

The Faculty of Law's talent management plan 2023-2025

Enters into force on 2 October 2023

The Faculty of Law's strategic plan covers the period 2018–2026 and is based on Lund University's strategic plan for the same period. The faculty's strategic plan is complemented by three-year operational action plans with clear goals and measures that can be followed up. The action plans cover first and second-cycle education, research and third-cycle education, external engagement, sustainability, skills provision, work environment and equal opportunities. Internationalisation is currently included as a perspective in all plans. Support services shall provide well-integrated and purposeful, competent and efficient support to achieve the faculty's goals for education, research and external engagement. Furthermore, the faculty shall work preventively and systematically on issues concerning work environment, gender equality, and equal opportunities for both students and staff. The action plans, approved by the faculty board, shall be reviewed by the board annually.

1. Introduction

The Faculty of Law is facing exciting development opportunities and major challenges in the immediate years ahead. Thus, it is appropriate that there should be a sustainable and transparent plan for the faculty's talent management, career development and recruitment, which is understood to include promotion and which satisfies the strategic needs of operations and efficient and flexible use of the faculty's resources. Said operations are constantly undergoing changes that vary in extent and can be difficult to foresee. Consequently, there has to be a preparedness for continual revising of the plan and continuous crosschecking against the faculty's budget.

Somewhat different rules and conditions apply to talent management and recruitment in respect of, on the one hand, teaching staff and researchers (doctoral students included therein) and, on the other, technical and administrative personnel.

This talent management plan focuses on recruitment, including promotion, continuing professional development and career development. Talent management additionally deals with, amongst other things, change and development of work duties and organisation, and good working conditions.

2. Strategic starting points

2.1 The Faculty of Law's strategic plan

According to the Faculty of Law's strategic plan (2018–2026), education and research are to be intertwined and shall strive to achieve the highest quality and be ethically supported. Furthermore, research and third-cycle education shall be characterised by internationalisation as well as boundary-crossing external engagement and interdisciplinary collaboration as a means to solve societal challenges. Clear career paths are to be ensured through both open recruitment and promotions. The faculty is to work strategically on recruitment and all recruitment processes should be objective and transparent. Furthermore, the faculty shall work preventively and systematically on issues concerning work environment, gender equality, and equal opportunities for both students and staff.

2.2 Lund University Appointment Rules, Policy on employment and good and clear career paths for teaching staff and researchers at Lund University and the Equal Opportunities Plan for Lund University

This talent management plan is also based on Lund University's appointment rules¹ and Policy on employment and good and clear career paths for teaching staff and researchers at Lund University.² The appointment rules contain the rules for appointments and promotion that Lund University shall apply. The policy is intended to function as a long-term tool for guidance in the strategic and operational work on appointments, good and clear career paths and talent management concerning teaching staff and researchers at Lund University.

The appointment rules and the policy stress that good and clear career paths are closely linked with issues of talent management, recruitment and various forms of employment. Good and clear career paths are a matter of both the needs, development and quality of the organisation, and of the career development and employment situation of the individual. One important aspect of the work to promote good and clear career paths concerns clarifying and opening up the careers system through vacancy announcements in open competition. Another important aspect is to invest in professional development, and to create opportunities to promote academic staff at different stages of their academic careers. This enables career development within the framework of an appointment initially obtained in open competition. Good and clear career paths promote gender equality, equal treatment and diversity, as well as internationalisation and mobility. Good and clear career paths make Lund University into an attractive, competitive and positive employer, which is able to recruit and retain the most competent staff. This in turn promotes the highest quality in education, research and external engagement with wider society.

The equal opportunities plan is also an important starting point when it comes to recruitment efforts. One of the goals of the equal opportunities plan is for recruitment processes, promotion processes and career paths to be free of discrimination and based on the merit and skill of the applicant. Lund University must therefore, with regard to external recruitment: "Ensure that all recruitments of

¹ Lund University appointment rules (STYR 2019/1077).

