



Kungl. Konsthögskolan | Royal Institute of Art

# Royal Institute of Arts Operations Plan 2020

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## 1. Background

The operations plan is the document that details the main directions for the Royal Institute of Art (KKH). This is where visions for the coming year are outlined, and where the organisation paints a picture of what we both want to achieve and follow up. KKH hasn't had an operations plan since 2014, which has meant that key directional decisions have instead been taken as part of the budget process. The downside to this is that much of the focus has been on the means rather than the ends. Now, we want to change this and first define the main operational directions of the school, and then allow for budget setting. In addition, the school administration and other relevant working groups will put together more detailed action plans for the coming year based on the overarching operations plan.

## 2. Introduction

During 2018-19 the school has together prepared a new vision for the coming five years. The keywords for this new vision are *artistic risk taking*, *experimentation* and *innovation*. The cornerstones for this are a shared common body of knowledge and a mutual responsibility for both employees and students alike. KKH strives for a wide range of artistic expression and an academic environment characterised by reflection, respect and generosity. Our education programmes include introductory and further education levels as well as research. KKH is an open, inclusive and inquiring institution always in dialogue with the outside world and tries to generate new forms of teaching in relation to changes occurring in the world of art and culture at large. KKH attempts to stimulate new forms of knowledge and works to ensure that as such, artistic practice and theory receives a place in society at large. Sustainability is a key feature of all KKH's activities, and upholding the freedom of art and of education, is fundamental.

The values and objectives expressed in the vision consistently characterise our activities. The current vision is set to last until 2023. Of course, we will not be able to achieve everything at once; rather, we have to work methodically, step by step, guided by our operations plan. The current operations plan is designed for the following year, but also contains responsibilities and tasks necessary over a longer period. In the future, we intend to have longer forward planning where the annual operations plan forms part of three- and five-year work cycles.

This year's operations plan will focus on finding the forms of a common body of knowledge on which our education can be founded. We will continue to work with planning our activities to provide our employees and students with a clear structure to relate to. We are in a process of evaluation, where the Swedish Higher Education Authority (Universitetskanslerämbetet) is assessing the quality of our educational programmes, and we will therefore allocate resources to determine and clarify the structures and routines that we as a university must have.

We will also test out new forms for our teaching, such as in the work to develop *Mindepartementet* and our new area for sound art. Lifelong learning will be an important focus area, especially within public art. We will continue our work in establishing the basic structures and strategies for artistic research. Both in terms of our education and research programmes we will also concentrate on artists working with collective working methods. Our continued focus on the development of tools for collaborative practice and the creation of a work environment where respect and generosity are central will impact the whole school. As we care about the future of our planet, sustainability is both part of our underlying approach and a theme for the work of the whole school.

We are looking forward to our collaborative work in 2020!

### 3. Framework for KKH activities 2020

#### 3.1 Financing

The financial allocation for 2020 for KKH's education and research programmes was made by the government as part of their 2019 budget proposal. The total amount of the allocation may be adjusted in conjunction with the 2020 budget proposal, which will be published on 20th September 2019. If the proposal includes significant changes, an additional decision for this operations plan will be presented to the board on the 21st of October. In this way, the more detailed budget process, which will take place during the autumn, will be entirely based on decisions regarding the direction of this operations plan.

The proposed financial allocation for KKH's education programmes for 2020 is 66.4 million SEK, which is an increase of 1 million SEK from 2019. The change is due only to an increase in prices and salaries and assumes the educational allocation to be unchanged. In order to

run a summer academy and accept more students during the summer months when the premises are relatively unused, KKH has requested an increased education allocation of 3.1 million SEK for 2020–2022. If this request is granted, it will be reported in connection with the 2020 budget proposal.

The proposal for KKH's state funding for research and education at research level is 11.5 million SEK for 2020, which is an increase of 0.17 million SEK. This increase is also due to the increase in prices and salaries.

