



UMEÅ UNIVERSITET

UMEÅ UNIVERSITY'S STRATEGIC PLAN FOR 2027–2029 AND RESOURCE ALLOCATION FOR 2027

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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 vision and strategies for 2035 set out the long-term direction for the University's development and are a starting point for strategic planning.

Umeå University's strategic plan for 2027–2029 concretises this shared direction through five long-term objectives leading up to 2035, as well as prioritised activities for the planning period. The plan aims to unite employees and students around these objectives. It includes the resource allocation for 2027, based on the funding frameworks established by the University Board for education at first- and second-cycle levels, research and education at third-cycle level, and university-wide functions. It also describes how objectives and activities must be followed up and evaluated. If circumstances change, these activities may be revised during the period.

The strategic plan covers all of Umeå University's operations, even when not all parts are mentioned explicitly. It is in the interaction between research, education and support operations that the University's shared ambitions can be realised.

In the following text, the term 'faculties' is used as an umbrella term for the Faculty of Science and Technology, the Faculty of Medicine, the Faculty of Social Sciences, the Faculty of Arts and Humanities, Umeå School of Education, Umeå University Library and University Administration.

2. Introduction

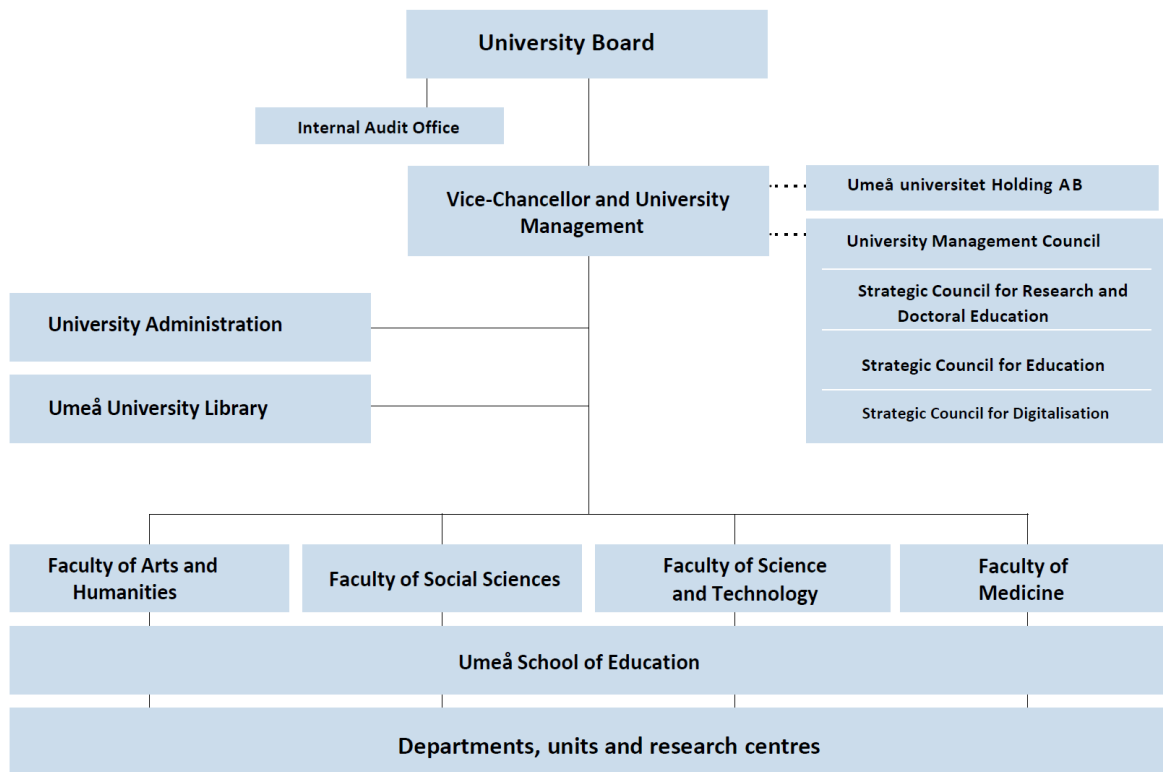
Umeå University is a broad university and is one of Sweden's largest higher education institutions with around 42,600 students and 4,500 employees. The University carries out a wide range of operations, offering a variety of high-quality education and carrying out outstanding research within all scientific fields, including the arts.

Its operations are based on the core academic values of academic freedom, integrity and collegiality. Campus Umeå and Umeå Arts Campus are centrally located, close to the University Hospital of Umeå. These cohesive campus environments create the ideal conditions for meetings, collaboration and exchanges of knowledge, which contributes towards an open and dynamic culture. The University has outstanding, innovative research environments and advanced research infrastructures that ensure the right conditions for research and address the challenges facing society. Long-term cooperation with industry, the public sector and other higher education institutions strengthens the development of northern Sweden as a knowledge region.

Umeå University is also a Swedish national sports university and is home to Arcum, an internationally recognised Arctic Research Centre, as well as Várdduo – the country's largest research centre for Sámi and other indigenous research. The diagram below describes the University's organisation.



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3. Background

Umeå University's vision and basic values are the cornerstones of the University's operations. Our vision sets the long-term direction, while our basic values guide our day-to-day work and decision-making.²

Vision 2035 in brief

Our motto is "With free and outstanding knowledge, we take responsibility for the future". By 2035, Umeå University will be one of Sweden's absolute foremost higher education institutions and will be recognised internationally for its quality, impact and attractiveness.

From our position in northern Europe, Umeå University contributes important perspectives and solutions in connection with global challenges. Umeå University stands on a solid foundation of academic core values: academic freedom, integrity and collegiality. With these guiding principles, we fulfil our democratic social responsibilities with new knowledge and innovative strength that push boundaries – every day.

This involves the following:

- We are a broad university at the centre of contemporary society.

² [Our vision](#)



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- Our outstanding research is bold and innovative.
- Our students are well equipped to work and lead in a changing world.
- Our employees and students are driven by curiosity and a desire to make a difference.
- We attract talent and are a meeting place for the whole world.

The University works to realise its vision through three overall strategies:

- Breadth in order to achieve excellence
- Research and education at the very forefront
- Relevance for society's development

Our vision and strategies for 2035 have been translated into three strategic plans for the period 2027–2035. Based on this vision and these strategies, five long-term, overall objectives have been formulated that describe where we want to be in 2035. For each objective, activities are set out for each three-year planning period (2027–2029, 2030–2032 and 2033–2035).

4. The aim of the strategic plan

The aim of Umeå University's strategic plan for 2027–2029 is to

- clarify the University's long-term objectives for 2035 and ensure that its operations are carried out in line with the intentions of its vision
- support strategic work through university-wide prioritised activities, and
- serve as a foundation for the faculties' three-year operational plans.

5. Long-term objectives and prioritised activities

Based on Umeå University's vision and strategies for 2035, five long-term, overall objectives with related prioritised activities have been established for the period 2027–2029. These objectives apply for all three planning periods up to 2035 and must permeate the whole of the University's operations.

Based on Umeå University's long-term, overall objectives and prioritised activities, the faculties draw up their strategic plans for the period 2027–2029. Where necessary, the faculties' long-term objectives are adapted, in line with their operational conditions.

5.1 Long-term, overall objectives for 2035

Research with significantly enhanced quality, impact and competitiveness

By 2035, Umeå University will have significantly increased its quality through more excellent research environments, greater scientific impact and increased competitiveness in external research funding. This will be seen, for example, in a 50 per cent increase in Umeå University's national share of external research grants (both national and international) and in a substantial rise in the proportion of highly cited publications.



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Courses and study programmes that are the obvious first choice

By 2035, Umeå University's courses and study programmes will be highly sought after by students and will be recognised for their quality and relevance in meeting the skills and educational needs of the future. This will be seen, for example, in a 50 per cent increase in Umeå University's proportion of first-choice applicants to programmes, and in improved throughput. The University's third-cycle courses and study programmes will also be highly sought after.

