



UPPSALA
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Goals and strategies for Uppsala University

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Foreword

In this document, Uppsala University presents its fundamental values, goals and strategies.

Different branches of academia meet at Uppsala, and develop through mutually fruitful discussions and partnerships. All employees have a shared responsibility. Together, we must work to ensure that our education and research are of the highest possible quality. It is up to each one of us to protect the credibility of academia and to maintain good practice in research. It is also our shared responsibility to ensure the continuation of Uppsala University's excellent name and reputation.

Goals and strategies for Uppsala University give us a shared purpose. It is my hope that this document will inspire employees and form a basis for furthering our goals and strategies throughout the University, and that it will be used in planning at all levels of our work.

It is of great importance that all who work at Uppsala University reflect on their work and ensure that they contribute to the continued development of the University. It is also important that those responsible within each disciplinary domain, faculty, department, administration and library ensure that all their colleagues are aware of the University's goals and strategies.

Anders Hallberg, Vice Chancellor of Uppsala University

Uppsala University

Uppsala University is an internationally prominent research university that is a world leader in many areas. The University offers both breadth and depth in its subject areas. With a tradition of research and education stretching back over 500 years, Uppsala University is constantly seeking new approaches. The University's tradition of renewal is one of its strengths.

Uppsala University is made up of dynamic and independent disciplines at nine faculties. The faculties support and complement each other. They create conditions for multi-disciplinary research and education. Teachers who are active in research help channel a constant flow of knowledge that is a source of renewal for our courses. The students benefit from the University's quality and diversity through the rich educational environment and the many choices available to them in each field of study.

Uppsala University shall

- undertake research and education of the highest quality
- discover and disseminate new information while also maintaining its heritage as a seat of learning, a rich cultural environment and a bearer of tradition
- protect freedom of research and the inseparability of research and education
- offer study environments where students can develop into knowledgeable, critically thinking, creative and responsible individuals, and encourage student activities and commitments to associations, unions and clubs
- play an active role in global society, promoting development and innovation
- be far-sighted and open to change in all areas of its work
- work to promote equality and diversity, as well as openness between different cultures
- provide the conditions for good leadership and good working environments for all employees and students
- provide functioning support structures for research and education, including contact with its surrounding society
- strengthen its position as a world-leading university and contribute to making our world a better place.

A university for outstanding research

The University seeks to safeguard the unconditional search for knowledge. Research contributes to the generation of knowledge for humankind, and fosters global development. It is central to the nature of the search for knowledge that it is impossible to know in advance which routes are accessible. The University does not demand immediate results, but perseverance in research.

Research also renews the University. It puts the University in a position to offer high quality education with close links to research. Through cross-faculty partnerships and subjects, it is possible to create research environments with a unique profile and a major competitive edge. Research environments with a mix of women and men from different backgrounds and different age groups increase the chances of success.

Goals

- Uppsala University shall carry out good, robust and groundbreaking research.
- All research shall make important contributions to the store of knowledge in the world.
- A majority of the research carried out shall be world-leading.
- Independence of research shall be safeguarded, and good research practice shall be maintained.

The strategies to facilitate reaching the goals are

- to utilise and develop specialisation, breadth and diversity at the University and to stimulate collaboration across subject and faculty borders
- to stimulate research partnerships with internationally prominent universities and research groups
- to publish research results in nationally and internationally respected media, and wherever possible in the University's open digital archive
- to recruit renowned researchers and teachers from the national and international arenas, through open posting and recruitment procedures
- to utilise the skills and knowledge of our employees and the diverse perspectives they represent
- to use quality assessments to identify strong research environments and pioneering partnerships, and to give sustained support to these environments
- to strengthen research of strategic importance through active recruitment processes
- to support and develop libraries, databases, laboratories and other infrastructural elements that respond to the needs of researchers
- to continue to develop procedures to ensure good research practice in all disciplines.

A university for first-class education

Education at Uppsala University is characterised by its scientific approach, critical thinking and professionalism, as well as collaboration and progression across different levels of study. Through its academic breadth and depth, Uppsala University offers first-class, multi-disciplinary education. Through national and international alliances, specialised courses can continue to be developed.

An international study environment contributes to high quality and openness, and increases the University's opportunities to contribute to global welfare. Uppsala University offers courses in a large number of languages and has Swedish and English as working languages.

The courses on offer at Uppsala University are enriched by the active cultural and educational environment. Students are given the opportunity to broaden their horizons with personal development and education through a tradition of student involvement in associations, unions and clubs. The students are equipped to contribute to the sustainable development of our society, and for their future working life.

Education at basic and advanced levels

Our range of courses and degree programmes changes in line with the changing needs of society. New research and new educational formats help to develop our education. It is designed both for young students and for individuals with professional experience who wish to continue their education.

Contact and communication between teachers and students is a vital element of successful teaching. We prioritise the pedagogical skills of our teachers and ensure that students get a chance to meet professors at an early stage in their education.

Goals

- Education at Uppsala shall develop in close association with research, and shall maintain an internationally high standard.
- Education at Uppsala shall promote independent, critical thinking; personal development; and a strong commitment from students.
- The range of education available at Uppsala shall be attractive to students regardless of gender, sexual orientation, social background, ethnic background, disability and age.
- Education at Uppsala shall pass on knowledge and skills that prepare the students well for working life and continued studies in Sweden or abroad.
- Education at Uppsala shall pass on skills and knowledge that ensure that students are sought after on the employment market.
- The development of advanced level courses for the international educational market shall be prioritised.
- Students at Uppsala University shall be proud of and satisfied with their education.

