



UMEÅ UNIVERSITET

STRATEGIC PLAN FOR UMEÅ UNIVERSITY 2023–2025

Revised for 2025

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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

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 and improve Umeå University's operations.

A review of the strategic plan for 2023–2025 was carried out in spring 2024. The review resulted in this plan, which is valid for 2025. The revisions primarily involve adapting the document in accordance with changes within the organisation, as well as revising certain university-wide action plans.

2. Background

Umeå University's vision is the foundation for strategic 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

These sections describe 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, employees, partners and funding.

One prerequisite for the University's ability to develop its educational and research activities is that improvement work is carried out 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 the strategic councils as being important to develop and monitor at university-wide level. The strategic plan covers a three-year period in order to promote a flexible, long-term approach.

The planning period for 2023–2025 is the same for both the strategic plan and the budget, and thus takes place within the financial frameworks. The allocation of funding is detailed in funding target agreements. These also include certain national objectives and assignments. These are followed up on an annual basis in the University's annual reports, as well as through dialogue between University Management and Faculty Management 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 separately by the relevant unit at University Administration. Umeå University has a zero-tolerance policy on victimisation and sexual harassment or other forms of harassment. Work to achieve this is an ongoing process, and a range of measures have been prioritised during this operational period.

A number of perspectives have been integrated into the strategic plan: student, work environment, collaboration, sustainability, accessibility and international perspectives.



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The policy document is expected to have positive effects on gender equality at Umeå University, for example in connection with the University's focus on gender mainstreaming.

The strategic plan has been translated into English due to its fundamental importance and its great significance for employees 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 that have been prioritised by University Management, the faculties and the strategic councils, and as such should be implemented at university-wide level as a complement to the work of the 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) and Strategic Council for Digitalisation (DIGA) are responsible for developing and following up on themes that fall within their area of responsibility. The sections relating to strategic issues for administration, work environment and equal opportunities are dealt with separately. The relevant managers within University Administration are responsible for development and follow-up. Information about the work is provided to the Strategic Council for Administration (RADON) and the Strategic Council for Equal Opportunities (LIV).

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

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

Umeå University's strategic plan for 2023–2025 is concretised in tables that show the links to the vision. To clarify areas of responsibility, content is linked to the strategic councils.



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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 are integrated into the quality management system.	Continuous monitoring and analysis of recruitment of underrepresented groups in terms of gender, social background, foreign and social background, and age. Regular status meetings regarding USR's work 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 changing labour market that requires lifelong learning. Successful employees and highly motivated students choose Umeå University because of our 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 being developed.	Regular status meetings within USR. 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, a digitalisation strategy for education will have been developed.
	The Sustainable Development Goals (SDGs) in the 2030 Agenda are the driving force and inspiration for new knowledge that we create, develop and make available. Here, they (students) obtain the necessary knowledge and preparedness to drive development and transition, and – in the spirit of Umeå University – excel in the environments in which they find themselves.	Sustainable development is integrated into education, and gives graduates of Umeå University the necessary knowledge, skills and approaches to contribute to a sustainable society. USR develops forms for regular status meetings.	Regular status meetings within USR. Analyses and good examples in annual reports and the University's planned sustainability report.	Implementation of activities (quality management system).



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 within several research domains.</p> <p>We reap the benefits and advantages of the breadth of our organisation and our tradition of collaboration.</p> <p>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 for research.</p> <p>Work more actively and systematically with strategic renewal of our research.</p> <p>Promote increased interdisciplinary collaboration.</p>	<p>Follow-up within the Quality System for Research project, within the work with profile areas, within FOSTRA and in dialogue within the organisation.</p>	<p>Use of quality management systems for research</p> <p>Systems to identify, support and work strategically with various areas, themes or profiles within research.</p> <p>New and strengthened support structures for interdisciplinary collaboration.</p>
	<p>We compete successfully for external funding, we are in demand, and we take our place in the national and international arena.</p>	<p>Strengthened analysis and research support.</p>	<p>Follow up on indicators of research quality in accordance with analysis plans.</p>	<p>Development over time in comparison with 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 that promote cutting-edge research and innovation.</p>	<p>Support the transition to open science and create the right conditions for research data management throughout the research process.</p>	<p>Follow-up within the Research Data Management project.</p>	<p>Coherent and efficient management of research data through an optimal support portfolio.</p>
	<p>Successful employees and highly motivated students choose Umeå University. Good leadership at all levels inspires the personal and professional development of employees.</p>	<p>More proactive 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 within FOSTRA and in dialogue with the organisation, as well as through the quality management system for education.</p>	<p>Development over time regarding number of applicants per announced position and appointments, including percentage from other higher education institutions and countries.</p> <p>In accordance with Action Plan for HRS4R 2020–2025.</p>



