Lund University Strategic Plan 2012–2016

Lund University has an important role to play internationally, nationally and regionally at a time when major global challenges such as health, the environment, human rights and sustainable development call for an ability to understand and explain the world in order to improve it.

The strategic plan for 2012–2016 represents both continuity and renewal. It carries on the previous strategic plan from 2007–2011 in the areas where that document is still current, namely the focus on cross-boundary collaboration, quality, internationalisation and leadership. The new strategic plan adds new dimensions in the form of the challenges facing Lund University in the 2010s. The University’s core values remain the same.

The Lund University strategic plan is a university-wide plan which indicates the direction for central university decisions that are made in the coming years. It is complemented and enhanced by strategic plans at faculty level. The different faculties have their own specific circumstances, goals and strategies. The university-wide plan is therefore of necessity more general. It forms a common starting point from which the faculties develop more specific, detailed and tailored strategic plans.

The work on the new strategic plan has been carried out in parallel with the work to modernise internal procedures. This work has led to the new rules of procedure for Lund University, which were adopted in 2011. With the strategic plan and the new rules of procedure, Lund University is well equipped for the challenges and tasks of the coming years.

Lund, 16 February 2012

Per Eriksson
Vice-Chancellor of Lund University
Mission

Lund University is a welcoming meeting place and a melting pot of new ideas. We are a full-scale university that with its diversity and strong environments for education, research and innovation tackles complex intellectual problems and global challenges. Together we work to understand, explain and improve our world and the human condition.

At Lund University, new generations of students learn to investigate and understand themselves and the world around them. They develop their ability to work with others to tackle demanding problems. They lay a foundation for lifelong learning based on knowledge, creativity and democratic values. Lund University educates future knowledge producers, problem solvers and leaders.

Core Values

Lund University represents fundamental human rights and democratic and academic values. We shall operate in a context of gender equality and ethnic and social diversity. Respect, tolerance and concern shall govern all relationships, as well as mutual acceptance of responsibility and loyalty to the core values, mission and goals of the University.

Rationality, quality and commitment permeate the activities of our University. Academic integrity is absolute. There is ample room for different opinions and for debate. Respect for different viewpoints and objectivity direct our activities. Critical thinking and free access to research information are promoted. We have an innovative and creative environment with scope for change and opportunities for professional development for employees. Humour, curiosity and commitment are key concepts.

The University is a critical voice and driving force in society. We cooperate with the international higher education community and carry out research and education in global issues of decisive import to the future of mankind. Higher education and research shall contribute to democracy, sustainable development and liberation from oppression. Our University stands for goals and visions that inspire hope!

Vision

A world-class university that works to understand, explain and improve our world and the human condition.

Goal

Highest quality in education, research, innovation and interaction with society

The goal shall be achieved through the following strategies:

- Cross-boundary collaboration
- Internationalisation
- Quality enhancement
- Leader, teacher and employee excellence
1. Cross-boundary collaboration

The challenges facing society are complex and concern the human condition. The research and education required to meet these challenges needs to be largely cross-boundary. We need to strengthen the social sciences, humanities, law, economics and fine and performing arts with a long-term perspective and give them a new role in the major challenges and development issues facing society. We also need to establish more effective interaction between these fields and those of engineering, medicine and science.

Cross-disciplinary collaboration requires in-depth subject expertise. It also requires straightforward and smooth collaboration and movement across disciplinary, departmental and faculty boundaries. In this context, our position as a full-scale university is a strength. Lund University shall be proactive in facilitating cross-boundary collaboration within education and research. Our ability to take advantage of the University’s great concentration of skills, strong infrastructure and attractive environments is one of our most significant competitive advantages.

This concentration has the potential to be exploited even further. To this end, students, teaching staff and researchers shall be offered the opportunity early in their careers to gain an insight into and collaborate with environments other than their own, in order to encourage variety and diversity and to support new initiatives in education and research. We must also dare to invest in young researchers with new ideas and to encourage projects that go beyond traditional subject boundaries.

Cross-disciplinary collaboration is also a success factor within management and administration. Collaboration between different parts of management and administration on different levels of the University is a prerequisite for efficient and appropriate support to our core operations.

This cross-boundary collaboration stretches beyond the University to society. We reach out with knowledge from the University and thus contribute to the development of society. We capture the needs of society and learn from the experience and perspectives of external parties.

