

• UiODoc



UIODOC ANNUAL REPORT 2015

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1. BACKGROUND

UiODoc - Interesseorganisasjonen for ph-d-kandidater, postdoktorer og andre midlertidig vitenskapelige ansatte ved UiO (www.uiodoc.no), is an organization working for the common academic, professional and social interests of PhD candidates (PhDs), postdoctoral researchers (Postdocs), and other academic staff employed on a temporary basis at the University of Oslo (UiO).

UiODoc's main aims are:

- To serve as a link between the University Administration and PhD candidates and Postdocs at UiO;
- To develop a common forum for PhD candidates and Postdocs at UiO;
- To contribute to the scientific and academic development of PhD candidates and Postdocs at UiO.

This Annual Report serves to document and to inform the represented group and the UiO leadership about the activities undertaken by UiODoc in 2015.

UiODoc was founded in 2003. Over the first years, UiODoc relied exclusively on volunteer work and sporadic financial contributions from UiO, through the support of specific events. Since 2013, as a result of a formal application for funding, UiO is supporting UiODoc financially. A formal contract was signed in 2013 and renewed in 2015 for one year (see page 7 and 21), granting 250 000 NOK annually.

UiODoc collaborates closely with the PhD-organization at the national level, Stipendiatorganisasjonen i Norge (SiN) and local PhD-organizations at UiO Faculties and Institutes, namely: MedDoc: Faculty of Medicine; PhD Council at the Faculty of Law (Stipendiatrådet ved det juridiske fakultet); PsyDoc: Department of Psychology, Faculty of Social Sciences; PharmaDoc: Department of Pharmacy, Faculty of Mathematics and Natural Sciences.

2. EXECUTIVE SUMMARY

In 2015, UiODoc rose to prominence as the organization that represents PhD candidates, postdoctoral researchers and other scientific staff with a temporary employment in relation to the University of Oslo (UiO) management. By the end of 2015, UiODoc can list a number of achievements with regard to its aims, in particular:

- a) UiODoc have regular meetings with the University Management Team (Rektoratet).
- b) UiODoc has been recognized and acknowledged for providing input to various aspects of career development for fixed-term staff at UiO.

Besides these strategic achievements, UiODoc continues to organize successful events that serve the needs of the represented group of employees (see overview of events, pp.20-24). The seminars on writing for scientific publications, career planning, pedagogical training and Norwegian culture gathered, on average, large numbers of participants and offered insights into developing new skills. The two debates on career options for fixed term employees and the scientific ombudsman services raised interest and provided insights into perspectives of different parties on these actual topics. We see a high interest and generally, positive responses of participating PhDs and Postdocs to survey polls as a clear indication of the need for an organization such as UiODoc at UiO.

In 2015 UiODoc has continued a fruitful collaboration with the University administration, Karrieresenteret, SiN (Stipendiatororganisasjonene i Norge), local PhD associations at UiO faculties and institutes, and external organizations (e.g., Forskerforbundet). This shows that UiODoc is building and expanding an effective network.

Internally, UiODoc was re-organized in 2014 and the new structure of responsibilities was further refined in 2015, after new members joined the Board at General Assembly in May. The organizational structure was adjusted to the current needs, which were identified through surveys among the target group and discussion within the board. UiODoc's organizational structure was further clarified; positions and roles were better defined within the board and assigned to the new board members.

The increased visibility achieved in the course of 2015 ensures that UiODoc is now in a much better position to realize its goals.

3. UIODOC BOARD STRUCTURE

<i>Board Position</i>	<i>Name</i>	<i>Affiliation</i>
President	<u>Meryl Sønderby Lillenes</u>	Postdoc, Department of Clinical Medicine, Faculty of Medicine
Secretary	<u>Crina Damsa</u>	Postdoc, Department of Education, Faculty of Educational Sciences
Treasurer	<u>Mieke Louwe</u>	Postdoc at the Research Institute of Internal Medicine, University of Oslo
SiN liaison officer	<u>Rachelle Esterhazy</u>	Department of Education, Faculty of Educational Sciences
UiO Board liaison officer	<u>Sofie Høgestøl</u>	PhD Candidate, Faculty of Law
UiO Representatives Officers	<u>Désirée Treichler</u>	PhD candidate, Department of Geosciences, Faculty of Mathematics and Natural Sciences.
	<u>Knut Frederik Seip</u>	Postdoc at the Department of Pharmaceutical Chemistry, Faculty of Mathematics and Natural Sciences
Events Officer	<u>Jonathan Rizzi</u>	Postdoc at the Department of Geosciences, Faculty of Mathematics and Natural Sciences
Public Relations Officers	<u>Tiago Pereira</u>	Postdoc, Institute of Theoretical Astrophysics, Faculty of Mathematics and Natural Sciences and
	<u>Jelena Mirkovic</u>	Postdoc at the Oslo University Hospital
	<u>Georgios Kalantzopoulos</u>	Postdoc at the Centre for Materials Science and Nanotechnology, Department of Chemistry, Faculty of Mathematics and Natural Sciences.

4. ACHIEVEMENTS IN 2015

4.1 RENEWED FINANCIAL SUPPORT FROM UIO

UiODoc's formal application for funding has been honored also in 2015. UiODoc and UiO agreed on a formal contract stating that UiO will provide 250 000 NOK annually for another year, and that the collaboration is to be evaluated in 2016 before a new contract is signed and funding is renewed. The allocated funds can be used as follow: a maximum of 40% can be used for board member compensation; the remaining 60% should be used for supporting courses for representatives in UiO boards and forums, events for PhDs and Postdocs, participation and traveling expenses for UiODoc representation at conferences, meetings, and other relevant activities.

UiODoc is expected to:

- Present an annual report on activities, finances, operation and plans for the coming year;
- Provide a representative to the Forum for Research Dean, who has an active participation;
- Provide representatives in UiO projects or initiatives needing a PhD or fixed-term employee representation;
- Function as a consultative body and discussion partner in issues on PhD education and interests;
- Contribute to providing information of relevance to PhD candidates.

The contract also states that UiODoc should have access to infrastructure including UiO mailing addresses, booking of rooms at UiO, webpages, post address and be able to send out e-mails for mass distribution of information at UiO. Changes to the contract must be announced 6 months in advance, and if one of the parties wishes to make use of their mutual right to terminate the contract, this must be notified 1 year in advance.

For further details, see the formal contract attached as an additional document to this report (Appendix 2).

4.2 PARTICIPATION IN UIO STRATEGIC ACTIVITIES

Regular meetings with the UiO management team

As expressed by the leadership, the invitation of UiODoc to these meeting emerged from a visible need for input and feedback regarding regulations, guidelines, support structures and facilities that UiO as an employer can and should offer to its temporary academic staff. It became clear that UiODoc is in touch with the needs and views of the represented group and therefore the leadership considers meetings such as these a functional way to identify problems, needs and opportunities to improve the work environment for these groups, and to enable high-level performance and further development. Consequently, UiODoc now participate in regular meetings with the UiO leadership team, under the coordination of the Vice-Dean Knut Fægri and Pro-Rector Ragnhild Hennem once a semester. In 2015, UiODoc participated in two meetings.

The first meeting 18.06, UiODoc was presented by Meryl S. Lillenes and the focus in the meeting was on 1) Support and facilitation of researcher applying for external funding, UiODoc are concerned about the lacking support young researcher receive at UiO in their effort to get external funding. Fagstøtte informed that UiO are now working on an administrative framework for research support and the EU office at UiO have several events to assist also young applicants for EU funding. 2) E-mail lists and communication possibilities for UiODoc to reach PhDs, postdocs and other temporary academic staff at UiO, UiODoc are experiences great challenges in reaching out to our members and there are no common e-mail lists to postdocs in particular. Creating such a common list seems unachievable so other strategies must be found. 3) Career politics and research quality, UiODoc is very happy to be part of the process of implementing e.g. the SAB recommendations, improving the career planning offer and research quality at UiO. 4) Measures to strengthen supervisor training, UiODoc find it unsatisfactory that there are no criteria, other than having a PhD, to become a supervisor and find that courses etc. are lacking, in particular for young supervisors. It is evident that the PhD experience relies heavily on the supervisor's ability and some supervisors are not satisfactory. UiODoc believe that much can be achieved in providing training to supervisors in order to make them better and more aware on how good supervision is executed. 5) The model for career planning for PhDs, (see point below), UiODoc stressed the need for this offer and urged the Administration to include it in the budget. 6) Forskerombud, UiODoc have long worked for

the implementation of a forskerombud that are available for all faculties. At this point there is only one at the Faculty of Medicine and the positive results from that initiative are unquestionable and urges for such an offer for all PhDs and scientific employees. 7) Further funding of UiODoc, UiODoc had secured funding for 2013, 2014 and 2015, but need further funding in the years to come. This issue was to be addressed at the next meeting in November.

