



UNIVERSITY OF
GOTHENBURG

VISION
2020

Quality-driven
research, education
and cooperation in an
inspiring environment,
strong social responsibility
and global **engagement**
enable the University of
Gothenburg to contribute
to **a better future.**

Quality-driven research, education and cooperation in an inspiring environment, strong social responsibility and global engagement enable the University of Gothenburg to contribute to a better future.

FOREWORD

Vision 2020 lays down the long-term aims to achieve continued successful development of the University of Gothenburg in the period 2013-2020. The watchwords for the efforts are a quality-driven organisation characterised by social responsibility and global engagement in an inspiring work environment. The activities at the University of Gothenburg shall be based on complete academic environments with research, education and cooperation with the surrounding society. The vision identifies a number of strategies to achieve the stated objectives.

Vision 2020 has been developed in an open process characterised by significant participation. The work has involved a large number of co-workers and students who have contributed to the aims of the vision in many important ways. It is now time to concretise Vision 2020 in action plans with continuous follow-ups and evaluations. This work will require broad participation from both staff and students, where we all share the responsibility for the development of the University of Gothenburg.



Carl Bennet
Chair of the University Board



Pam Fredman
Vice-Chancellor

OUR TRADITION...

The University of Gothenburg has a proud tradition. Engaged citizens came together already in 1891 to contribute their resources and ideas for the future of Gothenburg University College – midtown, by the sea, and in constant interaction with the surrounding society and the rest of the world.

Over 120 years later, the distinct sense of social responsibility, the openness to the rest of the world and the downtown location remain central features. The University has strong local and regional ties at the same time as the research, education and cooperation are characterised by strong global engagement.

This implies that we do not merely observe and focus on current issues – the University of Gothenburg is also an active force in the overall development of society.

... AND OUR VALUE BASE

The University is an independent institution in the heart of society. Thus, freedom in terms of how research and education are planned and conducted is a key factor at the University of Gothenburg. Thanks to our tradition, today we have a broad and attractive university that features wide-ranging involvement in society at large.

STRONG INTEGRITY MAKES US DYNAMIC

Our work is and will remain morally and intellectually independent of any political, ideological and economic interests. Our work is also characterised by a critical approach, strong integrity and a democratic internal organisation. As truth-seeking is at the core of a university's operations, the question "Why?" is our most important guiding instrument. Since the quality of research and education constitutes our most important capital, we must constantly make efforts to attend to, evaluate and further develop everything we do.

OPENNESS GIVES NEW IMPULSES

The University of Gothenburg is open to and in vibrant interaction with its surroundings. It is also inviting and accessible. We cooperate closely, including information exchange, with a great number of actors outside academia. Our multifaceted approach

provides for fruitful meetings between differing knowledge realms and scientific perspectives – and hence also for increased benefit to society. It is clearly in line with our strong civic engagement – the need for cooperation keeps increasing as more and more of modern society's challenges demand holistic solutions that span across many vastly different fields of expertise.

OUR VALUES SET THE DIRECTION

The University is constantly developing in order to respond to new internal and external demands. These efforts are based on an inspiring work environment where both staff and students are enabled to grow and develop. We strive for an even gender distribution and equal conditions in all parts of the organisation. It is what you do and not who you are that matters at the University of Gothenburg.

STUDENT INFLUENCE GIVES QUALITY

The students shall always be at the centre of what we do, both prior to, during and after their studies. Broad recruiting, a focus on pedagogical development, strong student influence, active alumni work and opportunities for lifelong learning are key factors.

ENGAGEMENT GIVES NEW SOLUTIONS

Our strong civic engagement gives us energy to respond to changes in the world around us and to find cross-boundary solutions. We educate democratic citizens with respect for basic values such as human freedoms and rights. Our civic responsibility also encompasses the environmental profile that characterises the University of Gothenburg. Sustainable development is important to us; we always consider the long-term social, economic and ecological consequences and allow them to guide our operations.

WE BUILD COMPLETE ACADEMIC ENVIRONMENTS

The University of Gothenburg has always emphasised cooperation between research and education.

