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# **Mid Sweden University**

## **Rules of Procedure**

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# Table of Contents

<b>1. Introduction</b> .....	<b>3</b>
1.1 Teachers with scientific and artistic competence .....	3
1.2 Student representation .....	4
<b>2. University Board</b> .....	<b>4</b>
2.1 The Rules of Procedure for the University Board.....	7
<b>3. VICE-CHANCELLOR AND PRO-VICE CHANCELLOR</b> .....	<b>9</b>
3.1. Appointment of the Vice-Chancellor.....	9
3.2. Vice-Chancellor .....	10
3.2 Pro-Vice-Chancellors .....	10
3.3 Deputy Vice-Chancellors .....	10
<b>4. FACULTIES</b> .....	<b>10</b>
4.1 Faculty Board.....	10
4.2 Faculty administration .....	11
4.3 Dean, Pro-Dean and Deputy Dean .....	12
4.4 Departments .....	13
4.6 Research Centres .....	13
<b>5. University Administration</b> .....	<b>14</b>
5.1 Head of the University Administration .....	14

# 1. Introduction

University operations are dependent on clear and transparent organisational conditions, responsibilities and decision-making processes. The ultimate aim of the Rules of Procedure is therefore to clarify how university operations should be governed and reviewed, and to specify the areas of responsibility that different levels and functions in the university have. Together with Mid Sweden University's decision-making and delegation scheme, the Rules of Procedure describes how the university is organised and how decisions are made.

Collegial decision models and work methods are a special feature of academic culture that are based on the fact that the university's academic staff have a special responsibility to independently (or through selected representatives) exercise a decisive influence on our operations. This applies mainly to continuous quality assurance for research and education, as well as developing the content and direction of our operations through continuous dialogue within subjects or subject groups.

In parallel to the collegial academic organisation, it is also necessary to have a traditional linear organisational structure to ensure that the functions of an employer and a public authority can be fulfilled in a legally secure way, that governance and management work as they should and that decisions are implemented as intended. The two forms of responsibility and decision-making mandate – the collegial and the linear – are a strength as well as a challenge, and must work in parallel. The formal work plan is particularly clear with regards to tasks for the linear organisational structure and formal mandates. For the collegial part, the work plan mainly contains general regulations regarding the tasks of the chosen bodies. The roles and mandates of the collegial structure are further regulated in the faculties' own rules of procedure and decision-making and delegation schemes.

## 1.1 Teachers with scientific and artistic competence

Various regulations use the terms 'research competence' and 'artistic competence'.

An individual meets the requirement of research competence if he or she is:

- a professor, or
- other kind of teacher, if they are in employment that requires a Degree of Doctor or an equivalent level of research competence.

An individual meets the requirement of artistic competence if he or she is:

- a professor, or
- other kind of teacher, if they are in employment that requires a Doctorate of Arts or an equivalent level of artistic competence.

Those referred to above are considered teachers within the Faculty Board's area of responsibility if they are employed by the university and at least 40% of their work is carried out in the same Board's area of responsibility.

## 1.2 Student representation

Students should have the right to influence their university education, and the university should encourage students to take an active share in further developing the education in accordance with Chapter 1, Section 4a of the Swedish Higher Education Act (*Högskolelagen* – 1992:1434).

Students are entitled to be represented when decisions are made or preparatory work is under way that will affect the education or the student's situation, according to Chapter 2, Section 7 of the Swedish Higher Education Act.

If decisions are to be made or preparatory work will be done by a single individual, information must be provided to, and consultation must take place with, a student representative well in advance of the decision being made or the preparatory work being completed. If a decision will be made by a group of individuals, according to Chapter 2, Section 6, second paragraph of the Swedish Higher Education Act, students are entitled to be represented by at least three members. However, the number of student representatives in such a group may be fewer if there are special reasons, considering the total number of members in the group – Chapter 2, Section 14 of the Higher Education Ordinance (*Högskoleförordningen* – 1993:100).

