

PEOPLE WITH

COMPE





ETENCE



Chalmers aims to deliver world-class research and education. This is naturally impossible without skilled and motivated employees. For this reason, we work consciously to create an open and creative working climate that invites co-operation across boundaries.

One important parameter is the development of leadership. Chalmers is investing in the development of a new management culture, for example with the aid of a coaching approach and a conscious communication strategy. All managers will be offered recurring support in order to secure their own and the common management expertise across the academic world, in research, in teaching and in programmes that bridge the gap between university and society.

Chalmers' vision of a sustainable future also encompasses a sustainable working life, where the intention is for each employee to have more time for skills development and commitment in the shared working environment. Considerable efforts are being made to reduce the experience of stress at work and to increase diversity and equal opportunities at Chalmers.



One model for the whole of Chalmers

"Following a few years of turbulence and restructuring at Chemical and Biological Engineering, it was time in 2008 to catch up with the working environment work," explains Krister Holmberg, Head of Department.

"The Department made a new start on its working environment work, and those of us working on the issues received a clear mandate from the Head of Department," says Katarina Hagdahl, working environment engineer at Chalmers, continuing: "The meeting only took one hour with each key person, so it was extremely efficient. We maintained an overall perspective and sorted all the issues at the correct level."

"We implemented a broad effort to incorporate all the areas we intended to continue working with. This meant that our work was distinctly work-related. People have been involved in the issues with which they work on a day-to-day basis. This has resulted in commitment and tangible points that have really been done," explains Anna Ohlson, personnel officer and the person who has conducted the process at the department.

"With relatively small investments we have achieved very tangible results. This has not taken up very much time in total. So it has not been expensive, rather worth every penny," says Krister.

"It is probably the first time at Chalmers that we have worked this systematically with working environment issues. With the aid of our new model, we can work systematically with affected personnel groups without difficulties or bureaucracy. This could very well become a model for continued work throughout the whole of Chalmers," sums up Katarina, who has been responsible for developing the model.

◀ From the left: Anna Ohlson, Katarina Hagdahl and Krister Holmberg.

SUSTAINABLE WORKING LIFE

Chalmers has a five-year outlook as regards skills provision. In dialogues regarding operational planning, visions and personnel plans are examined regarding how the generational shift can provide relevance and expertise for Chalmers' future.

MANAGERIAL DEVELOPMENT

Managers at Chalmers are continually offered training in communication, coaching leadership, personnel responsibility and the law. Supervisory groups for managers with personnel responsibility have also been arranged during the year.

Two programmes have been implemented for younger doctoral supervisors. They run for almost a year and are intended to increase the insight into managerial roles and provide the potential to be involved in shaping the academic management processes. In one of the programmes, the participants have coached the three vice presidents for the initiatives in their work in order, together with the heads of department, to create future strong, open and dynamic research environments at Chalmers.

The "management portfolio" is an instrument for developing leadership at Chalmers, providing support in career planning and serving as a basis for management work being allocated weight in the event of promotion and recruitment. Within this framework, a development programme was launched during the autumn for a group of employees who will work with management support in relation to the various management environments at Chalmers.

EQUAL OPPORTUNITIES

During 2008, the work on bringing equal opportunities and working environment issues closer to each other has been developed in accordance with the equal opportunities policy that was adopted in 2007. An example of this relates to operational planning, where attention has been given to the impact of

various decisions on equal opportunities and workload, in both the short and the long term. This approach will be integrated in all planning at Chalmers.

The equal opportunities work also includes a parents' policy that has been adopted during the year. Chalmers' aims to be a parent-friendly university with a positive attitude towards parenthood. In combination with favourable economic terms in the event of parental leave, this will contribute to equal opportunities and make Chalmers attractive as a workplace.

In order to improve quantitative equal opportunities, a mapping process has been launched at all of Chalmers' departments in order to monitor post-doc researchers, those who remain and those who leave Chalmers, and to see how long it takes for men and women to achieve positions as associate professors and professors. Any gender differences must be able to be explained.

The President is a woman and the First Vice President is a man. There are 6 Vice Presidents – 4 men and 2 women. This means that the gender distribution within Chalmers' academic management is good. Among the departmental heads there are 2 women and 15 men. Despite the new departmental head appointments during 2008, this imbalance has not been evened out. Changing this is an important task for the future.

8 people have been promoted to professors with a chair during the year. Of these, 7 were men (88%). Of the 11 promoted professors, 9 were men (81%). Of the promoted associate professors, 45% were women, i.e. 4 out of a total of 9. In other words the gender distribution is slowly being improved, although not yet for all professor positions. Chalmers' goal is for the proportion of female professors with a chair and professors to amount to 15% by 2010, for the proportion of female associate professors and senior lecturers to reach 30% and for the proportion of female non-tenured assistant professors to reach 35%. The promotions in 2008 have not achieved the established goals.

