

# Information meeting about the faculty subject area review and proposed development plan

230925 and 230929

**The home page for of the faculty subject area review :**

**[https://internt.slu.se/en/targeted-info/faculties/ltv-faculty/current-affairs/initiatives-and-projects/subject-area-review /](https://internt.slu.se/en/targeted-info/faculties/ltv-faculty/current-affairs/initiatives-and-projects/subject-area-review/)**

# The purpose of the day

## Information about:

- Status in the subject area review – who decides what, what has happened, as well as how we think ahead and why
- Present the proposal for a development plan for the faculty's subject areas
- Questions and input



# The Faculty Board's (FN's) decision 15 December 2021

- that a **review of the subject areas** at the LTV faculty must be carried out before the faculty board's decision on grant allocation principles for 2023,
- that the overall goal of the review is to **propose a development plan** that can create the conditions for the faculty's subject areas to ensure the implementation of the faculty's mission (FN) (FN refers to the faculty board throughout this document),
- that the review must **analyze the current scope of the business** and how it relates to opportunities to ensure the quality of the business in carrying out research, education and environmental analysis. The faculty's expert competence in relation to SLU's sector assignments must also be included in the analysis (workshops and current state analyses)
- that the review should **propose principles for subject area names** and how **subject area descriptions** can be part of the basis for the faculty committee's work (FN),
- and that the review must **take into account possible synergies** between subject areas, departments and faculties in the development of subject areas (workshops and current state analyses)

- Produce proposals for **an overall development plan** that can form the basis for the faculty committee's decision on changes to subject areas.
- Is limited to the subject areas' subject orientation and content-wise development
- The report (development plan) from the review must contain a description of the current situation with the respective department management's view of development needs and opportunities. Furthermore, the report must include an analysis of the current state of the focus of the subject areas and the department management's view of the current state and future in relation to current assignments and the strategy.
- Decisions on changes to subject areas can be made in 2023 at the earliest and are deemed to be possible to implement at the beginning of 2024 at the earliest

***The review does not include:***

- *Some evaluation of the subject areas' success in the form of the activity's results (e.g. bibliometrics )*
- *Nor the organization of the subject areas at the institutions ( eg departments)*
- *Questions concerning the organization of the subject areas in the linear organization or structures for leadership (e.g. heads of departments)*

# Why did the FN think we needed a review of our subject areas?

- We need a subject structure that benefits our business as best as possible and strengthens the conditions for all employees,
- Our government grants are decreasing and we need to use them wisely and efficiently to ensure successful and excellent high-quality research and teaching competence,
- The world around us is changing faster and faster and we need to do that too, i.e. we have to constantly check that we are properly oriented and structured subject-wise . We can't just assume that we were formed correctly 15 years ago - we may be, but we constantly need to evaluate ourselves,
- It is also about creating increased flexibility, mobility and quick-footedness as well as stable strong research environments where you can feel safe and stable.

# Why did the FN think we needed a review of our subject areas?

- Safe financial conditions for both operations and employees - requires constant development,
- The subject funds in relation to the number of subject areas - are actually too small to be able to make investments and movements,
- We need to adapt the size of the subject areas so that they get academic power and funding that is sustainable even for new investments and transfers in the future,
- Working "as we have always done" will not lead to the system-wide movements required for sustainable social development,
- We are good, publish and produce..... but how do we maintain that position in today's fast growing world? By maintaining the status quo or by being proactive?



# Does the band back off a little ..... what is the FN's obligation according to SLU's delegation order?

- to decide on the main focus of the activity within the framework of its general mission and to create favorable conditions for education, research and ongoing environmental analysis within the board's area,
- to decide on principles for assignments and resource allocation to departments and other units within the framework established annually by the university board and the vice-chancellor,
- that, after obtaining the vice-chancellor's views, decide which subject areas should be within the faculty (as can be seen from section 2.3 of the "Board's delegation order", the vice-chancellor establishes guidelines for subject areas that are common to several faculties),
- to be responsible for adapting the activities so that high quality is achieved in the education, research and continuous environmental analysis and that the available resources are used effectively,
- to follow and analyze developments in one's own operations and in relevant parts of the outside world and thereby make any necessary changes,



# What does the faculty board decide on?

- Subject areas which take place in connection with decisions on grant allocation principles. Through the subject areas, the faculty's subject orientation is controlled and this also forms the basis for the orientation of higher positions,
- Establishment and discontinuation of a subject area after consultation with the department. Decisions about this must be preceded by an approval from the Vice Chancellor. Decisions today only cover the names of the subject areas and not descriptions of specialisations,
- The subject grants (subject funds) which make up the basic funding for the subject areas

The Faculty Board must, among other things, through decisions on subject areas, balance the need for subject breadth in order to ensure the education's competence supply and knowledge needs, as well as the sector assignment in the form of expert knowledge, etc.

