Mittuniversitetet
MID SWEDEN UNIVERSITY

Mid Sweden University 2045 – Vision and Objectives

Global horizons – Regional heart – Boundless curiosity



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The Vice-Chancellor’s foreword

As we write this in October 2026, here in central Sweden, we find ourselves in a world undergoing rapid change. Geopolitical tensions, war in our part of Europe, growing uncertainty surrounding international cooperation, rapid technological advances and increasing pressure on democratic institutions and the free pursuit of knowledge are all shaping the environment in which universities operate. We face major challenges, but also significant opportunities. Academic freedom, the development of skills and expertise, the green transition, digitalization, security, social cohesion and trust will all be crucial in the decades ahead.

At a time like this, universities are needed more than ever. Our role is not to offer simple answers to complex questions, but to advance knowledge, challenge established thinking, offer different perspectives and deepen understanding. This also means navigating competing priorities and weighing different viewpoints. Universities should not, as a rule, take sides in such debates. Instead, they should contribute knowledge and foster an understanding of complexity. A university should be a place where people from different backgrounds, cultures and walks of life come together, explore new ways of thinking and, at times, question what they have previously taken for granted. As the pace of change accelerates, we need institutions that can take the long view. And when opinions threaten to overshadow facts, we need places where independent research and academic freedom are safeguarded.

Mid Sweden University aspires to be such a place: a university that is open to the world while remaining firmly rooted in the region we call home. Our strength lies in combining global horizons with a strong regional presence. Through research, education and collaboration, we contribute to the development of northern Sweden while generating knowledge and solutions that make a difference far beyond our region.

The vision and goals set out in this document look ahead to 2045. They are not intended to predict the future, but to define the university we aspire to become. They reflect our conviction that academic excellence, academic freedom, curiosity and collaboration provide the strongest foundations for navigating an unpredictable world. We want to be a university with a clear identity and the courage to forge its own path. A

university that dares to think differently, creates opportunities for lifelong learning and combines regional commitment with an international outlook. Above all, we want to be a place where people flourish, knowledge advances and different perspectives come together in respectful dialogue.

Mid Sweden University is still a young university. This gives us the freedom to challenge established ways of doing things rather than simply follow long-standing traditions. At the same time, we have built a culture founded on strong relationships, trust, initiative and care. These qualities are more than defining features of who we are. They are strategic strengths in a world where change continues to accelerate.

The vision and goals presented here have taken shape through dialogue with staff, students, the University Board and external partners. They provide a shared sense of direction, but it is through our everyday work that they will become reality. The journey will not always be easy, but I am confident that, together, we can achieve what we set out to do.

The path to 2045 will not be a straight one. New opportunities will emerge, and unexpected challenges will arise. Yet I am convinced that Mid Sweden University will continue to grow and develop, guided by the qualities at the heart of our vision:
Global horizons. Regional heart. Boundless curiosity.

Together, these will shape how we meet the future.

Anders Fällström
Vice-Chancellor

Mid Sweden University’s vision

Global horizons– Regional heart – Boundless curiosity

Our vision gives us a shared sense of the future we want to shape. It helps us look beyond the here and now, set our course and make sound decisions, even as circumstances change. Above all, it reminds us of Mid Sweden University's fundamental purpose: to seek, develop, critically examine, share and apply knowledge for the benefit of people and society.

Background

This document sets out our direction towards 2045. It builds on the University's mission and history, our roots in northern Sweden and our belief that knowledge grows through the interplay between local and global perspectives. This shared direction has taken shape over more than a year of conversations, workshops and discussions involving the University Board, staff, students and representatives of the wider community.

The document presents Mid Sweden University's vision and four overarching priorities, setting out the contribution we want to make and the university we aspire to become by 2045. Each priority is supported by objectives for successive four-year periods, helping us turn our long-term ambitions into tangible progress. These objectives will inform operational plans and be regularly reviewed, allowing us to monitor progress and adapt our approach as circumstances change.

When staff talk about what makes Mid Sweden University special, certain qualities come up time and again: a sense of closeness and community, a focus on people, a friendly and informal atmosphere, openness and a willingness to share. Many highlight how easy it is to find someone to turn to, the close connections between students, colleagues and different parts of the University, and our ability to respond quickly when new opportunities arise. These are strengths we must preserve and build upon. The world around us is constantly changing, bringing new challenges both within the University and beyond. What matters most is that we have the courage to embrace change, seize opportunities and continue to grow together.

Mid Sweden University in 2045

Mid Sweden University does not seek growth for its own sake. Our ambition is not to become the largest university, but to raise the quality of everything we do. By 2045, we will be recognised as a successful university, known for high academic standards, strong relationships and our ability to turn knowledge and ideas into action. Our size should make us more focused, not more cautious. It should enable us to work across disciplinary boundaries, make well-informed decisions close to where the work takes place and put good ideas into practice. To achieve this, we must have the courage to make choices, try new approaches and, when necessary, take a different path.

