

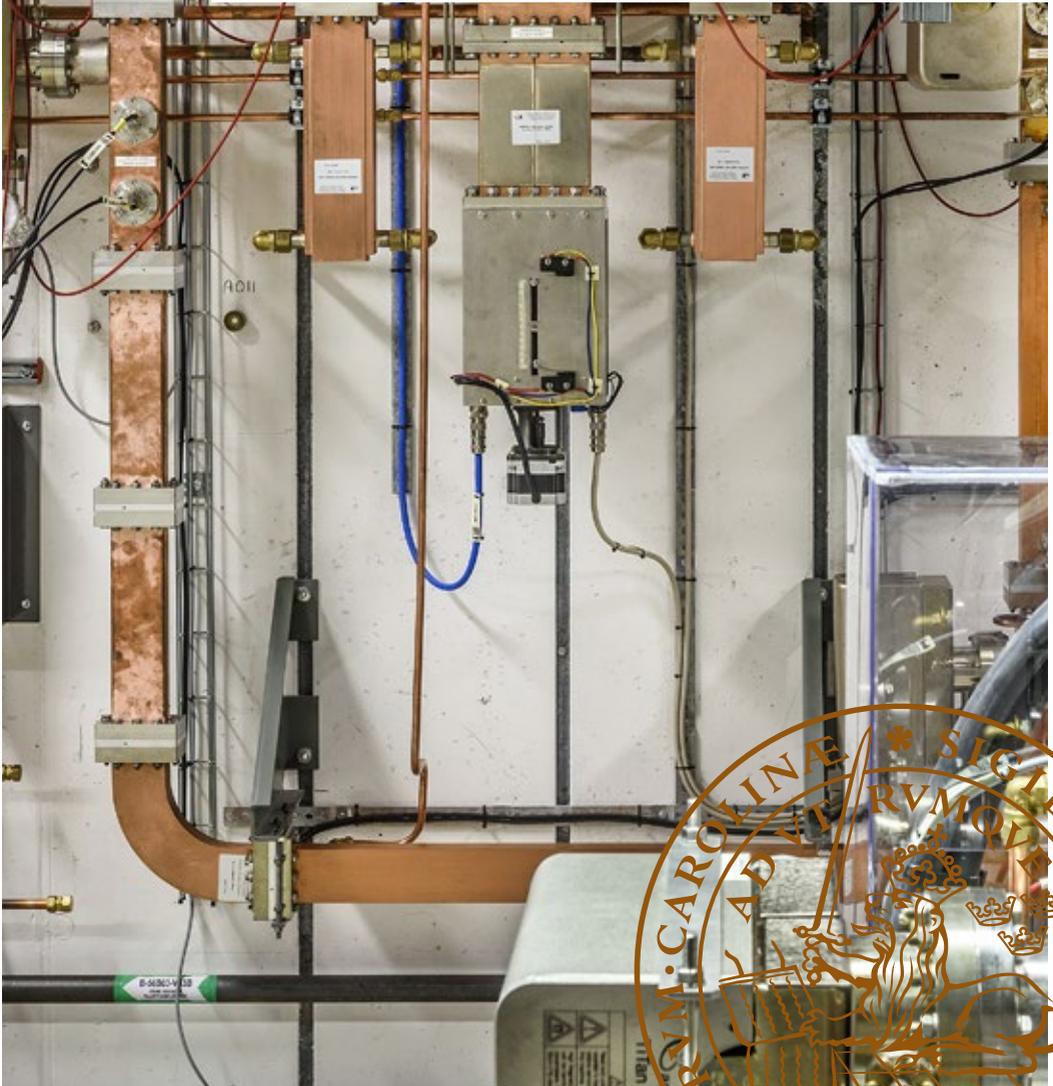
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LUND
UNIVERSITY

Research strategy

2017-2021 | LUND UNIVERSITY



Foreword

2017 is the first year of Lund University's 10-year strategic plan. Research currently constitutes the majority of the University's activities, justifying a more in-depth strategy for the development of research – a research strategy. The ability to strategically develop both basic research and applied research is to increase.

