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# UPPSALA UNIVERSITY:

## Strategies and management of international programmes & projects

SINCE 1477



SEDAN 1477





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- Mission, goals and strategies
- Organization
- What we do
- How we define a project
- Finding partners
- Our guidelines for running a project/international programme
- How to write a winning funding proposal with little time, experience or resources..



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## Mission

The mission of Uppsala University  
is to gain and disseminate knowledge  
for the benefit of humankind  
and for **a better world**.



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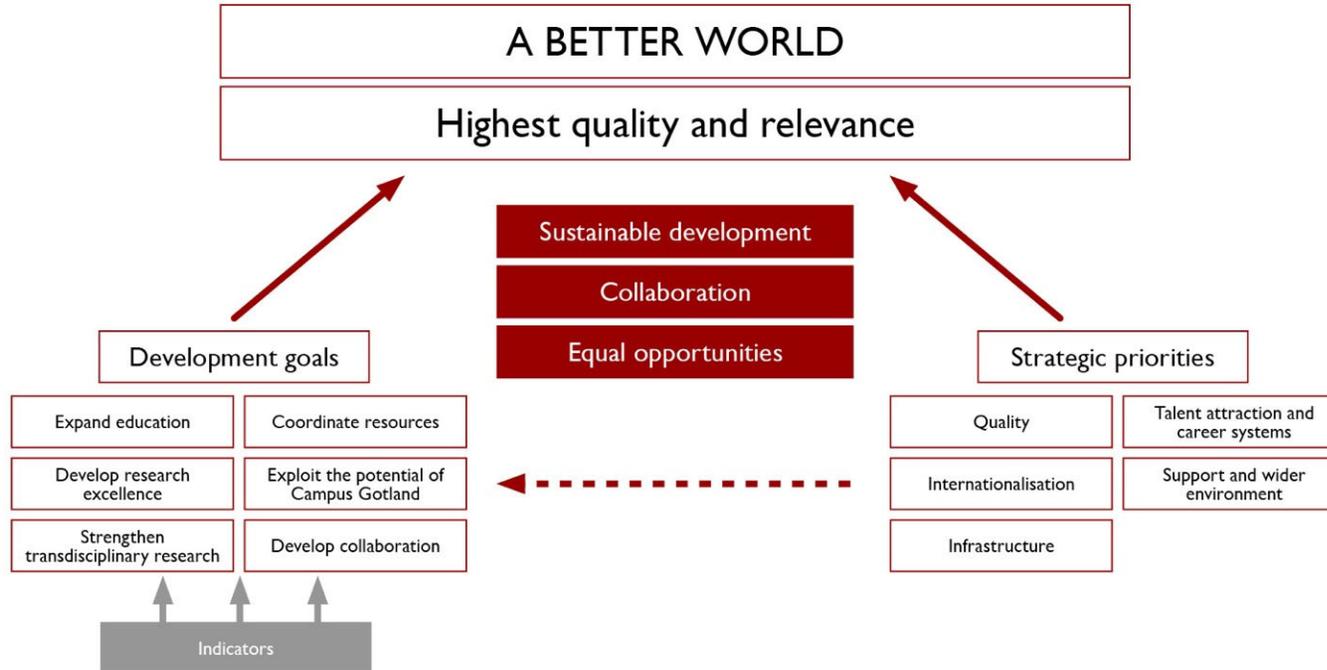
## Overall goal

- To conduct education and research of the **highest quality and relevance**:
  - integrated environment for education and research
  - outstanding education and research across a broad range of fields
  - staff and students together create a rich environment for education and knowledge
  - meeting place for knowledge, culture and critical dialogue



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# Building blocks





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## Six development goals to renew education and research

1. Expand education
2. Develop research excellence
3. Strengthen transdisciplinary and challenge-driven research
4. Coordinate and concentrate resources
5. Exploit the potential of Campus Gotland
6. Develop collaboration



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## 1. Expand education

- Attract more national and international students
- New international Master's programmes
- More places in freestanding courses
- Develop interdisciplinary programmes and courses
- Strengthen the connection between education and research
- Stimulating educational environments for all PhD students



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## 2. Develop research excellence

- Maintain a nationally leading position in the competition for untied research funding
- Enhance our ability to attract international excellence funding
- Work proactively to promote good research practice and ethics
- Offer good support and good infrastructure

# Organisation of the IRO

UNIVERSITY DIRECTOR –  
University Director

DIVISION FOR INTERNATIONALISATION  
(IRO) – Director for Division

UNIT FOR INTERNATIONAL  
MOBILITY – Head of UM

- Programs, tools and activities for international **education and exchange of students and staff**
- Bilateral agreements for student exchange
- International student recruitment
- Internationalisation software

UNIT FOR GLOBAL  
PARTNERSHIPS - Head of UUG

- Programs, tools and activities for international collaboration and exchange of ideas **linked to research, education and innovation**
- Strategic projects/networks
- Regional representation (Vietnam)