International exchanges for all

By 2035, all research and teaching staff will have experience of international exchanges and will be actively involved in international collaborations that help to strengthen the quality of research and education. International student exchanges and the number of fee-paying students will have doubled, contributing towards a global learning environment on campus.

Strengthened capacity for renewal within research and education

By 2035, Umeå University will use both its breadth and its depth to promote renewal within research and education. Students and doctoral students have the opportunity to develop the ability to understand, tackle and solve complex problems. Multidisciplinary and interdisciplinary elements in the University's courses and study programmes will have increased significantly. Umeå University will recruit outstanding researchers and teaching staff who develop existing fields and create new ones.

Free academia for a democratic and sustainable world

By 2035, Umeå University will be one of Sweden's leading higher education institutions and will actively contribute knowledge to a sustainable and democratic society. Free academia is essential in order to achieve greater societal impact. Both research and education will be developed through increased collaboration with surrounding society. More research ideas will be translated into innovations that contribute towards the development of society.

5.2 Prioritised activities for 2027–2029

Prioritised activities support the work to achieve the five objectives. The following sections explain which activities are prioritised for the coming three-year period and which ones are coordinated jointly. The organisational unit responsible for its implementation is specified under each activity.

5.2.1 Objective 1 for 2035: Research with significantly enhanced quality, impact and competitiveness

Activity 1.1: Initiatives for promising research environments

In order to create better conditions for more strong research environments that carry out research of the highest quality and with significant impact, a university-wide initiative must be established to enable promising research environments to take the next step.

With a focus on research-informed ideas and collaborations, targeted resources and increased visibility must encourage the development of these research environments through enhanced competitiveness for external research grants, strategic profiling and greater impact.



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The structure of this initiative must clarify its purpose, selection process, funding model, follow-up and communication plan.

Responsibility: University Administration and the faculties

Activity 1.2: EU strategy for Horizon Europe

In order to allow for more high-quality research, the University's competitiveness for research funding within the EU must be strengthened, particularly within the Horizon Europe Framework Programme for Research and Innovation (2028–2034). Ahead of the programme period, an EU strategy must be drawn up that clarifies objectives, prioritised areas and how support structures at different levels will be developed further. The work that has already been started to strengthen incentives for researchers to apply for EU funding must also be followed up on and, if necessary, developed further.

Responsibility: University Administration and the faculties

Activity 1.3: Further develop work with research infrastructures

Access to appropriate research infrastructures is a fundamental condition for being able to carry out high-quality research, as well as for attracting and retaining prominent researchers. During the period 2027–2029, the work relating to the University's research infrastructures must be developed further, including with regard to prioritisation, renewal planning, funding, and making them available to both internal and external users. The University must also strive to play a more active role in national and European infrastructures and must seek coordinator roles where strategically justified.

Responsibility: University Administration and the faculties

Activity 1.4: Develop fundraising work

Fundraising work must be developed in order to increase and broaden the funding for the University's operations. Increased external funding will enable more research and education to be carried out, and a broader range of funders will reduce the University's dependence on individual funders. During the period 2027–2029, a new model for fundraising activities must be developed and established, taking current objectives, long-term relationship-building and new activities as its starting points.

Responsibility: University Administration and the faculties

5.2.2 Objective 2 for 2035: Courses and study programmes that are the obvious first choice

Activity 2.1: Objectives for the educational offering

Within the framework of Umeå University's profile as a broad university, ongoing strategic work is needed at all levels to ensure that the educational offering as a whole is of high quality and relevance from the perspective of students, the labour market and society as a whole. The current educational offering has evolved over a long period and, in comparison with comparable higher education institutions, appears to be exceptionally broad.

During the period 2027–2029, a peer review of the overall educational offering will be carried out. When carrying out this review, it is important to take into account not only quality but also aspects such as societal trends that affect the need and demand for different



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types of courses and study programmes, objectives and initiatives within higher education policy, and the need for national and international collaboration between higher education institutions. The review is intended to form the basis for long-term, university-wide objectives for the overall educational offering, and to provide support and direction for the faculties and Umeå School of Education in their education strategy planning.

Responsibility: University Administration and the faculties

Activity 2.2: Strengthen the campus environment

Umeå University is – and has the ambition to remain – a campus university with creative environments for employees, students and external visitors. These environments must help to create the right conditions for high-quality research and education, and must also promote meetings, collaboration and exchanges of ideas.

During the period 2027–2029, the University must work actively with Umeå Municipality, Region Västerbotten, the Swedish University of Agricultural Sciences and property owners to strengthen the campus environment. This includes facilitating more accommodation for students and researchers, expanding the service offering, and working to ensure that other businesses that the University wishes to collaborate with are located close to the campus.

With regard to innovation-supporting operations that are intended to promote the utilisation and commercialisation of research findings, the University's ambition – as owner and co-owner – is for these activities to be co-located on campus.

Responsibility: University Administration

Activity 2.3: Develop student recruitment

Higher education institutions currently operate within an arena where they compete for national and international students. In order to strengthen the University's attractiveness, student recruitment must be developed further during the period 2027–2029 in order to ensure long-term, sustainable courses and study programmes, and to contribute towards improved throughput. Key elements of this work include a presentation of the University's educational offering to prospective students that is firmly rooted in educational operations, coordinating national and international marketing, as well as marketing initiatives at various levels within the University, and providing a warm welcome and support for new students.

Responsibility: University Administration

5.2.3 Objective 3 for 2035: International exchanges for all

Activity 3.1: Strategically prioritised universities and collaborations

Internationalisation is important for high quality within research and education, and for the University's reputation. In order to enhance the desired effects of internationalisation, the University needs to focus its efforts on strategically selected collaborations.

In general terms, these collaborations should be prioritised based on their potential to help strengthen research environments, facilitate joint educational elements, increase co-publication, and create better conditions for participating in and leading international consortiums. Collaborations with prioritised universities are also deemed likely to contribute towards enhancing Umeå University's international reputation.



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When it comes to university-wide international collaborations, priority is currently given to the large consortiums funded by the Swedish Foundation for International Cooperation in Research and Higher Education (STINT), of which the University is a member, and the European Campus of City-Universities (EC2U). The University must clarify which collaborations will be prioritised and must actively participate in them. This work must be coordinated, and better use must be made of the platforms for research and education offered by these strategic collaborations.

Responsibility: University Administration and the faculties

Activity 3.2: Strengthen international student recruitment

In order to enhance the University's international attractiveness and increase the number of international students, the right conditions for international student recruitment must be developed. As well as a relevant educational offering, recruitment work also must be developed further with regard to prioritised geographical areas and target groups, based on student interest and what is deemed to contribute towards high-quality education. This work should include initiatives within marketing, admissions and student support. Another important initiative is to increase access to external scholarships for fee-paying students. This latter initiative is closely linked to activity 1.4 on developing fundraising work.

Responsibility: University Administration

5.2.4 Objective 4 for 2035: Strengthened capacity for renewal within research and education

Activity 4.1: Develop a university-wide strategy for skills provision

In order to enhance the University's attractiveness and lay the foundations for quality and renewal within research and education, a coordinated approach to strategic skills supply is needed. During the period 2027–2029, a university-wide strategy for skills supply of research and teaching staff must be drawn up in order to strengthen the University's ability to retain and attract individuals with outstanding skills.

The thematic evaluation of strategic recruitment that was carried out in 2025 forms the basis for this work, which will include predictable and attractive career paths, as well as approaches for actively managing the recruitment, promotion and professional development of research and teaching staff.

Responsibility: University Administration and the faculties

Activity 4.2: Strategic recruitment – assistant professorships

In order to contribute towards renewal and quality within research and education, a strategic recruitment initiative in the form of a university-wide call for applications for assistant professorships will be carried out, in accordance with the Vice-Chancellor's decision in June 2026. This recruitment initiative, with its focus on career positions in international competition, is based on shared funding responsibility between the university-wide level and the faculty level, including underlying departments.