At the same time, research must be given good conditions for high quality and competitiveness in terms of competence and external funds.

Furthermore, the faculty is expected to contribute to SLU's research excellence at an international level, as part of SLU's goal to be an internationally recognized university.





# What actually applies in terms of subject funds?

**In the board's appropriations allocation for 2021 it says :**

- The base grant must be distributed according to subject area.
- A subject area is a research field defined by the faculty that is relevant to the university's areas of responsibility according to SLU's regulation and that the department is tasked with developing and maintaining.
- A subject area can also be defined based on the activities that are necessary for SLU to be able to maintain breadth and quality in undergraduate education.
- Institute information must be included in the subject area division.
- State grants may vary in size between different subject areas
- There is therefore a broad range of interpretation and action for the faculty board and departments when it comes to the direction of the research, which is completely in line with the academies' need to have an independent position.





# How does it look today at LTV? (6 institutes & 26 subject areas)

## Department of People and Society

- Business management
- Environmental psychology

## Department of Biosystems and Technology

- Sustainable crop production ( [Crop system ecology](#) )
- Cultivation horticulture ( [Horticultural production physiology](#) )
- Microbial Horticulture ( [Horticultural Microbiology](#) )
- Technology and digitization for animal and plant production
- Animal environment and building function
- Applied statistics

## Department of landscape architecture, planning and management

- Landscape planning
- Urban Vegetation
- Administration and management ( [Landscape governance and management](#) )
- Landscape design ( [Design of urban landscapes](#) )

## Department of Urban and Rural Development

- Design theory
- Landscape design ( [Professional practice](#) )
- Physical Planning
- Landscape architecture with a focus on management ( [Landskapsförvaltning](#) )

## Department of Plant Breeding

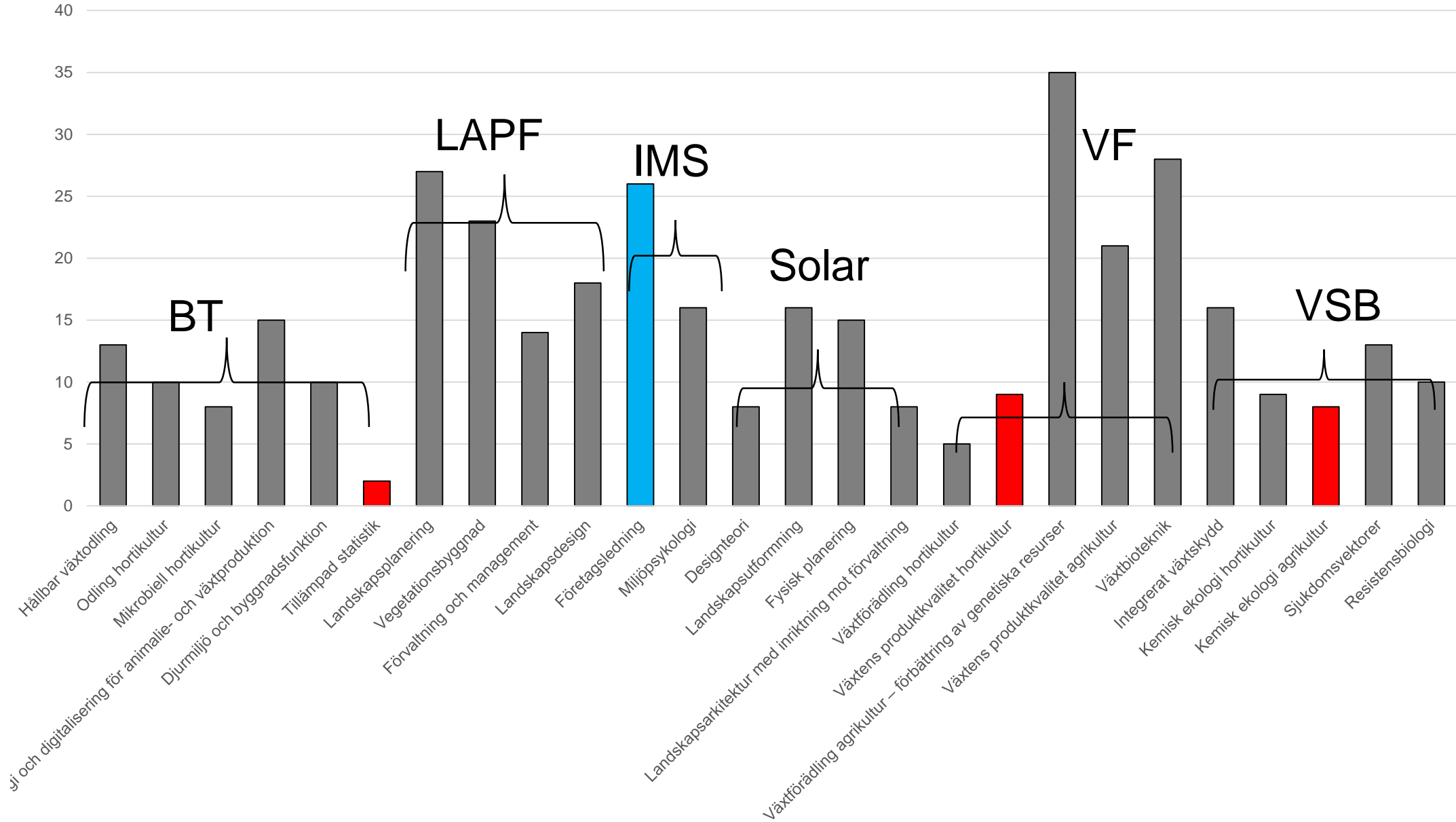
- Plant breeding horticulture
- Plant product quality horticulture
- Plant breeding agriculture
- Plant biotechnology
- Plant product quality agriculture