The second meeting 25.11 also Meryl S. Lillenes attended. Issues brought up were: 1) Further funding of UiODoc, the Administration had not realized earlier that we were not funded for 2016. However, Fagstøtte (Julianne Krohn-Hansen) managed to prolong our contract one year and implement it in the budget, given that we go through an evaluation process during 2016. 2) E-mail lists and communication to members of UiODoc, UiODoc are to be in contact with all Faculties and use updated mailing-lists to contact members. This will require a lot of time and UiODoc need to find appropriate and effective ways to do this. 3) Orientation on Dugnad for academic refugees, Project leader Anne Buverud informed on their activity and it was agreed that UiODoc will collaborate and spread information on their events. 4) Measures to strengthen supervisor training, FUP have established a supervision course pilot that will extend through 2017 and will then be evaluated. 5) Model for career planning for PhDs, the model was unfortunately not included in the 2016 budget, but will be brought up again at the University Board meeting in spring 2016 and will hopefully be approved then. UiODoc also emphasised the need for career planning offers for postdocs and the Administration agreed. The implementation of the SAB report recommendations has made this a priority and the measures suggested are in process of being implemented. 6) Forskerombud, the suggestion of having a forskerombud was presented at the University Board 08.12 and the **outcome was that two forskerombud will be established centrally to accommodate all Faculties!**

Research Dean meetings (Forum for Forskningsdekaner)

UiODoc are represented at the monthly Research Dean meetings. Meryl S. Lillenes attended all ten meetings in 2015: 19.01, 16.02, 16.03, 20.04, 11.05, 15.06, 28.08, 23.09, 12.10 and the 23.11. Many issues are addressed at the Research Dean meetings, including updates from various UiO activities, request on input and concrete tasks such as implementation of the Strategic Advisory Board (SAB) and planning of the BioMed functionality of the Life Science building, consuming much attention this year. Other issues of major concern in 2015 include: strengthening the mentoring and leadership skills at UiO, career planning for

PhDs and postdocs, "Nordområdeutvalg" working to chart UiO's activities to increase UiO's commitment to establish interdisciplinary research and teaching activities in the Nordic region to enhance UiO's "nordområde" profile, revision of several laws, regulation etc. and UiOs Academic "dugnad" for refugees.

SAB Report implementation: Research quality workgroup

Four meetings: 15.01, 25.03, 07.04 (Crina Damsa) and 03.06

Background: As part of achieving UiO's *Strategy 2020*, the University appointed an international *Strategic Advisory Board (SAB)* to make a Report (SAB Report) advising UiO on how to fulfil the goals outlined in its strategic plan. In the autumn of 2014, UiO started an internal process on how to implement the recommendations presented in the SAB report. The process was divided into four key areas:

- 1) Education quality
- 2) Research Quality
- 3) Interdisciplinary
- 4) UiO organizational and decision-making structure.

UiODoc, represented by Meryl S. Lillenes, participated in the workgroup addressing 3) Research quality. The process was divided into four phases:

1- deadline 17.04) Clarify and prioritize tasks identified in the SAB report: compare the Strategy 2020 and the UiO annual plan 2015/2016 and identify gaps, evaluate the goals in the SAB report on research quality and identify further measures, prioritize the most important sub-goals in short term and identify concrete actions to be conducted in 2015/2016 and to justify the groups priorities, prepare a preliminary budget for all measures and state the recommended place of responsibility for executing the various actions. The group brought three main areas of measures: **a) get routines in place for faster appointments in scientific positions, b) career planning for PhDs and postdocs (UiODoc's major emphasis)** and c) maintain the pressure on EU-strategy and UiO:Horison and accompanying measures of: develop a communication strategy to highlight high performance environments, use search committees and use bottom-up initiatives for an active effort to international collaborations.

2- deadline 05.06) Identify aspects and areas of research quality that need to be evaluated by the group: To determine whether today's decision making and implementation responsibilities are clear and appropriate way to ensure continuously work to develop better research quality at all Faculties, to identify concrete need of clarification/adjustments in relation to internationalization, more interdisciplinary collaboration and tighter link between research and study programs at UiO.

3- deadline autumn 2015/spring 2016) implementation of measures locally at each Faculty

4- deadline Des 2016) Summary, advice on further process

Planning of the BioMed functionality of the Life Science building work group

Three meetings: 11.02, 24.02 and 19.03

As part of the UiO 2020 Strategy, the University is building the largest University building (Life Science building¹) in Norway to fulfil the ambitions of their Life Science Strategy². In this relation a workgroup was appointed to address the functionality of the BioMed part of this building, and UiODoc, represented by Meryl S. Lillenes, presented PhDs/Postdocs in this work. A report was delivered to the project leader and Statsbygg in April 2015. The workgroup considered: vision of convergence with Strategy 2020 and UiOs vision for Life Science, science development towards 2022 and beyond, facilities for research and teaching, flexibility that can be adjusted for need in the long term, the building as a resource for the Life Science environments at UiO, interdisciplinary interaction, particularly with the Faculty of Chemistry and Physics, the possibility of a bioinformatics centre and the establishment of an incubator activity when planning considering spatial planning to ensure an optimal functionality of the Life Science building- also in the long term and considering new technologies not yet established.

Research ethics seminar 18.11 program committee:

Three meetings: 14.09, 24.09 and 09.10

¹ <http://www.statsbygg.no/Prosjekter-og-eiendommer/Byggeprosjekter/UiO-Livsvitenskap/3D-film/>

² <http://www.uio.no/om/organisasjon/styret/moter/2014/06-24-25/v-sak-7-livsvitenskap.pdf>

A committee was assigned to plan and execute a seminar on research ethics and UiODoc, presented by Meryl S. Lillenes participated in the planning of the seminar entitled: "Research ethics: laws, lies or laziness?" featuring Bjørn Hoffman, Maja Van Der Velden, Vidar Enebakk, Einar Noreik holding presentations on "What do we talk about when we talk about research ethics?" and a panel debate on UiO's 10 commandments for ethical practice in research starring: Kirsti Strøm Bull, Peter Kierulf, Svein Aage Christoffersen and Knut Fægri. The seminar had approximately 100 participants. Challenges in research ethics vary between the different Faculties, but it was clear that there is room for improving the culture on research ethics and the importance of mentor's attitude was emphasised. A change in culture demands awareness on ethical conduct and a change at all levels- from students and PhDs to Professors and Administration.

The leader program at UiO input meeting (03.02.2015)

Since 2007 UiO have arrange skill development courses for established research leaders (FLP) at UiO. UiODoc, presented by Meryl S. Lillenes, participated in the seminar February 3 to contribute to improving the initiative of setting up a research leadership course/training offer at UiO, also for younger leaders. The prioritized target group for FLP has been research leaders with actual leadership responsibilities and with experience in research leadership. In early 2015 the program was completed for the 9th time. In addition, a research management program for young scientists with funding from FRIPRO and Joint Promotion/Fellesløftet 2014 (both grants/funding awarded to promising young researchers), was tested with great success. The plan is to provide this course for promising young research leaders on a regular basis and the participants of this seminar were consulted on whom to audience in this regard and were also asked to provide input to the organizational development of the courses. UiODoc emphasised that it may not only be the already successful researchers that need this offer as those tend to manage anyways, so the criteria for entering the course should also include promising researchers that are not yet successful as this course can provide them with the tools they need to succeed.

Avdeling for Fagstøtte: PhD career planning input meeting (18.03.2015)

As part of the work on improving the quality of the PhD education at UiO, Forum for Forskningsdekaner proposed measures for improving the career planning offer for PhDs and asked that UiO and Karrieresenteret propose a model for career planning, coursing and

relevant events for PhDs. Avdeling for fagstøtte have according to this recommendation collected input on this and UiODoc, represented by Meryl S. Lillenes, contributed at this meeting. The proposal was to be presented at the University Board Budget Discussion Meeting 13.05 and hopefully to be approved at the University Board Budget Meeting 23.06. The proposed model for career planning for PhDs included: 1) a course in career planning in collaboration with Karrieresenteret 1.5 years into the education and should be offered every semester and 2) Career days for PhDs. To achieve this it was suggested to finance one to two full-time employees at Karrieresenteret. Unfortunately the proposal was not included in the 2016 budget. However, we are working on getting it approved for 2017 as this is a clear priority from the SAB work groups and is undoubtedly needed to achieve UiOs' strategy goals.

Collaboration with the Career Services Center (Karrieresenteret)

In 2015, the plans made to address career guidance and competence building of PhDs/young researchers was put in practice, in close collaboration with the Karrieresenteret. This is a result of efforts at different levels. The University Board has decided in 2015 that UiO should look at the possibility of using the Career Services Center to provide PhDs and other fixed-term employees with various course offers. The mapping of needs the activities organized are also a direct result of UiODoc's effort to highlight the importance and the interest in benefiting from this offer. UiODoc is part of the workgroup in coordination with the Career Services Center that aims at developing a course on career development for PhDs at UiO that will be offered every semester. In 2015, the collaboration concretized in organizing the courses for the fixed-term faculty representatives together (see section 5.4 of this report).

