



Malmö University Strategy 2022



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UNIVERSITY

The starting point for this document is that the strategy must be concrete, usable and grounded in our academic activities. The strategy is mainly for internal use and its primary target group is the university's staff and students. Our ambition is that everyone should feel included, yet also challenged to develop and change.

The strategy initially presents a common objective with three overarching goals for Malmö University. The goals express what should be the fundamental endeavour of the entire university. They are then broken down into concrete sub-goals, adapted to the various activities at the university's departments, divisions, library and central administration. At the faculty level, strategic priorities are made to harmonise with the university's goals and the departments' operational plans.

Foreword

On January 1, 2018, Malmö University will acquire full university status. This gives us a fantastic opportunity to develop a university with an innovative and boundary-crossing role in society, both at a national and international level. The next five years are crucial for how well we achieve the three overarching goals for high quality in education and research at Malmö University. An important prerequisite is to give priority to research. In that regard, we will focus on attracting more resources for research and doctoral education, which in turn will contribute to reinforcing the quality of education and its links to research.

Our most important responsibility to society is to provide education in which students develop their ability to critically evaluate knowledge and incorporate it into action. Malmö University has a unique opportunity to be an open university which invites people to discuss complex and uncomfortable societal issues. By safeguarding academic freedom and integrity we can – together with other universities worldwide – be an open environment where difficult issues can be brought into the open and addressed. We therefore need to support our colleagues in countries where academic freedom and freedom of expression are not respected. We are, and will continue to be, a socially engaged university; with other higher education institutions, we must reinforce our key role in a world in which populism and polarisation are gaining ground.

Working on this strategy, we have had many important discussions about how academic values can provide guidance and we need to continue this dialogue to bring our shared university strategy to life. We would like to take this opportunity to thank the working group which has been particularly involved in producing the present strategy, and all the staff and students who have taken part by sharing their creative and critical ideas and perspectives. Special thanks go to Madeleine Persson, who kept this complex process together and listened to and analysed these voices with great respect and integrity. The process was led by the Vice-Chancellor and Deputy Vice-Chancellor, who together will also manage further work on Strategy 2022.



Kerstin Tham
Vice-Chancellor



Per Hillbur
Deputy Vice-Chancellor



Vision

Malmö University contributes to a sustainable and more equal society through research-based knowledge, critical reflection and readiness to act.

Core values

Malmö University is founded on the human, democratic and academic values that have emerged from the ideals of an open society, freedom of speech and critical thinking.

Objective

Malmö University provides high quality education and research through which, in collaboration with other societal actors, we create, share and disseminate knowledge to understand, explain and develop society.

At Malmö University, the particularities and traditions of the different disciplines are respected and given the opportunity to be clearly expressed.

Overarching goals for education and research at Malmö University

- ▶ **Long-term, nationally and internationally outstanding research which, together with doctoral education, constitutes one third of the university's activities**
- ▶ **Education grounded in research, in terms of teaching methods as well as subject matter, which provides the conditions for inclusive and student-active life-long learning**
- ▶ **Strong, coherent and boundary-crossing international academic environments in which education, research and collaboration are integrated**

The transition to a fully-fledged university opens new opportunities for research, doctoral education and links between research and education. At Malmö University, research and education shall be innovative, international and boundary-crossing and safeguard the strengths and properties that characterise the university. The university's common approach to quality is expressed in the quality system for education and research, which at the same time takes into account the various disciplines' characteristics, different views of knowledge and different quality criteria. The participation of doctoral candidates and students in quality enhancement work is of major significance for achieving high quality.

Education must be grounded in research and proven experience and be based on real issues so that students develop their ability to critically evaluate knowledge and incorporate it into action. The university's teaching and research must be permeated by ethical principles and approaches. Research, originating in various disciplinary traditions, is often multi- and interdisciplinary and tackles complex societal issues. Research findings must be disseminated, shared and communicated so that the knowledge can contribute to sustainable societal development, both locally and globally. As a modern university, we will use the potential of digital technologies and be at the forefront when it comes to information and communications technology in our education, research and administration.

