Goals and Strategies for Uppsala University

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Foreword

*Goals and Strategies* is Uppsala University’s mission statement. It expresses the University’s fundamental values and the direction for our continuing development. It puts into words who we are, how we want to be and what we want to become.

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

Uppsala University is well equipped to meet future challenges. 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 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 an ever-changing environment. In order to develop as an institution while 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 purposefully increasing our international orientation, we are also providing the greatest benefit for Sweden in the long term, both at home and abroad. 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 challenge ourselves and set bold and ambitious goals.

We would like to thank all colleagues, staff, students and stakeholders who have contributed to the new, revised *Goals and Strategies 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 development and its ability to forge new paths. In cross-border cooperation new areas of knowledge arise.

Uppsala University is an integrated educational and research environment where teaching 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 teaching staff, researchers and students together create a unique learning 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 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 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 researchers and teaching 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.

Uppsala University’s leadership and co-workership 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 collegiality and student influence. Collegial bodies are responsible for education, research and cooperation, and take the initiative to improve and renew these activities.

Uppsala University’s staff have an ethical attitude and approach and the 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

High-reaching goals demand perseverance and the courage to venture along new paths. Uppsala University safeguards the long-term search for knowledge in order to contribute to the sum of human knowledge and to global development. Research should take on the major challenges facing society as well as intradisciplinary questions. The University in all its breadth provides unique opportunities for cross-border cooperation and new combinations. The ability to attract and to create good working conditions for skilled researchers is the most important factor for the University’s success in the international academic community.

Goal

THE UNIVERSITY WILL STRENGTHEN ITS POSITION AS A LEADING INTERNATIONAL RESEARCH UNIVERSITY

Strategies

- The breadth and diversity of research will be maintained and developed.
- The allocation of research funding in scientific disciplines and faculties will be based on collegial evaluation of quality and productivity.
- Scope will be created for renewal and improvement of research by making special support available for rapid establishment in new, strategically important areas of research.
- The application of sound research practices and ethical research principles is an absolute requirement that will be secured through continual educational and informational efforts.
- Good research environments with shared infrastructure will be fostered to support research and facilitate innovative cooperation.
- Cross-disciplinary research cooperation within the University and with outside actors will be stimulated and structural barriers to cooperation will be removed.
- All research will be put to the test and made visible on a continuous basis, 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 through open access, wherever possible.
- Cooperation with national and international research funding agencies and actors will be reinforced and prominent researchers will be encouraged to take on duties in such organisations.
- The external research contributions will be increased by giving organisational support for the design of broad and cross-border research initiatives.
Goal

The University will attract the most qualified researchers and teachers from all over the world.

Strategies

- 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 researchers and teaching 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 and by progression through different levels of study. Students acquire up-to-date subject knowledge and the skills and capacity for independent and critical thinking. Highly qualified teaching staff are responsible for the pedagogical quality of the education and for ensuring that the education 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 Master’s level is distinguished by specialised, in-depth teaching and has great importance in terms of increasing international recruitment of students and for recruitment of students to doctoral programmes.

The University’s doctoral students are key to the future of universities and the public and private sectors. They make significant contributions to the University’s research and are important representatives of the University. 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.

Goal

**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 SKILLS**

Strategies

- Our range of educational courses and programmes will be continually renewed and developed so as to balance the availability of expertise in a particular subject, changes in the current state of knowledge, student demand, and the needs of society.
- Offerings of internationally-oriented courses and programmes with an international perspective that are taught in English will be developed, also at Bachelor’s level.
- Teaching methods and examination formats will be based on subject-didactic and higher-education 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 teaching staff take mutual responsibility for their own and others’ learning.
- Broader recruitment will be promoted.
- The pedagogical competence of teaching staff will be developed continually 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 teaching staff.
- Leadership at all levels provides the prerequisites to maintain and develop research-based knowledge in teaching and learning.
• The infrastructure and support functions of the education will be developed to assist the activity in the best possible way and to meet students’ individual prerequisites.

Goal

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

Strategies

• The content of the education and teaching will be renewed on a continuous basis so that it reflects current research results and methods, and also highlights the global perspective.

• Students’ ability to formulate and to solve problems, to argue, to evaluate and to disseminate knowledge, will be challenged in all educational offerings.

• Students and teaching staff will take shared responsibility for ensuring that the ethical aspects of all educational offerings are illuminated.

• Regard will be had to the experience of students and teaching staff from different social and cultural environments and backgrounds.

• International student exchange will be stimulated, likewise cooperation with other knowledge environments.

Goal

**Postgraduate Education** will be a well-known and attractive choice for highly motivated and qualified students from all over the world, and the proportion of students in postgraduate education will increase

Strategies

• The postgraduate programmes offered will be characterised by an in-depth scientific approach and a close association with research. The students will be engaged by, and involved in, ongoing research to the greatest degree possible.

• By working independently, the students will acquire an in-depth insight into current research and development, as well as sound research ethics.

• Cooperation and exchanges with other knowledge environments, and the public, private and non-profit sectors, will be developed further.

