



LUNDS
UNIVERSITET

Vice-chancellor

DECISION

1

DATE 18 December 2020

Reg. no SAMV 2020/316

Action plan for Lund University's collaboration with Europe 2021-2024

Approved by the vice-chancellor on 18 December 2020

The process that has resulted in the action plan

LU's External Relations division was tasked with coordinating the work on producing an action plan for Lund University's collaboration with Europe 2021-2024. The action plan was drawn up in consultation with the reference group for Europe. The reference group included: Tomas Brage (Faculty of Science), Emily Boyd (Faculty of Social Sciences), Kristina Eneroth (School of Economics and Management), Xavier Groussot (Faculty of Law), Olga Göransson (Faculty of Medicine), Erik Swietlicki (Faculty of Engineering, chair) and Barbara Törnquist-Plewa (Faculties of Humanities and Theology).

The action plan relates in all its parts to the "Action plan for internationalisation at Lund University 2019-2021" (Reg. no SAMV 2018/444, appendix 2). The implementation of the "Action plan for Lund University's collaboration with the United Kingdom 2019-2021" (Reg. no SAMV 2019/12, appendix 3) has been delayed due to Brexit and the Covid-19 pandemic. It therefore needs to be extended to apply up to and including 2024. The measures need to be placed in relation to the objectives and activities proposed in the present action plan.

The "Action plan for Lund University's collaboration with Europe 2021-2024" is to be evaluated at the end of the period in question and revised for the following period.

Aim of the action plan

The present action plan for LU's collaboration with Europe aims to function as a tool in the University's strategic internationalisation work.

The action plan identifies the direction for LU's European education and research collaborations on the university-wide level for the next three years (2021-2024), and forms the basis for strategic choices and priorities.

It focuses on promoting collaborations on the university-wide level that can be utilised by several faculties, while complementing and reinforcing collaborations on the faculty and department levels.

The action plan describes goals and activities in a broad perspective and is based on comprehensive background material about LU's European collaborations on research, education and other areas (appendix 4). The objectives are of both a qualitative and quantitative nature.

Key words guiding the action plan

LU's vision is to be a world-class university that understands, explains and improves our world and the human condition. The University's strategic plan for 2017-2026 highlights

LU's continued development as an international higher education institution as one of six important areas for the University. Good opportunities for international mobility are to be offered to students, doctoral students and employees. The University is to have strategically supported international partnerships and actively participate in influential international networks. Boundary-crossing and interdisciplinary collaborations with other higher education institutions are to be stimulated to solve major societal challenges. Collaboration and integration with universities and other partners in the Öresund region are to be reinforced. Ethical considerations are to be taken into account when introducing new partnerships and/or evaluating existing collaborations¹.

Based on this vision and strategy, the action plan is guided by the key words i) excellence, ii) sustainability, iii) interdisciplinarity and iv) LU's core values.

Definition of Europe

The present action plan essentially adheres to the Council of Europe's definition and list of member states, with certain exceptions. The action plan includes the whole of Turkey, including the Asian part, and the European part of Russia.

Significance of Europe for LU

Europe is traditionally a major and important collaboration region for LU, in both research and education. Collaborations are numerous and well-established, mostly decentralised, and operate over the entire continent. LU is a member of LERU, the League of European Research Universities, a network consisting of 23 research-intensive universities in Europe which focuses on exchange of experiences and lobbying at the European level. LU is part of the European alliance EUGLOH and a member of the international network U21, which also comprises European partner institutions. At the university-wide level, LU has two formalised partnerships in Europe, with Universität Hamburg and the University of Nottingham.

There are important tools at the EU level to further develop and initiate new European collaborations. The EU's new framework programme for research and innovation, Horizon Europe, starts on 1 January 2021 and extends over the period covered by the action plan, as does the new Erasmus+ programme.

Brexit and the ongoing pandemic have put European cooperation to the test but have also shown the importance of strong European collaborations. An increased focus on Europe is also important from a sustainability perspective.

Goals and measures

The action plan is divided into four overarching goals (A-D) under which specific goals with associated activities are stated. A plan of activities specifying the timetable and responsibility for coordinating the implementation of each goal is provided in appendix 1. Implementation of the action plan is to be done in close collaboration with other relevant units in the central university administration, the faculties or equivalent.

The four overarching goals are closely linked, and measures and activities connected to one goal can contribute to the achievement of other goals as well. Overarching goal D is about providing the University with the conditions to achieve overarching goals A-C.

A. To reinforce collaboration with strategically selected universities and organisations in Europe and thereby utilise various institutions and networks

The University's collaborations with European partners during 2021-2024 should be based on the existing collaborations that are working well. This contributes to engagement and

continuity. In addition to these, initiatives started at various levels of management are necessary to provide more stable conditions for already established collaborations, and to start and develop collaborations in strategically important areas for LU, including Agenda 2030 and the EU's Green Deal, as well as the utilisation of the research facilities of MAX IV and ESS.

