



# STRÖMSTAD AKADEMI

*Nordiskt institut för avancerade studier*

## Newsletter, November 2021, international edition

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### Editor's corner

#### Editor's corner Anders Gustavsson

**Surgeon and Chairman of the Board Peter Fritzell** reports on important events in Strömstad Academy.

**Vice-Chancellor and Information System Scientist Per Flensburg** informs about current events in Strömstad Academy. He reports on the website and the marketing team and its plans for the year 2022.

November's chronicle in Strömstads Tidning was written by **Vice-Chancellor and Information System Scientist Per Flensburg**. He is presenting a critical review of the fact that Google could be a threat to democracy.

Proposals for new chronicles in Strömstads Tidning should be sent to **Mariana Back** [mariana.back@tekniskamuseet.se](mailto:mariana.back@tekniskamuseet.se)

**Educator Åsa Morberg** argues that Sweden should leave the PISA project. She also discusses how the school should be able to contribute to reduced segregation in Swedish society. Strömstad Academy may be able to contribute with important educational initiatives.

**Pediatrician Gudmund Bergqvist** reviews an American book on how data is interpreted in scientific journals. There are many pitfalls.

Redaktör: Anders Gustavsson  
Layout: Per Flensburg

**Ethnologist Anders Gustavsson** was interviewed on 5 November in the radio's P1 Kultur about the choice of symbols on tombstones and how

it has changed. <https://sverigesradio.se/avsnitt/individer-in-i-doden-gravstenar-allt-mer-personliga>

In the video series SAV no. 40 Elaine Bearer: The Neuroscience of Emotion from a Musical Perspective has been published.

In the video series SAV no. 41 Elaine Bearer: The Strömstad quartet, uruppförande has been published.

In the video series SAV no. 42 Peter Fritzell: Ont i ryggen has been published.

In the Free Writing Series FFS 19 Gudrun Olsson: Rum nummer 7, en reseskildring, has been published.

In the Free Writing Series FFS 20 Åsa Morberg: Hållbar utveckling och behov av utbildning i beteendeförändringar has been published.

The anthology "Pandemics - past and present for the future" has been published and presented through a press release. <http://stromstadakademi.se/Pandemierforhand.pdf>. The book can be ordered via Strömstads Bokhandel: [std.bok@telia.com](mailto:std.bok@telia.com) or Bokus.com. The price is SEK 249. <https://www.bokus.com/bok/9789189331006/pandemier/>

I want to urge a previous call for all members to verify and complete their personal information on the Academy website. Also try to recruit new members to the Academy, not least young scholars. Please, send suggestions to Vice-Chancellor Per Flensburg [per.flensburg@stromstadakademi.se](mailto:per.flensburg@stromstadakademi.se)

I wish new contributions to the December issue 2021 of the Newsletter sent to my e-mail address with deadline on 27 December 2021: [anders.gustavsson@ikos.uio.no](mailto:anders.gustavsson@ikos.uio.no). Send short articles, opinion articles and/or reviews of new scientific literature. Swedish contributions should have an English translation.

Please, also send contributions to the Academy's publication series Acta Academiae Stromstadiensis, AAS, and the video series SAV to the e-mail address: [gudmundbergqvist@hotmail.com](mailto:gudmundbergqvist@hotmail.com)

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## Chairman's report

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### Colleagues in Strömstad Academy,

It again looks uncertain about corona, but Sweden is currently in a fairly good position regarding both infections, and a relatively low need for hospital care. However, the situation is different in other countries, and things can change rapidly. It will be interesting to see which national strategies have been most successful, but global pandemics tend to be just that, global. We will probably have the answers within a few years. I repeat, it is important to be humble.

Work in the Academy's various groups continues, and we have had virtual meetings with both the Board and AU (working group) in the past month. Virtual meetings go well most of the time, but there are many issues in our interdisciplinary family that would need to be discussed through physical presence, because it facilitates understanding. It is often easier to sort out tricky questions if you sit around a table together. We can only hope that it will be possible to arrange during the first quarter of 2022.

Our last Board meeting did not work out optimally, but several issues were raised, such as the issue of membership fees and membership in the Academy, as well as ongoing work in the various local chapters and working groups. A new complementary Board meeting will be held

within the next few weeks, and the final report with regard to the past year, as well as future plans in accordance with the latest Annual General Meeting resolution, will be presented in the last Newsletter of the year in December.

I strongly believe that the various local chapters should focus on possible collaborations with other organizations, as for example the Gothenburg chapter does with the Immigrant Institute and Rotary, with monthly invitations to Webinar, and Falun now with the Swedish "Folkuniversitetet" (<https://www.folkuniversitetet.se/in-english/>). These meetings should preferably be communicated between the local chapters. If it is also possible to record these meetings and post them on our Website, this would of course be a great advantage, and a source of knowledge.

The gloomy November in the northern hemisphere is soon over, and we look forward to the Christmas month.

I wish all Members the very best,

*Peter*

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## Vice Chancellor's report

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In the marketing group, we are making a marketing plan for next year. When I was politically active at the municipal level, the municipalities had three planning levels: The strategic one, which was long-term, at least 5 years ahead. Then they had a policy level, which was on the medium horizon for 3-5 years and finally the plan that was for one year. We intended to apply the same mindset to Strömstad Academy when it comes to marketing. But to establish a marketing strategy, you must know what is to be marketed and in our case, this means that the purpose and goal of Strömstad Academy must be governing. These are outside the mandate of the marketing group, possibly the Vice-Chancellor can have views, which is exactly what I will have in this report.

