Programme for Internationalisation

Adopted by the University Board on 12 November 2015
Contents

1. Introduction .............................................................................................................. 3
2. Conditions for success ................................................................................................. 3
3. World-leading research ................................................................................................. 4
   3.1 Strengthen Uppsala University’s position as an attractive, well-known and
       world-leading research environment ..................................................................... 4
   3.2 Recruit the most qualified academic staff ................................................................ 4
   3.3 Develop institutional relationships with the most prominent international
       research environments .................................................................................. 4
   3.4 Increase international funding of research ............................................................. 4
   3.5 How we know we are on the right track ................................................................. 5
4. First-class education ..................................................................................................... 6
   4.1 Develop an international dimension that contributes to the quality of
       educational programmes .............................................................................. 6
   4.2 Recruit students from all over the world and educate for a global labour
       market ............................................................................................................ 6
   4.3 Pursue world-leading doctoral education to shape tomorrow’s society .................... 7
   4.4 Create an open and inclusive study environment and safe study conditions .......... 7
   4.5 How we know we are on the right track ................................................................. 7
5. Attaining excellence and benefiting society ................................................................ 8
   5.1 Utilise research and education to global benefit ...................................................... 8
   5.2 Collaborate with low and middle-income countries ................................................. 8
   5.3 Increase opportunities for internships and contact with a global labour market .... 8
   5.4 Offer an inclusive environment for all ................................................................... 8
   5.5 Expand the international alumni activities ............................................................. 9
   5.6 How we know we are on the right track ................................................................. 9
6. Follow-up .................................................................................................................... 10
1. Introduction

Uppsala University’s mission is to gain and disseminate knowledge for the benefit of humankind and for a better world. (Mission and Core Values of Uppsala University, UFV 2013/110, adopted by the University Board on 26 November 2014).

Uppsala University is active in a global context characterised both by partnerships and competition for talent and resources. Improving and strengthening our position as a dynamic and vital environment for education and research requires active and intentional international efforts. As such, it is one of several important areas for strengthening the quality of research and education at Uppsala University.

International partnerships have long been a natural part of Uppsala University, and mobility has been considered one of its primary forms. As globalization increases, society faces increasingly complex challenges that place new demands on the University. Global challenges demand a global university, in which new forms of collaboration in research, education and partnerships can contribute to positive trends in society.

The Programme for Internationalisation is based on the Mission and Core Values of Uppsala University and aims to expand upon and specify areas related to internationalisation.

2. Conditions for success

Uppsala University will be an attractive choice for successful researchers and motivated students from all over the world who want to help shape and develop the world of tomorrow. Internationalisation is not an end in itself. Rather, it should be strived for when it helps improve the University’s activities and contributes to higher quality research, education and collaboration.

Partnerships with both Swedish and foreign seats of learning should be characterised by scientific openness, loyalty and student influence. These important, fundamental values are a precondition for all employees and students to be able to develop and flourish at the University. Openness, diversity, and collaborations with society and the private sector are also significant values both nationally and internationally.

International work will be integrated into the University’s activities. Achieving and maintaining this goal requires resources, with prioritisation and financial provisions in operational planning at all levels of the University.

An evaluation of the University’s international work includes both qualitative and quantitative aspects. To enable continual assessment of the University’s international goals over time, several quantifiable points have been identified for each area in the programme, which are primarily quantitative. Qualitative follow-ups depend on the special conditions of the various subject areas and are conducted continuously via the established academic quality assurance system, such as reviews of dissertations and research applications.
3. World-leading research
Uppsala University aims to strengthen its position as a leading international research university and the University will attract the most qualified academic staff from all over the world (Mission and Core Values of Uppsala University).

Research must continue to be renewed and developed to achieve these goals and international partnerships and exchanges are important factors in this arena.

3.1 Strengthen Uppsala University's position as an attractive, well-known and world-leading research environment
Uppsala University is an international university with world-class research. The research conducted will make crucial contributions to the international research community and global social development. The University’s researchers will publish their findings where they can best contribute to the global discussion and to the dissemination of new knowledge and its use in its respective areas. Publication of research findings in open access form contributes to this end.

3.2 Recruit the most qualified academic staff
Researchers and teachers will help create dynamic research environments that also lend the programme relevance and topical importance. Students will be engaged by, and involved in, ongoing international research to the greatest degree possible. Recruitment of teachers and researchers will take place via international advertisements and the University will work to further improve the quality of these processes. Similarly, Uppsala University employees will be encouraged to participate in exchanges and other forms of outward mobility.