One important condition for the development of high-quality research at an international level is the presence of coherent and creative academic environments with a critical mass of internationally active researchers, teaching staff and doctoral candidates as well as first and second cycle students. These environments enable long-term relationships and collaborations to develop with other national and international universities and various societal actors.

Development areas 2018–2022

This section presents the five most important development areas for Malmö University in its first five-year period, based on the three overarching goals for education and research. The areas are based on an analysis of the education, research and internal conditions at Malmö University in 2017, with priorities within each area to guide the planning and follow-up of the various activities.

Academic values

Academic values such as academic freedom, academic integrity and academic quality must guide the university in its transition to full university status. Malmö University aims to safeguard and develop academia's centuries-long tradition of learning and culture, so that students and staff can analyse and understand themselves and others in a temporal and spatial perspective which is both broad and deep. Academic values must permeate all education and research at the university. Malmö University has an important role in society and in supporting the efforts of international colleagues striving for academic freedom, integrity and freedom of expression. With academic freedom comes academic responsibility and arguments grounded in facts are always at the core of our activities.

Principles of collegiality will characterise the university culture, focusing on the construction and questioning of knowledge. According to collegial ideals, decisions and the preparation of issues for decision will be based on knowledge, which means that those who are members of various boards and groups will be appointed on the basis of their particular competence and expertise. Malmö University takes a broad and inclusive view of collegiality in which the knowledge of all staff and students is utilised in an optimal way. All university staff share a responsibility to develop a collegial organisational culture. This requires inclusive leadership and a clear allocation of responsibilities within the university.

Malmö University's activities shall be guided by academic values, principles of collegiality and quality-promoting student influence through:

- ... Creating arenas that enable discussion and questioning of how academic freedom, integrity and quality permeate and develop the university's education and research
- ... Reinforcing collegial influence as well as staff and student influence
- ... Further developing working methods focused on the quality of academic activities

Research and doctoral education

Malmö University's research and doctoral education shall increase their share of the university's turnover from one fifth to one third during the period 2018–2022. At the same time, as direct government funding for research is increasing, we must preserve the proportion of external research resources. To do this, we need to find new sources of funding for research and doctoral education both nationally and internationally.

Further development of high quality research also requires increased internationalisation and a reinforcement of research communication and research infrastructure. Open access to research findings and the sharing of research data will be important issues for Malmö University, along with the storage, processing and analysis of large amounts of data.

Malmö University shall increase its share of research and doctoral education, and at the same time reinforce quality by:

- ... Working with systematic strategies for grant proposals aimed at both national and international funding bodies
- ... Creating opportunities for longer and more cohesive research periods
- ... Supporting the development of multidisciplinary research programmes and graduate schools
- ... Developing working methods for the communication and utilisation of research findings, based on the needs, circumstances and priorities of the subject areas
- ... Developing research infrastructure with regard to both competence and structural conditions
- ... Creating conditions for sustainable knowledge development by sharing research findings and research data

Identity and role in society

Malmö University is an innovative, urban and international higher education institution that contributes to societal transformation through research-based knowledge, critical reflection and readiness to act. At Malmö University, the students are inspired to develop their abilities to identify, initiate and lead processes of change, in order to address and handle complex societal issues. We strive for a sustainable and more

equitable world and contribute to making education and lifelong learning a natural part of society as a whole. Inclusion and widening participation in education are essential conditions to enable everyone in society to make their voice heard and to have the opportunity to exert influence. Inclusion and diversity generate a creative and inspiring academic environment which, in collaboration with other societal actors, drives quality development in education and research.

