Action Plan for Stockholm University
2017–2018
STOCKHOLM UNIVERSITY IS one of Sweden’s leading research universities. Our research is conducted in close interaction with education and in broad collaboration with the surrounding community. In addition to the University’s general strategies for 2015–2018, new action plans for 2017–2018 have now been adopted both centrally and for the University’s two scientific areas. The action plans will put the general strategies of the University and the scientific areas into practice and thus ensure that they are implemented. The action plan for 2015–2016 was the first one designed according to a new model, which has now been successfully implemented. In this model, the University’s central strategy and action plan constitute the tip of a triangle, where the strategies and plans of the two scientific areas form the base. While the fact that the action plans in this document were adopted at different levels reflects the decentralised structure of Stockholm University, the fact that they are now published together signals that this was done in close dialogue between the Vice-Chancellor and the scientific areas, as well as between the core operations and the administration.

The University has implemented comprehensive changes in recent years. Within the core operations, the most important changes are the organisational changes in the scientific areas and the successful implementation of the scientific area reform. This reform has had a significant impact on the scientific area of Human Science in particular, whose common profile areas and joint research efforts have resulted in increased visibility and a combined strategic strength. It has also led to a concentrated effort concerning University-wide collaboration on, for example, teacher education, through the creation of a joint preparatory body for the scientific area of Human Science, which, together with the preparatory body of the scientific area of Science, has become very important to the University as a whole. Within the administration, a number of changes have been implemented gradually where needs have been identified in the past few years in order to professionalise various administrative units, increase collaboration between them, and bring the administration closer to the core operations.

Today, Stockholm University is facing a number of new challenges, both external and internal. Despite the fact that the research bill has now been presented, many questions remain concerning the research policy, not least because several key issues are to be decided outside of the bill. The requirements for clear quality assurance systems in both education and research place high demands on the internal processes. Research infrastructure, both national and international, requires strategic prioritisations in dialogue between different higher education institutions and research funding bodies. The EU’s Open Science policy places huge demands on open access and open data, which means there is a need for national and international dialogue and sharp negotiations with commercial publishers. Interaction with the community, the common thread in the research bill, requires extensive development work, particularly by the major universities, in order to increase its visibility. At the same time, several key issues that have already been identified as central to Stockholm University, such as open, transparent and international recruitments, or a stronger profile within EU applications, are as relevant as ever.

Many of the issues we will be working on in the next few years are not included in the action plans. This is because they have already been identified as ongoing issues that we as a university must constantly address and deal with. The issues included in the plans are those that we will put a special focus on for the next two years, in order to be able to implement the University’s strategies at various levels. As Vice-Chancellor, I hope that the action plans for the next two years will continue to serve as an effective tool in this work.

ASTRID SÖDERBERGH WIDDING
Vice-Chancellor
# Action Plan for Stockholm University 2017–2018

