

# REYKJAVIK UNIVERSITY

Annual report 2016







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Reykjavik University plays a key role in education and research for businesses and industry in Iceland. Its mission is clear – to create and disseminate knowledge so as to increase competitive advantage and quality of life for individuals and society. This has led to a clear focus for both education and research at the University.

When it comes to education, Reykjavik University focuses on key areas for strengthening both industry and society as a whole. The core of the University's study programmes is technology, business, and law – the fundamental subjects for businesses. The focus of the University not only defines the subjects offered – it also defines the approach used. Teaching at Reykjavik University combines a strong theoretical foundation with a practical approach based on real-world problem-solving. Throughout their studies, students work on real projects arising in companies and institutions. This means that the students work with experts from industry to solve these problems, which in turn prepares the students exceptionally well for the workplace. The impact of this approach is demonstrated by the fact that 80-90 percent of graduating students entering the workforce have secured jobs prior to their graduation.

Research, development, and innovation also play a key role in Reykjavik University's service for industry and society. Since 2006, research productivity at the University has grown many times over, both in terms of peer-reviewed publications and competed research funding. Today, Reykjavik University generates more research articles per faculty member – taking into account both journals and conferences – than any other university in Iceland. But the creation of new knowledge is not only about research articles; it is also about creating new technologies, new solutions, and new products for industry and society. Great emphasis is thus put on transferring new knowledge and opportunities to industry and society, through start-ups and collaboration with companies.

Innovation and entrepreneurship are cornerstones in both education and research at Reykjavik University. Students take courses focused on these subjects, starting in the first year of undergraduate studies. The University encourages students to start their own companies and is developing both space and support for faculty and student start-ups. Currently, the University has shares in seven spin-off companies stemming from faculty research and has supported a number of student start-ups without taking any equity share.

Over the last few years, the financial situation of the University has been very challenging. Even back in 2008, universities in Iceland received significantly less funding per student than universities in other Nordic and OECD countries. During the period 2009-2013, the government significantly cut funding to Reykjavik University, even though the numbers of students were growing, further reducing funding per student. The University responded by increasing its own revenues and decreasing costs, and has succeeded in balancing its finances and operating in the black for the last three years. The results for 2017 are also expected to be positive, but the margin is slim and there is not sufficient leeway for the University to advance in the way that is needed for Icelandic businesses and society.

The Science and Technology Policy Council of Iceland has approved a strategy and action-plan that aims to ensure that Icelandic universities are funded in a similar fashion as Nordic universities. When that is realized, the University will be able to much better fulfil its role. However, that realization keeps being delayed and despite this strategy being three years old, no notable steps have been taken towards reaching competitive standing in university funding in Iceland.

The University continued to implement its strategy in 2016, focusing on quality of education, research with impact, innovation, collaboration with industry, and safeguarding the core of the University. Ongoing efforts progressed well and new initiatives were launched to support the University mission and strategy. Among those are new degree programmes, new research projects, new industry collaborations and new information systems. Furthermore, the University launched a project to build campus housing for students, providing 390 units over the next few years.

The year 2016 was a notable milestone for the University. The financial situation is stable and the planned development of the University is going well. This is first and foremost thanks to the professional and passionate efforts of University employees. Thus, on behalf of Reykjavik University, we sincerely thank all RU staff for their invaluable contributions to Reykjavik University and to Icelandic society.

**Dr. Ari Kristinn Jónsson, President, Reykjavik University**



# Reykjavik University

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## Role

The role of Reykjavik University (RU) is to create and disseminate knowledge in order to enhance the competitiveness and quality of life for individuals and society, guided by good ethics, sustainability, and responsibility.

## Mission

The mission of Reykjavik University is to be a strong teaching and research university with emphasis on technology, business, and law.

## Core Activities

The core activities of Reykjavik University are teaching and research, with strong ties to industry and society, emphasising interdisciplinary work, international context, innovation, and service excellence. The culture of RU is shaped by personal relations and respect for society and the environment.

## Teaching and Learning

Reykjavik University offers students outstanding education involving broad knowledge of disciplines, a deep understanding of individual components, concepts, theories, and the skills needed for applying methods within a discipline, and the competences required to apply knowledge in studies and work. RU differentiates itself by offering diverse teaching and assessment methods, practical assignments, active student participation, and integration of studies into industry and society. The programme is aimed at enhancing students' critical thinking, creativity, and independence.

## Research

Ambitious research is carried out at Reykjavik University in order to foster education and create new knowledge and innovation for industry and society. The University recognizes that research is a creative and entrepreneurial process, driven only by the researcher. Research is evaluated against international criteria and reflects impartiality, professionalism, and recognised scientific work ethics.

## Cooperation with Industry and Society

Reykjavik University emphasises ties with national and international industry, which are based on integrity, mutual respect, and benefits to society. The University is an active participant in the shaping and development of industry and society, and works towards meeting the needs of society for specialised knowledge. This is attained through education, research, innovation, development, and participation in discussions on issues arising in society. Furthermore, the University emphasises good relations with its alumni and meets the lifelong learning needs of individuals.

# 2016 Highlights

## Students

Reykjavik University graduated a record number of students in 2016. A total of 963 students were graduated, 236 in January and 727 in June. 590 students graduated from undergraduate studies, 248 from graduate studies, and 7 doctoral students graduated. In addition to university graduates, 118 students graduated from preliminary studies. Of those students who graduated from the University, 304 were from the School of Science and Engineering; 78 graduated with a Master's degree and four with a Doctoral degree. The School of Business graduated 267 students; 125 with a Master's degree and two with a Doctoral degree. The School of Law had 85 student graduates; 39 with a Master's degree. The School of Computer Science graduated 189 students; 6 with a Master's degree and one with a Doctoral degree.

Nearly 3,000 applications were received for the autumn term of 2016. The greatest number of applications were received for studies within the School of Science and Engineering and just slightly fewer for the School of Business. Almost 900 applications were received for graduate studies, which is a record number.

There was a slight decrease in number of students that enrolled for the first time at the University in the autumn of 2016. There were 1,454 newly enrolled students in the autumn term.

A total of 3,598 students studied at RU during the 2015-16 academic year.

## Education

In the autumn of 2016, the School of Business introduced a new major in economics. The new major has been in development for two years and builds on the expert knowledge and experience of economists at the School of Business in teaching, research, and consulting in economics. Students can choose between two lines: a BSc in Economics and Finance and BSc in Economics and Management.





The School of Business also introduced a new programme in Marine Bio Innovation, in collaboration with the University of Akureyri, the Icelandic government, and the fisheries industry. The programme is taught in Vestmannaeyjar, in close collaboration with the local fisheries industry. The programme is three semesters and results in a diploma. Graduates from the programme may use credits earned for continued studies at Reykjavik University and the University of Akureyri.

Two programmes in the School of Computer Science received EQANIE accreditation (European Quality Assurance Network for Informatics Education) in 2016; the BSc study programmes in Computer Science and Discrete Mathematics and the MSc programme in Computer Science. Reykjavik University is the only university in Iceland, and one of few universities in the Nordic countries, that have received this accreditation.

A new project for evaluation of teaching and learning was launched in 2016. The traditional student surveys were redesigned in cooperation with the student union and three new methods of evaluation were launched.

## Housing

Preparations are well under way for building student apartments on the University campus, to the west of Öskjuhlíð hill. The design contract was won by Kanon Architects and will be developed in collaboration with RU and the city of Reykjavik. An invitation to bid for construction of 112 student apartments and single rooms is planned in spring 2017. Construction is scheduled to begin in the summer of 2017 and to be completed in the summer of 2019. The buildings are partly financed by government funding and the city of Reykjavik. The apartments will help to compensate for the housing shortage in the Reykjavik area and are expected to appeal to both domestic and international students. Both the design of the buildings and the surrounding area will emphasise environmental sustainability and sustainable transportation. All apartments will be a short walking distance from RU and in close proximity to public transportation.

## Cooperation with Industry and Society

Reykjavik University and the Ministry of Industries and Innovation take part in an international project with MIT (Massachusetts Institute of Technology) with the objective to create new jobs and further economic growth in Iceland through innovation. The REAP-project of MIT (Regional Entrepreneurship Acceleration Program) is a two-year programme that MIT has worked on with a number of cities and areas around the world. The project includes a detailed analysis of the environment for innovation and will yield a detailed action plan on how Iceland's competitiveness may be strengthened through innovation. The approach builds on MIT's research on what factors are most important for innovation to thrive.

Reykjavik University and Reykjavik Energy entered into an agreement on student projects related to internal auditing.

Reykjavik University and Eimskip entered into a cooperative agreement in 2016. The agreement is for three years and aims to strengthen innovation, research, and education related to Eimskip's operations, in Iceland and abroad.

Reykjavik University, Advania, Microsoft Iceland, and Selika ehf. entered into an agreement on teaching in information technology. According to the agreement, the companies will provide teachers for certain courses within the School of Business.

Reykjavik University became part of the State of European University-Business Cooperation, on behalf of Iceland. The project aims to map out cooperation between industries and universities in Europe.

Reykjavik University received a grant from the Alcoa Foundation to build and strengthen research and teaching in the field of material science. The University held five seminars in 2016 on material science.

Icelandair Group, Isavia, LS Retail and Fisheries Iceland, in collaboration with Reykjavik University, allocated ISK 24 M for MSc and PhD research projects at the University for the school year 2016-2017.