In addition to the financial allocation for education and research, KKH receives a financial provision for premises of 1.35 million SEK. If this allocation is calculated to include an increase in prices and salaries of 1.5%, the allocation will be 1.38 million SEK for 2020. In order to help with the extensive rebuilding of the premises planned for the coming years, KKH has requested an increase of this to 2.68 million SEK in the budget for 2020–2022. This eventual increase in the allocation will be reported in connection with the budget proposals for 2020.

In recent years, KKH has received significantly increased funding for research projects particularly from the Swedish Research Council (Vetenskapsrådet). In 2018, the Swedish Research Council's granted funding covered only about 10% of the applications for artistic research, which means that there has been fierce competition between them.

Revenue from grants in 2019 is budgeted at 8.9 million SEK, which is an increase of half a million SEK compared with 2018. However, this development will most likely not be continued in 2020 as a number of the on-going research and educational projects receiving financial contribution will be completed in 2019. The grant funding of research students that have been provided by the Stockholm University of the Arts (Stockholms konstnärliga högskola) since 2014 will also be completed in 2019. Discussions are being conducted with possible partners for new agreements for the funding of doctoral students, but at the time of writing nothing has been finalised.

Fundraising can provide increased financial contributions for activities and during 2020 further resources will be allocated to create

structures for working on fundraising and finding possible collaborative partners.

Fees and financial income make up a lesser part of the organisation's income and for 2019 these are budgeted at approximately 1.8 million SEK out of the total income of 88.9 million SEK. For 2020 this income is calculated to be approximately at the same level. In the longer term, the school needs to look at how additional funds can be obtained through fees, but this is an issue that KKH intends to return to in future operations plans.

### 3.2 Premises

Since the fire in the printmaking building in 2016, the premises situation at KKH has been tight and marked by temporary solutions and overcrowding. During 2019, the premises of the Mindepartementet have begun to be used, which has reduced overcrowding in the main building and created a suitable new location for teaching moving images, sound and performance. Renting space at the College of Printmaking Arts (Grafikskolan) in Sättra has provided the chance to conduct teaching in printmaking, and the renting of studios at the Royal Academy of Fine Art (Konstakademien) has provided all the students with studio space. Extensive planning work has begun to refurbish the main building and Hus 117 in order to improve the workplace environment and to provide space for studios and teaching. The planning of the refurbishment, calculated to cost approximately 150 million SEK, will continue in 2020. A group will also be established within KKH to plan how teaching will be carried out during the refurbishment phase. The refurbishment is expected to be carried out in 2021 for Hus 117 and in 2023 for the main building.

### 3.3 Competence Management

Most of the teachers at KKH are employed on artistic grounds. According to the Higher Education Ordinance (Högskoleförordningen), such employment is limited to five years, with the possibility of an extension of up to five additional years. The time-limited appointments mean that the organisation has a continuous recruitment requirement. During the next one and a half year we are planning to recruit four professors and three lecturers in fine art as well as one technician. Two fixed-term appointments in the

administration expire in 2020 and need to be advertised and filled so that we can continue our work with quality assurance and workplace improvements. In order to give our education renewed cultural perspectives, we continue to invite visiting professors that can offer our students something unique. For our education and research programmes, we need to carry out an overall analysis of our skills-base to ensure we have the right type and level of competence for our education, research and administration.

The planning work for the refurbishing of the premises is currently being carried out with the help of a consultant. This work should be allotted more long-term staff during 2020 when the planning work enters a more intensive phase. A project-based position will therefore be advertised during the refurbishing period.

During 2019 the employment agreement (arbetstidsavtal) will be reviewed to clarify how the working hours can be best planned and to ensure that time is set aside for competence development. The new agreement is planned to take effect in 2020 and work continues to structure working hours in our contract planning.

Competence development and setting aside time for our staff to follow developments within the fields of art and architecture through conferences and seminars are critically important preconditions for developing our organisation, improving pedagogy and providing our employees with access to updated areas of professional knowledge. Competence development will be prioritised during 2020 and the planning for this will be done in connection with employee performance appraisals and contract planning.

