



Strategic objectives for collaboration



Introduction

The primary goal of the strategic objectives, outlined as follows, are to develop collaboration through dialogue at all levels of the University and to strengthen and clarify how objectives for active collaboration contribute to quality and relevance in education and research. This should also clarify what prerequisites need to be met in order to achieve the strategic objectives.

These strategic objectives for collaboration must, naturally, also be interpreted in the light of both the Higher Education Act and the focus given to collaboration in Strategy 2025, including the goals and areas of development formulated there (see Appendix 1 and 2).

[Malmö University's Strategy 2025 originalversion.pdf | Box](#)



Definition and aim of collaboration

Malmö University's definition of collaboration is that it should involve at least one stakeholder from the private sector, public sector, civil society and/or ordinary citizens. Furthermore, collaboration is an integral part of education and research at Malmö University. Unless otherwise stated, the concept of collaboration also includes innovation and utilisation.

Read more about Malmö University's definition of collaboration here (in Swedish) [Mau-gemensam defintion av samverkan web wiki.docx | Använder Box](#) as well as different types of collaboration and their definitions here (in Swedish) [Samsyn \(su.se\)](#) (see also Appendixes 3 and 4).

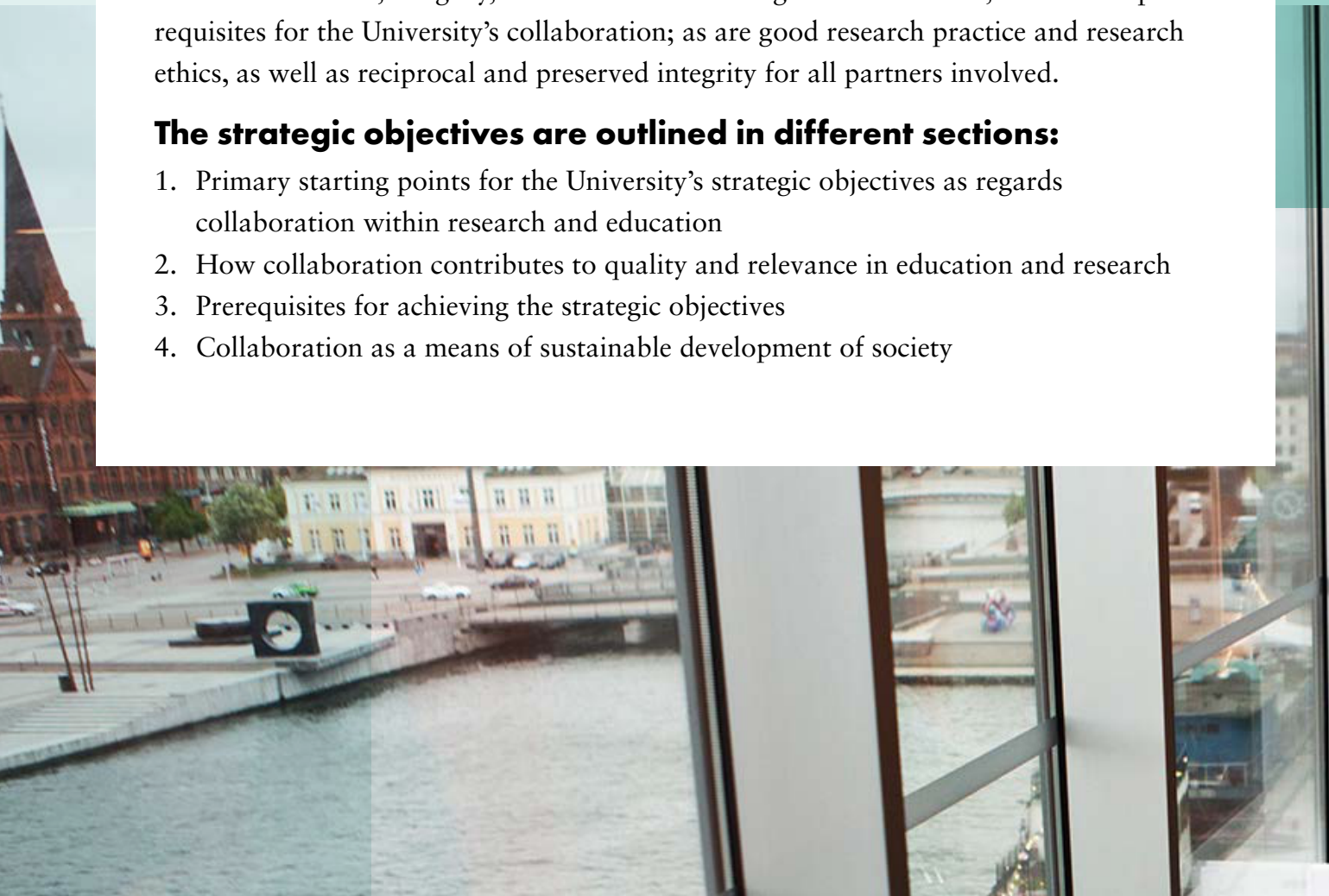
The aim of collaboration is to create reciprocal added value for the University, for participating external partners and society as a whole. On the part of the University, the objective is increased levels of quality and relevance in the education and research that are carried out in all cohesive academic environments.