Student unions are responsible for appointing and dismissing student representatives within their respective fields of activity. For bodies that cover the fields of activity or other areas of both student unions when decisions are made, or preparatory work is carried out that affects both student unions, the unions jointly appoint student representatives – Section 7 of the Ordinance on Students' Unions (*Studentkårsförordningen* – 2009:769).

In cases where it is determined that opinions on a matter need to be collected by referring to one or more other bodies and the matter relates to activities significant to the education or situation of the students, the student unions should constitute the referral body.

## 2. University Board

The highest decision-making body of Mid Sweden University is its Board of Directors, which is responsible for the university's entire operations. According to Chapter 2, Section 2 of the Swedish Higher Education Act, the University Board supervises all of the university's affairs and is responsible for ensuring that its tasks are fulfilled. More detailed regulations about the responsibilities and assignments of the University Board can be found mainly in Chapter 2, Section 2 of the Higher Education Ordinance, as well as Section 3 of the Government Agencies Ordinance (*Myndighetsförordningen*) and Chapter 2, Section 8 of the Annual Report and Budget Figures Regulation (*Förordningen om årsredovisning och budgetunderlag*). According to the latter, in connection with signing the annual report, members of the Board must assess whether internal governance and controls are satisfactory. The University Board must also decide on matters that are specifically stipulated by laws or regulations, or that otherwise result from

this Rules of Procedure. If there is uncertainty as to whether an issue should be handled by the University Board, it will be decided by the chair of the Board together with the Vice-Chancellor. The University Board is responsible to the Government for ensuring that the university's tasks are fulfilled. Directly below the board, the Vice-Chancellor is responsible for managing operations. According to the Government Agencies Ordinance, the University Board must ensure that operations are carried out efficiently and in line with current legislation and the obligations that arise in connection with Sweden's membership of the European Union (EU). True and fair accounts must be kept for the organisation, and the university must be economical with government funds.

According to Chapter 2, Section 2 of the Higher Education Ordinance, the Board decides on the following matters:

1. Important issues relating to the overall orientation of the work and organisation of the university
2. Annual reports, budget figures and other important statements, and ensuring that the university has internal governance and controls that work in a satisfactory manner
3. Measures to be taken following auditor's reports from the Swedish National Audit Office and audit memoranda
4. Guidelines and audit plans for internal auditing, and measures to be taken following observations and recommendations from the internal audits, in accordance with Section 10 of the Internal Audit Regulation (*Internrevisionsförordningen* – 2006:1228)
5. Important issues relating to internal allocation of resources and the subsequent review of such. These issues include:
  - The long-term objectives, vision and strategy of the university
  - Decisions regarding the operational plan and budget
6. Issues that, according to Chapter 2, Section 15, should be handled by a Staff Disciplinary Board, if such a board has not been appointed at the university or if the Government Disciplinary Board for Higher Officials should not make the decision according to Chapter 4, Section 16 of the Higher Education Ordinance
7. The selection process specified in the second paragraph of Chapter 6, Section 3 of the Higher Education Ordinance.
8. A Rules of Procedure containing important directions concerning the general organisation of the university, delegation of decision-making authority, processing cases, and the rest of the organisational structure, unless otherwise prescribed by law or regulation.
9. Employment procedures
10. Other important instructions
11. Issues that are otherwise of fundamental importance, such as:
  - Important issues relating to university organisation, including decisions on establishing or closing down faculties

- Important policy documents, objectives and referrals of particular importance

According to the provisions in Chapter 2, Sections 8, 10 and 15 of the Higher Education Ordinance, the Board also nominates the Vice-Chancellor, appoints the Vice-Chancellor's deputy and establishes the Staff Disciplinary Board.

In accordance with Chapter 2, Section 15 of the Higher Education Ordinance, the University Board has established a Staff Disciplinary Board that examines issues according to point 6 above.