## 4. Responsibilities for KKH

### 4.1 Sustainability

Over the next few years how we manage to change to a more ecologically sustainable society is a vital issue for humankind and also impacts directly on our working lives. Over next few years KKH will work on questions of sustainability at all levels. This is about a basic change in perspective, and includes everything from the use of resources in our daily work to what we teach our students and how we develop more sustainable uses of materials and energy. It's also about working on our international relations in a sustainable manner. For example in relation to travel we can use digital communication instead

of physical meetings. A crucial issue, which concerns the school's activities at a deeper level, is how we educate for more sustainable art practice. We need to work on how our education and research, relate to issues concerning the future of the planet. What role can art and architecture play in developing an understanding that contributes to moving to a more sustainable society?

#### 4.2 Employeeship, work methods and the working environment

Over the past two years, we have focused on creating better work practices in our education and research areas, as well as in our administration. A new organisation has been developed allowing us to plan and manage our activities together in a better way. In 2020, the new organisation will be evaluated, and any necessary adjustments can then be made. We have started to set ways for more efficient communications, internally as well as externally. We are working to establish the routines a public authority must have for its activities and we are working to improve student influence and support the students' union. We still have work to do to become a more structured workplace that maintains a high level of quality. Therefore, our efforts to both build up and improve how we are working will continue to be a focus in 2020, where on-going quality evaluation will be an important driving force.

Central to this work is a focus on our common work environment. In 2020 employeeship and support for students will be given special emphasis with mutual respect, comity, trust and generosity as key concepts. Another important aspect of improving our work environment is the physical environment. We are faced with a large-scale refurbishment of our premises and the development of the work environment is central. The planning of the refurbishment will of course continue to be part of our activities in 2020. At the same time, in order to make sure that we have a safe and pleasant workplace, we need to systematically develop the existing physical work environment for both our offices and workspaces. In 2020, we will work on a pilot project to create an entrance that is more visible, welcoming, and signals the way in which the school functions as a social meeting place, something that is currently lacking.

### 5. Responsibilities for the education

### 5.1 Planning of the education

During the autumn semester of 2019 as well as revising existing course syllabi, we will set up a joint planning cycle for our first and second level education areas and develop new programme syllabi for all courses at KKH. This work will also include a new plan for our range of fixed introductory level courses and a distribution of course funds to allow a greater opportunity for the development of the education in the long term. During the autumn semester of 2019, our open and public programmes, which are aimed at the entire institute and the general public, will have a clearer profiling and planning. This is in part to avoid the excess of activities we have today and to give the open and public programmes a clearer direction and focus in relation to our education and research. We will also review of how we use our resources in relation to our other needs in teaching. In order to strengthen our commitment to developing the relationship of art to society in general and our students' direct connection with fields of contemporary art, resources must be directed to reinforce the relationship between education and intended learning outcomes.

So that everyone can participate in joint planning, every semester, the new planning cycle will include a conference for the entire school. We will continue in 2020 to improve both our joint planning and content development. For example, to make our planning more effective, elective courses will be decided at an earlier stage.

A key concept in our vision is that education and research are based on knowledge that is the result of collaborative work. As such this knowledge cannot be seen as static or part of a normative canon, but rather as a dynamic and open force that is developed by teachers and students alike. Working on this is a process of knowledge acquisition itself, where different perspectives and practices in art can be tested. Trying to delineate the form and content of this shared knowledge-base is central to our work in 2020. Based on our new programme syllabi, this work will jointly take place in different areas and across the whole school. The idea is that these different focal points will create a knowledge-base of art and architecture for our students that is both subject-specific and has an overall interdisciplinary perspective.

### 5.2 Quality management

Quality management is about creating a systematic approach where KKH must develop its own organisation in order to ensure such

quality. As a basis for a systematic approach to quality management, over the autumn of 2019 KKH is adopting a quality assurance policy. In the wake of the UKÄ's review of the school which started at the beginning of 2019, this work is has received considerable assistance. Based on the first part of the review, an action plan has been developed to work on shortcomings that were identified by UKÄ and action will be taken on this during the autumn of 2019. An important part of this work is to more clearly link the different parts of the education to intended learning outcomes. This is critical as this is formulated by the school but in relation to the degree objectives in the Higher Education Ordinance (Högskoleförordningen). Another important part of this work is to clarify our examination methods. In order not to risk the school's degree-awarding powers we must also scrutinise the ways we document supervision for examination. This is a critically important task for those who have the responsibility for examination, working in conjunction with the Education and Research Council (Utbildnings- och forskningsnämnden - UFN). Another important task for UFN is to develop the role of the school's quality review body.