Responsibility: University Administration and the faculties



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Activity 4.3: Strategic recruitment – visiting professors

Visiting professors strengthen and complement research within the University's various areas of excellence and contribute towards greater scientific impact. In order to renew and strengthen the University's research through the recruitment of leading international competence, a proposal for a university-wide visiting professorship programme must be drawn up early in the period 2027–2029, with the aim of enabling the visiting professors to take up their positions in 2028. This recruitment initiative, with its focus on visiting professors, is based on shared funding responsibility between the university-wide level and the faculty level, including underlying departments.

Responsibility: University Administration and the faculties

Activity 4.4: Promote interdisciplinarity

In order to make use of the University's subject-related breadth for renewal within research and education, collaboration across subject and faculty boundaries must be encouraged and barriers to desirable collaboration must be reduced.

During 2027–2029, an investigation will be carried out to identify opportunities for internal collaboration within research and education, and to propose possible measures to create incentives and reduce barriers. The reports on the need for and barriers to collaboration within the field of education, commissioned by the Association of Swedish Higher Education Institutions (SUHF) in 2025 and 2026, constitute important background information.

Responsibility: University Administration

Activity 4.5: Evaluate ongoing strategic initiatives

The work that has begun to evaluate ongoing strategic initiatives with university-wide funding – university-wide centres and prioritised research areas – must be completed during the period 2027–2029. Based on these evaluations, an active position must be taken on whether the initiatives should be extended, reformed or phased out.

Responsibility: University Administration

5.2.5 Objective 5 for 2035: Free academia for a democratic and sustainable world

Activity 5.1: Collaboration strategy for research and education

More systematic use of collaboration with actors outside the University must be made as a way of enhancing the quality, relevance and impact of research and education. A collaboration strategy must therefore be drawn up during the period 2027–2029. Among other things, this strategy must contribute towards identifying objectives and prioritised areas based on the needs of research and education, and must clarify how the University can carry out collaboration with a high degree of integrity and significant impact.

Responsibility: University Administration and the faculties

Activity 5.2: Collaboration programme for business-oriented research



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Umeå University has excellent potential to increase its collaboration-intensive research. At the same time, access to new and current research is essential for the growth of businesses, particularly in northern Sweden. During the period 2027–2029, a number of thematic collaborative initiatives must be carried out between researchers at the University and businesses. In order to encourage these collaborative initiatives, the intention is to provide a certain degree of university-wide funding. The aim is that the collaborative initiatives carried out should result in a greater impact on academia and society, by stepping up internally funded initiatives with external research grants.

Responsibility: University Administration and the faculties

Activity 5.3: Career centre for students

It is important for the University's students that their education provides good opportunities for finding work and supporting themselves financially. One way of promoting this is through a strong link with working life within the framework of education and within student life more broadly.

During the period 2027–2029, the University intends – in partnership with Umeå Municipality, among others – to establish a pilot project with a university-wide career centre, in order to enable even more students to progress directly from graduation into employment that is relevant to their education. Through a career centre, the University will also make a more active contribution to skills provision and sustainable development.

Responsibility: University Administration

Activity 5.4: Promote students' academic citizenship

In order to strengthen students' understanding of academic freedom and their ability to develop a scientific approach, knowledge about academic citizenship needs to be integrated into education. By strengthening students' academic citizenship, the University also contributes towards defending democratic society. During the period 2027–2029, the University's students will be offered information and training on basic academic principles, the role of free academia in a democratic society, and academic citizenship for students.

Responsibility: University Administration and the faculties

Activity 5.5: Develop long-term and strategic alumni relations

Alumni can contribute towards strengthening the University's research and education in many different ways. They can play a valuable role in student recruitment, provide links to working life within education, facilitate research collaboration and contribute either directly or indirectly towards the University's external funding.

During the period 2027–2029, the long-term relationship-building work with the University's alumni must be developed. A common model must be established for engaging alumni as ambassadors in recruitment and marketing efforts, as mentors and working life contacts in the link between courses and study programmes and working life, and as potential donors and partners in the University's fundraising work. This model must clarify target groups, offerings and contact channels, and must provide common working methods and tools to facilitate collaboration between university-wide functions and the alumni work that is carried out at faculties and departments.

Responsibility: University Administration



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Activity 5.6: Scientific knowledge for a democratic society

Free academia and independent research and education are the cornerstones of a democratic society. During this period, the University must work actively to ensure that scientific knowledge is disseminated and put to use outside academia. The University must arrange forums for collaboration partners, decision-makers and the general public, and must encourage the University's researchers and teaching staff to contribute their expertise within society. The aim is thereby to maintain the high level of trust in higher education institutions as centres of knowledge, to enable scientific knowledge to contribute towards sustainable solutions to societal challenges, and to make active contributions towards an open, democratic society.

Responsibility: University Administration

5.2.6 Resource allocation for certain prioritised activities

Most of the prioritised activities are funded within the ordinary financial frameworks. Some of these activities are not deemed to fall within this framework, and are therefore funded in other ways, via the Vice-Chancellor's decision on resource allocation (see section 8), other Vice-Chancellor's decisions or external funds. The detailed planning for these activities will be set out in the decision.

The following activities will be allocated funds via specific Vice-Chancellor's decisions:

- Initiatives for promising research environments (activity 1.1)
- Develop fundraising work (activity 1.4)
- Initiatives for assistant professorships (activity 4.2)
- Visiting professorship programme (activity 4.3).

The following activities require funding from external funds:

- Collaboration programme for business-oriented research (activity 5.2)
- Career centre for students (activity 5.3).

5.3 Preventive measures based on Umeå University's risk analysis

As part of strategic planning, the preventive measures that need to be taken in order to minimise or eliminate risks as set out in the *Risk Analysis for Umeå University in accordance with the Ordinance on Internal Management and Control* (FS 1.6.2-138-26) are taken into consideration. Eight significant risks have been identified at Umeå University.³

Risk 1: Institutional autonomy and academic freedom

Risk 2: The quality and impact of research

Risk 3: The quality of education, student recruitment and throughput

Risk 4: Security

Risk 5: Cyber and information security

Risk 6: Skills provision

³ [Risk analysis 2026](#)



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Risk 7: Financial conditions

Risk 8: Corruption, undue influence, fraud and other irregularities

With the exception of risks 4, 5 and 8, all the above risks are addressed via the activities detailed in section 5.2. This section describes the preventive measures relating to risks that are not covered by the prioritised activities.

These measures are followed up on together with the strategic plan's objectives and prioritised activities, and are revised as necessary.

Preventive measures

Security

There is a specific Steering Group for the Coordination of University-wide Security Work. Preventive work includes risks relating to physical threats and intrusions, as well as external threats to the University's integrity. This work is described in an action plan which is subject to annual follow-up and revision. Key focus areas from 2026 onwards are responsible internationalisation and preparedness.

Cyber and information security

The Steering Group for the Coordination of University-wide Security Work also coordinates preventative work relating to cyber and information security. These measures form part of the same action plan as above.

Corruption, undue influence, fraud and other irregularities

Work is currently underway within the framework of an assignment that aims to identify risks linked to corruption, undue influence, fraud and other irregularities within research and education. The assignment also involves proposing measures to prevent these risks from occurring. This work is being carried out in dialogue with faculties, departments, the Internal Audit Office and others. Preventive work will continue on the basis of the proposals drawn up.

Proactive work is also being carried out to promote good research practice and to prevent deviations from this at Umeå University. A key forum for this work is the Council for Ethics and the Promotion of Good Research Practice (REDA).

5.4 Other assignments

The funding target agreements for the coming financial year are decided on and published by the Government in December each year, usually just before Christmas. Planning at all levels within the organisation must incorporate relevant assignments into their own operational planning. Certain national objectives and assignments are followed up on annually in Umeå University's annual report and in operational dialogues between University Management and Faculty Management. Umeå University's government assignments are compiled annually. The compilation can be found on Aktum.⁴

⁴ Aktum/Organisation och styrning/Planering och uppföljning/Instruktion för strategic planning, budget och uppföljning/Nationella regeringsuppdrag



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For 2026–March 2027, there is a particular emphasis on one of the more complex assignments which concerns coordinating the educational offering and the dimensioning of teacher education.