I already started in the last Newsletter by speculating on why our members have joined the Academy. We discussed this a bit at the last AU meeting and came to the following three main groups:

1. Those who want to continue their previous activities, either research, teaching or both. The Academy is expected to provide them with appropriate infrastructure in the form of publishing opportunities, discussion partners, libraries and databases.
2. Those who want to influence society through their research and knowledge. It can be debate articles, it can be study circles, it can be through popular science activities.
3. Those who simply want to support the Academy, but are not particularly interested in doing something themselves.

I would like to point out that the groups are not mutually exclusive. It is perfectly OK to both conduct research and debate in society. However, it can be difficult to combine this with doing nothing 🤔

The Italian economist Vilfredo Pareto published a book in 1897 entitled "Cours d'économie politique", in which he formulated what came to be known as the Pareto principle or more commonly known as the 80-20 rule. This means that 20% of the organization's members do 80% of the work. According to that rule, then group 3 would be the largest. The fact that 30% of the Academy's members have not paid the membership fee in 2021 indicates this. This me-

ans that the Academy comprises about 100 people, of which 20 are active. Depressing numbers! But is the 80-20 rule universal and mandatory? No, it is a relationship that has been reached through induction, but it is striking how it emerges in a variety of contexts. Therefore, we can at least try to improve the relationship.

In fact, we have already started this, namely with our projects. There are a lot of members involved who have not been there before. Through a lively project activity, more members can be involved. But what do we do with the third group who have left the Academy? How do we recruit new members? Yes, then it is important to talk about what the purpose of the Academy is and what kind of services the Academy can offer. We can then go back to the main groups.

Group 1 we can provide publishing opportunities, webinars and discussion partners. It is also possible to borrow an office in the City Hall in Strömstad. However, we cannot help with libraries and databases. If you need that, you need to become affiliated with a university. It is usually not particularly difficult if you can show a reasonable production. In order to recruit new members to this group, the purpose must be clearly described and Strömstad Academy must offer an attractive range of services. I do not think we are doing that today.

Group 2 is relatively self-going. Strömstad Academy can establish collaboration with various educational organisations such as Folkuniversitetet, Senioruniversitetet, Rotary, Craafordstiftelsen etc. Some of these collaborations are already established, others are underway. We have a lively webinar business within the projects and I will run general webinars once a month at a fixed time. It was actually decided at the Annual Meeting in 2020. The think tank Tvärtänkt also offers the opportunity to publish shorter debate posts. In order to recruit members to this group, it is important to show that Strömstad Academy really has an impact and it is also important to offer an attractive range of services here. I do not think we are doing that today.

Group 3 remains, the largest. One could use the Pareto principle by creating groups or projects with like-minded people where members and prospective members can participate in genuine academic discussions, which we all appreciate. We can invite outsiders by asking interesting people to give lectures, we can throw ourselves into the current debate and we can start a massive public education. The opportunities are there, it is important to see them and take advantage of them.

Finally, I want to make a correction. In the last newsletter I wrote the following:

The vision for Strömstad Academy is of course to become a legitimate university with both research and teaching. We have the subject competence, we have the breadth and we have a professional organization on paper. We also have some abilities that other universities do not have, e.g. minimal administration, open environment where there is a difference between thing and person and with no competition for funding or positions.

At the 2020 Annual Meeting, however, it was decided that we should NOT strive to become a legitimate university. This can then reasonably not be the vision, so it must be another. However, it was decided that we would try to get a prism account so we could apply for money from research councils. I have tried some of the councils, but it comes across as patrol as we are not a public organization. Forte remains, I have not found that requirement with them but have not had time to start the application itself. The vision also remains: What does Strömstad Academy want to be?

A private research institute perhaps? This is something group 1 might be interested in. We need some form of idea how to get there? An established and recognized partner in the public debate? Group 2 should be interested in this and here too we need an idea of how we get there. The think tank Tvärtänkt is an embryo that may be developed. The vision can also be that

we become a discussion club where we meet both online and in real life and discuss interesting phenomena. From this, groups can be developed that are active in one way or another. Monthly webinars are one way but there may be more. The conclusion is that we must let all flowers bloom to see what kind of gardener we are, what soil we have and what knowledge we have to grow our flowers further.

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## Åsa Morberg: PISA - the sloping tower that falls to the ground

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### **PISA - the sloping tower that falls to the ground**

*Åsa Morberg*

First a few words about PISA (Program for International Student Assessment) is a kind of knowledge evaluation of how 15-year-old students in different countries are "equipped for the future" when they go to school. The project is run by the OECD and there are four areas that are studied: mathematics, science, reading comprehension and problem solving. PISA can, in my opinion, not at all say how our Swedish 15-year-olds are equipped for the future. PISA is conducted every three years. The goal of the PISA project is to test and evaluate school students' performance around the world. An underlying purpose is to be able to achieve better teaching methods and better results. What method development has PISA achieved so far? How can better methods be developed after a simple two-hour survey? What has gotten better through PISA?

The test takes place so that 5,000 students from each country can take the test, which takes 2 hours. What conclusions can actually be drawn from a study based on students answering questions for two hours? The attention that PISA receives indicates an overconfidence in the study. Since the start of PISA in the late 1990s, the results of the PISA surveys have received more and more media attention. Every time the results of the latest PISA survey are published, countless articles are written with dramatic headlines, such as "Sweden worst in class" and "PISA shock". What the articles have in common is that they use the results of the PISA surveys, without critically examining them and questioning them. It is rare to see an article that scientifically critically reviews the PISA surveys. It is important to highlight criticisms directed at the PISA surveys and its OECD principal, specifically criticisms concerning the content and quality of the PISA surveys and their interpretation and use of the results. There are good reasons to question the PISA surveys and I believe that Sweden should leave the PISA surveys immediately.

