LUNDS UNIVERSITET

REGULATORY DOCUMENT
COVER PAGE

Platform for Strategic Work 2026-2027

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Definition of the type of regulatory document: Strategies contain overall visions and goals, may state priorities, indicate a direction, are by their nature activating, meaning that the aim is action. They cover a fixed term.

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Brief description: The Platform for Strategic Work is a tool for focusing, accelerating, structuring and inspiring development work at Lund University. The University is to provide the best conditions for the organisation to develop, maintain quality and remain relevant and sought after far into the future.

LUNDS UNIVERSITET

DECISION

Reg. no STYR 2026/644

Date 19 March 2026

Vice-Chancellor

Platform for Strategic Work 2026-2027

Greater international impact, building upon strong local and regional engagement

The world around us is significantly more unpredictable and changeable than before and the conditions are more complex. The frontiers of science are now also being driven by external actors, and AI has fundamentally changed the landscape for both research and education, requiring the University to adopt new approaches. Lund University needs to harness its collective strengths to ensure that it remains relevant and sought after. The University must ensure that staff and students have access to the tools that can help them develop the new skills and abilities required for development and success.

Greater international impact, which builds on and reinforces strong local and regional engagement, is the overarching goal and a measure of Lund University's ability to hold its own in the face of global competition. Lund University is a fourth-generation university. This means that it is an academic environment that actively integrates education, research and innovation with the needs of society and businesses. It does this by being open to the world around it; thinking like an entrepreneur with a sense of global responsibility. At its heart lies the University's ability to serve as a platform for the co-creation of knowledge and solutions in collaboration with external stakeholders such as businesses, public sector organisations and civil society. The model promotes collaboration across boundaries, flexible governance and digital and social innovation, whilst safeguarding and further developing academic integrity and a strong research base.

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For Lund University, this means adopting a strategic focus on acting more as a catalyst for sustainable societal development, with education and research being continuously developed in dialogue with the wider world. This approach is implemented to the extent that is appropriate for each organisation. The University will increasingly seek to contribute to solving complex global and local challenges by creating environments that foster co-creation, lifelong learning and an open culture of knowledge. By actively engaging students, staff and external partners in innovation processes and societal development, Lund University is positioning itself as a hub for the knowledge-driven society of the future.

The Platform for Strategic Work is a tool designed to focus, accelerate, structure and inspire development work.

Lund University is to provide the best conditions for the organisation to develop, maintain quality and remain in demand far into the future. The three keywords which permeate the whole organisation are: innovative, digital and sustainable. Lund University is to be relevant and sought after.

Innovative. An organisational culture that promotes innovative actions benefits both the University and society at large. This calls for courage and a willingness to take risks. Accordingly, the activities at Lund University are to promote new ideas, methods of working and collaborations, and make full use of the broad range of knowledge available within the University or in collaboration with the wider community.

Digital. Rapid technological advances are affecting individuals and organisations around the world. Advances, particularly in the field of artificial intelligence, are opening new opportunities for creating and disseminating knowledge, which is significantly reshaping the landscape for higher education institutions. Lund University is to take a responsible approach in its efforts to utilise digital technology and AI.

Sustainable. The development work currently underway at Lund University is being carried out with vigour and with a view to future generations of staff and students. Building on the University's strong global standing, all activities at Lund University are to take into account aspects of environmental, social and economic sustainability in their development work.

1. Strong research today and for the future

Sweden has a knowledge-based economy and competes globally using innovation and leading-edge expertise. Lund University is to provide the best conditions to enable research to be renewed, maintain the highest standard of quality and be relevant far into the future.

Global technical, digital and green transition affects the whole of society and will have a significant impact on future generations. This will be significantly reflected in society's demand for knowledge, which in turn affects research funding, both nationally and internationally.

The guiding principle for all research, education and innovation at Lund University is that it is of the **highest quality**. The logic behind successful research includes considerable autonomy being granted to individual faculties, researchers and disciplines when it comes to how the objective is to be achieved – this key factor for success must be harnessed. The way in which research and education are conducted is constantly evolving, as new knowledge is generated and disseminated at a rapid pace throughout society.

Strong knowledge environments are to be highlighted and developed to meet the demand for knowledge. Lund University has long recognised the need for collaboration across traditional subject boundaries in order to tackle complex societal challenges. Collaboration with industry, business and the public sector is also crucial to meeting new needs and the demand for knowledge and cutting-edge expertise, not least in line with efforts to create a fourth-generation university. The University is to strive for strong knowledge environments, such as the profile areas, that provide scope for education, research and external engagement. Research funders, not least the EU, also require external engagement and innovation links in an increasing number of calls for applications.