6. Follow-up of objectives

The university-wide strategic plan is followed up on using relevant indicators and analyses, which form the basis for faculty dialogues. The faculties follow up on the departments' work in a similar manner. The aim of this follow-up is to provide a basis for dialogue on operational development towards the five long-term, overall objectives.

Follow-up of Umeå University's strategic plan

Objectives and prioritised activities are followed up on annually. The follow-up of objectives is based on factors such as indicators that will be developed through dialogue during autumn 2026. Where quantitative measures are not applicable, this follow-up is supplemented by qualitative assessments. The prioritised activities are followed up on via annual reconciliations.

Taking the follow-up of objectives and activities as a starting point, and drawing on information from these dialogues, an overall assessment is made of the extent to which Umeå University is progressing towards the five long-term, overall objectives.

Follow-up of the faculties' operational plans

Follow-up and analysis of the faculties' work are carried out in accordance with the current model for dialogues between University Management and Faculty Management during the spring of the following year. These dialogues aim to jointly analyse the faculty's development in relation to set objectives.

The dialogues focus on the following:

- progress in relation to the long-term and overall objectives
- reasons for any deviations
- identified lessons learnt and good examples
- prioritised measures for the coming financial year.

6.1 Indicators for follow-up of the objectives

The strategic plan is followed up on using indicators and relevant analyses in accordance with section 6.1.1. To facilitate follow-up at all levels of the organisation, information is provided to the greatest extent possible via the Fokus decision-support system and through other centrally produced information. Indicators for follow-up will be drawn up in autumn 2026.

6.1.1 Timetable for the follow-up process

January–March

The previous year's results are summarised in relation to the long-term objectives and the prioritised activities described in the strategic plan. This documentation is supplemented with relevant key performance indicators, qualitative observations, and a brief assessment of



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objective achievement and risks. A combined follow-up document is drawn up as a common starting point for University Management's faculty dialogues.

April–May

Follow-up dialogues are held with each faculty in accordance with a common agenda and common areas of inquiry to ensure comparability and a coherent analysis. These dialogues focus on progress towards long-term objectives, reasons for deviations, implemented and planned measures, and lessons learnt and good examples. The dialogues also identify needs for support, coordination and any reprioritisations. The conclusions of the follow-up dialogues are compiled into a university-wide analysis containing conclusions and proposals for any revisions to the strategic plan for future years.

May–June

The Vice-Chancellor establishes the combined follow-up of the previous year's strategic plan, based on the university-wide analysis and the conclusions from the faculty dialogues. Following the annual follow-up, the Vice-Chancellor decides – where necessary – on revisions, for example to prioritised activities or the focus of the follow-up. With regard to Section 8 *Resource allocation*, an annual revision is carried out based on the financial conditions for the coming year.

7. Systematic work environment management and active measures, gender equality, and climate and sustainability

For certain areas, Umeå University's development work has been concretised in specific action plans that have been established by the Vice-Chancellor. Further information on the planning process for these action plans can be found in *Instruction for strategic planning, budgeting and follow-up*.⁵ The action plans have varying periods of validity and are followed up on in accordance with a specific procedure by the responsible unit within University Administration. Three current action plans are:

- University-wide action plan for systematic work environment management and active measures 2025–2027
- Gender Equality Plan for Umeå University from 2026 until further notice
- Action plan – climate and sustainability 2025–2027, with a focus on overarching objectives for climate and sustainability until 2030.

8. Resource allocation

The policy document *Allocation of funding and financial conditions 2027–2029* provides faculties, Umeå School of Education, university-wide functions and other operations with

⁵ Aktum/Organisation och styrning/Planering och uppföljning/Instruktion för strategic planning, budget och uppföljning



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overarching financial frameworks and conditions for the period 2027–2029. Based on this, the Vice-Chancellor establishes the detailed resource allocation for 2027 relating to the operational areas of education at first- and second-cycle levels, research and education at third-cycle level, and university-wide functions.

In addition to the funding caps for education at first- and second-cycle levels and for research and education at third-cycle level, Umeå University also receives funding via appropriation 2:64 (Specific expenditure within higher education institutions) and appropriation 2:65 (Specific funds for higher education institutions) in the funding target agreement. Most of the funding items under appropriation 2:65 are index-linked annually, while funding items under appropriation 2:64 are not. Changes to appropriation 2:64 are instead made by government decision. The allocation to each higher education institution for 2027 will be established in the appropriation funding target agreement which is expected in December 2026. The conditions for each appropriation item are detailed in the funding target agreement. The University compiles an annual overview of assignments, reporting requirements, and the division of work for implementation and reporting. See section 5.4 for more information. Internal allocation at Umeå University is detailed in sections 8.1.1 and 8.2.1.

The Vice-Chancellor sets financial targets for the faculties, Umeå School of Education, Umeå University Library, University Administration and the University as a whole via this document – see Table 1. The financial targets state the scope each body has to use agency capital in 2027.

Table 1. Financial targets for 2027 for the faculties, Umeå School of Education, Umeå University Library, University Administration and the University as a whole (SEK thousands).

	2026 Decision¹⁾	2027 Decision
Faculty of Arts and Humanities	-24,864	-38,000
Faculty of Social Sciences	-16,589	-29,000
Faculty of Medicine	-41,610	-23,000
Faculty of Science and Technology	-30,908	-27,000
Umeå School of Education	-4,870	-6,000
Umeå University Library	-805	0
University Administration	-5,786	-4,800
University-wide	-2,003	15,000
Total	-127,435	-112,800

The level of each target has been determined on the basis of input on the targets submitted to University Management by the faculties, Umeå School of Education, Umeå University Library and University Administration. This input has then been reconciled during dialogues between University Management and Faculty Management.

Before setting the levels, all input – together with the financial forecast for 2026 and other relevant information, such as the 2025 financial statements and requirements for adjustments to the educational offering ahead of 2027 – has been analysed. Umeå University's current level of agency capital, including the forecast for 2026, is one of several bases for this analysis. Based on the aim of reducing the difference between income and expenditure, University Management has adjusted the levels downwards in relation to the input received. These adjusted levels have subsequently been communicated to the



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management teams of the faculties, Umeå School of Education, Umeå University Library and University Administration.

8.1 First- and second-cycle education

8.1.1 Allocation of specific expenditure in appropriation 2:64 and specific funds in appropriation 2:65

Tables 2 and 3 show the allocation of appropriations 2:64 and 2:65 respectively within Umeå University, based on the 2026 funding target agreement and the 2026 Budget Bill.

Table 2. Allocation of funds for education at first- and second-cycle levels regarding appropriation 2:64 (Specific expenditure within higher education institutions) (SEK thousands).

	2026 Decision¹⁾	2027 Decision	Change 2026–2027		Allocated to
Work-integrated teacher education	3,187	3,187	0	0.0%	Umeå School of Education
Educational collaboration teacher education	1,400	1,400	0	0.0%	Umeå School of Education
Further education of unqualified teachers	2,961	2,961	0	0.0%	Umeå School of Education
Culture School Initiative	5,312	5,312	0	0.0%	Umeå School of Education
Development of placements in teacher education	3,027	3,027	0	0.0%	Umeå School of Education
Placements in healthcare education	2,753	2,753	0	0.0%	Faculty of Medicine
Supplementary teacher and preschool teacher education ²⁾	0	0	0	0.0%	Umeå School of Education
Supplementary medical education ²⁾	0	0	0	0.0%	Faculty of Medicine
Supplementary psychologist education ²⁾	0	0	0	0.0%	Faculty of Social Sciences
Supplementary social worker education/ education in social work ²⁾	0	0	0	0.0%	Faculty of Social Sciences
Total	18,641	18,641	0	0.0%	

¹⁾ Comparative figures have been updated in accordance with the funding target agreements for 2026 relating to Umeå University.

²⁾ The funding target agreement does not state a specific amount for Umeå University. Instead, compensation is paid per full-time student.