By 2045, Mid Sweden University will be known for its strong academic environment and outstanding working culture. Researchers, teachers and other staff from around the world will be drawn here by genuine academic freedom, mutual trust, kindness and intellectual curiosity. People will support one another in achieving their goals, and high expectations will go hand in hand with care and job satisfaction. It will also be a place where people want to stay. Everyone at Mid Sweden University, whatever their role or expertise, will contribute to our shared mission. We will be united in our commitment to generating, critically examining and sharing knowledge, and to contributing to the development of society. Every part of the University will play a vital role in the quality of our research, education and collaboration. Above all, Mid Sweden University will be characterized by a

strong sense of collective responsibility for the institution as a whole. By 2045, Mid Sweden University will be known for its strong academic environment and outstanding working culture. Researchers, teachers and other staff from around the world will be drawn here by genuine academic freedom, mutual trust, kindness and intellectual curiosity. People will support one another in achieving their goals, and high expectations will go hand in hand with care and job satisfaction. It will also be a place where people want to stay. Everyone at Mid Sweden University, whatever their role or expertise, will contribute to our shared mission. We will be united in our commitment to generating, critically examining and sharing knowledge, and to contributing to the development of society. Every part of the University will play a vital role in the quality of our research, education and collaboration. Above all, Mid Sweden University will be characterized by a strong sense of collective responsibility for the institution as a whole.

By 2045, our research, both fundamental and applied, will be widely recognised for its contribution to society, particularly in our region. Through tangible examples of our research and sustained dialogue with policymakers, business leaders and representatives of the public sector, we will have helped deepen understanding of the value of the free pursuit of knowledge. More people will recognise that tomorrow's solutions often begin with questions that have no obvious answers today. Fundamental research is not a departure from society's needs; it is essential to the long-term development of business, public services and society as a whole.

Mid Sweden University operates in a region where its presence is relatively recent. By 2045, our sustained regional commitment will have helped establish higher education, research and collaboration as integral parts of the region's development.

Our region is also home to diverse interests and competing priorities, particularly in areas connected to the University's work. Questions of land use, natural resources, the energy transition, climate, culture, language, industry and regional development cannot always be resolved without disagreement or tension. Our role is not to conceal or oversimplify these conflicts, but to contribute independent knowledge, bring different perspectives to the discussion and provide spaces for open, respectful dialogue on complex issues. Through our research, education and

collaboration, we will also contribute to knowledge and development across Sweden and internationally.

Culture and artistic expression are integral to Mid Sweden University's commitment to broad education and personal development. Bringing academia and culture together gives students opportunities to encounter perspectives that challenge their assumptions, move them and enrich their learning. By 2045, we will be recognized across Sweden as a university that takes culture seriously, not as an optional extra, but as a vital force in developing knowledge, empathy, creativity and professional judgement. In doing so, we will contribute to a more open and sustainable society, demonstrate the value of culture and strengthen the University's appeal to students and staff alike.

As the only Swedish university located within the South Sámi area, Mid Sweden University has a particular responsibility. Historically, universities and academic research in Sweden have influenced how the Sámi people have been portrayed and treated, contributing to harm and mistrust. This history cannot be regarded as something remote from our present responsibilities. It must inform how we listen, build relationships and approach research and education. By 2045, through sustained commitment, humility and respect, Mid Sweden University will have helped strengthen trust in universities and research among Sámi communities. Research and education relating to Sámi issues will be developed through dialogue, with respect for Sámi knowledge, lived experience and self-determination.

We envisage Mid Sweden University in 2045 as an open, approachable and inclusive institution. It will be innovative and responsive without losing sight of the long term. It will embrace its responsibilities in northern Sweden while playing an active role in strong international networks. It will provide opportunities for lifelong learning and remain committed to its fundamental purpose: enabling knowledge to develop freely, be critically examined and benefit society, both now and in the future.

Realizing our vision will also require Mid Sweden University to build lasting relationships with donors, businesses and partners across society who share our commitment to investing in knowledge, talent and the future. Philanthropic support and strategic partnerships can create the conditions

for ambitious research ideas, excellent learning environments and student development to flourish. They can also strengthen our capacity for innovation and our ability to translate new knowledge into solutions that benefit society, regionally and globally.

Our vision will only become reality when it is reflected in our everyday work. It should guide our priorities, shape how we collaborate, inform the bold decisions we make and influence how we engage with students, colleagues and wider society. The four strategic areas that follow provide a shared direction for achieving the future we envisage. They will help us build on our existing strengths while making the changes needed to move forward.

The path to 2045 will not be straightforward, but we have strong foundations on which to build. Our close relationships, willingness to share knowledge and expertise, commitment to one another and ability to respond quickly to new opportunities all give us reasons for confidence. With a shared sense of responsibility, courage and determination, we can make Mid Sweden University a university recognized for academic excellence, strong relationships and the ability to turn knowledge and ideas into meaningful action.

Mid Sweden University's strategic areas and objectives

Mid Sweden University has identified four strategic areas that define the contribution we want to make and the kind of university we aspire to become by 2045. Together, they provide a long-term direction that brings our academic mission together with our responsibilities at regional, national and international levels. They serve as a shared framework for setting priorities, guiding development and encouraging dialogue across the University.