### 5.3 Scaling the education

Over 2017-2019, KKH has had more students than the direct government funding for our education actually covers. This does not result in an increase in government funding, rather, up to 10% of the excess financing in relation to the government funding for our education can be saved for the future. This provides an opportunity to balance annual fluctuations and can be used in the years when student numbers may need to be reduced during the rebuilding of the premises. In 2018, the number of full-time students was 224 and the forecast number for 2019 was 212, to be reduced to 209 in 2020. This is in accordance with our long-term plan for scaling the education that was created in connection with the planned rebuilding. Scaling the five-year programme in Fine Arts in 2020 will be the same as in 2018 and 2019, but our independent and post-master courses will have somewhat fewer full-time yearly students.

### 5.4 Overall themes for the education

In order to stimulate interdisciplinary work and develop new areas of knowledge, KKH has concentrated on two overarching themes during the academic year. Work on these themes is led by a working-group

and the result of their work is documented so that it is available for future students. The thematic ‘clusters’ have been budgeted for, in order to stimulate interdisciplinary work for those parts of the education that participate in cross-subject work. The working group gathers proposals and formulates a framework, which is developed by the VC’s steering committee and UFN before a final decision by the Vice-Chancellor in November.

#### 5.4.1 Materiality

In order to continue to develop thinking about the ‘materials’ of art and architecture created in our post-graduate course *Materialities*, the theme for the spring semester 2020 is *materiality*. The theme corresponds to the school's extensive experience of material process in art practice and its connection to the school's workshops. The theme also reflects the prevailing interest in much contemporary art that tries to examine the creative possibilities of materials themselves. This theme can be developed in projects in our workshops, shorter and longer courses, theoretical reflections, lectures, seminars and in collaborative and individual development work.

#### 5.4.2 Collaboration/Collective

The theme for the autumn semester 2020 is *collaboration/collective*. During work on our vision, students and teachers showed considerable interest in developing forms of collaborative work that broke with much of the studio-based practice that has been dominant at the school historically. Contemporary art also shows a shift in the perception of art as an expression of individual creativity towards a more open definition of creator and subject. During the autumn semester we therefore wish to explore different forms of joint artistic work, historically as well as contemporaneously. A focus point will be a post-graduate course in *collective work*. This theme can also be developed in projects in our workshops, shorter and longer courses, theoretical reflections, lectures, seminars and in collaborative and individual development work. The knowledge we collect is being documented and the plan is to publish a book in our publication series during 2021.

#### 5.5 Special programme responsibilities

During the autumn of 2019 the school is producing new syllabi for our programmes. This work includes defining what areas of knowledge underpin the form of our introductory level courses. For example, each programme will outline how such knowledge is documented and

communicated to new generations of students. Part of the work on the programme syllabi is also to find teaching methods for each area. Continuing to develop these on an on-going basis is part of the work of all our programmes.

#### 5.5.1 Mindepartementet

During 2020, Mindepartementet will continue its work on developing our premises and our new sound studio/audio stage. As we have a new professorship in the subject, special emphasis is also being placed on developing the teaching of performance in the expanded field. With a visiting professorship in sound art and composition linked with our new sound studio, audio art will also carry a strong focus.

Mindepartementet also bears the responsibility of developing a pedagogical approach that is intended to serve as a pilot for pedagogical development work for the whole of KKH. Part of this has been the integration of professor led tutorials and teaching in the workshops. Teaching has also focused on a stronger interaction between theory and practice. During the autumn semester of 2019, new types of tutorial groups are also being tested and their form continues to be developed with a planned evaluation to take place in the spring of 2020 for possible implementation in other tutoring at KKH.

