



UPPSALA
UNIVERSITET

UPPSALA UNIVERSITY:
MISSION AND COREVALUES





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MISSION & core values

FOREWORD

Uppsala University's mission statement expresses our fundamental values and the direction for our continuing development.

A WORLD in which future generations can be assured a good environment, sustainable energy supply, economic prosperity, a safe, secure society, and peace and justice, requires new knowledge. The universities have great expectations to fulfil.

Uppsala University is well equipped to meet the challenges of tomorrow. Our research provides new perspectives on the basic questions that science seeks to answer, as well as knowledge that can help enhance the sustainability of our environment, improve human health and secure societal development. Through our education, people can acquire the skills and tools needed to help create a better world.

For more than half a millennium, Uppsala University has found its way in a constantly changing environment. In order to develop while at the same time retaining our identity and vitality, we need to strike a balance between continuity and change. Uppsala University is constantly making adjustments between disciplinary breadth and depth, pluralism and specialisation, education and research, local, national and global roles.

Research and education go hand in hand. Academic excellence, openness, and societal benefit are mutually reinforcing principles. By actively working to increase our international orientation, we are in turn benefiting in Sweden in the long term. The clearer we are in articulating and practising our core values as an academic institution – integrity and critical thinking, openness and diversity, democracy and justice – the more we also dare to challenge ourselves and set bold and ambitious goals.

We would like to thank all the colleagues, staff, students and stakeholders who have contributed to the new, revised mission and core values for Uppsala University.

It is our hope that this document will inspire and guide the strategic discussion that is continually taking place within and between academic disciplines, faculties, departments and supporting entities, while at the same time reminding us that Uppsala University – in all its breadth and diversity – is **one** university. ■



EVA ÅKESSON
VICE-CHANCELLOR



ANDERS MALMBERG
DEPUTY VICE-CHANCELLOR

THIS IS Uppsala University

The mission of Uppsala University is to gain and disseminate knowledge for the benefit of humankind and for a better world.

UPPSALA UNIVERSITY is a local, national and international meeting place for knowledge, culture and critical dialogue. The internationally prominent position the University enjoys is strengthened by its continuing change and its ability to forge new paths. New areas of knowledge arise in cross-disciplinary cooperation.

Uppsala University is an integrated educational and research environment where academic staff participate in both education and research. The backbone of the University consists of educational and research excellence across a broad range of subjects, in which academic staff and students together create a unique learning and research environment.

Uppsala University is open to the outside world. Research is made accessible and is put to good use. Education satisfies the needs of the individual and of society for training and professional knowledge. Active collaboration with the surrounding world contributes both to the development of education and research, and to achieving sustainable solutions to the challenges facing society.

Uppsala University's many parts are held together by the shared values of

academic integrity, belief in the central role of knowledge and education in society, and the importance of open, frank and critical discussion. Academic freedom requires academic staff to take responsibility for the content and quality of their research, and to work together with students to create education of the highest quality. Progress is made by constantly reformulating, testing and questioning ideas and scientific theories.

The working environment and leadership within Uppsala University are characterised by openness, responsibility and trust, which gives all staff and students the opportunity to influence the University's activities. The University's academic leadership is based on principles of collegiality and student influence. Collegial bodies are responsible for education and research as well as collaboration with business and society, and take the initiative to improve and renew them.

Uppsala University's activities are characterised by equal opportunities. Basic principles of gender equality and the equal value of all people are applied so that staff and students are supported and encouraged to develop their capability to the full. ■

WORLD-LEADING research

BOLD GOALS demand perseverance and the courage to venture along new paths. Uppsala University stands behind the search for knowledge in order to contribute to human knowledge and global development. Research should take on the major challenges facing society as well as purely scientific questions. The University in all its breadth provides unique opportunities for cross-disciplinary collaboration and new combinations. The ability to attract and to create good working conditions for skilled academic staff is the most important factor for the University's success in the international academic community. ■



Objective Strategies

The university will strengthen its position as a leading international research university

- The breadth and diversity of research will be maintained and developed.
- The allocation of research funding between and within scientific disciplines and faculties will be based on evaluations of quality and productivity.
- New and strategically important areas of research will be given special support for rapid establishment.
- The application of sound research practices and ethical research principles is an absolute prerequisite and will be secured through continual educational and informational efforts.
- Dynamic research environments with shared infrastructure will be fostered to support excellent research and facilitate innovative cooperation.
- Cross-disciplinary research cooperation within the University and with external partners will be supported and structural barriers to cooperation will be removed.
- All research will be thoroughly scrutinized in order to strengthen quality and add new aspects. Research results will be published via the most prominent channels in the respective subject areas.
- Research results will be made available in open access channels, wherever possible.
- Cooperation with national and international research funding agencies and organisations will be reinforced and academic staff will be encouraged to take on duties in such organisations.
- External research funding will be increased by giving organisational support for the design of broad and cross-disciplinary research initiatives.