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Table 3. Allocation of funds for education at first- and second-cycle levels regarding appropriation 2:65 (Specific funds for higher education institutions) (SEK thousands).

	2026 Decision ¹⁾	2027 Decision	Change 2026–2027		Allocated to
Decentralised medical education	7,124	7,221	97	1.4%	In accordance with section 8.1.4
Other decentralised education	13,715	13,902	187	1.4%	In accordance with section 8.1.4
Decentralised healthcare education	9,245	9,371	126	1.4%	In accordance with section 8.1.4
Grants for lectureships in Sámi and Bildmuseet	2,913 ²⁾	2,953	40	1.4%	Faculty of Arts and Humanities
Teacher education in minority languages	4,897	4,964	67	1.4%	Umeå School of Education
Holding company	1,000	1,000	0	0.0%	Umeå universitet Holding ³⁾
Funds for medical physics education	1,593	1,615	22	1.4%	Faculty of Medicine
Strengthening student health	2,562	2,597	35	1.4%	University Administration
Short courses	1,777	1,801	24	1.4%	In accordance with specific Vice-Chancellor's decision
Developing crisis management education, etc.	800	0	-800	-100.0%	
Cognitive science	1,000	1,014	14	1.4%	Umeå School of Education
Total	46,626	46,436	-190	-0.4%	

¹⁾ Comparative figures have been updated in accordance with the funding target agreements for 2026 relating to Umeå University.

²⁾ SEK 576,000 relates to funds for a lectureship in Sámi and SEK 2,377,000 relates to funds for Bildmuseet.

³⁾ In accordance with the contract research agreement between Umeå University and Umeå universitet Holding AB.

8.1.2 Compensation amounts for full-time students and annual performance equivalents

The estimated compensation amounts per full-time student (FTS) and annual performance equivalent (APE) for 2027 are based on the compensation amounts in the funding target agreements for 2026, and have been adjusted in line with the index for 2027 (1.36 per cent). In addition to the index adjustment, the compensation amount for the humanities, theology, law and social sciences areas of education has been increased by SEK 540 per APE, in accordance with what is stated in the 2026 Budget Bill (at 2027 price levels). This increase is intended to enhance the quality of education. The compensation amounts for 2027 will be established in the 2027 Budget Bill. The 2027 Budget Bill is also expected to announce new compensation amounts as a result of changes to teacher education. As no proposal has been announced yet, no adjustment has been made in Table 4. If the amounts in the Budget Bill differ from those stated in Table 4, the Vice-Chancellor will decide on adjusted levels.



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Table 4. Estimated compensation levels for education at first- and second-cycle levels in 2027 (SEK).

AREA OF EDUCATION	FTS	APE
Humanities, theology, law, social sciences	37,870	27,385
Natural sciences, technology, pharmaceutical	67,731	54,457
Care	68,651	59,460
Odontological	56,771	66,132
Medical	76,715	93,312
Teaching	46,062	48,254
Work-based education	65,277	63,334
Other	51,859	42,126
Design	182,986	111,488
Art	259,779	111,527
Music	182,192	110,965
Sport	133,323	61,696

8.1.3 Artistic areas of education

For the artistic areas of education, there are limits on the number of full-time students and annual performance equivalents that may be credited within each area. Table 5 shows the limits for Umeå University for 2027. The figures are based on what is stated in the funding target agreements for 2026. No changes are expected before 2027.

Table 5. Allocation of maximum number of full-time students within artistic areas of education in 2027. The number of full-time students in 2026 is shown in brackets.

	Design	Art	Music
Faculty of Arts and Humanities	3 (3)	74 (74)	
Faculty of Social Sciences	19 (19)		
Faculty of Medicine			
Faculty of Science and Technology	258 (258)		
Umeå School of Education	37 (37)		9 (9)
Total	317 (317)	74 (74)	9 (9)

8.1.4 Decentralised education

Umeå University is expected to be allocated a total of SEK 30.5 million for decentralised education in 2027 – see Table 6. This figure is based on the allocation in the funding target agreements for 2026, adjusted in line with the index for 2027 (1.36 per cent).



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Table 6. Funding for decentralised education (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027	
Decentralised education 100 full-time students (FTSs)	13,715	13,902	187	1.4%
Decentralised medical education	7,124	7,221	97	1.4%
Decentralised healthcare education	9,245	9,371	126	1.4%
Total	30,084	30,493	409	1.4%

The allocation of funds for decentralised education within Umeå University is shown in Table 7.

Table 7. Allocation of funds for decentralised education within Umeå University (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027	
Compensation per full-time student and annual performance equivalent	7,327	7,427	100	1.4%
Umeå University Library	2,718	2,755	37	1.4%
Additional cost compensation (December payment)	796	1,367	571	71.7%
University Administration (IT, service technician, student health service, etc.)	2,433	2,354	-79	-3.3%
University Administration (decentralised medical education, four locations)	352	357	5	1.4%
Faculty of Medicine (decentralised medical education, four locations)	6,771	6,863	92	1.4%
Faculty of Medicine (decentralised healthcare education)	9,245	9,371	126	1.4%
Student health (decentralised)	442	0	-442	-100.0%
Total	30,084	30,493	409	1.4%

For 2027, funds have been freed up as a result of a reduced need for student health services within decentralised education, and because the additional funds allocated in 2026 to cover previous years' deficits for decentralised student health in Kiruna are no longer required. The freed-up funds have been allocated to additional cost compensation, which is paid annually to the faculties and Umeå School of Education based on the additional costs in connection with decentralised education.

In accordance with the funding target agreement, funds for decentralised healthcare education may be used to cover additional costs for biomedical laboratory technician education, nursing education, midwifery education and specialist nursing education arising as a result of the education being provided at a different location.

Other funding within education at first- and second-cycle levels

In addition to the regular funds for education at first- and second-cycle levels, additional funding is allocated in accordance with Table 8. Funding is provided through cost allocation to faculties and Umeå School of Education in accordance with Appendix 2.



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Table 8. Other funding within education at first- and second-cycle levels (SEK thousands).

Other funding	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Language support	9,584	9,714	130	1.4%	Faculty of Arts and Humanities
Umeå School of Sport Sciences	4,718	4,782	64	1.4%	Faculty of Social Sciences
Centre for Educational Development (UPL)	1,898	1,924	26	1.4%	UPL
Annual Celebration (incl. ceremony for distinguished university teachers)	114	115	2	1.4%	Other university-wide
Reception work	127	129	2	1.4%	Student Services Office
Placement courses	1,314	1,332	18	1.4%	Faculty of Arts and Humanities Faculty of Social Sciences
- of which Faculty of Arts and Humanities	326	331	4	1.4%	
- of which Faculty of Social Sciences	987	1,001	13	1.4%	
Curiosum	2,478	7,511	5,034	203.2%	Curiosum
Total	20,233	25,509	5,275	26.1%	

All items have been adjusted in line with the index for 2026 (1.36 per cent). In addition, funding for Curiosum has been increased by a further SEK 5.0 million through a transfer from the funding for research and education at third-cycle level in accordance with the University Board's decision on *Allocation of funding and financial conditions 2027–2029*.

8.2 Research and third-cycle education

8.2.1 Allocation of specific expenditure in appropriation 2:64 and specific funds in appropriation 2:65

Tables 9 and 10 show the allocation of appropriations 2:64 and 2:65 respectively within Umeå University, based on the 2026 funding target agreement and the 2026 Budget Bill.

Table 9. Allocation of funds for research and education at third-cycle level regarding appropriation 2:64 (Specific expenditure within higher education institutions) (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Innovation activities at higher education institutions	6,521	6,521	0	0.0%	Umeå universitet Holding ¹⁾

¹⁾ In accordance with the contract research agreement between Umeå University and Umeå universitet Holding AB.



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Table 10. Allocation of funds for research and education at third-cycle level regarding appropriation 2:65 (Specific funds for higher education institutions) (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Idea Bank funds and capital injection ¹⁾	2,830	2,855	25	0.9%	Umeå universitet Holding
Research basis of police education	1,071	1,086	15	1.4%	Faculty of Social Sciences
Practice-based research	15,800	16,015	215	1.4%	Umeå School of Education
Total	19,701	19,955	254	1.3%	

¹⁾ In accordance with the contract research agreement between Umeå University and Umeå universitet Holding AB.