#### 5.5.2 2D Area

During the spring semester of 2020, the 2D Area will follow up on the conference *The Materiality of the Painting* and gather the documentation of the conference into a publication. The follow-up has the theme *sources (källor)* and finds form in various teaching elements, including another conference. This follow-up is an integral part of the school's common theme *materiality*, which is being conducted in collaboration with the 3D Area. The 2D Area also continues to work with last year's mapping of *The Material Institute* (Materialinstitutet) and on producing a proposal on the role of its operation in the future. In order to promote greater integration between different areas of education and research, the 2D Area is working to formulate and find external funding for a research project in the 2D Area in collaboration with relevant partners. (See the section on research on pp.13.)

### 5.5.3 3D Area

In the context of the theme of *materiality*, and in collaboration with the 2D Area, the 3D Area will have a major public event during the spring semester 2020. The Area also bears the responsibility of mapping the possible use of digital aids in the development of workshops and how to work in art in the meeting between the digital and the analogue. An important focus is also to develop the KKH's work in 3D, VR and AR through interdisciplinary collaboration with outside partners such as other universities. The 3D Area also has the responsibility to devise a research project in this area. (See the section on research pp.13)

### 5.5.4 Architecture and critical studies Area

An important overall goal of the Area is to develop greater collaboration between courses in public art and architecture. The Area brings together most of our courses aimed at professional artists and architects. In this way, the Area becomes a focal point for lifelong-learning, which as previously mentioned is currently an important development area for KKH. Here the Area has the responsibility to bring together teachers who run our post-graduate courses for collegial exchange and pedagogical development. The outcome will be documented and will form the basis for further development of our professional education

The Area is also required to undertake a larger collaborative project in connection with our research week that will try to make this aspect of KKH's education and research more visible.

Our collaboration with the Public Art Agency Sweden (Statens konstråd) with the aim of strengthening knowledge about public art is entering its second and final year. One task will therefore be to evaluate the initiative and explore the possibility of continuing to develop education and research in public art at the school and identify possible external partners for this. The course in public art is an important profile area for KKH's focus on lifelong-learning. To make this course better known internationally one area of focus is a collaboration with the osloBIENNALEN FIRST EDITION 2019-2014.

In 2020 and 2021, the theme of the post-master course *Decolonising Architecture* will become an experimental site for knowledge production and experimental pedagogy. This will also entail several international collaborations and exhibition possibilities in Stockholm. The methodology of the course will be an important element in our overarching theme *collaboration/collective*.

The teachers of the post-master course *Conservation and Architecture* is given the responsibility to specifically address sustainability from within its field of knowledge.

The teachers of Art Theory and Art History bears the responsibility to set up a new programme for education in art theory and art history for KKH's students, based on the school's new programme syllabi.

## 5.6 Special initiatives in the education

### 5.6.1 Summer academy

If KKH receives funding that corresponds to ten new full-year students in the budget proposal for 2020, we will start to develop a summer academy during 2020. It will include searchable courses both at KKH's own premises and elsewhere. The idea is that it can have different themes every summer and be an opportunity for artists and our students to broaden their own practice, develop collegial exchange and create professional networks. The work of our own researchers and doctoral students will be an important resource in the development of this. The work carried out during the summer academies will also be documented and be an important part of the school's shared knowledge-base in a longer perspective.

### 5.6.2 Publication series

As a strategic initiative in 2017, the Vice-Chancellor initiated a publication series that would document the school's work, including; conferences, courses at advanced level and research projects. The idea was also that the publication series would include monographs and artists' books. From 2020 the plan is that the series will be given a permanent editorial team and a more regular schedule of publication in which all publications from KKH will be included. Our thematic initiatives will be documented in publications to be made available for new generations of students, but also so that the school will be part of formulating and conducting advanced discussion about art and architecture in Sweden and internationally and to strengthen our academic publications. During 2020 we will publish documentation of the conference *Material Matters* and the course *Composing Public Space*. Work is also beginning on a publication that gathers the school's experimental pedagogical projects and the thematic initiative *Collaboration/Collective*.

