Action plan for External Collaboration 2016-2018

Approved by the Vice Chancellor, 7 June 2016

Introduction

The Action Plan for Collaboration is based upon Uppsala University's Mission and Core Values and Programme for External Collaboration. The Action Plan for Collaboration should be familiar to all parts of Uppsala University in order to facilitate the active participation of members of staff and students in its implementation. This document replaces Action Plan for Collaboration from 2012 (UFV 2011/1539).

Together, the Programme for External Collaboration and the Action Plan for External Collaboration are the strategic documents of the University for structured collaboration with society. The purpose of the Action Plan is to stimulate, strengthen and develop the University's collaboration with society and to complement the collaborative work initiated and conducted at the level of the faculties and disciplinary domains. The Action Plan specifies the strategic priorities in the Programme for External Collaboration through a number of different initiatives. The Action Plan clarifies the division of responsibility for these measures and facilitates individual initiatives and the participation of more staff and students in the University's external collaboration. In order to achieve successful execution and cohesive implementation of the Action Plan for External 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 shall develop proactive support structures that facilitate and encourage individual initiatives. The responsibility for collaboration in a broad sense rests with the disciplinary domains and faculties.

Priority areas and initiatives

In the Programme for External Collaboration five priority areas are identified. These are made concrete through specific initiatives detailed in the Action Plan. As part of the division of responsibility for every measure, goals that allow for follow-ups and evaluations will be formulated.

1. Stimulate, coordinate and support collaborative initiatives

If collaboration is to be efficient and active in 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.

Initiative 1.1. Strengthen and coordinate support for collaboration

The University has a decentralised organisational structure, where a large part of external collaboration stems from individual and department level initiatives. Therefore, establishing well-functioning support structures at the level of the faculties and disciplinary domains as well as the University as a whole is an important part of the overarching collaboration strategy. In order to support a culture of collaboration largely driven by individual and department level engagement, the University develops results-oriented support structures with varying areas of expertise and skill sets that are intimately connected with the University's core activities. Aside from providing internal support, the support structures also play an important role as an entry point and intermediary for external organisations. A clear description of areas of expertise and needs enables these support structures to work proactively to initiate and formulate collaborative ventures, as well as disseminate information on these ventures. The measure begins with taking inventory and analysing the need for collaborative support. In order to utilize the support structures optimally and promote synergies, the division of roles and responsibilities must be clear and transparent, and efficient coordination must

be achieved. The organisational structure of the collaborative support functions must be adapted to meet any needs that are identified.

Responsible: University Director and chairs of the disciplinary domain boards in consultation with the Head of UU Innovation.

Time frame: Inventory to be reported in the first quarter of 2017.

Initiative 1.2. Position Uppsala University within the regional innovation system

The Uppsala region has a well-functioning innovation system, with several actors that offer support for collaboration, innovation, and commercialisation. In order to ensure that the actors work in a complementary manner, the system requires analysis and clarification of roles and responsibilities within the system. For the University's part, this measure is closely connected to initiative 1.1.

Responsible: Head of UU Innovation.

Time frame: Begins in 2016.

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.

Initiative 2.1. Include the collaborative perspective in strong research programmes and environments

Collaboration is becoming an increasingly important part of major research initiatives. To that end, the University develops platforms, meeting places, networks, centres, strong research environments, EU programmes and other international programmes where collaboration plays an integral part. To further consolidate this development, relevant collaborative partners and support units should be involved from the start as natural members of the work group that plans and formulates larger applications. This places greater demands on coordination of the support resources.

Responsible: Chairs of the disciplinary domain boards.

Time frame: Begins in 2016.

Initiative 2.2. Ensure the collaborative perspective in education

In order to optimise the relevance of the University's educational offerings, programmes and courses are developed in collaboration with other actors in society where relevant. This may include engaging external representatives in programme committees, for instance. Collaboration with other parts of society is encouraged and facilitated through the projects of PhDs and students.

Responsible: Chairs of the disciplinary domain boards.

Time frame: Begins in 2016.

Initiative 2.3. Include the collaborative perspective in the leadership and management programme

In order to emphasize the importance and value of collaboration as a core part of the University's activities, new managers and leaders are to be trained in the forms of collaboration the University engages in, including support structures available for collaborative ventures.

Responsible: University Director.

Time frame: Begins in 2016.

Initiative 2.4. Ensure collaboration is included in quality evaluations

To emphasize the fact that collaboration is an integral part of research and education and a quality enhancing component of the University's activities, collaboration is to be part of all upcoming University-wide quality evaluations.

Responsible: Vice Chancellor.

Time frame: When evaluations are completed.

3. Encourage and develop incentives for collaboration

Develop incentives that foster and value collaborative efforts 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.

Initiative 3.1. Include collaboration when assessing work performance

Collaboration is a highly valued task for lecturers and researchers at the University, and an aspect that influences performance evaluations of work carried out by teaching and research staff. Such work tasks should be included in, for instance, the guidelines of lecturers. Collaborative ability and successful collaborative activities are to be included in the criteria for salary setting, alongside achievements within research and teaching, and also constitute a part of performance appraisals and salary talks at all levels of the University. In order to ensure sound implementation of the regulatory framework of collaboration, and support managers at all levels of the University, informational and educational measures are to be taken.

Responsible: University Director and chairs of the disciplinary domain boards.

Time frame: Begins in 2016.

Initiative 3.2. Strengthen collaboration as a basis for assessment for admission, employment and promotion

Collaboration is a highly valued task for teachers and researchers at the University. Collaborative skill constitutes a criterion for the admission, employment, and promotion of staff. In order to ensure sound implementation of the regulatory framework of collaboration, and support managers at all levels of the University, informational and educational measures are to be taken.

Responsible: Vice Chancellor and chairs of the disciplinary domain boards.

Time frame: Begins in 2016.

Initiative 3.3. Ensure access to incentive resources

In order to allow for collaborative ideas to be practically evaluated, temporary economical means are sometimes required. Experience shows that the availability of these resources can promote continued and deepened collaboration, as well as facilitate future financing. The University shall strive to ensure access to stimulatory resources.

Responsible: Vice Chancellor and chairs of the disciplinary domain boards.

Time frame: Begins in 2016.

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.

Initiative 4.1. Create a development plan for strategic partnerships

Form and develop strategic partnerships that include the senior management of both the University and its external partners. The partnerships, which are to be limited in number, require resources for planning, maintenance, and development. In order to ensure the long-term survival of these partnerships, and to achieve the intended results and effects, an operative plan is to be created. The needs of the disciplinary domains are to be identified and their participation is to be ensured. Good ethics is to be observed in every part of the process, and scientific integrity is to be respected.

Responsible: Vice Chancellor.

Time frame: First quarter of 2017.

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.

Initiative 5.1. Develop organised partnerships with internationally leading players

Identify a number of recognised higher education institutions and other players with collaborative experience and establish organised, structured partnerships for learning and knowledge sharing.

Responsible: Vice Chancellor.

Time frame: Begins in 2016.

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.

In addition, follow-ups of the Action Plan for External Collaboration are also to be conducted as part of the biennial evaluations of the Programme for External Collaboration, as well as when a new action plan is to be adopted. Follow-ups are conducted by the Planning Division in consultation with the Advisory Board for External Collaboration.

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.