The University's collaborative partners, in turn, are provided with the opportunity of not only accessing research-based knowledge but also the opportunity to participate in joint knowledge production, which collectively benefits the sustainable development of both the individual organisation and society.

Academic freedom, integrity, as well as critical dialogue and reflection, are natural prerequisites for the University's collaboration; as are good research practice and research ethics, as well as reciprocal and preserved integrity for all partners involved.

The strategic objectives are outlined in different sections:

1. Primary starting points for the University's strategic objectives as regards collaboration within research and education
2. How collaboration contributes to quality and relevance in education and research
3. Prerequisites for achieving the strategic objectives
4. Collaboration as a means of sustainable development of society



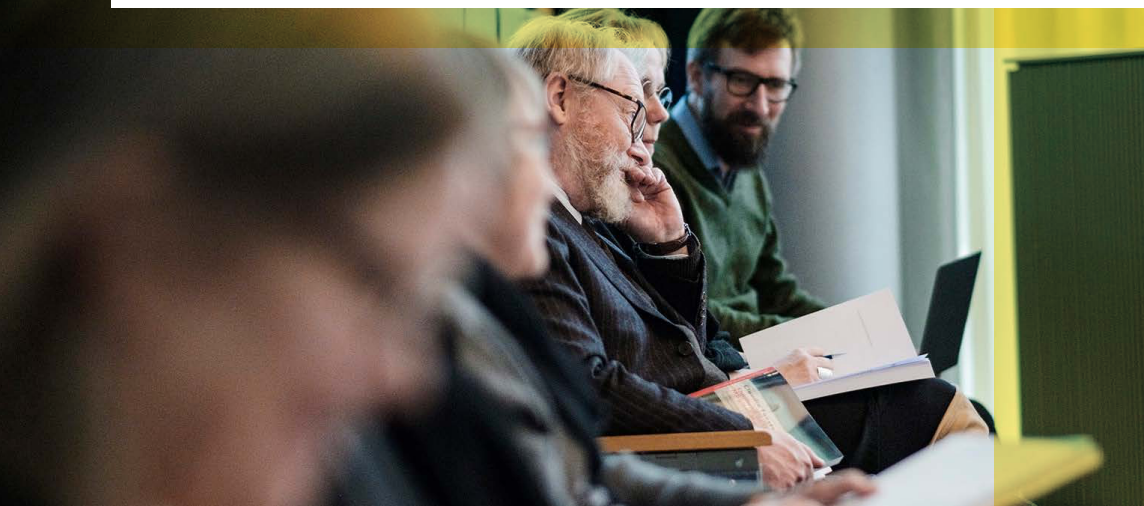
1. Primary starting points for the University's strategic objectives as regards collaboration within research and education

- At Malmö University, collaboration is an integral area of education and research
- Collaboration contributes to increased quality and relevance in education and research
- Collaboration gives students the opportunity to integrate work experience as a part of their education
- Collaboration creates joint added value for academia and collaborative partners
- Academic values and unbiased research and freedom are central to all collaboration
- Good research practice and ethics apply to collaboration
- Collaboration is grounded in reciprocal cooperation and unassailable integrity for all partners
- Collaboration contributes to sustainable development of society
- At Malmö University, the ability to collaborate is valued on the merits as well as in the process of employment.