This culture, which emerged already in the days of Gothenburg University College, was reinforced when many professional programmes were added in the 1970s, and today this spirit is more pronounced than ever. As a result, the University's staff and students see complete academic environments that include research, education and cooperation with society at large as something completely natural.

INTERACTION FACILITATES DEVELOPMENT

The complete academic environments are based on interaction between research, education and cooperation. This implies that all education – regardless of level – is linked to research, and that all research is linked to education. This gives all students at the University of Gothenburg a direct link to research. The environment shall contribute to cross-boundary research and education collaboration, and shall be characterised by cooperation with both public and private actors from across society.

SPREADING NEW IDEAS

Complete environments stimulate dynamic interaction between research and education on the one hand and business and industry and the rest of society on the other. The interaction between the environments and the surrounding society allows for new ideas to spread to a wide range of actors. It facilitates an inflow of new ideas and new knowledge, which in turn strengthens and adds to the disciplinary environments. It also implies an opportunity for continuous assessment of the quality of our work, providing for appropriate prioritisations to be made.

A SUPPORTING STRUCTURE

The complete academic environment requires a well-functioning infrastructure. This applies both within the University of Gothenburg and to our cooperation nationally and internationally. The academic environment requires digitalisation and new interactive channels for everybody – whether it be students, researchers, teachers or staff with other tasks. Libraries and other sources of information are crucial to the quality of research, education and cooperation. The focus on coherent campus areas implies new opportunities.

BROAD COLLABORATION IS NEEDED

Strong academic environments require an ability to collaborate with other higher education institutions. It is important to further develop Gothenburg as a university city together with Chalmers, yet it is also important that the cooperation with other higher education institutions is strengthened not only regionally but also nationally and internationally. Broad cooperation contributes to research and education of high quality.

OUR VISION WILL SET THE DIRECTION

The tradition and value base give the University of Gothenburg its identity. As a result of its great diversity, the University has created new and interesting opportunities for research, education and cooperation, and has consequently developed into a large and attractive university. Now it is our responsibility to take the next step into the future.

OUR CONDITIONS

The University of Gothenburg is subject to a strong pressure to change. We are affected by everything from university ranking systems, performance-based grants for research and education and tuition fees for non-European student to a completely new competitive situation with new education providers and digital solutions. All of this alters the conditions we are facing and also challenges our unique role as an independent knowledge producer.

OUR VISION

To secure that we have the required autonomy and that we are able to respond to all of the changes around us, we must clearly define our line of action for the future – both to ourselves and to our partners. This is the background to Vision 2020.

Four basic principles shall guide the University of Gothenburg: (1) Our research, education and cooperation shall be characterised by a quest for high quality. (2) Our standpoints and decisions shall be based on a clear responsibility for the development of society. (3) Our work shall be guided by a global engagement that constantly reminds us of our role in the world. (4) An inspiring work environment is an important prerequisite.

A QUALITY-DRIVEN UNIVERSITY

In 2020, the University of Gothenburg is characterised by innovative multidisciplinary research based on strong individual disciplines. All education is research based; as part of their studies, our students are put in contact with active researchers and highly advanced research. The quality of our research and education is strengthened through close contacts with the world around us.

STRONG CIVIC RESPONSIBILITY

In 2020, researchers from the University of Gothenburg in various disciplines are contributing to solutions of both regional and global problems. Our programme catalogue is very broad, reflecting not only the needs of students and the surrounding world but also our responsibility for lifelong learning and promoting the general level of knowledge in society. We are engaged in close cooperation with the surrounding society, work for sustainable development and are an active and appreciated provider of knowledge.

GLOBAL ENGAGEMENT

In 2020, the research at the University of Gothenburg is characterised by global perspectives and attracts leading researchers from around the world. All programmes offer international outlooks and student exchange opportunities. Attractive highly advanced programmes attract students from all over the world. The University is a prioritised cooperation partner in international initiatives.