4.3 NATIONAL-LEVEL COLLABORATION: SiN

Among the specific points of collaboration with SiN, UiODoc was involved in the following:

1. SiN, with support by UiODoc and its other member organizations, wrote a reply to two hearings sent out by Kunnskapsdepartementet (KD):
 - about the new regulations on the composition of university steering boards in Norway (case 15/3111). The reply was sent to KD the 15 August 2015

- about the new regulations on calculating seniority of PhD candidates (case 15/1643). The reply was sent to KD the 31 August 2015
- 2. Organization of SiN Strategy Workshop in Oslo from 18-19 February, meeting with other delegates of SiN member organizations to discuss the development and short and long term goals of SiN. UiODoc will have 3 delegates taking part in the workshop. Moreover, UiODoc's SiN liaison officer is part of the organizing committee for the workshop.
- 3. UiODoc has applied for funding from SiN to purchase license for PhD movie 1 and 2 which will be screened at one or two social events during 2016 (March 10 and date to be announced)
- 4. SiN is placing a bid for hosting the EuroDoc General Assembly 2017 in Oslo. The event would be organized and funded by SiN with organizational support by local organizations including UiODoc

Plans for 2016:

- SiN Strategy Workshop in Oslo 18-19 February
- Participation of the UiODoc SiN liaison officer in the EuroDoc General Assembly 2016 in Luxemburg, 20-24 April 2015

4.4 ACTIVITIES TARGETING FACULTY REPRESENTATIVES

Summary

UiODoc aims at establishing closer ties with the representatives of temporary employees (hereafter called "temporary representatives") in UiO's institute and faculty boards. As a focus task since 2015 and ongoing, UiODoc co-organised two courses for representatives of temporary employees in institute and faculty boards, established an overview over the different boards and the temporary employees' representatives on duty in 2015, and intensified contact in particular with the faculty representatives.

Database of representatives of temporary employees in institute and faculty boards

In the preparation phase for the pilot course for representatives (see below) it became clear that no centralised overview or database of the members of the various boards at UiO exist. Such a database is needed to ensure contact with the temporary representatives at UiO, but also as one extra channel for distributing information about UiODoc's events and activities to our target group. Creating this database has been identified as a challenge already earlier (see UiODoc Annual Report 2014). UiODoc therefore invested considerable time into creating a database with the names and roles of board/advisory board members and their deputies. The information was gathered through a manual search on UiO's web pages and by contacting the faculty administrations, secretaries, and also boards directly where the contact details were not available online. At the time of writing, the database contained contact details of 86 temporary employees serving in one or several boards at UiO.

Collaboration with faculty representatives

Contact with the temporary representatives in the faculty boards has been intensified in 2015, in particular with the UiO board representative and UiODoc board member Sofie A.E. Høgestøl. Collaboration is beneficial for both sides as it will provide profit from information flow, network, synergies and mutual support on matters concerning temporary employees at UiO. Several meetings were held and four faculty representatives joined the UiODoc board Christmas dinner meeting. UiODoc strives to continuously strengthen connections and communication between the representatives and the UiODoc board.

Courses for UiO institute/faculty board members with short duty period

One of the tasks in UiO's HR action plan (*HR-handlingsplan*) is to establish a course for board members (Diskusjonssak til Rektoratet, møte 5.12.2013). The training for board members with shorter duty period is part of this. In 2015, UiODoc co-organised two such courses – a successful pilot course in February, and a follow-up 'regular' course in September. The goal of the pilot course was to sense the needs and hold a trial course that can still be adapted, in order to establish a purposeful competence-building offer targeted to the needs of board members with shorter duty period. The explicit goal of both the organising committee and UiO is to hold such a course every semester, not least to account for board members elected at various times of the year.

Background: *The temporary employees' representatives and student representatives serve for one year at a time in UiO's institute/faculty boards, whereas other board members serve for a four years period. At the same time, both temporary employees and students have less knowledge of the processes, challenges and strategies at UiO. There is therefore a special need for this target group to learn about both the tasks and role of their respective board, and their own role and possibilities therein – and this within a short time after election in order to be able to perform their role optimally.*

Pilot course for UiO representatives, February 2015

The pilot course took place on 27 February 2015 and was co-organised together with the student representatives serving in the UiO board and the UiO *Avdeling for personalstøtte* (Department of Personnel Support). It was open for both for representatives of the temporary employees and student representatives in the institute and faculty boards at UiO. The three-hour course was given by organisation psychologist Claus Jebsen from *Institutt for medskapende ledelse*. UiODoc was represented by Sofie A.E. Høgestøl and Désirée Treichler, and the course responsibility lay with Sidsel Valmot from the Department of Personnel Support. UiODoc participated both in planning the course and on the event itself, and overtook the communication and advertising towards the temporary representatives due to the lack of an existing contact list or other possibilities to get in touch with this target group. This was a challenging task and major workload.

The course focused on the following topics:

- Identify the roles “owner” / board / leader / administration
- Clarify the board’s mandate and responsibility
- Clarify the responsibility and role of the course participant within the board
- Help to enable the course participant in experiencing the board duty as a learning arena
- Strengthen understanding of and confidence in the board as a competent decision organ
- How to increase the course participants’ contribution to the board’s tasks and responsibilities

With 30 sign-ups from students and temporary representatives combined, the participant limit (50 people) was not reached. Only ten (of 83 contacted) temporary representatives participated. However, the smaller number of participants turned out to be very favourable for this setting and allowed for a more interactive course. The mixture of theory and

personal advices, in particular from the UiO board student and temporary employee representatives, appropriately catered for the needs of the participants, especially in terms of setting the board work in a wider perspective (UiO/board as a whole). The course also increased confidence in the participants' own role and provided a valuable contribution to their respective board. See Annex X for a feedback summary.

While participation numbers were rather lower than anticipated, it became very clear that this course was extremely helpful to those who attended. In their endeavour to establish this course as a fixed offer at UiO, the organising committee concluded that the pilot course was a success, and course content and setup were appropriate. It was decided to establish this course as a fixed offer every semester. Improvements to consider, based on participants' feedback: more (discussion) time for individual challenges, and a dedicated stronger role of experienced board members (e.g. serving in the UiO board) for purely practical, hands-on advice. It was also noted that communication and advertising of this course to the target group has to be improved, especially in terms of how to reach out to potential participants. It was brought forward that information should be distributed via centralised email lists or by faculties and units to the boards directly and not depend on personal commitment and connections of UiODoc/the UiO board members.

Course for UiO representatives (24.09.2015)

The September course lasted four hours but was otherwise organised in a similar manner as the pilot course. UiODoc was represented by Sofie A.E. Høgestøl, Knut Fredrik Seip and Désirée Treichler, who contributed to the planning of the event, administration/invitation of potential participants, and had an active role in sharing their experience from being part of an UiO board during the course. Unfortunately, attendance was very low, despite that the event was also opened for permanently employed board members. Only four student representatives and one temporary representative (Knut Fredrik Seip, UiODoc board member) participated. However, the feedback from the five participants was equally positive as for the pilot course in February.

The low attendance can likely be attributed to the introduction of a 500NOK participation fee for non-students (i.e. also temporary representatives, while there was no fee for the pilot course in February 2015), and that it was unclear if this would be directly paid by the respective board or if the representative in question had to apply to get this covered. It is likely that the raised participation fee was too high a threshold for temporary

representatives to even only seriously consider a course for a voluntary mandate that is not part of their employment. If the board member course should be established as part of the professional training at UiO – which is clearly the case according to the HR action plan – UiODoc sees a strong need that both the communication and financing aspects of the course are revised and solved in a sustainable and effective way.

Future plans and challenges

- Reaching out to the temporary representatives and, generally, to the target group. This is UiODoc's most challenging task;
- Continue strengthening ties with the temporary representatives. A work group has been set up to look at how to better connect the representatives, the UiODoc board and the temporary employees both groups represent, e.g. how UiODoc can be a resource for the representatives;
- Intensify contact and collaboration between faculty representatives and UiO board representatives;
- Representatives course: the course would be very useful for the temporary representatives but needs better marketing. A solution has to be found for the newly arisen financing issue and for how to reach out to potential participant;
- Contact to the representatives: instead of a database that has to be manually updated, this information should be centrally available – same as for the non-existing email list for all temporary employees (except for PhDs).

4.5 COLLABORATION WITH THE UiO BOARD REPRESENTATIVE

UiODoc is collaborating closely with the UiO Board representative for fixed term employees, Sofie Høgestøl, who is also affiliated to the UiODoc Board. This collaboration consists of regular discussions on topics of interest for the fixed term employees, views of UiODoc on matters discussed in the UiO Board and initiatives regarding matters of importance for fixed term employees at national level. The most important aspects of this collaboration are summarized below.

Perspectives on career development

In the last two years, Norway had witnessed a number of policy initiatives and new regulations with regard to the organization of universities and career possibilities for

academic staff. Once implemented, these have a serious impact on the career paths and development opportunities for the fixed-term employees also at UiO.

Within this context, UiODoc and the UiO Board representative organized a debate that connected to issues of career perspective and development for the fixed-term employees. Guest speakers from the Ministry of Education, Forskerforbundet and the University were invited. See section 6.3 under Events for a detailed description of this activity.

“Forskerombud” initiative

Based on the previous year’s discussions regarding the need for UiO to establish a forskerombud (research ombudsman), initiative was taken in this direction. This was in parallel to the proposal of a getting a Vitenskapsombud at UiO, being discussed in the University Board. This initiative was led by Sofie Høgestol, the representative in the UiO Board for the fixed term employees and also member of the UiODoc board. A debate was organized on the topic of the need for a forskerombud, with invited guests. Please, see section 6.3 under Events for a detailed description of this activity.

The suggestion of having a forskerombud was presented at the University Board 08.12 and the **outcome was that two forskerombud will be established centrally to accommodate all Faculties!**

4.6 ACTIVITIES BEYOND UiO CONTEXT

Besides the activities and initiatives within the UiO context, the UiODoc Board was involved in reviewing and generating comments on a number of proposed policy documents (høring) that have relevance for the target group. Part of these comments was requested by SiN, which is actively involved in addressing policy issues and initiatives. The rest were responses of the Board to various calls for comments and review. The main goal of this effort is to contribute to ensuring the quality of the work environment, activities, and other aspects of importance to the target group.