## 2.1 Rules of Procedure for the University Board

### 2.1.1. Members of the University Board

The University Board consists of a Chair, the Vice-Chancellor and no more than 13 members. Teachers at the university are represented by three elected members. The Board issues regulations for choosing teacher representatives. The student unions jointly appoint three members. The other members, including the Chair, are appointed following proposals from a nomination committee that is appointed by the Government.

The Chair directs board meetings. During the first meeting of its new term of office, the Board appoints a Vice chair who takes the place of the chair in his or her absence.

In the Vice Chancellor's absence, the Deputy Vice-Chancellor takes their place.

### 2.1.2. Notifying of meetings etc.

Meeting notices and agendas are sent electronically to members no later than ten days before a scheduled meeting. Documents and proposals for decisions should normally be sent at the same time.

It is up to the members to report situations that may constitute a conflict of interest to the Chair before the meeting, in accordance with the provisions of Section 16 of the Administrative Procedure Act (*Förvaltningslagen* – 2017:900).

### 2.1.3. Board meetings

The Board usually meets twice each term. Extra meetings are decided upon between the Chair and the Vice-Chancellor.

Pro-Vice-Chancellors, the Head of the University Administration, the University Strategist, the Head of Internal Audit, the Board Secretary and a Press and Communications Officer are entitled to attend and speak at board meetings.

A representative of each of the employee organisations that the university has collective agreements with are also entitled to attend and speak.

The Chair of the Board may allow another person to attend and speak.

For certain matters, rapporteurs may participate in board meetings, though only when those particular matters are considered.

The Board Secretary, who is appointed by the Head of the University Administration, keeps minutes from the meetings. The Board appoints one member to verify the minutes together with the chair.

The minutes should be drawn up no later than 14 days after the meeting. The minutes are signed by the Secretary and verified by the Chair and the person appointed by the Board to verify the minutes.

#### **2.1.4 Decisions**

Decisions are made by acclamation unless voting is requested. Voting is open and carried out in accordance with Section 29 of the Administrative Procedure Act (*Förvaltningslagen*). The result is determined by a simple majority. If there is a tie, the Chair has the casting vote.

According to Section 30 of the Administrative Procedure Act, a member who has participated in a decision being made is entitled to have reservations regarding the decision and to have dissenting opinions recorded in the minutes. The rapporteur and other officials who are present at the meeting during final consideration but do not participate in making the decision are also entitled to have their dissenting opinions recorded.

According to Chapter 2, Section 4 of the Higher Education Ordinance, the quorum for the Board is more than half of the members being present, the Chair and Vice-Chancellor being among them.

For urgent matters for which the Board does not have time to arrange a meeting, according to Chapter 2, Section 5 of the Higher Education Ordinance, the matter may be decided by messages being sent between the Chair, Vice-Chancellor and at least as many members as are needed to achieve quorum. If this is not deemed appropriate, the Chair may make the decision personally in consultation with the Vice-Chancellor. Decisions that are made through special arrangements as shown above must be reported at the next meeting.

#### **2.1.5 Administration of decisions**

The rapporteur for a particular matter is responsible for administering the Board's decision.

#### **2.1.6 Internal Audit**

According to the Internal Audit Regulation, Mid Sweden University must conduct an internal audit. Internal Audit is an independent function that works on behalf of and reports directly to the University Board. Internal Audit is led by a manager employed by the university who reports directly to the University Board and is administratively placed under the Vice-Chancellor.

#### **2.1.7 Audit Committee**

The Audit Committee is an advisory body to the Board, with the aim of investigating issues relating to internal governance and control prior to board decisions, such as audits carried out by the Swedish National Audit Office and Internal Audit, as well as the university's risk analyses; this streamlines work done by the Board and supports Internal Audit in their efforts.

The assignment includes the following tasks prior to decisions by the Board:

- Providing comments and suggestions in advance of the Board taking a position regarding the university's response to audit memoranda from the Swedish National Audit Office and annual reports from Internal Audit.