Nobody can predict where the next scientific breakthrough will occur. What may seem a minor discovery at first glance can rapidly and unexpectedly shed new light on other research fields and lead to speedy and broad progress on the research front.

Lund University's research breadth is an invaluable resource for our ability to meet the unexpected. The solutions to societal problems are often to be found at the interface between different research fields; the University must therefore facilitate research collaborations, but also cooperate with external stakeholders to contribute to societal development. In order to fulfil the University's function in society, we must simultaneously safeguard research independence and continuously maintain the discussion of research ethics.

Lund University's research board has been responsible for producing the research strategy. They have done a fantastic job!

Torbjörn von Schantz
Vice-chancellor, Lund University

Research strategy for Lund University 2017–2021

Today we face major global challenges in the fields of poverty, climate, health, sustainable development, peace and security. The UN's *Agenda 2030* clearly identifies important goals that we must reach in order to tackle these challenges together. Sustainable solutions place high demands on new research-based knowledge, but also on educational initiatives. Strong, curiosity-driven research is a prerequisite for addressing current challenges. Important direct contributions to the solutions of contemporary problems involve several disciplines, new approaches and knowledge. Such research takes place in the interplay between different disciplines but also in cooperation with various societal agents both within Sweden and internationally. In all these cases, Lund University is well equipped to contribute, and we embrace the challenge.

The Swedish government has invested significantly in research fields deemed capable of contributing to sustainable societal development and to international competitiveness. New resources have mainly been channelled via government research agencies. Research at Lund University is highly competitive, and consequently revenue and research volume have greatly increased. Lund University has established a number of strong research initiatives creating spring-boards for the research of the future and for new collaborations. The growth of the University's direct government funding, meanwhile, has been relatively modest. For Lund University, the dramatic increase in external revenue creates new challenges along with more stringent requirements for a responsible, strategic approach to both societal engagement and our own research.

Lund University occupies a unique position in many respects. As a full-scale, cohesive University with a high concentration of expertise and research infrastructure we share a culture of excellence across and between disciplines. In addition, Lund faces a completely unique opportunity for research and cooperation with industry thanks to its geographical proximity to MAX IV, which the University hosts, and the international research facility ESS.

Research at Lund University is highly competitive both on the national and international levels. The University aims to consolidate and strengthen its position on all levels, but the development of our research reflects the core values established in the University's strategic plan. In order to become world-leading, the University must have an open and inclusive culture marked by both gender equality and diversity. This promotes a critical approach in which issues relating to research ethics can be openly discussed.



THE VISION FOR THE UNIVERSITY'S RESEARCH

Lund University is to promote risk-taking and multidisciplinary research of the highest quality. While research within the University should contribute to solutions to global challenges facing contemporary society, the basic principles of academic freedom and the importance of fundamental research must be emphasized. Our researchers should work in an environment optimal for creative and ground-breaking research in all fields.

IN ORDER TO ENABLE THE FURTHER POSITIVE DEVELOPMENT OF RESEARCH AT LUND UNIVERSITY, THE UNIVERSITY SHALL WORK TOWARDS THE FOLLOWING GOALS

1. The University shall further develop its strategic capacity

Lund University needs to take a greater responsibility for the further strategic development of its research. This increased responsibility is to permeate all activities and decision-making levels within the University and it is therefore clearly linked to the University's governance, which shall be characterised by collegial leadership with the ability to prioritise. Lund University needs to work on two fronts to achieve this goal: firstly, the University needs to improve its ability to systematically and tactically take advantage of existing and new resources to develop its research. Secondly, the University needs to further develop its role as knowledge communicator both to the general public and to decision-makers in order to influence and contribute to positive societal development.

Important conditions for a critical and strategic approach are that the University conducts effective intelligence work and that it systematically evaluates its initiatives and performance within research and external engagement. The expected effect is an increase in preparedness on all levels for large and small changes within the University and in wider society.

