Programme for External Collaboration

Adopted by the University Board, 21 April 2016
Introduction

As stated in Chapter 1, Section 2 of the Higher Education Act (1992:1434), Uppsala University shall collaborate with society and inform the public of its activities, as well as strive to ensure that research results produced at the University are utilised to the benefit of society.

The mission of Uppsala University is to gain and disseminate knowledge for the benefit of mankind and a better world. 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. 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 governance and leadership system in all parts of the organisation (Mission and Core Values of Uppsala University).

Collaboration allows the University’s activities to benefit society through innovative and sustainable solutions to societal challenges. The University has an important role in the democratic development of society and in contributing to the public knowledge and societal progress through research information, a scientific approach, and cultural activities.

Active and well-functioning collaboration also contributes to the development of the University’s own activities and is therefore a necessity if the University is to conduct world-leading research and offer first-class education. A mutual exchange of knowledge with the private, public and non-profit sectors is important not only for the development of education, but also for the process of identifying and articulating problem formulations that can contribute to increasing the quality and relevance of research.

Societal collaboration at Uppsala University involves open and mutual dialogue with external actors and is an integrated part of research and education. Collaboration improves the quality and relevance of the research and education at Uppsala University. Collaboration is characterised by reciprocity, openness and a mode of participation that allows all involved parties to retain their integrity. Best ethics practices are to be observed.

Today, Uppsala University’s faculties and disciplinary domains collaborate extensively with other elements of society. These collaborative ventures are well-established and both of a situational and more organised and structured nature. The personal engagement of members of staff and students is the cornerstone of the University’s collaboration with other elements of society.

The Programme for Collaboration primarily deals with the University’s organised collaboration with private companies, organisations, government agencies, and other societal institutions. At the same time, the regular participation of individual teachers, researchers and students in public debate and the general education of the public is an important part of the University’s interplay with the rest of society.

Objective and ambition

The Programme for Collaboration is the overarching strategic document of the University for structured collaboration with other elements of society. The objective of the Programme for Collaboration is to stimulate, strengthen and develop the University’s collaborative ventures with society and to complement the collaborative work initiated and conducted at the level of the faculties and disciplinary domains. A handful of university-wide priority areas of intervention are specified. In order to achieve successful execution and cohesive implementation of the Programme for Collaboration, staff and students must pursue and further develop collaborative ventures with professional support within innovation, communication, contract education, and different forms of contact with society. To this end, the University must develop proactive support structures that
facilitate and encourage individual initiatives. The responsibility for collaboration in a broad sense must rest with the disciplinary domains and faculties.

The ambition is for the Programme for Collaboration to be familiar to all parts of Uppsala University in order to facilitate the active participation of members of staff and students in its implementation. The Programme for Collaboration will be complemented by concrete measures in the Action Plan for Collaboration. This document replaces the Cooperation Programme from 2009 (UFV 2008/1615).

Point of departure: the Mission and Core Values of Uppsala University

Uppsala University is a full-scale University with nine Faculties organised into three broad disciplinary domains. External collaboration takes place in a many forms. Today, the University collaborates with private companies and firms, municipalities, regional bodies, government agencies, the cultural sector, various associations and the organisations of civic society, among others.

The contents of the Programme for Collaboration are based upon the Mission and Core Values of Uppsala University, where the following objectives have been established:

- 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.
- Support functions and infrastructure will meet the University’s needs and external prerequisites.

In order to achieve these objectives, the following strategies, also from the Mission and Core Values document, are to be adopted:

- 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.
- 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.
- 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.

1 Adopted by the University Board on 26 November 2014.
Priority areas of intervention

The Programme for Collaboration is divided into five priority areas of intervention, which are made concrete through specific interventions detailed in the Action Plan for Collaboration. The priority areas are:

1. **Stimulate, coordinate and support collaborative initiatives**

   If collaboration is to be efficient and active and the long term, a well-functioning and coordinated support structure is required at the level of the faculties and disciplinary domains as well as the University level. It is further improved and strengthened through proactive work to identify the demands, challenges and potential of both the core activities of Uppsala University and society at large.

2. **Ensure that collaboration is included in the planning, development and evaluation of research and education**

   The collaborative perspective is to be included in the planning and development of all research and education, including strategic initiatives targeting strong research environments and educational programmes. Collaboration is to be included in the university-wide leadership and management programme. Collaborative aspects are to be included in the follow-up and evaluation of research and education.

3. **Encourage and develop incentives for collaboration**

   Develop incentives to reward and encourage collaborative ventures that lead to the mutual exchange of knowledge. Collaborative skill and the exchange of expertise between the University and society are to be stimulated and fostered through recruitment, promotion, and attractive salaries. Collaboration in the form of student and PhD projects and the degree essays of Bachelor’s students is to be encouraged, facilitated and rewarded.

4. **Establish and develop strategic partnerships**

   Strategic partnerships with external organisations are characterised by long-term perspectives and reciprocity, and include both research and education. Strategic partnerships widen and deepen the relationship with organisations that not only have the potential to enrich the University’s research and educational offerings, they also constitute potential employers for students and members of staff. Establishing and developing strategic partnerships is done in accordance with a structured and planned-out process, subject to regular follow-up and evaluation. One person will be responsible in each of the organisations involved.

5. **Further the international exchange of learning and experience**

   Stimulate, strengthen and develop the collaboration with society through learning and sharing experience with international universities and other actors that are likely to be particularly rewarding collaborative partners. A structured collaborative venture will be initiated to further the exchange of experience and learning at all organisational levels, including the University Management.
Follow-up

In order to ensure the integration of collaboration with research and education, the management at various levels of the University shall set a precedent and clearly show that collaboration is part of the core activities through needs analyses, incentive structures and follow-up of initiatives. The planning, realisation and ongoing evaluation of collaborative ventures shall be a regular item on the agenda at management and board meetings at the level of departments, faculties and disciplinary domains. The disciplinary domains are to present their planned and completed collaborations on a yearly basis in plans of operation and annual reports, and may initiate proposals for university-wide collaborative projects and ventures through those same means.

Qualitative follow-ups of the Programme for Collaboration shall be conducted every other year, and the results shall be presented to the University Board. These follow-ups shall have the potential to result in ongoing re-evaluation and reprioritising. The Collaboration Advisory Board shall support the processes of revision and follow-up.
Appendix. Governance documents of the University

Uppsala University draws up governance documents with various objectives and varying degrees of governance and concretion. The governance documents adopted by the Vice-Chancellor and/or the University Board are divided into goal statements and regulatory documents, respectively.

The goal statements are always based upon the Mission and Core Values of Uppsala University, and consist of programmes and action plans. Programmes are university-wide, adopted by the University Board, and are considered to be in effect until further notice. Programmes set the direction and structure of the University’s systematic work within a particular area. Uppsala University has programmes for internationalisation, quality management, equal opportunities and collaboration, among other areas. Action plans are based upon these programmes, and are effective for a limited amount of time, often 2-3 years. They are approved by the Vice-Chancellor, and significantly more practical in scope than programmes, aiming to reach specific goals and assign responsible parties for the measures they propose. In addition, there may be other goal statements that are used in the broader planning of the University’s activities, and play an important role in the long-term development of the University. Among the most important of these are the annual budget figures produced for the benefit of the government and internal plans of operation at various levels, on the one hand, and the more forward-looking research strategies of the University, on the other hand.

The regulatory documents are normally based on external provisions (laws, regulations and such) decided by the government, parliament and other regulatory bodies. Examples of the regulatory documents include the Appointment Regulations for Uppsala University and the Admission Regulations for educational programmes at all levels of the University.