2. How collaboration contributes to quality and relevance in education and research

The aim of collaboration can vary depending on the needs, circumstances and priorities of respective subject areas. The need for research-based knowledge in society is large, not least in times when facts meet with resistance. For this reason, it is important to make visible the value and impact of research-based knowledge, as this creates scientific credibility and contributes to sustainable democratic development of society.

Collaboration also brings added value for the University's own activities and can be viewed as a means of achieving increased quality and relevance in education and research. This can happen when the University gains access to the knowledge, contacts, financial and personal resources of other societal actors who in different ways contribute to current and original issues.



3. Prerequisites for achieving the strategic objectives

- That there is a good understanding of the meaning and value of collaboration and its strong anchoring in the organisation at all levels
- That collaboration must be valued when it comes to merit and employment and viewed as an integral part of the grounds for assessing scientific, pedagogical and artistic expertise
- That collaboration is founded on reciprocity, a deep understanding of the driving forces, prerequisites, challenges and needs faced by the collaborative partners
- That Malmö University utilises the commitment of its alumni
- That collaboration ensures the preserved integrity of all partners involved
- That efforts are made to continue to further develop the University's collaborative capacity and that lecturers/researchers are given the time and financing to develop collaboration as an integral part of education and research
- That development of collaboration is clearly included among the resources allocated to teaching staff and researchers to enable them to develop collaboration as an integral part of education and research
- That collaboration must be included in quality and operational dialogues

4. Collaboration as a means of sustainable development of society

As a society, we are facing major challenges. The 2030 Agenda demonstrates the importance of collaboration to jointly address the needs of the complex societal challenges of our time, connected to sustainable global development of society in a broad sense.

In this respect, collaboration is an important means for the University to, together with other societal actors, be even more proactive regarding issues related to global sustainable development of society.

Collaboration further increases our capacity to jointly transform research-based knowledge into action, as well as to utilise employees' and students' commitment to these issues.

Appendix 1.

Collaboration under the Swedish Higher Education Act

The Higher Education Act Chapter 1 Section 2:

The mandate of higher education institutions shall include collaboration for mutual exchanges with the surrounding community, as well as ensuring that the knowledge and expertise found at the higher education institution bring benefit to society.

The Higher Education Act Chapter 1 Section 5:

In the course of their operations, higher education institutions shall promote sustainable development to assure for present and future generations a sound and healthy environment, economic and social welfare, and justice.

Appendix 2.

Collaboration under Strategy 2025

Malmö University contributes to a more sustainable and more equal society through research-based knowledge, critical reflection and readiness to act.

(From Strategy 2025, Vision)

Malmö University provides education and research of the highest quality through which, in collaboration with other societal actors, we create, share and disseminate knowledge to understand, explain and develop society. (From Strategy 2025, Objectives)

Malmö University is an open, innovative and boundary-crossing university that handles complex issues and societal challenges. Malmö University contributes to openness and boundary-crossing collaboration and shall during 2023–2025 (From Strategy 2025, Focus areas):

- *Intensify collaborations with strategic partners in the public, private and non-governmental sectors*
- *Recognise and value staff members' collaborative skills and contribution to open science in the context of merit and employment*

At Malmö University, research and education are socially relevant, international and boundary-crossing, thus upholding the strengths that characterise the University.

