

**PLATFORM FOR INCREASED TALENT MOBILITY
BETWEEN SWEDEN AND THE U.S.**

Project plan 2.0

Project plan (November 2021) translated from Swedish and updated with new governance model

April 2022



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Project plan 2022–2024

Summary

Platform for increased talent mobility between Sweden and the U.S. is a three-year-long collaboration project to establish and manage a structured platform for increased talent mobility and strengthened knowledge exchange between Sweden and the U.S.

With increased global competition and a rapid pace of innovation, the access to relevant competence is increasingly important to maintain and strengthen Sweden's position as a recognized knowledge nation, attract foreign investment and secure long-term economic growth. The U.S. is a leading country in research and education and home to many of the top universities and global companies. Establishing long-term relationships with American partners within both business and academia is therefore highly valuable to Sweden. More broadly, the complex situation in the world makes strengthening of Sweden's foreign relations all the more important.

The project is based on The Swedish-American Chambers of Commerce – SACC-USA's – bilateral business and talent network and the needs identified with participating Swedish universities.

The project is scheduled to launch in January 2022.

Purpose

By capitalizing on existing regional infrastructure within SACC-USA, accessible tools for talent mobility and an intensified collaboration between universities and the business community, this platform will:

- **increase the number of students, trainees and researchers participating in exchange programs between Sweden and the U.S.**
- **increase the knowledge exchange through new and strengthened collaborative projects of research and innovation**
- **strengthen the attractiveness of Sweden as a destination for studies, research and internships**

With strengthened resources, common activities can be carried out between universities and the business community to promote Sweden as a nation of export and knowledge. Swedish universities work towards this objective but much more can be done in terms of operative coordination and common activities with U.S. contacts.

Goals

The goal of the project is to:

- **Strengthen the collaboration between the Swedish universities and the Swedish-American business community**

Map the current business collaborations and identify relevant companies and industry groups within the 19 Chamber regions to identify synergies and develop new projects between the Swedish universities and the Swedish-American business community encompassing research, innovation and talent mobility. Generate new collaborations emphasizing internships in the U.S. and Sweden through matchmaking and existing recruitment tools.

- **Strengthen the collaboration and mobility between Swedish and American universities**

Continuously map existing exchange programs to identify content and geographic distribution. Advocate for the strengthening of existing collaborations and the creation of new transatlantic collaborative agreements to increase the exchange of students and researchers between the participating universities. Tie business internships to the agreements.

- **Strengthen the bilateral collaboration concerning research, innovation and entrepreneurship**

Support existing collaborations and create new transatlantic collaboration agreements pertaining to research, innovation and entrepreneurship between the participating universities in collaboration with SACC-USA's regional contacts in the U.S. Create an information portal and meeting places for researchers, entrepreneurs and investors. Regional SACC Chambers will be engaged in meeting place activities.

- **Strengthen the attractiveness of Sweden as a destination of studies for American students**

Recruitment of more paying students from the U.S. to Sweden through coordinated and increased marketing efforts in the U.S. locally and regionally through 19 SACC Chambers.

SACC-USA's Commitment

SACC-USA will lead the project and be responsible for the resources required to carry out the project. SACC-USA will also be coordinating the Stakeholders Group and Steering Committee which will be created and consist of representatives from universities, the Embassy, SACC and the Swedish Institute. The project will also promote the creation of different working groups where the universities can collaborate in areas of mutual interests and activities.

Throughout the fall of 2021, SACC-USA has been in continuous contact with the Ministry of Foreign Affairs, to obtain partial government funding. The goal is to obtain partial funding corresponding to the total financial contribution from the participating universities.

The Commitment from the Universities

The Swedish universities will be active participants in the project and share relevant information about strategies, experiences and contacts with partners in the project. The universities are expected to designate contact persons and be prepared to place students with universities and companies in the

U.S., create new collaborative projects with universities and the business community, as well as receiving students from the U.S. for studies, preferably combined with an internship.