Subgoals

1. Better utilisation of membership in networks and alliances such as LERU, U21, and EUGLOH.
 - Consider and implement parts of prioritised proposals in subgoal 2.5² and subgoal 1.15³ in the LU action plan for internationalisation (appendix 2) .
 - Evaluate whether the CESAER network and other faculty networks of which LU is a member could be useful to larger parts of LU.
2. Enter into new university-wide agreements (exchange agreements, MoU, etc.) with leading higher education institutions (top 100-150 worldwide) and other organisations in
 - a. strategic university-wide networks,
 - b. EUGLOH,
 - c. the vicinity of Sweden (Nordic Area, Baltic, Öresund region) based on LERU, U21 and faculty networks (see A.1)
 - d. the United Kingdom (see appendix 3, Action plan for LU's collaboration with the United Kingdom 2019-2021- vice-chancellor's decision, SAMV 2019/12),
 - e. resource-poor European countries (e.g. the CE7 group⁴ which is a collaboration partner for LERU),
 - f. the rest of Europe.
 - Evaluate the existing university-wide partnerships with Universität Hamburg and the University of Nottingham.
 - Identify potential new collaborations and make a selection among them.
 - Implement delegation trips to potential partners.

B. To promote and reinforce research collaborations in Europe

There are many European collaborations at LU, of which most are researcher-initiated. University-wide incentive funds can contribute to supporting these collaborations and promoting the development new ones (see A.2.). Another important measure is to particularly utilise and promote engagement with university-wide networks such as LERU and U21 and the EUGLOH alliance (see A.1). Membership in these networks can function as a door-opener for collaborations.

Access to external funding is another key factor to further develop and initiate research collaborations. Therefore the strategic use of existing tools such as the EU's new framework programme for research and innovation 2021-2027, Horizon Europe, is of crucial importance. The framework programme Marie Skłodowska Curie Actions, for example, includes funds to stimulate mobility and joint graduate schools. LU supports open access to knowledge and completely shares the intentions of the European Open Science Cloud (EOSC), including through its membership in LERU.

The major research facilities MAX IV and ESS have international appeal and can contribute to making LU a hub for European research collaboration in a number of fields. These collaborations can simultaneously stimulate the development of Science Village Scandinavia.

Subgoals

1. To utilise more strategically and to an increasing extent the existing financial tools for

European research collaborations, such as the EU's framework programme for research and innovation.

- Further develop/increase support for the organisation to apply for and implement projects.
 - Consider and implement parts of the prioritised proposals in subgoal 2.1⁵ in the LU action plan for internationalisation.
2. Increase the visibility of external funding for research collaborations within Europe.
 - Improve accessibility and visibility on the LU website.
 - Highlight successful projects and best practice on the LU website.
 - Chart examples of existing financial tools and make them accessible, including through the ongoing U21 project.
 3. Promote increased European research collaboration around the major research facilities MAX IV and ESS.
 - Advertise calls for applications for incentive funding for collaboration with prioritised partners.
 - Develop the LINXS specialised centre to reinforce neutron- and x-ray-based research.
 4. Encourage collaboration with prioritised partners identified under A.2.
 - Advertise calls for applications for incentive funding to initiate research collaborations.

C. To reinforce educational collaborations and student mobility in Europe

The Erasmus programme is the EU's most successful programme ever; 3.3 million students have taken part since it began in 1987. At LU, the programme is decentralised and educational collaborations with European partners mainly take place at the faculty/department level. During 2020, LU had a total of just under 400 active exchange agreements within the Erasmus programme. These are regularly evaluated and new agreements with strategically important partners may be added during the three-year period of the action plan (see A.2).

A new programme period for Erasmus+ begins in 2021 (-2027). During this period, the focus will be on sustainability, innovation and digitisation, social inclusion and mixed mobility. The focus on digitisation offers more groups of students the opportunity to benefit from internationalisation, as it allows both shorter periods and mixed (virtual/physical) mobility.

In its action plan for internationalisation, LU has set the goal for at least 25% of graduating students to have spent at least 3 months abroad.

Subgoals

1. To utilise existing financial tools for educational collaboration such as Erasmus+ and Nordplus more strategically and to an increasing extent.
 - Compile financial tools for international educational collaborations.
 - Contribute to further development/support of the organisation to apply for and implement international educational projects (see subgoal 1.13⁶ in the LU action plan for internationalisation).
 - Encourage LU teaching staff/doctoral students/other staff to go on Erasmus exchanges (see subgoal 4.1⁷ in the LU action plan for internationalisation).
 - Encourage LU students to use Erasmus mobility for studies and internships.