<table>
<thead>
<tr>
<th>RESEARCH AND EDUCATION</th>
<th>COORDINATOR</th>
<th>COORDINATOR WITHIN THE ADMINISTRATION (CHIEF COORDINATOR WITHIN THE ADMINISTRATION IN BOLD)</th>
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<tbody>
<tr>
<td>• Announce initiation grants in order to achieve collaboration across scientific areas</td>
<td>Vice-Chancellor</td>
<td>Research Support Office</td>
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<tr>
<td>• Strengthen the support for ERC and other EU applications in order to increase the number of awarded grants for research</td>
<td>Vice-Chancellor</td>
<td>Research Support Office</td>
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<tr>
<td>• Raise the profile of socially oriented environmental research with University-wide perspectives</td>
<td>Scientific area boards</td>
<td>Scientific area offices</td>
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<tr>
<td>• Expand the support for preventing research misconduct</td>
<td>Deputy Vice-Chancellors</td>
<td>Research Support Office</td>
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<tr>
<td>• Establish guidelines for the management and funding of the University’s infrastructure needs</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
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<tr>
<td>• Expand the collaboration on research infrastructure between the research universities in dialogue with the research councils</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Reduce the administrative capital at the department level</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
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<tr>
<td>• Review the admission process for doctoral students as a part of the University’s work on gender mainstreaming</td>
<td>Pro Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Identify course packages that are offered at foreign universities and fit into the University’s programmes in order to make it easier for students to complete a part of their studies at a foreign university</td>
<td>Scientific area boards</td>
<td>Scientific area offices</td>
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<tr>
<td>• Increase the number of undergraduate courses and programmes for foreign students</td>
<td>Scientific area boards</td>
<td>Scientific area offices</td>
</tr>
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<tr>
<td>• Document and develop the University’s quality assurance system for education</td>
<td>Pro Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Implement University-wide guidelines and procedures for following up the students’ course evaluations and reporting the results back to the students</td>
<td>Pro Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Facilitate student influence within the University Administration on matters relating to education</td>
<td>Director of Administration</td>
<td>Strategic Planning and Vice-Chancellor’s Office*</td>
</tr>
<tr>
<td>• Continue to analyse the causes of issues with student completion and implement quality improvement measures in order to increase student completion rates</td>
<td>Scientific area boards</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Continue to develop the University’s learning environment with a focus on the Albano area and the implementation of a new learning platform</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Start and, if necessary, further develop the one-year supplementary teacher education programme that is provided together with KTH for people with doctoral degrees</td>
<td>Scientific area boards</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Develop proposals for guidelines and an action plan aimed at making the University’s publications and research data as visible and freely accessible as possible</td>
<td>Director of Administration</td>
<td>Library</td>
</tr>
<tr>
<td>• Develop a strategy for widening participation</td>
<td>Pro Vice-Chancellor</td>
<td>Student Services</td>
</tr>
<tr>
<td>• Develop processes and structures for the assessment of prior learning as commissioned by the government</td>
<td>Vice-Chancellor</td>
<td>Student Services</td>
</tr>
<tr>
<td>• Market and raise the profile of the University’s courses on sustainable development, based on the inventory made by the Environmental Council</td>
<td>Pro Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
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<tr>
<th>RECRUITMENT AND CONTINUING PROFESSIONAL DEVELOPMENT</th>
<th>COORDINATOR</th>
<th>COORDINATOR WITHIN THE ADMINISTRATION (CHIEF COORDINATOR WITHIN THE ADMINISTRATION IN BOLD)</th>
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<tr>
<td>• Develop University-wide assessment criteria for promotion from assistant professor to senior lecturer and follow up the promotion criteria and assessment process</td>
<td>Scientific area boards</td>
<td>Strategic Planning and Vice-Chancellor’s Office Human Resources Office Scientific area offices</td>
</tr>
<tr>
<td>• Strengthen the recruitment of departmental heads of administration by involving the Human Resources Office in the recruitment process</td>
<td>Director of Administration</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Develop support for heads of departments/equivalent by creating various types of forums for dialogue and exchanging experiences in order to strengthen management and leadership</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Continue the work on creating employment opportunities for accompanying family members when recruiting new staff</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Stimulate continuing professional development for University staff by offering relevant and attractive courses for members of staff</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Develop a plan for gender mainstreaming at Stockholm University</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
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</table>
INTERNATIONAL AND NATIONAL COLLABORATION

- Develop a central strategy for continued internationalisation work
  COORDINATOR: Vice-Chancellor
  COORDINATOR WITHIN THE ADMINISTRATION (CHIEF COORDINATOR WITHIN THE ADMINISTRATION IN BOLD): Research Support Office

- Review the work on European collaboration on education in order to facilitate student exchanges within Europe
  COORDINATOR: Vice-Chancellor
  COORDINATOR WITHIN THE ADMINISTRATION: Student Services
  Scientific area offices

- Develop the University's English-language website and translate important policy documents into English
  COORDINATOR: Director of Administration
  COORDINATOR WITHIN THE ADMINISTRATION: External Relations and Communications Office*

- Strengthen the alumni activities nationally and develop them internationally
  COORDINATOR: Vice-Chancellor
  COORDINATOR WITHIN THE ADMINISTRATION: External Relations and Communications Office