INSPIRING WORK ENVIRONMENT

In 2020, the University of Gothenburg is characterised by a stimulating and dynamic work environment where respect for everybody's equal value is completely natural. The University is an attractive employer and the study environment provides optimal work conditions for students. The organisation is characterised by effective information provision and qualified support functions. Being located in the heart of Gothenburg emphasises our presence in society.

AIMS AND STRATEGIES

2013–2020

Vision 2020 is the result of an extensive process where almost 1,000 students and staff members have participated in a large number of seminars and workshops. The work has been characterised by many people's participation and strong engagement. The process has also included invited guests from other higher education institutions, nationally and internationally, and from the city, the region and business and industry.

The vision points to the most important issues for the future and stimulates development and the formation of new ideas. It will require thorough and purposeful efforts to become reality. We have therefore formulated aims and strategies that indicate a concrete direction for the work from here on.

Our strategies imply that we will work towards research that makes a difference, education that breaks new ground, cooperation that sparks progress and a work environment that inspires.

2013

2020

RESEARCH THAT MAKES A DIFFERENCE

Our aim is for the University of Gothenburg to by 2020 be home to world leading research environments within all disciplines. Our research is innovative and characterised by multidisciplinary cooperation. It is closely linked to education and stands in close contact with the surrounding society.

STRATEGIES TO REACH THE AIM

ACTIVE RECRUITING LEADS TO QUALITY

The University of Gothenburg shall strengthen its research and the artistic development work. This is necessary in order to make us more competitive and forms the basis for high quality of our education. It furthermore stimulates the exchange with the surrounding society and rest of the world.

Thus, we shall:

- Focus on external and in particular international recruiting when hiring new staff members.
- Actively recruit and support promising young researchers and ensure that they have good work conditions.
- Engage world-leading researchers as guest researchers in each research environment.
- Develop the organisation for hosting of guest researchers.

BOTH BROAD AND HIGHLY SPECIALISED RESEARCH THAT IS CLOSELY LINKED TO EDUCATION

One basic principle is that the research is independent and that it is allowed to develop based on the criteria set forth by the scientific community. A broad base and a close link to the students form an important prerequisite for further development of our research.

Thus, we shall:

- Develop our specialised research further.
- Support research that serves to strengthen first- and second-cycle education.
- Make efforts to strengthen the external research funding, particularly from international sources.

COOPERATION ACROSS DISCIPLINARY AND FACULTY BOUNDARIES

Multidisciplinary research improves the prospects for solving global problems and also strengthens the individual disciplines.

Thus, we shall:

- Focus on innovative research in the area between established disciplines and support promising subject areas.
- Develop and support the formation of centres of expertise and research as part of the University's profile.
- Encourage external research assignments that support the University's focus areas.

A WELL-FUNCTIONING INFRASTRUCTURE

An advanced and functional infrastructure is a prerequisite for development of the research. Increased accessibility makes the University more attractive in the competition for staff and students.

Thus, we shall:

- Ensure a qualified infrastructure for research.
- Encourage cooperation with other organisations and higher education institutions regarding infrastructure issues, both nationally and internationally.
- Emphasise the role of qualified infrastructure as a meeting place in our international cooperation.



CREATIVE RESEARCH ENVIRONMENTS

The research is dependent on a well-functioning organisation. Besides infrastructure, this is equally much a matter of leadership, work models and good work conditions.

Thus, we shall:

- Develop existing and create new arenas for meetings, seminars and debate.
- Stimulate cross-boundary cooperation.
- Work towards clear career paths.

QUALITY-DRIVEN RESEARCH

The research at the University of Gothenburg shall be of high international quality across the board. This implies that we shall undertake continuous quality development efforts and that the results shall inform practical interventions.

Thus, we shall:

- Develop tools to identify strong and weak research environments.
- By 2020 have completed a follow-up of the research evaluation RED 10.

EDUCATION THAT BREAKS **NEW GROUND**

It is our aim that the University of Gothenburg by 2020 is characterised by a high level of scientific and artistic quality, with pedagogical excellence and an expressed international profile. In parallel to the development of academic programmes, the University shall demonstrate a responsibility for lifelong learning and promotion of the general level of knowledge in society through provision of a wide range of freestanding courses.