Sweden has participated in violation of the official regulations. The National Audit Office therefore directs harsh criticism at both the National Agency for Education and the government. The National Agency for Education was in charge of PISA for the first time and it went completely wrong, according to Sofia Sandgren Massih, the National Audit Office's Audit Director. Minister of Education Anna Ekström was called to the Constitution Committee.

So what exactly is the problem? Sweden removed 11%, a large proportion of students from PISA 2018, in clear violation of the regulations. All countries are removing students from PISA in slightly different percentages. Officials at the Ministry of Education said they had alerted internally about inaccuracies on at least two occasions. The Minister of Education had not noticed this and yet officially defended the results.

The National Audit Office's audit report states that:

- Sweden incorrectly exempted a large proportion of students from writing the test, in violation of the OECD's official regulations.
- Both foreign-born students and students born in Sweden were incorrectly exempted from writing the test.
- Both the National Agency for Education and the government have breached their obligations to follow up on the suspected errors.
- The Government has not "fulfilled its responsibility to ensure that subordinate authorities conduct their activities in accordance with the requirements set by the Constitution".
- At crucial points, the OECD has misunderstood how the Swedish school system works, which has led to erroneous conclusions in their review report, which was released last autumn.
- The OECD has not delivered the review of the PISA study that the Director General of the National Agency for Education has promised (From the Ministry's press release).

Andreas Schleicher, head of the PISA organization, believes that student selection is not a problem. The OECD is currently investigating the criticism from the Swedish National Audit Office, but the head believes that Sweden's PISA results in 2018 are still credible. The National Audit Office's review of the Government's and the National Agency for Education's handling of the PISA study in 2018 reawakened the previous criticism that too many students are excluded in order for the result to be in accordance with the "actual level of knowledge in the country". Students are excluded in all countries participating in PISA. How many are excluded can of course vary and also be obscured.

The manager Andreas Schleicher, believes that the selection of students in 2018 is within the framework. He rejects the criticism directly and believes that the selection of students has not been able to significantly affect the result. A group within the OECD is studying the criticism from the Swedish National Audit Office in more detail. Andreas Schleicher believes that their review will not affect the result in general and it is in itself interesting to think about. The OECD is criticized when they first approved the Swedish student selection and then subsequently claimed that not everything went right. They do not seem to understand the Swedish education system. "If you criticize me, I criticize you!" Now the Swedish honor is on uncertain ground and PISA is leaning more and more.

Chief Andreas Schleicher also believes that the OECD can use other analysts who can study the sample. I am sure they would come to the same conclusion, he says. He believes that there are basically two problems: Is a lower response rate a problem. Affects the loss the result. As a researcher, it is of course said that both non-response and response frequency affect the end result. It is basic knowledge.

The PISA survey is losing relevance, according to a Norwegian professor Svein Sjöberg at the University of Oslo. He thinks that Sweden should leave the survey. Using the survey as a measure of quality in Swedish schools becomes absurd because that is not what you measure.

Let PISA fall flat to the ground. Exit the PISA project. That is also my firm opinion!

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## Åsa Morberg: All schools should be good schools

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### "All schools should be good schools" - Swedish politicians' cynical phrase that shows that segregation is accepted?

by Åsa Morberg

Politicians often say today that "All schools should be good schools" a statement that may seem completely innocent and even benevolent. In fact, the phrase "all schools must be good schools" represents a paradigm shift in Swedish school policy, which means that segregation is accepted in the school system. How is it really connected?

The phrase "all schools should be good schools" means that the ambition has been given up to try to break segregation and instead focus efforts on trying to reduce the negative effects of segregation. Politicians apparently do not care that students are sorted on the basis of ethnic background and socio-economic background, as long as politicians can claim that "all schools are good schools". This phrase "all schools should be good schools" is an ideological phrase, which stands for a kind of shift in Swedish school policy.

Whatever school you choose, no matter where you live, you must be able to be sure that the school's education is of the high quality required for all students, regardless of ethnic or social background, to have the same conditions to manage school and have a good adult life. The problem is that this is not true, if we do not simultaneously change and phase out the so-called school segregation. It is not possible to achieve an equivalent school system, which is at the same time both ethnically and socio-economically segregated. Politicians cannot redistribute resources or add resources to so-called vulnerable areas, as strong middle-class voters do not accept this.

The phrase "all schools should be good schools" is based on the idea that segregation is expected to decrease if schools in vulnerable areas are as good as middle-class schools. The idea is that increased quality will contribute to more students applying to these schools and fewer students leaving these schools. This assumption is based on pure ignorance of what really drives school segregation. A number of studies have shown that parents choose and deselect schools based on proximity and student composition. Parents do not choose a school based on the quality of the school. Patterns for parents' choices are that "equal seeks equal" or that "cake looking for wife".

School research has shown that two strong mechanisms increase segregation in the Swedish school system, with free school choice and free establishment of private schools. In other words, we will not have more "mixed" schools with the ambition that "all schools should be good schools". In fact, a number of other things also need to be reviewed and changed: school choice, school fees, the right of establishment for independent schools and, last but not least, the profit-taking in company schools.