During the year, a total of 36 people have been newly recruited as professors, associate professors, senior lecturers and non-tenured assistant professors. The gender distribution among these stood at 14 women (39%) and 22 men (61%). Broken down to the various categories, there were 3 newly recruited professors during the year. Of these, there was 1 woman and 2 men. Of the 8 newly recruited associate professors, 7 were men. The gender distribution was significantly better among newly recruited senior lecturers (55% women) and newly recruited non-tenured assistant professors (44% women). Overall, the recruitment base for future associate professor and professor positions at Chalmers is good from an equal opportunities perspective.

During 2008, a series of seminars have focused on issues regarding equal opportunities from various aspects, with subjects including gender and technology, stress and equal opportunities recruitment.

WORKING ENVIRONMENT

During the period 2006–2010, Chalmers has decided to focus on five important goals for its working environment work:

- adaptation of the systematic working environment work and fire protection for the new organisation
- improving the working environment in construction operations
- developing the work regarding the exercise of leadership at Chalmers
- prevention of burn-out
- continual raising of skills for managers, working environment representatives and student working environment representatives

The majority of the procedures for the working environment work have been updated. Within the fire protection work, several departments have held exercises to train personnel and students on how they should act when the evacuation alarm is sounded. Fire protection training has also been given to the new physics students.

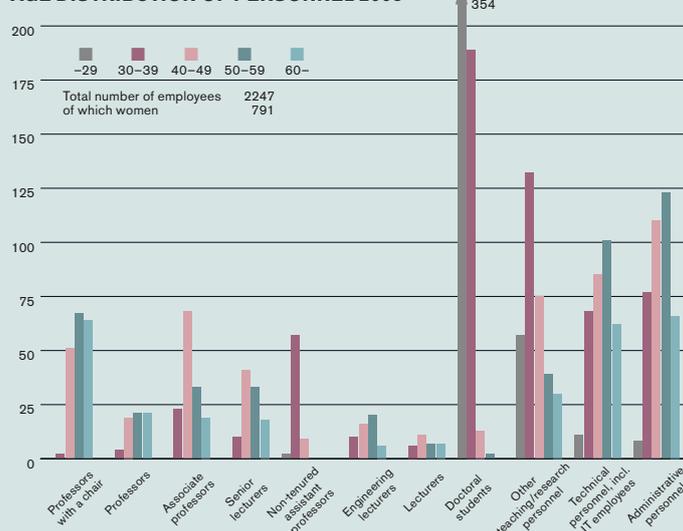
PERSONNEL, NUMBER

Total (of which women)	2008	2007	2006	2005
Teaching and research personnel				
Professors with a chair	174 (13)	175 (13)	167 (13)	158 (13)
Professors	60 (9)	57 (8)	57 (7)	65 (8)
Associate professors	142 (29)	143 (28)	135 (28)	133 (24)
Senior lecturers	102 (23)	99 (18)	103 (16)	111 (16)
Non-tenured assistant professors	66 (18)	71 (16)	77 (18)	78 (17)
Engineering lecturers	49 (6)	45 (4)	46 (4)	45 (3)
Lecturers	30 (8)	32 (7)	34 (7)	37 (9)
Doctoral studentships	550 (181)	557 (174)	587 (195)	623 (193)
Other teaching and research personnel	269 (68)	254 (64)	234 (54)	250 (55)
Total	1,442 (355)	1,433 (332)	1,440 (341)	1,500 (338)
Technical and administrative personnel				
Technical personnel (including office cleaning)	320 (94)	332 (100)	355 (106)	380 (112)
Administrative personnel	375 (311)	372 (311)	372 (315)	365 (305)
Total	695 (405)	704 (411)	727 (421)	745 (417)
Overall total	2,137 (760)	2,137 (743)	2,167 (762)	2,245 (755)
Adjunct professors*	46 (2)	29 (3)	30 (3)	46 (3)

The number of employees recomputed to full-time equivalent (FTE) positions. The "Other teaching/research personnel" category includes teaching assistants, postdoctoral positions, researchers, visiting faculty, visiting professors, project assistants and part-time teachers.

*Adjunct professors refer to the number of individuals who work 20–40% at Chalmers.

AGE DISTRIBUTION OF PERSONNEL 2008



A new website containing tools for systematic working environment work has been created for the programme directors and student working environment representatives. The website also contains information about "who is responsible for what" as regards the students' working environment.