² Policy on employment and good and clear career paths for teaching staff and researchers at Lund university (STYR 2019/1076).

professors are preceded by a gender equality analysis³ of candidates qualified for a professor position."⁴ Here, the starting point is stated to be that there must be qualified applicants regardless of gender. According to the equal opportunities plan, the same shall apply to recruitment of adjunct professors and visiting professors, as well as permanent appointments of other positions, including technical and administrative personnel.⁵

Academic staff at Lund University refers to professor, visiting professor, adjunct professor, post-retirement professor, senior lecturer, adjunct senior lecturer, associate senior lecturer, postdoc, lecturer, and adjunct lecturer.⁶

The policy emphasises that recruitment, employment, and promotion shall be free from discrimination, and active preventive and systematic work on gender equality and equal treatment issues shall be present in all processes. Vacancies shall be announced openly, broadly and internationally, and only objective criteria shall be taken into account. Requirements for Swedish language skills shall not be set earlier than necessary in the academic career, in order to promote international mobility and a broad recruitment base, in particular for career development positions. The employment policy also emphasises the importance of developing support for academic qualifications, professional development and career development for employment both within and outside academia. Such support must be available to individual members of teaching staff and researchers at various stages of their careers, and start as early as postgraduate education.

Professors, senior lecturers and lecturers are primarily to be offered employment for an indefinite term. Postdoctoral and associate senior lecturer positions, fixed-term so-called career development positions, and adjunct teaching staff and visiting professor fixed-term appointments fulfil specific functions in faculty operations.

Long and repeated fixed-term appointments⁷ are to be avoided, along with the automatic transition to employment for an indefinite term of senior lecturers and lecturers. In this context, the strategic work on recruitment, career development and thereby talent management, advance planning, active direction and allocation of work, professional HR work and a well-developed careers support system are of great significance.

Vacancies shall be announced with a broad subject specialisation and subject specialisations and person specifications designed to match a particular applicant must be prevented. Such practices risk leading to internal recruitment and limited gender equality and mobility, and in the long term, also to a serious undermining of trust in the recruitment processes at Lund University.

³ Equality analysis here means the procedure described in STYR 2021/2363: the faculty board, or, by delegation, the dean, must go through the received applications to ensure that there are qualified applicants of both genders, before the applications are handed over to reviewers for assessment. In cases where there are not eligible applicants of both genders, the faculty board must notify the Vice-Chancellor in writing.

⁴ Equal Opportunities Plan for Lund University 2022-2017, pp. 9-10, STYR 2021/2323.

⁵ The Equal Opportunities Plan for Lund University 2022-2027, p. 10 (STYR2021/2323). See also, Two-year extension of procedure to increase gender equality in the recruitment of professors), STYR 2021/2363.

⁶ See Lund University Appointment Rules, section 3.1. (STYR 2022/1873)

⁷ In the form of general fixed-term employment and temporary substitute employment in compliance with the Employment Protection Act (1982:80).

Technical and administrative personnel are primarily to be offered employment for an indefinite term. Long and repeated fixed-term appointments are to be avoided, along with the automatic transition to employment for an indefinite term. The faculty uses fixed-term assistant appointments. Said appointments are held by students who predominantly work in reception, infrastructure and library operations; as trainee lecturers in first-cycle courses and study programmes and web-based distance and commissioned education; and, as temporary research assistants.

2.3 General bases of the Faculty of Law's talent management

At the faculty, talent management is largely shaped by the needs in education and research. There are close links between education and research. Thus, it is important to find synergies and a good balance between these operations, as well as to promote external engagement. Strong research environments must be protected and further developed. The breadth of research and research-based education, including doctoral education, must be guaranteed within all core legal disciplines within the law degree programme. In this connection, it can be noted that there are currently no professors in several of these legal disciplines and reinforcements are needed. It is also important that the faculty has a flexibility and preparedness to undertake investment and recruitment in relation to present and new, strategic research and education areas.

Talent management in the future is a key issue for the faculty. As there is a limited number of academically qualified lecturers in some legal disciplines, this applies particularly to core operations education and research. Indeed, this is true not only of Sweden, but also of the Nordic countries and other parts of the world. Owing to impending retirements, successes in external research funding and understaffing in certain legal disciplines, the faculty needs to recruit and/or promote in the coming years. It is very important to promote broad subject competence amongst the faculty's teaching staff and that members of teaching staff are able to contribute to teaching in various subject areas as well as to research supervision, academic paper and thesis supervision and commissioned education. A dynamic mix of lecturers and researchers at various stages in their careers is conducive to good and creative environments for education, research and work.

In respect of various teaching appointments, the faculty is to work strategically, systematically, proactively and innovatively with talent management, recruitment and career development. As regards teaching staff, the recruitment and preparatory work by professors/'heads of subjects' and recruitment committees shall be combined with initiatives in pedagogic study courses and programmes and broadened subject and teaching competence for members of teaching staff.

