Strategy for digitalisation at UiT The Arctic University of Norway

Introduction
This document outlines a strategy for digitalisation as one of several means of realising the goals in Developing the High North, the strategy for UiT The Arctic University of Norway. The objective of this strategy is to contribute to simplifying, renewing and improving UiT The Arctic University of Norway.

What is digitalisation?
Digitaliseringsrundskrivet (The Digitalisation Circular) is a compilation of instructions and recommendations from the Government concerning the digitalisation of the public sector. It provides an overall picture of the regulations that apply. It provides the following definition of digitalisation:

*Digitalisation is about using technology to modernise, simplify and improve. It involves offering new and better services, which are easy to use, efficient and reliable. Digitalisation will bring added value and innovation to society and it can help increase productivity in both the private and public sectors.*

This strategy is based on a more specific definition of the term digitalisation:

*When we use the term digitalisation, we mean more than digital. Digitalisation is currently the final phase in a journey from analogue via digital to digitalised. Take for instance a textbook. We think of the printed edition as analogue. When it is scanned and available as, for example, a PDF file, it has become digital and you can write your own notes in the book. A digitalised solution implies that the textbook is a digital resource that interactively interacts with the student and adapts to the student to increase the learning outcome. The “textbook” will be part of a flexible learning environment that adapts to the student based on data about him/her. We understand digitalisation as a digital solution that involves new work methods that add a new dimension.*

Engaging and relevant education

*Developing the High North states*
UiT will offer research-based education of the highest international quality standards. The university will offer a broad and diverse study programme portfolio.

- UiT will develop new tools to promote excellence in teaching and education.
- UiT will increase the use of technologies aimed at promoting learning, and shall implement the use of digital examination forms.
- UiT will make use of flexible and web-based teaching in order to make its programmes accessible off campus.

Based on this, UiT The Arctic University of Norway has set the following strategic goals for the digitalisation of its educational activities:

**UiT will adopt quality assured digital solutions to improve the educational quality.**

*This means that:*
Students at UiT The Arctic University of Norway in 2020 will experience a learning environment where:

1) Digital learning tools are used to provide high learning outcomes, good and relevant forms of assessment and good collaboration between students and between students and lecturers

2) Lectures, learning resources, collaboration tools, practical information and other necessary and relevant information are collected in a transparent and easily accessible manner, regardless of time and place

Lecturers at UiT The Arctic University of Norway in 2020 will have a work environment where they:

3) Have a critical but active approach to digital tools that provide the best learning outcomes for their students in their subject

4) Have access to and use digital tools that work, are updated, have sufficient capacity and functionality that they can teach with a focus on learning and not technology

5) Have good incentives to create innovative teaching methods for students, regardless of time and place

6) Support educational cooperation between several campuses by using digital tools and sharing common learning resources

7) Acquire competence and have access to adequate educational and technical support to adopt digital tools in their teaching

The administration at UiT The Arctic University of Norway in 2020 will:

8) Ensure innovative teaching by adapting administrative procedures and rules to new teaching methods and forms of assessment

9) Ensure a good digitalised learning environment by ensuring that premises, technical equipment and training are provided and adapted to meet the needs that arise at any given time within the financial and capacity-related scopes set by the University Board

10) Ensure that agreements around the production and sharing of digitalised learning resources regulate the lecturer’s copyright and the university’s right of use

11) Ensure that administrative procedures for teaching support the use of digital tools and digitised learning resources

Academic freedom and credibility – research and artistic and professional development

Developing the High North states

UiT will be a research-driven university with researchers and research groups that are innovative and at the international research frontier in their fields.

- UiT will strengthen the research activities within the strategy’s thematic areas of priority, while at the same time support researchers and research groups that are internationally leading – irrespective of theme.
- UiT will build knowledge and competence with international partners through education, research and artistic and professional development.
- UiT will have PhD programmes that are internationally competitive, of high quality and educate researchers who can meet the needs of society.
- UiT will have research infrastructure of national interest that particularly supports the thematic areas of priority and the areas of research in which UiT is an international leader.
Based on this, UiT The Arctic University of Norway has sat the following strategic goals for digitalisation of its research activities:

**UiT will have a digital research infrastructure that supports and improves the research efforts so UiT’s researchers have a competitive advantage.**

*This means that UiT will:*

1. Have a robust and accessible infrastructure with sufficient computing power and storage capacity to handle large amounts of data with emphasis on automation and self-service
2. Push for common national solutions for digital infrastructure for research through participation in national initiatives and ensure climate-friendly IT infrastructure based on its geographical location
3. Have expertise and adequate resources to manage large volumes of research data in an efficient and proper manner
4. Have a digitalised research structure so that all staff, regardless of subject, have access to resources beyond computing power and storage so the research can be more effective
5. Comply with requirements relating to data security, especially concerning sensitive research data
6. Have good solutions for interorganisational and cross-boundary research collaboration and provide staff with support so they can take advantage of opportunities digitalisation offers
7. Have good solutions for the visualisation and communication of research results in scientific journals, educational activities and to the general public

**Creativity and commitment – innovation and dissemination**

*Developing the High North states*  
UiT will strengthen its position and its reputation through good communication, dissemination of its work and a clear profile. UiT will be a driving force for increased innovation and business development in the High North.