Therefore, not only so-called good schools works, but it also requires mixed schools. The phrase "that all schools should be good schools" is based on a narrow and erroneous perception of the school as a mere institution of knowledge. In fact, the Swedish school is much more than a knowledge institution. The school is in fact our most important social institution. Therefore, not only good schools are required, but mixed schools are also required. Students go to school to develop into social citizens, not just for knowledge acquisition.

There is research that shows that segregation in itself is harmful to the individual and to the whole of Swedish society, at least if we want society to be less segregated. We have nothing to

lose, but much to gain from reduced segregation. Nevertheless, we in Sweden have developed a school system that increases segregation and impairs equality in schools, year after year and absolutely nothing happens that changes.

In a segregated school system, not all schools can be good schools. The Swedish National Agency for Education's director general Peter Fredriksson formulated the problem in an interview in DN two years ago "School segregation continues to increase" which was published 2018-03-21. "We have created a system where the individual perspective - to be able to choose a school - takes precedence over the citizen perspective. We know that the benefit to society is greater if the schools are less segregated, but the system we have contributes to segregation".

If the phrase "all schools should be good schools" characterizes Swedish school policy and at the same time we do nothing to remedy the segregating mechanisms of the Swedish school system, ie. the choice of school, the right of establishment of independent schools, school fees and for-profit schools, then we also actually give up the fight against segregation. In that case, we accept that the children go to different schools and thus we give up the basic value that society benefits from children meeting from different backgrounds and the school's clear and important social goals are being jeopardized. In a distinctly segregated school system, not all schools can be good schools. More and more schools and thus more and more children simply never get a chance at school and for a good life.

Think about it the next time a politician with an emphasis says that "all schools should be good schools".

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## Åsa Morberg: Educational initiatives in Strömstad Academy?

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### What is needed to offer educational initiatives in Strömstad Academy?

*Åsa Morberg*

The project I am working on today, in collaboration with the Immigrant Institute and Strömstad Academy, is about being able to offer education to the school system about migration and integration in a broad sense. The project is about the development of broad initiatives for principals, managers and politicians, as well as teachers from preschool to high school.

This is the area of competence development that is presented as the most important right now. Today, teacher education does not provide the necessary knowledge to handle the teaching assignment in a multicultural school.

Strömstad Academy lacks an organization to be able to offer, implement and evaluate educational initiatives. The Immigrant Institute must therefore be the organization that offers developed education. The project can still be a collaborative project.

It is said that there are no members of Strömstad Academy who want to teach. This is a myth. Only research is of interest. That is not my opinion. There is an interest among members to participate in educational initiatives. It is about innovative initiatives in new areas of interest.

Those who want to educate need to make themselves known and show their interest. There is both knowledge and know-how, which can be used in the ongoing project. It is important that what is offered is of high quality and well thought through. Strömstad Academy can offer shorter and limited efforts, I believe, if an organization for this is established. In the long run, more comprehensive training can also be offered.



A well-thought-out educational organization is needed for Strömstad Academy to be able to offer education. I have trained for and train for a wide range of different organizations. It is my own limited company, national universities, and international organizations. The common denominator is that it has always been an organization with guidelines.

Budget guidelines are very important. How to calculate? I have no problem making a budget, if I know what to cover? How much should the organization charge? These are the so-called over head costs. Then the participants must have their fee. There are also costs for the implementation that are to be covered.

A marketing organization needs to exist and that means that it would be best if it is a so-called commissioned training, ie. the training is purchased in its entirety directly by the customer. It is unclear how the education can otherwise be advertised? The website is of course an option, but that is usually not enough. An educational group, which carries itself, can hardly be filled by just a website advertisement?

There should also be an application system for prospective students. There is also no admission system. There is also no study register system. Participants are entitled to a diploma (certificate) or course certificate (certificate). This is legally necessary.

Evaluation systems are also lacking. It is an important quality instrument for quality development of implemented initiatives. There are no assigned control documents for training initiatives, no guidelines for training plans, course plans, instructions, etc.

There are texts from Strömstad Academy's start which, according to my interpretation, show that the founders of Strömstad Academy envisioned educational initiatives carried out by the Academy. The Future Group's documentation contains sketches of what an educational organization could look like. The Future Group was closed down, but the content of the documentation could be further developed.

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## Gudmund Bergqvist: Recension

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### Calling Bullshit. The Art of Scepticism in a Data-Driven World

Carl T Bergstrom & Jevin D West. Random House 2021.

*Gudmund Bergqvist*

The authors are professors at Washington University and in this small book they give a summary of some of their lectures on how to interpret data in scientific journals and also in the general press. There are many pitfalls and abundant occurrences of bullshit, which leads to overinterpretations and misinterpretations respectively and that in many areas. This at a time of. intense advertising, intense academic competition, propaganda and fake news in a large flow of articles both of a scientific nature and media.

The various chapters describe the problems in a frivolous and humorous way. This is described in general terms, but then in chapter after chapter after chapter on different aspects - subject areas:

- Medium, message and mis-information,
- The Nature of Bullshit
- Causality
- Numbers and nonsense
- Selection Bias

- Data visualization.
- Calling Bullshit on Big Data
- The Susceptibility of Science
- Spotting Bullshit
- Refuting bullshit

The journal Nature writes in its review:

“A passionate exposition of how the language of science can be weaponized to mislead both researchers and the public, landing just when it has never been more important to know how to navigate data”.