Education, research and external engagement shall be characterised by internationalisation. An important task for the Faculty of Law is to educate lawyers within the law degree programme for the Swedish legal system and labour market in a European and international context. The faculty shall thus strive for well-integrated internationalisation of its study courses and programmes e.g. through holding a greater number of teaching activities and courses in English when appropriate. Against this background, it is important to meet the need for qualified lecturers with the necessary expertise in national, European and international law and the ability to teach in both Swedish and English.

There is a need to slightly further develop the justifications for two types of position, namely, professor and doctoral studentship.

The *professor position* is the university's prime teaching position. Its duties include engaging in: research; education; supervision; collaborations with colleagues and students; and, external engagement. Said activities are to be targeted towards: actively leading and developing operations; contributing to a stimulating research and education environment; and, contributing to the faculty's other operations (e.g. through accepting positions of trust and management assignments). At Lund University and in the Faculty of Law, professor positions can be filled via open, competitive recruitment procedures, promotion and direct appointment.

Lund University Appointment Rules state that an important part of the work to promote good and clear career paths involves clarifying and opening up the career system through competitive announcements. Another important aspect that emerges from the appointment rules pertains to investments in competence development, and an opportunity to be promoted to higher positions at various stages during an academic career. The appointment rules are based on Lund University offering continued competence and career development in education, research and external engagement.

Open competition is a starting point for all employment. In the case of professor appointments, such an announcement is required, for example, when a need for a new professor appointment has been identified and there is a lack of potential applicants with the qualifications of a professor at the faculty, or the number of potential applicants with the qualifications of a professor exceeds the operational need for professors in the area in question. In other cases, based on strategic considerations (including operational needs), the Faculty of Law may choose to allow a senior lecturer with permanent employment to be assessed for promotion to professorship.

Direct appointment of professors can be used as a tool in strategic recruitments. The direct appointment procedure aims to facilitate and accelerate recruitment of internationally prominent researchers. It should also be used as a strategic instrument for achieving a more even gender distribution.⁸

Every decision regarding consideration for promotion (as well as all decisions about recruitment) must be preceded by a careful examination of whether the faculty has the ability to finance the investment in question in the long term.

The allocation of a professor's working hours between, primarily, education and research is a strategically important issue. Under the collective agreement on working time for teaching staff a professor should normally spend the majority of their annual working hours on research, and on the teaching and supervision of doctoral students. External research funding shall, in addition to faculty funds, be used to finance professors' research time. The opportunities for further research by professors will depend on the scope of the external research funding that the faculty is able to attract. A condition for having research time financed via faculty funds should be that the individual professor demonstrates great activity as regards research management, own research, and applications for external research funding (for himself/herself and colleagues).

As available resources are limited and must be used efficiently, careful consideration is necessary of how the faculty is best to make use of retired professors' knowledge and experience. Available office space, financial conditions

⁸ See Lund University's appointment rules, section 5.5. (STYR 2022/1843)

and the professor's expected contribution to the development of operations are some of the factors that must be considered.

An important aspect of the talent management of the faculty is a good and even throughput of new doctors in third-cycle education. Nationally and internationally, it reinforces the faculty's ability to attract potential students, teaching staff and researchers. It is crucial that *doctoral studentships* are filled by those who have the best ability to complete the studies. Finding such candidates requires the recruitment base to be as wide as possible. At least one of the annually advertised doctoral studentships should be general. The purposes of this are to: facilitate the work of recruiting students, practitioners and other external applicants to third-cycle education; and ensure that the doctoral education programme is always open to excellent applicants. The remaining doctoral studentships can be directed to specific subject areas. Targeted doctoral studentships are needed to build provision of expertise from the ground up and to ensure that the future need for recruitment can be met. Externally financed doctoral studentships are generally directed to particular research projects. To ensure that there is a good number of applicants per place and guarantee open competition when a doctoral studentship is to be filled via an advertisement for a certain subject area or externally financed research project, the faculty's recruitment work needs to be particularly active and targeted at potential applicants.