SEK 1.0 million relates to Idea Bank funds and is not subject to indexation. SEK 1.83 million (2026 level) relates to an extra contribution to promote the commercialisation of research findings and innovations, and is subject to indexation.

8.2.2 Allocation of research funding

In total, Umeå University is expected to receive SEK 1,381.0 million in research funding in 2027, which represents a total increase of SEK 31.4 million compared with 2026. Section 6.3.2 and Table 8 in *Allocation of funding and financial conditions 2027–2029* describe the allocation of the funding. For the items *Strategic research areas*, *Research infrastructure*, *University Board's initiatives*, *University-wide research initiative* and *Funding for subsequent allocation*, the University Board establishes funding frameworks, which are detailed in the sections below.

Strategic research areas

For 2027, SEK 82,510,000 is allocated to strategic research areas. Provided that Umeå University receives funds for the current two strategic research areas in 2027 as well, the allocation in the table below is based partly on the allocation for these areas in accordance with the funding target agreements for Umeå University for 2026 (including an index adjustment corresponding to 1.36 per cent), and partly on the Swedish Research Council's proposal to grant funds for a new strategic research area in 2027 (+SEK 8.0 million).

Umeå University is also proposed as a participating higher education institution in two additional projects for which Stockholm University is the main applicant (*Modelling of cell membranes with AI* and *Swedish Centre for Interactive Polar Research*). From 2027 onwards, Umeå University will receive a share of the funding granted for these projects from Stockholm University.

Table 11. Allocation of funds for strategic research areas (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Energy (Bio4Energy)	63,043	63,901	857	1.4%	Faculty of Science and Technology
Marine environmental research (Ecochange)	10,466	10,609	142	1.4%	Faculty of Science and Technology
Total defence in the northern region: Building resilient societies under hybrid threats	0	8,000	8,000		Faculty of Science and Technology
Total	73,510	82,510	9,000	12.2%	

Umeå University hosts the two strategic research areas – Energy (Bio4Energy) and Marine Environment Research (Ecochange) – which are listed at the top of Table 11. Umeå



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University also receives funds from other higher education institutions for its participation in a further six strategic research areas:

- U-CAN, Uppsala-Umeå Comprehensive Cancer Consortium
- Strategic Research Programme in Diabetes, SRP Diabetes
- eSSENCE – an eScience Collaboration
- Trees and Crops for the Future, TC4F
- StratNeuro
- Strategic Research Area Health Care Science, SFO-V.

Research infrastructure

The allocation of funding frameworks for research infrastructure takes place annually in accordance with the specific funding process described in *Rules for research infrastructures at Umeå University* (Reg. no.: FS 1.1-2087-23). The Council for Research Infrastructure at Umeå University is preparing proposals for the allocation of funds ahead of 2027 during the period May–August. A decision will be made by the Vice-Chancellor in September 2027.

For 2027, the University Board has decided to allocate a total of SEK 28,661,000 for research infrastructure. Compared with 2026, this represents a reduction of SEK 10.8 million (including an index adjustment corresponding to 1.36 per cent). The reduction is due to items within the framework for research infrastructure having been streamlined ahead of 2027 – see section 6.3.2 in the document *Allocation of funding and financial conditions 2027–2029* for more information.

The University Board's initiatives

For 2027, SEK 20,001,000 has been allocated for the University Board's initiatives. As stated in the document *Allocation of funding and financial conditions 2027–2029*, the Vice-Chancellor will decide on the subsequent allocation of additional funds for research support within the AI initiative at the Faculty of Science and Technology (+SEK 1.0 million), based on the forthcoming results of the evaluation planned for 2026.

Table 12. Allocation of funds for the University Board's initiatives (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Faculty of Science and Technology, research support within AI initiative	7,000	7,000	0	0.0%	Faculty of Science and Technology
Development of the research environments within operations covered by the Umeå Arts Campus study	4,931	5,000	69	1.4%	UmArts
Artificial intelligence, university-wide	8,000	8,000	0	0.0%	University-wide level
Total	19,932	20,001	69	0.3%	

The item *Development of the research environments within operations covered by the Umeå Arts Campus study* relates to UmArts. In accordance with the Vice-Chancellor's decision (Reg. no.: FS 1.3.2-912-25), UmArts will receive SEK 5.0 million per year for 2026–2027 from the funding for research and education at third-cycle level.

University-wide research initiative

Allocation of funding and financial conditions 2027–2029 states that a total of SEK 87,817,000 from the funding for research and education at third-cycle level is allocated



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to a university-wide research initiative for 2027. Table 13 shows the allocation of the funding based on the University Board's decision.

Table 13. Allocation of funds for university-wide research initiative (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027		Allocated to
Strategic research	0	20,883	20,883		University-wide level
The Vice-Chancellor's strategic resource	18,570	18,823	253	1.4%	University-wide level
Industrial Doctoral School for Research and Innovation	13,523	13,707	184	1.4%	University-wide level
Head of research education	1,261	1,278	17	1.4%	University Administration
Research initiative 2020–2024	6,150	6,150	0	0.0%	University-wide level
Prioritised research areas	10,500	10,500	0	0.0%	University-wide level
Curiosum	8,532	3,580	-4,952	-58.0%	Curiosum
Arcum	6,664	6,755	91	1.4%	Arcum
Umeå School of Sport Sciences	4,123	4,179	56	1.4%	Umeå School of Sport Sciences
Research data management	1,963	1,963	0	0.0%	University Administration
Total	71,286	87,817	16,531	23.2%	

- **Strategic research.** In accordance with the recommendations of the Strategic Council for Research and Doctoral Education (FOSTRA), the SEK 5.0 million that Umeå University is expected to receive in new research funding in 2027 has been earmarked for strategic initiatives in line with Vision 2035 and the strategic plan for 2027–2029, of which SEK 1.0 million is reserved for later allocation to the AI initiative within the Faculty of Science and Technology. The SEK 5.0 million freed up from the 2027 research funding, as a result of the reallocation regarding Curiosum to the funding for first-cycle education, is also earmarked for new strategic initiatives (e.g. strategic recruitment programmes) – see section 5.2.4 for more information. In addition, SEK 11.1 million is reallocated to this item based on the streamlining carried out ahead of 2027 regarding items within the framework for research infrastructure. An index adjustment will be carried out.

From the *Strategic research* item, funding of SEK 600,000 per year for 2027–2028 will be provided to the Umeå Transformation Research Initiative (UTRI). UTRI is a network that promotes interdisciplinary research collaborations across subject boundaries and provides researchers with opportunities for knowledge exchanges and networking. Follow-up of the initiative will be carried out before 2029.

Specific Vice-Chancellor's decisions will also be made from this item regarding funding prioritised activities in accordance with section 5.2.6.

- **The Vice-Chancellor's strategic resource.** The funding will increase in 2027 with an index adjustment equivalent to 1.36 per cent. These funds will be allocated via specific Vice-Chancellor's decisions.
- **Industrial Doctoral School for Research and Innovation.** The funding will increase in 2027 with an index adjustment equivalent to 1.36 per cent. In order to be able to continue to admit the same number of doctoral students as before within the framework of the Industrial Doctoral School for Research and Innovation – and,



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ideally, more doctoral students – a new funding model is being introduced for new doctoral students admitted from 1 January 2027 onwards, whereby 70 per cent of the University's share of funding is provided via the University's research funding and 30 per cent by the faculty to which the doctoral student is admitted. The aim of the new funding model is also to make the Industrial Doctoral School for Research and Innovation more attractive, both to researchers seeking funding for doctoral students and to the companies, organisations and public authorities that want to collaborate with Umeå University.