3.3 Develop institutional relationships with the most prominent international research environments
Through the University’s history and tradition of renewal combined with high-class research, Uppsala University has a strong position in Europe and globally. The partnerships that have developed between individual researchers or research groups form the foundation of the internationalisation of the University. Starting from ongoing international research partnerships, the University will strive for deeper strategic partnerships that provide new values. It is essential to develop support structures that facilitate and strengthen international partnerships and remove obstacles to mobility, such as through sabbaticals.

Strategic partnerships and regional priorities may lead to greater visibility compared with other universities, financiers and prospective students and contribute to higher quality research, education and collaboration. Partnerships and regional priorities will complement and strengthen the collaborative ventures developed between individual researchers and research groups.

3.4 Increase international funding of research
University researchers participate in many international partnerships. It is important that economic and administrative support for these partnerships exists at all levels of the University, along with support for employees who receive assignments in international contexts. It is important to improve and take advantage of experiences from work in existing large-scale projects with international partners, including international infrastructure initiatives.
3.5 How we know we are on the right track

The following quantifiable points will help us make sure we are on the right track:

- The percentage of internationally recruited post-docs, teachers and researchers increases.
- International mobility among teachers and researchers increases, especially in regards to strong research environments.
- The percentage of scientific publications in internationally recognised scientific publication channels increases.
- The percentage and number of internationally co-published research increases, along with citations of these findings.
- The percentage of research findings made available in open-access publications increases.
- More research grants awarded amidst international competition.
- Uppsala University’s participation and influence in infrastructure initiatives increases.
- Uppsala University improves its position on a selection of relevant international ranking lists.
4. First-class education

Uppsala University aims to offer educational programmes of the highest national and international quality and to give all students the opportunity to acquire first-class knowledge in their subject area as well as general academic skills. Moreover, all students will be given the opportunity to acquire critical thinking skills, a scientific approach and attitude, and fundamental ethical principles.

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.

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. (Mission and Core Values of Uppsala University)

Quality is a key word at Uppsala University. Contact with international education and research settings broadens the global perspective and contributes to higher quality education. Mobility among Bachelor’s, Master’s and doctoral students is one of many ways to increase the exchange of knowledge and information.

4.1 Develop an international dimension that contributes to the quality of educational programmes

It is essential that Uppsala University initiates and leads projects and maintains global partnerships with other prestigious universities concerning the content and design of educational programmes. The sharing of knowledge and the expertise it generates help improve the quality of the University’s educational programmes.

Each programme will have the opportunity to participate in international exchanges through university-wide or programme-specific exchange programmes, e-learning or other forms of teaching that provide an international dimension. Students will be given a foundation that allows them to place the programme’s field of knowledge in a global context and to make international comparisons and reflections. It is therefore essential that the international perspective is factored into the national and internal University quality improvement systems.

4.2 Recruit students from all over the world and educate for a global labour market

The University’s programmes will be attractive and competitive in a global context, as borne out by the University’s ability to recruit and retain skilled and motivated international students. In addition, students educated at Uppsala University have a good reputation, are in demand, and remain competitive on a global labour market.

The challenges posed by an international student group must be managed constructively and the benefits must be utilised in teaching situations, leading above all to a better understanding of different cultures. Teachers must therefore be offered skills development in languages, teaching methods and cultural diversity. When recruiting teachers, it is also essential to value pedagogical skill highly.

To ensure that the University has diverse and multi-faceted student groups in the long term, the University will strive for broad recruitment of the most motivated international students and develop its international programme offerings. Similarly, it is important to develop educational guidance procedures that take the international labour market into account.
Scholarships are an important tool in this work. They help ensure that motivated international students are recruited at basic and advanced levels, regardless of their economic backgrounds. It is also essential that Uppsala University’s students are increasingly given the opportunity to study and carry out internships abroad.

4.3 Pursue world-leading doctoral education to shape tomorrow’s society

Recruitment for doctoral studies programmes will be achieved through international advertisements and a doctoral degree from Uppsala University will be globally competitive. A carefully composed, international group of researchers and doctoral students contributes to a dynamic and intellectually vital environment characterised by curiosity and openness. A crucial factor for success is for all doctoral students to be active in the local research environment and in the University in general. Doctoral students accepted to Uppsala University will be encouraged to visit or carry out part of their doctoral studies abroad at a foreign seat of learning.

Doctoral studies will be characterised by doctoral students pursuing research, publishing the findings, and making them available internationally and nationally. Developing teaching skills is an important part of doctoral education. It is thus essential that all doctoral students are offered teacher training as part of their education and given the chance to exercise their teaching skills in practice. This will also strengthen the international component of our programmes.

