



UMEÅ UNIVERSITY

RULES OF PROCEDURE FOR UMEÅ UNIVERSITY

Type of document:	Rule ¹
Date of approval:	4 October 2023
Reg. no.:	FS 1.1-1769-23
Approved by:	University Board
Validity:	1 November 2023 until further notice
Field:	Decision structure, delegation and organisation
Office in charge:	Planning Office
Replaces document:	These rules of procedure replace the previous version, FS 1.1-1156-21, approved by the University Board on 10 June 2021 and <i>Rutiner för rapportering mellan olika organisatoriska nivåer</i> , FS 1.1.2-945-14.

¹ This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.



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1. Description

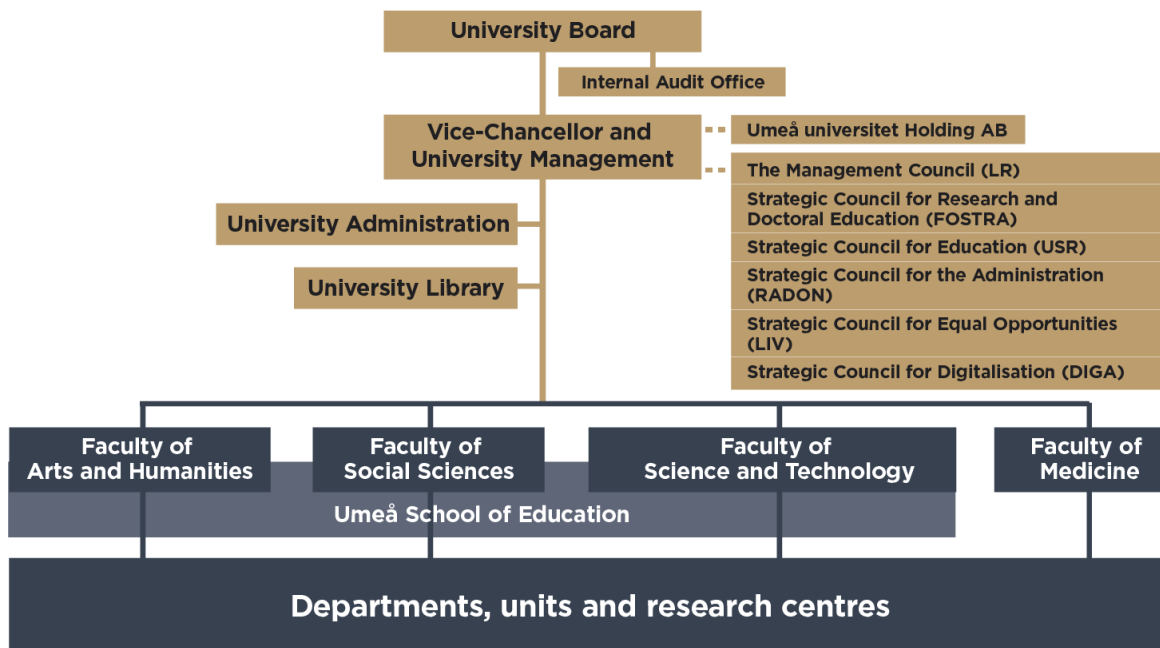
Umeå University's rules of procedure establish and describe the University Board, the University's overall organisation and decision structure and the responsibilities and tasks of the different functions and roles. The rules of procedure also specify the legislation and processes applicable to the University's administration of decisions.

2. Background

These rules of procedure adhere to *Chapter 2, Section 2, point 8 of the Higher Education Ordinance* in its description of Umeå University's internal organisation, governance, how and by whom decisions are made and the relation between the different levels of the system. *The Vice-Chancellor's decision-making and delegation procedure* specifies the decision-making powers delegated to the various bodies and functions. Where there are legislative regulations for specific activities, these apply even if they are not expressed in the rules of procedure.

3. The organisation

3.1. Organisation chart



4. University Board

The section on the University Board is based on the national regulations in the Swedish Higher Education Act and the Higher Education Ordinance and on the University Board's adopted rules of procedure.



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4.1. Role of the University Board

The University Board is Umeå University's highest decision-making body. The Board oversees all the affairs of the University and is responsible for ensuring it fulfils its mission².

4.2. Composition of the University Board

The University Board consists of a chair appointed by the Government and a maximum of 14 other members. The Vice-Chancellor is a member of the Board³. Teachers and students at the University have the right to appoint three members each⁴. In addition, teachers appoint two group deputy members (a first and second deputy) and students appoint a joint group deputy member⁵. The Vice-Chancellor specifies more detailed rules for appointing teachers to the Board in special provisions. Heads of department, deputy heads of department, assistant heads of department, directors of units or members of faculty boards are not eligible to be members of the University Board. The Government appoints the chair and the remaining members. See also the table below for the distribution of members of the Board and the body that appoints the members in each category.