An important part of industry relations at RU are events held in collaboration with companies and industry associations. The winning team of Hnakkapön – the Fisheries Challenge, which was held from January 21st-25th in collaboration with Fisheries Iceland, developed ideas on how Thorfish in Grindavik, can reduce its carbon footprint and improve its competitiveness. The team attended the Seafood Expo North America/Seafood Processing North America in Boston March 6-8, courtesy of Icelandair and the US Embassy in Iceland. Thousands of university students attended Career Days, which were held in cooperation with AIESEC on February 10th, to learn about employment opportunities with 81 companies and institutions. 400 girls from Reykjavik and East-Iceland took part in Girls in ICT (Stelpur og tækni), which was held in collaboration with the Icelandic Computer Society (SKÝ), the Alliance of Icelandic Secondary School Students, and the Federation of Icelandic Industries on April 28th. Boxið – the Secondary School Project Competition, was held in collaboration with the Federation of Icelandic Industries and the Alliance of Icelandic Secondary School Students on November 12th. The competition's aim is to encourage interest in technology, technical education, and working in the industrial sector. It was the team of Menntaskólinn við Hamrahlíð that won Boxið in 2016.

## New Dean of the School of Business

In August Dr. Páll M. Ríkharðsson became Dean of the School of Business, replacing Dr. Þórunna Jónsdóttir.

# Research at Reykjavik University

Reykjavik University has a clear and progressive research strategy and stands first among equals in Iceland when it comes to research in its main academic fields. Overall research activity is constantly rising, as is the number of publications in peer-reviewed outlets.

An assessment of research activities within RU's academic schools is conducted annually by a panel of international experts. Members of the panel are asked to base their evaluation, and hence their rating, primarily on the quantity/quality of research output in peer-reviewed outlets. The panel is asked to note all relevant comparisons to the international research community in each field and impact, such as citations, derived work, advising of doctoral students/post-docs, grants and status (roles as editor, PC member/organiser of conferences, examiner of PhD thesis, etc.). The result of the annual assessment is the basis for allocation of research funds from the Ministry of Education, Science and Culture between the academic schools of the University.

## Academic employees evaluated in the RU Annual Research Assessment 2016

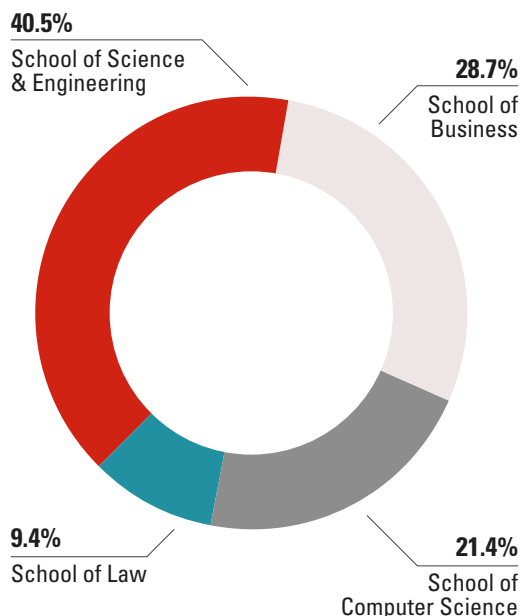
	Number of Professors / Deans	Number of Associate Professors	Number of Assistant Professors	Number of other academic employees*	Total
School of Business	6	7	9	4	26
School of Computer Science	6	3	6	7	22
School of Law	2	5	3	1	11
School of Science & Engineering	15	11	14	11	51
<b>Total</b>	<b>29</b>	<b>26</b>	<b>32</b>	<b>23</b>	<b>110</b>

\* Other academic employees: Adjuncts, postdocs, visiting professors and other researchers.

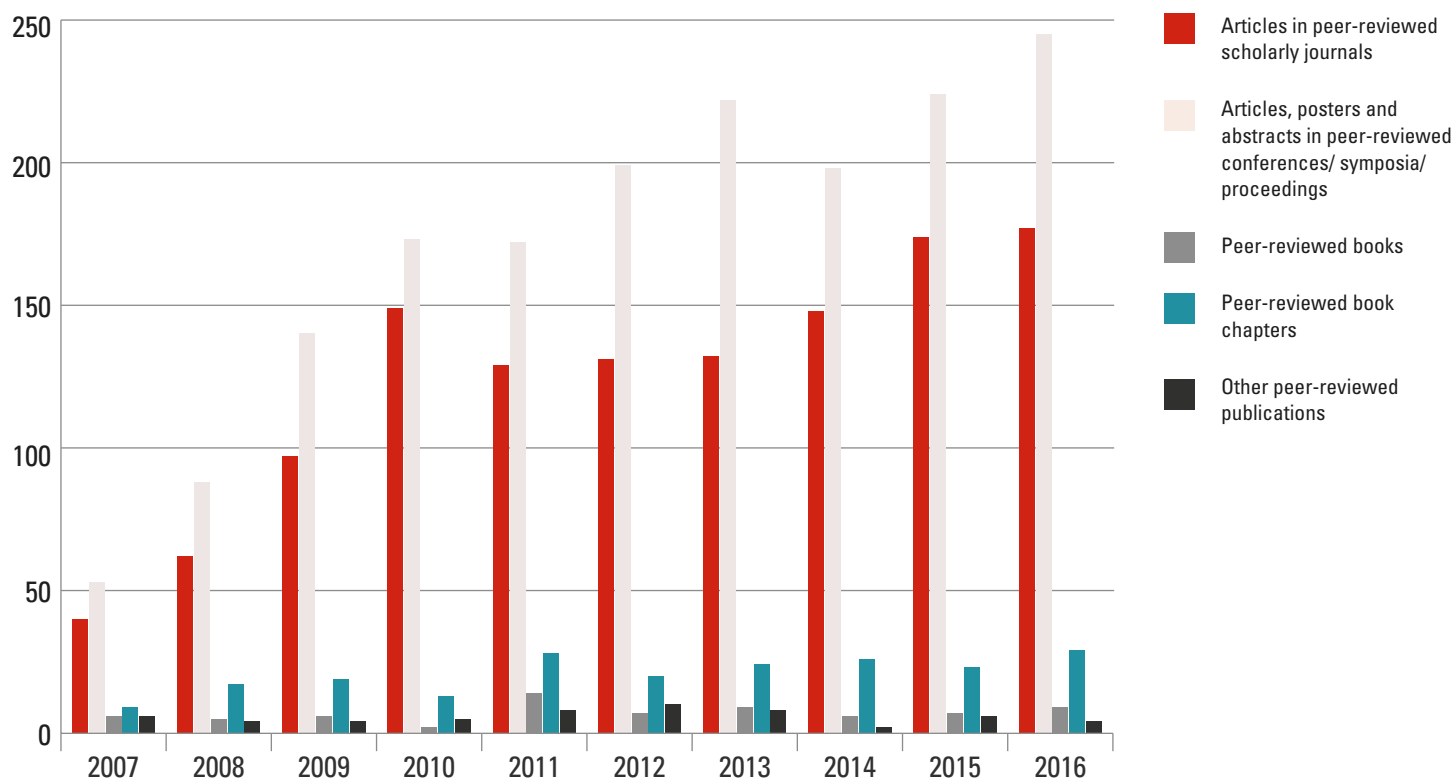
## Distribution of research funds to RU Schools 2016

The figure shows the distribution of research funds to RU Schools from the government in 2016. The amount of research funds allocated to RU from the Ministry of Education, Science and Culture in 2016 was around 527 million ISK.

In the period 2007-2016, the total allocation from national competitive research funds increased more than fourfold, from appr. 70 million ISK in 2007 to appr. 270 million ISK in 2016. The allocation to RU-affiliated scientists from the Icelandic Research Fund of the Science and Technology Policy Council increased fourfold in the period 2007-2016, i.e. from 51 million ISK in 2007 to around 200 million ISK in 2016. In addition to receiving grants from national research funds in 2016, the University received several grants from international research funds, e.g. grants from the EU Programmes. The foreign grant revenue in 2016 was appr. 121 million ISK.

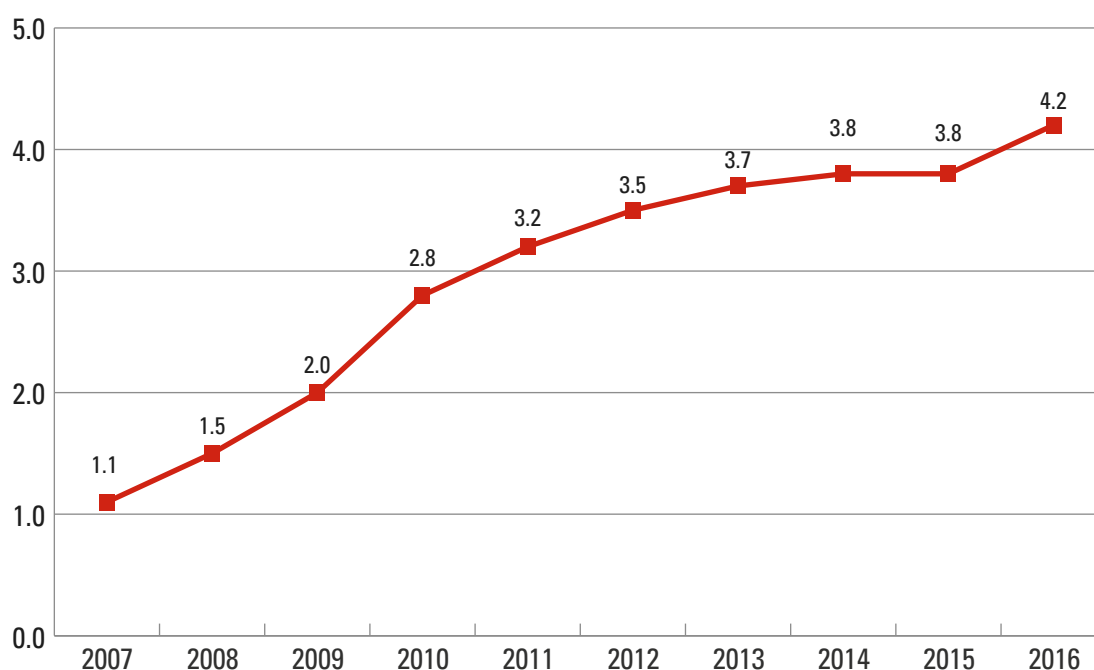


## Number of RU affiliated publications in peer-reviewed outlets 2007-2016



The total number of publications by RU scientists in peer-reviewed outlets has quadrupled from 2007 to 2016. About 38% of RU publications in peer-reviewed outlets 2016 are in peer-reviewed scholarly journals, 53% at peer-reviewed conferences or in conference proceedings and 8% are peer-reviewed books and book chapters.