### 5.6.3 Pedagogical development

Pedagogical development is a cornerstone for the development of our educational programmes. The school is in great need of finding relevant models for this. In 2020, pedagogical tutoring will therefore be introduced as part of our competence development and resources will therefore need to be set aside for this.

### 5.6.4 Digitalisation

In the same way that digital technology has become a fundamental aspect of all our lives, it has equally become so for art. This will be reflected in the programme for rebuilding and refurbishment that the board will decide on in the autumn of 2019. KKH will work to continuously update our workshops by bringing in more digital technologies. The meeting points between the digital and the analogue will be an important starting point for the development of our work and will initially be explored under the theme of *materiality* in the spring of 2020. An initiative to develop our digital communication infrastructure will also take place. In particular this will include building up a digital meeting point and a digital classroom to enable more teaching elements and exchange to take place remotely. This is an important step in both in terms of sustainability and for the possibility of establishing synergies with other institutions and authorities.

## 6. Responsibilities for the research

During the autumn of 2019, a professor of artistic research will start, who is also Head of Research with the responsibility of coordinating and developing the research environment of KKH. They will develop the overall goals and focus for the area as a research strategy. The assignment also includes developing the content of practice-based research on artistic grounds. In 2020, the advanced level education will undergo a fundamental revision. The components of the education will be clearly identified in relation to our educational objectives, and the scaling of the education. An advanced seminar for all the researchers at KKH and a tutors-seminar will be established. An important part of developing the research programme is to find relevant partners and develop strategies to increase external funding. We will also work to develop ways to make the research programme activities more visible, for example through exhibitions and publications. This also includes making research that is part of the employment of the teaching staff more visible. We will also work for greater integration between the education and research programmes

by formulating and seeking external funding for research projects. During 2020, this will take place in the 2D Area in collaboration with relevant partners.

The new research professorship is formulated with a focus on artistic work in relation to the changing living conditions during the Anthropocene. This will be an important focus for the school's research and its interdisciplinary nature. In line with the school's vision, KKH conducts research across all areas of art.

## 7. Joint responsibilities for education and research

### 7.1 The Vice-Chancellor's strategic projects

During 2020, the Vice-Chancellor's strategic funds will be used for the curatorial development of the school's public presentations of artistic research. The presentations will find forms suitable for each project but will use one of the Academy of Arts' galleries as a regular venue. Strategic funding will also support the continuation of activities in *Rutiga Golvet*. In order to make the school more accessible and broaden our recruitment, we are examining how to invite the general public to our workshops at certain times. Strategic funding will also be targeted at international projects that strategically strengthen our internationalisation and develop our international network. These investments will take the form of special projects outside of Sweden and through the development of activities with our international visiting professorships.

### 7.2 Communication

In 2019, the Royal Institute of Art started to build a new professional organisation for the school's external and internal communication. We have strengthened staffing and reorganised our communications so that they fall directly under the auspices of the Vice-Chancellor. In the autumn of 2019, a communication strategy with clear objectives for the school's communications and based on our vision's core values, is being developed. We have also started the development of a new visual identity and a new website. During 2020, work will continue to develop and strengthen our communication activities internally as well as externally and both nationally and internationally. The communications unit at KKH also serves as an editorial team for the institute's various publishing projects. The goal is to create contemporary, innovative and effective communication of high quality across all our communications channels. The school's communication

must have a personal and accessible tone and be a clear voice in the discussion of art and architecture both nationally and internationally. During 2020, we will have attained a good knowledge of our activities with our chosen target groups both in Sweden and internationally.

### 7.3 Internationalisation

KKH will promote increased internationalisation and mobility in both our teaching and our research. During 2018–19, KKH has conducted a series of strategic international initiatives to profile the institute, increase awareness of the institute and test new pedagogical models. Rather than participating in broad marketing initiatives for universities in general, the idea has been to focus on important leading contexts for art and architecture so as to build relevant networks in the long term. The approach has been to conduct various art projects with our students, teachers and researchers in collaboration with respected international stakeholders. These strategic initiatives have proved to be immensely valuable and to have delivered results. During 2020, the institute will therefore continue to work on strategic international investments with the same model. In 2020, there will be greater cooperation with the Athens School of Fine Arts as a test pilot for possible greater cooperation during the institute's rebuilding.