Employee representatives have the right to attend and comment at Board meetings⁶. The University Board appoints the vice-chair from among its members⁷. A quorum is present when more than half of the University Board's members, including the chair and the Vice-Chancellor, are in attendance⁸.

The University Board is composed of the following:

Category of members	Number	Appointed by	Term
Chair	1	The Government	Three years
Vice-Chancellor	1	The Government	Six years (normally)
External members	7	The Government	Three years
Teachers Two (2) group deputy members (first and second)	3	Electoral Assembly (see also Section 8.1.3)	Three years ⁹
Students One (1) joint group deputy member	3	The student unions	One year

² Chapter 2, Section 2 of the Higher Education Act.

³ Chapter 2, Section 1 of the Higher Education Ordinance.

⁴ Chapter 2, Section 7 of the Higher Education Ordinance.

⁵ Rules of procedure for the University Board at Umeå University (FS 1.1-488-15).

⁶ Chapter 2, Section 4 of the Higher Education Act.

⁷ Chapter 2, Section 1 of the Higher Education Ordinance.

⁸ Chapter 2, Section 4 of the Higher Education Ordinance.

⁹ Individual teacher representatives on the University Board may not be re-elected if they have served two consecutive terms for a total of six years. If this limit is reached during the current term of office, the member is to resign from the Board and a by-election will be held to choose a replacement. The Vice-Chancellor may decide to waive this rule if there is special reason to do so.



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4.3. Assignments of the University Board

The University Board has the responsibilities stipulated in laws and ordinances. The University Board decides on major issues concerning the overall direction of the University's activities and its organisation. A more detailed description of the University Board's assignments, decision-making and appointment procedures, frequency of meetings and so on can be found in the Rules of procedure for the University Board.

4.4. Committees of the University Board

4.4.1. University Board's Budget Committee

At Umeå University, the University Board's Budget Committee is responsible for preparing financial matters for Board decisions and, where appropriate, making decisions on financial matters on behalf of the Board by way of delegation. The University Board determines the detailed rules and procedures for the committee's work.

4.4.2. Audit Committee of the University Board

The University Board's Audit Committee is an advisory body that prepares audit matters for Board decisions to make the Board's work more effective and to support the work of the Internal Audit Office. The Audit Committee usually meets well in advance of Board meetings – that is, four times a year.

5. Vice-Chancellor

The section on the Vice-Chancellor is essentially based on national legislation. In cases where the University has to recruit a new Vice-Chancellor, the University Board decides separately on more precise procedures for this within the framework of the applicable legislation.

5.1. Appointment and recruitment of the Vice-Chancellor

The Higher Education Ordinance (1993:100) states that a vice-chancellor is appointed by a government decision for a period of no more than six years on the basis of a proposal from the board of the higher education institution. The appointment may be extended but no more than twice and for no more than three years at a time. Before the University Board submits its proposal, the teachers, other employees and students are consulted in the manner determined by the Board.

In the process of proposing a Vice-Chancellor, the Board is to consider both female and male candidates as far as possible. The Board is to report to the Government on how it has included the gender equality aspect¹⁰. Anyone who fulfils the qualification requirements for the position of professor or associate professor is eligible to be a Vice-Chancellor or deputy to the Vice-Chancellor¹¹.

¹⁰ Chapter 2, Section 8 of the Higher Education Ordinance.

¹¹ Chapter 2, Section 11 of the Higher Education Ordinance.



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5.1.1. Recruitment and appointment of a new Vice-Chancellor

The University Board establishes the requirements and timetable for the recruitment of a new Vice-Chancellor.

The University Board appoints a Recruitment Committee from among its members, which assumes responsibility for the process under the chair's direction. Teachers, other staff and students are consulted as described in Section 5.2.

5.1.2. Re-appointment of an incumbent Vice-Chancellor

If the incumbent Vice-Chancellor is available for re-appointment for a first or second three-year term and indicates their interest in continuing, the following process applies for the University Board's proposal to the Government. If the Vice-Chancellor gives notice that they are not available for re-appointment or if information emerges during the re-appointment process that does not support re-appointment, a regular recruitment process with open competition is to be undertaken as described in Section 5.1.1. The chair of the University Board is responsible for holding this discussion with the Vice-Chancellor.

5.1.2.1. Evaluation

The chair and vice-chair of the University Board evaluate the incumbent Vice-Chancellor's current term of office. The evaluation consists of interviews with deans, the library director, the University Director, student unions and local trade unions. The evaluation involves assessing the potential for considering a re-appointment of the Vice-Chancellor.

The chair of the University Board presents the results of the evaluation to the University Board, which decides whether to proceed with the re-appointment process or to initiate a regular recruitment process, including the timetable for this, refer to Section 5.1.1.

If the Board decides to initiate a re-appointment process, the evaluation is submitted to the Consultative Assembly. The Consultative Assembly then issues an advisory opinion to the University Board in accordance with Section 5.2.1.