A number of working environment issues during the year have related to alcohol. A draft version for a new alcohol and drugs policy has been drawn up during three working meetings with representatives from the operation and two consultants.

Discussions regarding e.g. workload have been held in the working environment and equal opportunities committee in June 2008, based on the Swedish National Agency for Higher Education's report "The price of freedom – work without boundaries". This matter has also been dealt with actively in the departments.

Continual skills improvement has taken place during 2008 for managers, working environment representatives and student working environment representatives, including a three-day basic training course on the working environment. The "new manager" training, of which the working environment constitutes one section, has been held on several occasions during the year. A theme day on waste management was held during the year, focusing on hazardous waste and its transport, as well as training for managers responsible for flammable goods.

CHALMERS' INTERNAL ENVIRONMENTAL WORK

During 2008, a new environmental and sustainability policy has been drawn up. This focuses on sustainable development within education, research and innovation, as well as collaboration with the outside world.

In addition, emphasis is given to our endeavours to generate a sustainable working life for students and employees and to develop our campuses. Chalmers' environmental management system has been improved, with the aim of developing an efficient system that both corresponds with core activities and that entails adaptation to a recognised standard.

INTERNATIONAL TEACHER EXCHANGE

During 2008, 25 (25) Chalmers teachers spent time abroad, including 7 in the USA and 7 in the EU. The number of stays in these areas decreased in favour of other parts of the world. The number of teachers travelling to Sweden increased to 55 (50) in 2008, including 9 from the USA and 21 from the EU. This meant an increased number from these areas, while the number of visiting teachers from other areas fell.

PERSONNEL

Chalmers had 2,247 employees as at 31 December 2008, divided between 2,137 full-time equivalent positions (the same as 2007).

The number of doctoral students fell by 7 during the year. The proportion of women increased to 33% (31%). The number of industrial graduate students totalled 191 (191). The number of non-tenured assistant professors fell to 66 (71), while the proportion of women increased to 27% (22%). In all, 23 non-tenured assistant professors have been employed during the year, 10 have been promoted to senior lecturers/associate professors and 18 have finished without achieving promotion at Chalmers. The reduction in the number of doctoral students and non-tenured assistant professors is reducing the recruitment base that is needed to meet impending retirements.

The administrative workforce increased by three men, which is a positive development in this staff category. The number of technicians is declining, which is partially a natural consequence of new working methods. The technicians include IT personnel, where a planned reduction of 4 people has been implemented.

Staff turnover in 2008 amounted to 4.7% of the number of permanent employees. This is on a par with 2007. Of those who have left, a third have retired.

The decision to conduct recruitment and promotions with a central employment committee has been followed up by an analysis and changes to the administrative process within the committee and to the pre- and post-process at departments and divisions.

The aim is to achieve an improvement in quality and rationalisation of the processes, as well as to reduce duplicated work and lead times.

During 2008, the employment committee has advertised for and recruited eight professors, which is an unusually high external contribution. The committee has also held two seminars – one on the theme of "equal opportunities recruitment" and one on the theme of "direct recruitment versus advertising".

NEW PROFESSORS – NEW KNOWLEDGE

PROFESSORS WITH A CHAIR



Jens Nielsen,
Systems Biology.
Took up post on
1 January 2008.



Lisbeth Olsson,
Bioprocess Technology.
Took up post on
1 January 2008.



Måns Henningson,
Theoretical Physics.
Took up post on
1 February 2008.



Gabriele Ferretti,
Theoretical Physics.
Took up post on
1 February 2008.



Patrik Jonsson,
Operation and Supply
Chain Management.
Took up post on
1 April 2008.



Magnus Skoglundh,
Catalysis.
Took up post on
1 May 2008.



Itai Panas,
Theoretical Chemistry.
Took up post on
1 May 2008.



Mats Andersson,
Polymer Chemistry.
Took up post on
1 June 2008.



Irene Yu-Hua Gu,
Signal Processing.
Took up post on
1 June 2008.



Alexander Styhre,
Industrial Business Development.
Took up post on
17 June 2008.



Jari Kinaret,
Physics.
Took up post on
1 September 2008.



Vitaly Shumeiko,
Theoretical Physics.
Took up post on
1 December 2008.

ADJUNCT PROFESSORS



Sten Ljungström,
Science Communication focusing on
Molecular Physics.
Took up post on
1 January 2008.



Roberto Crocetti,
Timber Bridges.
Took up post on
1 January 2008.



Anders Rindby,
Physics, in particular applied
X-ray Microanalysis.
Took up post on
1 January 2008.



Stig Franzén,
Human-Machine Interaction.
Took up post on
1 March 2008.