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THEME	VISION	FOCUS AREA/ACTIVITY	FOLLOW-UP	LEARNING OUTCOMES OR RESULTS TO BE ACHIEVED (INDICATORS)
VISIBILITY AND INTERNATIONALISATION	<p>Umeå University collaborates closely with strategically selected higher education institutions worldwide.</p> <p>The University's staff have extensive networks and wield influence in external bodies where strategic issues are discussed and decisions are made.</p>	<p>Encourage all national and international collaborations in order to develop strategic relationships with higher education institutions in Sweden and abroad.</p> <p>Work proactively within the arenas where the national and international research agendas are set.</p>	<p>Follow-up on indicators of international research collaboration in accordance with analysis plans.</p> <p>Follow-up and status meetings for strategic internationalisation activities within FOSTRÅ and in dialogue with the organisation.</p>	<p>Development over time in terms of publications co-authored with international collaborators.</p> <p>Presence of Umeå University researchers in important bodies.</p>
ETHICAL AWARENESS AND SOCIAL RESPONSIBILITY	<p>With scientific knowledge, commitment and an ethical approach, we contribute to a society that is better equipped to meet present and future challenges.</p>	<p>Strengthen ethical awareness and good research practice at the University.</p> <p>Strengthen the University's competitiveness regarding research into achieving the SDGs.</p>	<p>Continuously follow-up and status meetings within REDA¹, within FOSTRÅ and in dialogue with the organisation.</p> <p>Follow-up of competitiveness indicators regarding research into achieving the SDGs.</p>	<p>Scientific production and citation impact within the scope of the SDGs.</p> <p>Outcome of targeted calls linked to the SDGs.</p> <p>Initiatives for collaboration and knowledge dissemination linked to the SDGs.</p>

¹ The Council for Good Research Practice



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 employees and highly motivated students choose Umeå University because of our creative academic environment, high teaching standards and first-class infrastructure.	Recruit and retain qualified staff, with the emphasis on recruiting qualified teaching staff and researchers.	Ongoing follow-up and analysis of talent acquisition needs, and analyses in annual reports. Regular status meetings within RADON focusing on HR support for talent acquisition. The views of FOSTRA and USR are obtained as and when appropriate. Status meetings in dialogue within the organisation.	In accordance with Action Plan for Talent Acquisition 2023–2025.
WORK ENVIRONMENT FOR EMPLOYEES AND STUDENTS	Joint efforts to ensure a sustainable working life create a good work environment and make the University an attractive employer, whose good leadership at all levels inspires the personal and professional development of employees.	Work actively and systematically to ensure a good work environment and equal opportunities for a good work and study environment. Work actively to promote good mental health among students. Work actively to support students who need assistance with their studies.	Ongoing follow-up and analysis of work environment needs, and analyses in annual reports. Regular status meetings within RADON focusing on the work environment for employees and students. The views of FOSTRA and USR are obtained as and when appropriate. Status meetings in dialogue within the organisation.	In accordance with Action Plan for Systematic Work Environment and Active Measures for Umeå University 2023–2025.



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 new, globally significant knowledge that is driven and inspired by the SDGs in the 2030 Agenda. We reap the benefits and advantages of the breadth of our organisation and our tradition of collaboration.</p> <p>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 will work to achieve a sustainable society and the SDGs in the 2030 Agenda.</p>	<p>Ongoing follow-up and analysis of the action plan and analyses in the planned sustainability report and annual reports.</p> <p>Regular status meetings within RADON focusing on processes for systematic sustainability work and sustainability performance within administration and services. The views of FOSTRA and USR are obtained as and when appropriate.</p> <p>Annual review in accordance with Regulation for Environmental and Sustainability Work.</p> <p>Status meetings in dialogue within the organisation.</p>	<p>In accordance with Action Plan for Climate and Sustainability 2024–2026, with the emphasis on strategic climate and sustainability objectives for the period until 2030.</p>



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5.4 Work Environment and Equal Opportunities Committee (ALV)

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 gender, 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 status meetings in dialogue within the organisation.</p> <p>Follow-up via staff surveys and the Student Barometer.</p> <p>Regular review within LIV to promote and strategically support ongoing gender mainstreaming and active measures.</p>	<p>In accordance with Action Plan for Gender Mainstreaming 2022–2025.</p> <p>In accordance with Action Plan for Systematic Work Environment and Active Measures for Umeå University 2023–2025.</p>



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 was approved during 2023 and subsequently 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 changing labour market that requires lifelong learning.			
	Umeå University meets the increasing demands for competitiveness that globalisation brings.			
	The University provides support and services that 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, whose good leadership at all levels inspires the personal and professional development of employees.			