We shall develop support structures and incentives to stimulate both internal and external cross-boundary collaboration. The University shall offer better opportunities and tools for professional and career development to encourage young researchers to take new paths. We shall also create more effective meeting places – both physical and virtual – to stimulate cross-boundary collaboration in education, research and administration. We need to create new resource and skills centres. These will both help our staff to identify relevant external partners and help external stakeholders to navigate the University. We need to develop training in both innovation and entrepreneurship.

In the changing higher education landscape, collaboration with other higher education institutions in the region is of great importance to maintain a strong regional knowledge base. Lund University is a powerful force to shape the higher education landscape. Collaboration within the Öresund region is also very important to develop education, research and innovation of the highest international standard.
2. Internationalisation

The major challenges facing society, such as the environment, health, human rights and sustainable development, are a shared concern of all human beings. International cooperation, with all that it entails of cross-boundary collaboration, diversity and mutual understanding, is essential if these challenges are to be met. Internationalisation is therefore a key strategy for Lund University.

Today, internationalisation is one of the strengths of the University. We are popular among international students and Lund University is a strong brand abroad. We build relationships with other successful universities and create joint strategies for education, research, infrastructure and administration. The League of European Research Universities (LERU) and Universitas 21 (U21) are two examples of long-term cooperation in which the University is actively involved on the European and global arenas. We will develop and expand this type of collaboration.

Internationalisation is a process that enriches our activities with new perspectives and opportunities for collaboration. Graduates of Lund University shall be able to work in international contexts to contribute to sustainable global development. In order to achieve this, we shall provide both students and staff with opportunities to spend time abroad. We shall place greater focus on integrating periods of time abroad into programmes and courses. We shall also develop more joint programmes and joint degrees with universities in different parts of the world. Greater globalisation also provides access to international funding for which we are to be competitive.

An important task is developing the international learning environment and strengthening the international perspectives in education. We shall give our students the opportunity to develop global awareness and an interest in international affairs. Students, teaching staff and researchers from other parts of the world are an important part of this. We shall also increase recruitment of domestic students to our international Master’s programmes. The University shall support the integration of international and domestic students in the local learning environment. In particular, we need to work to recruit students from countries outside Europe in order to achieve diversity among the students that better reflects the diversity of the world.

An important cornerstone for internationalisation is a high level of language skills, especially in English. The ability of teaching and administrative staff to teach and provide service in English is key and we shall work to strengthen that ability.
3. Quality enhancement

We live in a world of rapid change and this demands a continual process of quality enhancement, business analysis, strategies, proactive measures and renewal. The University shall develop structures for this ongoing work.

In recent years, the division of responsibility for work on quality in Swedish higher education has been made clearer. Quality is evaluated at national level while responsibility for quality enhancement rests with individual universities. There is an international consensus that a deciding factor in higher education quality is its links to research.

Lund University shall reinforce the quality of education by means of the strong research links that we can offer as a leading research university. We shall provide education that actively involves students in formulating research questions and carrying out research projects. The content of programmes and courses shall be research-based and the needs of education shall be one of the driving forces for our research. We shall also take care to ensure the relevance of programmes and courses to society through links to industry and work placements.

We shall more extensively link students’ degree projects and third-cycle studies to strong research environments. We shall also further develop academic teaching excellence in order to enable teaching staff to employ a research approach in relation to both students’ learning and their own development as teachers.

We create quality in education and research by operating with academic integrity, good judgement and honesty, in accordance with the University’s core values. Through openness and collegial review of research, we ensure high quality. In order to become a world-class university, we must further develop both our education and research within traditional disciplines and our ability to undertake cross-disciplinary education and research. We shall develop methods to evaluate this cross-disciplinary activity.

Third-cycle education is a cornerstone for our success as a research-intensive university. We shall strengthen and systematise quality enhancement in third-cycle education. We shall offer third-cycle students a good work environment through studentships. In addition to research studies, we shall also provide third-cycle students with training in teaching, project management and other skills that will be of use in future employment, whether at the University or elsewhere.

In order to achieve highest quality in our core activities, professional, committed and efficient administrative support is crucial. Quality enhancement of administration is therefore vitally important.

We shall be able to use a variety of methods of quality enhancement within the multi-faceted organisation that is Lund University. Methodology and best practice shall be available in order to provide individual units with the best possible chance of success. We shall create networks for exchange of experience and knowledge transfer between different parts of the University.

We shall carry out regular, self-reflective and peer review-based analyses of education, research, innovation and interaction with society, and administrative support at the University. These shall highlight our strengths and weaknesses so that we can develop the organisation. We shall make our activities and processes, and the reporting of them, clearer and more transparent.