## Number of RU affiliated articles in peer-reviewed outlets 2007-2016



The number of RU affiliated publications in peer-reviewed outlets annually per academic employee has increased significantly in the period 2007-2016, from 1.1 in 2007 to 4.2 in 2016. The number of RU affiliated articles in peer-reviewed scholarly journals per academic employee has also increased, i.e. from 0.4 in 2007 to 1.6 in 2016. Around 96% of all RU affiliated peer-reviewed publications published in 2016 are in English.





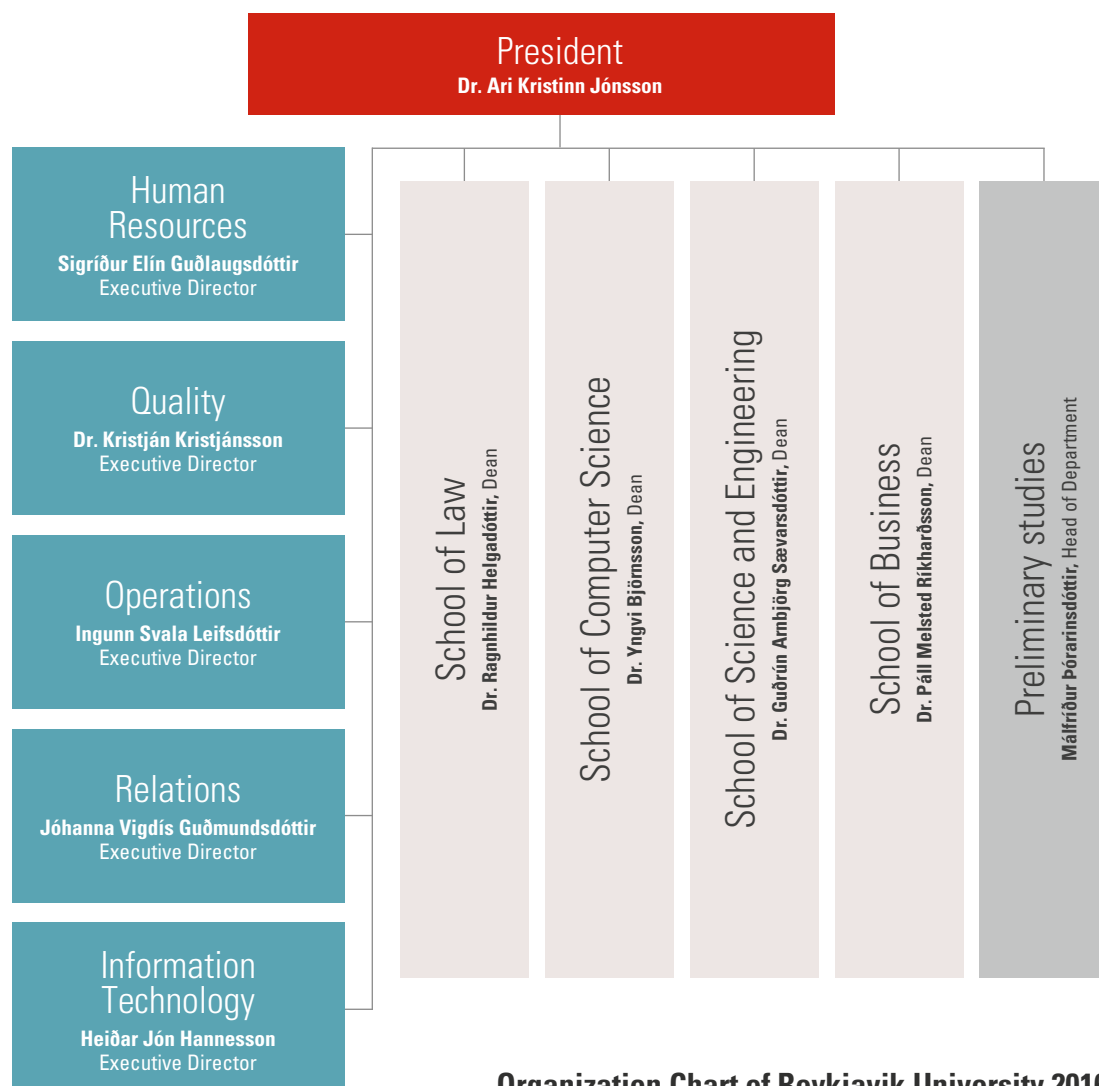
# Governance

The President of Reykjavik University represents the University, is in charge of its day-to-day activities and is responsible to the board for its operations. The President is responsible for the quality of RU's operations and the execution of internal assessment. The President appoints Deans, Executive Directors, and other University personnel, who answer directly to the President, however, the President consults with the Board concerning their selection and primary tasks.

The Executive Board of Reykjavik University is made up of the President, who is also the chair, Deans, Executive Directors, and other key personnel, as decided by the President. The Executive Board discusses and decides on rules and other strategic documents. Furthermore, the Executive Board discusses the operating plan and budget of the University, annual reports on the operations of schools and departments, and internal assessment results.

The Dean of a School is appointed by the President, taking into consideration the report of an evaluation committee. Deans of RU Schools are responsible for their academic management and initiate the development of strategy for their School. Deans have operational and financial responsibility for their School and are accountable to the President.

The Executive Directors of RU are appointed by the President. Executive Directors are responsible for the organisation and operations of RU's support services and serve in specified roles defined by the President. The tasks of support services include support for internal quality control, teaching, research, human resources, real estate, finances, service, international relations, industry relations, continuous professional education, and communications. The President defines the roles and tasks of support services in accordance with the needs of the University at any given time.



Organization Chart of Reykjavik University 2016



## University Council

The University Council of Reykjavik University operates as a forum for discussions regarding academic policy, teaching and research, and collaboration with industry. The Council has ten members, representing industry, academia, and government.

The President arranges and attends the meetings of the Council. Deans of RU Schools and the President of the student union also attend.

### Members:

- **Hjörleifur Pálsson, Chairman of RU University Council**  
Business Administrator
- **Arndís Kristjánsdóttir**  
Lawyer, Representative of the Ministry of Education, Science and Culture
- **Björgólfur Jóhannsson**  
Chairman of SA-Business Iceland, President and CEO of Icelandair Group
- **Eyjólfur Árni Rafnsson**  
Former CEO of Mannvit Engineering
- **Georg Lúðvíksson**  
CEO of Meniga
- **Guðrún Hafsteinsdóttir**  
Chairman of SI – the Federation of Icelandic Industries, Marketing Director of Kjörís
- **Hreggviður Jónsson**  
Chairman of Veritas Capital
- **Hörður Arnarson**  
CEO of Landsvirkjun
- **Katrín Olga Jóhannesdóttir**  
Chairman of the Iceland Chamber of Commerce
- **Kristín Friðgeirsdóttir**  
Professor at London Business School and lecturer at RU MBA

## Board of Directors

Reykjavik University's Board of Directors is made up of five full members and one alternate member, each elected at RU's annual meeting. The Board of Directors is responsible for planning, administration, finance, determining tuition fees, and general operations. The President of RU attends meetings of the Board of Directors.

### Members:

- **Hjörleifur Pálsson, Chairman of the RU Board of Directors**  
Business Administrator
- **Finnur Oddsson**  
CEO of Nyherji
- **Frosti Ólafsson**  
Managing Director, Iceland Chamber of Commerce
- **Guðrún Hafsteinsdóttir**  
Chairman of SI – the Federation of Icelandic Industries
- **Guðrún Eyjólfsson**  
Project Manager, Education, SA-Business Iceland

Alternate:

**Björn Brynjólfur Björnsson**  
Chief Economist, Iceland Chamber of Commerce



## Research Council

The Research Council of Reykjavik University has the role of implementing the research policy of the University, establishing and maintaining a strong research culture within the University, advising the President and Deans on issues related to research, developing methods and work processes that will strengthen the University's position in the research field, increasing the financial resources allocated to research, and safeguarding the interests of research in the activities of the University.

The Council answers directly to the President. In 2016, the Research Council, in cooperation with the University's Research Services, supervised the annual research assessment of all academic employees who have research obligations. This was the tenth time that such an assessment took place. The result of the annual assessment is the basis for allocation of research funds from the Ministry of Education, Science and Culture between the academic schools of the University.