Below is the list of initiative to which the UiODoc Board provided reviews and comments:

- Forslag til endring av universitetes- og høyskoleloven og egenbetalingsforskriften
- Høring - revisjon av forskningsetikkloven

- Intern høring forslag til endringer i ph.d.-forskriften
- Høring av endringer i forskrift om kvalitetssikring og kvalitetsutvikling i høyere utdanning og fagskoleutdanning

5. OVERVIEW OF ORGANIZED EVENTS

5.1 SEMINARS

1. Make sense and be heard! Writing for publication in academic journals (21.01.2015)

The first seminar this year aimed to help participant improving their scholarly writing skills and preparing manuscripts for publication in academic journals. The invited speaker was Lynn P. Nygaard, who shared her experience and insight from nearly 20 years in the editing field. It has been shown that the topic was highly popular within target group and over 250 participants participated in the event. The participants' feedback on the seminar was highly positive, for all event organization, topic relevance and speaker competence (*Appendix 4a*).

2. Cracking the Norwegian code & Social event (17.11.2015)

In November, UiODoc organized a social event together with an engaging talk titled "Cracking the Norwegian Code", guiding participants through the social norms of the Norwegian people. The presenter Julien Bourrelle, PhD student at NTNU, through his presentation advised foreigners on how to socialize, communicate and connect with Norwegians and in the same time informed Norwegians about how their social behaviors may be perceived and how communication norms differs when working globally. After the talk the participants had an opportunity to socialize with their colleagues and other PhDs and postdocs from other institutes and faculties over food and drinks. We also provided information about UiODoc and promoted its goals and further events. Around 100 participants participated in the events, and they were highly satisfied with both the talk and the following social event (*Appendix 4c*).

3. Pedagogical seminar: Teach for better learning! (7.12.2015)

The aim of the last seminar in 2015 was to present what are the tools PhD students and Postdoc can use while teaching and how can they help students to understand abstract knowledge. Knowing more about what makes learning happen and how to engage students

in meaningful activities can make teaching more efficient and enjoyable, and help the teacher to become more confident in his/hers role. This seminar offered an initial glimpse into some matters of university pedagogy, by combining practical exercises theoretical knowledge. The seminar was given by Professor Eevi Beck, from the Academic Development Group of the University of Oslo (Fagområdet for Universitetspedagogikk - FUP). Professor Beck is an experienced educator and researcher with an interdisciplinary background (Computer Science, Sociology of Science and Technology and Education). The seminar included contribution from Crina Damşa, postdoctoral fellow at the Faculty of Education and secretary of the UiODoc Board. Most participants were satisfied with the event and the topic covered and the majority expressed a need for activities that provide hands-on experiences and pedagogical knowledge that can be directly applied in practice. (*Appendix 4d*).

5.2 WORKSHOPS

1. How to plan your career success as an early career researcher (24.03.2015)

In March, UiODoc organized an interactive workshop with PhD students and postdocs with the main theme on career planning, both in academia and outside. The presenter was Dr. Kerstin Fritsches from PostdocTraining, who is a specialist in professional development for early career researchers. During the workshop she took participants through the steps involved in turning career aspirations into goals and actions that they can start work on straight away. The participants were introduced to different practical strategies and tools they need to: (1) identify a career path that suits their strengths and preferences, (2) create a focused and achievable career plan, and (3) develop their own profile and a support network. Participants were highly satisfied with organized event (*Appendix 4b*).

5.3 DEBATES

1. Debate: New ambitions and emerging challenges: creating improved opportunities for career paths in Norwegian research (21.04.2015)

UiODoc organized the debate where the panelists discussed a very important and popular topic - how to improve career paths for academics and ensure better recruitment strategies for research institutions. The debate started with Bjørn Haugstad, State Secretary at the Ministry of Education and Research, introducing the Government's proposal for a new personnel policy for research. This introduction was then followed by a debate between the State Secretary and the leader of Forskerforbundet at UiO, Steinar Sæther, on how to create the best employment and career opportunities for researchers in the Norwegian context. Successively it took place a panel discussion between three researchers with temporary contracts, who discussed their own experiences and thoughts on the challenge of temporary contracts. The debate and discussion was led by Sofie A. E. Høgestøl, University Board Member for the temporary academic staff. At the end of the debate UiODoc officially launched new webpage, with an additional social event where participants were given opportunity to network with their colleagues and enjoy tapas and drinks. Around 100 PhD students and postdocs participated in the event and expressed high satisfaction with both the theme and discussion during the debate and the organization of social event.

2. Debate: Vitenskapsombud - viktig vakthund eller nok en gneldrebikkje? (12.11.2015)

Participants in the debate discussed the need for opening an official position of scientific ombudsman whose main obligation would be to ensure scientific integrity, better and more effective relationship between PhD students and supervisors and in general good scientific culture. It was discussed if this position is necessary, should this type of ombudsman be central, or associated with the individual faculties, and what are prerequisites for opening this type of position and how can this be best be achieved. The panelists were: Anine Kierulf (postdoc at the Norwegian Centre for Human Rights and the winner of the Research Council conveyance price and Akademikerprisen 2015), Steinar Andreas Sæther (Associate Professor at the Faculty of Humanities and chairman of Forskerforbundet at UiO), Peter Kierulf (Research Ombudsman at the Medical Faculty) and Ragnhild Hennem (prorector at UiO). Around 30 participants participated in the event and expressed high satisfaction with both the theme and panel discussion.

5.4 ANNUAL GENERAL MEETING AND BOARD MEETINGS

1. Annual General Meeting (21.05.2015)

The Annual General Meeting was held at Lucy Smith hus and was followed by a casual dinner. A total of 20 participants were present at the meeting, where the agenda, finances and budget were approved and a new board was elected.

Agenda points and summary of discussed issues:

1. Introduction and registration of all participants
2. Approval of AGM agenda
3. Presentation of the Annual report 2015
Meryl summarizes the main sections of the annual report of activities in 2015
4. Presentation of activity plans 2015-2016
Summarizes the plans for 2015 (events, courses and budget) by Meryl and others in UiODoc board
5. Elections of leader and new leadership committee
 - President: Meryl Sønnderby Lillenes (unanimous vote)
 - Secretary: Crina Damsa (unanimous vote)
 - SiN liaison officer: to be determined
 - UiO Board liaison officer: to be determined
 - Representatives officer: Désirée Treichler (unanimous vote)
 - Public relations officer: Jelena Mirković and Tiago Pereira
 - Events officer: to be determined
 - New board members (roles decided upon in the next board meeting):
 - Jonathan Rizzi
 - Abhilash D. Pandya
 - Rachelle Esterhazy
 - Georgios Kalantzopoulos
 - Mieke Louwe
 - Knut Fredrik Seip.
6. Miscellaneous

- Proposal for creating a Treasurer position in the Board (Mieke)
- Open positions for election every two year, in case current board members intend to sit longer than one year (Jonathan)
- Bring out the suggestion for changing the statutes in the Board meeting, edit, and the present them in the next AGM for voting by the members (Jonathan, others)
- Translate the statutes to English (Mieke)
- Proposal for creating a platform to collect information about job opportunities
- Proposal for including research assistants in the group

2. Board meeting with dinner (19.10.2015 and 07.12.2015)

The UiODoc board organized two dinners in conjunction with board meetings. The goal of the dinners was to introduce the new board members, stimulate social interaction and to achieve a closer collaboration, build further connections with faculty representatives (who were also invited to the second dinner on 07.12.2015) and additionally further plan the themes and organization of autumn seminars.

3. Ten (10) regular board meetings

The board has met regularly during the year. These meetings were mainly devoted to:

- Organizing the UiODoc events;
- Preparing meetings with the UiO leadership team and other meetings board members participated in;
- Preparing replies and comments to various official documents
- Discussing the input on organization of courses for the temporary board members
- Organization of UiODoc official documents (on Dropbox folder)

Board meeting dates: 12.01, 02.02, 18.03, 14.04, 08.05, 11.06, 20.08, 08.10, 15.11 and 07.12.

Note: No UiODoc funds were used for food or refreshments during these meetings.

6. BUDGET 2015

Budget 2015	Supplier	Description	Date	Sum (NOK)
Income	UiO Avdeling for fagstøtte	Assets		250 000
Personnel costs		Board Fees		100 000
Operating expences				
			SUM fees en membership	100 000
Spring semester	Lynn P. Nygaard	Writing seminar	21.01.2015	4500
	Kerstin Fritsches	Postdoc training	24.03.2015	12096
		Debate		
	Reposentralen	Roll up	21.04.2015	5000
	Balloon company	Balloons	21.04.2015	2 805
	Elvebredden	Tapas, cake	21.04.2015	25423
	Euroflorist	Flowers	21.04.2015	1 890
		Realfagsbiblioteket	21.04.2015	3000
		AGM BBQ		
	Elvebredden	Salat	21.05.2015	4 854
Crina/Bunnpris	Pizza	21.05.2015	3 021	
			SUM spring semester	62 589
Autumn semester	Lemongrass	Board dinner		4 995
	Damplass Blomster	Flowers for scientific debate		1 500
		Seminar and Social event		
	Julien S Bourrelle	Seminar cracking the Norwegian code		15 000
	Elvebredden	Social event		29 599
		Seminar Pedagogy		
	Damplass Blomster	Flowers		538
	Elvebredden	Lunch		9 060
Elvebredden	Coffee break with fruit and cake		12 034	
			SUM autumn semester	72 726
			Total	235 315
			Balance	14 686
Paid from the 2014 budget for activities in 2015				
	Supplier	Description	Date	Sum (NOK)
	Lynn P. Nygaard	Writing seminar	21.01.2015	4500
Paid from the 2016 budget for activities in 2015				
	Supplier	Description	Date	Sum (NOK)
	Lille Asia	Dinner with faculty representatives	7-Dec-15	8854
	Feedback	Merchandise, refleks	18-Dec-15	5994

Note: The financial information was provided by the UiO Financial Administration, which also manages these funds

7. PLANS FOR 2016

Spring semester 2016

The UiODoc Board has already outline a rich and diversified agenda for the spring of 2016 and beyond the summer break.