- Preparing and submitting comments on Internal Audit's suggestions regarding instructions, budget and staffing
- Preparing and submitting comments on audit plans, and making suggestions regarding targets for the work of Internal Audit
- Preparing and submitting comments on measures to take due to observations and recommendations made by Internal Audit.
- Preparing and submitting suggestions for risk analysis

The committee consists of three external members and one student representative. The Board appoints the Chair of the committee. The Head of Internal Audit provides administrative support for the committee. The committee may call university staff to its meetings as needed.

The committee meets preferably during the days leading up to University Board meetings or at other times as needed. The committee follows both the internal and external audit process.

The committee keeps notes from its meetings and regularly reports its work to the University Board through oral presentations at board meetings.

### **3. VICE-CHANCELLOR AND PRO-VICE-CHANCELLOR**

The Vice-Chancellor is responsible for operations close to the Board, in accordance with Chapter 2, Section 3 of the Higher Education Act. One of the Pro-Vice-Chancellors must be the Vice-Chancellor's deputy.

Pursuant to Chapter 2, Section 11 of the Higher Education Ordinance, an individual who meets the requirements for employment as professor or university lecturer is eligible to serve as Vice-Chancellor or Pro-Vice-Chancellor.

#### **3.1. Appointment of Vice-Chancellor**

The Vice-Chancellor is appointed by the Government for a maximum of six years, following a nomination from the University Board. The appointment can be renewed, but no more than twice at a maximum of three years each time. Before the University Board submits its nomination; it must consult the teachers, other employees and students in the manner decided by the Board. According to Chapter 2, Section 8 of the Higher Education Ordinance, when working to nominate the Vice-Chancellor, the Board must, to the extent possible, put forward both male and female candidates. The Board reports to the Government regarding how the gender-equality aspect has been taken into account.

Prior to the occasions when the university will recruit a new Vice-Chancellor, the University Board determines a requirements profile, procedures to follow and a timetable.

## 3.2. The Vice-Chancellor

The Vice-Chancellor is the head of a government authority and is an authorised signatory of Mid Sweden University<sup>1</sup>. The Vice-Chancellor is responsible for ensuring that operations are carried out in a constitutional and efficient manner. The Vice-Chancellor has the authority to decide on all issues that do not fall upon the University Board, the Disciplinary Board or the Staff Disciplinary Board. The Vice-Chancellor establishes university-wide policy documents that do not fall under the authority of the University Board.

Mid Sweden University's decision-making and delegation scheme shows which matters the Vice-Chancellor decides upon and which the Vice-Chancellor chooses to delegate within the organisation.

The Vice-Chancellor makes decisions mainly during the Vice-Chancellor's decision meeting (*rektors beslutsmöte* – RBM).

The Vice-Chancellor may establish special council functions that are assigned to serve as advisory bodies, in particular for drafting matters of importance to the university's strategy or of university-wide significance, where decisions will be made preferably by the University Board or Vice-Chancellor. The Vice-Chancellor or another representative of university management leads the council's work and provides the detailed instructions needed for council activities. Special subgroups or committees can be connected to these councils. Individuals appointed temporarily or permanently by the Vice-Chancellor participate in work at the councils.

## 3.2 Pro-Vice-Chancellors

The university board appoints one or more Pro-Vice-Chancellors in accordance with the procedure determined by the Board. One of these is appointed as the Vice-Chancellor's deputy. The Vice-Chancellor determines which duties and mandates the Pro-Vice-Chancellors have. The Board decides on the term of office for Pro-Vice-Chancellors.

## 3.3 Deputy Vice-Chancellors

The Vice-Chancellor may appoint one or more deputy Vice-Chancellors who are responsible for specially designated fields of activity determined by the Vice-Chancellor.

# 4. FACULTIES

Mid Sweden University has two faculties: the Faculty of Humanities (*Fakulteten för humanvetenskap* – HUV) and the Faculty of Science, Technology and Media (*Fakulteten för naturvetenskap, teknik och medier* – NMT). The activities of each faculty are directed by Deans, and the Faculty Board is the highest decision-making body.