### Members:

- **Hannes Högni Vilhjálmsson - Chairman**  
Associate Professor at the School of Computer Science
- **Marina Candi (part time)**  
Associate Professor at the School of Business
- **Jack James (part time)**  
Professor at the School of Business
- **Gunnar Þór Pétursson**  
Associate Professor at the School of Law
- **Kristinn R. Þórisson**  
Professor at the School of Computer Science
- **Halldór G. Svavarsson**  
Associate Professor at the School of Science and Engineering

The Secretary of the Research Council is Kristján Kristjánsson, Executive Director of Quality at RU.

## Curriculum Council

The Curriculum Council of Reykjavik University has the role of considering issues that regard teaching and learning at both undergraduate and graduate levels. The Council is made up of representatives from all Schools, student representatives, and one representative from Teaching Affairs. The Chairman of the Council is appointed by the President and attends Executive Committee meetings on behalf of the Council. The Council answers directly to the President. The Curriculum Council has an important role in the development of learning and teaching at the University.

The Curriculum Council formulates the teaching policy of the University and monitors its development. This includes encouraging and supporting good and progressive teaching methods. Furthermore, the Curriculum Council reviews and revises the University's rules regarding studies and teaching, as necessary.

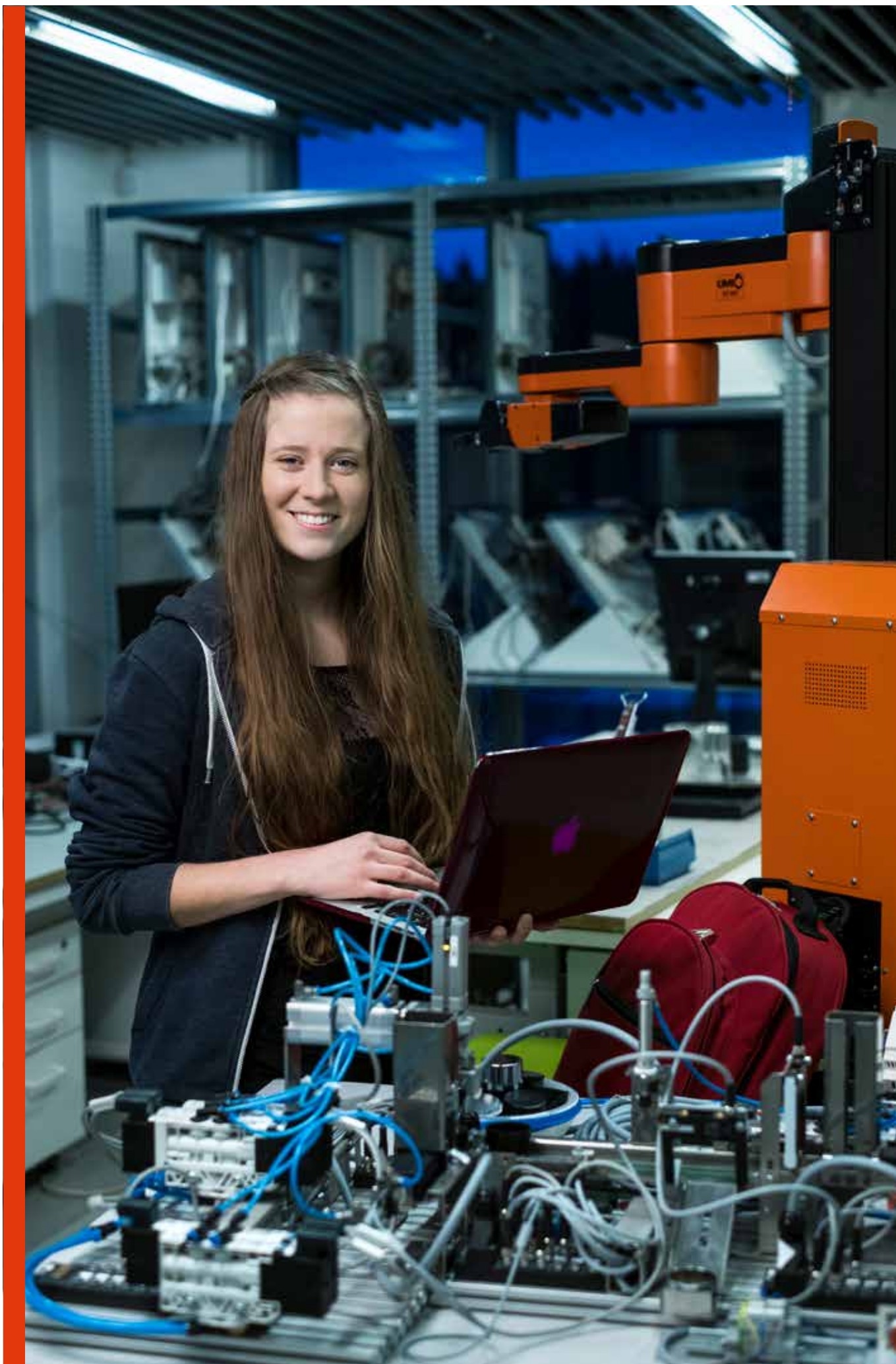
The Curriculum Council arranges open meetings where employees of the University discuss specific issues relating to studies and teaching. Issues that have been addressed in this forum include interdisciplinary studies and methods to assess the quality of teaching.

### Members:

- **Guðmundur Sigurðsson, Chairman**  
Professor at the School of Law
- **Halldór Halldórsson**  
Associate Professor at the School of Computer Science
- **Ingunn Gunnarsdóttir**  
Adjunct at the School of Science and Engineering
- **Þóra Hallgrímsdóttir**  
Senior scientist at the School of Law
- **Daníel Viðarsson**  
Teacher at the Department of Preliminary Studies
- **Haukur Freyr Gylfason**  
Adjunct at the School of Business
- **Erla Harðardóttir**  
Student Representative for the first part of the year, replaced mid-year by Erna Sigurðardóttir.

The Secretary of the Curriculum Council is **Einar Hreinsson** Director of Teaching Affairs and Registry.







# School of Science and Engineering

The Dean of the School of Science and Engineering is **Dr. Guðrún A. Sævarsdóttir**

## Study programmes

- Diploma Programmes in Technology
- Constructing Architecture (BSc)
- Applied Engineering (BSc)
- Engineering (BSc, MSc, PhD)
- Sports Science (BSc, MSc, MEd)
- MPM (Master's Degree in Project Management)
- ISE (Iceland School of Energy), Master's study courses in Sustainable Energy and Energy Sciences

All studies at the School of Science and Engineering include a strong theoretical foundation. Furthermore, particular emphasis is placed on the practical aspects of the studies when teaching basic disciplines. The School is a member of the International Cooperation Network for the Development of Technical Education CDIO (Conceive, Design, Implement, Operate). This network has some 100 progressive universities as members and its main emphasis is on the quality of engineering and technology studies. The School ensures quality of engineering and technology studies by connecting basic disciplines to actual projects, thereby connecting learning outcomes to challenges faced by society. Emphasis is placed on knowledge and skills in programming and information technology in engineering study courses and students are offered the opportunity to specialise in that field.

In recent years, efforts have been made to get young people more interested in technical education and the opportunities offered by university education in that field. In pursuit of this goal, academics from the School of Science and Engineering participated in projects such as Boxið - the project competition between secondary school students, and the projects Stelpur í tækni (Girls in ICT), and Hringekjan (the Merry-Go-Round), where senior students from lower secondary schools were invited to take part in customised science classes, under the supervision of University faculty.

The School of Science and Engineering had 64 employees; of those 13 were professors, 13 associate professors, 18 assistant professors, 10 adjuncts, and 10 administrative staff and lab supervisors. In addition, there were 8 post-doctoral fellows and 18 students pursuing doctoral degrees at the School.

## Research

Four students received a doctoral degree from the School of Science and Engineering in January 2016. Research is an increasingly important aspect of the School's activities; In light of this, since 2007, there has been a considerable increase in the number of peer-reviewed publications authored by the School's employees in international journals and grants for projects headed by School's employees have doubled. Academic employees at the School of Science and Engineering published 112 articles in peer-reviewed journals, 107 of these articles appeared in journals that are registered in the ISI database. Furthermore, 177 research articles (articles/excerpts/posters) were published in peer-reviewed conference publications and conferences, and 4 peer-reviewed books and 8 peer-reviewed book chapters were published in 2016.

### The School has the following research centres and groups:

- Engineering Optimisation & Modelling Centre (EOMC)
- ICI Rheo Centre
- Laboratory for Unmanned Vehicles
- RU Neurolab
- SEL Structural Engineering and Composite Laboratory
- The Bioinformatics Group
- The Nanophysics Group
- The QPS Group (Quantitative Problem Solving)
- The Institute of Biomedical and Neural Engineering (BNE)
- Centre for Risk and Decision Analysis (CORDA)
- Research Group on Speech Processing
- Research Group on Fluid Dynamics
- Institute of Educational Research
- Physical Activity, Physical Education, Health and Sport (PAPESH) Research Centre



# School of Business

**Dr. Páll M. Ríkharðsson** became Dean of the School of Business in August, replacing Dr. Þórunn Jónsdóttir.

## Study programmes

- Business Administration (BSc)
- Business Administration with Law as a minor subject (BSc)
- Business Administration with Computer Science as a minor subject (BSc)
- Innovation and Fisheries (Diploma)
- Psychology (BSc)
- MBA
- Corporate Finance (MSc, MCF)
- Accounting and Auditing (MACC)
- Human Resource Management and Organisational Psychology (MSc, MHRM)
- Marketing (MSc)
- Clinical Psychology (MSc)
- PhD in Business
- PhD in Psychology

In the activities of the School of Business, emphasis is placed on excellent teaching, varied teaching methods, student participation, high-quality research and publication in accredited, international science journals, good connections with industry and society through practical projects, internships and the involvement of part-time teachers from industry, caring for the well-being of the students, co-workers and society.

