Operational Plan 2019
School of Architecture and the Built Environment
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Introduction

The 2019 operational plan for the School of Architecture and the Built Environment has its base in the school’s development plan for the 2018-2023 period, which was established in June 2018. The visions in the development plan are defined in annual operational plans for the school. The departments are also tasked with formulating their own annual operational plans based on the development plan and the school’s annual operational plan. The indicators listed in each chapter are both indicators from KTH’s general follow-up and indicators which the school wants to highlight specifically in order to follow developments over time. The activities listed under each chapter are intended to be carried out in 2019, in line with the school’s development plan and its stated visions. The activities in the operational plan are designed with consideration given to the available resources.

The illustration below presents a summary of the school’s development plan for 2018-2023, with formulated strategic goals. The operational plan is structured in the same way using the four main categories: Attractive workplace, High-quality education, Cutting-edge research, and Socially beneficial collaboration. Each chapter lists activities that are planned to be carried out during the operational year in order to reach the school’s goals. Each area also specifies the indicators used to monitor its development.

Achieving the intended development requires not only commitment and participation but also an understanding of the goals. The work on the operational plan will therefore involve participation within the management group, including continuous reporting of progress and follow-up of activities.
1. Attractive workplace

*Strategic goal: Attracts and develops our employees.*

In line with the school's established development plan, we offer an attractive workplace which is welcoming, open, equal, and sustainable. All employees are given an opportunity to develop their professional skills. For teachers and researchers, the focus is partly on their own research and partly on areas such as teaching in higher education and digital teaching tools. For administrative staff, skills development focuses on language skills, project administration etc. Strategies for a more even gender distribution are continuously created and followed up on. The goal of *One KTH* requires KTH-wide work to create clear and uniform processes.

An attractive workplace means:

- *one KTH*
- an inclusive culture with zero tolerance for bullying
- skills development for members of staff
- recruiting the best

**Planned activities 2019**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Time frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused work environment initiatives adapted to the operations’ needs.</td>
<td>Head of Department, Deputy Head of School</td>
<td>Ongoing 2019</td>
</tr>
<tr>
<td>Follow-up of the gender-aware leadership course carried out in 2017/2018</td>
<td>Director of Gender Equality, Diversity and Equal Treatment (JMLA)</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Participate in KTH-wide gender equality, diversity and equal treatment</td>
<td>Director of Gender Equality, Diversity and Equal Treatment (JMLA)</td>
<td>Ongoing 2019</td>
</tr>
<tr>
<td>Focused initiative on recruitment of female doctoral students.</td>
<td>JMLA, (Programme Directors, Director of First and Second Cycle Education (GA), Director of Third Cycle Education (FA), Communication Officer</td>
<td>February 2019</td>
</tr>
<tr>
<td>Information initiatives and training regarding the exercise of public</td>
<td>HR manager</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>servant and the role of the civil servant</td>
<td></td>
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</tr>
</tbody>
</table>

**Indicators**

- Share of women in the KTH faculty
- Share of new professors who are women
- Share of new associate professors who are women
- Share of new assistant professors who are women
- Share of managers with staff responsibility who are women
- Share of doctoral students who are women
- Share of administrative staff members who are women
- Number of staff in management position who have completed gender-aware leadership training
2. High-quality education

*Strategic goal: Sweden’s most satisfied and most employable students*

The pedagogical development shall continue to be prioritised in the quality work. The complete body of expertise represented at KTH shall be utilised to improve the quality of the education. The school’s education generates satisfied and competitive students with extensive and relevant competence for the global job market, resulting in high employability.

High-quality education means:

- high societal relevance
- an equal and international study environment
- teachers with competence in teaching in higher education
- utilising the opportunities afforded by digitalisation

Planned activities 2019

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<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Time frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop series on course development.</td>
<td>Director of First and Second Cycle Education (GA), Director of Third Cycle Education (FA)</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Increase awareness of how teaching staff can work with JML issues in teaching environments and in their role as teachers.</td>
<td>Director of Gender Equality, Diversity and Equal Treatment (JMLA)</td>
<td>Ongoing 2019</td>
</tr>
<tr>
<td>International quality-increasing activities within the programmes. (1. Recruitment of international students, 2. Exchange agreements; 3. Courses with teacher exchanges in selected strategic areas)</td>
<td>Director of First and Second Cycle Education (GA)</td>
<td>2019</td>
</tr>
<tr>
<td>Encourage staff to take courses in teaching in higher education.</td>
<td>Head of Department</td>
<td>Ongoing 2019</td>
</tr>
<tr>
<td>Review the balance between research and teaching among the school’s staff</td>
<td>Head of School</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Comprehensive initiative on digitalisation – as a teaching aid, implement in education.</td>
<td>Director of First and Second Cycle Education (GA), Director of Third Cycle Education (FA), Management group</td>
<td>Autumn 2019</td>
</tr>
</tbody>
</table>