- Develop collaboration with employers in the region in order to create more work placement opportunities and better opportunities for external degree projects
  COORDINATOR: Scientific area boards
  COORDINATOR WITHIN THE ADMINISTRATION: External Relations and Communications Office
  Student Services

- Promote increased collaboration on education in the region
  COORDINATOR: Vice-Chancellor
  COORDINATOR WITHIN THE ADMINISTRATION: Strategic Planning and Vice-Chancellor’s Office
  Scientific area offices
  Student Services

- Promote improved physical communications within Stockholm Science City (SU, KTH, and KI) and with Albano
  COORDINATOR: Director of Administration
  COORDINATOR WITHIN THE ADMINISTRATION: Strategic Planning and Vice-Chancellor’s Office
  Property Management Office

- Evaluate the innovation chain, including the work at SU Holding and SU Inkubator, and explore alternative methods of organising these operations
  COORDINATOR: Director of Administration
  COORDINATOR WITHIN THE ADMINISTRATION: Strategic Planning and Vice-Chancellor’s Office

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<tr>
<th>ADMINISTRATION AND OPERATIONAL SUPPORT</th>
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<tr>
<td>• Evaluate how the ITS model has ensured that the core operations have insight into IT-related issues</td>
<td>Director of Administration</td>
<td>Strategic Planning and Vice-Chancellor’s Office IT Services</td>
</tr>
<tr>
<td>• Identify areas for improvement in the University’s administrative processes</td>
<td>Director of Administration</td>
<td>Strategic Planning and Vice-Chancellor’s Office IT Services</td>
</tr>
<tr>
<td>• Gradually replace printing service agreements with the Printomat service and explore making the SUA service obligatory in order to create a more uniform IT infrastructure</td>
<td>Director of Administration</td>
<td>IT Services</td>
</tr>
<tr>
<td>• Develop a long-term property management plan</td>
<td>Vice-Chancellor</td>
<td>Property Management Office</td>
</tr>
<tr>
<td>• Develop a strategic action plan to deal with the market adjustment of rents</td>
<td>Vice-Chancellor</td>
<td>Strategic Planning and Vice-Chancellor’s Office</td>
</tr>
<tr>
<td>• Develop a long-term residential property management plan</td>
<td>Director of Administration</td>
<td>Property Management Office</td>
</tr>
<tr>
<td>• Evaluate the University’s financial model, including the choice of financial administration systems</td>
<td>Director of Administration</td>
<td>Finance Office</td>
</tr>
<tr>
<td>• Establish guidelines for purchasing and procurement, and promote more framework agreements at the University</td>
<td>Director of Administration</td>
<td>Finance Office</td>
</tr>
<tr>
<td>• Further develop the support provided in connection with departmental mergers and other organisational changes</td>
<td>Director of Administration</td>
<td>Strategic Planning and Vice-Chancellor’s Office*</td>
</tr>
<tr>
<td>• Review the University’s environmental management systems and ensure that the environmental objectives are met</td>
<td>Director of Administration</td>
<td>Strategic Planning and Vice-Chancellor’s Office Property Management Office</td>
</tr>
<tr>
<td>• Ensure that secondary employment for teachers is reported and followed up every year</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Analyse and implement measures against the increasing rate of sick leave at the University</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Conduct regular employee surveys in order to follow up and ensure the organisational and social work environment</td>
<td>Vice-Chancellor</td>
<td>Human Resources Office</td>
</tr>
<tr>
<td>• Continue the work on developing the internal communication at the University</td>
<td>Vice-Chancellor</td>
<td>External Relations and Communications Office</td>
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The action plan describes the measures required for the scientific area to meet the strategic objectives. The strategies should be reviewed annually by the Board of Human Science.

