

1. Stockholm University and its mission; a brief description

With 5500 staff and 30 000 students, Stockholm University is one of the largest in Sweden and Scandinavia. Divided into two scientific areas, human sciences and science, with four faculties – humanities, law, social sciences and natural sciences – the university has a strong international research profile with particular focus on fundamental research. Together with Karolinska Institutet and KTH Royal Institute of Technology, with medicine and engineering, we form a comprehensive university environment for the capital of Sweden.

In the document Strategies for Stockholm University 2015-2018, the university is initially characterized as follows: Stockholm University College was founded in 1878 as a bold project, a modern university in the spirit of Enlightenment, with the aim of serving society. Stockholm University continues to build on this foundation as an open, innovative, and dynamic university. The University should maintain fundamental academic values. Academic freedom should be protected. In a changing and globalised world, the University should contribute to a sustainable democratic society with a long-term vision, based on a solid scientific foundation that evolves constantly through the search for new knowledge.

For more than a century, an inherent quality culture has evolved at the universities; a continuous process of self-evaluation and mutual peer review – a unique academic culture. This culture, where traditional peer reviews are a cornerstone, must be protected and developed.

Stockholm University is structurally decentralised. In order to ensure planning and development, the organisation is based on strong departments with a high level of independence. A cornerstone of academic leadership is collegial legitimacy. At the same time, the collegial leadership must be a strong strategic leadership. Collaboration between department, faculty, the two scientific areas, and university management is essential for achieving the highest possible quality in the University's core operations – research and education – but also in outreach operations and knowledge dissemination.

2. The institutional values of Stockholm University (as defined 10 years ago in a process driven by the communications office):

Openness

Stockholm University is a generous and welcoming place. Close contact and an active exchange of experiences and knowledge with the world around us has characterised the university since its foundation. The university takes an active part in external relations on a broad front in society: in its education and research and through research communication, as a referral body, through investigations and participation in media as well as through national and international cooperation partners and networks.

Innovation

Stockholm University is characterised by innovation. Stockholm University College was founded in 1878 with the ambition to renew the traditional universities in Sweden, and it recruited inter alia Sweden's first female professor. Stockholm University contributes to the development of society and to an individual's progress of knowledge through education and research. The university acts, in cooperation with others, on the international frontline in the areas of human science and science.

Willingness to cross boundaries

With a solid basis in traditional disciplines Stockholm University strives to develop broad and cross-boundary cooperation. The university's profile areas are in many cases department, faculty and area

wide. Research centres and institutes span all these boundaries and contribute to the interdisciplinary profile of the university.

3. Why Stockholm University engaged in the pilot process

The overall aim with the project at Stockholm University is threefold:

- a) ensuring that fundamental and institutional values become an integral part of the central strategy and become better anchored in the university as a whole;
- b) to get input bottom-up to the top-down process of forming a strategy;
- c) to serve as a way to bench-mark internationally in the strategic work with fundamental and institutional values.

This is to be achieved through:

- a) discussing the four fundamental values – autonomy, academic freedom, equity and integrity – in order to define them better from the point of view of Stockholm University and how they can form a basis for the strategy;
- b) discussing the three institutional identified by the university values – openness, innovation, willingness to cross boundaries – in order to see if they are adequate and anchored enough across the institution;
- c) discussing whether there might be other values which should be added, or even replace the current values.

In order to get institutional acceptance at SU for the “instrument”, however, it had to be made very clear that the idea was by no means to make this a “heavy” instrument in addition to all other kinds of evaluations or self-evaluations that are imposed on our universities. Rather, the Living Values project had to be presented as a vision, a source of inspiration, a common return to the fundamental and more specific values that guide our work and ultimately serve to motivate us as a university.

4. The Living Values project in relation to the strategic plan of the university

In 2018, Stockholm University is renewing its central strategic plan. Academic values already played a central role in the current strategy document, but the process of renewal coinciding with the Living Values pilot offers a unique opportunity to focus both on fundamental values and institutional values, to make them the backbone of the strategy and to discuss them broadly across the university, in order to make them living values rather than empty phrases.