Ambassadors for Talent Mobility

In the context of this project, a program which aims to identify, educate and coordinate ambassadors for Talent Mobility within Swedish research and higher education is created. The program is in line with propositions in SOU 2018:17. There are many relevant stakeholders who can contribute to the program, e.g., the Swedish Institute (SI), The Swedish Foundation for International Cooperation in Research and Higher Education (STINT) and Swedish Trans-Atlantic Researchers and Scholars Network (STARS). The network of ambassadors will consist of Swedish researchers and teachers with experience of working in Sweden, active at universities in the U.S. These make up a previously relatively invisible and underused resource in terms of promoting Sweden as a nation of knowledge.

Action plan – Goals and Activities

Goal 1. Strengthen the collaboration between Swedish universities and the Swedish-American business community

Goal	Sub-goal number	Sub-goal	Activity number	Activity	Who?	M	I	Q2 2022	Q3 2022	Q4 2022	H1 2023	H2 2023	2024
1. Strengthen the collaboration between Swedish universities and the Swedish-American business community													
1.1 Find synergies between Swedish universities and SACC Regional Chambers													
	1.1.1	Map the existing collaborations between Regional Chambers and universities concerning exchange studies, business contacts and research collaboration	P		X								
	1.1.2	Each university appoints a contact person and sets aside time to identify its existing exchange programs, business contacts and research collaborations	U			X							
	1.1.3	Identify synergies that can be used and developed between Regional Chambers and the universities.	P		X	X							
1.2 Identify and develop Swe-Am exchange programs, business contacts and research collaborations													
	1.2.1	Map existing contacts between participating universities and companies in Sweden and the U.S.	P		X	X							
	1.2.2	Map any existing research collaborations (involving companies in Sweden and the U.S.)	P		X								
	1.2.3	Identify connections that can be used	P		X								
	1.2.4	Map business contacts that the SACC Network can provide	P, U			X							
	1.2.5	What does each university prioritize to develop with regards to their U.S. strategy?	P, U			X							
	1.2.6	Identify companies outside of the SACC network based on specific skill/industry, (e.g. marine research)	P		X	X							
	1.2.7	Personally visit the participating universities to present, inform and answer questions within the project	S			X							
	1.2.8	Introduction and maintenance of the contacts between Swedish universities and American companies	P, S, U			X							
1.3 Increase the attractiveness of the exchange programs by offering internships in connection with the studies, in both directions													
	1.3.1	From previous mapping of the universities' business contacts, (1.2.1), identify companies interested in offering internships	P, U			X							
	1.3.2	From previous mapping of business contacts via the SACC network (1.2.4), identify companies interested in offering internships	P, U			X							
	1.3.3	What individual requests/strategies do the universities prioritize, and what efforts should the project be concentrated on?	P, U			X							
	1.3.4	Identify the unique strength/strengths of the universities (smart cities, marine science, arctic research, gaming, etc)	U			X							
	1.3.5	Identify new companies external to SACC based on specific skills/industry, (e.g. marine research)	P		X	X							
	1.3.6	Introduce contacts to initiate new collaborations for internships in connection with the studies, in both directions.	C		X	X							
1.4 Make it possible for Swedish students to do their thesis with American companies													
	1.4.1	From previous mapping of business contacts (1.2.1), identify companies interested in offering Capstone jobs	P			X							
	1.4.2	Identify the specific skills of the students to match them with the right company	U			X							
	1.4.3	Contact companies in the U.S. for internships and thesis jobs. Outreach activities.	P			X							

Goal 2. Strengthen the collaboration and mobility between Swedish and American universities