5.2. Consultative Assembly

Before submitting its proposal for Vice-Chancellor to the Government, the Board consults teachers, other staff and students in the manner determined by the Board. At Umeå University, this consultation takes place through a consultative assembly.

5.2.1. The mission of the Consultative Assembly

The Consultative Assembly issues an advisory opinion to the University Board regarding proposals for the position of Vice-Chancellor.

The Consultative Assembly submits a written document with the Assembly's opinion before the University Board decides on a proposal to the Government.

5.2.2. Members of the Consultative Assembly

The Consultative Assembly is composed of 89 members:



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Category of members	Number (number of group deputy members in parentheses)
Teachers Umeå University's Electoral Assembly (see Section 8.1.3)	45 (15)
Other staff Appointed jointly by the three local trade unions at Umeå University	22 (7)
Students Appointed in the manner jointly agreed upon by the student unions at Umeå University	22 (7)

Group deputy members do not have the right to attend the meetings of the Consultative Assembly but take their place in the absence of the full member.

To conduct the meetings, the Consultative Assembly appoints from among its members a chair, vice-chair and secretary.

5.2.3. Meeting procedures

- The Consultative Assembly meets in closed session.
- Minutes are taken at the meetings.
- The University Administration sends notice of the *first* meeting of the Consultative Assembly. The University Administration can subsequently continue to administer notices and bookings of premises if the Consultative Assembly requests that it do so.
- The Consultative Assembly determines the procedures for expressing views to the University Board and its decision-making in general.
- When recruiting and appointing a new Vice-Chancellor according to Section 5.1.1, the Consultative Assembly submits a ranked list of relevant candidates to the Recruitment Committee.

5.3. Role of the Vice-Chancellor

As the chief executive of the University and of the public authority, the Vice-Chancellor is responsible to the University Board for matters not handled by the University Board, unless otherwise stipulated by law or ordinances or unless the Board has decided otherwise¹². The Vice-Chancellor may delegate their assignments unless otherwise specifically stipulated.

5.4. Assignments of the Vice-Chancellor

The Vice-Chancellor manages the day-to-day overall work of the University and is the University's foremost representative, both internally and externally. The Vice-Chancellor has the right to serve as an authorised signatory for the University and to sign contracts and agreements in the name of the University¹³. The Vice-Chancellor appoints the University Director and the deans and deputy deans following nominations from each faculty's election committee. The Vice-Chancellor may appoint one or more deputy vice-chancellors with areas of responsibility defined by the Vice-

¹² Chapter 2, Section 3 of the Higher Education Ordinance.

¹³ This right also belongs to the University Director and Assistant University Director in accordance with the decision of the University Board on 2 June 2016 (FS 1.2.3-852-16).



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Chancellor. The Vice-Chancellor is also responsible for establishing university-wide policy documents that are not the responsibility of the University Board.

The Vice-Chancellor's decision-making and delegation procedure for Umeå University defines which matters the Vice-Chancellor decides and which have been delegated to lower levels of the organisation by the Vice-Chancellor. Delegation involves a transfer of decision-making power to a subordinate body or an official. The delegation is to be in writing and signed by the person delegating the assignment or be recorded in the minutes from meetings where decisions are made by the decision-making body delegating the assignment.

5.5. Procedures for the Vice-Chancellor's decision-making

Procedures for the Vice-Chancellor's decision-making are to include the following:

1. The Vice-Chancellor makes decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure for Umeå University, and decisions are taken at regular, recorded meetings specifically for making decisions and based on a pre-established agenda.
2. The agenda and minutes are to be made public.
3. Students have the right to be present at decision-making meetings and to have any dissenting opinions recorded in the minutes.
4. Meetings for making decisions are preceded by consultation in accordance with the local collaboration agreement (*Sw. lokalt samverkansavtal*).

6. Pro-Vice-Chancellor

The section about the Pro-Vice-Chancellor is essentially based on national legislation. The Higher Education Ordinance stipulates that the Vice-Chancellor is to have a deputy, but the nomenclature is a local decision.

6.1. Appointment of the Pro-Vice-Chancellor

Prior to the University Board's decision to appoint the Pro-Vice-Chancellor, both for appointing a new person and for re-appointment, the Vice-Chancellor is to consult teachers, other staff and students according to the same process as for the appointment of the Vice-Chancellor in Section 5.1.

If the incumbent Vice-Chancellor is re-appointed for a first or second three-year term and the incumbent Pro-Vice-Chancellor gives notice of interest in re-appointment, the re-appointment process is to be carried out. The University Board then decides on the timetable for this process.

The Vice-Chancellor evaluates the incumbent Pro-Vice-Chancellor's current term of office. The evaluation consists of interviews with deans, the library director, the University Director, student unions and local trade unions. The evaluation involves assessing the potential for considering a re-appointment. If the Pro-Vice-Chancellor gives notice that they are not available for re-appointment or if information emerges during the re-appointment process that does not support re-appointment, a process for appointing a new Pro-Vice-Chancellor is to be undertaken. The University Board decides on the timetable for this process. The Vice-Chancellor is responsible for the above discussion with the Pro-Vice-Chancellor.