Two study programmes at the School have received international quality accreditation. Business Administration Studies have received the EPAS accreditation, which was renewed in February 2015. The MBA programme is accredited by AMBA (Association of MBA Programmes). That accreditation was renewed in October 2016. The School of Business has been a member of the co-operation network PRME (Principles for Responsible Management Education) for the education of responsible administrators since 2012. Educational institutions which have signed the PRME Letter of Intent pledge

to constantly review their research and teaching methods and their daily activities with sustainable development and societal responsibility as guiding principles. In December 2016, the School of Business published its second PRME report.

At the end of 2016, the School of Business had 49 employees, in 38.5 full-time equivalent positions of which 4 positions were fully funded by external research grants. Of these employees, 27 worked full-time in teaching and research, 14 worked part-time in teaching or research, and 6 worked in the administrative office.

## Research

In 2016, academic employees of the School of Business published a total of 43 scientific articles in peer-reviewed journals; of these, 37 appeared in ISI registered journals. Development of research output in the past years has been very positive rising from 1.8 peer reviewed outputs per faculty in 2010 to 3.4 peer reviewed outputs per faculty in 2016.

### The School of Business has the following research centres and groups:

- The Research Centre for Human Resource Management
- The RU Centre for Research on Innovation and Entrepreneurship
- The RU Institute for Research in Finance and Economics
- RU Institute for Corporate Governance
- The Icelandic Centre for Social Research and Analysis





# School of Computer Science

The Dean of the School of Computer Science is  
**Dr. Yngvi Björnsson.**

## Study programmes

- Computer Science (Diploma, BSc, MSc, PhD)
- Computer Science with Business as a minor subject (BSc)
- Discrete Mathematics and Computer Science (BSc)
- Software Engineering (BSc, MSc)
- Language Technology (MSc)

In all study programmes at the School of Computer Science, emphasis is placed on the quality of teaching and balance between a strong theoretical foundation and knowledge of up-to-date practical technologies and methods.

A further testimony of the quality of the education provided by the School of Computer Science is that in 2016 two of its study programmes, Computer Science and Discrete Mathematics and Computer Science, received an international accreditation through the European Quality Assurance Network for Informatics Education (EQANIE), making them the first internationally accredited study programmes of their kind in Iceland.

The School organized a number of high-profile domestic outreach events in 2016, including the Programming Competition for secondary schools, the Artificial Intelligence festival, and the Pearls of Computation lecture seminar series, as well as organizing and hosting international academic events, including the 15th Scandinavian Symposium and Workshops on Algorithm Theory (SWAT 2016).

The school's faculty continued to play a leading role internationally, not only in teaching and research, but also in administrative roles, including Dr. Luca Aceto becoming a member of the Steering Committee for GandALF, the International Symposium on Games, Automata, Logics and Formal Verification, and Dr. Magnús M. Halldórsson being elected to the European Association of Theoretical Computer Science (EATCS) council.

The core faculty and staff of the School of Computer Science at Reykjavik University consisted of six professors, five associate professors, eight assistant professors, three adjuncts, and four office employees.

## Research

One student defended his PhD thesis at the School. Faculty members published 15 articles in peer-reviewed scholarly journals, 13 of which appeared in ISI journals. A total of 32 articles were presented at conferences, two books and eight book chapters were published, as well as one other peer-reviewed publication.

**The School has the following research centres and groups:**

- Centre for Analysis and Design of Intelligent Agents (CADIA)
- Centre for Research into Engineering Software Systems (CRESS)
- Icelandic Centre of Excellence in Theoretical Computer Science (ICE-TCS)
- Icelandic Centre for Language Technology (ICTL), in collaboration with the University of Iceland



# School of Law

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The Dean of the School of Law is

**Dr. Ragnhildur Helgadóttir.**

## Study programmes

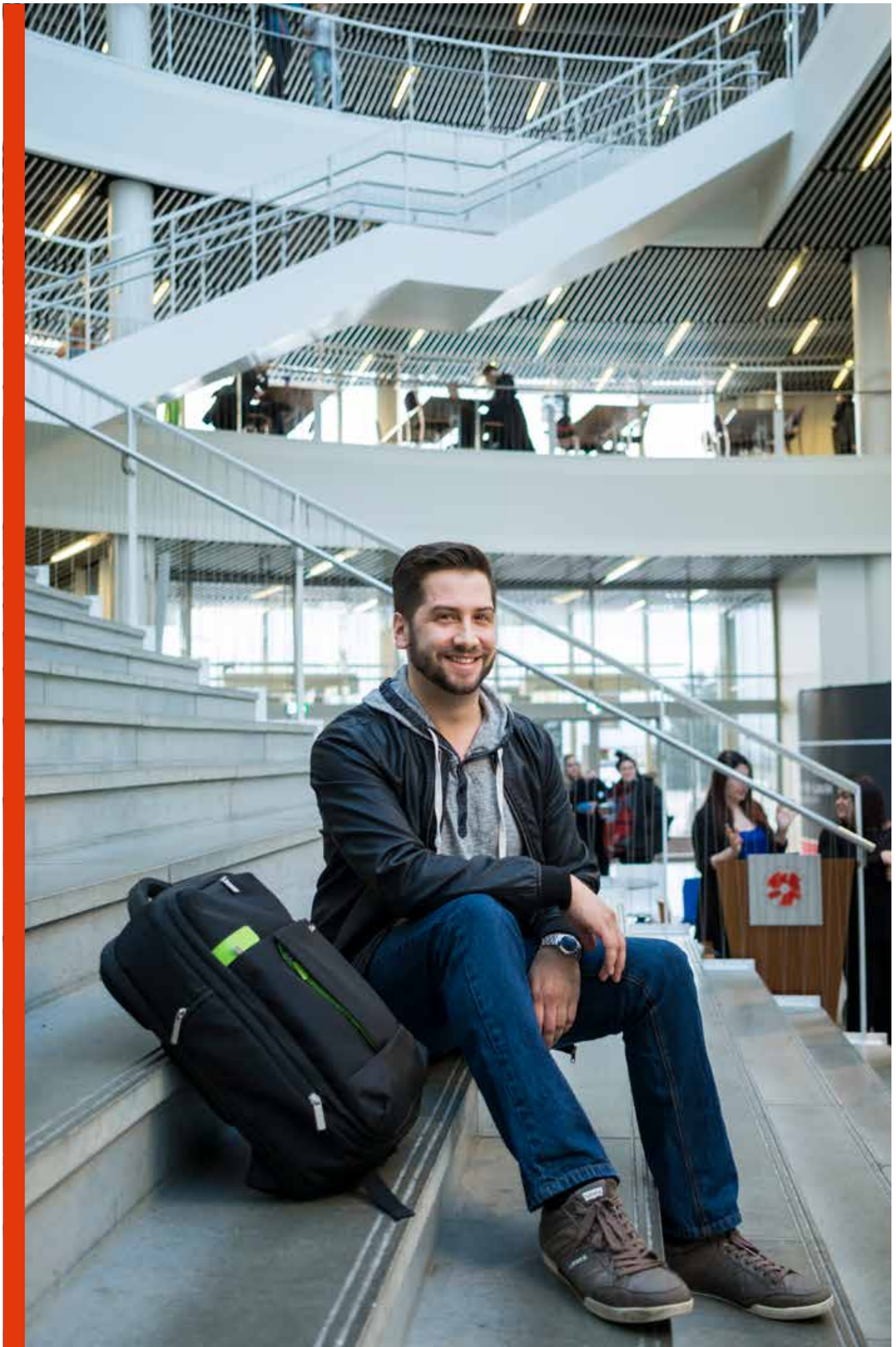
- Undergraduate Law Studies (BA)
- Law with a Minor in Business (BA)
- Master's Degree in Law (ML)
- Doctorate Degree in Law (PhD)

The main emphasis in law studies at the School of Law is to provide students with a solid foundation in methodology, extensive knowledge of key subjects of the law, and the possibility of studying individual fields in considerable depth. The Master's studies in law include the opportunity for specialisation as well as the opportunity to incorporate other subjects taught at the University. There is an emphasis on training the students' analytical and executive skills. Teaching is in the form of lectures, practical projects, and discussion sessions.

During 2016, there were 20 employees working at the School of Law (16.5 full-time equivalents). In addition to the Dean, 13 worked full-time at teaching and research, four worked part-time at teaching or research, and two worked in the administration office.

## Research

In 2016 the academic faculty of the School of Law published eleven articles in peer-reviewed journals, five peer-reviewed book chapters, and two books. Researchers at the School of Law are influential within the field of law and are often engaged in public discussion.





# Preliminary Studies

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The Head of the Department of Preliminary Studies is **Málfríður Þórarinsdóttir**.

Preliminary Studies at RU are intended for individuals who need preparation for studies at the university level. This applies to, among others, those who have completed specific vocational training, i.e. graduated from trade, vocational, or comprehensive school, or completed comparable studies. People who have extensive work experience but have not graduated from secondary school can also apply for admission to Preliminary Studies at RU. Preliminary Studies are also an option for students who need additional units in mathematics and the sciences.

The Department of Preliminary Studies offers study programmes that end with a Preliminary Studies Diploma and additional studies for secondary school graduates. The number of students during the 2016 spring term was 141 and there were 146 students during the autumn term.