Strategies to help reach these goals are

- to make use of the University's broad and rich range of skills and educational environment when developing and implementing education
- to stimulate the students' commitment to, participation in and responsibility for their education

- to ensure that the majority of teachers in all faculties have academic competence and to offer teachers the opportunity to conduct research
- to develop our education in terms of content, format and examination to ensure that it is based on current research and relevant to the short- and long-term demands of the employment market and short- and long-term demand for education
- to give students direct contact with the research environment, for example through lectures on current research; practical experience in research groups; projects; essays and dissertations
- to develop the format of education and examination and to ensure that all teachers have been trained in educational methods
- to offer students the chance to develop contacts in industry and the public sector through, for example, guest lectures; practical experience; field trips; external projects; essays and dissertations
- to give all students solid knowledge and proficiencies in information retrieval, library use, IT skills, written and oral communication, and other skills
- to carry out quality assurance work with active student participation partly in the form of evaluation of courses and degree programmes, and to ensure good procedures for feedback
- to follow up study results actively, and to offer students personal educational guidance and current information on working life
- to develop the internationalisation of our education, partly by utilising guest lecturers and visiting students in teaching, and by helping students arrange to spend some of their study time at reputable universities in other countries.

Education at the postgraduate level

The breadth and depth of research at Uppsala University, combined with diverse international research partnerships, create perfect conditions for first-class postgraduate education. The University's doctoral students are key figures of the future for universities, colleges and the public and private sectors. They make significant contributions to the University's research and are important representatives of the University's work.

Goals

- Postgraduate education, and the theses presented at Uppsala University, shall maintain an internationally high standard.
- Postgraduate education shall equip students with academic skills and a deep understanding of the subject area.
- Postgraduate education shall equip students with the ability to teach in higher education and with other knowledge and skills that are attractive on the employment market.
- Postgraduate education shall be an attractive career choice.

Strategies to help reach these goals are

- to stimulate doctoral students to utilise the breadth of knowledge and educational environment of the University as a whole
- to post vacant postgraduate places nationally and internationally, and to accept doctoral students in open competition

- to offer doctoral students the opportunity to participate in stimulating exchanges of ideas with senior researchers, at conferences and in research, seminars and courses at other Swedish and foreign universities
- to give new doctoral students a good introduction to their workplace and studies, and to create secure jobs
- to offer teacher-led doctoral courses, good guidance, and the opportunity for advisers to receive training
- to give doctoral students training in good research practice
- to give doctoral students training in teaching in a higher education environment, and the opportunity to teach at basic or advanced levels
- to offer doctoral students the chance to develop skills such as presentation and communication techniques, project management, leadership and entrepreneurship, and to offer doctoral students guidance in planning their careers.

A university in society

The development of Uppsala University takes place in constant interaction with the outside world. Research results and well-educated graduates are the University's foremost contributions to the development of society at national and international levels. The most important links with the surrounding society are current and past students, as well as teachers and researchers.

Uppsala University has a well-developed structure that facilitates the utilisation of research results and the establishment of new research-based companies.

Uppsala University has a local, national and international responsibility to safeguard and cultivate its rich cultural heritage. Cultural assets in the form of musical life, museums, libraries and gardens enrich the daily lives of students, faculty and the general public.

Collaboration with the outside world must never cause the University's academic integrity and independent position to be compromised.

Goals

- Uppsala University shall be seen in the public arena through its faculty and students, thereby raising the profile of academia and higher education.
- The University shall contribute to education and societal development through research information, an academic perspective and cultural activities.
- The University shall contribute to the development of the private sector and society at local, regional, national and global levels.
- The University shall make use of knowledge, experience and skills from the surrounding society in its education and research.

Strategies to help reach these goals are

- to encourage researchers and other employees to participate in the social and cultural debate in the media and to be active in the field of popular science
- to develop a dialogue with the surrounding society on higher education and research, and on the methods and results of research
- to discourage inferior research by disseminating research results and participating in debates
- to arrange cultural activities for the surrounding society and to display the University's cultural treasures in an attractive way
- to develop education and research partnerships with the private sector, government authorities, organisations and individuals, through internships, projects, dissertations, commissioned courses and commissioned research
- to communicate skills in entrepreneurship and commercialisation of research results to students, doctoral students and researchers
- to continue to develop contacts and partnerships with the University's alumni in various areas of the University's work.

A university under constant development

First-class research and education require functioning support structures, as does all contact with the surrounding society.

The University's systematic quality assurance work, including regular evaluation and follow-up, provide a basis for renewal. Making a clear link between planning and evaluation raises the quality of research and education.

Quality and renewal can also be promoted through strategic recruitment, leadership development, promotion of equality and skills development for University employees.

Goals

- All levels of the University's administration structure, and all external and internal information, shall be characterised by professionalism and effectiveness.
- The University Library shall be of an outstanding international standard.
- The University's physical and psychosocial working environment shall be good.
- The University's quality assurance work shall maintain an internationally high standard.
- The University's collegial management and decision-making structure shall be professional, with influence and commitment from students and employees.

Strategies to help reach these goals are

- to develop appropriate working methods and technological systems to meet the needs of core activities and external demands
- to draw up management documents and regulations to ensure a clear division of work and responsibilities between the different levels within the University
- to promote external funding for research by offering support and advice to researchers at the University
- to develop the library functions in line with technological developments and the needs of research and education
- to provide information on the University's research and education for particular target groups in the form of printed and online materials, in both Swedish and English
- to renovate premises and physical infra-structure in line with the changing needs of the University's research and education
- to develop leadership training and skills development to make the most of the skills and creativity of employees
- to carry out systematic quality assurance as an integrated element of the University's work
- to stimulate and facilitate the involvement of students and employees in the shared responsibility of quality assurance work.