4.4 Create an open and inclusive study environment and safe study conditions

The study environment will be open and inclusive for Swedish and international students and doctoral students. Student influence will be actively cultivated, including in programmes partly carried out at other seats of learning abroad. To ensure safe study conditions, the study environment must also be sensitive to the challenges faced by internationally recruited students and doctoral students. The reception of these students and those joining them is especially important. Relevant material will be available and easily searchable in both Swedish and English. It is important that working conditions are secure and that the University continually assesses these conditions, particularly those of students with external funding.

Incoming and outgoing student exchanges will be continually assessed and international student evaluations (such as the International Student Barometer) will take place regularly and be reported to departments, faculties and programme coordinators as a basis for quality improvement.

4.5 How we know we are on the right track

The following quantifiable points will help us ensure that we are on the right track:

- Balanced international mobility with geographic distribution.
- The percentage of Uppsala University students who have carried out part of their studies at foreign seats of learning increases.
- Recruitment of international programme students from the EU/EEA area, as well as from non-European countries, increases.
- The number of courses and programmes taught in English increases.
- The number of scholarships for Bachelor’s and Master’s level international students increases.
- The number of joint international programmes at all levels increases.
5. Attaining excellence and benefiting society

A constant endeavour to attain the highest national and international quality standards will permeate everything Uppsala University does.

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. (Mission and Core Values of Uppsala University)

International partnerships can contribute to greater diversity and new approaches that benefit all of society. To benefit from the full potential of internationalisation, the University must be characterised by openness, a good working environment, and equal opportunities for all employees and students.

5.1 Utilise research and education to global benefit

Uppsala University collaborates with both public and private actors in Sweden and abroad. It is also essential to strive to increase the degree to which research and education are able to benefit society from a global perspective.

The University will work to improve global partnerships between research, education, the private sector and society in general, thus enhancing the quality of use of the University’s various activities. Research often has global applications. Partnerships with foreign innovation systems are important in order to take advantage of the potential of our research findings. Regional collaborations are also important, for example with municipalities and the local business community, to mutually strengthen our international impact.

5.2 Collaborate with low and middle-income countries

By pursuing joint research and education ventures with institutions in low and middle-income countries, the University can help integrate these departments in the international academic community and contribute to the development of independent research environments. Partnerships with these countries also broaden research questions and perspectives in educational programmes, thereby improving the quality of education at home.

5.3 Increase opportunities for internships and contact with a global labour market

Contact with a global labour market is important to understand what is expected of our recently graduated students. As such, the opportunity for internships abroad is essential and improves students’ prospects of future employment in a global labour market. It is equally important to create good opportunities for international students who want to seek employment in Sweden after completing their education. The University will be more attractive to these students if they can be offered internships in Sweden.

5.4 Offer an inclusive environment for all

The University welcomes international researchers to take part in its first-class research infrastructure. They will be offered an open, inclusive work environment and competitive terms of employment in which all employees and students are active members of the academic community. The administrative support systems will be improved to simplify work for all employees, regardless of linguistic or cultural background.
Collaboration with institutions with internationally accessible libraries and collections, both physical and digital, is a priority area. Libraries and collections comprise essential contributions to the international research community and are important for making research materials available and sharing findings.

Continued efforts are also required to secure housing for internationally recruited students and employees. To be an attractive university, accompanying relations and families must also be offered good opportunities for integration into Swedish society. Incoming students and researchers will be given the opportunity to learn Swedish.

5.5 Expand the international alumni activities

Alumni are an important resource in collaborative efforts. They can contribute national and international networks and contacts that are extremely significant to Uppsala University. Alumni can assist with and develop the University’s fundraising, for example by creating scholarships for motivated students from other countries. They can also help facilitate internships for incoming and outgoing students, which are important for strengthening the international components of the programmes.

5.6 How we know we are on the right track

The following quantifiable points will help us ensure that we are on the right track:

- The amount of partnerships with low and middle-income countries in research and education increase.
- International application and commercialisation of research findings from Uppsala University increases.
- The amount of residences reserved for international students and researchers increases.
- The number of alumni living abroad who maintain contact with the University increases.
6. Follow-up

Action plans are being drawn up for the programme both centrally (approved by the Vice-Chancellor) and at the disciplinary domain/faculty level, in which the programme’s goals will be made concrete and put into action. The University’s regular activities also contribute to the implementation of the programme both continuously and through specific initiatives and projects.

The points in ‘How we know we are on the right track’ will be followed up regularly and reported within the University and to the University Board.