



UMEÅ UNIVERSITY

STRATEGIC PLAN FOR UMEÅ UNIVERSITY 2023–2025

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UMEÅ UNIVERSITY

Table of contents

1.	Description.....	3
2.	Background.....	3
3.	Purpose	4
4.	Points of departure	4
5.	Themes, focus areas and activities linked to Umeå University's vision	4
5.1	Strategic Council for Education (USR)	5
5.2	Strategic Council for Research and Doctoral Education (FOSTRA)	6
5.3	Strategic Council for the Administration (RADON)	8
5.4	Strategic Council for Equal Opportunities (LIV)	10
5.5	Strategic Council for Digitalisation (DIGA)	11



UMEÅ UNIVERSITY

1. Description

This document contains the strategic plan for Umeå University for the period 2023–2025, including themes and focus areas and the learning outcomes or results to be achieved (indicators). The purpose of the plan is to develop Umeå University's operations.

2. Background

Umeå University's vision is the foundation for operational planning at all levels of the organisation. This vision has three guiding principles:

1. Responsibility for the future
2. Collaborative development of knowledge
3. Competitive edge and pride

This section describes the responsibility that Umeå University assumes for meeting societal challenges, how the University intends to further the development of research and education and, finally, how we wish to position ourselves in the world and increase our ability to attract students, staff, partners and funding.

Operational planning at Umeå University is based on our vision and financial framework. The planning period 2023–2025 is the same for strategical planning and for the University's budget. The allocation of our government appropriation is regulated in the appropriation directions to the University. These directions also include certain national objectives and assignments. These are followed up on an annual basis in the University's Annual Report, as well as through dialogue between the University Management and the faculty managements or equivalent organisational units. The University's budget supports the plans of the organisation. In certain areas, the University's development work is specified in separate action plans. These have various periods of validity and are followed up under separate arrangements.

Umeå University has a zero tolerance policy on victimisation and sexual harassment or other forms of harassment and conducts continuous improvement throughout the organisation. Work to achieve this vision of zero harassment and victimisation is an ongoing process involving a range of measures and as such remains a priority during this operational period.

One prerequisite for the University's ability to develop its educational and research activities is that improvement work is conducted and followed up within each faculty or equivalent organisational unit, as well as at university-wide level. This strategic plan is therefore based on both previous faculty strategic plans and the areas identified by University Management and strategic councils as important to develop and monitor at university-wide level. The operational plan covers a three-year period in order to promote a flexible, long-term approach.



UMEÅ UNIVERSITY

The student, work environment, collaboration, sustainability, accessibility and international perspectives have been integrated into the operational plan. This document is expected to have positive effects on gender equality at Umeå University in accordance with the Government's appropriation directions to higher education institutions.

The operational plan has been translated into English due to its importance to staff and students.

3. Purpose

Umeå University's strategic plan for the period 2023–2025 is intended:

- as a tool for strategic planning at university-wide level; and
- to strengthen, coordinate and make visible work in areas prioritised by University Management, faculties and strategic councils and as such should be implemented at university-wide level as a complement to the work of faculties.

4. Points of departure

The strategic plan covers a number of themes. The tables in section 5 show how these themes and associated focus areas and activities link to Umeå University's vision. They also state how themes are to be followed up.

Umeå University's Strategic Council for Research and Doctoral Education (FOSTRA), Strategic Council for Education (USR), Strategic Council for Administration (RADON), Strategic Council for Equal Opportunities (LIV) and Strategic Council for Digitalisation (DIGA) are responsible for developing and following up themes that fall within their area of responsibility.

In following up a theme, it should be apparent whether Umeå University is moving in the direction of the vision in terms of creating learning and development.

5. Themes, focus areas and activities linked to Umeå University's vision

To explicate the contents of the Strategic Plan for Umeå University 2023–2025, each strategic council has its own table. The information in the tables is based on the operational plan for the previous period with links to the vision. To clarify areas of responsibility, content is linked to strategic councils.