Objective Strategies

The university will attract the most qualified academic staff from all over the world

- Recruitment by means of international competition will be facilitated by openly advertising vacancies in the relevant languages in addition to Swedish, and by operating carefully considered, quick and efficient appointment processes.
- Recruitment of young academic staff from all over the world will be facilitated by offering clear career paths and resources to aid establishment for those appointed.
- Staff skills in both research and education will be fostered by providing opportunities to arrange continuous periods for research between periods of teaching.
- Excellence in teaching and research will be rewarded and competence development will be encouraged.

FIRST-CLASS education

EDUCATION AT UPPSALA UNIVERSITY is characterised by its association with research. Students acquire up-to-date knowledge as well as the skills and capacity for independent and critical thinking. Highly qualified teaching staff is responsible for the pedagogical quality of education and for ensuring that the education we offer is grounded in scientific and scholarly progress. Together, teachers and students take shared responsibility for creating learning environments characterised by active student participation and engagement. Education at the Master's level is distinguished by specialised, in-depth teaching and is strategically important in terms of increasing international recruitment of students and for recruitment of students to doctoral programmes.

Doctoral students are instrumental to the long-term development of universities as well as the public and private sectors. They make significant contributions to the University's research. The education offered in our doctoral programmes gives students the competence and skills to conduct research independently, enables a deep understanding of the subject area, fosters proficiency in disseminating knowledge and enables the learning of others. ■



Objective Strategies

All education will maintain the highest national and international quality and all students will be given the opportunity to acquire first-class knowledge in their subject area as well as general academic skills

- Our range of courses and programmes will be continually renewed and developed to balance the availability of expertise in a particular subject, changes in the current state of knowledge, student demand, and the needs of society.
- The range of courses taught in English, internationally oriented courses and programmes with an international perspective will be developed, including at Bachelor's level.
- Teaching methods and examination formats will be based on subject specific educational research and developed in interaction between students and teaching staff.
- A multi-faceted approach to learning will be established so that students acquire both generic and specific theoretical knowledge and practical skills.
- Students and academic staff take mutual responsibility for their own and others' learning.
- A diverse student body will be promoted.
- The pedagogical competence of academic staff will be continually developed and their scientifically based approach to teaching will be strengthened by means of continuing education and critical reflection.
- Pedagogical excellence, subject knowledge and experience of educational leadership and development work will be rewarded and given greater weight when recruiting and evaluating academic staff.
- Leadership at all levels provides the prerequisites to maintain and develop research-based knowledge in teaching and learning.
- Educational infrastructure and support functions will be developed to assist in the best possible way and to meet students' individual backgrounds.

Objective Strategies

All students will be given the opportunity to acquire critical thinking skills, a scientific approach and attitude, and fundamental ethical principles

- The content of education and teaching will be renewed on a continuous basis so that it reflects current research results and methods, and also highlights global perspectives.
- Students' ability to formulate and solve problems, to argue, evaluate and disseminate knowledge, will be challenged in all educational offerings.
- Students and academic staff will take shared responsibility for ensuring that the ethical aspects of all educational offerings are illuminated.
- The experience of students and academic staff from different social and cultural environments and backgrounds will be actively used.
- International student exchange will be stimulated, likewise cooperation with other knowledge environments.

Objective Strategies

POSTGRADUATE EDUCATION will be a well-known and attractive choice for the most motivated and qualified students from all over the world, and the proportion of students in postgraduate education will increase

- The postgraduate programmes offered will be characterised by an in-depth scientific approach and a close association with research. Students will be engaged by, and involved in, on-going research to the greatest degree possible.
- By conducting independent study, students will acquire in-depth insight into current research and development, as well as sound research ethics.
- Cooperation and exchanges with other knowledge environments, as well as the public, private and non-profit sectors, will be further developed.
- Information about the University's educational offerings will be developed and coordinated in order to reach strategic target groups, and the University will increase its visibility in national and international contexts.
- Student services and study and career guidance facilities will be developed and continually adapted to postgraduate students' needs.