5. Description of the management of the process (see also www.su.se/strategies)

The project is led by the president of the university, with the support of the whole senior management team of the University and with dedicated administrative support. The general idea has been to “distribute” the question of values by using already existing forums and meeting places, such as meetings for heads of departments or heads of administration, for the university leadership and deans etc., but also staff meetings at departments or in the student union, and to reserve sufficient time at these meetings to be able to discuss these questions in depth. This has been communicated by the president on a number of occasions, such as the first meetings of the year for the newly appointed faculty boards, the first meeting for heads of departments etc., and furthermore by the deans and the head of administration. Reports from faculties and departments as well the central administration are due in early September.

Instead of using the instrument in all its detail, a “tool-kit” has been developed in order to distribute the Living Values project into the organization, containing a number of questions specific to

Stockholm University to be discussed in these different forums, including preliminary definitions/exemplifications of the fundamental values and existing descriptions of the institutional values, and in addition, as a source of inspiration, a list of possible institutional values collected during the Glasgow workshop on Living Values in 2017. A central part of the tool-kit is also a 15 min video with MCO Ambassador Professor Caroline Parker, addressing her colleagues at Stockholm University and offering her personal reflections on the importance of the Living Values project and the process of implementing the work on values in different stages at Glasgow Caledonian University. This video was originally produced for three workshops with all heads of department and heads of administration, where it served as a forceful source of inspiration for productive discussions, and has since then been spread throughout the whole organization.

In addition to this “tool-kit”, which was distributed to all deans, heads of department and heads of administration as well as to the student union, staff and students at the university also got a personal letter from the president in early April, shortly describing the project – including impressions from the Bologna workshop – and inviting everybody to participate actively by giving input of any kind, on fundamental, institutional or potential values. This input has replaced the proposed questionnaire. This has resulted in a number of letters reflecting on value questions, which will be used as input to the strategy work.

Stockholm University is still in the middle of the process, and the reports from deans, faculties and departments are due in September. The theme of the annual kick-off in early September this year will be the Living Values project, with a public debate including the vice president, the deans and the head of administration, and led by MCO Ambassador Professor Caroline Parker. The input on institutional values will also be used on this occasion for creating word-clouds, which will concretely visualize which values are particularly central to Stockholm University staff and students.

6. Which changes may be anticipated?

Academic core values, both fundamental and institutional, will play an even more dominant role in the new strategies for Stockholm University. Living values will be on the agenda not only during the pilot project, but also as the strategies are implemented. In addition, a change of the institutional values can be anticipated. Openness as a value is something that most staff and students can identify with, but the other two values seem less well anchored in the organization. A number of new values have also been proposed, out of which a couple of new values may possibly be identified:

- A university for the big city
- A university / knowledge in the midst of society
- Academic approach
- Breadth and cutting edge
- Collegiality
- Confidence
- Creativity
- Critical thinking
- Curiosity
- Diversity
- Education and culture
- Education and research integrated
- Equal rights
- Fundamental research
- Inclusion, involvement
- Inspiring
- Long-term perspective

Perception, sensitivity to different views
Quality
Reflection
Reliability
Respect
Responsibility
Sustainability
Truth seeking/truth

7. In what ways has Stockholm University benefited from its involvement in the project?

Since Stockholm University is still in the middle of the pilot project, it is too early to draw any conclusions yet. However, the response has been very positive from staff and students alike. At a time when fundamental societal values – peace, democracy, free speech – are under debate internationally in society as a whole, it has been perceived as especially important for the university to undertake a self-reflective process on fundamental and institutional values.

8. Plans for continuation

Once the new strategy has been decided towards the end of 2018, and the Living Values pilot is finished, the real work will begin: to better implement both fundamental and institutional values at all levels across the university as a whole. The university is large and largely decentralized. Thus, the real challenge for Stockholm University is to integrate the values in everyday practice. This, of course, is a never-ending process. But throughout the pilot work, we have discovered that keeping the discussion alive is what makes the values live. The work on values has also turned out to be something that really engages staff and students across faculties, and that in itself may help to foster the vision of *one* university with shared values, rather than a number of different faculties, departments and administrative units.