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The Vice-Chancellor presents the results of the evaluation to the University Board, which decides whether to proceed with the re-appointment process or to initiate the process of appointing a new Pro-Vice-Chancellor, including the timetable for this.

6.2. Role of the Pro-Vice-Chancellor

The Vice-Chancellor is to have a deputy who will serve in place of the Vice-Chancellor when the Vice-Chancellor is not available. The deputy also substitutes for the Vice-Chancellor in other ways to the extent determined by the Vice-Chancellor¹⁴. The Vice-Chancellor's deputy has the title of Pro-Vice-Chancellor.

6.3. Assignments of the Pro-Vice-Chancellor

The Pro-Vice-Chancellor's assignments are determined by the Vice-Chancellor in consultation with the incoming Pro-Vice-Chancellor. As the Vice-Chancellor's deputy, the Pro-Vice-Chancellor has authority to make decisions in the absence of the Vice-Chancellor. This authority is derived from the Vice-Chancellor's decision-making and delegation procedure for Umeå University or in accordance with other specific delegations.

6.4. Appointment of the Pro-Vice-Chancellor

The University Board appoints the Pro-Vice-Chancellor¹⁵.

The Pro-Vice-Chancellor is appointed for a maximum period of six years on the proposal of the Vice-Chancellor. The appointment may be renewed. The term of office normally coincides with the Vice-Chancellor's term of office. Before appointing the Pro-Vice-Chancellor, the Board consults teachers, other staff and students in the manner determined by the Board. Gender equality is to be considered when appointing the Pro-Vice-Chancellor.

7. University Management

The University Management consists of the Vice-Chancellor, the Pro-Vice-Chancellor, Deputy Vice-Chancellor(s) if any, the University Director, Assistant University Director if any, and additional roles chosen by the Vice-Chancellor.

7.1. Deputy Vice-Chancellors

The Vice-Chancellor may appoint one or more Deputy Vice-Chancellors with specific areas of responsibility defined by the Vice-Chancellor. The Vice-Chancellor assigns tasks to the Deputy Vice-Chancellor, who reports directly to the Vice-Chancellor.

7.2. University Director

The University Director leads the University Administration and determines how it is organised.

The University Director has overall responsibility for governmental issues and contacts with departments and agencies and is responsible for the university-wide administrative support processes. The University Director is the University's chief administrative officer and reports

¹⁴ Chapter 2, Section 10 of the Higher Education Ordinance.

¹⁵ Chapter 2, Section 10 of the Higher Education Ordinance.



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directly to the Vice-Chancellor. The University Director is appointed by the Vice-Chancellor, in accordance with the Vice-Chancellor's decision-making and delegation procedure for Umeå University.

The University Director may appoint an Assistant University Director to take the place of the University Director and to make decisions in the Director's absence.

7.3. The Extended University Management

The University's extended management team is made up of the University Management as defined in Section 7. The Vice-Chancellor decides whether additional functions or groups are to be represented in the Extended University Management.

8. Decision-making and advisory bodies at university-wide level

This section describes university-wide decision-making and some advisory bodies.

8.1. Decision-making bodies

In addition to the University Board and the Vice-Chancellor, there are also the following university-wide decision-making bodies.

8.1.1. Disciplinary Board

Umeå University has a disciplinary board for taking disciplinary measures against students in accordance with Chapter 10, Section 3 of the Higher Education Ordinance.

8.1.2. Donation Committee

Umeå University is to have a donation committee that decides on the allocation of donated funds in accordance with the Donation Ordinance when the donor has not specified a purpose. The Vice-Chancellor determines the composition and other assignments of the Donation Committee.

8.1.3. Electoral Assembly

Umeå University is to have an electoral assembly. The Electoral Assembly at Umeå University consists of 45 academically qualified members and 15 group deputy members representing the four faculties of the University in proportion to the number of academically qualified teachers per faculty. The Electoral Assembly is elected for four-year terms. It serves as the body of electors for appointing teachers to the University Board and for appointing electors and substitutes to the electoral assemblies of the research councils in Region 5.¹⁶ The Electoral Assembly also constitutes part of the Consultative Assembly for appointing the Vice-Chancellor (see Section 5.2). The Electoral Assembly may also serve as a body of electors or a consultative assembly in other appointment processes at Umeå University. The Vice-Chancellor establishes more detailed forms for appointing members of the Electoral Assembly and assigning its tasks.

¹⁶ Ordinance (2012:520) on the Assembly of Electors of Research Councils and Scientific Councils.



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8.1.4. University Hospital Board

Umeå University has a health authority board called the University Hospital Board (Sw. *Norrlands universitetssjukvårdsstyrelse*). The University Hospital Board is the joint management body between Umeå University and Region Västerbotten for the governance of university healthcare according to the national ALF agreement and the national TUA agreement.