UMEÅ UNIVERSITET

5.1 Strategic Council for Education (USR)

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
HIGH-QUALITY EDUCATION The quality management system for education is the hub of quality assurance.	Umeå University attracts diverse students who enrich the academic environment with their wealth of experiences and perspectives.	Broader recruitment and participation is integrated into the quality management system.	Continuous monitoring and analysis of recruitment of underrepresented groups in terms of gender, social background, nationality, ethnicity and age. USR regularly checks on the work being carried out to broaden recruitment and participation.	The composition, development and achieved learning outcomes of the student body are monitored and analysed over time.
	Umeå University offers flexible courses and study programmes that meet the needs of a changeable labour market that implies the need for lifelong learning. Successful professionals and highly motivated students choose Umeå University because of the creative academic environment, high teaching standards and first-class infrastructure.	Renewal of education and the range of courses and programmes. USR develops forms of regular oversight of the range of courses and programmes on offer. An education digitalisation strategy is developed.	USR regularly assesses progress. Ongoing dialogue between USR and DIGA.	The national share of first-choice applicants who meet entry requirements is analysed over time. The merit rating of admitted students is analysed over time. Student satisfaction according to the Student Barometer. By the end of the period, an education digitalisation strategy has been developed.
	The Sustainable Development Goals (SDGs) of the 2030 Agenda are the driving force and inspiration for the new knowledge we create, develop and make available. How do they (students) obtain the necessary knowledge and preparedness to drive development and transition and, in the spirit of Umeå University, to excel in the environments they later find themselves in.	Integrate sustainable development into courses and programmes by setting relevant learning outcomes, so that graduates of Umeå University have the necessary knowledge and understanding, competence and skills, and judgement and approach to contribute to a sustainable society. USR develops forms for regularly assessing progress.	USR regularly assesses progress. Analyses and good examples in annual reports and the University's planned sustainability report.	Implementation of activities (quality management system).



UMEÅ UNIVERSITY

5.2 Strategic Council for Research and Doctoral Education (FOSTRA)

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
HIGH-QUALITY, HIGH-IMPACT RESEARCH	<p>Groundbreaking research makes us a global leader in multiple disciplinary research domains.</p> <p>We reap the benefits and advantages of the breadth of our organisation and our tradition of collaboration. The University invests in creative and innovative study and research environments that can tackle urgent challenges in the interests of a sustainable future.</p>	<p>Strengthen Umeå University's culture of quality research.</p> <p>Develop, establish and use quality management systems in research.</p> <p>Work more actively and systematically to strategically renew our research.</p> <p>Promote increased interdisciplinary collaboration.</p>	<p>Follow up within the framework of the Quality System for Research project, as part of work with profile areas, in FOSTRA and in dialogue within the organisation.</p>	<p>Use of quality management systems for research.</p> <p>System to identify, support and work strategically with various areas, themes or profiles of research.</p> <p>New and strengthened support structures for interdisciplinary collaboration.</p>
	<p>We compete successfully for external funding, we are in demand as a partner and take our place in the national and international arena.</p>	<p>Strengthened analysis and research support.</p>	<p>Follow up indicators of research quality according to analysis plans.</p>	<p>Development over time in comparison to other higher education institutions in terms of external grants awarded in competition, as well as published research and its impact.</p>
	<p>The University provides support and services to promote cutting-edge research and innovation.</p>	<p>Support the transition to open science and create the conditions for research data management throughout the research process.</p>	<p>Follow up through the Research Data Management project.</p>	<p>Coherent and efficient management of research data through an optimal support portfolio.</p>
	<p>Successful professionals and highly motivated students choose Umeå University. Good leadership at all levels inspires the personal and professional development of employees.</p>	<p>More offensive efforts to recruit, develop and retain researchers.</p> <p>Implementation of the Action Plan for HRS4R.</p> <p>Promote the quality and attractiveness of third-cycle studies.</p>	<p>Follow up within HRS4R and FOSTRA and in dialogue with the organisation.</p> <p>Follow up in FOSTRA and in dialogue with the organisation, as well as through the quality management system for education.</p>	<p>Development over time of applicants per announced position and appointments, including percentage from other higher education institutions and countries.</p> <p>In accordance with the Action Plan for HRS4R 2020–2025.</p>



UMEÅ UNIVERSITY

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
VISIBILITY AND INTERNATIONALISATION	Umeå University collaborates closely with strategically selected higher education institutions worldwide.	Stimulate all national and international collaboration in order to develop strategic relationships with higher education institutions in Sweden and abroad.	Follow up indicators of international research collaboration according to analysis plans.	Presence of Umeå University researchers on important bodies.
	The University's staff have extensive networks and wield influence on external bodies where strategic issues are discussed and decisions made.	Work proactively within the arenas where the national and international research agenda is set.	Follow up and coordinate strategic internationalisation activities in FOSTRA and in dialogue with the organisation.	Development over time in terms of publications co-authored with international collaborators.
ETHICAL AWARENESS AND SOCIAL RESPONSIBILITY	With scientific knowledge, commitment and an ethical approach, we contribute to a society that is better equipped to meet present and future challenges.	Strengthen ethical awareness and good research practice at the University. Strengthen the competitiveness of the University's research into achieving SDGs.	Continuously follow up and coordinate activities in REDA ¹ , FOSTRA and in dialogue with the organisation. Follow up indicators of the competitiveness of research into achieving SDGs.	Scientific production and citation impact within the scope of SDGs. Outcome of targeted calls linked to SDGs. Initiatives related to collaboration and knowledge dissemination linked to SDGs.

¹ The council should promote good research practice.



