



# Strategic Plan

LUND UNIVERSITY 2007–2011



## PREFACE

# The whole University is taking off!

This is the strategic plan of Lund University for the 2007–2011 period. It constitutes the principal policy document governing our university, and was adopted by the University Board in December 2006. Employees and students are the primary target group, and the document is intended to provide individuals in leading positions the necessary support for shaping policies and making decisions.

The plan is based on our assignment to provide higher education, conduct research, and work in collaboration with other actors in society. It indicates how our own University can fulfil the assignment better. The Mission summarises our obligations, while the Vision condenses our objectives in a short statement that is easy to remember. Based on that vision, the Overall Goals delineate what is to be achieved and four strategies for doing so. This is followed by the Strategies, where the priorities for the next five years are presented.

The Basic Values presents the central values that form the foundation for all our work. They form a prerequisite for the entire plan, four paragraphs well worth considering and returning to from time to time!

The strategic plan is the result of a long process, including open seminars and meetings, a large number of interviews, a reference group representing the different Faculties at the University, a website with information, discussions in management groups and in the Board, all rounded off with a broad circulation for comments prior to adoption.

This plan provides our University with a shared, unifying vision and shared basic values, as well as shared goals and strategies that can be applied in our daily activities. Lund University is fantastic and we are now about to become even better, developing our collective talents. The whole University is taking off!

# Mission

Through research, higher education and artistic development work, Lund University shall contribute to the development and utilisation of knowledge, both nationally and internationally. Through research-based education, we shall train students who are able to contribute to the development of tomorrow's global knowledge society. Through internationally distinguished basic research, we shall move knowledge

forward. Through innovations, we shall develop the commercial and public sectors, and contribute to a global, sustainable development of society. Lund University shall be a university with academic integrity, and scope for critical thinking and questioning established truths. The work shall be based on gender equality, striving to attain ethnic and social diversity. Our University shall be a driving force in society.

# Basic Values

As a leading, creative and cross-disciplinary institution, Lund University shall represent basic human and academic values. Academic integrity shall be absolute. Research and education shall be intellectually and morally independent of various influences. Honesty shall be the rule throughout.

Rationality and quality shall permeate our University. Various opinions and discussions shall be encouraged and tolerated. Respect for different viewpoints and objectivity shall direct our activities. Critical and constructive thinking shall be encouraged. We shall develop an innovative, creative university environment, with space for change and employee development. Humour, constructive scepticism and humanism are key concepts.

Our University shall stand for democratic values and operate in context of equality, as well as ethnic and social diversity. Offensive or discriminating treatment will not be accepted. Respect, tolerance and concern shall govern all our relationships, as well as a mutual acceptance of responsibility and a loyalty to the basic values, assignments and goals of the University.

The University shall be a driving force in society, cooperating with the international university community, as well as participating in research and education in global questions of decisive import to the future of mankind. Higher education and research contribute to democracy, a sustainable development and liberation from oppression. Our University shall stand for goals and visions that inspire hope!

# Vision

Lund University shall stand among the very best of European universities.

# Overall Goals

## Highest quality in education and research

The overall goal is to attain the highest quality in both education and research. All undertakings shall maintain a competitive, international standard. While a number of areas shall attain the highest international class, the University as a whole shall be one of the absolute foremost in Europe and all undertakings shall be ranked among the national leaders in their fields.

It is especially important to utilise the diversity at Lund University. Cross-disciplinary collaboration in both education and research shall be the characteristic of our University. Together with other leading universities, our University shares the ambition of attaining the highest quality, whereas Lund University shall distinguish itself through an emphasis on cross-disciplinary collaboration.

The administration shall be guided by the needs of the educational, research and leadership fields of activity, and be characterised by its efficiency, professionalism and collaboration between different levels.

# Strategies

Lund University shall utilise the following four strategies to achieve the overall goal of the highest quality: quality assurance, cross-disciplinary collaboration, internationalisation, leader, teacher and employee excellence.