- UiT will stimulate the development of commercially viable ideas and build robust and innovative research environments through collaboration with applied research institutes, innovative environments and the business sector.
- UiT will contribute to the development of a knowledge-based business and industrial sector and actively share its knowledge.
- UiT will be recognized by a culture for active dissemination through open channels for publishing, as well as through exhibitions, journals and the media.
- UiT will contribute to research-based knowledge that will be the basis for public debate.
- UiT will increase the recruitment of new students regionally, nationally and internationally.
-UiT will have good arenas for former students to meet.

Based on this, UiT The Arctic University of Norway has sat the following strategic goals for digitalisation of its outreach activities:

**UiT will use the opportunities digital tools offer for efficient and purposeful communication so that the university can share knowledge, stimulate dialogue and public debate, contribute to increased innovation and recruit students and staff.**

*In 2020 UiT will:*
1) Use digital channels to reach different target groups with targeted messages, share knowledge, create dialogue and debate and inspire new ideas
2) Experiment with new, digitalised forms of dissemination and communicate research and knowledge via innovative methods
3) Be a national leader in the publication of scientific articles in open journals (Open Access) and have the highest percentage in Norway of scientific articles available on open digital platforms
4) Have achieved increased recruitment of students from Northern Norway, Southern Norway and other Nordic countries by using digital communication
5) Have developed and implemented a strategy to recruit staff that includes using digital tools and new technologies
6) Analyse internet traffic and use Big Data so UiT’s digitalised communication may be adapted to meet the needs and wishes of UiT and its partners
7) Have an active alumni network, including a common digital platform where former students, former staff and UiT can have discussions and share information, competence and experience

Closeness and commitment – work environment and organisation

Developing the High North states
UiT will have a good working environment and an efficient, robust and flexible organisation that contributes to UiT achieving its goals.

- UiT will have good practices for competence and career development for its academic staff, putting equal emphasis on education and research duties.
- UiT will ensure the efficiency and quality of its support services through continuous improvement processes with a broad level of involvement.
- UiT will have the competence and capacity to realize and maintain buildings that are functional and space efficient and have good technical and IT solutions.
- UiT will have a culture for outstanding management and staff responsibility, and promote cooperation throughout the organisation.

Based on this, UiT The Arctic University of Norway has sat the following strategic goals for digitalisation associated with its working environment and organisation:

ICT and the use of digital tools and channels will contribute to a good working environment at UiT, and to creating an efficient, robust and flexible organisation that enables UiT to achieve its goals.

In 2020 UiT will:

1) Have a clearly defined, accepted and understood placement of organisational responsibility for overall digital development of core activities and support services
2) Ensure digitalised services that provide students and staff a true digital first choice. Digitalised services will be user-oriented, efficient and web-based, while the necessary information and dialogue related to the service will be interactive. Digitalised services will involve good language use and meet requirements for universal design.
3) Use digital tools to support efficient and inclusive multi-campus operation, including ensuring that meetings and other interactions can take place with high quality
4) Have a carefully considered number of reliable and secure digital channels for internal communication based on the use of digitalised solutions, including:
a. Using the intranet as the main channel for internal staff communication, which enables dialogue and sharing experiences across the organisation, regardless of unit, level and physical location

b. Having electronic information screens in all major buildings in which UiT has activities to communicate with students, staff and visitors

5) Offer courses and instructions online and enabling staff and students to easily acquire the necessary skills and competence

Digitalisation will contribute to an efficient administration at the UiT, and good common solutions that support key processes in the organisation.

In 2020 UiT will:

6) Have general, standardised and digitalised work processes based on common system solutions, which will ensure similarity, efficiency and quality in the provision of services across campuses and organisational units

7) Have established effective cooperation with the other classic universities concerning the choice, development and operation of common solutions for administrative systems (the formalised cooperation agreement between Norway’s four classic universities). UiT will to the extent possible use solutions based on national architecture principles, standards and common components.

8) Have administrative systems that are integrated, so data is entered only once and reporting is based on the registered information

9) Secure capture, retrieval and long-term preservation of digital documents and information in accordance with the statutory requirements and the needs of the institution

10) Comply with requirements for protection of personal information, confidentiality and data security through data processing agreements with suppliers, and with requirements concerning internal control data security management systems