UMEÅ UNIVERSITY

5.3 Strategic Council for the Administration (RADON)

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
TALENT ACQUISITION	Successful professionals and highly motivated students choose Umeå University because of the creative academic environment, high teaching standards and first-class infrastructure.	Recruit and retain qualified staff, with the emphasis on qualified teachers and researchers.	<p>Ongoing analysis of talent acquisition needs with results published in annual reports.</p> <p>Regular review by RADON focusing on HR support for talent acquisition. The views of FOSTRA and USR to be obtained as and when appropriate.</p> <p>Coordination through dialogue within the organisation.</p>	In accordance with the Action Plan for Talent Acquisition 2020–2022. The current plan will be superseded by the approved Action Plan for Talent Acquisition 2023–2025.
WORK AND STUDY ENVIRONMENT	Joint efforts to ensure a sustainable working life create a good work environment and make the University an attractive employer. Good leadership at all levels inspires the personal and professional development of employees.	<p>Work actively and systematically to ensure a good work and study environment and equal opportunities.</p> <p>Work actively to promote mental health among students.</p> <p>Work actively to support students who need assistance with their studies.</p>	<p>Ongoing follow-up and analysis of work environment needs with results published in annual reports.</p> <p>Regular review by RADON focusing on the work and study environment. The views of FOSTRA and USR to be obtained as and when appropriate.</p> <p>Coordination through dialogue within the organisation.</p>	In accordance with the Action Plan for Systematic Work Environment and Active Measures for Umeå University



UMEÅ UNIVERSITY

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
<p>SUSTAINABLE DEVELOPMENT</p>	<p>The University's geographical location provides unique opportunities to contribute to new, globally significant knowledge driven and inspired by the SDGs of the 2030 Agenda. We reap the benefits and advantages of the breadth of our organisation and our tradition of collaboration. The University invests in creative and innovative study and research environments that can tackle urgent challenges in the interests of a sustainable future.</p>	<p>Through its proactive approach and innovative working methods, the University works to achieve a sustainable society and the SDGs of the 2030 Agenda.</p>	<p>Ongoing follow-up and analysis of the action plan with results published in the planned sustainability report and annual reports.</p> <p>Regular review by RADON focusing on systematic sustainability processes and sustainability performance within administration and services. The views of FOSTRA and USR to be obtained as and when appropriate.</p> <p>Annual review in accordance with the Regulation for Environmental and Sustainability Work.</p> <p>Coordination through dialogue within the organisation.</p>	<p>In accordance with the Action Plan for Climate and Sustainability 2021–2023, with the emphasis on strategic climate and sustainability objectives for the period until 2030.</p>



UMEÅ UNIVERSITY

5.4 Strategic Council for Equal Opportunities (LIV)

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
EQUAL OPPORTUNITIES	Umeå University is characterised by an inclusive culture in which gender equality, diversity and equal opportunities are self-evident.	<p>The University must strive to ensure that the gender equality perspective permeates the entire organisation.</p> <p>The University must work systematically to combat all forms of discrimination and to promote equal rights and opportunities regardless of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.</p>	<p>Follow-up and analysis in annual reports.</p> <p>Follow-up and analysis based on organisational units' operational plans.</p> <p>Ongoing coordination through dialogue within the organisation.</p> <p>Follow up in staff surveys and the Student Barometer.</p> <p>Regular review in LIV to promote and strategically support ongoing gender mainstreaming and active measures.</p>	<p>In accordance with the Action Plan for Gender Mainstreaming 2021–2025.</p> <p>In accordance with Action Plan for Systematic Work Environment and Active Measures for Umeå University.</p>



UMEÅ UNIVERSITY

5.5 Strategic Council for Digitalisation (DIGA)

THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
DIGITALISATION	The University invests in creative and innovative study and research environments that can tackle urgent challenges in the interests of a sustainable future.	A digitalisation strategy covering research and education, including related administration and infrastructure, in order to quality assure and futureproof a flexible, creative, cutting-edge organisation at Umeå University.	Dialogue with the University's other strategic councils: USR, FOSTRÅ, RADON and DIGA.	A digitalisation strategy is approved during 2023 and implemented during the period 2023–2025.
	Umeå University assumes responsibility for meeting future societal challenges and is a role model among European higher education institutions.			
	Umeå University offers flexible courses and study programmes that meet the needs of a changeable labour market that implies the need for lifelong learning.			
	Umeå University meets the increasing demands for competitiveness that globalisation brings.			
	The University provides support and services to promote cutting-edge education, research and innovation.			
	Successful professionals and highly motivated students choose Umeå University because of the creative academic environment, high teaching standards and first-class infrastructure.			
	Joint efforts to ensure a sustainable working life create a good work environment and make the University an attractive employer. Good leadership at all levels inspires the personal and professional development of employees.			