field. Collaboration and division of responsibilities between the Institute of Continuing Education and the faculties to be reviewed by year-end 2007.
- Education of the public to be promoted, *inter alia* in the forum of the Institute of Continuing Education and the University's centres in the regions.

3 OUTSTANDING ADMINISTRATION AND SUPPORT SERVICES

The University of Iceland intends to provide strong support for research and tuition through an efficient administrative system, good support services, and an effective quality-assurance system.

It is necessary to promote and strengthen the University of Iceland's administrative system, organising it in such a way at all times that the University achieve its objectives, meet expectations, and be more strongly placed in competition with other international universities. The administrative system must be restructured, the powers and responsibilities of administrators must be better defined, and decision-making must be made faster and more reliable. It is also necessary to promote a quality-culture within the University, to reinforce bonds with Icelandic society, and greatly increase funding raised by the University itself.

The University of Iceland is to be divided into a number of colleges, and its administrative system strengthened.

- The division into departments and faculties within the University of Iceland is to be reviewed, with the objective of strengthening its working units. A committee is to be appointed to make proposals on the division of the University of Iceland into colleges, to operate individually in separate units. The committee is to work in close collaboration with Faculty Deans. It is to submit its proposals and promulgate them by mid-year 2007.

- Talks on the possible merger of the University of Iceland with the Iceland University of Education are to continue. Should the merger take place, it is to be carefully prepared, *inter alia* in connection with the division of the new joint university into colleges. Should the merger take place, it shall be implemented on 1 July 2008.
- The role and practice of the University General Forum (University Assembly) is to be reviewed by year-end 2007, with the objective of strengthening the role of the Forum.
- Support services are to be improved, *inter alia* in order that faculty may devote their energies more fully to tuition and research.

Quality-assurance system and quality culture within the University to be promoted.

- Systematic efforts are to be made to nurture quality culture at the University. A University Council Quality Committee is to be appointed by mid-year 2006. Its role will be *inter alia* to develop the University's quality-assurance system, taking account of international standards and policy formation, e.g. in the forum of the EUA and in connection with the Bologna process.
- Regular internal and external quality evaluation to be carried out on the University and its individual faculties. Such quality evaluation is always to be carried out by a professional body or autonomous evaluation agency which applies recognised international standards and requirements.
- The University of Iceland is to encourage higher education institutes in Iceland to establish a common forum for development and promotion of matters of quality in higher education. A proposal is to be submitted to the Higher Education Collaborative Committee in the autumn of 2007.
- A formal mechanism is to be established for receiving comments and suggestions for improvements to the administration and support services of the University.
- The Equality Committee is to have equality status assessed every two years, starting in 2006.
- Regular surveys are to be made of job satisfaction and related matters, starting in 2006.

The University of Iceland is to strengthen its ties with the Icelandic economy, educational and cultural bodies, government and friends of the University, and play an active role in public debate.

- The University's marketing and interaction activities are to be coordinated and greatly increased.
- The University of Iceland's ties with the economy and national life are to be strengthened by the inclusion of more outside representatives on the University Council. The University is to select such representatives on grounds of professional qualification.
- The University's relations with Iceland's upper-secondary schools are to be strengthened. The University is to play an active role in the debate on the role of upper-secondary schools in the educational system. Promulgation in upper-

secondary schools of information on studies at the University of Iceland is to be increased, in order that students may prepare as well as possible for university studies.

- The University's relations with primary/lower-secondary schools in Iceland are to be strengthened. The University is to play an active part in debate on the role of primary/lower-secondary schools in the educational system.
- The University is to strive to provide education for young people (e.g. through the University's Science Web and Young People's University), and nurture their interest in scholarship.
- Public debate and discussion of the University of Iceland is to reflect the diversity of its activities, active links with the economy, and its contribution to development and prosperity.
- The University is to nurture its bonds with its alumni/alumnae, and systematically build up its organisation of Friends of the University.
- The University's website is to be an active international information medium.

The finances of the University of Iceland are to reflect the role of the University, its objectives and achievements.

- Efforts are to be devoted to gaining increased state funding in stages, until it is comparable with public funding of reference universities in Europe. Efforts are also to be made for research funding to be based upon performance in research and research-based postgraduate study.
- The University of Iceland is a state university, which does not charge tuition fees. The position with regard to fees will be clarified after amendment of the State Higher Education Institutes Act at the autumn session of parliament in 2007, or the spring session of 2008.
- A funding campaign for the University of Iceland is to be organised and implemented, with the objective of seeking far more funding from competitive funds, and greatly increasing the University's independent revenues in the period 2006-2011.
- The University of Iceland is to seek authority to raise funds in more diverse ways, thus making the operations of the University more secure. Efforts are to be made to gain for the University a clear authorisation to charge fees for special services, such as admission examinations and re-take examinations. Faculties are to be enabled to retain their revenues which exceed their direct costs due to service studies, continuing education, and education of the public, without reduction in their other funding.
- A reduction in the University of Iceland Lottery's licence fee is to be negotiated with the government.
- The University is to initiate negotiations with the government, in collaboration with universities abroad, on tax concessions to businesses on donations and grants to Icelandic higher education institutes, in order to encourage businesses to play a larger role in their development.

IMPLEMENTATION AND FOLLOW-UP

The Rector is responsible, together with the University Council, for the implementation of the policy. He/she will give regular progress reports to the University General Forum.

Faculty Deans and other administrators are responsible for the implementation of the policy, each in his/her own field. The Rector will meet with them regularly to monitor progress.

The University's policy is developed further in a special action plan, which is updated annually and coordinated with other policy formation at the University. The Rector appoints a committee to monitor the implementation of the policy and to review individual objectives as the need arises. The committee works closely with the Rector, makes comments on the progress of individual policy items, and submits proposals on the next steps. The appropriate units of the joint administration will be assigned to gather the necessary information on the yardsticks which apply to measures and individual objectives.

The Rector will regularly review the University's formulation of objectives with Faculty Deans and other administrators. Proposals for updating and amendment of objectives are submitted to the University General Forum and confirmed by the University Council. The progress of objectives and measures will be regularly publicised.

Confirmed, University Council, 11 May 2006