2. Enable at least 25 % of graduating students to have at least 3 months' international experience.
 - Consider and contribute to implementation of the proposals presented in the report "Review of the management of student mobility, exchange agreements and mobility-promoting measures at LU – follow-up of the Internationalisation Benchmarking within the SLUG project 2016 (SAMV 2017/367)"
3. Promote joint study programmes with European partners.
 - Provide information on funding tools.
 - Disseminate best practice from existing joint study programmes, e.g. within EUGLOH.
 - Investigate and highlight technical, administrative, legal and personal obstacles and circumstances (see subgoal 1.14⁸ in the LU action plan for internationalisation).
 - Investigate and highlight legally secure technical and transparent administrative systems.
4. Develop new and sustainable forms of exchange as a complement to physical mobility.
 - Maintain an active dialogue with stakeholders and follow developments in a post-Covid-19 world, to reinforce and develop e.g. Erasmus collaboration.
 - Collect and disseminate good examples of exchanges, e.g. from the Agenda 2030 graduate school, LERU and U21, and faculty and department-specific networks.
 - Use the ongoing development work in EUGLOH (WP2) as a good example, not least with regard to virtual exchanges.
 - Announce funding for development of hybrid forms of teaching in collaboration with European universities.

D. To utilise existing knowledge, reinforce expertise, and improve the strategic support for collaboration with Europe

To implement the measures proposed under A, B and C and achieve the overarching goals in the action plan, LU must gather its strengths. The conditions are favourable – LU possesses good expertise – but existing knowledge and accessible resources and tools must be utilised and made more visible, as well as being adapted to the level of ambition in the action plan.

Subgoals

1. Utilise resources and expertise of relevance to European collaboration in established organisational units within LU.
 - Chart and highlight the resources and expertise on the LU website (e.g. on the Staff Pages).
2. Make needs-adapted support available within the central university administration.
 - Review needs and resource planning to develop university-wide collaborations with selected partners in Europe and with LU's university-wide networks and EUGLOH, to enable the implementation of the activities in A, B and C.
 - Promote synergy effects between European funding programmes, e.g. Erasmus+, Horizon Europe, Nordplus.
 - Investigate the need for an extended assignment and resources to enable Research, Collaboration and Innovation to implement the activities in A and B.
3. Utilise LUCRIS as a strategic tool to highlight and develop European collaborations.

- Draw up documentation before choosing new collaborations /evaluating existing ones (e.g. A.2).
4. Support the implementation of the action plan.
- Continue the ongoing work with the reference group for Europe.

Knowledge transfer and communication

Aim and goals

The aim of this communication plan is to highlight the action plan for European collaboration internally, as a tool in the University's strategic internationalisation work.

The goals are to disseminate knowledge and information about the subgoals and activities in the action plan for European collaboration and to generate interest in contributing to its implementation.

Target groups and stakeholders

The communication plan is intended for management at all levels and for employees and international coordinators at the faculties.

Main message

Message 1: The subgoals included in the action plan.

Message 2: The implementation of the action plan and how stakeholders at various levels can contribute.

Message 3: The importance of European collaborations.

Channels for information/communication

- LU website
- Newsletters
- Information meetings (by assignment)
- Education board, research board, research programmes board, international council

Spokespersons

- Chair of the Europe reference group
- LU Europe coordinator – External Relations division

Timetable and activity plan

ACTIVITY	GOAL/AIM	TARGET GROUP	MESSAGE	DATE	RESPONSIBLE OFFICER
Presentation	Increase knowledge of the action plan for European collaboration.	Heads of department and deans.	Funding opportunities for European collaborations.	When necessary	ER/reference group
Newsletter (ER)	Keep everyone updated and informed.	International officers, employees who subscribe to the newsletter.	Updates on special events/calls for applications with links to the website.	When necessary	ER Europe coordinator, /Communications officer internationalisation division.

LU website	Keep everyone updated and informed	Interested staff who want to collaborate with partners in Europe	Funding opportunities for collaborations, LU's priorities, contact people, etc.	Continuous	ER/Europe coordinator, /Communications officer internationalisation division
------------	------------------------------------	--	---	------------	--

Collected footnotes:

Page	Footnote number	Footnote
2	1	Shih, T., Gaunt, A. & Östlund, S: Responsible internationalisation: Guidelines for reflection on international academic collaboration, Stockholm: STINT, 2020
3	2	LOH and the Brussels office, Reg. no SAMV 2020/110
3	3	Subgoal 1.15 Proposal on how educational collaborations in LERU, U21, and EUGLOH can be promoted and highlighted
3	4	CE7: Universities of Belgrade, Eötvös Loránd, Ljubljana, Prague (Charles University), Tartu, Warsaw and Zagreb.
4	5	Subgoal 2.1 Develop proposals for how the University is to increase its participation in the EU framework programme for research and innovation, Reg. no F2020/8
5	6	Subgoal 1.13 Develop a proposal for the development of the University's conditions for participation in the EU funding programme for educational collaboration, Reg. no SAMV2019/441
5	7	Subgoal 4.1 Develop a proposal for the development of mobility among different groups of employees
5	8	Subgoal 1.14 Develop the support, including recommendations and agreement templates, for joint educational programmes with international higher education institutions in the second and third cycles of study