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Strategic Plan for Lund University 2017–2026

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Introduction

- From a firm position, Lund University is to initiate a shift by exploiting the opportunities offered by education, research and external engagement. The University will thus contribute to formulating and solving current and future societal challenges and become a global example
- This is to be achieved by conducting and further developing high quality education, research and external engagement
- During 2017–2026 we will place particular emphasis on
 - Interdisciplinarity
 - Integration of education and research
 - Attractive environments
 - Employee and leadership excellence
 - Opportunities offered by MAX IV and ESS



Strategic plan – structure



- Where we stand today
- Important challenges and opportunities
- Vision and mission (core concept) for Lund University
- Goals for 2017–2026 with strategies broken down into concrete organisational goals in the annual operational plan and allocation of resources
- Core values



Strategic plan and connection to the operational plan

- Where we stand today
 - Important challenges and opportunities
 - Vision and mission (core concept) for Lund University
 - Goals for 2017–2026 with strategies broken down into concrete operational goals in the annual operational plan and allocation of resources
 - Core values
- Increase interdisciplinary collaborations within the University
- Remove administrative obstacles to collaboration within the University
- In 2020 the overhead costs are to be the same throughout the University
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graph LR; A[Goals for 2017–2026 with strategies broken down into concrete operational goals in the annual operational plan and allocation of resources] --> B[Increase interdisciplinary collaborations within the University]; A --> C[Remove administrative obstacles to collaboration within the University]; A --> D[In 2020 the overhead costs are to be the same throughout the University]; C --> D;
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# Where we stand today

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- Lund University is characterised by its status as a full-scale university with extensive experiences of boundary-crossing collaboration
- Lund University also has extensive experience of external engagement and has a major regional, national and international network
- Lund University is also characterised by its long experience of providing high quality education and research and its position as an international leader within several fields
- Lund University is recognised for its attractive study environment with a high level of student participation
- Lund University is also successful in its work to support innovation, with many well-known innovations originating from research at the University
- Lund University also has comprehensive cultural activities through several well-known museums and extensive public events
- Lund University has a well-developed infrastructure in Lund, Malmö and Helsingborg
- Lund University is united by common values in which democracy, academic integrity and critical thinking are central concepts.



# Important opportunities and challenges

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- Fostering awareness of change and development globally and in the vicinity of the University is a starting point for exploiting opportunities. Continuous analysis is necessary and the frameworks are constantly evolving.
- Several important global development trends predicted for 2017–2026 are significant to Lund University in that they entail new opportunities within education, research and external engagement
  - As a consequence of a macroeconomic shift from Europe and the West towards other parts of the world, we are no longer at its obvious centre. At the same time, increased mobility in the form of migration and more international exchange means that the global dimension plays a more central role
  - Development within digitalisation changes the conditions for education, research and communication
  - There are major societal challenges within fields such as climate change, environmental issues, demographic change, health, migration and integration, sustainable development, urbanisation, an increasingly precarious security situation and growing inequality
  - Knowledge development and continuing education will become increasingly important for societal development
  - Heterogeneity within society is increasing and the basic knowledge of future students will be different to what it is today
- Lund University is also facing opportunities and challenges in the more immediate regional and national perspective
  - Lund University will have an increasing role as a source of inspiration for higher education and research and as a driving force for regional and national growth and development
  - The major research facilities MAX IV and ESS will become operational during this period, enabling new research and new collaborations
  - The University's activities will increasingly depend on the need to coordinate infrastructure regionally and nationally
  - The University's financing will be tougher in the face of increased competition for government funds





# Vision and mission (core concept)

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**Lund University is a global example that works to understand, explain and improve our world and the human condition**

*In striving to realise its vision, Lund University is a primary source of knowledge that contributes to the formulation and solution of relevant societal challenges. This is achieved through research-based education and research characterised by academic freedom, high quality, interdisciplinary collaboration and active external engagement.*



# Lund University is a global example that works to understand, explain and improve our world and the human condition

*In its efforts to realise its vision, Lund University is a primary source of knowledge that contributes to the formulation and solution of relevant societal challenges. This is achieved through research-based education and research characterised by academic freedom, high quality, interdisciplinary collaboration and active external engagement.*