David Simpson,
Global Environmental Measurements and
Modelling.
Took up post on
1 June 2008.



Fredrik Nilsson,
Architecture.
Took up post on
1 July 2008.



Bengt Wittgren,
Pharmaceutical Polymer Chemistry.
Took up post on
1 October 2008.



Erik Fridell,
Maritime Environment.
Took up post on
1 October 2008.



Yueqiang Liu,
Electromagnetics.
Took up post on
1 November 2008.



Michael Regan,
Vehicle Safety.
Took up post on
1 December 2008.

CHALMERS 2008 MEDAL RECIPIENTS



From the left: Per-Olof Nilsson,
Erikka Adler, Bert-Inge Hogsvéd

The Chalmers medal is dedicated to those who have benefitted the University's activities and development by virtue of their interest and valuable contributions. During the year, the medal has been awarded to:

The Professor of Physics **Per-Olof Nilsson**, for contributing more than most to increasing interest in natural sciences and technology among young people.

Erikka Adler, Managing Director of the Adlerbertska Foundations, for working successfully in recent years in helping the Research Foundation to invest wholeheartedly in research regarding sustainable development, and for distributing significant sums for research within this area at Chalmers and the University of Gothenburg.

The entrepreneur and business manager **Bert-Inge Hogsvéd** for contributing in many ways towards Chalmers' development, including as a member of Chalmers' Board, and through his commitment to entrepreneurship, contributing to one of Chalmers' most important tasks – ensuring that knowledge is utilised.

VISITING PROFESSOR



Peter Docherty,
Quality and Business Development.
Took up post on
1 January 2008.

ARTISTIC PROFESSOR



Ana Betancour,
Urban Design.
Took up post on
1 January 2008.

Foto: Mateusz Pozar.



ROYAL MEDAL TO PRESIDENT

In June 2008, Chalmers' President Karin Markides was awarded H.M. The King's Medal of the 12th size with the ribbon of the Royal Order of the Seraphim for significant efforts for technical education and research.

NEW RECRUITMENT / PROMOTIONS

	2008		2007		2006		2005	
	Men	Women	Men	Women	Men	Women	Men	Women
Professors with a chair ¹	10	2	10	2	26	2	14	0
Professors	12	3	6	3	6	1	5	1
Associate professors	12	4	10	4	5	1	9	3
Senior lecturers	6	5	5	3	1	1	6	1
Non-tenured assistant professors	14	9	11	4	12	4	8	4
Total	54	23	42	16	50	9	42	9

¹ During the period 2005–2008, the proportion of women among newly recruited professors stands at 9%



ENVIRONMENTAL DIPLOMA 2008

Architecture, Chemical and Biological Engineering, the Centre for Environment and Sustainability, Administration and Service, Chalmers Library and Chalmersfastigheter have been issued with new diplomas by Göteborg's environmental administration. Chalmersfastigheter has also been environmentally certified in accordance with ISO 14001.

MANAGEMENT & ORGANISATION

Chalmers activities are arranged in 17 Departments and a smaller number of profiled umbrella organisations that highlight multi-disciplinary competence centres and research projects within their respective profile areas.

The Chalmers University of Technology AB is owned by the Chalmers University of Technology Foundation. The Foundation manages the Foundation capital and appoints the University Board, which is responsible for the overall planning and following-up of the activities of the University. Reporting to the University Board, the President has the overall operating responsibility for the University.

In addition to the President, the University's strategic management also includes a First Vice President and a number of Vice Presidents. The First Vice President and two Vice Presidents are responsible for *Chalmers Initiative: Materials and Bio, Systems and Environment, and Industry and Communication*. There are also Vice Presidents for first degree and Master's programmes, doctoral studies, recruitment and business relationships. The President, along with her office for overall strategy issues, is responsible for developing the University as well as for co-ordinating and following up activities.

Chalmers Initiative is a long-term strategy for the way in which Chalmers' education and research, through increased inter-disciplinary co-operation, will meet the global challenges and opportunities of the future. The initiative is based on Chalmers playing an active role in social developments and showing the way towards the vision: "Chalmers – for a sustainable future".

Issues of strategic importance are prepared through meetings with the University's heads of department, representatives of certain competence centres, the Student Union, subsidiary companies and associated organisations, as well as managers of staff and service units. The activities are governed through processes where matters of an over-

all nature are refined through perspectives from various parts of the operation.

The Faculty Senate is an independent representative body of the faculty and deals with operational issues of an ethical nature from an academic perspective. Ann-Sofie Sandberg, Professor of Food Science at the Department of Chemical and Biological Engineering, was appointed the new Chair of the Faculty Senate for a three-year period.