1. Preliminary plans for activities in the spring of 2016

- a. Career Training seminar 1 with Kirsten Fritches, half day, 26 April 2016
Participants: 75-100 postdocs and PhD students
- b. Career Training workshop 2: full day, 27 April 2016
Participants: a maximum of 24 postdocs and PhD students
- c. PhD movie screening and pizza serving 10th of March 2016.
- d. General Assembly May 10th.
- e. Social event – semester closing, 9th of June 2016

2. Collaboration with Forskerforbundet

- a. Introductory meeting on Feb 29th 2016

3. Participation in SiN-related activities:

- a. Workshop 18-19 Feb- two members of the board will attend
- b. Possibly, participation in the EuroDoc conference in 2017 in Oslo, organized by SiN

4. Responses to various hearings, either through SiN or independently.

- a. The first hearing to attend to is 'Høring av endringer i forskrift om kvalitetssikring og kvalitetsutvikling i høyere utdanning og fagskoleutdanning'.

5. Attendance in other events relevant to career developments

Career politics conference arranged by UHR, Feb. 9th 2016

6. Possible participation the Idédugnaden phd + postdoc at UiO

Autumn semester 2016 and activities to be decided upon

- a. Course for UiO representatives
- b. Communication outside UiO (with journalist from Aftenposten)

Identified and remaining challenges:

- Reach out to and stay in contact with all the UiO Postdocs and other temporary academic staff (mailing lists);
- Increase visibility;
- Maintain overview of all new representatives elected in the second half of 2015 and in the course of 2016;

8. ESTIMATED BUDGET 2016

Budget 2016	Supplier	Description	Date	Sum (NOK)
Income	UiO Avdeling for fagstøtte	Assets		250 000
Personnel costs		Board Fees		100 000
Operating expences		SiN membership	2016	2000
			SUM fees en membership	102 000
Spring semester		Course for representatives 1		6000
		PhD movie		3000
		Seminar 1		15 000
		Social event 1		22000
		Seminar 2		15 000
		UiODoc workshop		10000
		GA and BBQ/dinner		9000
			SUM spring semester	80 000
Autumn semester		Course for representatives 2		6 000
		Seminar 3		15 000
		Social event 2		22 000
		Seminar 4		15 000
		Board dinner		10 000
			SUM autumn semester	68 000
			Total	250 000
			Balance	0

9. APPENDIXES

Appendix 1. UiODoc Statutes

**Vedtekter
for
Stipendiatenes interesseforening ved Universitetet i Oslo (UiOdoc)**

Vedtatt 13.03.2003, endret senest 2012

§ 1 Navn

Foreningens navn er Stipendiatenes interesseforening ved Universitetet i Oslo, til vanlig forkortet UiOdoc. Foreningen ble stiftet 13. mars 2003.

§ 2 Formål

UiOdoc skal være en ressurs og pådriver for doktorgradsstudenters, stipendiaters, postdoc-stipendiaters og andre tilsatte i vitenskapelige rekrutteringsstillinger's (heretter omtalt som stipendiater) felles interesser ved Universitetet i Oslo.

Organisasjonen har følgende hovedarbeidsområder:

- Å være et bindeledd mellom ledelsen/sentraladministrasjonen og stipendiater ved UiO
- Å utvikle en felles plattform for stipendiater ved UiO
- Å bidra til å ivareta den faglige utviklingen til stipendiater ved UiO

Punkt 1) UiOdoc skal være et bindeledd mellom stipendiatene og Universitetet i Oslo, og kan i tillegg arbeide for å skape møteplasser for stipendiater og næringsliv, forskningsinstitusjoner og andre aktuelle arbeidsgivere for unge forskere.

Punkt 2) Arrangementer som debatter, foredrag og andre sosiale aktiviteter vil UiOdoc utvikle en felles plattform for sosiale og tverrfaglige interesser. Gjennom fellesmøter for representanter for hele UiOdoc's målgruppe (universitet-, institutt-, og fakultetstyrerepresentanter, representater i ph.d.-utvalg og råd og ledere for ph.d.-forum), vil UiOdoc også skape rom for erfaringsutveksling og diskusjon rundt tema som er relevante for alle stipendiater og unge forskere.

Punkt 3) UiODoc skal arbeide for å bedre stipendiaters arbeidssituasjon med fokus på faglige rettigheter og plikter på UiO, samt deres sosiale, og faglige interesser. Foreningen skal videreformidle stipendiatene faglige behov og jobbe for at faglige rettigheter ivaretas.

Det kan opprettes egne avdelinger av foreningen ved de forskjellige fakultetene/instituttene.

§ 3 Medlemskap

UiODoc har ikke offisielt medlemskap, men representerer alle registrerte doktorgradsstudenter, stipendiater, postdoc-stipendiater og andre tilsatt i vitenskapelige rekrutteringsstillinger (heretter omtalt som stipendiater) ved Universitetet i Oslo. Enkelt personer kan reservere seg mot tilknytning til organisasjonen.

§ 4 Annen tilknytning

UiODoc skal være tilknyttet Stipendiatororganisasjonene i Norge. Foreningen kan i tillegg samarbeide med medlemmenes fagforeninger og andre organisasjoner, men skal ikke knyttes til noen bestemt fagforening eller hovedsammenslutning.

§ 5 Årsmøtet

Årsmøtet avholdes en gang i året i løpet av vårsemesteret. Styret har i tillegg anledning til å innkalle til ekstraordinært årsmøte.

Innkalling og sakliste til årsmøtet skal kungjøres overfor medlemmene minst to uker i forveien. Innkommende forslag skal være styret i hende minst én uke før årsmøtet. Det skal tilstrebes at alle stipendiater ved UiO får innkalling til årsmøtet. Årsmøtet skal bli offentlig kjent via e-post og nettsidene til UiO.

Årsmøtet skal

- a) godkjenne styrets årsmelding
- b) godkjenne styrets regnskap for organisasjonen
- c) velge nytt styre
- d) velge representanter til eventuelle råd og utvalg hvor UiODoc representeres

§ 6 Styret

Leder, nestleder og minst tre andre styremedlemmer velges av årsmøtet. Midlertidig vitenskaplige ansattes representant i universitetsstyret kan tiltre styret i UiODoc med fulle rettigheter.

Styret velges for ett år om gangen. Alle stipendiater som ikke har reservert seg mot tilknytning kan stille til valg til verv i foreningen.

UiODoc er en organisasjon for hele UiO. Det skal tilstrebnes en fordeling av representanter fra flest mulig av de stipendiatene som tildeles ved UiO, og fra flest mulig fakulteter.

Styret skal tilstrebe å følge en struktur bestående av minst:

- Leder
- Nestleder
- SiN-representant
- Internasjonales representant
- Eksternes representant
- UiO-styre representant

§ 7 Endring av vedtekter

Endring av vedtektene kan bare vedtas av årsmøtet. Vedtak om å oppløse foreningen eller andre formål krever to tredels flertall på årsmøtet.

Appendix 2. Contract between UiODoc and UiO

Samarbeidsavtale mellom Universitetet i Oslo og UiODoc

Denne avtalen regulerer forholdet mellom Universitetet i Oslo (UiO) og UiODoc knyttet til omfanget av og betingelsene for økonomisk støtte fra UiO til UiODoc.

Formålet med avtalen er å støtte UiODoc som en interesseorganisasjon for ph.d-kandidater, postdoktorer og andre midlertidig vitenskapelig ansatte ved UiO, og for deres arbeid for å utvikle både det faglige og det sosiale arbeidsmiljøet for denne gruppen. Det er en forutsetning for avtalen at UiODoc ikke virker som fagforening.

1. Omfang

UiO forplikter seg til å tildele NOK 250 000 til UiODoc fra 2016. Beløpet omreguleres etter konsumprisindeksen hvert år. Overføring av midler skjer i februar. Ved behov for eventuelle varige endringer i beløp må UiODoc søke i første kvartal.

2. Betingelser for tildeling

2.1. Bruk av midler

Inntil 40 % av tildeling kan benyttes som honorar til styremedlemmer i UiODoc. UiODoc bestemmer selv størrelse og fordeling av honorar.

De resterende 60 % av tildeling kan brukes til følgende:

- Kursing av UiODocs styre og UiODoc representanter på fakultetene
- Deltaker- og reisekostnader ved deltakelse på relevante konferanser og møter for UiODocs styre og UiODoc-representanter på fakultetene
- UiODoc-arrangementer for ph.d.-kandidater og/eller postdoktorer ved UiO
- Generell drift av UiODoc
- Andre relevante aktiviteter

2.2 Innkjøp og utbetalinger

Alle innkjøp og utbetalinger skjer via LOS etter de regler som til enhver tid gjelder for UiO.