8.1.5. Staff Disciplinary Board

Umeå University has a staff disciplinary board¹⁷. The Staff Disciplinary Board examines questions related to discharge from employment for personal reasons, disciplinary liability, report for prosecution and suspension.

8.2. Strategic councils

The Vice-Chancellor can set up strategic councils that can process cases for decision-making and serve as bodies for exchange of experience and coordination across organisational borders.

8.2.1. Work Environment Committee

Umeå University has a work environment committee¹⁸. The Work Environment Committee is part of the University's collaborative organisation. The Work Environment Committee participates in planning and providing guidelines for systematic work environment management and other contributions that lead to achieving work environment objectives. It also monitors and analyses the results of the measures taken.

8.2.2. Other advisory bodies

The Vice-Chancellor determines what other advisory bodies are needed. A list of these is made available online.

9. Faculties

This section regulates the division of the University into faculties and the main assignments of the faculty boards. The section also specifies the composition of the faculty boards and how the different categories of members are appointed. The Vice-Chancellor determines more specific rules for appointing members to the faculty boards.

9.1. Division into faculties

Umeå University is divided into the following four faculties:

- Faculty of Arts and Humanities;
- Faculty of Medicine;
- Faculty of Social Sciences; *and*
- Faculty of Science and Technology.

Each faculty is made up of the departments and units included in each faculty's sphere of activities. The faculty is managed by a faculty board with a chair, the *dean* and the *deputy dean*. A majority

¹⁷ Chapter 2, Section 15 of the Higher Education Ordinance.

¹⁸ Chapter 6, Section 8 of the Work Environment Act (1977:1160).



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of the members of the faculty boards are to be academically qualified teachers. The faculty boards also have one or two external members and three members appointed by the students.

9.2. Assignments of a faculty board

The faculty boards are the academic management bodies and have strategic responsibility for research and for first-cycle (undergraduate), second-cycle (Master's) and third-cycle (doctoral) courses and programmes. This work includes public outreach, providing information about the faculty's operations and promoting the use of research results produced at the University. The faculty boards are responsible for quality enhancement and quality assurance of research and education within the faculty's fields.

The faculty boards are responsible for:

- establishing a faculty-wide operational plan and annual report;
- establishing the budget for faculty-wide costs and the framework for departments or equivalent;
- ratifying the joint financial statements of the faculty;
- determining measures to address surpluses or deficits for the faculty; and
- adopting programme syllabi and general syllabi.

In other respects, the faculty boards make decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure for Umeå University.



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9.3. Composition of the faculty boards

Category of members	Number	Appointed by	Term
Dean/deputy dean (chair/vice-chair) Both the dean and deputy dean must be professors or associate professors.	2	Vice-Chancellor Following nomination by the Election Committee	4 + 2 + 2 years ¹⁹
Academically qualified teachers Three deputy members are appointed as academically qualified teachers.	5–6	Body of electors Nominated by the Election Committee	4 years ²⁰
External member Is to possess a wide range of experience, such as from the public sector and/or the private sector. A deputy for the external member may be appointed.	1–2	Vice-Chancellor Nominated by the Election Committee	4 years ²⁰
Students Up to three joint group deputy members may be appointed. One of the students should represent doctoral education	3	The student unions	Appointed by the student unions (usually for one year)
	11–13		

9.4. Appointment of members to a faculty board

The Vice-Chancellor establishes more detailed rules, in addition to those stated below, concerning the appointment of the dean and deputy dean, academically qualified teachers and the external member.

9.4.1. Dean and deputy dean

The Vice-Chancellor appoints deans and deputy deans following nominations from each faculty's Election Committee. The nomination is preceded by a consultation between the Vice-Chancellor

¹⁹ The dean and the deputy dean may each be appointed for two consecutive terms for a total of eight (8) years. If the deputy dean is appointed as dean, the combined terms of office as dean and deputy dean are not to exceed a total of twelve (12) years. If re-appointment for a second four-year period is relevant, an evaluation is conducted in which both parties may choose to end the appointment. The Vice-Chancellor and the dean or deputy dean must meet to discuss the current status after two years in the second four-year period. Professors or associate professors with permanent positions and who have previously served as dean or deputy dean at the University may be re-appointed for additional terms of office for the same position if at least four years have elapsed since the end of the previous appointment.

²⁰ Re-election of individual academically qualified teachers or external members of a faculty board cannot take place if the individual member has held two consecutive terms of office for a total of eight (8) years. If this limit is reached during the current term of office, the member is to resign from the board and a replacement is to be chosen through a by-election. The Vice-Chancellor may make an exception to this rule, at the request of the dean, if judged necessary.



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and the Election Committee. The dean and deputy dean must be a permanently employed professor or associate professor at the University.