The Innovation District attracts talent. Global competition for highly-educated individuals in areas such as medicine and engineering is very intense and affects academia as well as industry and business. Regional, national and global development go hand in hand with the ability to recruit the right expertise. Lund University is to work to develop the region into a dynamic environment for highly-educated expertise. An innovation district of this kind provides an environment that attracts individuals with both depth and breadth of expertise, enabling them to develop professionally through collaboration. Collaborative platforms are to be developed between faculties, the University's incubators, start-up companies, other research-based companies, business, the public sector and civil society. The University's rich cultural activities and the inherent creativity that exists in the cultural sector are important in the development of these collaborative platforms. MAX IV, ESS and the Science Village area have a key role in research, innovation and development within engineering/new materials and life sciences. The facilities form part of Medicon Valley – the largest research and innovation cluster for life sciences in the Nordic countries.

Resilient international networks. Open science impacts the conditions under which research is conducted, including the framework for international collaboration. Research data needs to be stored and processed securely in a way that enables data sharing and reuse – Lund University is securing the capacity and structures required for this. The University also needs to closely monitor and influence developments in open science, particularly at EU level.

New research issues arise when big data is collected and stored and when data registers or new material can be analysed using new technology or methods. When new research issues arise so do new ethical dilemmas concerning privacy, security, commercialisation and potential risks for society. Research ethics are never static, and Lund University therefore needs to highlight these issues through leadership, collegiality and education.

Strong research today and for the future

The period 2026-2027 will see:

- **Strong knowledge environments** Further develop and highlight strong knowledge environments while also supporting early-career researchers conducting innovative research.
- **Leading international expertise attracted and retained** Continue to actively improve our ability to recruit internationally, whilst working to retain and strengthen the leading expertise we already have. Work towards greater open yet responsible international cooperation.
- **The Innovation District improve competitiveness** Lund Innovation District offers unique opportunities to improve international standing through its mix of research, education, culture and innovation stakeholders, such as businesses and other organisations. MAX IV and ESS are central to its continued development.

2. Education in transition

The labour market and the range of education on offer both need to adapt as digitalisation, new technologies, robotisation and artificial intelligence replace job roles or processes. Society is increasingly moving towards connection and interconnection.

Students also need to be able to navigate in a geopolitically complex world with major issues such as climate change to deal with. The wide-ranging societal challenges and the uncertain future, particularly regarding the skills needs of the labour market, mean that students must acquire not only in-depth knowledge but also broad, transferable skills that can be built upon as required. The University's broad range of subjects, which provides a solid foundation for cross-faculty collaboration, is a competitive advantage, and this collective expertise is to be harnessed in education. The University's cultural activities also provide a valuable resource for further development of the education offered.

Attractive learning environments, teaching development and qualifications. Digital learning is an increasingly important part of campus universities and demands a modern digital learning environment that is fit for purpose. Digital support for both students and teaching staff is to be developed and integrated in a way that strengthens the quality of education. This involves advancing our thinking on the learning environment, for example with regard to artificial intelligence.

Educational development in the broadest sense is crucial to the quality of education. The University will therefore strengthen teaching qualifications by introducing clearer structures that reward teaching development and skill.

Lifelong learning with a well-developed range of courses. In most countries in the Global North, the proportion of elderly people in the population is growing. Sweden is no exception. An ageing population puts increased pressure on healthcare and social care, but also means that the retirement age is raised and working life becomes longer. In view of the extended working life and the development of new technologies and methods, people will therefore need to augment their knowledge so as not to fall outside the labour market.

Sweden's need for transition provides new opportunities for professional development for those in work. Lund University is to meet society's needs by developing its range of lifelong learning courses. This work largely needs to be developed in cooperation with business, industry and the public sector.

Intercultural expertise in an international environment. Lund University has students of many nationalities and sees global engagement as an important tool for students' professional development. With international exchanges or internationalisation at their home university, students get more perspectives during their education and can equip themselves for a global working life. The EU works to increase mobility and collaboration, including the digital aspect, between higher education institutions. In an international teaching setting, both language and cultural awareness must form part of the teaching approach – which is also central to a university characterised by diversity, with students who have a wide range of experiences and backgrounds.

Education in transition

The period 2026-2027 will see:

- **AI and attractive courses and study programmes.** Actively explore the potential of AI within each field to create and develop study programmes that are in demand both nationally and internationally, by students and future employers alike. Developments in AI are to be used to continuously inform and update teaching.
- **Prioritise development of teaching and learning and qualifications.** This involves advancing the roles of teaching staff members and students within the learning environment in relation to experiential learning and artificial intelligence.
- **Courses for lifelong learning.** Develop professional development programmes for those in work as part of lifelong learning. At the same time, develop shorter courses for current students who wish to broaden their education. Close cooperation with employers and flexible delivery methods are priorities.

3. A creative learning and work environment

With high quality in research and education, the University attracts an international workforce. However, Lund University also needs to be a good employer and be able to offer researchers and teaching staff a good work environment and good career paths in order to attract leading expertise.