The Faculty of Law encourages continuing professional development and career development that are based on operational needs and employee development. This is in line with Lund University's goals of being a world-class university and an attractive workplace. Lund University offers a wide range of continuing professional development and career development opportunities for teaching staff and researchers (e.g. higher education teaching and learning courses and career development activities for doctoral students and postdocs) and, technical and administrative personnel (managers included therein). Responsibility for analysing what continuing professional development is required in the Faculty of Law rests on the Dean, the Directors of Studies, the Head of Department, the Assistant Head of Department, the Administrative Director, the Heads of Administrative Divisions and the employees themselves. As regards doctoral students, each supervisor also has special responsibility to support said students in their career development. Discussion of continuing professional development and career development shall always be included in the annual personal development review. Of course these can be discussed in other forums too. All employees shall feel that they have ample expertise for carrying out their duties. It is additionally useful for the Faculty of Law that there should be wide expertise in, and collaborations between administrative divisions, teaching teams and research groups. As an element in continuing professional development, networking within the university and with other higher education institutions is also to be encouraged and reinforced.

3. Terms and conditions of operations

3.1 The content of operations⁹

The Faculty of Law conducts education, research and external engagement. The faculty's *education* comprises: the law degree programme; a master's programme in European Business Law; a master's programme in International Human Rights

⁹ For a more detailed description of the content of operations, as well as needs, goals and measures for the period 2022-2024, see also the Faculty of Law's action plans for various areas.

Law (run in collaboration with the Raoul Wallenberg Institute); a number of freestanding courses (often distance courses); commissioned education; and, lifelong learning initiatives. The education, which is to be characterised by high quality and research-based teaching activities, shall satisfy the needs for breadth, depth and close connection with legal practice and working life. It shall also bear the stamp of a critical approach to law from a broader societal perspective and the Europeanisation and internationalisation of law.

Over the past few years, the Faculty of Law's *research and third-cycle education* have developed positively and their quality, internationalisation and visibility have increased. Research shall also satisfy the needs for both breadth and depth and be characterised by internationalisation, interdisciplinary approaches, and theoretical and methodological innovation and diversity. The doctoral education programme is international and multifaceted. The faculty often hosts visiting doctoral students from various parts of the world.

The research questions addressed by the faculty's researchers are of major societal and economic significance. The research projects often involve *external engagement* and close collaboration and exchanges of knowledge and findings with representatives of international organisations, courts, public authorities, local government authorities, companies, NGOs and civil society. Additionally, the faculty's teaching staff and researchers participate in the public debate. This is done through open lectures, opinion pieces and submissions in and to, amongst other things, discussions, newspapers, radio and TV programmes and social media.

Support operations at the Faculty of Law are organised into four divisions: Educational Service; IT, Library; and, Infrastructure, Distance and Commissioned Education. Each division is led by a head of office. In addition to these, there is a joint Faculty and Department Office. This is led by the Administrative Director. In their individual areas, support operation employees provide expert and efficient support for faculty management. They also represent the faculty in various university-wide bodies. Professional support is a key aspect of research and education being carried out with the highest possible quality, and support must therefore be adapted to other activities and strengthened when justified by increased operational needs.

Over the next few years, many members of teaching staff will retire, in particular professors. (The group of retiring professors is small compared to other faculties and departments at Lund University and to other law faculties and departments in Sweden and the Nordic countries.)

3.2 Financial conditions

Personnel costs have in the last five years been two-thirds of the faculty's total costs. Every year, the state grant is adjusted based on the price and wage index (PLO), where the increase is usually between one and two per cent. The increase is intended to compensate for wage and cost increases. The PLO tends to be lower than the average annual level of salary increase, which has meant that the budget has been eroded by about one to two percentage points per year in terms of personnel costs.

During the last five-year period, the faculty has spent an average of about SEK 0.4 million per year of its total saved surplus (agency capital), but if the capital is divided between education and research, big differences during the same five-year period become apparent. The saved surplus in research has been spent at an average of SEK 1.8 million per year, while the saved surplus in education has increased by an average of SEK 1.4 million per year. Within this five-year period, the result has fluctuated between years, which is mainly due to funds that have been allocated to the faculty for summer courses. At the end of 2021, the faculty's total saved surplus amounted to roughly 14% of total costs, which is below the University's set target of 15%. From 2023, a certain proportion of the summer courses will be distributed through resource allocation and the faculty has received SEK 1.6 million per year for the upcoming three-year period. It is hoped that the allocation will even out the large fluctuations that have caused the result in recent years.