9.4.2. Academically qualified teachers

The academically qualified teachers are appointed by the faculty's academically qualified teachers, *body of electors*, based on nomination by the faculty's *Election Committee*. Heads of department, assistant heads of department or deputy heads of department, and directors of units are not eligible for membership on a faculty board. Three deputy members are appointed as academically qualified teachers. Deputy members are not directly linked to specific regular members. Instead, deputies are admitted in a predetermined order, which may take into account the gender balance of the Faculty Board. The Vice-Chancellor determines the details of this procedure. If a full member resigns and needs to be replaced for the remainder of a term, that person is to be replaced by a deputy member in accordance with the agreed-upon order. If at any time no more than two deputy members are available, a by-election to fill the appointment is to be held.

9.4.3. External member or members

The external member or members are appointed by the Vice-Chancellor based on nominations from the faculty's *Election Committee*. The nomination is preceded by a consultation between the Vice-Chancellor and the Election Committee. The external member is appointed from outside the University and is to have a wide range of experience from, for example, the public sector and/or the private sector. A deputy to the external member may be appointed.

9.4.4. Students

The student union associated with the faculty in question is entitled to appoint three members to the Faculty Board, with at least one of them representing doctoral education. The student union also has the right to appoint up to three joint group deputy members. The faculty determines if deputy members are entitled to attend meetings of the Faculty Board.

9.5. Quorum

A quorum is present when more than half of the members of the Faculty Board, including the chair (or vice-chair), are in attendance. Voting at board meetings is open and votes are decided by a simple majority. If a vote is tied, the chair has the deciding vote. For decisions referred to in Chapter 2, Section 6 of the Higher Education Act, the majority of the members present must have academic or artistic qualifications to constitute a quorum.

9.6. Role and assignments of the dean

The dean manages the daily work of the faculty and is the faculty's main representative, both internally and externally.

The dean is to be well established in the research community, have leadership experience in academia and be skilled at working closely with staff and students.

The deputy dean steps in as deputy if the dean is absent. The dean may, if necessary, appoint one or more associate deans with areas of responsibility determined by the dean.

The dean chairs the Faculty Board and is responsible for ensuring that the matters dealt with by the Faculty Board are well prepared. The dean is responsible for ensuring that the work of the



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organisation is done in accordance with both the University's own policy documents and applicable ordinances and agreements.

The dean makes decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure and, in the event of repeated or serious breaches of the rules, is always obliged to take action if the lower management level does not.

The Vice-Chancellor determines more detailed rules regarding the dean's assignments and responsibilities and what is required to carry out the assignments.

9.7. Procedures for the dean's decision-making

The Dean's decision-making procedures are to include the following elements:

1. At regular and recorded meetings for making decisions based on a pre-established agenda, the dean makes decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure for Umeå University.
2. The agenda and minutes are to be made public.
3. Students have the right to be present at decision-making meetings and to have any dissenting opinions recorded in the minutes.
4. Meetings where decisions are to be made are preceded by consultation in accordance with the local collaboration agreement.

9.8. Other provisions on the organisation of the faculties

9.8.1. The Faculty Management

The Faculty Management consists of the dean, the deputy dean, any associate deans and the head of the faculty office. The dean decides whether additional functions or groups are to be represented in the Faculty Management.

9.8.2. Committees

Each faculty board has one or more employment committees. Each faculty board can, at its discretion, establish temporary or permanent councils and committees beyond these.

10. Departments, units and centres

This section briefly describes organisational units at the basic level, the management of the departments and the roles and conditions for the heads of department.

10.1. Organisational units at the basic level

The basic level of the organisation at Umeå University consists of departments, units and centres. The University conducts its education, research and public outreach within them.

The Vice-Chancellor determines the detailed rules for departments, units and centres within the framework of the rules of procedure and other rules the University Board adopts. This includes interim rules for entities established under the previous legal framework.



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10.1.1. Departments

- Departments are the foundation of the University's organisation. Departments conduct education, research and public outreach in one or more academic disciplines. Education normally includes first-cycle (undergraduate), second-cycle (Master's) and third-cycle (doctoral) levels.
- The University Board establishes, reorganises or discontinues departments.
- Departments are part of a faculty and are under the jurisdiction of a faculty board. In exceptional cases, a department may be part of more than one faculty. The University Board determines which faculty or faculties a department is to belong to.
- The dean appoints heads of department.²¹
- A department may, for special reasons, be subdivided into sections under rules determined by the Vice-Chancellor.

10.1.2. Units

- A unit is an organisational entity that should not constitute or be a part of a department for a specific reason.
- The Vice-Chancellor establishes, reorganises or discontinues units.
- Units are under the jurisdiction of a faculty board or equivalent. In exceptional cases, a unit may be part of more than one faculty. The Vice-Chancellor decides which faculty or faculties or equivalent that a unit is to belong to.
- Units are headed by a director appointed according to the unit's instructions. An advisory body may be linked to the unit. The director makes decisions according to the same rules of procedures as those followed by the head of department in Section 10.2.1, where applicable.
- At the times determined by the Vice-Chancellor, the responsible faculty or equivalent reassesses whether the activities should continue in the same form or whether the unit should be reorganised or discontinued.