*Goals of particular importance 2017 –2026*

Integration of education and research

Interdisciplinarity

Attractive environment

Active employee and leadership excellence

Opportunities of MAX IV and ESS



*Where we stand today, opportunities and challenges, core values*





# 2026 Goals

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- In 2026, Lund University has core activities based on a close integration of education and research leading to exceptional results
- In 2026 Lund University can show exceptional successes in research achieved thanks to its particular ability to utilise its breadth and capacity for interdisciplinary collaborations, thereby contributing to the formulation and solution of societal challenges
- In 2026, Lund University is famous for attracting the best and most motivated students and employees, on the basis of an internationally oriented work environment characterised by openness, diversity, participation, gender equality, long-term sustainability and visibility
- In 2026, Lund University has an organisation characterised by assumption of responsibility, engaged employee excellence and collegial leadership with the ability to prioritise
- In 2026, Lund University has successfully utilised its unique proximity to MAX IV and ESS to leverage exceptional operational outcomes



# In 2026 Lund University has core activities based on a close integration of education and research leading to exceptional results

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- High quality education is offered to all students
- Students are active and engaged in their education and a high degree of student influence is to be further developed
- Quality of teaching is ensured and improved quality in education is rewarded
- Research studies are to be a vital bridge between education and research
- Research is characterised by risk-taking, boundary-crossing and high quality, it is strongly connected to the study programmes and to societal challenges, based on curiosity-driven scholarship and characterised by academic freedom
- LU is to increase its strategic ability in research, become less vulnerable and dependent on external funding and be more able to support or discontinue research environments
- Infrastructure is to be optimal to enable high quality and to promote success and appeal
- Quality assurance systems are to be developed for education, research studies, research and skills provision
- LU is to be at the forefront of digital development in education and research
- LU is to ensure sustainability in the information structure and work to increase the accessibility of research information
- Optimal professional support systems are to be further developed and maintained



## **In 2026 Lund University can show exceptional successes in research achieved thanks to its particular ability to utilise its breadth and capacity for interdisciplinary collaborations, thereby contributing to the formulation and solution of societal challenges**

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- Close dialogue with wider society for focus on sustainable development and the utilisation of education and research
- Increased interdisciplinary collaborations within and between faculties
- Removal of administrative obstacles to collaboration within the University
- More collaborations and agreements which reflect deliberate and long-term strategies.
- Skills provision to meet society's needs is to increase through cooperation with wider society in the field of education, emphasising lifelong learning and the needs of recent immigrants
- Research is to benefit society's long-term development
- Reinforcement of active regional, national and international cooperation on heavy infrastructure
- Reinforcement of innovation processes and entrepreneurship to extend the reach of ideas from students and researchers beyond academia
- Close dialogue with the regional innovation system in the form of business incubators, research parks and venture capital



**In 2026, Lund University is famous for attracting the best and most motivated students and employees, on the basis of an internationally oriented work environment, characterised by openness, diversity, participation, gender equality, long-term sustainability and visibility**

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- Increased internationalisation of the University
- More international students and more students with study placements abroad
- Active dialogue and collaboration with leading partner universities around the world and development of long-term internationalisation strategies for all global regions
- Active participation in LERU and U21 where the University's issues are raised
- More study programmes, including at the undergraduate level, to be taught in English
- Increased focus on gender equality, equal opportunities, diversity and widening participation
- Clarity in career paths and terms of employment
- Increased awareness of ethics and norm-critical issues
- Increased visibility in the national and international research community
- Increased visibility in public debate
- Reinforced and developed role as a producer of culture
- More attractive study environments and professional student support
- Active dialogue with alumni as ambassadors and resources for the University



# In 2026 Lund University has an organisation characterised by assumption of responsibility, engaged employee excellence and collegial leadership with the ability to prioritise

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- A management structure where collegiality is combined with transparent decision-making processes
- Management centred on employees and the work environment
- Active support for managers at all levels
- Management capable of quality evaluation and prioritisation
- A management culture characterised by openness and clarity
- Active work to ensure sound financing through active dialogue with financiers, internal prioritisation work and active fundraising efforts
- Active core values management



# In 2026, Lund University has successfully utilised its unique proximity to MAX IV and ESS to leverage exceptional operational outcomes

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- LU is to reinforce and initiate education and research at MAX IV and ESS
- LU is to support research collaborations involving MAX IV and ESS
- LU is to be a natural cooperation partner for researchers from other higher education institutions who use MAX IV and ESS
- LU will act as a catalyst for increased use of MAX IV and ESS by wider society
- LU is to establish activities at Science Village Scandinavia





# Core values

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- To be discussed at the Vice-Chancellor's seminar on 22 March from 13:00 to 15:00





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