Total staff costs funded by external revenue have averaged 18% over a five-year period. For several years, external research grants have given the faculty good conditions for making broad research investments, not least investments in younger and newly qualified lecturers and researchers. Commissioned education has given the faculty improved opportunities to maintain the size of its staff.

For the coming year, the faculty needs to finance talent management and recruitment through a combination of forecasted future levels of the funding, a well-balanced share of saved surplus and a continued focus on an increased share of external research grants and commissioned education.

Challenges and questions that are constantly present and important in future decisions and considerations regarding talent management and recruitment are:

- The balance between the level of future funding and salary increases, and the question of whether the funding will shrink further in relation to cost increases.
- The fact that the saved capital is a finite resource, and that the faculty must strive for a balance between income and costs.
- The fact that externally funded grants and commissioned education are necessary for the faculty's activities to be maintained and expanded.

4. Priorities and measures

4.1 Recruitment and career development

As regards *recruitment and career development*, the Faculty of Law shall:

- advertise doctoral studentships and teaching staff positions (financed by direct government funding for research and third-cycle programmes and/or external research funding) based on the needs of the faculty's operations, the faculty's strategic plan, this talent management plan and other action plans for the faculty.
- advertise technical and administrative positions based on the needs of the faculty's operations, the faculty's strategic plan, this talent management plan and other action plans for the faculty. Ahead of each recruitment, the faculty shall carry out a meticulous needs analysis and preparatory work to identify a potential search area offering the educational qualifications and skills that are being sought. It shall also bear in mind that support operations are to offer well-integrated, meaningful, expert and efficient support so that the faculty's education, research and external engagement goals are attained. In this connection, special attention shall be paid to opportunities for increased collaboration and synergies between not only the faculty's support operations and core operations, but also between various parts of the faculty's support operations as well as between the faculty's support operations and the university's central administration.
- each year, advertise at least one doctoral studentship backed by faculty funds and strive to increase the number of externally financed doctoral studentships. A doctoral studentship can be advertised generally or for a specific subject area (specific legal discipline, strategic research and education area or thematic area) or linked to a specific, externally funded, research project.
- use career development positions – especially associate senior lecturer positions, but also postdoctoral positions – as a clear step in a coherent academic careers system. Associate senior lecturer appointments are to be for four years.¹⁰ The faculty shall work towards postdoctoral appointments being financed by external research funding.
- advertise senior lecturer positions and professor positions or, where necessary, promote to professor positions.
- use adjunct teaching staff positions to reinforce external engagement, supplement the teaching staff and stimulate teaching and research.
- develop and further professionalise the faculty's Visiting Scholars Programme and continue the work of recruiting (or hosting) visiting lecturers and visiting researchers (often from foreign higher education institutions) to supplement the teaching staff and to stimulate teaching, research and international and cross-border perspectives.
- analyse challenges and obstacles to reduce the use of researcher positions and identify ways of overcoming these obstacles.

¹⁰ See Lund University's Appointment rules, section 4.3.7. This states that 'Each faculty shall, taking into account the importance of good and clear career paths and strategic recruitment and talent management, decide on a faculty-wide consistent and non-negotiable rule concerning the length of associate senior lecturer appointments. The duration of the appointment shall be no less than four years and no more than six years.'

As regards *subject areas for advertising of teaching staff positions*, the Faculty of Law shall prioritise subject areas which, for example, due to operational changes and upcoming staff retirement, need to be strengthened. Every decision on recruitment must be preceded by a careful assessment of the operational needs and an examination of whether the faculty has long-term possibilities to finance the investment in question.

As can be seen from the quality evaluations of the law programme and the Master's programmes, there is an extensive need for teaching staff reinforcements. All recruitment should therefore be conducted with a focus on broad teaching expertise in the subjects where there is a need.

- special subjects, for example:

o Private law, especially with a focus on association law, family law and property law

o Public law, especially with a focus on administrative law, constitutional law, migration law, administrative procedural law and environmental law

o international private and procedural law

o Procedural law, especially with a focus on private procedural law and private administration of justice as well as criminal procedural law

- Strategic research and education areas and thematic areas, for example

o Human rights

o Health Law (medical law)

It is important that the faculty has a preparedness to undertake investment and recruitment in relation to current strategic research and education areas, as well as to make individual strategic recruitments when special occasions arise.

As regards *continuing professional development and career development*, the Faculty of Law shall:

- advertise doctoral studentships and teaching positions, financed by direct government funding and/or external research funding, based on the faculty's operational needs and strategic plan, this talent management plan and other action plans for the faculty.