Sub-goal	Activity	Who?	M	I	Q2 2022	Q3 2022	Q4 2022	H1 2023	H2 2023	2024
Goal number	Sub-goal number	Activity								
2. Strengthen the collaboration and mobility between Swedish and American universities										
2,1 Identify and develop Swedish-American exchange programs, business contacts and research collaborations										
	2.1.1	Map the existing exchange programs	P		X					
	2.1.2	What does each university prioritize to develop with regards to their U.S. strategy?	U		X					
2,2 Create and strengthen existing collaborations between Swedish and American universities										
	2.2.1	What are the existing contacts between Swedish and American universities?	U		X					
	2.2.2	What university contacts can the SACC network and the Embassy provide?	P		X					
	2.2.3	What individual objectives/strategies/areas should the project concentrate on?	P, U		X					
	2.2.4	Map American career fairs that can be relevant for Swedish universities according to the respective university's U.S. strategy and interest sphere	P	X	X					
	2.2.5	Inform about bilateral programs, courses and internships during meetings and fairs	P	X						
	2.2.6	Organize and host delegation travels to American universities to examine possibilities of collaboration	P	X	X					
2,3 Identify, educate and coordinate ambassadors for talent mobility										
	2.3.1	Identify Swedish researchers and professors with the respective participating universities that are active in, or interested in, the U.S.	P, U		X					
	2.3.2	Together with IFHU, STARS and STINT identify Swedish researchers and professors active in the U.S.	P, U		X					
	2.3.3	Together with IFHU, STARS and STINT identify American researchers and teachers that are active in Sweden	P, U		X					
	2.3.4	Together with IFHU, STARS and STINT identify Swedish researchers and teachers that are interested in the U.S.	P, U		X					
	2.3.5	Together with IFHU, STARS and STINT identify American researchers and professors interested in Sweden	P		X					
	2.3.6	Educate, coordinate and create meeting places for ambassadors for talent mobility	P	X						
	2.3.7	Use House of Sweden as a meeting place for ambassadors for talent mobility	P	X						

Goal 3. Strengthen the bilateral collaboration concerning research, innovation and entrepreneurship

Sub-goal	Activity	Who?	M	I	Q2 2022	Q3 2022	Q4 2022	H1 2023	H2 2023	2024
Goal number	Sub-goal number	Activity								
3. Strengthen the bilateral collaboration concerning research, innovation and entrepreneurship										
3,1 Identify and develop Swe-Am exchange programs, business contacts and research collaborations										
	3.1.1	Map and communicate the existing research collaborations at the universities	P		X					
	3.1.2	Which areas are prioritized for development for each university according to their U.S. strategy?	P		X					
	3.1.3	How can the SACC network and other Team Sweden stakeholders assist with contacts with researchers with regional American universities?	P		X					
	3.1.4	Introduce and connect SACC members interested in innovation and entrepreneurship	P		X					
	3.1.5	As a Team Sweden stakeholder, actively communicate Sweden as an innovation country	P	X						
	3.1.6	Develop and initiate research collaborations between companies and universities.	P	X	X					
3,2 Build an information portal for the platform										
	3.2.1	Create an information portal concerning bilateral programs, courses and internships	P	X						
	3.2.2	Include information about research, innovation and entrepreneurship in the information portal	P	X						
	3.2.3	Describe collaborations and success stories in the project	P	X						
	3.2.4	Include FAQ, Community Chat and other relevant information and function in the information portal	P	X						
3,3 Create meeting places for researchers, businesses, students and investors										
	3.3.1	Engage with STINT	P	X						
	3.3.2	Connect the program with STARS	P	X						
	3.3.3	Together with the Embassy/IFHU, profile House of Sweden as an innovation center	P	X						
	3.3.4	Establish and schedule suggestions for relevant seminars, workshops and webinars in House of Sweden	P	X						

Goal 4. Strengthen Sweden's attractiveness as a destination for American students

Sub-goal	Activity	Who?	M	I	Q2 2022	Q3 2022	Q4 2022	H1 2023	H2 2023	2024
Goal number	Sub-goal number	Activity								
4. Strengthen Sweden's attractiveness as a destination for American students and researchers										
4.1 Recruit more students to Sweden by marketing Sweden as a destination for studies										
	4.1.1	Attend regional career fairs in the U.S.	P	X						
	4.1.2	Implement, communicate and strengthen marketing material from the Swedish Institute (Team Sweden activity) to American universities and students.	P	X						
4.2 Make an inventory and communicate private and public scholarships for studies/research, in both countries										
	4.2.1	Make an inventory and compile information about relevant private and public scholarships for studies/research	P, S	X						
	4.2.2	Include information about scholarships in the information portal	P	X						
	4.2.3	Add scholarships for internships (not just studies/research), specifically for internships with SACC Chambers	P	X						
	4.2.4	Contact scholarship foundations concerning new collaborations.	S, U	X						
4.3 Increase the attractiveness of the study destination by offering internships in connection with the studies										
	4.3.1	Which business contacts to the universities already have locally	S, U	X						
	4.3.2	Which business contacts can the SACC network assist with?	S	X						
	4.3.3	Which areas of study do the universities want to prioritize?	S, U	X						
	4.3.4	Visit local companies and market the concept of American students as interns	S	X						
4.4 Facilitate for Swedish universities to become certified to process Am student loans, FAFSA, and other certification										
	4.4.1	Certified Swe universities share experiences with other participating universities	P	X						
	4.4.2	Work to increase the interest of other Swedish universities to become certified for handling FAFSA	P	X						
4.5 Create an active and relevant social media presence aimed at American students										
	4.5.1	Establish a social media presence for the University Platform	P	X						
	4.5.2	Create campaigns that target American students	P	X						
	4.5.3	Become active at American student portals.	P	X						
	4.5.4	Create an easy way (e.g. FAQ) to answer questions about Sweden as a destination for studies	P	X						