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## Marketing team report

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Over the past month, we have been working on governing documents for the group. We have updated the marketing strategy, marketing policy and created a first version of the marketing plan. These documents can be found in the present Newsletter. Furthermore, we have begun a reworking of the website in order for it to better respond to the needs of the public and not just Strömstad Academy members. I describe the thoughts behind this in a special article. Within the group, we have also discussed goals and purpose with the Academy, and landed in two conclusions:

1. To be able to produce effective texts, we must know the goal and purpose.
2. It is unclear what the goal and purpose are, but it is not the mandate of the marketing team to formulate them.

As Vice-Chancellor, I have initiated a discussion about these things and the results so far are reflected in the Vice-Chancellor's report earlier in this letter.

*Per Flensburg*

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## The marketing strategy (Suggestion)

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*The marketing strategy* describes, on a general level, the activities that the marketing is supposed to engage in. The strategy is realized in the medium term in *the marketing policy*. It is in turn realized through *the marketing plan*. This describes in detail what should be done, who should do it and when it should be done. However, there are activities that cannot be timed, e.g. comment on debate articles.

The purpose of the marketing must be in line with the purpose of Strömstad Academy. What this is, is not entirely clear. The statutes/by-laws state that it should be a residence for researchers. It goes without saying, researchers who have been forcibly retired. This means that you enter Strömstad Academy as your domicile when you submit contributions to journals and conferences. By extension of this very modest purpose, the idea comes that we should be a full-fledged university. We will then deal with both advanced teaching and research. This requires fixed appropriations where the Future Group conducted a thorough investigation. That ambition is now abandoned in the foreseeable future. Instead, we invest in research projects. In these, we can via various funding get coverage for our overheads and maybe a little more. These include a certain amount of central administration. The individual projects are

themselves responsible for applying for existing project funds. This should not be dealt with by the marketing group.

There are also those who want to do teaching. The statutes/by-laws state that Strömstad Academy shall engage in research and research supervision. This can be supplemented with teaching and public education. Some of us write debate articles in daily and trade press, some of us hold study circles, others have webinars, in short there are many different activities.

It is thus not entirely clear what the purpose of Strömstad Academy should be. You can see several specializations: One such is a meeting place where we more or less digitally socialize intellectually. Sometimes it results in different projects. Another focus is the publication of scientific articles (and other things related to science) with our own publisher. A third focus is to write anthologies much as we have done so far. A fourth specialization is to run different types of research projects, both within- and interdisciplinary, a fifth to conduct teaching, perhaps in collaboration with a study association. There are certainly more specializations you can come up with.

It is not up to the marketing team to decide the direction. This is a matter for the Board, the Vice-Chancellor and ultimately the Annual Meeting. A reasonable assumption is that there must be room for as many directions as possible, let all the flowers bloom!

This strategy is about what is to be marketed. How the marketing is to take place is dealt with in the marketing policy and marketing plan. One can identify three different areas for the Academy's activities that need to be marketed:

- **Meeting place** through many and interesting webinars and physical meetings. Here, as many of the Academy's members as possible should be involved. Sometimes the public has access. Closely related activity is public education.
- **Article production** of mainly two types of articles: Scientific articles in the AAS series and debate articles in Newsletter, the Free Series and perhaps also on Tvärtänkt. Something in between is our Video Series. It has not yet found its final form. TED could be a role model. This way, teaching is also introduced in the Academy's activities.
- **Teaching and public education.** This can be done in collaboration with external actors such as various study associations.

These areas are not exclusive but complementary. You can work on everyone at the same time. However, I think it can be rewarding to concentrate on one of them for a given amount of time and then shift focus.

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## The marketing policy (Suggestion)

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This document is based on the marketing strategy. It indicates three areas to which special marketing efforts are directed. These efforts are described in this document,

### The Marketing group's efforts in area 1: Meeting place

The first step is about internal marketing. It is important to activate as many as possible. This can be done in many ways:

1. Through the Newsletter where this document is presented and MG's plans are announced.
2. Announcement of a general webinar series. Can be done through the newsletter and on the website.

3. The local chapters can arrange meetings with lectures and subsequent discussion. Gothenburg has so far been very active. It is also gratifying to note that Malmö / Lund seems to be getting started now.
4. Suggesting members to hold a webinar. This should occur on a regular basis, and will be facilitated if the Academy can provide appropriate software. The webinars are advertised on social media.
5. Through personal telephone conversations, the members are asked why they have joined Strömstad Academy as members.

The work is distributed among the group members according to interest and ability.

### **Efforts in area 2: Article production**

This is about making Strömstad Academy well known both in society and among researchers. Different strategies are required for the different groups.

To become known in society, we write debate articles. This is something all members should be helping out with. So far, we have aimed at the 'big dragons': DN, SvD, Expressen and Aftonbladet and at trade magazines: Curie, the University Teacher, etc. The success has been moderate. We probably overestimate our importance. Here, too, I propose a gradual approach:

1. Comment on existing debate articles in the comments field and enter Strömstad Academy as an organization. In order to spread knowledge about interesting debate articles, each member must be able to easily post the link somewhere. The only possibility today is via debate fora. We are looking into other possibilities.
2. Writing commentary / responsive debate articles. This requires quick action. There is no time for lengthy discussions. It is important to state Strömstad Academy as an organization.
3. Write debate articles in local newspapers such as Borås newspaper, Strömstad newspaper, Dalademokraten, Västerbottenskuriren, TTELA, Smålandsposten and others. You can start with the smaller ones and work your way up.
4. When we have a few articles published in local newspapers with good circulation, we can try our hand at the 'big dragons'. For all debate articles, it is great with several authors on the article. Maybe you should have the same name on most articles to facilitate communication with journalists?
5. To become known in the research world, we must be quoted. To be quoted we must be read. To be read we must be known. And so the circle was closed! There may be some other avenues though.
6. The most obvious is to quote each other as often as possible. In doing so, one should always state Strömstad Academy as an affiliation. You can have several affiliations, so it is no problem to enter both your home university and Strömstad Academy.
7. Give the article a startling title. It must be followed up with an extremely interesting abstract and an introduction that completely takes your breath away. It's not just about being published but about being read.
8. Form a group that reviews the articles from a readability point of view. Many researchers have a tendency to write unnecessarily cumbersome.
9. Find a world-famous researcher as co-author. An example: An article with Tim Berners Lee as its fourth name received 14,000 downloads. The magazine's impact factor skyrocketed. But the article was a lousy one ... We can make better use of our Nobel laureates and honorary professors.

10. We have our own publisher and can publish a magazine/journal on our own. Each issue should cover a specific theme. Themes must be announced well in advance. Non-members must also be able to publish. This requires long forethought and a skilled editorial committee. The problem is to get people to write, and to get the magazine/journal to be read. Some form of quality stamp is needed. You can get one by entering the Norwegian publication list. I'm doing that.
11. To become known to the public, we can set up a platform where the public can ask questions to Strömstad Academy.
12. Set up "Mentor on line" to give career advice to students.
13. Produce advertising material. This is awarded on special occasions. Each member should have a collection of such material.

The marketing group's efforts in these areas are to produce sales texts and make them known to the target group. Area 1 is up to the individual actors, the marketing group's contribution is to push internally because something happens. Tips on interesting articles can be one way.

### **Initiatives in area 3: Teaching and public education**

It's about becoming famous and being good teachers. Some thoughts:

1. We can visit our old universities and give guest lectures and thereby tell about Strömstad Academy. The lecture may have previously been recorded on YouTube and the lecturer refers to it. If the video is published on our YouTube channel, it can in the long run give us revenue if we allow ads. The marketing team produces presentation of these videos.
2. We can write textbooks that are used in teaching at Swedish or foreign universities. This is up to each member or group of members to implement. The books can be published by Strömstad Academy's publishers and thus be sold to the students. The income is distributed between the authors and Strömstad Academy. It requires some administration and logistics. If the publication is published in printed form, these problems will get worse, if it is distributed electronically, we will avoid any problems.
3. We can provide study circles in different contexts and thereby benefit from expertise within the Academy. Imagine having one of the world's leading solar energy researchers as a lecturer in a study circle. Or a Nobel laureate who tells about the latest findings. This is something you can charge for.
4. Produce materials for education in a specific area and make this available to study circles or even make it available free of charge.

Here too, it is not the marketing group's mandate to carry out any of the activities above, however, we can be helpful in formulating projects and making presentations of these projects.

### **Resource needs for marketing**

It is constantly emphasized that resources are needed for marketing. I have below speculated about what types of resources are needed in the various activities.

#### **Internal marketing**

- Reimbursement for telephone calls insofar as it costs something. Insignificant cost
- Local expenses for the meetings in the local chapters. Can be the library, which often makes premises available for free.

#### **Debate articles**

- Software that makes it easy to tell other members about interesting articles. Could be financed by the General Inheritance Fund
- Create a database of articles we have written. It should be searchable. Requires consulting work. The General Heritage Fund is a possible financier.
- Start a podcast, Important with regular broadcasts at least once a week. Interesting and thought-provoking content. But can we do it?
- Create debate about ageism. Show the need for experienced seniors.

### **Known in the research world**

- Organize conferences with an exciting theme and at a reasonable price.
- Recruit new members in a recruitment campaign. Consultant?
- Market research for a new interdisciplinary journal. What is required?

### **Generally**

- Hire a marketing consultant to come up with a strategy.
- Buy services from a news service such as MyNewsdesk. Price: SEK 10-20,000. That is about what our anthologies have cost us so far.
- Make professional TED recordings. For that we need equipment for a lot of money. Can start with a couple of cameras that take good movies. Max SEK10,000, a fast computer and a large hard drive.

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## **Marketing plan 2022 (Draft)**

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This plan is based on the market policy we have established previously. A number of planned activities are listed here. The plan is preliminary in the sense that the fall activities are not yet planned in detail. The plan presented here has been designed within the framework of current conditions.

We also make a schedule so we can realistically see how it can be implemented, see section 3 - schedule.

The plan covers two main areas: External and internal marketing

### **External marketing**

External marketing aims to establish the image of the Academy as a platform for new research - and to use our broad knowledge for the development of Swedish society by applying this knowledge to current societal issues. There are two types of activities here: To make the Academy visible and to convey new knowledge and thereby influence society.

The plan includes the following activities:

- 1.1. Chronicles in Strömstads Tidning
- 1.2. Debate articles in the trade press
- 1.3. Debate articles in the daily press
- 1.4. Website aimed at the general public
- 1.5. 'Question box'
- 1.6. Interviews with members
- 1.7. Optimize the website for searches
- 1.8. Get a pro version of the theme for the website
- 1.9. Advertising and debate etc. on our YouTube channel

### 1.10. Recruitment

The plan does not include measures to reach out to the 'broadcast media'. Here, MG needs to put in additional analysis work.

#### **Chronicle in Strömstads Tidning**

Responsible: Mariana Back

Participation: All

Objective: To make Strömstad Academy known in Norra Bohuslän

Time: Once a month

Cost: None

This activity has been going on for a long time and is well run.