Objective Strategies

DOCTORAL EDUCATION will maintain the highest national and international quality and be a well-known and attractive choice for the most motivated and qualified students from all over the world

- Doctoral students will experience an educational environment that offers qualified supervision, theoretical and methodological courses that strengthen the capability to conduct independent research, and vibrant academic discussion. Research ethics and sound research practice will be continuously stressed.
- Admission to doctoral education will be in open competition, designed to promote national and international recruitment.
- Doctoral students will be welcomed in a systematic way with information about the University, local working conditions, and the unique study environment in Uppsala.
- Doctoral students will be encouraged to participate in national and international academic meetings and to pursue part of their doctoral studies at other higher-education institutions.
- Doctoral students will be given theoretical knowledge and practical experience of teaching.
- Doctoral students will be offered the opportunity to develop general skills and create personal networks that prepare them for a career both within and outside academia.

ATTAINING EXCELLENCE and benefiting society

UPPSALA UNIVERSITY'S ENDEAVOUR to combine academic excellence with providing benefit to society will be grounded in integrity, collegiality, quality and openness. Freedom in education and research will be safeguarded by a collegial system of decision-making and clear leadership in all parts of the organisation.

Well-functioning workplaces are essential to enable the University to conduct world-leading research and provide first-class education. Uppsala University will be an inspiring environment in which every employee and student is able to develop personally, professionally and academically, where a diversity of experience and individual initiatives are nurtured. Cultural heritage, academic traditions and an active student life are important parts of our educational environment.

Education and research will be developed in open dialogue and multi-faceted cooperation with the wider community. Successful cooperation is based on trust in the University as an independent and impartial knowledge organisation and takes its point of departure in the University's academic integrity. Our staff will conduct and develop cooperation with professional support in the fields of innovation, communication and different forms of contact with society. ■



Objective Strategies

A constant endeavour to attain the highest national and international quality standards will permeate everything we do

- Quality and renewal will be promoted by means of forward-looking recruitment and competency development, and by supporting and rewarding good performance.
- Systematic quality assessment and development, with collegial reviews and international comparisons, will be pursued as an integral part of all our activities.
- The engagement of staff and students and the joint responsibility they take for quality development will be stimulated and facilitated.

Objective Strategies

The collegially based organisation will be well-anchored in the entire university and engage all employees

- Staff will be encouraged to use their professional competence not only for their own part of the organisation's activities but also for the University in general.
- Staff and students will be given incentives to undertake governance and management duties, to stand for elected office, and to increase their competence through education and training in cooperation and leadership.
- Active efforts will be made within the entire University to create and maintain good working conditions, competitive terms, a good work environment, and equality and equal opportunities for staff and students.
- Recruitment of researchers and teaching staff will be based on collegial assessment of qualifications by experts and appointment committees with scientific and pedagogical expertise in the subject concerned.

Objective Strategies

Collaboration with the private, public and non-profit sectors will engage all parts of the university and contribute both to societal development and to the university's vitality

- Collaboration will be developed in partnership with external partners by formulating challenges and implementing joint projects and educational elements.
- The academic staff's work to convey ideas and research results from the entire University and to make them available for societal benefit and commercialisation will be strengthened.
- Collaboration will be a more highly valued part of the work of all academic staff.
- External contract assignments in research and education, especially in continuing professional training, will increase through initiatives at all levels within the University.
- The exchange of expertise between the University and society will be encouraged and help provide opportunities for the University's employees.
- The University's alumni will be engaged to a greater degree to contribute to the development of education, research and collaboration.
- Funds donated by individuals and organisations will increase through the development of fundraising activities for education, research and collaboration.
- Society's knowledge of, and access to, the University's educational and research offerings will increase through improved communication, and new activities and arenas for dialogue.
- The University's museums, collections and other parts of our cultural heritage will be made accessible in order to develop new forms of collaboration.

Objective Strategies

Support functions and infrastructure will meet the university's needs and external prerequisites

- Administrative working methods and systems will be developed with a focus on quality and on effective and user-friendly support.
- The University Library and other information resources will be developed in step with technical and other advances.
- University premises and the physical infrastructure will be developed and adapted to changing needs.
- Models for prioritising and funding large-scale infrastructure projects will be developed.
- The University's museums and collections will be developed to a greater degree as a resource for teaching and research.
- Support for collaboration and commercialisation will be developed so as to utilise research results to the benefit of society and to contribute to greater exchange of knowledge with external partners.



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