An important component in the University's strategy for the further development and reinforcement of its research and societal engagement is robust support for research. Qualified support for researchers in connection with applications for research grants and in project administration must be developed in order to fully support these goals.

Lund University will

- strive for a better balance in the utilisation of direct government funding and external funding of its research. This includes influencing research policy in the direction of increased direct government funding.
- reduce the vulnerability resulting from substantial reliance on external research funding by taking greater financial responsibility for its researchers.
- develop a funding policy which strengthens research and preserves the substantial basic research base needed to sustain a high level of quality.
- promote innovative, high-risk research projects with potential for scientific breakthroughs through competitive career programs and sustainable funding for research
- develop leadership in research with the aim of increasing quality through a well-founded strategic approach in which gender equality, equal opportunities and diversity are important components.
- develop the capacity to optimize the use of research funds to increase quality and to allocate resources based upon information and analysis of university research in planning strategic development.
- build the capacity to carry out qualified analysis of trends and developments in the sector in order for the university to be prepared to respond proactively to important developments in society.
- ensure adequate administrative research support harmonized to research needs.

2. The University shall create conditions for cross-disciplinary research

The University is to conduct cross-disciplinary research of the highest quality, for which Lund University with its broad scope is well equipped. The ability to mobilise effective researcher constellations, which can efficiently and sustainably tackle complex and extensive challenges within research and cooperation, is a hallmark of Lund University. Moreover, the University's capacity to cooperate internationally within research is well documented. These are success factors in competition for external research funding. Such cross-disciplinary, cross faculty research is often based on a solid foundation of curiosity-driven visionary research.

Lund University will support this by

- developing structures that contribute to generating collective knowledge of research at Lund University and lead to new research collaborations across subject and faculty boundaries. This includes the establishment of virtual and physical arenas for meetings across various boundaries.
- counteracting and dismantling structures and procedures that impede interdisciplinarity and other cross-disciplinary research.
- working towards long term funding for curiosity-driven research.

3. The University's research shall contribute to formulating and tackling society's challenges

The connection between research, education and wider society shall be reinforced and incentive structures for this shall be developed. Research at Lund University has a wide disciplinary range and the results of its research shall contribute to societal development, for which a boundary-crossing approach is often required.

Research at Lund University is relevant and important to society and shall be prepared to tackle societal challenges at the local, regional, national and global levels. The University's world-leading position within several research fields contributes to this capacity.

Lund University will

- work to create interfaces towards various societal sectors through its research.
- be able to develop to take on new, unforeseen challenges by having a great breadth within its research and research environments.
- encourage its researchers to work as experts in relevant regional, national and international arenas.
- give higher priority to combined employment with industry, institutes, healthcare, schools and public authorities.
- use its broad research base to contribute to sustainable development at all levels of society, equip its students to take on present and future challenges and contribute to a strong innovation environment with links to companies and to public healthcare and other public sector organisations.



4. Research at the University is to be supported by research infrastructure which is accessible and fit for purpose

Good access to research infrastructure such as research facilities, high performance instrumentation, libraries, computer clusters, extensive databases etc. is not only a condition for effective individual research. It also greatly contributes to deeper national and international cooperation within research and creates the conditions for increased cooperation with different stakeholders in society. Research at Lund University needs to be supported by research infrastructure which is accessible and fit for purpose. Achieving this is one of the University's major challenges.

Lund University will therefore

- develop research infrastructure which promotes successful and attractive research environments and make it well-known and accessible.
- close down research infrastructure which is not fit for purpose.
- on all levels, work to achieve sustainable financing of existing and new research infrastructure and work for an effective national policy for the financing and co-financing of research infrastructure.
- contribute to responsible use of the resources that Sweden sets aside for research infrastructure by optimising the use of local, regional, national and international research infrastructures and work for the efficient allocation of resources.
- proactively work on issues concerning research data in digital form and its management, in particular storing data and making it available.