EDUCATIONAL GOVERNANCE

The Vice President for First degree and Master's Studies is responsible, at the request of the President, for Chalmers' first degree and Master's education. The management group for the Vice President is the First Degree and Master's Programmes Committee, which includes teachers, administrators and students. These represent four "lines" – the purchasing organisation, departments, Administration and Service and students. This Committee is responsible for planning the basic education and commissions programmes from the various departments.

The Vice President for Doctoral Studies is responsible, at the request of the President, for Chalmers' doctoral education. In doctoral programmes, the Doctoral Programmes Committee is charged with the responsibility to lead and co-ordinate doctoral studies, which are then executed at the various departments.

DEPARTMENTS AND OTHER UNITS

The delivery of education and research services takes place within research groups and laboratories of varying sizes at the 17 departments. The departments of Mathematical Sciences, Computer Science and Engineering, and Applied IT, as well as the Centre for Environment and Sustainability (GMV), are organisationally linked to the University of Gothenburg.

Together with the University of Gothenburg, the IT University of Göteborg is a joint educational and research venture in the information technology area. GMV is the display

window for environmental science, where energy and sustainable development have a natural home. In Chemistry and Physics, there is a close relationship with the University of Gothenburg; this takes place within the framework of the Physics Centre of Göteborg in the case of Physics.

Each department has a departmental advisory team made up of external and internal members, as well as an external chair to be consulted on issues of strategic importance. Department heads are responsible for providing departmental operational leadership. Deputy and vice heads of department, as well as administrative heads, render assistance to department heads.

Literature and scientific journals covering all the University's disciplines are to be found at the Chalmers Library. A library director, supported by a library advisory committee, leads the library.

Onsala Space Observatory is a Swedish national research facility managed by Chalmers.

Chalmersfastigheter AB addresses Chalmers' real estate and property matters.

Administration and Service is made up of common staff and service functions providing support and service in a number of areas to the benefit of the Executive Group, departments, employees and students.

COMPETENCE CENTRES

In order to highlight and provide a driving force for operations that cross traditional discipline boundaries, and for co-operation with industry and the public sector, there are a significant number of centres at Chalmers. These competence centres display considerable breadth, both as regards form and focus, and they constitute dynamic meeting places that, when they co-operate, provide clear profiles for Chalmers and make it attractive. They have an essential function to fulfil in the areas of research, education and collaboration with the community surrounding Chalmers. From an organisational perspective, the majority of the centres belong to a particular department.

PRESIDENT, FIRST VICE PRESIDENT AND VICE PRESIDENTS

Karin Markides, President and Managing Director with responsibility for the overall strategy

Stefan Bengtsson, First Vice President with responsibility for the Materials and Bio initiative

Alf-Erik Almstedt, Vice President with responsibility for doctoral studies

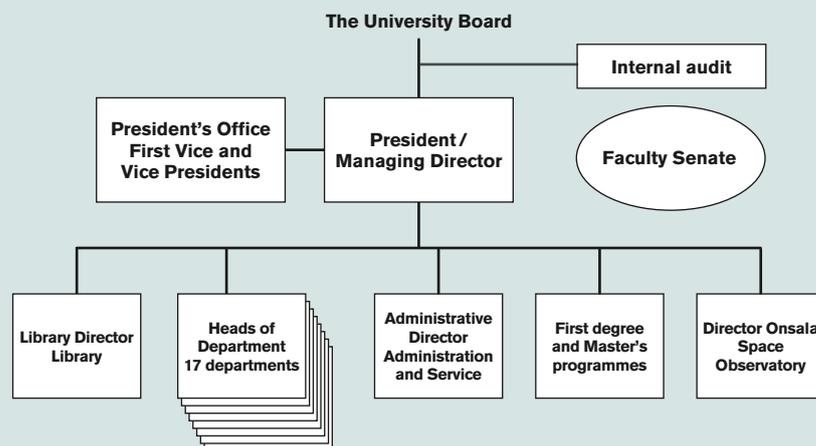
Lisbeth Birgersson, Vice President with responsibility for planning recruitment, associate professor appointments and promotions

Johan Carlsten, Vice President with responsibility for industrial relations, innovation systems as well as competence centres and assignment-based training

Anna Dubois, Vice President with responsibility for the Industry and Communication initiative

Sven Engström, Vice President with responsibility for first degree and Master's programmes, educational development and the interaction between first degree and Master's studies on the one hand and school and industry on the other

John Holmberg, Vice President with responsibility for the Systems and Environment initiative



For an organisational chart of the Chalmers Group, see page 70.