Diversity among students and staff is a prerequisite for high quality in all the activities of the University. Student participation in planning and decision making processes at all levels and in all parts of the University is a strength for Lund University. The involvement of students in operational development and quality enhancement also makes a positive contribution to the University's international image.
4. Leader, teacher and employee excellence

The demands for well-developed leadership and management at the University are increasing. This applies to all areas, from departments and strong research environments to laboratories and administration. There is a great need for communicative leadership – with a foundation in the University’s vision and core values – that can point the way in times of change. We shall strengthen internal communication. There shall be an openness in the organisation and a pride in how we develop and manage our operations. Leaders and managers in all parts of the University and at all levels shall be offered training and support for their professional development.

Lund University’s employees are our most important asset. Duties and opportunities for career development determine the motivation and enthusiasm of the staff. We shall therefore offer professional working conditions that enable us to recruit the very best staff. Gender equality is a prioritised area. We shall also promote our employees’ personal development and career progression so that they are committed to their work and in turn contribute to the development of the University.

Lund University shall strengthen the opportunities that all employees have to contribute to the University’s vision and goals. We shall also help ensure that employees can meet the challenges we face and carry out their duties efficiently, with high quality and flexibility. Continual work on professional development for all employees is crucial. The University shall strengthen its competitiveness by providing a good work environment.

A great strength of the University is that students and teaching staff can meet on an equal footing and that students participate in planning and decision-making processes at all levels. The sense of community and spirit of collaboration in the University’s many areas of operation generate quality. Developing student participation and influence at the University improves quality while giving students opportunities to develop into the leaders, teachers and employees of the future.
Four areas of development

We will work with four broad areas of development:
• Attractive learning environments
• Strong environments for research and innovation
• Infrastructure
• Visibility and clarity

ATTRACTIVE LEARNING ENVIRONMENTS
The University shall offer attractive and academically outstanding learning environments. We shall further develop our strong environments for research and innovation in order to support academic renewal and create new ways of interacting with the world around us.

STRONG ENVIRONMENTS FOR RESEARCH AND INNOVATION
The national decision to build the MAX IV Laboratory in Lund and the European agreement to locate ESS here present unique opportunities for Sweden and Scandinavia. There is potential to establish a cluster of world-leading research centres in materials science and life sciences in Lund. To take advantage of this potential, Lund University has an important role to play, serving as an international, national and regional platform.

INFRASTRUCTURE
We need a strong infrastructure for education and research – this is a necessity if we are to develop and strengthen our international competitiveness. Increased access to instruments and laboratories in combination with training of new user groups shall facilitate new research initiatives. This shall also strengthen education with links to research and provide new opportunities for innovation and interaction with society. The University shall be at the forefront with regard to interaction with the digital society.

VISIBILITY AND CLARITY
It shall be clear for the world around us what Lund University is, what we stand for and what we want to achieve. Ultimately, increased visibility and clarity on how we are to communicate Lund University internationally, nationally and regionally concerns the University’s competitiveness.

The University museums, the Botanical Gardens and our cultural activities shall increase our visibility and provide perspective on our cultural heritage and our present and future. They shall also form an arena for the development of research and education and provide meeting places for the University and the world around it.

Lund University – an experience for life

Lund University is an international environment in one of Europe’s most dynamic regions. The University offers diverse perspectives and development opportunities. We provide students and staff with intellectual challenges and contribute to their quality of life. We offer businesses and organisations a nationally and internationally outstanding resource for research, education, innovation and interaction.

Being a student or employee of Lund University is something desirable – an exciting and stimulating experience that leaves a unique and lasting impression. We shall increase our awareness of how important our students and staff are as ambassadors for Lund University. We shall also encourage and support them when it comes to developing collaboration on different levels within Lund University and with the world around us. Our alumni are always welcome back. Here they have the opportunity both to enrich the University with the new experiences they have gained since leaving and to further develop their lifelong learning.

Over the next ten years, the University’s Lund campus will be expanded in a north-easterly direction in collaboration with the City of Lund. The expansion shall take place along the ‘Knowledge Highway’, Sölvegatan, towards the new research facilities MAX IV and ESS, which are under construction at Brunnshög. The old university town with its cultural heritage is taking the definitive step towards becoming a global academic city. At the same time, Lund University is expanding Campus Helsingborg and the Faculties of Fine and Performing Arts and Medicine in Malmö. Lund University is developing as a multi-campus university.

We shall make the most of our potential to become a world-class university and one of Europe’s most dynamic regions – academically, culturally and economically. We shall do this by safeguarding our diversity and core values and by daring to move with the times, making use of the unique opportunities available to us.
A world-class university that works to understand, explain and improve our world and the human condition.