#### **Debate articles in the trade press**

Responsible: All

Participation: All

Objective: At least three articles by the year 2022

Time: When appropriate

Cost: None

Rune Wigblad is the one who has succeeded best so far. You have to write about concrete things in a comprehensible language and in an area that interests the public and that is or may be relevant. Possible areas are:

- Pandemic
- The climate
- High-speed trains
- School
- Migration
- Ageism
- Gang crime
- Etc etc

A debate article may have several authors and emphasize interdisciplinarity. In addition to writing debate articles, we should also comment on other debate articles and state Strömstad Academy as an affiliation.

#### **Debate articles in the daily press**

Responsible: All

Participation: All

Objective: At least one by the year 2022

Time: When appropriate

Cost: None

We have tried without success. But we just to keep going at it. We start with the smaller newspapers and try gradually with bigger and bigger. The goal is to get at least one debate article per year. The areas can be the same as listed above, but also in the form of answers to/comments on another debate article. Otherwise, the same applies as above.

#### **Website aimed at the general public**

The website must convey information that is relevant to the reader. This can be done through a close connection to the activities according to points 1.1., 1.2. and 1.3., for example by reproducing comments / debate. Rejected articles can also be reproduced here.

Responsible: Per Flensburg

Participation: All in the form of comments and evaluation

Objective: A website for both the general public and academia. Currently it is mainly for the Academy.

Time: accomplished on 1 Feb 2022

Cost: nothing

There are three main activities here:

- Web design, which Per Flensburg is responsible for and implements
- The descriptions of the Academy for which MG is responsible, see below section 2.1-2.
- Texts that describe the different projects, for which each project coordinator is responsible

### **Question box**

Responsible:

Participants: All

Objective: A popular place where the public and other organizations can ask questions or get help

Time: Probably not many questions

Cost: SEK 500

On the website, it must be possible for the visitor to present a question to the Academy and within a reasonable time, preferably on the same day, receive an answer. It must also be possible for companies and authorities to obtain qualified investigations against payment. The website must have a function that alerts when a question arrives. That may be associated with certain costs.

### **Interviews with members**

We have such an interview where Carl has interviewed Gudmund and Ole Petter Ottersen. The interview is published in SAV and posted on Strömstad Academy's YouTube channel, and plans to conduct about three interviews (mainly with honorary professors) a year

Responsible: Carl Olivestam

Participants: Honorary professors

Objective: Present our honorary professors in a different and interesting way

Time: 20 minutes each interview, 4 interviews during the year

Cost: None

### **Keyword optimization of the website**

Responsible: Per Flensburg

Participants: Consultant

Goal: Get more visitors to the website

Time: Should be done when the new website is ready

Cost: none



It's about finding the right keywords that Google and other search engines respond to. Also to design the page so it fits on phones and tablets. Help may be needed for this in 2023

### **Get a pro version of the theme for the website**

Responsible: Per Flensburg

Participants: Website manufacturer

Objective: Make it easier to work with and make a more attractive page with more functions

Time: Soon

Cost: approx. SEK 600 / year

The pro version of the theme has greater customization options which make the pages look nicer. In addition, there are features that further enhance it and simplify maintenance

### **Advertising on our YouTube channel**

Responsible: Per Flensburg

Participants: Visitors

Objective: To generate advertising revenue from our YouTube channel

Time: January

Cost:?

The idea is to get some revenue from our YouTube channel by allowing ads. There are also opportunities to pay for better exposure in the YouTube search engine. The matter should be investigated further.

### **Recruitment of new members**

Increased recruitment activity is desirable, if not necessary, in order to:

- Strengthen the Academy's position in conversations with authorities and financiers
- Add new knowledge and research networks to the Academy
- Improve the Academy's revenues and thus ability to act

Responsible: Åsa Morberg

Participants: The marketing group

Objective: Recruit at least 10 new members

Time: 2022

Cost: none

Here, three activities are conceivable: 1) all members must contact old colleagues and propose to them to become members of Strömstad Academy. 2) Strömstad Academy and its activities are presented in the staff magazines of universities and colleges. See Chapter 1.11 3) On the website, there must be a clear opportunity for those who are interested to find out what benefits it entails to be a member of Strömstad Academy.

### **Article about Strömstad Academy in university journals**

Responsible: Åsa Morberg

Participants: The marketing group

Objective: Recruit at least 10 new members

Time: 2022

Cost: none

The text must partly describe Strömstad Academy, and partly show opportunities to continue its research and teaching activities after retirement,

### **Production of marketing materials**

Responsible: MG

Participants: MG

Objective: To produce materials that are striking

Time: Second half of 2022

Cost: SEK 500 (paper and ink)

Ongoing business is the marketing of our books and our webinars. When needed, e.g. in connection with the Academic Festival, projects, etc., MG produces desired texts.

### **Internal marketing**

The internal marketing aims at formulating a common image of Strömstad Academy, as well as to create an 'accessibility climate' that gives members space for community and collaboration across subject and purpose boundaries. Thus, the purpose of this marketing is:

- To create a common image of Strömstad Academy, its activities and goals
- To give each member the opportunity to be active in the Academy, in a way that suits him/her
- To provide each member with material to market the Academy to the outside world and to recruit more members

Maria Spante has undertaken to submit proposals for how the Academy's internal conversations can be developed. She will shed light on questions about our email business, our (internal) website, our debate forums and (possibly) the think tank. This work may affect several of the activities described below.