## Department of Plant Protection Biology

- Integrated plant protection
- Chemical ecology horticulture
- Chemical ecology agriculture
- Disease vectors
- Resistance Biology



Number of employees



Now we have gone through the decision at the FN and why the decision was taken

- What the decision meant we were going to do
- What are the FN's missions and what they decide on
- As well as how it looks today, in terms of subject areas
  
- **QUESTIONS & BREAK**
  
- And now we proceed to what we have done in the subject review process .....





# The work process for the subject area review

The process is a development process – a cultural journey.

Involved a number of inclusive activities during the period 19 April 2022 to 5 May 2023.

The process has been led by the faculty's dean, with the support of the vice-dean, faculty director and research secretary.

Markus Wikborg from GHAL (the group for sustainable leadership in academia at SLU) and the communication department supported the faculty management in the process work.

During the planning of and reflection on the process, continuous discussions have been held with university management, the faculty board and the faculty's heads of department.

The unions have also been continuously informed by the dean.



- The subject area review process has included four workshops and written current situation analyzes prepared by the subject areas and the department heads.
- Subject managers, heads of departments, faculty board, the unions, doctoral students and student representatives have been invited
- In the preparation of the current situation analyses, participation was invited from subject area co-workers.
- A website for the subject area review was set up for the dissemination of communication, where the faculty's co-workers have been able to follow along in the process and take part in various documents and presentations.
- Co-workers have been informed about the process in the faculty's newsletter and department heads and subject managers were urged to continuously inform co-workers about the respective activities.

# Workshop No. 1

## The purpose was to:

- Initiate the review and revisit the reasoning behind the decision,
- Holistic approach and creative discussions on strategically beneficial future forms of the subject areas, both definition and distribution ,

## And we:

- Shared and discussed in groups perceived challenges and tried to identify important future questions.



# Workshop No. 2

## The purpose was to:

- Look for inspiration and learn from others

## Inspirations :

- Professor Ove Nilsson from the Department of Forest Genetics and Plant Physiology, Faculty of Forest Sciences (S), SLU,
- Professor Helena Hansson from the Department of Economics, Agricultural and Food Economics, Faculty of Natural Resources and Agricultural Sciences (NJ), SLU,
- Professor Thomas Arnebrandt , physical chemistry and pro vice-chancellor at Malmö University (MAU),
- Discussed in groups - more of at LTV and hard to replicate. And why.