10.1.3. Centres

- A centre may be established to promote or highlight collaboration on research, education or cooperation across subjects or faculties, on a defined focus area or on public outreach. The purpose of a centre is to create added value that cannot be achieved within the framework of the regular line organisation.
- The Vice-Chancellor establishes, reorganises or discontinues cross-faculty centres or those established together with another main organiser outside Umeå University. The dean establishes other centres.
- Centres are established for a limited period, with the option for extension. An evaluation is carried out before the end of the initial period, with a recommendation on continuing, discontinuing or reorganising operations.
- A host department or unit administers centres, which do not have staff of their own.
- A centre has a steering committee, with representation from the involved parties, which decides on the overall direction of the centre. The body establishing the centre appoints members of the steering committee.
- A director manages the day-to-day activities of a centre. The body establishing the centre appoints the director in consultation with the head of the host department.

²¹ The management of the Umeå School of Business, Economics and Statistics is regulated in special provisions.



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10.1.4. Schools, academies and institutes

- A department, unit or centre may be designated a school, academy or institute (Sw. *högskola*) by the University Board to raise the profile of its activities and heighten interaction and collaboration with external parties.

10.2. Department leadership

10.2.1. The authority of the head of department to make decisions

The authority of heads of department to make decisions derives from the Vice-Chancellor's decision-making and delegation procedure for Umeå University and the respective faculty's delegations. The head of department may also delegate certain matters to others.

When the head of department makes decisions, the following applies:

1. The head of department makes decisions at regular, recorded meetings where decisions are made and based on a pre-established agenda.
2. The agenda and minutes are to be made public.
3. Students have the right to be present at meetings where decisions are made and to have any dissenting opinions recorded in the minutes.
4. Meetings where decisions are made are preceded by consultation in accordance with the local collaboration agreement.

The head of department determines, after consultation with students and staff, the necessary preparatory and/or advisory bodies for the department.

10.2.2. Appointment of the head of department

The dean appoints a head of department in accordance with the Vice-Chancellor's decision-making and delegation procedure, and the term of office is normally four (4) years. If re-appointment for a second four-year period is relevant, an evaluation is conducted in which both parties may choose to end the appointment. A status meeting between the dean and the head of department takes place after two years in the second four-year period.

An appointment as head of department for a continuous period of more than eight years may only be considered in exceptional cases. If an assistant head of department is appointed head of department, the combined terms of office as assistant head of department and head of department may not exceed a total of twelve (12) years. An employee who has previously held the post of head of department may be re-appointed for additional terms of office in the same department/unit if at least four years have elapsed since the end of the previous term of office.

The dean appoints any deputy and assistant heads of department in consultation with the incoming head of department.

The Vice-Chancellor determines more detailed rules for the appointment procedure and the role and conditions of the head of department.



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10.2.3. The department's management team

The department's management team consists of the head of department and the deputy/assistant head of department. The head of department decides whether additional functions or groups are to be represented in the department's management team.

11. The Internal Audit Office, University Library, University Administration and Umeå School of Education

This section briefly describes the organisational entities tasked with providing university-wide services; developing and supporting the University's main processes of education, research and public outreach; and assisting in reviewing, planning, monitoring and providing guidance to the entire University.

11.1. Internal Audit Office

Umeå University has an Internal Audit Office²². The Internal Audit Office helps the University Management and the University's faculties, departments, units and centres operate safely and effectively. The auditors conduct their auditing and advisory work independently and objectively and support the University by reviewing and assessing operations, compliance with regulations, and fulfilment of government objectives and the requirements for effective operations. According to a decision by the University Board, the Internal Audit Office operates as an independent entity under the University Board that is managed administratively by the Vice-Chancellor. The audit director, who is appointed by the Vice-Chancellor in consultation with the chair of the University Board, heads the Internal Audit Office.

11.2. Umeå University Library

Umeå University is to have a university library that is called Umeå University Library. The Library Board determines the organisation of the Umeå University Library based on proposals by the library director. The library director is authorised by the Library Board to manage and develop the library's activities. The library director represents the Umeå University Library in interactions with the library community, public authorities and others, and with the University and its administration, faculties and students. The library director heads the Umeå University Library and is appointed by the Vice-Chancellor. The Vice-Chancellor determines the composition and assignments of the Library Board.

The library director can appoint a deputy library director who will serve in place of the library director when the library director is not available.

The library director and the Library Board make decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure.

²² Chapter 1, Section 5a of the Higher Education Ordinance and Section 2 of the Internal Audit Ordinance (2006:1228).