Each strategic area has two objectives for the coming four-year period. As part of the University's regular planning cycle, these objectives will be translated into operational plans and regularly reviewed, allowing us to monitor progress and adjust our approach where necessary. In this way, we connect our long-term vision for 2045 with the practical steps needed to achieve it.

Mid Sweden University 2045 – A university with a strong identity and the courage to forge its own path

Open, approachable and inclusive

Mid Sweden University has the confidence to forge its own path. Drawing on the distinctive geographical and cultural perspectives of its region, the University works in close partnership with Sámi communities. Academic freedom, underpinned by mutual respect and trust, creates an environment in which creativity and critical thinking can flourish. The University takes initiative, acts decisively and responds to future challenges with an openness to change. Mid Sweden University is an attractive place to work and sets an example for the wider academic community.

Objectives for 2030

1. **Strong collegiality and academic culture.**

The University safeguards and strengthens collegiality and academic freedom through its governance structures and working practices, creating space for critical thinking, creativity and academic integrity.

2. **An attractive workplace and a role model in academia.**

Mid Sweden University is a university that people want to join and where they want to stay. Its governance and working practices are founded on trust and mutual respect. Courage and curiosity go hand in hand with knowledge that makes a difference.

Mid Sweden University 2045 – A university that embraces new ways of thinking about the future

Strong research built on close connections across disciplines

Mid Sweden University is an inspiring place where close connections between people, research and education foster innovation and academic excellence. Culture and science enrich one another, as does collaboration across academic disciplines. With clear decision-making authority, considerable freedom and room for creativity, we navigate a changing world while remaining an attractive university, both nationally and internationally.

Objectives for 2030

1. Increased resources and more effective research support strengthen the freedom, creativity and productivity of our research environments

Our research environments attract growing levels of external funding and are sought-after partners in national and international research collaborations. Research is conducted with academic freedom, innovative thinking, relevance and high academic standards, supported by professional and effective administrative and operational services.

2. The University fosters a thriving and growing culture of interdisciplinary research

The University establishes lasting structures for interdisciplinary exchange and collaboration, encouraging joint research initiatives across institutional, faculty, disciplinary and departmental boundaries.

Mid Sweden University 2045 – A leading university for lifelong learning

Digital excellence for high-quality education

Mid Sweden University is a leader in flexible, inclusive learning environments and teaching approaches tailored to students' needs, both on campus and at a distance. Our campuses are vibrant places for learning and interaction, with well-designed spaces that encourage learning, networking and social activities. Digital and face-to-face learning complement one another, supporting lifelong learning. Our teaching places students' learning and intellectual development at its heart, supported by a culture of interaction and engagement. This gives people opportunities to develop their knowledge and skills and contribute to society, wherever they are in the world and whatever their stage of life.

Objectives for 2030

1. AI integrated into working practices across education, research and administration

High standards in teaching, research and administration provide a strong foundation for lifelong learning. The responsible and thoughtful use of AI and digital tools strengthens quality, efficiency and the capacity for development across the University.

2. Continued development of high-quality education for lifelong learning

The University offers accessible, high-quality education in which students play an active role in shaping their learning. Its range of courses and programmes continues to evolve, helping to create vibrant, supportive campus environments. The University also expands its provision of commissioned education and training for employers and organisations to meet the changing skills needs of working life and society.

Rooted in the north, connected to the world

Mid Sweden University is firmly rooted in northern Sweden while actively engaging with the wider world. Through international collaboration and partnerships with the public sector, businesses and civil society, we help address complex societal challenges. Our regional partnerships enable us to contribute to meeting northern Sweden's long-term skills needs through research and education, respond to the changing needs of working life and help build a more equal and inclusive society. Environmental, social, economic and academic sustainability underpin our research, education and institutional development.

Objectives for 2030

1. Internationalisation and collaboration enhance the quality of education and research and support regional development

Closer international partnerships, greater numbers of international students and the recruitment of staff from around the world strengthen the quality of education and research at Mid Sweden University. They also foster intercultural competence, improve students' employability, support staff career development and benefit the region.

2. A stronger regional presence and greater relevance

The University builds lasting, mutually beneficial relationships with partners across northern Sweden. Its regional commitment is clearly reflected in research, education and collaboration, creating opportunities for shared learning and development.

Mid Sweden University 2045 – Strategic areas and objectives for 2030

Strategic areas for 2045	Objectives for 2030
A university with a strong identity and the courage to forge its own path	• Strong collegiality and academic culture • An attractive workplace and a role model in academia
A university that embraces new ways of thinking about the future	• Increased resources and more effective research support strengthen the freedom, creativity and productivity of our research environments • The University fosters a thriving and growing culture of interdisciplinary research
A leading university for lifelong learning	• AI integrated into working practices across education, research and administration • Continued development of high-quality education for lifelong learning
A university working regionally and globally to develop sustainable solutions	• Internationalisation and collaboration enhance the quality of education and research and support regional development • A stronger regional presence and greater relevance

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