5. The University shall make the most of the opportunities offered by the new, major research facilities in Lund

The University shall make the most of the unique opportunities offered by MAX IV and its proximity to ESS. This comprises new possibilities in existing and new research at the University, but the circumstances also give Lund University competitive advantages such as increased visibility, in connection with recruitment of employees and students and for cooperation with relevant agents.

Lund University will

- increase awareness of the opportunities that the facilities offer to various research fields.
- contribute with its expertise in the continued development of the facilities.
- strive to take as much advantage as possible of the facilities and develop the research specialisations that stand to benefit from them.
- enable research collaboration based on or contributing to the use of MAX IV and ESS through the research expertise available at the University.



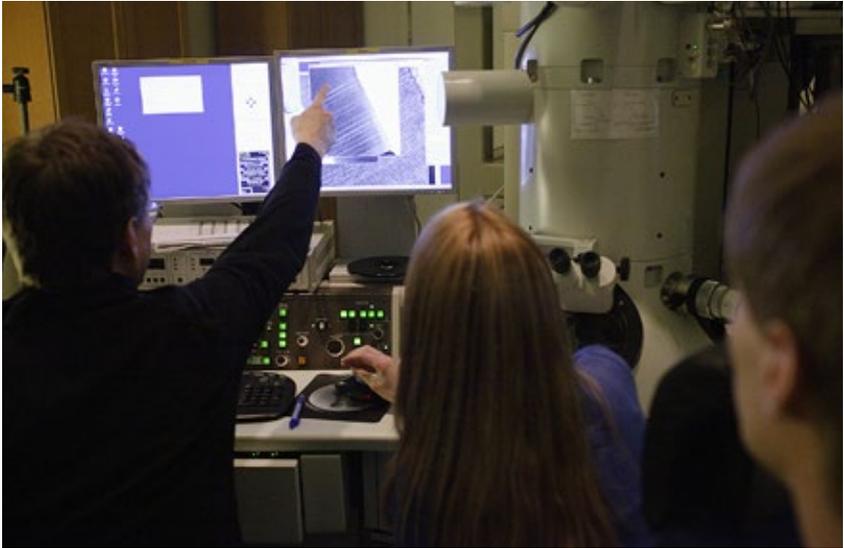


6. The University's research is to have high visibility

The University's research is to have high visibility both nationally and internationally. By being highly relevant and newsworthy, the results of the University's research contribute to its visibility and the profiling of the University nationally and internationally. This leads to the University's research being in high demand from decision-makers, the media, the general public, business and industry, etc. Visibility in positive contexts increases the University's appeal, which is a strength in the recruitment of new employees and students.

Lund University will

- maintain awareness of the significance of how its research is ranked internationally for Lund University's image and its appeal.
- actively encourage initiatives which contribute to positive attention to the University's research.
- draw attention to the Lund University researchers who communicate their research to a wider audience.
- develop its research communication by getting the most possible out of the University's research information system, among other things.



7. Research and education within the University shall be mutually beneficial

A university has two central and indivisible tasks: to educate and to generate new knowledge. The latter task, research, combined with education, is what distinguishes a university and makes it different from other institutions which communicate and produce knowledge. At Lund University, this double mission is recognised as of central importance, but initiatives towards greater integration of research and teaching must be adapted to the conditions of each respective faculty. If the University succeeds with this challenge, new research will have a positive influence on its study programmes and students' learning and vice versa.

Lund University will achieve this by

- promoting teaching positions that contain a considerable research component as well as teaching, to guarantee that education is linked to research.
- striving to make research and education mutually enriching by having senior researchers teach at the undergraduate level as well.
- using new research to inspire the development of its study programmes.
- ensuring that researchers and research ethics are concepts that are included in the teaching offered to students.



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LUND
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LUND UNIVERSITY

Box 117

SE-221 00 Lund

Tel 046-222 00 00

www.lunduniversity.lu.se