

DECISION

*Reg. no* STYR 2023/2758*Date* 11 January 2024

Vice-Chancellor

## **Policy for Academic Leadership at Lund University**

The aim of the policy is to set out Lund University's expectations of the expertise that characterises successful and well-developed academic leadership. The policy covers all leadership positions and is to be used as support in developing, inspiring and recruiting new leaders.

Lund University strives to deliver research, education and external engagement of the highest international quality. Lund University's leaders and managers lead, coordinate and influence within vertical and horizontal structures. Successful leadership requires leaders to understand and operate within both structures in parallel.

The vertical structure comprises traditional line management. It includes duties or employment as Vice Chancellor, dean, head of department, head of division, head of office and other positions involving formal management responsibility. Management responsibilities are described in the Guidelines for Management Positions (STYR 2019/283).

The horizontal structure includes leadership beyond line management and often involves collegial decision-making processes. This may include chairing committees or councils, as well as leading projects or research. Lund University's Rules of Procedure (STYR 2022/1481) clarify the principle of collegial governance.

Academic leadership at Lund University includes all leadership duties carried out within research, education, external engagement, administration and management.

Lund University is to protect and defend academic freedom. The freedom, integrity and quality of research and education are a cornerstone of a democratic society. Lund University's activities are to be characterised by critical and reflective perspectives, pertinence, objectivity, curiosity, commitment, compassion and humour. Gender equality and equal opportunities are fundamental principles in all parts of the University's activities, along with a good and safe work and learning environment.

Leadership and collegiality are closely intertwined; while leaders are to promote committed and responsible collegiality, collegiality is also a prerequisite for successful leadership. Well-developed academic leadership means that a leader at Lund University is expected to:

- understand the implications of Lund University's responsibility in relation to research, teaching and external engagement. This includes understanding the implications of their own area of responsibility and how Lund University functions in terms of organisation, governance, management and finances.
- have a national and international understanding of the surrounding world, be able to conduct situation analyses and understand new contexts across cultural, sectoral and national boundaries.
- have an inquisitive approach to the development of Lund University, their organisation and staff members. It means looking at the big picture and being open, present and responsive to new perspectives by inspiring and promoting innovation.
- have a developed strategic approach by formulating objectives and tasks, working in a goal-oriented manner and evaluating activities while safeguarding day-to-day operations.
- manage individuals and groups, delegate, clarify responsibilities and recognise the potential of individuals. This also includes showing trust, providing support and challenging

employees with the aim of developing the individual, group or organisation.

- have a well-developed capacity for communicating internally and externally and creating the conditions for dialogue and support.
- demonstrate an empathetic approach, a high level of ethical awareness and the ability to reflect on the organisation, staff and their own leadership. This includes being able to recognise their own need for support.
- have integrity and the courage to understand the issues, analyse, justify and then make informed, difficult and challenging decisions.
- have self-awareness and the ability to balance the different elements of academic leadership in terms of the relationship between collegiality and line management.