2.3 Forpliktelser

- UiODoc skal innen 15. april hvert år levere en kortfattet rapport til UiO, med beskrivelse av foreningens aktiviteter siste år inkludert forenklet regnskap for foreningens drift og planer for det kommende år.
- UiODoc stiller med representant i Forum for forskningsdekaner (e.l. fora) hvor relevante saker diskuteres. Representanten forventes å bidra aktivt.
- UiODoc kan, på oppdrag fra UiO, finne aktuelle representanter i tilfeller hvor det er prosjekter e.l. som trenger representasjon fra UiODocs målgruppe. Ved store og/eller langvarige oppdrag kan det avtales kompensasjon for deltakelse i det enkelte tilfelle. Slik kompensasjon inngår *ikke* som del av den faste bevilgningen.
- UiODoc benyttes som høringsintans og/eller diskusjonspartner i saker som angår ph.d.-utdanningen og målgruppas interesser.
- UiODoc forventes å bidra til å spre relevant informasjon fra UiO til sin målgruppe.
- UiODoc bidrar på for eksempel informasjons- eller oppstartsmøter e.l. rettet mot sin målgruppe.

LOS gjennomgår årlig hvorvidt betingelsene for tildeling er oppfylt.

3. Tilgang til infrastruktur

UiODoc skal sikres følgende infrastruktur:

- e-post med UiO-adresse
- Møterom: UiODoc sikres rett til å reservere rom i UiOs rombookingsystem
- UiODoc lager nettsider om seg selv i verdensveven og har eget domene. UiODoc har rett på samme tilbud fra USIT som andre studentforeninger ved UiO
- Postadresse: UiODoc kan benytte postboksadressen 1072, Blindern, 0317 Oslo
- UiODoc skal for relevante arrangementer kunne sende ut e-post som masseutsendelse i tråd med etablert praksis

4. Kontaktpunkt i LOS

Det oppnevnes en kontaktperson for UiODoc i LOS.

Kontaktpersonen utsteder attester på innehatt UiODoc-verv til de som ber om det.

Det avholdes halvårlige møter mellom UiODoc og LOS, hvor universitetsledelsen er representert.

5. Endringer i eller oppsigelse av avtale

Avtalen kan gjensidig sies opp av partene med ett års varsel. Oppsigelsen skal være skriftlig.

Ønsker om endringer i betingelsene i denne avtalen skal varsles skriftlig senest 6 måneder før endringene skal tre i kraft.

Appendix 3. Feedback on Faculty Representatives course

Participant feedback was very positive (on a scale from 1 – minimal agreement, to 5 – strong agreement; 19 persons answered):

- increased awareness of my board's goals and framework/limits: 4.11
- increased knowledge and awareness of my role as a board member: 4.37
- increased commitment and dedication for my work within the board: 3.89
- can use what I learned in the course for my work in the board: 3.84
- the course setup (pedagogics, methods used) contributed to the course's positive learning outcome: 4.37

Most participants pointed out that (summary of qualitative feedback)

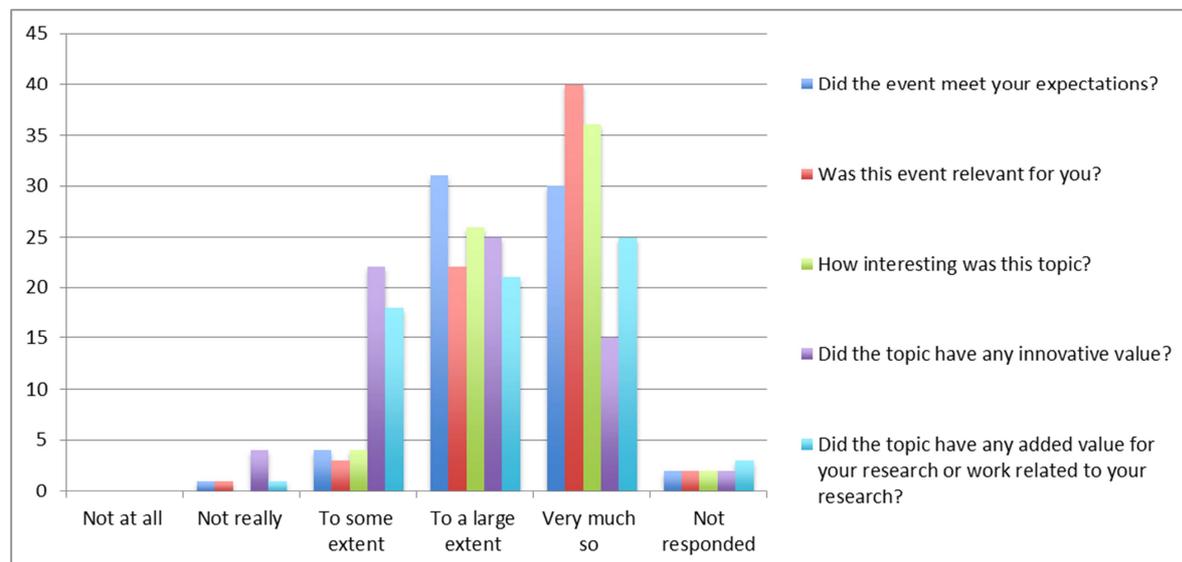
- they perceive their role and status within their board as challenging and different to other board members, not least due to their "lower" status ("only" temporary employee/student), shorter duty time, and, for the temporary representatives, lack of a sparring partner as there is usually only one temporary representative per board;
- they were only now were made aware of that there should be support within the administration to assist them with their work within the board (e.g. access to information about on-going work and discussions that started before they joined the board);
- their role within the board became clearer to them – not only as a personal fight for the temporary employees'/students' goals, but also as an important voice from the group they represent for common goals and strategy (increased awareness of the importance of loyalty within the board);
- they better understand the role and position of their board within the UiO as a larger structure/system, and the problems/challenges the University and/or board faces;
- they found it particularly encouraging to hear from board members of other boards, to get to know others in the same position (establish connections for later), and especially the inputs from the UiO board representatives were considered very helpful and directly useful for their work;
- the course was rather too short, in particular there was not enough time to address individual challenges – this even though they felt that they committed to a considerable time investment at the time of signing up for the three-hour course.

Appendix 4a. Evaluation report Academic writing seminar

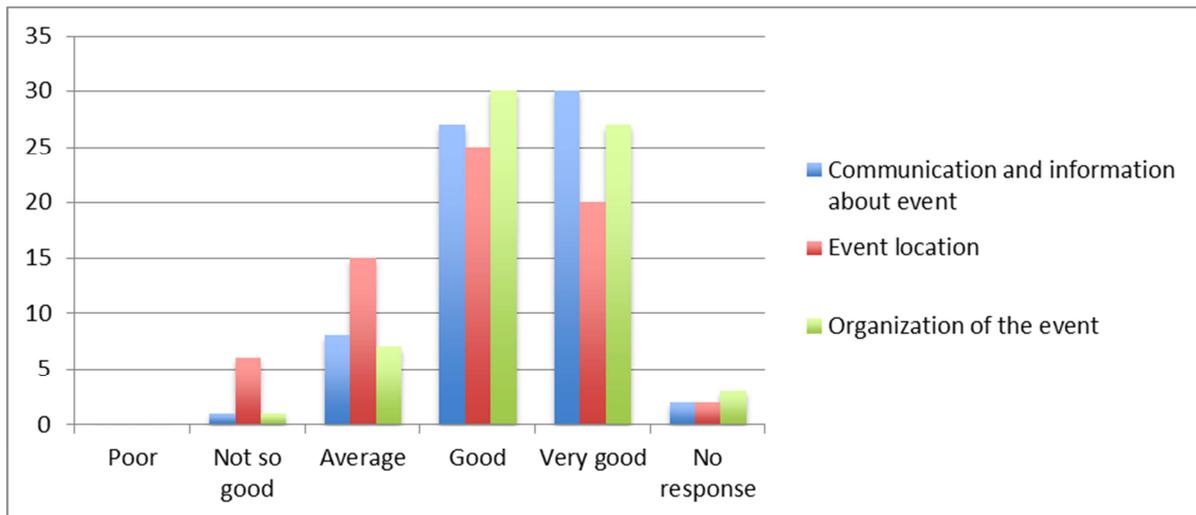
Participants' faculty affiliation

	N	%
Faculty of Humanities	7	10.29%
Faculty of Mathematics and Natural Sciences	30	44.12%
Faculty of Medicine	18	26.47%
Faculty of Dentistry	2	2.94%
Faculty of Social Sciences	6	8.82%
Faculty of Theology	0	0.00%
Faculty of Educational Sciences	0	0.00%
Faculty of Law	3	4.41%
Other (please specify)	1	1.47%
Not responded	1	1.47%