An important aspect of the institute's internationalisation work is to find ways to travel sustainably. As part of the institute's sustainability work, during 2020 we will try to make train journeys where the journey itself can also contain educational elements. The idea is to develop a form for the institute's educational travel that is sustainable.

Part of the institute's international work in 2020 is to write a strategy for our internationalisation that includes both our teaching and research. Here a review of our student and teacher exchanges is important for understanding how we can create greater mobility for our students and teachers. Rather than focusing on breadth, the goal here is to create smaller, strategically active networks with relevant universities and other institutions in the field of art and architecture. Sustainability is a crucial aspect of the internationalisation strategy. Another important part of our internationalisation work is to promote greater cultural competence within the institute in order to be able to collaborate better with international employees, students and partners.

## 8. Responsibilities for collaboration

At Skeppsholmen and in the immediate vicinity of the island there are a number of government agencies and cultural and art institutions. During the autumn of 2019, work will be intensified to establish an active network with them. The goal is that some of the administrative functions can interact with neighbouring activities, such as the institute's library, which is surrounded by a number of other libraries that have art and architecture as a focus. An analysis of synergies with other higher education institutions will also be carried out, and in the development of the programme for the rebuilding and refurbishing, possibilities for interacting with other universities and institutions will be explored.

## 9. Responsibilities for the administration

The task of the administration at KKH is to provide support for education and research and fulfil the requirements that KKH maintains as an administrative educational authority (myndighet). The development projects carried out in the administration are therefore directly dependent on the development work carried out in the organisation as a whole, with the addition of the areas of improvement required in order to comply with the laws and regulations that apply to KKH as such an authority.

### 9.1 Sustainability

The environmental policy that is being developed and the action plan for environmental activities that was established at KKH in 2019 will guide the administration's sustainability work. Areas that are already prioritised for 2020 include sourcing more environmentally friendly materials, reducing resource consumption and integrating more environmentally friendly travel.

### 9.2 The workplace

Improvements to the psychosocial and physical work environment for students and employees alike are conducted in all areas of the organisation. The Head of Administration (Förvaltningschef), who is chair of the Advisory Committee on Work Environment, the HR manager and student representatives are all together with the Area Heads important contributors to this. During 2019, both a student questionnaire and an employee survey on the psychosocial and physical work environment were conducted. Based on these surveys and with the help of finalised workplace inspections

(arbetsmiljöronder), action plans are being produced for 2020 to improve the work environment. Priority will be given to projects relating to co-working, equal opportunity and gender equality integration, as well as improving support for students with mental health conditions. In 2020, occupational health services will need to be acquired when the central government framework agreement (statligt ramavtal) expires at the end of 2019.

### 9.3 Premises

The planning work for the forthcoming rebuilding is progressing and will enter a more concrete phase in 2020. A project manager for this work will be engaged and together with the National Property Board of Sweden (Statens Fastighetsverk) this person is assigned to lead the work of rebuilding and refurbishment. Pending the rebuilding, existing premises will be reviewed so as to maintain a good work environment and to improve safety precautions for the premises. Personal security will also be reviewed in accordance with the new Personal Security Act (Säkerhetsskyddslagen).

### 9.4 Communication and IT

During 2019, work began on improving internal communication and making it more consistent across all KKH. This requires new ways of working and consistency in deciding which tools and platforms are used and in how the information is structured. During 2020, work is continuing to educate employees and students on how the tools are to be used and how the structure is to be built. At the same time, work is also continuing on IT security and improving IT capacity.

### 9.5 Planning and structure

In order to achieve better internal control and competency, and to work efficiently at a high quality, our administrative working methods need to be reviewed in 2020. Documentation and reporting, project planning and follow-up for our annual schedule of work will be reviewed during 2020.