STRATEGIES TO REACH THE AIM

PEDAGOGICAL EXCELLENCE

Engaging teaching methods is critical in the meeting with tomorrow's students. Innovative pedagogical ideas are important in order to make us more competitive and attract and keep the best students.

Thus, we shall:

- Create a pedagogic academy with a view to give pedagogical development and qualifications more weight.
- Give teachers opportunities to further their work on a scientific and artistic basis through University-wide seminars on teaching and learning.
- Explore the opportunity to establish a special pedagogic career path.
- Stimulate the development of good pedagogical environments.

INTERNATIONAL PROFILE

Our global engagement shall be clearly expressed in the education provided by the University of Gothenburg. This implies that all educational environments shall have an international profile.

Thus, we shall:

- Increase the opportunities for international exchange for students, teachers and administrators.
- Support educational environments that systematically promote internationalisation.
- Develop highly advanced programmes that are globally attractive.

BOTH BROAD AND SPECIALISED EDUCATION

We know that breadth and specialisation feed off each other and therefore are natural complements. An exciting breadth enables us to attract students from a great range of backgrounds, and specialised and advanced programmes help us attract talent and promote in-depth studies.

Thus, we shall:

- Be a university characterised by diversity and high-quality education.
- Offer the students many possible entries to higher education at all levels.
- Develop advanced programmes, particularly the second-cycle level, in close contact with the research.
- Offer study paths for particularly qualified students.
- Work actively to broaden our recruitments and strengthen our contacts with the school system.

BOTH PROGRAMMES AND FREESTANDING COURSES

Programmes and freestanding courses shall complement each other at the University of Gothenburg. Programmes often target different occupations, whereas freestanding courses offer in-depth studies of particular subjects or may serve as a recruitment tool for third-cycle studies or a way to promote lifelong learning.

Thus, we shall:

- Respond to students' requests for clear study paths targeting the labour market.
- Offer a great range of freestanding courses and give particular attention to their importance for lifelong learning.
- Develop models for integration of programme courses and freestanding courses for the purpose of offering alternative study paths.
- Increase the provision of Internet-based freestanding courses



GENERAL EDUCATION AND LIFELONG LEARNING

Our responsibility to promote knowledge in society encompasses expansion and development of knowledge. It also implies an active role with respect to promotion of general knowledge, free knowledge development and lifelong learning.

Thus, we shall:

- Develop models to facilitate a general knowledge perspective in all programmes.
- Actively emphasise the role of the University for knowledge creation in society and lifelong learning.
- Offer contract education and provide continuing professional development for various occupational groups.

ADVANCED EDUCATION AT THE THIRD-CYCLE LEVEL

Advanced education at the third-cycle level is crucial not only for our ability to attract tomorrow's most advanced researchers, but also for the University's ability to provide society with advanced competence and skills. This type of education requires carefully planned and monitored recruiting and also qualified student supervision.

Thus, we shall:

- Broaden the recruitment efforts and ensure that the processes for admission and supervision are of high quality.
- Work to make third-cycle studies a valuable asset also in the non-academic labour market.
- Increase the recruitment of externally employed doctoral students.
- Develop international exchange programme for third-cycle students.

QUALITY-DRIVEN EDUCATION

All of our education – both programmes and freestanding courses – shall be based on explicit quality criteria. This means that all education shall be evaluated according to the declared criteria on a regular basis, and that the results shall inform appropriate interventions.

Thus, we shall:

- Have completed an evaluation of the freestanding courses by 2020.
- Have completed a follow-up of the programme evaluation BLUE11 by 2020.

COOPERATION THAT SPARKS **PROGRESS**

Our aim is for the University of Gothenburg to by 2020 be characterised by responsible and engaged cooperation efforts. This will have a ripple effect that will facilitate dissemination of knowledge to the surrounding world, research being put to practical use as well as an inflow of new ideas and knowledge. It will also make the University an attractive cooperation partner.