## Unit for Global Partnerships

- Initiates and supports international partnerships primarily in Asia, Africa and Latin America linked to research, education and innovation
  - Connects UU researchers with foreign counterparts
  - Informs about opportunities to finance collaborations and provides support in applications
- Builds networks and strengthens UU's relations with key players in other countries
  - Research funding agencies, ministries, universities, industry, embassies, scholarship organizations
- Contributes to development and capacity building for universities in low and lower-middle income countries
- Responsible for UU Regional Office in Vietnam

## Unit for global partnerships 2019-2020

### STRATEGIC INTERNATIONALIZATION PROJECTS

ACCESS (Chile)  
MIRAI (Japan)  
SASUF (South Africa)  
FAPESP (Brazil)

### ERASMUS + SCHOLARSHIPS (ICM)

Albania, Burkina Faso, Bhutan, Brazil, Canada, Cambodia, El Salvador, Georgia, Israel, Kazakhstan, Laos, Lebanon, Moldova, Myanmar, Russia, Serbia, Sri Lanka, South Africa, Taiwan, Tunisia, Uganda, Ukraine, Uruguay, Vietnam, Zimbabwe

### ERASMUS + CAPACITY BUILDING

Emisha (South Africa) – Entrepreneurial universities  
Event (Vietnam) – Employability of graduates  
LISTO (Argentina, Brazil, Uruguay) – Entrepreneurial universities  
EASTEM (Vietnam, Thailand, Indonesia) – Student-centered STEM education  
Nizami (Azerbaijan) – National PhD reform  
Yebo (South Africa) – Internationalization of PhD's  
Integrity (Georgia) – Fighting plagiarism  
Gecko (Indonesia, Thailand, Philippines) – STEM  
Chinlone (Myanmar) – Quality culture in HEI  
Sica (Cambodia) – Quality culture in HEI  
Toolkit (Laos, Myanmar, Sri Lanka) – Internationalization of HEI  
Incedu (Sri Lanka) – Inclusion of students with disabilities)

### ERASMUS + STRATEGIC PARTNERSHIPS

SkillMill (Finland, Norway, Estonia) – Soft skill toolkit for exchange students

# Support for funding international collaboration linked to education

- As a researcher or teacher at Uppsala University, you can get support to develop or increase your international work and scope.
  - Information about funding opportunities for international collaboration.
  - Information about what programmes/funding instruments are suitable for different types of collaborations and the application process.
- Advice on how to design projects and applications within programmes from Erasmus+, STINT, the Swedish Institute (SI) and others.
- Advice on intentionally organizing international meetings and collaborations through virtual/digital tools.
- Access to a network of universities, embassies, funding agencies, and alumni, as well as researchers and teachers from across the world

# Support for setting up & running international projects

## UU – Global model

- Projects are developed and implemented in collaboration between Unit for Global Partnerships and department(s) at UU
- We handle the coordination, administration and finance throughout the project cycle (application, project, reporting)
- Researchers/teachers handle content – i.e. trainings, courses etc.

## Example: EASTEM

Focus countries: Vietnam, Thailand & Indonesia

*Bridging the skills gap for graduates is a key challenge globally and has a detrimental effect on growth and development... EASTEM addresses soft skills development in STEM education with the aim of increasing student employability.*

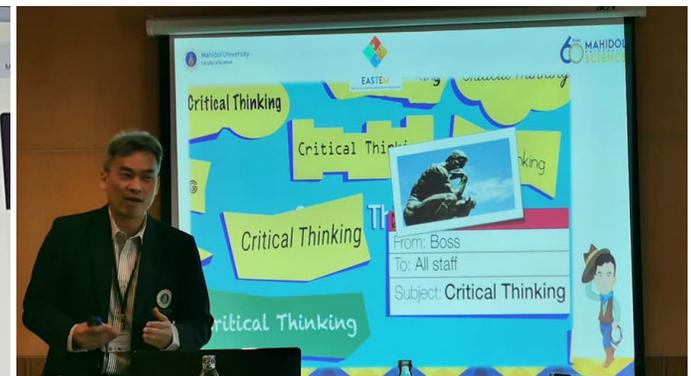
- transforming education from teacher-led to student-centered
- building a supporting structure in the form of STEM centres at each university
- convincing university leadership to integrate student-centred learning and industry input in curricula and study programmes
- **Department of IT (UPCerg) provides trainings in student-centered STEM education**
- **Unit for Global Partnerships coordinates the project**





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# EASTEM



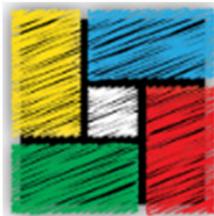
*Bridging the skills gap for graduates is a key challenge globally and has a detrimental effect on growth and development... EASTEM addresses soft skills development in STEM education, increasing student employability.*



Co-funded by the  
Erasmus+ Programme  
of the European Union



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South Africa  
Sweden  
University Forum