## Quality assurance

Lund University is a global leader in certain areas, and education and research at Lund University generally maintain a high standard. Nevertheless, quality must continue to be developed and improved in all areas. Therefore, there is a need for quality monitoring processes to be implemented for all activities, including research, education and administration, and to establish quality monitoring procedures comparable to other nationally and internationally leading activities. The resource allocation system must be designed to support this process of quality development.

### Quality assurance in education

We shall provide education linked to both research and applications that holds the highest international class. Students shall be given the opportunity to combine a thorough knowledge of the subject with widening perspectives and links to the surrounding world. We shall assist them to develop communication skills, the capacity for finding information and critical analysis competence, preparing them for a changing working life, for entrepreneurship and for their own creative activities.

The recently introduced quality assurance system for educational activities shall continue to develop during the period 2007-08. New programmes will be validated prior to being offered and all programmes will be quality assured continuously. Successful

educational environments will receive extra financing. A long-term system for the reallocation of resources will be introduced, as will models for development or phasing-out.

Educational excellence is ensured through the requirement that our teachers hold doctoral degrees and possess a high level of competence in their subjects, combined with academic teaching skills and the ability to prepare students for professional life. Planning will be informed by community needs, scientific developments and student demands. Efforts will be made to ensure adequate teacher-led instruction and supervision in all areas. High requirements will be established for student involvement and work-levels. The University will work actively to persuade the government of the need to strengthen the available resources for education and draw attention to the teachers' working situation.

Our teachers shall inspire the students and provide them with continuous feedback. Among the conditions for quality assurance will be effective student influence at all levels. Qualified teaching contributions will be rewarded and career paths that enable involvement in teaching and research will be developed.

The University programmes for the professions shall be based on a close collaboration between teaching and research. Lund University will also distinguish itself by programmes on an advanced level, especially

Master programmes with national and international recruitment. Priority will be accorded programmes with clear research links and programmes involving cross-disciplinary cooperation, as well as international and joint programmes.

Graduate training shall be internationally competitive and function in wide research settings, in well-developed national and international collaboration. The quality system shall include all levels of education offered at the University, including postgraduate studies.

Lund University shall recruit students of both sexes from a wide range of social and ethnic backgrounds, regionally, nationally and internationally. This recruitment policy contributes to a higher quality, in particular increased international diversity. Cooperation with upper secondary schools will be developed.

National and international marketing efforts will be reinforced, as well as profiling and public relations. Marketing and information efforts shall be coordinated within the University in order to ensure quality and cost efficiency.

### Quality assurance in research

A quality assurance programme will be established for research, evaluating both results and focus. The evaluation will be adapted to the character and needs of each Faculty area. Starting in 2008, evaluation will be carried out at five-year intervals, using a combination of external panels and self-evaluation. Together with strategic assessments, the results will form the foundation for the establishment of university-wide and Faculty specific priorities, involving the development of new research areas, as well as the phasing-out of weaker

ones. More funds will be gradually made available to the Vice-Chancellor for strategic research development.

The professionalism in the management of joint research proposals and project applications shall be developed further. Lund University shall confirm its position as one of Sweden's most successful recipients of competitive grants from research councils, foundations and the EU. Strategic fundraising, focusing important research areas and environments shall be intensified. The University shall work to persuade the government to increase investments in University research considerably, in particular direct research grants. A transparent, quality promoting career system shall be developed and tested. Staff shall continue to be recruited normally by announcing open positions publicly, and appointments shall be made competitively. Development possibilities shall be guaranteed for especially prominent teachers and researchers. Young research talents shall be recruited regardless of gender. Motivation shall be stimulated by ensuring men and women equal opportunities for career and development, as well as by providing possibilities for their own research interests. This is accomplished through a special investment in recruiting services.

### Quality assurance in the administration

All administration units, including the university-wide ones, shall also introduce systems for continuous quality assurance no later than 2008. Professional staff shall be gathered in sufficiently large administrative units for handling areas such as finance, personnel and education. These units shall also provide an equal opportunity, non-segregated work place for well-educated employees.

## Cross-disciplinary collaboration

The quality development process includes an even stronger utilisation of the highly qualified diversity existing at Lund University. This diversity presents

our University with exceptional opportunities for creating new combinations of people, subject areas and competences.