STRATEGIES TO REACH THE AIM

BETTER DEVELOPED RESPONSIBILITY FOR UTILISATION OF RESEARCH

By identifying the University's knowledge assets and evaluating their potential benefit, we will strengthen both our research and innovation efforts.

Thus, we shall:

- Focus on management of knowledge assets in relevant research environments.
- Strengthen the University's work to put research findings to practical use.
- Work to coordinate and develop innovation support together with external actors.
- Offer training in innovation and entrepreneurship for both staff and students.

STRENGTHENED KNOWLEDGE EXCHANGE INCREASES THE QUALITY OF EDUCATION

By increasing the contact areas with the surrounding world, we will increase the quality of the provided education, strengthen the knowledge exchange and enable the students to gain contacts in the labour market.

Thus, we shall:

- Utilise alumni in all education with a view to strengthen contacts with the labour market.
- Develop labour market-oriented elements in the education and make efforts to offer interested students mentors from relevant occupational fields.
- Increase the number of adjunct teachers.

COOPERATION WORK SHALL PROVIDE A USEFUL QUALIFICATION

The efforts to create cross-boundary cooperation, mutual benefits and stimulating cooperation constitute a cornerstone of our complete academic environments.

Thus, we shall:

- Create clear incentives for work to promote cooperation.
- Work to make cooperation a useful qualification for teachers, researchers and students.

INCREASED RESEARCH DIALOGUE

The importance of the University as a research-based, unbiased source of knowledge has increased. The University is responsible to ensure that research is made accessible to various groups in society.

Thus, we shall:

- Strengthen the development of popular scientific research communication.
- Increase the access to documented research results through 'open access' publishing and development of an easy access website.
- Further advance creative and boundary-crossing meeting places in cooperation with various parts of society.

QUALITY-DRIVEN COOPERATION EFFORTS

In 2011 the cooperation task was evaluated with a particular focus on the area of innovation and entrepreneurship (IE2011). The entire cooperation area shall continuously be subject to quality assessment, and the results shall inform appropriate interventions.

Thus, we shall:

- Have completed a follow-up of IE2011 by 2020, yet expand the evaluation to include the entire cooperation task.

AN INSPIRING WORK ENVIRONMENT

It is our aim for the University of Gothenburg to by 2020 have become more attractive as an employer through an appropriate organisation, active leadership and strengthened staff and student participation at all levels.

STRATEGIES TO REACH THE AIM

A SOCIALLY SUSTAINABLE ENVIRONMENT

The attractiveness of the University of Gothenburg as an employer is crucial for the quality of its operations. A stimulating work and study environment contributes to enable us to recruit and keep qualified co-workers and students.

Thus, we shall:

- Work actively with equal treatment and diversity.
- Assess the equality between men and women on a regular basis.
- Promote norms that lead to both staff and students treating each other with mutual respect.
- Not tolerate any deviance from basic ethical principles.

ACTIVE LEADER- AND CO-WORKERSHIP

A well-functioning work environment is dependent on active leadership as well as qualified and engaged co-workers who are given opportunities for further development.

Thus, we shall:

- Clarify and develop the leadership at all levels.
- Introduce co-worker training for all staff members.
- Strengthen the opportunities for continuous competence development.

A LEARNING ORGANISATION

High quality in research, education and cooperation requires utilisation of the University's total competence. In addition, the global engagement requires that the organisation is internationally oriented.

Thus, we shall:

- Increase the cooperation within the University, both between different subject areas and between academic and administrative staff.
- Work against administrative and financial obstacles to cooperation across faculty and department boundaries.
- Stimulate international exchange opportunities for administrative staff.
- Develop the digital infrastructure and strengthen the internal communication.

QUALITY-DRIVEN WORK ENVIRONMENT

The work environment at all parts of the University of Gothenburg shall comply with some very high quality standards. This calls for regular assessments of the work environment and that the results are utilised to inform appropriate interventions.

Thus, every three years we shall:

- Conduct a work environment evaluation for all staff members.
- Conduct an evaluation of the work environment of students at all three levels.
- Conduct a work environment evaluation for management staff at all levels.

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