



Policy for Academic Leadership at Lund University

LUND UNIVERSITY





POLICY FOR ACADEMIC LEADERSHIP AT LUND UNIVERSITY

Lund University strives to deliver research, education and external engagement of the highest international quality.

A world-leading university requires well-developed management and leadership, and managers and leaders need the right expertise and abilities to lead the activities.

With its Policy for Academic Leadership, the University wishes to clarify expectations for the expertise that characterises successful and well-developed academic leadership.

The Policy also describes the conditions within which the University's managers and leaders work.

The Policy is a declaration of intent and support for leadership development and is to be used as a basis to develop, inspire and recruit leaders at Lund University.



AKADEMIC LEADERSHIP

The term academic leadership is used in the Policy to strengthen and safeguard what is unique about leadership in Lund University's organisation, namely academic freedom, which is at the core of the entire organisation, regardless of whether we are working in administrative support or research.

This means that academic leadership includes all employees with management tasks, regardless of whether as a leader you are recruited or collegially appointed.

Academic freedom is closely connected with collegial governance and its basis is that higher education institutions, within their collegial circle, are to define which activities will be conducted and how they are to be implemented and communicated. Collegiality is just as much a working method and a culture as a form of governance.

The Policy's definition of academic leadership thus represents the University's intended direction, and the Policy is to strengthen the University's identity of being driven by a different kind of leadership, i.e. academic leadership.

EXPECTATIONS FOR WELL-DEVELOPED ACADEMIC LEADERSHIP

Based on the skills that characterise successful and well-developed academic leadership at Lund University, leaders are expected to...

... **have a developed strategic approach** by formulating objectives and tasks and evaluating activities while safeguarding day-to-day activities.

... **have a well-developed capacity** for communication internally and externally and create conditions for dialogue and support.

... **have a national and international** understanding of the surrounding world, be able to conduct situation analyses and understand new contexts across cultural, sectoral and national boundaries.

... **have integrity and the courage** to understand the issues, analyse, justify and then make informed, difficult and challenging decisions.

... **have self-awareness and the ability** to balance the different elements of academic leadership in terms of the relationship between collegiality and line management.

... **demonstrate an empathic approach**, a high level of ethical awareness and the ability to reflect on the organisation, staff and their own leadership. This also includes being able to recognise their own need for support.

... **lead individuals and groups**, delegate, clarify responsibilities and recognise the potential of individuals. This also includes showing trust, providing support and challenging employees with the aim of developing the individual, group or organisation.

... **understand the implications** of Lund University's responsibility in relation to research, education and external engagement. This includes understanding the implications of their own area of responsibility and Lund University's organisation, governance, management and finances.

... **have an inquisitive approach** to the development of Lund University, their organisation and staff members. This means looking at the big picture and being open, present and responsive to new perspectives by inspiring and promoting innovation.

MANAGEMENT, COORDINATION AND INFLUENCE IN DIFFERENT STRUCTURES

Managers and leaders at Lund University lead, coordinate and influence in two different structures. Successful leadership requires leaders to understand and operate within both structures in parallel.

Line management

Line management includes duties or employment as Vice-Chancellor, dean, head of department, head of division, head of office and other positions involving formal management responsibility. Management responsibilities are described in the policy document Guidelines for Management Positions.

Collegial governance

Leadership beyond line management often includes collegial decision-making processes and this may involve assignments such as chairing boards or councils as well as leading projects or research. Lund University's Rules of Procedure clarify the principle of collegial governance.



Via the Rules and Regulations on the Staff Pages, you can

- download the Policy for Academic Leadership and read it in its entirety (on the subpage Staff),
- download Guidelines for Management Positions and read more about line management (on the subpage Staff),
- download Rules of Procedure for Lund University and read more about collegial governance (on the subpage Organisation and Decision – Making Structure).



<https://www.staff.lu.se/organisation-and-governance/rules-and-decisions/rules-and-regulations>



LUND
UNIVERSITY

LUND UNIVERSITY

Box 117

SE-221 00 Lund

Phone +46 46-222 00 00

www.lunduniversity.lu.se