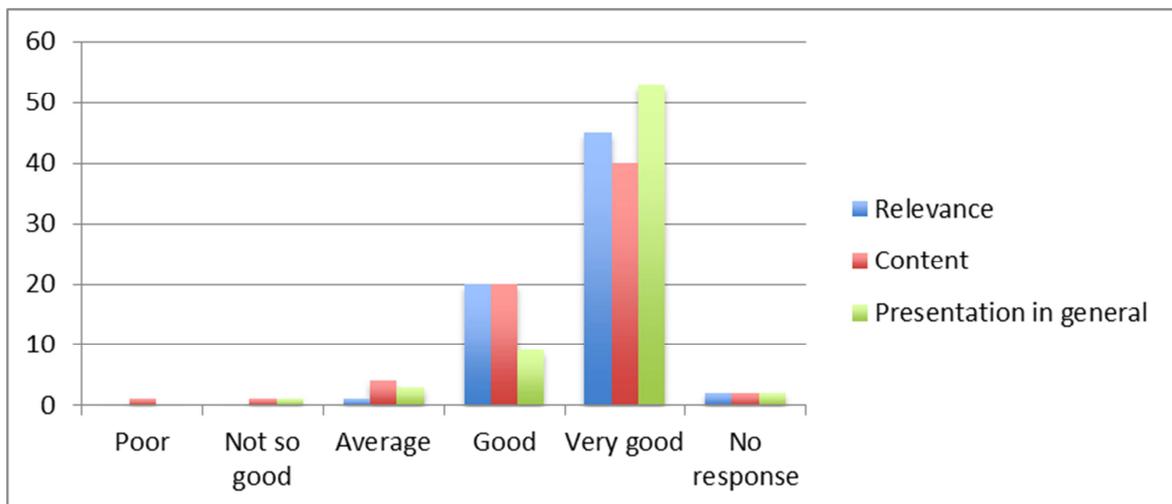
Participants' impressions about the event



Participants' evaluation of event location and organization



Participants' evaluation of the event speaker

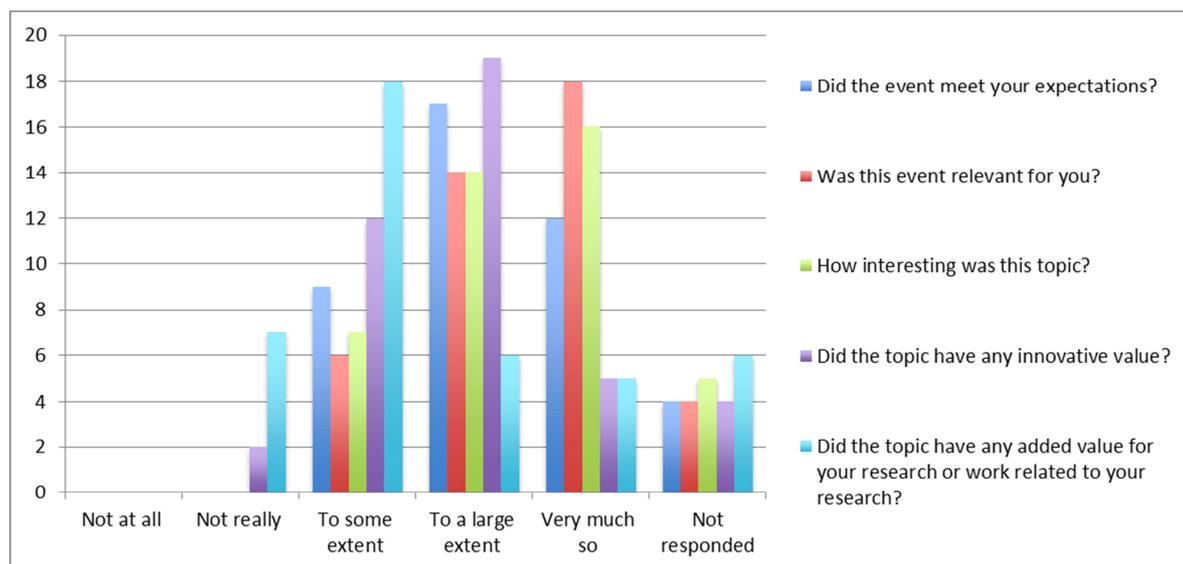


Appendix 4b. Evaluation report - How to plan your career success as an early career researcher

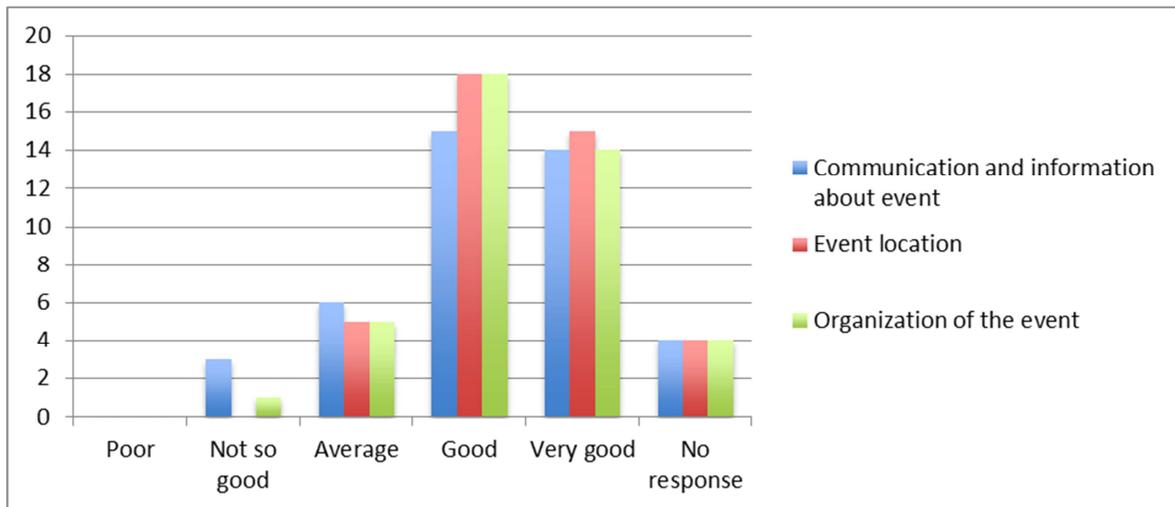
Participants' faculty affiliation

	N	%
Faculty of Humanities	3	7.14%
Faculty of Mathematics and Natural Sciences	14	33.33%
Faculty of Medicine	15	35.71%
Faculty of Dentistry	0	0.00%
Faculty of Social Sciences	7	16.67%
Faculty of Theology	0	0.00%
Faculty of Educational Sciences	1	2.38%
Faculty of Law	1	2.38%
Other (please specify)	1	2.38%
Not responded	0	0.00%

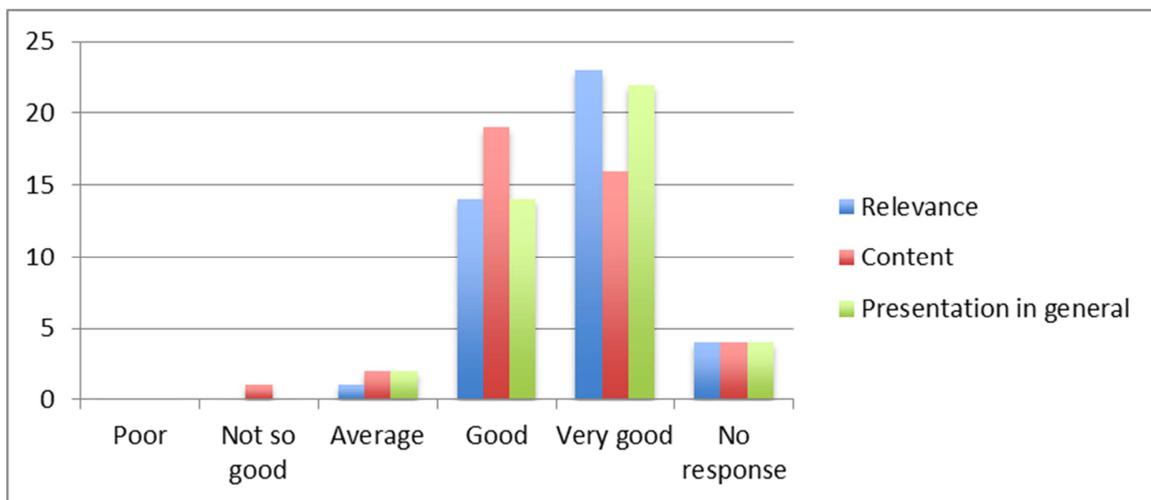
Participants' impressions about the event