## 4.1 Faculty Board

The area of responsibility for a Faculty Board consists of the subjects/main fields of education for the first and second cycles, subjects at the postgraduate level and the

<sup>1</sup> See Mid Sweden University's decision-making and delegation scheme for subdelegation.

research conducted at the faculty. The Faculty Board consists of 11 members, including the Chair. At least six of these members should have scientific or artistic competency, of which one should be the Chair. There should also be two external members who have scientific or artistic competency or are otherwise suitable for the assignment, and three student representatives. The Vice-Chancellor issues detailed instructions for selecting members for the Faculty Board prior to each term of office. The Faculty Board is collectively responsible for education, research, innovation and collaboration, quality and development work, organisation, finances, and communication within the faculty in question.

The overall responsibility of the Faculty Boards is to:

- Assume general responsibility for the quality and quality development of the faculty's operations
- Ensure and facilitate collaboration across subject and faculty boundaries in research and education
- Submit proposals regarding establishing or closing down centres of excellence

The term of office for members of the Faculty Board is three years. The Dean serves as Chair of the Faculty Board. In addition to what is set out in this Rules of Procedure and Mid Sweden University's decision-making and delegation scheme, the Faculty Rules of Procedure regulates the organisation and work method of the Board. The collegial organisation is regulated in the Rules of Procedures of the Faculties.

### **Organisation of teacher training**

A special investigation is ongoing and will be completed in 2019. Until further notice, the arrangement set out in Mid Sweden University's Rules of Procedure (Reg. No. 2012/1290) applies.

## **4.2 Faculty administration**

### **4.2.1 Faculty Office**

There is a Faculty Office for each faculty. This office is responsible for general administration of education and research, and supports the faculty's constituent parts, such as the Faculty Board, the Faculty Board Council, research centres and departments. The Faculty Office is led by the Head of the Faculty Office.

### **4.2.2 Other administrative bodies of the Faculty Board**

Each faculty contains a council for first and second cycle education, a council for education at the postgraduate level and an employment council. These councils investigate issues relating mainly to quality and development for the Faculty Board. The councils can be delegated authority to make decisions. The work of these councils is led by the Chair of the Council.

## 4.3 Dean, Pro-Dean and Deputy Dean

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### 4.3.1 The Dean

The Dean works directly under the Vice-Chancellor and is the faculty's highest manager; the Dean chairs the Faculty Board and heads the faculty's operations.

The Dean is appointed by the Vice-Chancellor for a period of four years, with the possibility of extension that should add up to a maximum period of eight years. An individual who meets the requirements for employment as university lecturer or professor is eligible to serve as dean. The nomination committee that puts forward the members of the Faculty Board should also nominate individuals who are appropriate to serve as Dean and who have the confidence of the staff. The committee's nominees for the Dean are submitted to the Vice-Chancellor for approval.

The nomination committee's suggestions for the Dean should be preceded by consultation and dialogue with the Vice-Chancellor.

The overall responsibility of the Dean is to:

- Direct the work of the Faculty Board
- Head activities at the faculty, with responsibility over operations and staff
- Manage Heads of the faculty's departments, as well as the Head of the Faculty Office
- Encourage high-quality research and education to be carried out within the faculty's field of activity
- Promote collaboration of the faculty with the surrounding community
- Represent the faculty within and outside of the university
- Be responsible for ensuring that operations at the faculty are carried out in accordance with applicable regulations and with satisfactory internal governance and control.

### 4.3.2 Pro-Dean

The Pro-Dean is nominated by the Dean and appointed by the Vice-Chancellor for a period of four years, with the possibility of extension that should add up to a maximum period of eight years. An individual who meets the requirements for employment as university lecturer or professor is eligible to serve as Pro-Dean. The Pro-Dean serves as the Dean's deputy, which also includes serving as Chair of the Faculty Board. The Pro-Dean is entitled to attend and speak at faculty board meetings in the event that the Pro-Dean is not numbered amongst the elected members of the Board. The Pro-Dean's authority and duties are otherwise determined by the Dean.