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11.3. University Administration

Umeå University is to have a university administration that is to support the University's activities. On behalf of the University Board and the University Management, the University Administration handles matters and prepares guidelines and assignments for faculties and departments. The University Administration also provides and maintains infrastructure and is responsible for the University's support processes in areas, such as finance, communication, collaboration, information technology and human resources.

The University Director heads the University Administration and has overall responsibility for the day-to-day operations and development of the University Administration.

11.4. Umeå School of Education

The Umeå School of Education has been tasked with coordinating, developing and ensuring the quality of teacher education and educational sciences at the University and collaborating with partners within and outside the University. A board leads the Umeå School of Education. It has administrative responsibility for the overall direction and development of the Umeå School of Education, overall responsibility for the design and organisation of first-cycle (undergraduate) and second-cycle (Master's) courses and programmes in the field and for establishing criteria for the allocation of resources for research and third-cycle (doctoral) education based on guidelines from the University Board and the Vice-Chancellor. The Vice-Chancellor establishes more detailed rules for, among other things, the organisation of the Umeå School of Education and the composition and mission of the Umeå School of Education Board.

The day-to-day operations at the Umeå School of Education are managed by a director, who is responsible for making decisions regarding the operations of the Umeå School of Education, for representing it internally and externally, and for managing follow-up and development work. If the director is absent, the assistant director, who is deputy to the director, steps in as director. The director and assistant director are each appointed by the Vice-Chancellor for a term of four years. The Vice-Chancellor establishes more detailed rules for the appointment of the director and assistant director and their assignments and responsibilities.

The Umeå School of Education Board and the director of the Umeå School of Education make decisions in accordance with the Vice-Chancellor's decision-making and delegation procedure for the Umeå School of Education.

11.4.1. The Umeå School of Education's management team

The management team of the Umeå School of Education consists of the director of the Umeå School of Education, the assistant director and the head of the faculty office. The manager determines whether additional functions or groups are to be represented in the management team.

12. Administering various matters

This section briefly describes legislation governing how the University is to administer various matters.



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Umeå University is a public authority subject to the Government Agencies and Institutes Ordinance (2007:515). This means that decisions are made after written or oral presentation. In its rules of procedure or through a separate decision, a public authority may determine that matters subject to the decision of some individual other than the head of the authority need not be presented. At Umeå University, examiners may decide on a grade without presentation.

For each decision in a case, a document is drawn up showing the date of the decision, the content of the decision, the person who made the decision, the person who presented the matter, and the person or persons who participated in the final proceedings without taking part in the decision. If the decision concerns an individual, it must also include the reasons for the outcome and any dissenting opinions. If the decision is subject to appeal, it must also include a reference to the appeals process.

All decisions are to be dated and recorded.

13. Routines for reporting between levels of the organisation

The Ordinance on Internal Governance and Control (2007:603) stipulates that Umeå University must have a process in place that with reasonable certainty ensures that the University fulfils its mission, its objectives, and the requirements in Section 3 of the Government Agencies and Institutes Ordinance (2007:515).

The process must also prevent corruption, undue influence, fraud and other irregularities in the organisation. Reporting between various levels of the University is one part of this process. Reporting how delegation of authority has been exercised takes place in dialogue between the delegating function and the recipient of the delegation of authority. Reporting must take place in annual employee dialogues but can also take place at more regular intervals should one of the parties desire.

Each manager is responsible for taking measures when negative events and violations take place at their level of the organisation. This means that the head of department, head of office or director is responsible for taking measures regarding events occurring at a department, office or unit. The dean has the corresponding responsibility for their faculty. The Vice-Chancellor, in consultation with the University Director, has the corresponding responsibility for university-wide matters.

Irregularity reporting must be included in the recurring meetings between the University Management and the faculty management. These reports to the University Management must include potential feared or occurred negative events or violations within the responsibilities of the faculty. The University Management may also raise signals that have arisen regarding feared negative events or violations within the responsibilities of the faculty.

A head of department or head of office who is informed of violations or of risks of negative events occurring must submit a written or oral report to the faculty management or the University Director in cases where violations are assessed as grave or recurring.



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If an employee at a department, office or equivalent has information of a violation, this must be reported to the head of department, head of office or equivalent manager. If a head of department or head of office, despite having been informed, makes a decision that leads to grave or recurring violations, the employee can contact the dean, head of faculty office or equivalent manager. If a head of office in the University Administration, a member of staff at a faculty or the University Director is informed of violations, this person must inform the relevant faculty management or the University Management.

If a superior manager is informed of grave or recurring violations, the superior manager must ensure that measures are taken.

All managers and other employees can contact the University Director for consultation if the violation is suspected to be grave or recurring.

Managers and coordinators in the University Administration and the Planning Office can provide support to managers when investigating violations and can propose measures.

If the Internal Audit Office informs the Vice-Chancellor or the University Director of grave or recurring violations, the University Director must immediately inform the relevant faculty management or the University Management.