There were 12 permanent faculty members (10.9 full-time equivalents) in Preliminary Studies. Of those, eight worked full-time at teaching and two worked part-time at teaching. One employee worked in the office.

# Support services

# Relations

The Executive Director of Relations is  
**Jóhanna Vigdís Guðmundsdóttir.**

Relations consists of units and projects focused on relations with society at large; Continuous Professional Education at Reykjavik University Open University, Marketing and Communications, Industry Relations, International Relations, Alumni Relations and the International Exchange Office. The objective of Relations is to cooperate and communicate with individuals, companies, and institutions, with the overall objective of strengthening the relationships of the University with industry and society, and increasing the awareness of Reykjavik University's activities and the value that the University brings to individuals, industry, and society. Relations is comprised of all the units that communicate with outside stakeholders. One of the main focuses of Relations is to foster cooperation with industry, with a special focus on innovation, with the overall aim of ensuring that our students and faculty continue to contribute to a prosperous society. Strategic cooperation with international universities is also a focus of the unit, ensuring an international benchmark for quality.

## Executive Education and Continuous Learning

The Open University is a non-academic department of Reykjavik University that provides programmes and courses for executives, specialists, and managers from industry who would like to improve their work performance and strengthen their skills. The courses and programmes, especially in the fields of technology, business, and law, are practically oriented, based on case studies, and entail close relations with industry. The duration of courses varies from three-hour courses to two-semester programmes. The Open University also provides courses and programmes which are customised to the needs of particular companies. The teaching staff comes from both academia and business.

The Director of the RU Open University is Guðmunda Smáradóttir.

## International Exchange Office

Staff and students at RU are encouraged to seek international experience and knowledge through cooperation with universities around the world. The International Exchange Office is responsible for the student and staff exchange programme, international admissions, developing international partnerships, and providing pre-arrival and support services to all international students at RU.

During the year 2016, 79 RU students went on exchange programmes to study at partner universities, while 196 international exchange students came to study at RU.

IEO employees attended two international education conferences in 2016, NAFSA in Denver, 30th May - 3rd of June, and EAIE in Liverpool 13th - 16th of September. The aim is to strengthen ties between RU and partner universities around the world and to establish new connections in international cooperation.

The Director of the International Exchange Office is Guðlaug Matthildur Jakobsdóttir.

## Marketing and Communications

The Marketing and Communications department oversees, and is responsible for all of RU's advertising, public relations, events, and other marketing and communication efforts, including the University's websites, the RU magazine, advertisements, brochures, and various other publications, videos, and media relations. Marketing and Communications also runs diverse presentational and educational activities for elementary and secondary school students in cooperation with all Schools of the University. These include events such as the University Day, Boxid (the project competition for secondary schools), and Career Days.

In October 2016, Events and Travel, which administrated the organisation of larger meetings and conferences within Reykjavik University, the University's graduation ceremonies, and other student- and employee-related events, became part of Marketing and Communications.

The Director of Marketing and Communications is Eiríkur Sigurðsson.

## Industry Relations

A strong cooperation with industry and society is one of the three main pillars of Reykjavik University. Cooperation with industry provides students at RU with valuable experience from real projects and at the same time provides companies and institutions with access to qualified future employees. Students are also given the opportunity to develop characteristics such as independent work methods, adaptability, flexibility, and group work skills, all of which make them an even more valuable resource when they enter the labour market.

Cooperation between RU and industry is conducted in various ways, but most commonly by entering into cooperation agreements with companies and institutions. Such agreements involve students from different Schools of the University working on projects in cooperation with companies as part of their coursework at the University. Often, students also work on larger final projects in

cooperation with companies, under the guidance of instructors at RU. Furthermore, companies and the University combine forces to strengthen teaching and research in certain fields of study through company sponsorship of teaching positions at the Schools of the University.

Another important part of industry relations are events which are held in collaboration with companies and industry associations. Among the larger events orchestrated by Relations are Girls in ICT (Stelpur og tækni), which is held in collaboration with the Icelandic Computer Society (SKÝ) and the Federation of Icelandic Industries; Boxið – the Secondary School Project Competition, held in collaboration with the Federation of Icelandic Industries and SÍF, the Alliance of Icelandic Secondary School Students; Career Days, held in cooperation with AIESEC and Hnakkapön – the Fisheries Challenge, which was held for the first time in 2015, in collaboration with Fisheries Iceland.







# Support services

## Human Resources

The Executive Director of Human Resources is **Sigríður Elín Guðlaugsdóttir**.

Reykjavík University emphasises equal opportunities and strives to offer its employees a motivating work environment, challenging work activities, professional feedback, an opportunity to improve and develop skills, and an environment where they can be of influence. RU offers fair and competitive salaries and working conditions. Emphasis is placed on flexibility and balancing work with family and personal life, and healthy living.

There is a strong employee association at RU, named HRes, which is responsible for various social activities and events, such as the annual ball.

### Equality at RU

RU strives to be a leader in good practices, therefore the University's human resources strategy addresses issues such as diversity, inclusion, and wellbeing for staff members. An RU equality programme was started to ensure equal opportunities for employees at RU and in early 2016, a position of Equal Rights Representative was formalised, whose role is to create an action plan for items in the equality programme, such as the equal pay analysis, in cooperation with the Executive Director of Human Resources.

### Environmental Issues

In November 2015 RU signed a pledge for climate action and Human Resources led the formation of an environmental task force. Its initial focus was on gathering information for mapping the current state of emissions and waste disposal. Subsequently, it focused on organizing and promoting environmentally friendly activities, minimising the use of plastic, properly sorting recyclables and garbage, etc. Another important step taken in 2016 was an RU transportation policy and transport agreement that rewards RU staff who walk, bike, or use public transportation to and from work.

At the end of 2016, there were 245 permanent employees working at the University (230 full-time equivalents). Just over 60% of the University's employees have a teaching and/or research obligation. RU has 95 faculty members in the posts of assistant professors (41), associate professors (27) and professors (27).

### Service Department

The Service Department provides reception services in the University building, which include answering telephone calls, giving information, and receiving and sending mail, as well as assisting students, faculty, and visitors. The Department also distributes various documents to students and teachers in cooperation with Teaching Affairs and Registry, Facilities, Finance, etc.

The Service Manager is Guðrún Gyða Ólafsdóttir.



## Support services

# Operations

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The Executive Director of Operations is **Ingunn Svala Leifsdóttir**.

### Facilities

The RU building at Nauthólsvík measures approximately 30,000 square meters. It has around 50 classrooms and research spaces of various types and sizes, in addition to the numerous facilities and spaces for faculty and students. The operation of RU's real estate, including technical aspects of classrooms, maintenance services, and security, is the responsibility of Facilities. The building is owned by a holding company that manages the property of the University and is owned by the University. In addition to the traditional activities of RU, other independent parties provide services and activities in the building, such as the catering company GJ Veitingar, which manages the University cafeteria and runs the nearby restaurant Nauthóll, the coffee shop Te og kaffi, the student bookshop, the University store, and the World Class gym, located in the basement of the building. Several other companies, especially start-up companies and business partners, conduct activities in the building. The facilities for both students and faculty are continually being upgraded and improved.

The Director of Facilities is Einar Gunnar Hermannsson.

### Finance

RU's Finance Department encompasses the University's general financial management. This applies to the University's financial accounts, finances, collection of fees, payments, financial planning, financial statements, and all other aspects of RU's financial management. The Finance Department also serves other University departments by analysing various financial data at any given time and communicating with the government regarding finances and provision of various information.

The Director of the Finance Department is Jóhann Hjartarson.

## Support services

# Information Technology

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The Executive Director of Information Technology is **Heiðar Jón Hannesson**.

The IT department is responsible for managing, maintaining, and developing the University's information technology infrastructure and systems. Its activities are three-fold: providing services and equipment to users, operating the university network infrastructure and central services, and development of information technology.

The University upgraded the whole network infrastructure in the years 2013 and 2014. Since 2015 the IT department has been preparing to replace the core IT system of the University, i.e. the Student Management System (SMS) and the Learning Management System (LMS). RU selected a solution from UNIT4 as the new SMS. Implementation started in the spring 2016 and the new SMS will go live in August 2017. RU selected Canvas from Instructure as the future LMS system. The system will go into pilot usage from January 2017 and full usage from August 2017.

From September 2017 the UNIT4 SMS will be used for Student Applications, replacing the present bespoke Student Application System. In January 2018 the UNIT4 SMS will be used for graduation, replacing the present bespoke Student Graduation System, which will mark the end of the implementation phase of the new systems.

### IT Help Desk

IT help desk provides assistance to users regarding IT issues at the University.

Service Manager is Arnar Egilsson.

# Support services

# Quality

The Executive Director of Quality is  
**Kristján Kristjánsson.**

## Research Services

The main objectives of Research Services are to assist with the financing of research, monitor opportunities for grants both from Icelandic and foreign parties, and assist with applications, report-making, and financial statements for projects that have received grants.

Research Services also supervises data collection, processing of statistics, and reporting on research conducted at the University, as well as assessment of research activities of the various Schools. Research Services provides presentations and communication by presenting research, e.g. on the University website and by hosting events.

The director of Research Services is Kristján Kristjánsson, Executive Director of Quality.

