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Internationalisation strategy – Uppsala University's approach

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Uppsala University, Sweden





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Turnover: **7 000 000** EUR

Employees: Approx. **7,100**

3 disciplinary domains

9 faculties

5,100 academic publications per year

Approx. **44,000** registered students



← All the world's universities

→ The top 100

Internationalisation of Swedish Higher Education and Research

A Strategic Agenda



SUMMARY OF THE REPORT OF THE INQUIRY
ON INCREASED INTERNATIONALISATION
OF HIGHER EDUCATION INSTITUTIONS


SWEDISH GOVERNMENT
INQUIRIES
Swedish Government Official Reports
SOU 2018:3

Last two decades the concept of internationalisation has moved from fringe to core of institutional agenda...even on **national level** (Sweden)

Inquiry to propose new goals and a new national strategy for internationalisation of higher education institutions - both education and research

Measures for more **international perspectives** in education

Measures to increase Sweden's **attractiveness** as a study destination and knowledge nation



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Global changes

- Increasing number of students, mobile students, institutions, researchers and publications
- Increased mobility and digitalisation provide new opportunities
- Strong pursuit of knowledge based economy in many countries
- Other countries make significant international efforts, not just English speaking countries
- New cooperation patterns evolve (China-Africa, the Gulf etc.)
- Increased isolationism in the United States and the UK





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The mission of Uppsala University is

... to gain and disseminate knowledge for the benefit of humankind and for a better world through ...

- World-leading research
- First-class education
- Active collaboration with society (and industry)





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Uppsala University's approach

- Uppsala University's mission and core values (world-leading research, first-class education and active collaboration with society) adopted by the University board in 2014
- Products from the “mother document”: Strategic programmes for quality, **internationalisation**, equal opportunities, sustainable development, research etc, reflected the strategic priorities at UU
- All strategic programmes were developed by different councils (eg. the International council) and adopted by the University board



- Current programme for internationalisation (adopted in 2016):
http://regler.uu.se/digitalAssets/23/c_23992-l_1-k_programme-for-internationalisation.pdf
- Current action plan focusing on actions supporting the programme was developed by the International council but adopted by the Vice-Chancellor (in 2016):
http://regler.uu.se/digitalAssets/576/c_576214-l_3-k_ufv-2015-281-handlingsplan-for-internationalisering-2016-2018.pdf



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A glance at the "old" programme for int...

"The following quantifiable points will help us ensure that we are on the right track [to deliver high quality education through internationalisation]:

- 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."



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Lessons learnt

- Challenges with anchoring university-wide approach
- Too many action points
- Too unfocused
- Too irrelevant for departments/faculties
(= where the actual action takes place)



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New strategic plan – currently work in progress

The proposed new “Mission, Goals and Strategies” will:

- integrate (all of) the strategic programmes
- include overarching research and education strategy considerations
- be structured and formulated in a communicable, effective and clear manner





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Why a new plan?

To enhance the University's capacity for renewal and its ability to meet future challenges.

To contribute to more cohesive and transparent activity planning and governance at the University.

To be better prepared for future strategic decisions at national and international level.

+ any strategic plan needs revision every five years...

Considerations and decisions

- “Major revision” (led by Deputy Vice-Chancellor)
- Strategic plan rather than core values and branding
- Forward-looking based on ‘self-evaluation’
- Overall goal: education and research of the highest quality and relevance
- Tool for leadership at all levels, of interest for all staff and students, external partners, society at large



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Proposed targets: internationalisation

- International cooperation and exchange will be enhanced
- Internationalisation will be strategic, quality-driven and excellence-enhancing
- The university will be an attractive choice for successful teachers and researchers and motivated students from all over the world



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What happens next

- Decision will be made by the University board by end of 2019
- Internationalisation is not an end in itself
- Internationalisation should be **integrated** into the University's existing missions
- Approach will stimulate scientific domains to **formulate their own (relevant) goals** for internationalisation