### 4.3.3 Deputy Dean

Deputy Deans are appointed by the Dean for a maximum period of four years at a time. The Deputy Dean is responsible for the operation and development of a designated area. The Deputy Dean provides support primarily at the faculty level and acts on behalf of the Dean.

## 4.4 Departments

Each department is managed by a Head of Department. The Head of Department can appoint one or more assistants in consultation with the Dean, of which one is appointed as deputy. The assistant to the Head of Department is responsible for the operation and development of a designated area.

### 4.4.1 Heads of Departments

Heads of Department are appointed by the Dean following consultation with the Vice-Chancellor. They serve for a period of four years, with the possibility of extension that should add up to a maximum period of eight years. An individual who is scientifically competent is eligible to serve as Head of Department<sup>2</sup>. If there are special grounds, a Head of Department can be appointed without meeting the eligibility requirements. If an individual is appointed Head of Department without meeting the eligibility requirements, the Dean must ensure that procedures are in place for handling decisions that require research competence in accordance with Chapter 2, Section 6 of the Higher Education Act.

Heads of Department are suggested by a working group appointed by the Dean. All employees at the department are entitled to make nominations and provide comments to the working group when selecting a new Head of Department.

The overall responsibility of the Head of Department is to:

- Head activities at the department, with responsibility over budget, operations and staff
- Encourage high-quality research and education to be carried out within the department's field of activity
- Promote collaboration of the department with the surrounding community
- Represent the department within and outside of the university
- Be responsible for ensuring that operations at the department are carried out in accordance with applicable regulations and with satisfactory internal governance and control.

## 4.5 Research Centres

At Mid Sweden University, there are several research centres. A research centre is an environment with a specific research profile and a strong position within and outside of the university. Organisationally, a research centre is placed with the faculty that is responsible for

<sup>2</sup> An individual meets the requirement of research competence if he or she is *permanently employed as a professor*,

*university lecturer or in a position that requires at least a doctorate or the equivalent.*

the centre's activities. A special investigation is ongoing and will be completed in 2019. Until further notice, the arrangement for research centres as set out in Mid Sweden University's Rules of Procedure (Reg. No. 2012/1290) applies.

## **5. University Administration**

### **5.1 Head of the University Administration**

Mid Sweden University shall appoint a Head of the University Administration. The Head of the University Administration is appointed by the Vice-Chancellor. The Head of the University Administration may have a deputy who is appointed by the Head of the University Administration in consultation with the Vice-Chancellor. The University administration is broken down into divisions.

#### **5.1.1 The Head of the University Administration**

The Head of the University Administration is in charge of the university administration. The Head of the University Administration is the highest manager of the administrative organisation and supervises the administration's Heads of Divisions. The overall responsibility of the Head of the University Administration is to:

- Be responsible for establishing the budget, operational planning and follow-up work within the university
- Head administration activities, with responsibility over budget, operations and staff
- Promote the administration's collaboration with the surrounding community
- Represent the administration within and outside of the university
- Be responsible for ensuring that operations at the administration are carried out in accordance with applicable regulations and with satisfactory internal governance and control
- Be responsible for government matters and contact with the ministry and authorities
- Be responsible for administrative support and control processes for the entire university

#### **5.1.2 Heads of Division**

Each division of the administration is directed by a Head of Division who is appointed by the Head of the University Administration. The Head of Division has overall operational responsibility for each area. The Head of Division may have a deputy, who is appointed by the Head of Division in consultation with the Head of the University Administration.

The overall responsibility of the Head of Division is to:

- Head activities at the division, with responsibility over budget, operations and staff
- Promote collaboration of the division with the surrounding community
- Represent the division within and outside of the university
- Be responsible for ensuring that operations within the division are carried out in accordance with applicable regulations and with satisfactory internal governance and control.