## Teaching Affairs and Registry

The office of Teaching Affairs and Registry supervises student record-keeping, teaching advice, assessments and other matters concerning teaching at the University. The office is, furthermore, responsible for organisation and follow-up on internal and external quality assurance activities of teaching and learning. The office arranges exam schedules and is responsible for administration of final exams, the structure of teaching evaluations of courses, and consultancy with and training of teachers. Teaching Affairs and Registry is also responsible for student record-keeping, including the issuing of diplomas and attestation documents for students, the implementation of programmes and assisting materials for teaching, training of teachers, as well as the format of the timetable and allocation of teaching facilities.

Student surveys of courses, teaching, and learning, are conducted twice every term. In 2016, Teaching Affairs, in close cooperation with the Curriculum Council, launched a new project for evaluation of teaching and learning. A project committee, consisting of the Chairman of the Curriculum council, a student representative, an external teaching expert, as well as two members from Teaching Affairs, developed a new fourfold method of evaluation of teaching and learning. The traditional student surveys were redesigned in close cooperation with the student union and three new methods of evaluation were launched; an evaluation of course webpages and information to students, a self-evaluation for teachers, and evaluation of a teaching expert. The project is still in development phase as it is conducted within all Schools at RU.

The result of those surveys is used as a means for performance evaluation of faculty members. Performance evaluation of tenured faculty members is headed by the Dean of the School in question. Performance evaluation of part-time teachers is headed by the director of the study course. Study and exam rules, code of ethics, and rules concerning project work have also been implemented. Teachers benefit from consultation from the Teaching Affairs and Registry on teaching techniques and various courses on theories of instruction are available to teachers. Additionally, it is recommended that teachers participate in Teacher's training days, organised at the start of every semester. Study courses are constantly being developed, e.g. by reviewing the Learning Outcomes of learning paths and individual courses, and the strengthening of Master's and Doctorate studies.

The office is highly involved in the process of introduction of a new Student Management System (SMS) and a new Learning Management System (LMS) – Canvas to replace the MySchool system at the University. Implementation of the new programmes is expected to finish in August 2017.

The office of Teaching Affairs and Registry is also well underway with the design and development of a new Quality Assurance system for the University. The new quality assurance system is aligned with the new European Standards and Guidelines for Quality Assurance in the European Higher Education Area, ratified at the Ministerial meeting in Yerevan in May 2015.

The Director of Teaching Affairs and Registry is Dr. Einar Hreinsson.

## Library and Information Services

Library and Information Services at Reykjavik University is, for the most part, an electronic library, which provides access to more than 150 electronic resources. These resources further provide access to a myriad of in-depth research databases on business, law, engineering, psychology, sports, and computer science; as well as both open access and special subscription journals and books appropriate for disciplines studied at the University. In addition to this extensive collection the library houses around 24,000 items and offers facilities to accommodate the studies and teaching that takes place at RU. Emphasis is placed on providing diverse, professional, and personal service.

Information literacy instruction is a central part of the library service support for academic studies. The library provides such education both in cooperation with schools at RU and by means of its own open courses and presentations. In 2016 the library provided 36 courses in the Schools of the University, up from 28 the previous year. There was also an increase from 32 to 35 in Open courses and presentations and an increase from 111 to 140 in lessons given by information specialists, compared to the year before. Courses and presentations held on library premises focus on database searching for source material, software for and instruction on bibliographic information, and anti-plagiarism as well as information literacy instruction for individual and group work. 435 final projects were archived by students to the academic digital repository Skemman.is in 2016 and between the years 2011 and 2016, 2,365 final projects were archived to Skemman.is.

In 2016, a total of 881 interviews took place with students seeking information and 346 requests were sent to the library's chat service. 8204 items were borrowed from the library shelves and there were 418 interlibrary loans. Most databases are accessible off-campus and the Library's remote-access site continues to be among the University's most visited websites.

The Director of Library and Information Services is Sara Stef. Hildardóttir.

## Student Counselling and Career Centre

The goal of the Student Counselling and Career Centre is to ensure that all students at Reykjavik University are able to engage effectively in their academic and social environment. The service is free and confidential for students at the University, and also for all students considering further education at the University. Study-technique seminars are held at the beginning of each school year. Various aspects of studying are covered, for example, time management, goal setting, reading techniques, taking notes, and sitting exams.

Seminars on controlling exam anxiety or stress are held regularly. In these seminars, students receive instruction on how to recognise the symptoms of exam anxiety or stress, and on how to react to mental and physical symptoms in order to lessen the impact of anxiety on their study performance. In addition, in January each year the Student Counselling and Career Centre organises a mental health awareness week, which helps to generate discussion about mental health difficulties and well-being. The Student Counselling and Career Centre helps students to manage their careers, and assists with CVs and job interviews. The Student Counselling and Career Centre also offers services for students with special needs or learning disabilities and offers group counselling to students with ADHD.

The Director of the Student Counselling and Career Centre is Gréta Matthíasdóttir.



# 2016 Events

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## Orientation Days

January 8th and August 16th

Every semester at RU starts with Orientation Days, where new students are welcomed and introduced to practical matters concerning their studies and life at RU.

## Hnakkathon - The Fisheries Challenge

January 21st-25th

Hnakkathon is a competition for aspiring experts among RU students on environmental issues, marketing, software, technology and logistics to prove their capabilities and talents by developing solutions for the seafood industry. The event is organised in cooperation between Reykjavik University and Fisheries Iceland. The challenge in 2016 was to develop ideas and a plan for how the fishing company Thorfish, in Grindavik, might simultaneously reduce its carbon footprint and improve its competitiveness. The winning team attended the Seafood Expo North America/Seafood Processing North America in Boston March 6-8, courtesy of Icelandair and the US Embassy in Iceland.

## RU Graduation

January 30th

204 students graduated from RU at a graduation ceremony held in the Harpa conference and music hall in January. Katrín Oddsdóttir, human rights lawyer and 2010 RU law graduate, spoke on behalf of RU alumni and Agnes Ísleifsdóttir, MCF in Corporate Finances spoke on behalf of graduates. Frosti Ólafsson, Managing Director of the Icelandic Chamber of Commerce, delivered awards on behalf of the Chamber and Dr. Ari Kristinn Jónsson, President of RU, closed the event with an address to the graduates.

## International Day

January 28th and September 1st

RU celebrates International Day every semester. The event focuses on international and exchange opportunities for students. RU's international students offer dishes from their home countries and provide information on their home institutions, which are part of the University's extensive exchange network. Between 500-1000 students attend this event.

## Secondary School Visits

Visits from graduating secondary school students are one of the most important ways in which RU introduces prospective students to the University and the programmes offered. Programmes are introduced both through videos and presentations given by RU students. The visits primarily take place in November, February, and March.

## UTmessan

February 2nd-3rd

UTmessan is one of the largest IT events in Iceland. The purpose of the UTmessan is to highlight the importance of information technology and its effects on individuals, businesses, and Icelandic society. The goal of this event is to significantly increase the number of students choosing technical disciplines and computer science at Icelandic universities. The event takes place at Harpa Conference Centre and is a joint collaboration between Ský (The Icelandic Computer Society), The University of Iceland, Reykjavik University, and The Federation of Icelandic Industries. Students and employees of Reykjavik University showcase a wide variety of technological research projects at UTmessan.

## Career Days

February 10th

The purpose of Career Days is to give university students an opportunity to communicate with companies, to find out what education is necessary in order to work for particular companies, and to get a better idea of their employment opportunities after graduation. Career Days are held annually by the International Association of University Students (AIESEC), in co-operation with Reykjavik University. Thousands of university students and 81 companies and institutions participated in this event.

## Open University Day

March 5th

This event gives all universities in Iceland the opportunity to present their educational programmes and services to prospective students. This is a public event where entertainment is provided for the whole family.

## International Visiting Week

March 14th-16th

The International Exchange Office hosts many international visits and organises the International visiting week each year, where RU's international partners have the opportunity to learn about the University and meet and interact with colleagues.

## Brain Awareness Week

March 14th-18th

The Brain Awareness Week is held by the Department of Psychology in collaboration with Sports Science and Biomedical Engineering. The goal of this event is to raise awareness of the importance of brain research and educate the public on the brain through open lectures and other activities.



## The Programming Competition

March 18th-19th

The Reykjavik University Secondary School Programming Competition has taken place for many years and attendance has increased each year. This Competition is open to secondary school students who are interested in programming, irrespective of whether they have an education in that field or not. Prizes are given to the best team in each league. The winning teams this year came from Menntaskólinn á Akureyri and Menntaskólinn í Kópavogi.

## Hringekjan - the Merry-go-round

February 17th – March 2nd

Hringekjan (the Merry-go-round) is an annual event at RU that introduces technological and science studies to elementary school students in Iceland, under the guidance of teachers from the School of Computer Science and the School of Science and Engineering. The objective is to introduce students to various ways in which technology can be used creatively, to solve tasks, and to gain an understanding of a wide variety of subjects. 9th and 10th graders from Háteigsskóli elementary school took part in Hringekjan in 2016.

## The RU Awards

April 6th

Every year the students and faculty of Reykjavik University select individuals who have excelled in the field of teaching, in research, and in service. The 2016 Research Award was awarded to Dr. Andrei Manolescu, Professor at the School Science and Engineering. The Teaching Award was awarded to Ingunn Gunnarsdóttir, Adjunct at the School Science and Engineering. Harpa Lind Guðbrandsdóttir, Representative in Teaching Affairs and Registry, was awarded the Service Award. Dr. Ari Kristinn Jónsson, President of Reykjavik University, presented the awards.

## The RU Lecture Marathon

April 6th

The RU lecture Marathon aims to give broad insight into the research activities and studies at RU. In 2016, RU scientists gave 29 short lectures on topics ranging from Teaching AI systems to physical activity and health in old age.