- Head of research education. The funding will increase in 2027 with an index adjustment equivalent to 1.36 per cent.
- Research initiative 2020–2024. The Vice-Chancellor's decision on the research initiative totalled SEK 135 million and has, up to and including 2026, been funded with a total of SEK 98.25 million. Funding will continue at the same level in 2027, i.e. SEK 6.15 million.
- Prioritised research areas. In June 2023, the Vice-Chancellor decided on three prioritised research areas at Umeå University for the period 2024–2029, comprising a total of SEK 17.5 million per area (ref. no.: FS 2021/1830). The three areas are *Learning and brain plasticity throughout the life span*, *Mastering microbial infections* and *Plant science for a sustainable green transformation of the Subarctic*. Up to and including 2026, this initiative has been funded with a total of SEK 26.25 million. Funding will continue at the same level in 2027, i.e. SEK 10.5 million.
- Curiosum. Ahead of 2027, funding for Curiosum's operations has been reallocated, with a larger proportion now being funded via the funding for first-cycle education – see section 7.1.5 for more information. The funding to Curiosum is thereby reduced by SEK 5.0 million and will total SEK 3.58 million in 2027. An index adjustment will be carried out.
- Arcum. The funding will increase in 2027 with an index adjustment equivalent to 1.36 per cent.
- Umeå School of Sport Sciences. The funding will increase in 2027 with an index adjustment equivalent to 1.36 per cent.
- Research data management. The funding is not subject to index adjustment, and will therefore remain at the same level in 2027 as in 2026.

Funding for subsequent allocation

For the Vice-Chancellor's decision on subsequent allocation, funds are set aside for research support within the AI initiative at the Faculty of Science and Technology (+SEK 1.0 million), based on the forthcoming results of the evaluation planned for 2026.

8.3 University-wide functions

In this section, funding refers to the university-wide funds received by University Administration, Umeå University Library and Other university-wide functions to cover their



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costs in their capacity as university-wide operations (operation 91). Funding is provided through university-wide surcharges – see section 8.3.4 for more information.

8.3.1 Allocation of funds to University Administration

The funding framework for University Administration totals SEK 285.1 million in 2027 (2026: SEK 283.3 million). The table below shows changes to funding for 2027, including an index adjustment of 1.36 per cent and an increase in funding for the permanent funding of the E-archive (SEK 2.1 million). More information about the changes to funding can be found in section 6.4.2 of the University Board's decision on *Allocation of funding and financial conditions 2027–2029*.

The organisational changes mentioned in this section, and which give rise to the transfer of funding for 2027, relate to:

- the *Management orders* project, which is being transferred from the Communications Office to Other university-wide;
- funding for *Students with targeted educational support*, which is being transferred from the Student Services Office to Other university-wide; and
- funding for the salary costs of the Financial Office's head of office, which is being transferred from Other university-wide to University Administration.

Table 14. Allocation of funding to University Administration (SEK thousands).

	2026 Decision	Changes to funding 2027			2027 Decision	Change 2026–2027	
		Index	Direct government funding	Premises and cleaning services			
University Administration	283,347	3,581	-2,345	490	285,073	1,726	0.6%

8.3.2 Allocation of funds to Umeå University Library

The funding framework for Umeå University Library totals SEK 210.3 million in 2027 (2026: SEK 214.2 million). The table below shows changes in funding for 2027, including an index adjustment of 1.36 per cent, as well as a reduction in funding resulting from the reorganisation of the Medical Library (-SEK 4.1 million) and a reduction in funding for acquisitions and publications (-SEK 2.5 million).

Table 15. Allocation of funding to Umeå University Library (SEK thousands).

	2026 Decision	Changes to funding 2027			2027 Decision	Change 2026–2027	
		Index	Direct government funding	Premises and cleaning services			
Umeå University Library	142,011	1,119	-334	-3,180	139,616	-2,395	-1.7%
Acquisitions and publications	72,173	982	-2,500	0	70,654	-1,518	-2.1%
Total	214,184	2,101	-2,834	-3,180	210,271	-3,913	-1.8%



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The funding for Umeå University Library is allocated between Umeå University Library and the Centre for Educational Development in accordance with Table 16.

Table 16. Allocation of funding between Umeå University Library (UmUB) and the Centre for Educational Development (UPL) (SEK thousands).

	2026 Decision	2027 Decision	Allocated to UmUB	Allocated to UPL
Direct government funding	82,303	83,073	69,400	13,673
Acquisitions and publications	72,173	70,654	70,654	0
Premises	54,759	51,520	50,469	1,051
Cleaning services	4,949	5,024	4,904	120
Learning platform and e-learning ¹⁾	1,898	1,924	0	1,924
Decentralised education ²⁾	2,718	2,755	2,755	0
Total	218,800	214,950	198,182	16,768

¹⁾ Also included in Table 8.

²⁾ Also included in Table 7.

8.3.3 Allocation of funding to Other university-wide

The funding framework for Other university-wide totals SEK 159.4 million in 2027 (2026: SEK 153.6 million). The table below shows changes in funding for 2027, including an index adjustment of 1.36 per cent and an increase in funding due to the organisational changes described in section 8.3.1. The funding for lecture halls is intended to refinance this area and cover technical upgrades and is not index-linked.

Table 17. Allocation of funding to Other university-wide (SEK thousands).

	2026 Decision	Changes to funding 2027			2027 Decision	Change 2026–2027	
		Index	Direct government funding	Premises and cleaning services			
Other university-wide	148,102	1,709	4,431	-276	153,966	5,863	4.0%
Lecture halls	5,479	0	0	0	5,479	0	0.0%
Total	153,581	1,709	4,431	-276	159,445	5,863	3.8%

8.3.4 Allocation of university-wide costs

Umeå University's allocation of joint costs takes place via fixed percentages that are established for a one-year period. Table 18 shows the fixed percentages for each operation in 2027. To create stability and predictability, the same percentages will apply in 2027 as in 2026. A new position will be taken ahead of 2028.

Table 18. Allocation of fixed percentages for university-wide costs.

Activities	2026	2027
Education at first- and second-cycle levels (operations 10–12)	23.5%	23.5%
Contract education (operation 13)	9.7%	9.7%
Research and third-cycle education (operations 20–23)	15.0%	15.0%
University-wide operations (operations 70/71, 90/97)	9.6%	9.6%



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The levels are calculated on the basis of a projected cost base at overall level for Umeå University in 2027 and the budget framework for university-wide functions in 2027, taking into account the outcome of the previous year's allocation of university-wide costs. A lower rate of increase in the cost base for 2027 is expected compared with previous years, as a result of the University Board's objective to reduce the difference between costs and revenue during the period 2027–2029.

Fixed percentage rates are applied to finance funding frameworks for university-wide functions based on what is stated in *Allocation of funding and financial conditions 2027–2029*. The total budget framework for university-wide functions for 2027 amounts to SEK 657.4 million (2026: SEK 653.7 million).

The cost of university-wide items is often compared with total operating costs to determine what proportion they constitute. In 2027, university-wide costs will account for 11.4 per cent of the total operating costs reported by Umeå University in the 2025 annual report (2026: 11.6 per cent). Note that this percentage cannot be compared with the percentages in Table 18, as these – as previously – are charged to a cost base consisting solely of salary and operating costs.

8.3.5 Allocation of sub-items relating to employee benefits

Funding for employee benefits is allocated in accordance with Table 19. All sub-items have been adjusted in line with the index for 2027 (1.36 per cent). Based on the above, agency capital and future funding requirements, the following reallocations have also been made:

- The funding for partial pension costs is reduced by SEK 2.0 million. These costs fell in 2025 and are expected to continue to fall in coming years, as people born in 1966 or later will no longer be eligible for a partial pension.
- Healthcare and insurance costs have increased by SEK 1.0 million. Compensation for medications rose in 2025, and is expected to continue to rise in 2026.
- Health and wellness costs have increased by SEK 1.0 million. Costs for health and wellness have risen in recent years as a result of increased take-up of health and wellness grants. These costs are expected to rise further in coming years as the health and wellness grant will be increased in 2027 in accordance with section 8.3.6.



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Table 19. Allocation of funding regarding employee benefit costs (SEK thousands).