RESEARCH AND EDUCATION

The scientific area should

- annually announce funding for interfaculty and interdisciplinary projects and activities
- in collaboration with the Research Support Office, organise regular seminars in order to promote more externally funded research projects
- organise seminars and workshops in order to increase collaboration across faculties and disciplines (e.g. based on the Human Science profile areas)
- identify fields of research and study where collaboration between faculties, as well as with the scientific area of Science, can be increased (e.g. environmental research)
- together with the scientific area of Science, develop the University’s strategies for research infrastructure
- together with the scientific area of Science, within the framework of the Ethics Council, develop guidelines on research ethics
- provide information on research ethics to researchers, teachers and students in the scientific area, and ensure that research ethics is featured in the scientific area’s doctoral studies
- announce strategic funding for strengthening research within subject-based teaching
- facilitate interfaculty initiatives relating to doctoral studies
- develop common templates and guidelines for doctoral studies
- ensure that the scientific area has a functional quality assurance system for all courses and programmes
- develop guidelines for strategic prioritisation and dimensioning of education, in relation to quality and resources, in order to ensure balance in the educational assignment
- review the faculties’ measures to increase student completion rates in courses and programmes at the bachelor’s and master’s levels
- analyse the decrease in students in courses and programmes at the master’s level
- review the range of summer courses in order to increase the possibility for students to include summer courses in their degrees and take courses together with students from other programmes
- together with the scientific area of Science, enhance the teacher education programmes and the collaboration between subject-based teaching departments and other departments
- explore the possibility of increasing the number of outgoing exchange students
- make an inventory of and, if necessary, increase the number courses and programmes in English at the bachelor’s level
- review the support for the work on international student mobility within the scientific area
- follow up the collaboration between student unions, faculties and departments in order to guarantee student influence
- work actively to promote widening participation, increase diversity and prevent social bias in recruitment by, for example, informing underrepresented social groups about the range of courses and programmes
- collect and disseminate information on pedagogical development work
- implement measures to reduce the departments’ administrative capital, particularly with respect to education at the bachelor’s and master’s levels.
**RECRUITMENT AND CONTINUING PROFESSIONAL DEVELOPMENT**

The scientific area should
- develop a template for faculty guidelines concerning promotion
- review the promotion criteria and assessment processes
- stimulate the exchange of experiences concerning recruitment and promotion
- produce annual statistics on the number of internationally recruited teachers
- participate in and follow up the university teacher training.

**INTERACTION WITH THE COMMUNITY**

The scientific area should
- review and highlight how the scientific area interacts with the surrounding community at different levels
- explore opportunities for various types of organised interaction with the business sector
- follow up the faculties’ efforts relating to work placement in courses and programmes
- establish an advisory committee for interaction with the community under the Board of Human Science.

**ORGANISATION AND OPERATIONAL SUPPORT**

The scientific area should
- where necessary, carry out mergers in order to create stable units
- evaluate previous mergers and organisational changes
- improve the administrative support for departments in connection with mergers
- participate actively in the planning of Albano.

**INTERNAL AND EXTERNAL COMMUNICATION**

The scientific area should
- produce information materials about the scientific area’s collaboration with the surrounding community
- improve and develop the scientific area’s website
- market and raise the profile of the scientific area’s courses on sustainable development
- raise the profile of socially oriented environmental research with University-wide perspectives.
Action Plan for the Scientific Area of Science 2017-2018

RESEARCH AND EDUCATION

- Enhance the regional and national collaboration on research infrastructure
- Evaluate the scientific area’s core facilities and decide on continued support
- Create a theory cluster in southern Alban by co-locating operations relating to mathematics, applied mathematics, computer science and theoretical physics
- Secure Nordita’s future as an independent research institute
- Plan and decide on NADA’s future
- Plan and decide on the future of the Department of Neurochemistry
- Increase the University’s involvement in the Swedish e-science Research Centre (SeRC)
- Develop a strategy for the use of MAX IV and ESS
- Enhance and, where necessary, formalise the collaboration with the Swedish Museum of Natural History
- Further develop the field of environmental studies within SciLifeLab
- Further develop the collaboration on climate and Baltic Sea research within BEAM between the University’s scientific areas (via the Bolin Centre)
- Strengthen the collaboration (e.g. involving SRC) on environmental science between the University’s scientific areas
- Plan and budget for the need of research infrastructure within the departments
- Create an economic buffer within the departments by using sufficient funding for limited-term commitments such as doctoral students and postdocs
- Reduce the capital for research and doctoral studies within departments with a large surplus of such funds
- Expand the range of courses for the continuing professional development of school teachers
- Develop more concrete teaching collaborations between the subject-specific departments and MND