# In the current situation analyses

**The purpose was to :**

- Provide a basis for the continued review and more profound process.  
The analysis was divided into two steps (1 and 2 )

**The subject area leaders and head of departments were assigned to do:**

1. An analysis focusing on present focus, Q&I2018, opportunities and competence needs
2. An analysis focusing on development needs , synergies and overlaps , new development ( meaning what not to continue ), the way forward



# Workshop No. 3

## The purpose :

- Turn important issues and stones,
- Find common grounds and understanding, or not .....
- Have a better insight and understanding,
- To “move”, “position” and “develop” together .

## Duck:

- Presentations of the department management analyses,
- Fishbowlly , \_
- Mention .



# Workshop No. 4

## The purpose :

- Last and final workshop
- Summing up and synthesis
- Reflections and comments



# What we heard ?

## Workshop 1:

- You agreed on "*What lead us here*" meaning the reasoning for the decision of the subject area review and what "*is seen in the horizon*".
- Work interdisciplinary solve the complexities of future problems,
- Break the silos, going beyond our familiar subjects, integrated subject areas,
- Identify our faculty DNA
- Identify synergies/overlap
- Perspective on all our three/four missions
- Insights from our history, faculty and SLU strategy, and KON2018
- Consider the context that each subject area belongs to outside
- Identify ways for communication
- Flexibility , stability, quality, relevance, attractiveness , long term approach
- R eflexive approach, looking inside-out and outside-in, communicate, create understanding
- Our individual approach, important for how we proceed and succeed

# What we heard ?

## Workshop 2:

- More loose frame work eg a matrix organization
- Shared common resources, infrastructure and equipment to increase synergy among groups at the Faculty,
- Establish integrated dynamic teams with shared goals and resources,
- The purpose and the role of the subject areas,
- Support from the



# What we heard ?

Workshop 3 ( including the current situation analyses ):

## We heard



# Suggestions from head of departments (W3) (6 depts & 21 SA)

## Department of People and Society

- Business management
- Environmental psychology
- *Status quo*

## Department of Biosystems and Technology

- Agricultural systems
- Horticultural systems
- Animal systems
- *From six to three subject areas*

## Department of landscape architecture, planning and management

- Landscape planning
- Urban Vegetation
- Administration and management (*Governance and management of the landscape*)
- Landscape design (*Design of urban landscapes*)
- *Status quo*

## Department of Urban and Rural development

- Design theory
- Landscape design (*Professional practice*)
- Physical Planning
- Landscape architecture with a focus on management (*Landskapsförvaltning*)
- *Status quo*

## Department of Plant Breeding

- Plant breeding, horticulture and agriculture
- Plant product quality horticulture and agriculture
- Plant biotechnology
- *from 5 to three subject areas*

## Department of Plant Protection Biology

- Integrated plant protection
- Chemical ecology agriculture and horticulture
- Disease vectors
- Resistance Biology
- Possibly another new subject group
- *Merger of two and maybe creating a new*

# What we heard ?

## Workshop 4

- Reporting and reflections from the subject area analyzes were a basis for the analyzes from HoD and will be a part of the material basis for the faculty board's future work
- Subject areas are maybe not tools for change, we might need other types of incentives (eg strategic funding projects)
- Subject areas are more than only organizational units – their role, function and purpose are complex
- There is a need for complementary structures and arenas for discussions across subjects and dynamic subject area development
- Important discussions about subject areas and subject area responsible that need to be discussed further
- Of course important to anchor at department level before decision
- More outside-in perspective based on societal challenges
- NEXT STEP – work meeting in the faculty board.....





- Now we have gone through what was done in workshop 1, 2, 3 and 4 as well as the output from the process
- **QUESTIONS & BREAK**
- And now we continue to how the UN reasoned on the labor camp and the proposal for a development plan and revised timetable .....



# The faculty board's working meeting 13-14 June 2023

**The purpose of the working meeting was to discuss and arrive at:**

- "what the FN could decide on based on the process documents in the subject area review",
- " how the FN wanted to proceed with the process results and any further process" as well
- " how the FN wanted to draw up an overall development plan for the subject areas at the faculty as well as
- to decide on a revised and extended timetable (implementation phase during the period 2024-2026).