- advertise technical and administrative positions based on the faculty's operational needs and strategic plan, this talent management plan and other action plans for the faculty. Prior to every recruitment process, the faculty is to conduct a thorough needs analysis and preparatory work to identify a potential field of candidates with the sought-after education and expertise. The faculty is also to consider that administrative services are to provide well-integrated, meaningful, capable and effective support that helps the faculty achieve its goals for education, research and external engagement. In this context, special attention is to be paid to possibilities for increased collaboration and synergies between the faculty's administrative services and core activities, between various parts of the faculty's administrative

services, and between the faculty's administrative services and the University's central administration.

- advertise at least one doctoral studentship with faculty funding every year, and work to increase the number of externally funded doctoral studentships. A doctoral studentship can be advertised for a general area or specific subject area (specific subject, strategic research and education area or thematic area) or linked to a specific externally funded research project.
- use career-development positions – especially associate senior lecturer positions and postdoc positions – as a clear step in a coherent academic career system. The duration of an associate senior lecturer position is four years.¹¹ The faculty is to work toward postdoc positions being financed by external research funding.
- advertise senior lecturer positions and professor positions, or when needed, promote to a professor position.
- use adjunct teaching positions to reinforce external engagement, supplement the teaching staff and stimulate teaching and research.
- develop and further professionalise the faculty's Visiting Scholars Programme and continue efforts to recruit (or host) visiting lecturers and visiting researchers, often from higher education institutions abroad, to supplement the teaching staff and stimulate teaching and research as well as international and cross-border perspectives.
- analyse challenges and obstacles to reducing usage of researcher positions, as well as ways to overcome the obstacles.

In terms of *subject areas for advertising teaching staff positions*, the Faculty of Law is to prioritise subject areas which, for example, due to operational changes and upcoming staff retirement, need to be strengthened. Every decision on recruitment must be preceded by a careful assessment of the operational needs and an examination of whether the faculty has long-term possibilities to finance the investment in question.

¹¹ See Lund University Appointment Rules, section 4.3.6 which states, "Each faculty shall, taking into account the importance of good and clear career paths and strategic recruitment and talent provision, decide on a faculty-wide consistent and non-negotiable rule concerning the length of associate senior lecturer appointments. The duration of the appointment shall be no less than four years and no more than six years."

As can be seen from the quality evaluations of the law programme and the Master's programmes, there is an extensive need for teaching staff reinforcements. All recruitment should therefore be conducted with a focus on broad teaching expertise in the subjects where there is a need.

- Specific legal disciplines, for example:
 - Private law, preferably with specialisation in law of associations (associationsrätt), family law and commercial law (förmögenhetsrätt)
 - Public law, preferably with specialisation in administrative law, constitutional law, migration law, administrative court procedure law and environmental law
 - Private international law
 - Procedural law, preferably with specialisation in civil procedural law, arbitration and other alternative dispute resolutions and criminal procedural law
- Strategic research and education areas and thematic areas, for example
 - Human rights law (mänskliga rättigheter)
 - Health Law

It is important that the faculty has a preparedness to undertake investment and recruitment in relation to current strategic research and education areas, as well as to make individual strategic recruitments when special occasions arise.

4.2 Continuing professional development and career development

As regards *continuing professional development and career development*, the Faculty of Law shall:

- development for doctoral students and teaching staff
- develop support for continuing professional development and career development for technical and administrative staff. The faculty shall strive to accelerate, and actively participate in, the university's work to create good and clear career paths for technical and administrative staff.

- develop the introduction of international employees, as also the work involved in integrating them into the faculty's education, research and support operations and its work environment. This shall be done by, amongst other things, training in the Swedish language, information and communication in English and continued support for continuing professional development and career development throughout the appointment. The faculty shall ensure that international employees are offered training in Swedish as also practical opportunities to take advantage of this.

- promote the pedagogical development of doctoral students, teaching staff and researchers via, for example, courses in pedagogics. These shall include courses for supervisors and courses relating to gender and other critical perspectives. Pedagogical mentorship and various pedagogical development projects shall also be provided.

- promote good leadership by enabling employees to participate in various leadership programmes.

- promote good academic leadership and research entrepreneurship by supporting applications, such as for ERC grants, and nominating employees for research excellence programmes such as Wallenberg Academy Fellows and Pro Futura.