	2026 Decision	2027 Decision	Change 2026–2027	
Partial pension costs	8,796	6,915	-1,880	-21.4%
Structural costs	2,555	2,589	35	1.4%
Rehabilitation costs	3,032	3,073	41	1.4%
Occupational health service	8,838	8,958	120	1.4%
Work environment (Human Resources Office)	1,770	1,794	24	1.4%
Work environment (Property Management Office)	1,851	1,876	25	1.4%
Healthcare and insurance	2,377	3,409	1,032	43.4%
Investigation of social security contributions, other EU country	1,122	1,137	15	1.4%
Compensation for trade union representative time	10,357	10,498	141	1.4%
Health and wellness	6,380	7,467	1,087	17.0%
Case manager rehabilitation/structural support	1,749	1,773	24	1.4%
Case manager transition	1,018	1,032	14	1.4%

8.3.6 Health and wellness at Umeå University

Since autumn 2018, Umeå University has offered employees a health and wellness grant. The health and wellness grant gives the University's employees the opportunity to take part in individually tailored activities, regardless of where they live. An additional objective for the grant is to increase the number of employees who actively participate in some form of health and wellness activity.

In order to promote good health within the organisation and reduce disparities between employees with different financial circumstances, for example, the health and wellness grant will be increased from 2027 to SEK 3,000 per year, representing an increase of SEK 1,000 compared with 2026. This cost increase will be funded primarily through reduced partial pension costs, which will begin in 2027 and be phased out completely after 2030, combined with annual surpluses within university-wide employee benefit costs.

8.3.7 Application of internal rent

Umeå University has standardised rents, which means that the same internal rent applies to all premises. In individual cases, this has negative consequences for certain faculties. As a result, faculties are granted reduced rent in accordance with Table 20. The faculties themselves contribute 25 per cent.



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Table 20. Part-financing from the university-wide level and the amount to be contributed by the faculty (SEK thousands).

Premises	Reduced rent 2026	Reduced rent 2027	Faculty funding 2027 (25 %)	Faculty
Ball sports hall IKSU	341	347	116	Faculty of Social Sciences
DDB in Haparanda	863	880	293	Faculty of Social Sciences
Performance Development Laboratory	378	385	128	Faculty of Social Sciences
CIRC, Abisko	442	451	150	Faculty of Science and Technology
Total	2,024	2,063	688	



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Appendix 1 – Process for strategic planning 2027–2035

2027	2028	2029	2030	2031	2032	2033	2034	2035
Five overall objectives for Umeå University, based on its vision and strategies								
Five overall and long-term objectives								
Three-year strategic plans (SP) – activities are designed for each planning period in order to achieve the long-term objectives								
UMU:s SP 2027 -2029 • Activities			UMU:s SP 2030 - 2032 • Activities			UMU:s SP 2033 - 2035 • Activities		
The faculties, Umeå School of Education, Umeå University Library and University Administration (faculty) are tasked, in consultation with the Vice-Chancellor, with contributing towards the overarching objectives being met, in accordance with their respective circumstances								
Faculty SP 2027 -2029 (VP-mall finns) • Objectives • Activities			Faculty SP 2030 - 2032 • Objectives • Activities			Faculty SP 2033 - 2035 • Objectives • Activities		
Annual follow-up of objectives and activities at University and faculty levels. Revision of strategic and operational plans as required, at both University and faculty levels. The faculties follow up on progress in their annual reports and in dialogues. The progress of the objectives and activities serves, among other things, as a starting point for discussion and analysis.								



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Appendix 2 – Cost allocation to faculties and Umeå School of Education

Items listed in Table 8 regarding other funds within education at first- and second-cycle levels are financed by the faculties and Umeå School of Education in accordance with Table 21. The *Other funding* column relates to costs for learning platforms and e-learning, the Annual Celebration (including ceremonies for recognised and distinguished university teachers), reception work and Curiosum. These costs are allocated based on the University Board's decision on the allocation of funding within education at first- and second-cycle levels in the document *Allocation of funding and financial conditions 2027–2029*.

Table 21. Cost allocation for other funding within education at first- and second-cycle levels (SEK thousands).

	Language support		Umeå School of Sport Sciences		Placement courses		Other funding	
	2026	2027	2026	2027	2026	2027	2026	2027
Faculty of Arts and Humanities	928	891	457	438	127	122	447	887
Faculty of Social Sciences	2,602	2,604	1,281	1,282	357	357	1,253	2,595
Faculty of Medicine	2,949	3,103	1,452	1,528	404	425	1,421	3,092
Faculty of Science and Technology	2,189	2,201	1,077	1,084	300	302	1,054	2,194
Umeå School of Education	916	915	451	451	126	125	441	912
Total	9,584	9,714	4,718	4,782	1,314	1,332	4,617	9,680

Umeå University pays an annual fee for the NyA admissions system. The cost is allocated to the faculties and Umeå School of Education in accordance with Table 22. This allocation is based on the number of course sessions per faculty and Umeå School of Education during the spring and autumn semesters of 2026. All admission rounds, except those that are paid for separately, are included in the basis for allocation. In the Vice-Chancellor's detailed decision on the 2026 budget, a preliminary cost was allocated since Umeå University had not yet received information about the actual cost. The preliminary cost for 2026 differs from the actual cost by SEK 551,868. The cost for 2027 therefore includes the actual cost for 2027 and the difference from 2026. The cost has primarily increased due to the University's share of the total number of applications for courses and programmes at first- and second-cycle levels having risen.

Table 22. Cost allocation for the NyA system within education at first- and second-cycle levels (SEK thousands).

	Cost NyA 2026	Cost NyA 2027 ¹⁾
Faculty of Arts and Humanities	1,988	2,244
Faculty of Social Sciences	3,803	4,425
Faculty of Medicine	2,055	2,335
Faculty of Science and Technology	2,775	3,125
Umeå School of Education	1,754	2,167
Total	12,376	14,296

¹⁾ Incl. difference between the provisional cost for 2026 in the Vice-Chancellor's detailed budget for 2026 (SEK 551,868).



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The faculties fund Curiosum with a total of SEK 1.5 million from the funding for research and third-cycle education in accordance with Table 23. The cost has been adjusted in line with the index for 2027 (1.36 per cent). Curiosum also receives funding within education at first- and second-cycle levels in accordance with Table 8 and within research and third-cycle education in accordance with Table 13.

Table 23. Cost allocation for Curiosum within research and third-cycle education (SEK thousands).

	Curiosum 2026	Curiosum 2027
Faculty of Arts and Humanities	382	387
Faculty of Social Sciences	382	387
Faculty of Medicine	382	387
Faculty of Science and Technology	382	387
Total	1,527	1,547

Costs relating to the work environment in the form of biosafety, chemical safety, radiation protection and other costs associated with this area are funded by university-wide functions, the Faculty of Medicine and the Faculty of Science and Technology. The cost for university-wide functions is included as a sub-item under employee benefit costs – see Table 19. The costs for the Faculty of Medicine and the Faculty of Science and Technology are shown in Table 24. This cost allocation is based on an agreement between the faculties and the University as a whole. The cost have been adjusted in line with the index for 2027 (1.36 per cent).

Table 24. Cost allocation for biosafety, chemical safety, radiation protection and other costs within this area (SEK thousands).

	2026	2027
Faculty of Medicine	289	293
Faculty of Science and Technology	205	207

Costs for telephony are allocated per employee in accordance with the model introduced in 2018. Data on the number of employees is taken from the Fokus decision-support system and relates to October 2025. The allocation of costs for 2027 is shown in Table 25. The cost has been adjusted in line with the index for 2027 (1.36 per cent).

Table 25. Cost allocation for telephony (SEK thousands).

	Telephony 2026	Telephony 2027
Faculty of Arts and Humanities	1,138	1,128
Faculty of Social Sciences	2,746	2,803
Faculty of Medicine	1,324	1,259
Faculty of Science and Technology	2,777	2,956
Umeå School of Education	71	71
University Administration	1,955	1,949
University-wide	89	83
Umeå University Library	399	391
Total	10,498	10,641