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Dear Professor XXX,

As Vice-Chancellor of Uppsala University, I have initiated an overall evaluation of the conditions and processes that support our university's research. The project, called *Quality and Renewal 2017*, is led by Deputy Vice-Chancellor Professor Anders Malmberg, and is Uppsala University's third self-initiated research evaluation. The past evaluations, in 2007 and 2011¹, attracted considerable interest by academia and politicians, and have been followed by similar initiatives at other Swedish universities.

Uppsala University has thus conducted two outcomes-oriented evaluations, to good effect. With *Quality and Renewal 2017* we will take the next logical step by focusing on how well the *processes* that drive research quality and renewal function in our research environments. Research of the highest quality requires a strong quality culture, various forms of built-in quality assurance mechanisms, and a vibrant discussion of the long-term development of research agendas. This time, we would like our international peers to help analyse how well-functioning these cultures and systems are, rather than to grade the research output itself.

The evaluation will be preceded by an internal survey aiming to find out how researchers at Uppsala University view different aspects of their own research environments. The evaluation will also entail bibliometric analyses. The survey results and bibliometric analyses will inform the self-evaluation by the departments, serving as the basis for critical self-reflection. The review panels will have access to all the material, and will act as 'critical friends', identifying strong and weak points of the research environments, and issue recommendations that will form the basis for further quality enhancement.

The evaluation will also comprise the relationship between research and education (emphasizing learning and teaching), as well as how collaboration with actors and stakeholders in industry and society is integrated in the research environments.

In light of your own strong international recognition and standing, we would very much appreciate if you would consider helping Uppsala University and serve as Chair of one of the 19 expert panels covering the broad range of research environments. The panels, each consisting of 4-8 persons, will be composed of international experts in their respective fields. Given the focus of

¹ The Quality and Renewal 2007 report is available at: <http://www.diva-portal.org/smash/get/diva2:43034/FULLTEXT01.pdf>, and the Quality and Renewal 2011 report at: <http://www.diva-portal.org/smash/get/diva2:461235/FULLTEXT01>

the evaluation, we have sought for experts that have knowledge about *the conditions and the processes that contribute to the creation of outstanding research environments* within the research fields in question.

In addition to serving as an expert, the Chair will be coordinating the work of the panel and the editing of the report. You will also have the possibility to influence the composition of your panel as this recruitment will start as soon as the panel Chairs are appointed. We would be more than happy to outline the details of the work, should you be interested in supporting us in this important task.

The panels will make site visits in Uppsala during the spring of 2017, and we would need your presence in Uppsala either on May 8-12 or on May 15-19. We will also invite all chairs to a preparatory meeting in February 2016.

Uppsala University will cover all costs incurred in relation with the evaluation and we will do our utmost to provide for a comfortable and rewarding stay at Uppsala. In addition, the Panel Chair will receive an honorarium of SEK 40,000.

We fully realize that you have many competing commitments. However, it is our sincere hope that you will find this invitation attractive and that you will be able to participate. We are convinced that this will be a most rewarding experience for all involved. If you would be willing to serve as a member of the panel, but not as Chair, please indicate this in your answer.

If you have any questions, please do not hesitate to call Prof. Malmberg at +46 70 425 0266, or send an e-mail to the project group at kof17@uadm.uu.se.

We would much appreciate it if you could send your reply to the invitation to this e-mail address at your earliest convenience. ***Please indicate if you prefer one week over the other with regard to the panel visit, and whether you will be able to attend the preparatory meeting in February 2017.***

Yours sincerely,

Professor Eva Åkesson
Vice-Chancellor
and President

Professor Anders Malmberg
Deputy Vice Chancellor
Project leader of Quality and
renewal 2017