Governance model and organization (NEW, April 12th 2022)

The project will have a governance model with the aim of all participating universities having the possibility to actively participate in all strategic decisions of the project through the Steering Committee. The overall strategy and follow-up of the program happens within the Stakeholders Group.

The project is lead and coordinated by SACC-USA with support from the Embassy of Sweden in Washington, DC, and the Swedish Institute. The project organization within SACC-USA is led by the Program Director, who has resources dedicated to the project, as well as access to certain support functions within SACC-USA.

Working groups will be created with participants from all stakeholders and will actively work to reach the overall project goals. The working groups also suggest how the activities will be measured, suitable sub goals and continuous assessment.

Project organization

The Program Director, who is responsible for the project, and also head of the Steering Committee, is appointed by SACC-USA and is chief responsible for the project in its entirety before all stakeholders. The Program Director also ensures that all stakeholders have insight into the

economic planning and reporting which will be accounted for as a separate project within SACC-USA.

The Project Leader is responsible for daily operations and interaction with all stakeholders, the SACC Network and its Members and other partners of the project. The Project Leader reports to the Program Director for project related issues.

The Project Resource in Sweden will maintain close contact with some stakeholders and work with the business community to create opportunities to establish partnerships for innovation, research and talent mobility.

Other resources from SACC-USA (including resources from the SACC-USA office and the Regional SACC Chambers) will be coordinated by the Program Director.

Stakeholders Group (Rektorsmöte)

This group consists of:

SACC-USA – Chairperson for SACC USA (Head of the Stakeholders Group)

The Swedish Institute – Director, Department for international relations

The Embassy of Sweden in Washington, D.C. – Ambassador

University representative – one representative per university –vice-chancellor or person appointed by vice-chancellor

- The Stakeholders Group is responsible for the overall direction, approval of the annual budget and follow up of the project.
- Stakeholders Group convenes at least twice per year (once per year in person, if possible)
- Program Director/Head of the Steering Committee (SACC-USA) attends the Stakeholders Group meetings for presentation and project updates.
- Other people who participate in the university project will be invited as needed.

Steering Committee

This group consists of:

SACC-USA – Program Director for the project (Head of the Steering Committee)

University representative – one representative per university

The Swedish Institute – Head of the Talent Attraction Group

The Embassy of Sweden in Washington, DC – Head of the Office of Science and Innovation

SACC-USA – Project resource in Sweden

Other people who participate in the university project will be invited as needed.

- The Steering Committee ensures that the implementation of the project aligns with the overall direction, development of annual budget and continuous follow-up.
- The Steering Committee is responsible for keeping the Stakeholders Group informed, as well as following up on relevant subgoals and annual KPI (Key Performance Indicators) for the project.
- The Steering Committee will convene 1-2 per quarter to ensure that the project plan and budget is followed, as well as overseeing that the working groups (see below) carries out activities in agreement with the project plan and goals.
- Program Director will suggest annual KPI to the Steering Committee, who is responsible for determining these for the project.

Working groups

Working groups will be created to collaborate, collectively carry out planned activities, suggest annual KPI for the area of interest and follow up on activities and achieved results.

The working groups will consist of representatives from the universities with special expertise and interest in a topic and are expected to actively participate in the project for the specific area of interest for at least one year.

Every working group is led by a mutually elected group leader, either from a university, SACC-USA, the Embassy of Sweden, or the Swedish Institute.

The working groups will convene (virtually or in person) on the group leader's initiative, although at least on a quarterly basis. Additional staff from SACC-USA and other stakeholders will participate in the meetings by invitation from the group leader.