### Cross-disciplinary collaboration within the University

Lund University's scientific profile remains the attainment of the highest quality within subject-based research. At the same time, the breadth and depth of our research creates possibilities for new, innovative combinations within and between departments, Faculties, research groups and individual researchers. New knowledge is increasingly developed in the interstices between fields. Lund University represents the greatest scientific diversity in the country, an asset that ought to be utilised in full. An attractive, compact campus environment with space for personal meetings provides possibilities for reinforcing this profile. Steps will be taken that develop various types of collaboration between Faculties, departments and other units, including contacts between the University's various geographic campuses.

For this reason, our present research organisation shall be developed further, based on subjects and departments that are able to initiate both processes of self-creation and dismantlement. These research environments will be supplemented, whenever necessary, with more thematically structured centres to meet developments in research, as well as other needs. Thus research will be increasingly organised in matrix form, where subjects develop new research profiles collaboratively. The forms for creating centres will be developed. Administrative barriers to collaboration will be removed. Department, Faculty and University leaders own a special responsibility for supporting research collaboration.

An improved system for coordination of activities and more efficient common use of equipment and infrastructure shall be introduced.

In addition to qualified core competence, educational collaboration shall provide our students with a broader knowledge base. Each Faculty shall offer courses or programmes in cooperation with other areas. Forms for increased educational collaboration with companies, organisations and public authorities shall be tried. In the graduate programmes, a constant exchange shall be encouraged among students, providing contacts within and outside their own field, as well as with established researchers.

### Border-crossing collaboration with the surrounding world

Mutual, beneficial relationships shall be developed with actors in all sectors of society. The University lays the foundation for societal renewal through new knowledge that questions established truths and leads to reconsideration.

It is also our ambition to be leaders in innovative activities, related both to the private and public sectors. Additional support will be granted to individual teachers and research groups working with new applications of research, contributing to changes in society. Activities encouraging entrepreneurship shall continue to be developed. New forms for educational and research collaboration with companies, organisations and public authorities shall be experimented. Greater student involvement shall be strived for.

The objective of the University's innovation operation is to interface with more companies, file more patents and gain qualified support for the innovation process. Collaboration with other actors in the region shall be intensified and the Lund University innovation system shall become one of the foremost in Europe.

External collaboration shall be strengthened and intensified with other strong research actors in the Öresund Region, nationally, as well as inside and outside the EU and worldwide.

The University management, employees and students shall strive to become known for taking responsibility in social debate and public issues. The University shall widen the understanding outside its walls for the importance of higher education and research. We want to become a dynamic driving force within national and international society and culture, working to improve international relations and achieve sustainable development.

National and international alumni activities shall be expanded and be established while students are still at university.

## Internationalisation

For a university of the size of Lund, international collaboration is a natural aspect of both research and education. Even so, the ambition level must be raised and several concrete steps need to be taken. A marked internationalisation of the education we offer will enhance the quality and is a prerequisite for achieving a position among the foremost European universities. The international perspective shall be integrated into new programmes and projects from the outset. An international educational profile provides the students with a stronger position on an increasingly internationalised market. Thus internationalisation must be an obvious dimension of administration and marketing as well.

In order to strengthen a smaller number of more intense long-term relationships it is necessary to make priorities among our international, formalised collaboration agreements with other institutions of higher education. Collaboration within Universitas 21, the League of European Research Universities and the Öresund University shall be intensified. Forms of

cooperation will be established in the Middle East, East- and Southeast Asia, as well as South Asia, and relationships with universities and other relevant institutions in developing countries will be reinforced. Follow-up, development and closing of existing contracts will be carried out and strategic alliances developed.

An increasing number of our students will spend part of their student years abroad. All students shall be provided the opportunity to study abroad and a growing number of those taking a Master degree will have spent some of their study years outside the country. All doctoral candidates shall be provided the opportunity to spend a period of their training at foreign institutions of higher education without losing their financial support. Services offered to students going abroad must be improved. Teachers shall be offered the possibility of working periods outside of Sweden.

The development of collaborative projects, such as joint programmes and joint summer schools, shall be encouraged.