Collaboration with other societal actors is a natural part of boundary-crossing education and research. Malmö University strengthens the coherent academic environments and

shall during 2023–2025 (From Strategy 2025, Focus areas):

- *Further develop forms of collaborative learning and work-related education so that all students are equipped to actively meet current societal challenges and navigate an ever-changing working life*
- *Continue to build coherent academic environments that transcend departmental and faculty boundaries and established organisational structures*
- *Involve alumni more in collaborative teaching and research for increased quality and societal relevance*

At Malmö University, the culture is one of trust, participation and joy of working, and the mobility opportunities within the University make us an attractive place to work and learn. The University also attracts students and employees by creating a sense of community, being socially relevant and through our engagement with the world around us. Malmö University strives to be a creative and sustainable workplace and learning environment and shall during 2023–2025 (From Strategy 2025, Focus areas):

- *Establish creative and social meeting places for both staff and students*

Appendix 3.

Malmö University's joint definition of collaboration

At Malmö University, collaboration is an integral part of research and education. The aim of collaboration is to develop reciprocal added value for the University, for participating partners and for society. On the part of the University, the objective is increased quality and relevance in education and research. Our collaborative partners gain access to research-based knowledge, which benefits the sustainable development of both the individual organisation as well as society. Academic freedom, integrity as well as critical dialogue and reflection, are natural prerequisites for our collaboration.

Malmö University's joint definition of collaboration is that it must involve at least one other stakeholder from the private sector, public sector, civil society and/or ordinary citizens, though not from the University. Collaboration within research can, for example, be jointly initiated and completed research projects, research communication, participation in public debate, financing of doctoral students in industry and at municipal level, commissioned or contracted research, as well as utilisation of research results.

Collaboration within education can in turn involve, for example, a degree project, placements, and other internships where students actively collaborate with other actors,

guest lecturers, adjunct lecturers from other organisations outside academia, as well as contract education. Through collaboration within education, the University's students contribute to utilisation of research-based knowledge.

At Malmö University, the ability to collaborate is valued highly when it comes to merits and employment. Collaborative ability is viewed as an integral part of the grounds for assessing scientific, pedagogical and artistic expertise.

Malmö University is an autonomous institution. The University is founded on human, democratic and academic values that have emerged from the ideals of an open society, freedom of speech and critical thinking. This means that good research practice and ethics apply to collaboration. Collaboration at Malmö University is founded on reciprocal and preserved integrity for all partners involved.

Appendix 4.

Definitions from SamSyn Wiki

Collaboration is defined as reciprocal exchange, which is expected to benefit all those involved, even if in different ways. Collaboration at universities and university colleges is a method of achieving something and not a result in itself, and collaborative activities are therefore organised in different ways, depending on what one wishes to achieve.

[Samverkan - Samsyn \(su.se\)](#)

Innovation involves formulating a (new) idea and can be both a renewal and a novelty. It is a new way of doing something. An innovation can, for example, be a new product, device, method, solution, service, or business idea. An innovation has not previously been formulated or communicated officially by anyone but is a novelty which in some way has an impact on a market or on society.

[Innovation - Samsyn \(su.se\)](#)

Social innovation is a category of innovations which corresponds to social needs or provides a response to societal challenges. Social innovation can be services, products, methods, processes or collaborations which lead to more efficient and more sustainable solutions to social problems, or which meet needs that have not previously been met.

[Social innovation - Samsyn \(su.se\)](#)

Utilisation is a collective term for activities carried out in order to translate research results and other knowledge at a higher education institution, into something of use to society. Utilisation is a term for the work of making accessible the research-based knowledge and expertise which exist and are developing at a higher education institution.

[Nyttiggörande - Samsyn \(su.se\)](#)

Knowledge assets is a wide definition of the expertise which exists at higher education institutions and organisations, and a term for defining the grounds on which idea-based and knowledge-based collaboration is based. Apart from actual research results, knowledge assets are considered to be the knowledge which is created in the organisation and research process, and which can be considered as creating value for other parties. Knowledge assets are for example research results in the form of theoretical frameworks, algorithms, instructions, visualisations, software, and methods. At times the term "intellectual assets" is used parallel to knowledge assets.

[Kunskapstillgång - Samsyn \(su.se\)](#)