## Constructive , creative and forward-looking discussions around:

- which new future issues for the faculty that FN sees as potential in the future (based on the subject areas' potential to develop high-quality research and education in relation to topicality, future issues and societal challenges),
- their thoughts on the results that emerged in the process, i.e. during all the workshops and in the current situation analyses, based on what was requested in the FN decision,
- what the FN would have liked to see the institutions and subject areas have performed in the process so far,
- the importance of the subject areas in relation to other subject areas at the faculty and SLU (synergies and overlap),
- what a subject area is and what significance, role and function the subject areas have and should have in the future,
- how large a critical mass we need to achieve strong subject areas,
- how many subject areas we want,
- what a reasonable number of subject areas is in relation to the size of the subject funds and what level of subject funding is reasonable,
- what importance, role and mission subject managers should have.



# PROPOSAL FOR DEVELOPMENT PLAN

- The overall development plan for the faculty's subject areas must be governing (FN) as well as process-oriented (in the departments).
- The faculty is starting a cultural journey where development and change work must be a natural and recurring process with evaluation and benchmarking of subject areas and subject managers to ensure high quality and relevance.
- The FN decides on principles and frameworks for subject areas, subject managers, subject resource allocation and incentives/strategic investments February 2024.
- Current process documents from the subject area review need to be processed further at the institutions before decisions can be made, which means that further process steps need to be initiated.

# PROPOSAL FOR DEVELOPMENT PLAN

- Processes at the institutional level will include that the institutions will be tasked by the FN in March 2024 to work further in inclusive processes with the support of professional process management based on the proposals sent to the FN (and based on the principles decided by the FN and based on dialogue with the faculty management).
- Some proposals are expected to be decided before the distribution of grants in 2024 and 2025, while other proposals from the institutions can only be decided by 2026.
- A communication plan will be drawn up and dialogue will be carried out continuously during the process with the faculty's heads of department, the faculty board, the university management and the unions.

# The further process steps include:

- a) Four working groups (consisting of members of the faculty board) will be appointed to prepare documentation for the faculty board decision in February 2024 regarding the following:
- 3.1) Principles\* for definition of subject area (incl. task, role, function and responsibility), name and description of subject area, minimum size for a subject area should be 15-20 people consisting of sufficient distribution between different job categories (professors, lecturers, assistant lecturers, researchers, assistant professors, postdocs, doctoral students, etc.) to ensure strong and sustainable environments, as well as principles for follow-up, evaluation and re-examination of subject areas.

Work period for work group A is 231004-240228.

Decision in the faculty barod February 2024.

To be implemented before the allocation of funds in 2025.

- 3.2) Principles\* for describing the subject leader's task, role, function and responsibility as well as principles for follow-up, evaluation and re-examination of the subject leader.  
Working period for working group B is 231004-240228.  
Decision in the FN February 2024.  
Implemented before the allocation of funds in 2025.
- 3.3) Principles\* for the allocation of subject funds and amount per subject area. An investigation of criteria and factors for subject funding allocation and the size of funding will be carried out.  
Working period for working group C is 231004-240228.  
Decision in the FN February 2024.  
Implemented before the allocation of funds in 2025.

- 3.4 ) Principles\* for faculty-funded strategic initiatives and identification of which incentives/investments (meeting arenas, thematic initiatives based on societal challenges, workshops, etc.) need to be initiated in order to achieve interdisciplinary, dynamic and mobile research groups and smaller boundaries between subject groups and institutions.  
Work period for work group D is 240101-240601.  
Decision in the FN in June or September 2024.  
Implemented before the allocation of funds in 2025 .
- *\*In the development of principles for subject areas (1), subject leaders (2), subject funds (3) and faculty-financed strategic investments (4), consideration must be given to SLU's and LTV faculty's governing documents.*



- b) that the departments further process their proposals in the current situation analysis based on the principles and tasks that the faculty board decides on in February 2024. The departments' further work with development and change in the subject areas must take place in inclusive processes where the faculty co-finances professional process management . At the same time, risk and impact analyzes must be included.
- Timetable for the departments' work:
    - Start March 2024 (if the departments wish, the work can begin in parallel with the work in the faculty board's working groups, e.g. concerning the discontinuation of the subject area applied statistics, but the faculty board otherwise recommends waiting for the framework and principle decision from the faculty committee's decision in February 2024).  
(the institutions may need different time to carry out the implementation in the operations).