The working groups are coordinated by the Program Director (SACC-USA) who will convene coordination meetings with the group leaders on a quarterly basis. Additional staff from SACC- USA and other stakeholders will participate in the meetings by invitation from the Program Director.

Initially, there will be four working groups in line with the project's specific goals.

- Working Group Business concentrates on goal 1 – "Strengthen the collaboration between Swedish universities and the Swedish-American business community"
- Working Group Universities concentrates on goal 2 – "Strengthen the collaboration and mobility between Swedish and American universities "
- Working Group Innovation concentrates on goal 3 – "Strengthen the bilateral collaboration concerning research, innovation and entrepreneurship"

- Working Group Sweden concentrates on goal 4 – "Strengthen the attractiveness of Sweden as a destination for studies for American students, as well as strengthening the attraction among American researchers for the research environments provided at Swedish universities"

Measurable results.

The activities outlined above will lead to increased internationalization, partly in the shape of Swedes conducting exchange studies, internships and research get experience from the U.S., and partly in the form of students and researchers from the U.S., are attracted to Sweden as an innovating knowledge nation. The project contributes to cultural diversity and the results of the project will be measurable in the number of new collaborations and exchange placements to the U.S. and to Sweden.

Resource requirements

The project will increase the talent mobility and strengthen the knowledge exchange between Sweden and the U.S. This requires local resources in the U.S. and Sweden, as well as receiving capacity at the universities. Part of the work is to develop and manage the project according to the goals and activities outlined above. Sharing information and matchmaking will be essential parts of the project, as will recruitment and placement of students, researchers and interns in Sweden and the U.S.

The project will be organized as a unit within SACC-USA, with a dedicated and focused responsible Program Director. Resources for communication and social media will exist within the unit, whereas special competence will be contracted for specific efforts. Resources for coordination will be engaged in Sweden. For local activities with regional SACC Chambers, resources will be commissioned from the specific regional SACC Chambers. Some coordination resources may be additionally engaged throughout the project.

The annual cost of project resources (project and contract employees) and additional resources is budgeted to an estimated 2,5 MSEK, activities and special efforts are budgeted to an estimated 1 MSEK and other costs, such as office and travel expenses, are budgeted to an estimated 0.5 MSEK per year. Given the three-year long duration of the project, the distribution of costs may vary throughout the project. Specific financial follow-up will be done and reported on an ongoing basis to the Steering Committee.

Financing

The basic principle with regards to financing is that participating universities co-finance the project with 200 KSEK per university and year. SACC-USA membership is included in this fee. In order for the project to be carried out as described above, it is deemed that at least 10 universities need to join the project and that governmental funding is secured to the same levels, i.e. an estimated 2 MSEK per year.

If governmental co-funding according to the above stated has not been secured before the launch of the project, the participating universities will be able to decide on an alternative action plan during January

2022. Either the decision is made to delay the launch of the project until governmental co-funding has been secured, or the project is initiated to a limited extent until complete co-funding has been secured.

Budget

The preliminary budget is based on partial governmental funding. N.B. this budget will be adjusted before the project is launched and approved by the Board of Directors of the project.

Inkomster				Anmärkning
	2022	2023	2024	
Antal deltagande lärosäte	11	12	13	Bidrag från ev nya lärosäte ej bestämt
Bidrag från lärosäten	2,200,000 kr	2,400,000 kr	2,600,000 kr	Baserat på 200KSEK/år och lärosäte
Statlig medfinansiering	2,000,000 kr	2,000,000 kr	2,000,000 kr	Enligt plan
	4,200,000 kr	4,400,000 kr	4,600,000 kr	

Utgifter				Anmärkning
	2022	2023	2024	
Projekt resurser	1,955,000 kr	2,015,000 kr	2,081,000 kr	
Övriga resurser	414,000 kr	490,000 kr	585,000 kr	
Aktiviteter/special insatser	550,000 kr	625,000 kr	650,000 kr	
SACC medlemskap	550,000 kr	600,000 kr	650,000 kr	Baserat på 50KSEK/år
Kontor, resor och övrigt	602,000 kr	667,070 kr	683,000 kr	
	4,071,000 kr	4,397,070 kr	4,649,000 kr	