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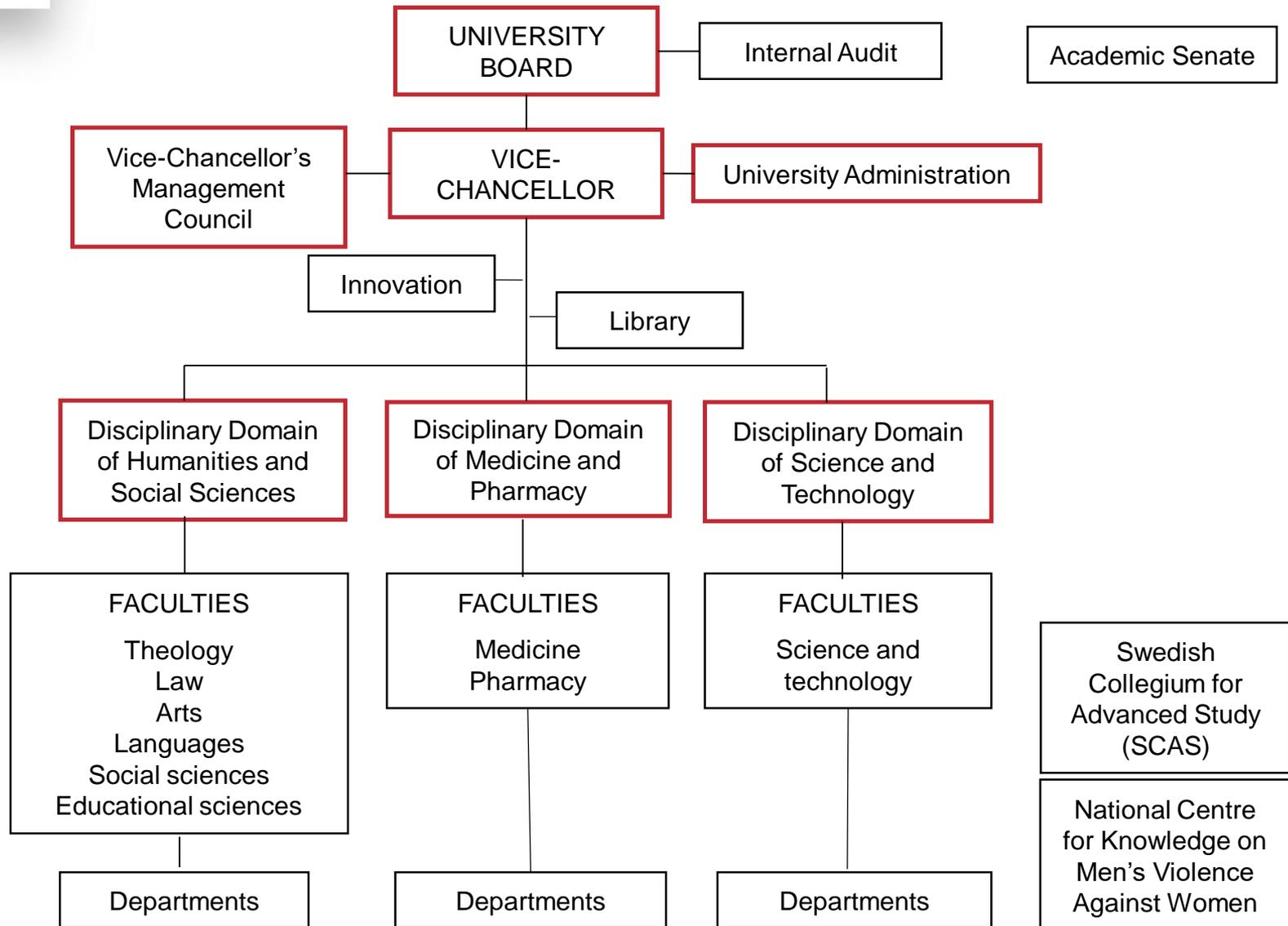
One example from a Faculty at UU

5 (**proposed**) quantitative goals for 2030: Internationalisation

- At least 25% international students (exchange students and free movers), PhDs, teachers and researchers at the faculty
- At least 25% of (all) students with a degree, PhDs, administrative staff, teachers and researchers have at least a semester abroad every 5 years
- At least 20% international students (Master & PhD) still in Sweden 5 years after graduation
- At least 20 new relevant partner universities
- 5 strategic partners



Organisation





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Uppsala University's organisation

I Vice-Chancellor

I Deputy Vice-Chancellor

3 Vice-Rectors for 3 scientific domains:

Technology and Natural Science

Humanities and Social Sciences

Medicine and Pharmacy

Dean of Faculty (nine in total)

Head of Department

(approximately 70...)

Advisers to Vice-Chancellor

(elected by Vice-Chancellor)

University Director

Director of Division

Head of Office



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The university administration contributes to the entire university's success through **expertise, advice and administrative support**



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**UNIVERSITY
DIRECTOR**

**DIVISION FOR
INTERNATIONALISATI
ON**

**UNIT FOR
INTERNATIONAL
MOBILITY**

**UNIT FOR GLOBAL
ENGAGEMENT**

MAIN FOCUS

Supports internationalisation through:

Programs, tools and activities for international collaboration and exchange of students and staff

Bilateral agreements for student exchange

International student recruitment

Education information in English

Internationalisation soft ware

VALUES CREATED FOR UU

Professional services supporting increased internationalisation

Administration of agreements

Incoming mobility (widest sense)

Outgoing mobility

MAIN FOCUS

Supports internationalisation through:

Programs, tools and activities for international collaboration and exchange of ideas

Strategic projects/networks

Regional representation (Vietnam)

VALUES CREATED FOR UU

Professional services supporting increased internationalisation

Contact creating and network building collaboration projects/platforms

Outreach

Capacity building



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Questions?

Thanks for your attention!

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What would your institution do?

1. Does your institution have an international strategy?
2. If yes, who formulated it?
3. Who decides on it?
4. What resources are connected to the strategy?
5. What does your organisation look like academia/administration?
6. What are your institution's biggest challenges?
7. What will you do next Monday to contribute to a solution?



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But how to balance strengths and challenges?

- Research intensity ... increase volume of education, strengthen the connection between education and research
- Performs strongly in student recruitment ... further increase attractiveness as an educational institution
- Strong disciplines ... transdisciplinary cooperation
- Curiosity-driven excellence ... challenge-driven relevance in collaboration with external partners
- Entrepreneurial individuals (bottom-up) ... concerted action (top-down)