



LUND  
UNIVERSITY

# Strategic Plan

2017-2026 | LUND UNIVERSITY



# Preface

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The University is to generate and communicate knowledge derived from research and artistic work – a task which is more important today than perhaps ever before.

A time when information is disseminated in seconds places great demands on the ability of citizens to evaluate and critically examine statements. The University prepares new generations through education and becomes, through external engagement, an important social agent and a champion of well-founded debate.

The most important things must never be taken for granted. By reflecting on our own task, on the foundations of science and the objectivity of education, we are unwavering on matters concerning autonomy, thereby providing a stable basis for cooperation.

The strategic plan highlights the development areas which will determine our success over the next 10 years. The long term perspective testifies to the far-sighted view with which our activities are best conducted. Education and research are mutually dependent on one another and are to be intertwined with the aim of achieving the highest quality. The University's disciplinary range is unique and must be safeguarded. If we succeed in creating closer cooperation between different disciplines, we will realise the potential for exceptional results in education and research which is within reach of our University.

*Torbjörn von Schantz*  
*Vice-Chancellor*

# 2017–2026 Strategic Plan for Lund University

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Lund University was founded in 1666 and has been a centre of culture and learning ever since. Today, it is one of Sweden's foremost universities, in an internationally leading position.

A large part of the University's success can be ascribed to its ability to create a unique disciplinary range and boundary-crossing collaboration. The University's other strengths include student influence, internationalisation and close engagement with wider society.

These strengths will be all the more important in the next ten years as society faces great global challenges in the environment and climate, sustainable development, migration, digitalisation and demographic change. In the fields of education and research, the world is undergoing major changes which create new opportunities for collaboration, but which also entail major challenges. This development is both geographical and technological, with new research instruments and e-learning as important dimensions. A clear strategic shift is required for Lund University to develop as a stable bearer of knowledge culture in a changing world and to reinforce its position as a leading higher education institution and an inspiring societal force.

The strategic plan for 2017–2026 highlights six development areas. It states that education and research shall be intertwined and strive to be of the highest quality. Complex societal challenges shall be met by utilising disciplinary breadth, interdisciplinary collaboration and reinforced engagement with wider society. The University shall continue to develop its efforts to be internationally leading. Lund University shall attract and retain committed and enthusiastic students and employees and emphasise sustainable development. The next few years present major opportunities in the unique research facilities MAX IV and ESS (European Spallation Source); this potential shall be fully exploited.

In order to achieve the set goals, the University needs to choose its path actively, by developing its collegial leadership. An open and creative atmosphere is also required, allowing a diversity of people to meet, grow and cooperate – combined with a questioning and critical approach, this will result in opportunities for unexpected breakthroughs. Thanks to its activities, approach and results, the University shall become a leading and inspiring example in society.

## Core values

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Lund University is part of a worldwide academic community and stands behind the basic core values on which European universities agreed in the Magna Charta Universitatum. This document establishes the importance of autonomy and academic freedom. Universities are to be free of pressures from wider society and to defend the freedom, integrity and quality of education and research.

The core values are also based in the laws which a Swedish public authority is obliged to follow. The organisation is to safeguard democracy, legality, impartiality, freedom of opinion, respect for the equal value of all human beings, efficiency and service as well as democratic principles and human rights and freedoms. Gender equality and diversity are fundamental principles in every part of our organisation.

Further values characterise Lund University and have done so for a long time: a critical and reflective perspective, objectivity, nonpartisanship, curiosity, engagement, compassion and humour.

## Vision

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



## Priority areas 2017–2026

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### Education and research are to be intertwined

- First and second cycle education, research studies and research shall strive to achieve the highest quality.
- Education and research shall be intertwined in learning environments dedicated both to teaching and research, where qualifications in education and research are equally valued.
- Teaching methods, course content and the students' own learning process are to equip students and doctoral students to meet new challenges. The teaching staff shall be highly qualified in teaching and learning and increased educational quality shall be particularly rewarded.
- Diversity in education and research shall be reinforced through widening participation.
- Research shall be conducted in dynamic and well-organised environments and on an ethical basis. It shall be founded on critical thinking and reflection while allowing risks to be taken. Research findings shall be made openly accessible.
- Achieving the quality goals in education and research requires infrastructure and a support organisation which are fit for purpose.

### Stimulating active collaboration to solve societal challenges

- The University's disciplinary range is unique and shall be safeguarded.
- Boundary-crossing and interdisciplinary collaborations within Lund University and with other higher education institutions shall be encouraged and new collaborations developed. Obstacles to collaboration shall be identified and removed.
- Active collaboration with the public sector, cultural sector, community life, business and industry and alumni shall be further developed and facilitated.
- Lund University shall assume great societal responsibility and meet global challenges, for example in its work for sustainable development.
- Cooperation and integration with universities and other partners in the Öresund region shall be reinforced.
- The University shall be an influential voice in the research community, in public debate and in cultural life. This includes increasing the visibility of the organisation.

### Continued development as an international university

- There shall be an international perspective and global engagement in the organisation, in its approach to people and in their experience of the University.
- There shall be good opportunities for international mobility for students and staff.
- The University shall be attractive to international students and staff.
- The University shall have strategically supported international partnerships and take an active part in influential international networks, such as LERU and U21.

### **Well-developed leadership and collegiality are success factors**

- Collegial leadership shall be developed to reinforce critical discussion and to achieve objectives.
- Leaders and managers at all levels shall have the right expertise and ability to prioritise, lead and implement changes which develop the organisation and its quality, and shall have access to administrative support which is fit for purpose.
- Lund University shall work to develop active and responsible collegiality permeated by the sense that we are *one* University with a great diversity among its staff.
- Lund University shall ensure a well-functioning system for student influence at all levels.

### **Students, employees and visitors are to be offered attractive environments**

- Lund University shall distinguish itself for its excellent study environment and good educational support.
- Clear career paths shall be ensured and the University shall work strategically with recruitment.
- The organisation shall be characterised by a good work environment, gender equality and the ability to ensure equal opportunities for both students and staff.
- The campus environments shall be inviting for students, employees and visitors alike.
- The University's cultural activities are to be highlighted as part of what makes the University attractive. This applies to the public collections, to student-driven cultural activities as well as to artistic and cultural research and education.

### **The potential of MAX IV and ESS is to be fully exploited**

- Lund University shall be a leader in the complex development of MAX IV and active in the development of ESS. The University shall also develop its education and research through the facilities.
- The University shall be a hub for national and international collaborations and external engagement with the public sector and business and industry surrounding MAX IV and ESS as well as being a driving force in the development of Science Village Scandinavia.



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