• 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 as well as study and career guidance facilities will be developed and continually adapted to postgraduate students’ needs.
Goal

Doctoral Education will maintain the highest national and international quality and be a well-known and attractive choice for highly motivated and qualified students from all over the world.

Strategies

- All doctoral students will experience an environment that offers qualified supervision, theoretical and methodological courses that strengthen the capability to conduct independent research, and lively academic discussion. There will be a continual focus throughout the programme on the importance of research ethics and sound research practices.
- Admission to the doctoral programme will be in open competition, designed to encourage national and international recruitment.
- Doctoral students will be welcomed in an organised way with a package of relevant information about the University, about local working conditions, and about the unique study environment in Uppsala.
- Doctoral students will be encouraged to participate in national and international academic conferences and gatherings and to pursue part of their doctoral studies at other higher-education institutions.
- Theoretical education and training to attain pedagogical excellence will be followed by practical teaching applications.
- Doctoral students will be offered the opportunity to develop skills and create contact networks that prepare them for a career both inside and outside of 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.

Goal

A CONSTANT ENDEAVOUR TO ATTAIN THE HIGHEST NATIONAL AND INTERNATIONAL QUALITY STANDARDS WILL PERMEATE EVERYTHING WE DO

Strategies

- 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.

Goal

THE COLLEGIALLY BASED ORGANISATION WILL BE WELL-ANCHORED IN THE ENTIRE UNIVERSITY AND ENGAGE ALL EMPLOYEES

Strategies

- Staff will be encouraged to take responsibility with their professional competence not only for their own part of the organisation’s activities but also for a greater totality.
- 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 co-workership 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 appointments committees with scientific and pedagogical expertise in the subject concerned.
Goal
COOPERATION 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

Strategies
- Greater cooperation will be developed in partnership with external actors by formulating challenges and implementing joint projects and educational elements.
- The work done by teaching staff and researchers to convey ideas and research results from the entire University to make them available for societal benefit and commercialisation will be strengthened.
- Cooperation and collaboration will be a more highly credited part of the work of all teaching staff and researchers.
- External contract work in research and education, especially in continuing professional development (CPD), will increase through initiatives at all levels within the University.
- The exchange of expertise between the University and society will be stimulated and promote the opportunities for career change and development for the University’s employees.
- The University’s alumni will be engaged to a greater degree in contributing to the development of education, research and cooperation.
- Funds donated by individuals and organisations will increase through the development of fundraising activities for education, research and cooperation.
- 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 cooperation and collaboration.

Goal
SUPPORT FUNCTIONS AND INFRASTRUCTURE WILL MEET THE UNIVERSITY’S NEEDS AND EXTERNAL PREREQUISITES

Strategies
- Administrative working methods and systems will be developed with the focus on quality and effective and user-friendly support.
- The University Library and other information resources will be developed in step with technical and other improvements and advances.
- University premises and the physical infrastructure will be developed and adapted to changing needs.
- Models will be developed for prioritising and funding large-scale infrastructure projects.
• 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 actors.
Annex 1. The University’s Governing Documents

Uppsala University’s governing documents are drawn up for various purposes and degrees of governance and concreteness. The governing documents that are adopted by the Vice-Chancellor and/or the University Board are divided into goal statements and regulatory documents respectively.

The University’s overarching goal statements are based on the Goals and Strategies document and consist of both policy programmes and plans of action. Policy programmes are decided by the University Board and apply until further notice. Policy programmes provide the direction and structure for the systematic work done by the University within a certain area. Uppsala University has policy programmes for, for example, internationalisation, quality assessment and development, equal opportunities, and collaboration. Plans of action are based on the policy programmes and are time-limited, frequently to a period of 3–5 years, they are decided by the Vice-Chancellor, and they are considerably more concrete. Their purpose is to attain specific objectives and to designate the individuals or organisational units responsible for the measures. In addition there are other goal statements that form part of the University’s regular operational planning and which are important for the University’s long-term development. Some of the most important plans of action include the annual internal operations plans at various levels, as well as the University’s more long-term research strategies.

Regulatory documents are usually based on external provisions (laws, regulations and so on), which are decided by the Swedish Government, the Riksdag (parliament) and other regulatory authorities. The regulatory documents include, for example, the appointments regulations and rules of procedure respectively for Uppsala University, as well as regulations governing admission to study programmes at all levels within the University.

Implementation and follow-up

Subordinate goal statements are based on and develop the considerations and prioritisations set out in Goals and Strategies. Like the University’s regular operations, Goals and Strategies shall be monitored with a readiness to undertake re-evaluation and reprioritisation whenever required. The annual risk analysis conducted within the parameters of the University’s work on internal governance and control is based on Goals and Strategies, and thereby constitutes part of the monitoring and follow-up review procedure. The annual follow-up in the University’s annual report also follows the overarching structure in Goals and Strategies. The follow-up of Goals and Strategies coincides on several points with the items of statutory reporting to the Government contained in the annual report. The obtaining of relevant information shall be coordinated as far as possible.