## Leader, teacher and employee excellence

This plan establishes high goals for the development of the University. A necessity for successful implementation is a well-defined, equal opportunity leadership, willing to accept responsibility. The University must work proactively to place more women in prominent leadership positions.

In order to be able to achieve the highest quality while being economical with existing resources, the leadership must be developed with high communications competence and a thorough foundation in the basic values and visions of the University. Well functioning internal communication is a prerequisite for the development of the leadership and the University's activities. Everyone has a responsibility for creating excellent communications and encouraging

dialogue, which is why internal communication needs to be developed further.

Our policy on human resources calls for personal and professional development, as well as the satisfaction of quality requirements and loyal acceptance of responsibility. Employees and students shall develop, while ensuring that their performances maintain high quality. All efforts shall be in agreement with the basic values of the University.

The University shall seek to increase respect for different professional roles and subject competence in the entire organisation. Every individual must understand his or her role at the University as a whole, and feel that they contribute to the development of the University. By using and developing the competence

and creativity of our employees, and utilising the collected knowledge of the University, we will together shape a university of the highest quality.

Relationships between different leadership levels should be clearly defined; achieving well-defined objectives, responsibility and dialogue should serve as guiding principles for the University. Decisions made at different levels shall be communicated within the organisation and be followed up. Leadership evaluation shall be established. A programme for identifying and recruiting leaders in education, research and administration shall be implemented, with special focus on younger individuals.

Leadership includes the responsibility for the difficult challenges the University faces, such as variations in resource allocation and student recruitment, as well as the volume and focus of research financing. A given unit might be forced to a rapid reduction or dismantlement, while other units will need to be created. Unified support for leadership functions will be developed.

All Faculties must take advantage of the unique

opportunities presented by the change of generations to recruit highly qualified female and male staff. This will open possibilities for new recruitments, but also to retain skilled employees. Each department is asked to investigate future competence requirements and new recruitment needs.

During their professional life, most students will assume leadership functions on different levels and in various contexts. The University shall prepare the students for such tasks and provide the opportunity to test and develop their leadership capabilities during their study years. Teachers shall act as role models for a responsible and ethically aware leadership. Everyone with a teaching function has as a special responsibility to be a communicative leader and to view the students as future leaders.

All students shall have a student mentor while at the University. They shall also be encouraged to find mentors with professional experience inside or outside academia, as sources of support and advice for a lifelong career. New mentor systems will be created progressively.

## Where do we go from here?

The strategic plan is not the end goal, only an important step. The process continues with the implementation phase, and will eventually be concluded with an evaluation of the results. The Vice Chancellor is responsible for preparing an action plan. Each Faculty and field of activities shall concretise the overall goals, objectives and strategies of the plan with a view of implementation. All individuals with leadership responsibility are responsible for ensuring that the plan is implemented in their area of responsibility. Employees and students jointly create the conditions needed for this implementation.

Each department and other organisational unit will report to their respective Faculty regarding the implementation of goals, objectives and strategies. Faculties and departments are responsible for analysis and follow-up. After half the period governed by the

strategic plan has elapsed, the University management group is responsible for a collective follow-up of the university-wide efforts.

Annual reports from each operative group regarding the attainment of quality objectives through the strategies outlined in this document will serve as the foundation for decisions on resource allocation within the University. Each Faculty or other organisational unit reports to the University management group regarding development and planning. Each teacher reports annually to their department regarding his or her research and teaching efforts.

The University management group holds a special responsibility for this plan, and will follow up continuously on the plans and steps the various Faculties and other units formulate to implement the goals, objectives and strategies of the plan.



The Strategic Plan was approved by the University Board on December 18th 2006 and has been sent to all the staff at Lund University. This document is also available in Swedish.

Further copies of the Swedish and English version of the Strategic Plan can be ordered from Corporate Communications (Informationsenheten), Lund University, Box 117, SE-221 00 Lund, Sweden, phone +46 46 222 70 10, fax +46 46 222 47 11, e-mail [info@info.lu.se](mailto:info@info.lu.se)

Both documents are available at the University website at [www.lu.se/strategiskplan/](http://www.lu.se/strategiskplan/)



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