- Follow up and ensure access to practical training sites for students within the subject-teacher programmes and supplementary pedagogy training whose subjects include technology
- Discontinue the Master’s Programme in Nutrition and promote KI taking over the programme. Consider the future of the bachelor’s program
- Review and plan the training in parts of the environmental sciences and environmental chemistry, particularly in toxicology
- Reintroduce courses in environmental protection and health protection after deciding on a coordinating department
- Monitor the development of doctoral student admissions. Review the system with targeted faculty grants for doctoral studies
- Perform a more in-depth analysis of existing data concerning student completion in the first cycle and implement measures early in the studies
- Identify windows of mobility for outgoing students in different subject areas and start to develop course packages at selected departments
- Strengthen the expertise in the field of digital learning
- Update the plan for resource allocation and prioritisation of education
- Follow up the results of the internationalisation project and develop a model for coordination within the scientific area of Science
- Develop the English-language website, which is aimed at international students
- Develop strategies for international student recruitment
- Identify and act to remove obstacles for international students in the admissions process and during their studies
- Verify that the individual study plans contain the information necessary to ensure that all qualitative targets of doctoral studies can be met
- Verify, through sampling, that doctoral theses published after 1 July 2016 follow Stockholm University’s guidelines concerning references to previously published material
• Verify that the course component of doctoral studies in all subject areas, from 1 July 2017, include mandatory components that will ensure broad knowledge within the subject area

• Verify that the course component of doctoral studies in all subject areas, from 1 July 2017 includes a mandatory component that will ensure good knowledge of research ethics and scholarly integrity

• Introduce research ethics and scholarly integrity in the scientific area’s supervisor training.

RECRUITMENT AND CONTINUING PROFESSIONAL DEVELOPMENT

• Implement a clear process for promotion to senior lecturer

• Follow up the research funding provided by the departments to newly recruited teachers

• Identify candidates of the underrepresented sex to nominate for Wallenberg Academy Fellowships

• Consider recruiting teachers, particularly women, via ERC Consolidator and Advanced Grants, as well as the Swedish Research Council’s consolidation grants.

INTERNATIONAL AND NATIONAL COLLABORATION

• Consider introducing an advisory committee for interaction with the community

• Identify areas where there is interest and opportunity to develop collaborations and partnerships by creating an “Arrhenius platform” for collaboration with industrial partners

• Initiate the Stockholm sustainability forum, a regular environmental meeting aimed at Swedish stakeholders and the general public

• Evaluate the operations at “Vetenskapens Hus” and decide on its future

• Raise the profile of existing interaction with the community

• With help from the External Relations and Communications Office, take stock of existing collaborations with businesses, determine how many patents have been acquired, and find out what start-up companies have been formed at Stockholm University

• Support a dialogue on interaction with the community and capture the core operations’ needs for support from the External Relations and Communications Office in the form that currently exists with Appointed Liaison Officers

• Discuss the incentive structure for interaction with the community

• Work to create points of contact between academia and the business community/society

• Increase opportunities for personal mobility, e.g. through co-option

• Explore opportunities for collaboration with Folkuniversitetet

• Work to secure funding for the Bergius Botanic Garden and protect the entrance to the garden

• Find ways to fund existing ambitions, such as the Pan-African Centre for Mathematics (PACM), and continue to fund ongoing collaborations, such as Baltic Eye.

ADMINISTRATION AND OPERATIONAL SUPPORT

• Work to solve the facility problems for ACES, MISU and the chemistry departments

• Coordinate the University’s mechanical workshops

• Monitor the scientific area office’s ability to maintain high quality

• Ensure that each department has qualified administrative support under the leadership of an administrative manager who should preferably be in charge of personnel.