**Minister Dr Blade Nzimande**  
@ministerdrblad1 Följ

The Minister @dsigovza @HigherEduGovZA , received a Joint Declaration by the 36 participating Universities in SA and the Sweden University Forum (SASUF). The handover was done by Prof Stephanie Burton, Deputy VC, @UPTuKS and Prof Hester Klopper, Deputy VC, @StellenboschUni



08:19 - 1 nov. 2019





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# Creating the conditions for a successful collaboration in a project/programme

# Finding partners – how to promote an idea?

- A short pitch clearly explaining the purpose of the project
  - Short version in the mail – no more than one paragraph
  - Long version attached – no more than two pages
- Suggested role for partner
  - What expertise are we looking for that this university/person/organization has?
  - The more specific - the more attractive
- Short overview of most important deadlines, details, funding
- Suggested next step
  - Skype/zoom meeting to explain the details

# Finding partners – what we are looking for

- On the one hand we look for expertise & skills
  - Regional knowledge, topical knowledge etc.
- But also: we want to collaborate with difference makers and people who are truly committed to making a change for the better

# Our six guiding principles for successful projects @ UU-Global

## 1. Added value

- The project adds a clear value that ordinary day-to-day work would not be able to achieve
- Results from the project can be implemented in regular activities

## 2. Commitment and passion

- The project is creative and engages with committed key stakeholders both within and outside universities

## 3. Mutual benefit

- The project has a clear purpose and is relevant to all parties

#### **4. Co-creation and joint implementation**

- The projects takes different partners needs and resources into account during both planning and implementation
- Process/products in the project are mutually created by design

#### **5. Clarity**

- Projects are well defined and easy to understand
- Project follow a clear logic that enables evaluation and follow-up (both during and after the project)

#### **6. Efficiency & transparency**

- Administration and coordination of the projects is completed in an efficient and transparent manner



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The case of Uppsala University in Erasmus+

# **HOW TO WRITE A WINNING FUNDING PROPOSAL WITH LITTLE TIME, EXPERIENCE OR RESOURCES**

# The case of Erasmus + Capacity Building (CBHE) proposal

## Positive:

- A program that all universities can apply to (EU and non EU)
- Possible to combine universities in different regions (ex. EU – Asia- Latin America)
- Open to many different types of topics linked to education, research & innovation
- Not only capacity building focus, but strategic collaboration and mutual learning
- Great tool for enhancing collaboration with partners and creating new networks

## Negative

- Application is complex and detailed
- Lots of negotiating with partners
- Competition for funding is tough
- Running projects takes a lot of administration

# Who should be responsible for an application like that?

1. An experienced researcher?
2. A senior staff member?
3. A member of the university management?



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# Background

- Compared to other Swedish universities; Uppsala University was not active in previous CBHE-program periods (TEMPUS,ALFA) (2008-2014)
- Strategic projects had no clear place in the organization
  - The international office mainly handles mobility & scholarships
  - Researchers do research and have no time for administration
  - University management/senior staff already carry too heavy workload
- 2013: Mission from the university internationalization strategy:
  - Increase engagement within European projects (**within existing budget**)

# Who should be responsible for an application?

1. An experienced researcher?
2. A senior staff member?
3. A senior members of the university management?
4. Someone who has no clue what they are doing – but who is willing to learn



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# What did we know?

- EU-programs
- Lots of partner universities in EU and the rest of the world
- Strengths, weaknesses and priorities of Uppsala University
- Our own ongoing collaboration schemes

## Starting points in 2014

- Based on ongoing collaborations – decided on two themes and regions
  - Latin America – development of international offices
  - South Africa – development of innovation offices, the role of universities in society
- We found the people that knew CBHE best in Sweden and EU
- Then we started tackling the application form, paragraph by paragraph

# Two weeks before deadline...



## Outcome 2014/15

- We wrote 2 proposals for UU to coordinate
  - Never write two proposals....
- July 2015 - feedback from EACEA
  - Latin America – “this proposal is terrible”
  - South Africa – “this proposal is also pretty much terrible. But we like the idea...”



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**2020:**

- Uppsala University coordinates five proposals
  - 2015: EMISHA – Innovation capacity building in South Africa
  - 2016: EVENT – Increase employability of Vietnamese graduates
  - 2017: LISTO – Argentina, Brazil & Uruguay: Increase links between university – industry – develop entrepreneurial skills of teachers, students and staff
  - 2018: EASTEM – Developing student centred education in STEM in South East Asia
  - 2020: VAMOS – Education for sustainable development – Latin America
- Partners in seven more projects
- Equivalence of five staff members working full time with CBHE, all funded through the projects



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# EVENT





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# LISTO



# EACEA Expert Panel (2018-01-29)





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## Our experience

- Best way of learning something is by doing something
- Use the experienced management and researchers in the proposal/projects, but use them as experts!
- The person writing the proposal needs to be able to prioritize the work
- A proposal does not have to be perfect
  - If a funding agency likes the idea they will be generous
- Take ALL opportunities to learn from more experienced partners