Indicators

- Share of teachers with competence in teaching in higher education
- Number of newly admitted doctoral students and share of newly admitted doctoral students who are women
- Share of women amongst new students in all programmes (Master of Science in Engineering, Bachelor of Science in Engineering, Bachelor’s programmes, Master’s programmes, and Master of Architecture)
- Number of students who have spent at least one semester at an exchange university
- Number of fee-paying students registered
- Number of MOOCs published
- Number of students employed within a year of graduation
3. Cutting-edge research

Strategic goal: Visible, impactful research

Research at the school continues to make a difference by contributing to societal development, and our expertise results in an increased number of approved research applications. A clear publishing strategy is drawn up and increases the school’s visibility. Measures are carried out to clarify the integration of sustainability aspects into research and tools for, and knowledge of, the digital society is developed.

Cutting-edge research means:

- having an impact on society
- working systematically with the Sustainable Development Goals
- improvement in rankings
- visibility
- collaborating nationally and internationally
- working with digitalisation

Planned activities 2019

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<tr>
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<th>Time frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating in a Horizon 2020 call concerning working methods for producing strategic documents within universities “Scenarios and certification options for equal gender career opportunities in science and innovation”</td>
<td>Director of Gender Equality, Diversity and Equal Treatment (JMLA)</td>
<td>April 2019</td>
</tr>
<tr>
<td>Discussion on research ethics in third-cycle education</td>
<td>Director of Third Cycle Education (FA)</td>
<td>2019</td>
</tr>
<tr>
<td>Competence development regarding EU applications (e.g. invite RSO) in order to improve the success rate of applications.</td>
<td>Head of School</td>
<td>2019</td>
</tr>
<tr>
<td>Focus the work on increasing the visibility of the school’s research. Open lecture series on the school’s research at Syster O Bror to increase ABE’s visibility.</td>
<td>Impact Leader, Communication Officer</td>
<td>Autumn 2019</td>
</tr>
</tbody>
</table>

Indicators

- Placement in THE Rankings
- Placement in QS Rankings
- Field normalised citation rate in Web of Science/Scopus
- Number of approved applications from the EU
- Number of approved grants over 3 million SEK
- Number of publications via Meltwater
4. Socially beneficial collaboration

Strategic goal: Natural collaboration partner

Incentives and strategies are drawn up to make collaboration a natural part of the work for the school’s teachers and researchers. Our expertise and dedication makes us a natural collaboration partner.

Socially beneficial collaboration means:

- participating in public debate
- mobility between academia, industry and the public sector
- providing a natural meeting place
- assuming ethical accountability

Planned activities 2019

<table>
<thead>
<tr>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Improve the incentive structure for collaborating with industry and the public sector.</td>
<td>Impact Leader, Head of School</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Update the school’s Impact plan 2019</td>
<td>Impact Leader</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Media training (One KTH, skills development for employees, participating in public debate) when needed</td>
<td>Impact Leader</td>
<td>2019</td>
</tr>
<tr>
<td>Making the school available as a physical meeting place</td>
<td>Impact Leader, Head of Department, Infrastructure Manager</td>
<td>2019</td>
</tr>
<tr>
<td>At least one female Adjunct Professor to be proposed by each department.</td>
<td>Director of Gender Equality, Diversity and Equal Treatment (JMLA), Head of Department</td>
<td>September 2019</td>
</tr>
<tr>
<td>Collaboration ethics. Information/workshop.</td>
<td>Impact Leader</td>
<td>Autumn 2019</td>
</tr>
<tr>
<td>Establishing an impact group with representatives from each department.</td>
<td>Impact Leader</td>
<td>2019</td>
</tr>
</tbody>
</table>

Indicators

- Number of adjunct professors and share of adjunct professors who are women
- Number of affiliated faculty and share of affiliated faculty who are women