Participants' evaluation of event location and organization



Participants' evaluation of the event speaker

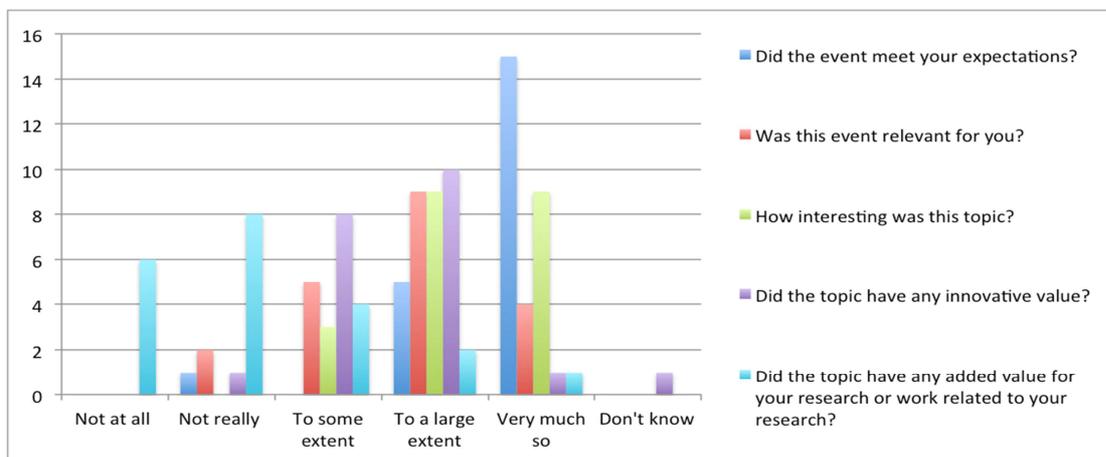


Appendix 4c. Evaluation report – Cracking the Norwegian code

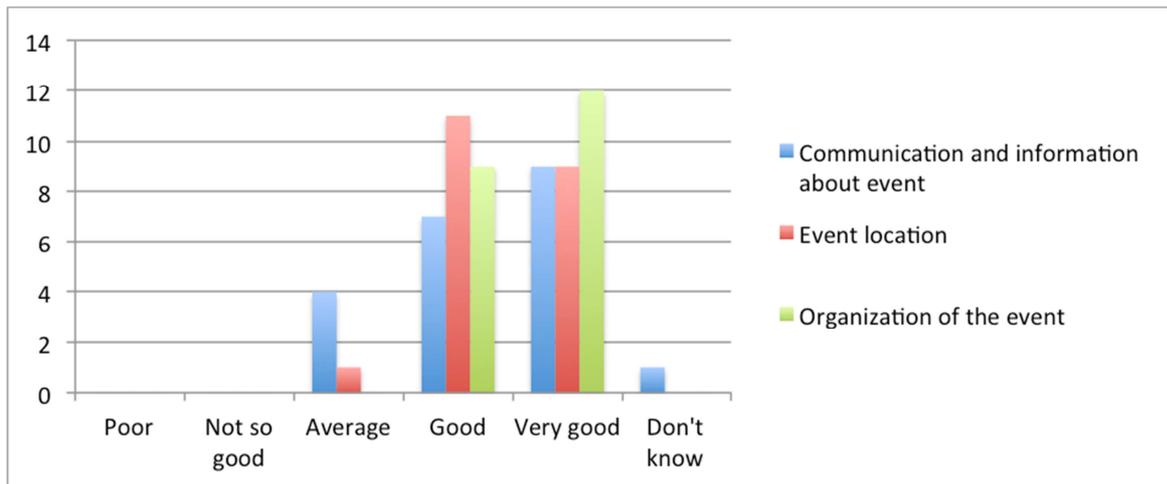
Participants’ faculty affiliation

	N	%
Faculty of Humanities	0	7.14%
Faculty of Mathematics and Natural Sciences	11	33.33%
Faculty of Medicine	7	35.71%
Faculty of Dentistry	0	0.00%
Faculty of Social Sciences	0	16.67%
Faculty of Theology	0	0.00%
Faculty of Educational Sciences	0	2.38%
Faculty of Law	0	2.38%
Other (please specify)	3	2.38%

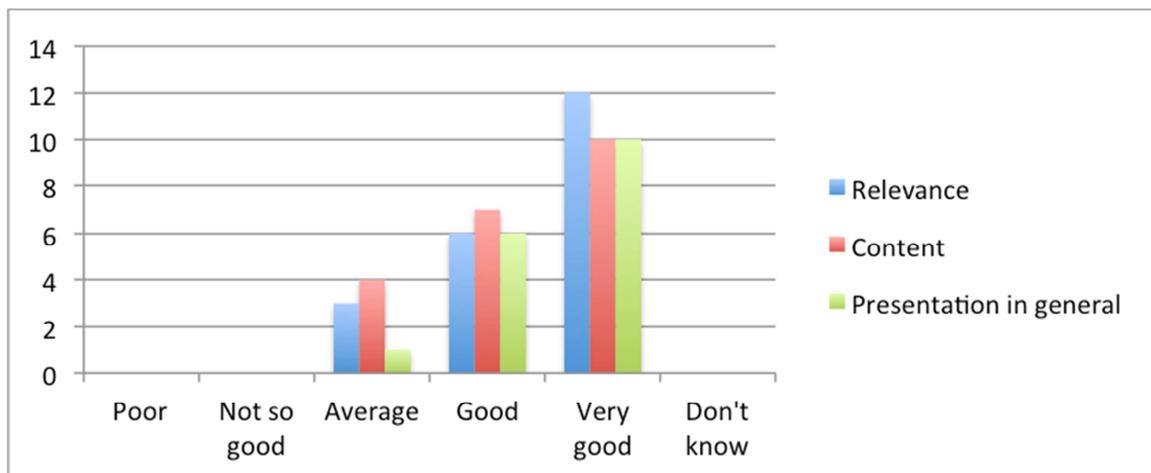
Participants’ impressions about the event



Participants' evaluation of event location and organization



Participants' evaluation of the event speaker

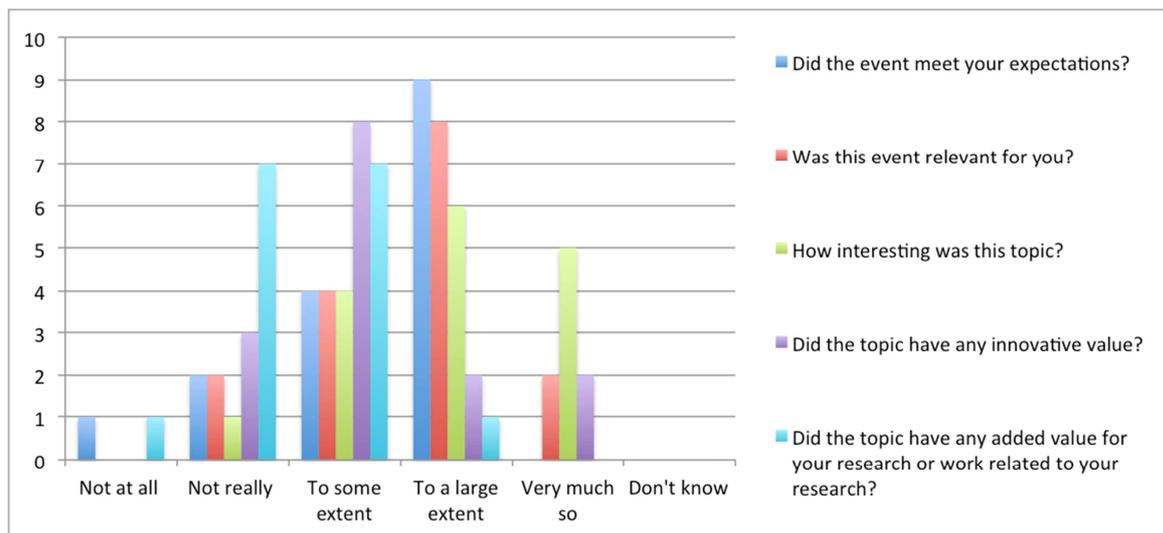


Appendix 4d. Evaluation report – Pedagogical seminar

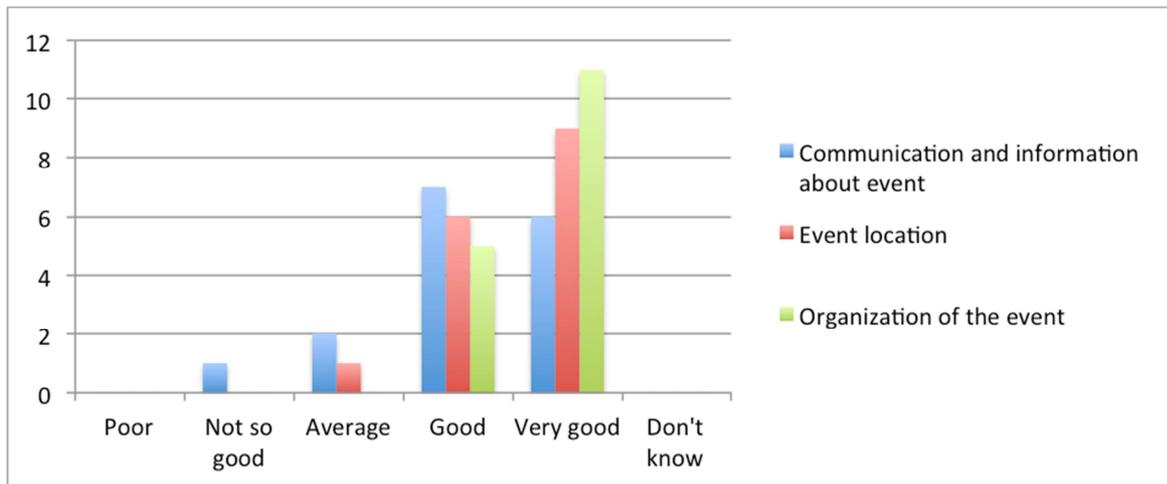
Participants' faculty affiliation

	N	%
Faculty of Humanities	1	6.25%
Faculty of Mathematics and Natural Sciences	9	56.25%
Faculty of Medicine	4	25.00%
Faculty of Dentistry	0	0.00%
Faculty of Social Sciences	1	6.25%
Faculty of Theology	0	0.00%
Faculty of Educational Sciences	0	0.00%
Faculty of Law	0	0.00%
Other	1	6.25%

Participants' impressions about the event



Participants' evaluation of event location and organization



Participants' evaluation of the event speaker