Malmö University shall be an inclusive higher education institution by:

- ... Creating an open and inclusive university culture with equal opportunities for students and staff in a gender mainstreamed organisation
- ... Creating good conditions for widened recruitment and participation in education, doctoral education and research
- ... Promoting flexibility and lifelong learning throughout a changing working life
- ... Integrating internationalisation and global engagement in education and research, resulting in co-created projects, publications and other forms of knowledge dissemination
- ... Facilitating student participation in ongoing international exchanges at the university, by integrating strategies for Internationalisation at home and academic mobility

Malmö University shall collaborate with the public and private sectors and the civil society, and being a relevant partner through:

- ... Research and teaching staff, doctoral candidates and students taking part in the public debate and contributing to sustainable societal development on the basis of a critical academic approach
- ... Making the most of the digital development to generate quality in education and research
- ... Interacting with the wider society to create, disseminate, share and communicate research findings
- ... Developing and following up on long-term national and international collaborations with universities and agents in other parts of society
- ... Developing and reinforcing relations with alumni and safeguarding and encouraging their continued engagement in the organisation

Competence, leadership and career paths

The ability to recruit and retain staff with a high level of competence in their field is a crucial success factor in the transformation into a fully-fledged university. In accordance with our efforts to create cohesive academic environments, our students and doctoral candidates must feel that there are clear and attractive career paths available to those who wish to pursue their studies or their research and teaching activities.

Malmö University shall recruit and retain staff with a high level of competence by:

- ... Developing an attractive work environment with good working conditions for all staff
- ... Introducing transparent and gender mainstreamed academic career paths
- ... Promoting external recruitment, international and national mobility and developing support for international staff
- ... Conducting and developing continuous professional development for all staff and enabling everyone to take part in the university's academic meetings and seminars
- ... Conducting and developing continuing professional development in teaching and learning in higher education for all teaching staff
- ... Developing forms of employment that lead to mutual exchanges with various collaboration partners
- ... Valuing collaborative skills in evaluating staff performance

Malmö University's activities shall be led by managers and leaders who understand and know how quality can be enhanced through:

- ... Ensuring that managers and leaders possess good skills and exercise inclusive leadership
- ... Ensuring a collegial process for the recruitment of academic leaders at all levels
- ... Having academic leaders who represent the relevant discipline and lead the strategic work towards high quality in education and research
- ... Offering professional development to strengthen future leadership in research, education and administration

The University environment

Malmö University is a modern and open university in the centre of a dynamic urban setting. Our education and research are conducted in different environments and are often implemented in collaboration with companies, organisations, the civil society and public authorities.

Malmö University will offer a good physical, organisational and social work environment that promotes high quality in our overall missions of education, research and dental care at the university. Teaching and research staff as well as administrative staff must have good conditions in which to conduct their work, based on the requirements of their work duties. The university environment must inspire creativity and be designed in accordance with current research in the field. The learning environments should promote student engagement and lifelong learning. The University's healthcare environments should support person-centred and evidence-based health care.

Malmö University shall offer inspiring, creative and functional work and learning environments through:

- ... A process in which staff and students, together with external actors, developing campus areas and university environments that promote health and well-being and a sense of community
- ... Ensuring that these environments contribute to the development of teaching and learning
- ... Developing the digital work and learning environment to meet present and future requirements for digital skills
- ... Facilitating collaboration between the various organisational units within the university

Malmö University shall strive to increase the time available for teaching and research by:

- ... Designing systems, working methods and procedures that build on transparency, predictability, clarity and legal compliance and contribute to making coherent periods of time available for teaching and research
- ... Utilising the various competences of all staff, doctoral candidates and students optimally and working together for high quality in education and research

Photo: Malin Palm, Håkan Rödger, David Bergström, Linus Lindborg-Persson, Anna Wahlgren, Martin Magntorn

Graphic design, layout and production: Länge Leve Kommunikation

Print: Tryckservice AB, Ängelholm 2017

Decided by the Board of Governors on December 15, 2017 (Dnr LED 1.2 –2017/299)



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