Diversity and sustainability as values – the constantly changing University. Greater diversity contributes more perspectives and possible solutions, but it also entails more challenges for the organisation. A heterogenous staff and student group and increased demands for digitalisation and flexibility in studies and working life place greater demands on leadership and staff engagement. Being able to lead in processes of change, promote academic freedom and work for high ethical awareness, a good work environment and equal opportunities are some of the abilities required to develop a multi-facetted and successful place of work and study.

There is an increasing focus on higher education institutions' direct environmental impact and climate footprint. More universities around the world are making efforts to identify their climate footprint and reduce their climate impact, due both to internal pressure and the wider world's expectations on higher education institutions. Higher education institutions that have excelled in their sustainability work and are able to communicate this will gain a competitive advantage in the recruitment of staff and students. Lund University and Sweden have a considerable competitive advantage in international comparisons due to a leading position in democracy, welfare and human freedoms and rights. In recent years, ranking agencies have recognised Lund University's work on sustainability issues, resulting in high rankings.

Flexibility in working life and premises planning. Lund University's organisational units need to plan for a flexible future when it comes to premises on campus in relation to working and studying away from campus. Teaching and research conditions will change as digitalisation develops; this also impacts the University's development and premises needs. This trend requires flexibility in premises planning. Lund University will continue to be a face-to-face meeting place for learning and a sense of community. The University campus should be developed to better support external engagement with local stakeholders and interdisciplinary cooperation across faculty and subject boundaries. Campus development is to take the above into consideration.

A creative learning and work environment

The period 2026-2027 will see:

- **A strong culture of leadership and teamwork.** Strengthen leadership and teamwork by building on an inclusive and professional organisational culture.
- **Creative collaborative platforms.** Develop Lund University's campuses so that they better support external engagement, interdisciplinarity and creativity.
- **Value-adding support services.** Further develop the value-adding support activities that help to improve the conditions for our core activities.

4. Democracy and global engagement

A trusted voice in a democracy. Universities are one of the cornerstones of democracy. This encompasses the knowledge that is essential for building our society together. Tomorrow's leaders and agents of change need educational skills, and the ability to think critically and analyse to be able to navigate in a complex and global context. The University also has an educational role and is to play an active part in discussions in society and in art and cultural contexts. Digital advances have increased citizens' opportunities to access knowledge and information, but they have also made it possible for unverified messages and disinformation to spread quickly and easily. The University plays an important role in democracy by contributing critical analysis and independent, science-based knowledge of use to citizens.

Organisational autonomy and academic freedom. Democracy, academic freedom and basic human freedoms and rights are in decline in parts of the world and cannot be taken for granted. Lund University is to be an active voice in issues that concern academia's role in society. A high degree of organisational autonomy and academic freedom is a guarantee that the whole of society and its institutions can be examined and scrutinised.

Global Dynamic Engagement. Lund University works in an international context and collaborations across borders are essential to solving global challenges. They are also crucial to developing education and research at Lund University. Overarching international collaborations and agreements should usually match Lund University's focus and goals for education and research. To find this match requires analysis of every region and every continent where Lund University aims to sign, or has, overarching agreements.

Defensible and responsible collaborations. Geopolitical changes and a changed security situation in Europe contribute to greater uncertainty concerning collaborations and exchanges, even though these may be particularly important in conflict-stricken regions. The world around us requires that the University's collaborations be defensible and that research is conducted responsibly. International collaborations raise issues about ethics and national security risks and may negatively affect the University's reputation.

Engagement in parts of the world where conflict is ongoing. The University also has collaborations in regions in conflict and in undemocratic countries where human rights are abused. The strength of academia has been the ability to work where states largely cannot for various reasons. Agreements may also be signed in problematic regions; such cases must have a clear and defined purpose. More expertise needs to be built up jointly within the University for the assessment of collaboration risks. Work involving responsible international collaborations includes strategic work, but also guidance to researchers on handling ethical issues connected with international collaborations. Responsible global engagement also includes protection from cyberattacks or prohibited information retrieval. It may also concern increasing awareness about foreign organisations that seek to influence employees and students.

Democracy and global engagement

The period 2026-2027 will see:

- **Autonomy and academic freedom.** To promote and safeguard the independence of the University, research and education. To place greater emphasis on the importance of scientific quality and expertise to academic freedom.
- **Culture and democracy.** The University's internationally renowned cultural and museum activities are to be utilised as infrastructure for education and research. Art and culture are to serve as a foundation for improving the quality and relevance of education, broadening the scope of research questions and strengthening the impact on society.
- **Resilient external engagement with the wider world.** Actively develop and strengthen our external engagement with the wider community as a fourth-generation university. The guiding principle is the question of how the University's knowledge and expertise can contribute to a better world, from the local level to the global, in line with the University's Global Dynamic Engagement (GDE) approach.

Lund University understands, explains and improves our world and the human condition.