- c) continued process based on wishes for change (ongoing follow-up, evaluation and re-examination of subject areas and subject leaders).
- d) incentives to increase dynamic collaborative mobility across subject and departmental boundaries are initiated from the faculty (strategic investments, meeting arenas, workshops for the identification of societal challenges and themes to address) .
- Decisions about subject areas (after dialogue with the Vice Chancellor), subject area names (after dialogue with the Vice Chancellor), subject area descriptions, subject leaders and distribution of subject funds are decided by the faculty board before the 2024/2025/2026 allocation of grants.

### TIDPLAN för arbetet med LTV fakultetens ämnesområden 2024-2026

Oktober 2023	FN-beslut om övergripande utvecklingsplan LTV fakultetens ämnesområden 2023-2026
Hösten 2023	Fakultetsnämndens arbetsgrupper (A, B och C) bereder underlag gällande principer för ämnesområden, ämnesansvariga och ämnesmedel
Februari 2024	Fakultetsnämnden beslutar om principer för ämnesområden, ämnesansvariga och ämnesmedel baserat på arbetsgruppernas underlag samt beslutar om uppdrag och instruktioner till institutionernas vidare arbete med ämnesområdena.
Mars 2024	Institutionerna vidarebearbetar deras förslag i nulägesanalyserna utifrån de principer och uppdrag som fakultetsnämnden beslutat i december 2023. Risk och konsekvensanalyser ska genomföras på institutionsnivå.
Våren 2024	Fakultetsnämndens arbetsgrupp (D) bereder underlag gällande principer för strategiska incitament
Juni 2024	Fakultetsnämnden beslutar om principer för strategiska incitament baserat på arbetsgruppernas underlag
September 2024	Underlag från institutionerna gällande utveckling och förändring av ämnesområdena lämnas till fakultetsnämnden
November 2024	Fakultetsnämnden beslutar om fakultetens ämnesområden, benämning av ämnesområden, beskrivning av ämnesområden, utseende av ämnesansvariga, tilldelning av ämnesmedel och ämnesmedelsstorlek inför anslagsfördelningen 2025 samt fakultetsfinansierade strategiska incitament
Januari 2025	Implementering av ämnesområdena, ämnesansvariga och ämnesmedel för de institutioner som är klara med processen 2024
September 2025	Underlag från institutionerna gällande utveckling och förändring av ämnesområdena lämnas till fakultetsnämnden
November 2025	Fakultetsnämnden beslutar om fakultetens ämnesområden, benämning av ämnesområden, beskrivning av ämnesområden, utseende av ämnesansvariga, tilldelning av ämnesmedel och ämnesmedelsstorlek inför anslagsfördelningen 2025 samt fakultetsfinansierade strategiska incitament
Januari 2026	Implementering av ämnesområdena, ämnesansvariga och ämnesmedel för de institutioner som är klara med processen 2025
Våren 2026	Uppföljning och utvärdering av implementerade ämnesområden och ämnesansvariga 2025

# Questions and input from you.....



# At SLU, the word subjects is used in various contexts

## Subject area

- The board has decided that SLU's departments should be divided into subject areas and that all employees within the academic line should be linked to such. It is the faculty committees that decide which subject areas are to be found within the faculty (with the exception of joint faculty subject areas) and it is based on these that the base grant is to be distributed. Each subject area must correspond to a research field defined by the faculty that is of relevance to the university's areas of responsibility and/or education, and which the department is tasked with developing and maintaining.

## Postgraduate study subject

- At SLU there are a number of different postgraduate subjects. It is the faculty committee that decides which doctoral education subjects should be available at the faculty, after obtaining opinions from FUR and the rector. Each doctoral student is admitted to a specific subject and follows the general study plan for that subject. The general study plan specifies the prerequisites of the subject and the requirements placed on education and thesis. At the LTV faculty, there are currently the following postgraduate subjects: biology, landscape architecture, agricultural science, technology and horticulture. It is the doctoral education subjects that govern in which subject it is possible to be accepted as a docent.

## **Main area**

- All of SLU's undergraduate and advanced level courses are classified into one or two of 32 different subjects. 20 of these also constitute main areas, which means, among other things, that they are the basis for general degrees (Bachelor's, Master's and Master's degrees). It is the board that decides which main areas should be at SLU. A list of all subjects and majors can be found [here](#)

## **Subject**

- As described above, subjects are used to classify courses. It is the education committee that decides which such subjects should be available at SLU. Subject also has another meaning in the context of competence, namely the subject in which a higher position is advertised.

There is a recommendation within the faculty that a recruited professor should be attached to each subject area