Our mission: to be an innovative driving force for digitalisation
Our vision: to digitalise a knowledge-based Norway
How: we will utilize new technology to improve efficiency, quality and ensure access to knowledge.

Figure 3.1. ICT expenditures in Norwegian ministries

By individual ministry, in %

The service agency will be responsible for ... digitalisation at the sectoral level and will be responsible both for implementing and following up the strategies and policies established by the ministry and for implementing and following up sectoral initiatives.

A fundamental condition for the administration of the service agency is that it has a clear mandate from the ministry to make decisions for the sector.

The greatest opportunities for realising benefits are expected to be found in the co-operation between the service agency and HEIs on shared solutions.
Unit: Key Figures

- Established 1st of January 2018
- Subordinate agency organised under the Ministry of Education and Research
- 200 employees
- NOK 520 million budget
- Framework agreements for NOK 750 million/year
- Main office in Trondheim, branch office in Oslo
- Supporting 220 institutions in higher education, research and public service
Organization

Director general

- Strategy & governance
- Administrative support
- Research services
- Education services
- Administrative services & strategic acquisitions
- IT development
<table>
<thead>
<tr>
<th>Governance</th>
<th>Service Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>• National governance model</td>
<td>• Education &amp; learning</td>
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<tr>
<td>• National portfolio management</td>
<td>• Research</td>
</tr>
<tr>
<td>• Strategic roadmaps</td>
<td>• Administration</td>
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<tr>
<td>• Architecture management</td>
<td>• Infrastructure, Middleware and Data</td>
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<tr>
<td>• Information security</td>
<td>• Information Security</td>
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<tr>
<td>at sector level</td>
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30 YEARS OF EXPERIENCE WITH ICT SHARED SERVICES
International Collaboration
Digital student lifecycle

<table>
<thead>
<tr>
<th>Application</th>
<th>Studies</th>
<th>Digital administration</th>
<th>After graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>National admission system</td>
<td>LMS + tools</td>
<td>National student system</td>
<td>Digital transfer of grades</td>
</tr>
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<td></td>
<td>Digital exam</td>
<td>Student web – self service</td>
<td>EMREX – international exchange</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local application and admissions</td>
<td>of diplomas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Course planning</td>
</tr>
</tbody>
</table>

Infrastructure and basics; network, eduroam, Feide/eduGAIN, generic tools/applications
THE NATIONAL ACTION PLAN
FOR DIGITALISATION
THE PRIMARY GOALS FOR RESEARCH AND HIGHER EDUCATION (as determined in the annual budget proposition)

• High quality in education and research
• Research and education for welfare, value creation, and adaptation
• Good access to education
• An efficient, diverse, and robust higher education sector and research system

Digitalisation and ICT in the higher education and research sector must support these goals.
Action Plan for Digitalisation

- EDUCATION
- RESEARCH
- MANAGEMENT, AND SUPPORT SERVICES
- INFORMATION SECURITY AND PRIVACY
- INFRASTRUCTURE, MIDDLEWARE AND DATA
- MANAGEMENT ORGANIZATION AND FINANCE
Action Plan – Strategic principles

- User-centric approach.
- Think big, start small through flexible development. Prototyping and testing rather than reports.
- Data once-only: Store data just once and make it accessible for reuse.
- Privacy by design and security by design.
- Ensure access management to data and resources.
- Cloud first: Where there are no particular impediments to adopting cloud services, and such services offer the most practical, cost-efficient solution, the public sector should opt for such services.
- Active use of markets: public sector should not try to do itself what the market can do better and more efficiently.
We raise the bar through collaboration

• Unit – The Norwegian Directorate for ICT and Joint Services in Higher Education & Research
  • Provides high level governance for shared ICT services
  • Can make decisions

• Digitalisation board
  • Provides user representation
  • Strengthens digitalisation nationally
The national governance model
Strategic choices and prioritising of actions

Ambitious strategic goals

Strategic choices – which obstacles can we solve together?

Prioritising - political priorities needs and possible earnings

Initiatives to reach ambitious targets

Management of approved projects in the Digitalisation Board
Funding model for joint investments

1. Initial funding
2. Management of common funds
3. Replenishment of investment funds

Ministry of Education and Research
National actors
Institutions

Joint funding
Funding for digitalisation

Connection fee for use of service and to replenish investment funds
Institutions that have started using the service

NOK

Procurement or development of new services
Further development of existing services
Investigations and feasibility study / Planning / Architecture
DIGITAL TRANSFORMATION – FROM SERVICE ORIENTED TO ENABLING PLATFORMS

Specific services

Shared Services

Ecosystem

Re-use

Data

Innovation

Platform Components

Masterdata management

Integrations

API

IAM

AI/ML
PRIORITISED AREAS
The foundation – the digital platform

• Infrastructure, middleware and data
  • Infrastructure for identity, access and data
  • Infrastructure for network, storage and computing

• Information security and privacy protection
  • Strengthen governance of information security and privacy in the HE sector
  • Establish joint detection and analysis capability, and advisory service for information security
Specialized services

• Education
  • Learning processes for the future
  • Student mobility
  • Simplify study administration and student admissions

• Research
  • Open Science
  • Simplify research administration

• Management and support services
  • Joint administrative services for the HE sector
  • Establishing technical solutions to enable decision-making support