## Girls in ICT

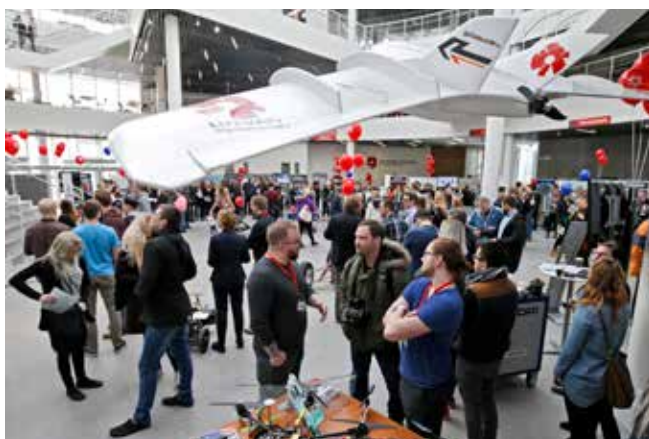
April 28th

The event “Stelpur og tækni” took place for the third time at Reykjavik University this year. The event uses as a model the “Girls in ICT Day”, which is held annually in Europe and supported by the International Telecommunication Union (ITU) and the European Union, in connection with the Digital Agenda programme. Four hundred 9th grade girls from elementary schools in Reykjavik and East-Iceland were invited to attend workshops at RU to get an insight into the activities and opportunities available to girls after graduating with degrees in technology subjects. The girls also got to meet female role models from leading Icelandic tech-companies. The event is a collaboration between Reykjavik University, The Icelandic Computer Society, Ský, and the Federation of Icelandic Industries, and received a grant from the Alcoa Foundation.

## The Elementary School Innovation Competition

May 17th-22nd

The Innovation Competition is for elementary school students in the 5th, 6th and 7th grades. The Competition begins in the autumn and ends in the spring with a workshop where finalists have the opportunity to implement their ideas with assistance from instructors from RU and the University of Iceland. The prizes this year were awarded to students who presented ideas about a bathtub-plumber, heated road signs, and a buttoning towel.



## Innovation and Entrepreneurship Awards

May 13th

RU first year students attend a three-week workshop where they come up with an idea for a business and draw up a business plan. The students learn about innovation and entrepreneurship, the making of business plans, and interdisciplinary co-operation. The workshop provides students with knowledge that will be useful when they enter the economic sector as well as with skills that are likely to create jobs in the community.

## Technology Day

May 13th

Technology Day is held annually by the School of Science and Engineering. On this day the public is invited to observe and learn about the technological projects that came about through practical courses and the work that takes place within the School. The Association of Chartered Engineers in Iceland presents awards for the best projects.

## RU Graduation

June 18th

641 student graduated from RU at a graduation ceremony in Harpa conference and music hall in June. It was RU's largest graduation to date. Fida Abu Libdeh, founder and CEO of GeoSilica Iceland, spoke on behalf of RU alumni and Tómas Arnar Guðmundsson, BSc in software engineering, spoke on behalf of graduates. Katrín Olga Jóhannesdóttir, chairman of the Icelandic Chamber of Commerce, delivered awards on behalf of the Chamber and Dr. Ari Kristinn Jónsson, President of RU, closed the event with an address to the graduates.

## Dean's List Ceremony

February 25th and September 22nd

Twice per year, students at RU receive recognition for outstanding academic achievement. The students who achieve the best results each term are eligible for the Dean's List and are exempt from payment of school fees for the next term.

## Disaster Days

September 16th

During disaster days, students from the School of Science and Engineering work together in interdisciplinary groups to find solutions to a specific problem by using engineering work. At the end of the week the student groups present their solutions and compare them. The project this year was to come up and present innovative ideas for "Reykjavik University in ten years".

## Boxið - the Secondary School Project Competition

November 12th

Reykjavik University, The Federation of Icelandic Industries, and SÍF (the alliance of Icelandic secondary school students) host this Competition annually. The competition's aim is to encourage interest in technology, technical education, and working in the industrial sector. The competition is comprised of challenges at several levels. The teams solve one challenge at each level. Companies from different branches of the industrial sector and RU academics work together to create the challenges at each level. The Menntaskólinn við Hamrahlíð team won Boxið in 2015.



# Students

In October 2016, there were 3598 students enrolled at Reykjavik University, a slight decrease from the year before. The agreement between Reykjavik University and the Ministry of Education, Science and Culture contains provisions on a certain number of full-time student equivalents that, according to the agreement, are subsidised by the Icelandic government with a certain amount per student equivalent.

The number of full-time equivalent students in 2016 was 2,984, compared to 3,081 in 2015. In recent years tuition fees have changed to reflect the development of pricing levels, with the exception of Master's studies fees, which have increased a negligible amount and do not reflect the development of pricing levels.

## The number of students in the autumn term 2016 by School and gender\*

Students	Male	Female	Total
Preliminary studies	92	68	160
School of Law	129	176	305
School of Science and Engineering	804	398	1202
School of Computer Science	673	237	910
School of Business	446	575	1021
<b>Total</b>	<b>2144</b>	<b>1454</b>	<b>3598</b>

\*Number of students on October 15th 2016, the reference date of Statistics Iceland and OECD

## Services for Students

Reykjavik University stresses the importance of services and resources, creating favourable conditions for study and research. The services are characterised by professionalism, a positive outlook, and practicality. The University's support departments and the offices of different Schools provide students with various services and it is the ambition of RU that this service is of high quality. Due to the importance placed on services for students at Reykjavik University, feedback is sought from the students every year in order to gauge the service's effectiveness and needed additions or changes.

## Student Associations

The RU Student Association (Stúdentafélag Háskólans í Reykjavík, SFHR) is the representative association of RU students. All students are members of SFHR and there are no membership fees. The Board of Directors of SFHR consists of three to four members who are in office for terms of one school year. Elections are held during the spring term. The student association's activities are largely concerned with safeguarding the interests of the students and providing a counterbalance for the University with regard to the quality of teaching and the facilities available for students. The association has good relations with the University's administrators and its members regularly attend meetings with the President. The opinion of SFHR is often sought when various issues need to be resolved. The Chairman of SFHR attends the meetings of the RU Council. SFHR members are also automatically members of the student housing association, which rents out more than 500 student apartments. The Chairman of SFHR in 2016 was Rebekka Rún Jóhannesdóttir.

The following student associations are active in the University's Schools, executing various tasks and organising many events over the course of the school year. Membership is optional for students:

- **Atlas** – The Association of Sport Science Students
- **Lögrétta** – The Association of Law Students
- **Markaðsráð** – The Association of Business Students
- **Mentes** – The Association of Psychology Students
- **Pragma** – The Association of Engineering Students
- **Technis** – The Association of Technology Students (Students pursuing preliminary studies also have access to Technis).
- **Tvíund** – The Association of Computer Science Students

# Performance

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Reykjavik University is a non-profit corporation, owned by the private non-profit institution of the Iceland Chamber of Commerce for business education (Sjálfseignarstofnun Viðskiptaráðs um viðskiptamenntun, SVÍV), the Federation of Icelandic Industries (Samtök iðnaðarins, SI), and Business Iceland (Samtök atvinnulífsins, SA). The University is run as a private non-profit institution, therefore its owners do not profit financially from the University's activities. All financial contributions and profits from the University's activities are spent on furthering the operations of RU.

Reykjavik University has seen a considerable positive turnaround in its financial performance over the last few years. The most important factors influencing this have been increased revenue due to the growing number of students and considerable cuts in operational expenses. Negotiations with the government have also resulted in improved funding of Icelandic universities, including the provision that all students at Reykjavik University come with governmental funding. However, while improved compared to past years, financing per student at Icelandic universities is about half of what is provided in other Nordic countries. This inadequate funding per student threatens the operations and competitiveness of Icelandic universities and may have a negative impact on Iceland's future competitive advantage.

Reykjavik University has used its increased revenue to continue to strengthen the University's operations and quality of teaching. However, not all projects started in the year 2016 for these purposes have been concluded, resulting in the financial results of the University appearing more positive than expected. The operational results of the University are expected to remain balanced going forward.

Total revenues of Reykjavik University in 2016 were 5,352 million ISK, compared to 4,988 million ISK in 2015. Total loss for the year was 49 million ISK, compared to 45 million ISK in 2015. Total shareholder's equity at the end of 2016 was 1,985 million ISK, compared to 2,034 million ISK at the end of 2015 and the equity-ratio at year-end 2016 was 68.3%.



# Income statement for the year ended December 31, 2016

Numbers in thousands of Icelandic krona (ISK)

	2016	2015
<b>Operating income</b>		
Treasury contribution .....	2.929.900	2.679.100
Tuition and other income .....	1.997.769	1.917.183
Grants .....	424.287	392.211
	<b>5.351.956</b>	<b>4.988.495</b>
<b>Operating expenses</b>		
Salaries and related expenses .....	3.180.202	2.867.441
Housing expenses .....	993.360	944.319
Other operating expenses .....	820.555	785.584
Depreciation .....	167.816	151.756
	<b>5.161.933</b>	<b>4.749.100</b>
<b>Operating result</b>	190.024	239.395
<b>Financial income (expenses)</b>		
Net financial income .....	10.581	3.246
<b>Result before share of loss of subsidiaries</b>	200.605	242.641
Share of loss of subsidiaries .....	(249.544)	(287.959)
<b>Result for the year</b>	<b>(48.939)</b>	<b>(45.319)</b>