The following activities are suggested:

- 2.1. The Academy's purpose, goals and vision
- 2.2. Describe how the Academy works
- 2.3. Create an infrastructure for activities
- 2.4. Bulletin board online
- 2.5. Music department in the Academy
- 2.6. Internal communication between members
- 2.7. Physical meetings

### **The Academy's purpose, goals and vision**

Responsible: Per Flensburg

Participants: MG

Objective: Have a clear and informative text that can be used both externally and internally

Time: Ready for decision at the Annual Meeting in June

Cost: None

The process is intended to work as follows:

- MG discusses a material. Done Jan 2022 This is sent for consultation to the Board
- In March, the Board has had its views ready to present. The material is reworked and sent on re-miss to the entire Academy. This is done in April
- In May, the Academy's views/comments have been received and the final proposal is ready in June so that it can be included in the notice convening the Annual Meeting in June 2022.

In the assignment is also to shed light on the recurring question about the Academy's legal status (non-profit or economic association / foundation / ??), which will be addressed by Hans Olof Jönsson in a webinar in early 2022.

### **Describe how the Academy works**

Responsible: Per Flensburg

Participants: MG

Objective: Documentation of the Academy's working methods

Time: Ready in March

Cost: None

The description has several levels.

A fairly clear one (2 - 3 pages), which can also be distributed outside the Academy. It contains information on organization, number of members, their competence, areas and nationality. Financial statements can also be included. This publication can be attached to applications for various projects.

Then we have a more detailed level with the character of reference material (<15 pages), which mainly indicates who does what and who or who is responsible for what.

The most detailed description is the process descriptions that are available as a handbook and to show, if necessary, grant providers that we have a well-thought-out organization.

### **Create an infrastructure for activities**

Responsible: Per Flensburg

Participants: MG

Objective: Have a simple meeting program that everyone can use

Time: first half of 2022

Cost: \$ 13.99 per month

Today we borrow GoToMeeting from the Swedish Back Register and Peter must be contacted to start a meeting. The idea here is that the Academy should have its own system and that anyone should be able to start a meeting. The prices above refer to Zoom, but there are also free versions, such as Google meet, which do not have all the facilities that Zoom has. One could try with a free version for meetings only and then continue to use GoToMeeting for webinars. The advantage of Zoom is that most people already have it installed.

### **Online bulletin board**

Responsible: Per Flensburg

Participant:

Objective: In a simple way, let each member tell the others about interesting articles, investigations, etc

Time: Second half of 2022

Cost: nothing

The idea is that each member should be able to publish short notices, links or other things that the person in question finds interesting for the Academy or part of it in a simple way. Today, this option is available under the heading "News" on the website, but it requires a password to log on to the website. Possibly in the upgraded version you can get around this. During the first half of the year, this is investigated and when we

have chosen the appropriate system, it is implemented. If it costs money, it will be included in the 2023 budget. It is important that publications can be noticed by the Academy.

### **Music section in the Academy**

Responsible: Elaine Bearer

Participants: Members interested in music

Objective: Create an "Academy orchestra" that can perform at the Academic Festival.

Time: Established Dec-Jan

Cost: None

This does not really belong to marketing but has a bearing on it if something comes out that can be published e.g. a concert in connection with the Science Festival.

### **Internal communication between members**

Responsible: Maria Spante

Participants: MG

Objective: Simplify and improve internal communication

Time: First half of 2022

Cost: Probably none

If a member wants to get in touch with another member, the person in question must first contact the person responsible for the membership list, currently Per Flensburg, to get the information. You should be able to easily get e-mail and maybe also telephone. An easy way to arrange this is to make the information available behind a password, just as the internal pages are today. But perhaps better security is needed around this and that matter needs to be investigated first.

### **Physical meetings**

Responsible: Local Chapter managers

Participants: All

Objective: To have fruitful meetings

Time: Once a quarter

Cost: max 5000 (room rent)

The network in all its glory, but physical meetings are necessary. The idea is that the five local chapters will meet once a quarter. You probably need to rent a place/venue and I have calculated SEK 300 at a time and then rounded the total up to SEK 5,000. Sometimes you may meet in a library or in a café, but it is good to know that there are means to rent a cheap place somewhere.

### **Schedule**

A Gantt chart of proposed activities is presented below. Fall 2022 is not a special income, and both plans and diagrams need to be worked on further. This is only a preliminary version.

Aktivitet	Jan	Feb	Mar s	Apri l	Maj	Jun i	Jul i	Aug	Sep	Okt	Nov	Dec		
Krönika i Strömstad tidning														Lågintensiv aktivitet
Debattartiklar i fackpress														Medelintensiv aktivitet
Debattartiklar i dagspress														Högintensiv aktivitet
Hemsida till allmänhet														
Frågelåda														
Intervju med hedersprofessorer														
Sökordsoptimera hemsidan														
Proversion av hemsidan														
Reklam på YouTubekanal														
Rekrytering av nya ledamöter														
Högskoletidningar														
Framst marknadsföringsmaterial														
Syfte, mål och vision														
Beskriva hur SA fun-														
Infrastruktur för aktiviteter														
Anslagstavla på nätet														
Etablering musikavdelning														
Intern kommunikation														

## Costs

### Marketing team - Budget 2022

Section	Description	Cost
1.5	Questionnaire	500
1.8	Proversion of website	500
1.12	Marketing materials	500
2.7	Physical meetings	5000
	Unforeseen	1000
	A total of	7,500

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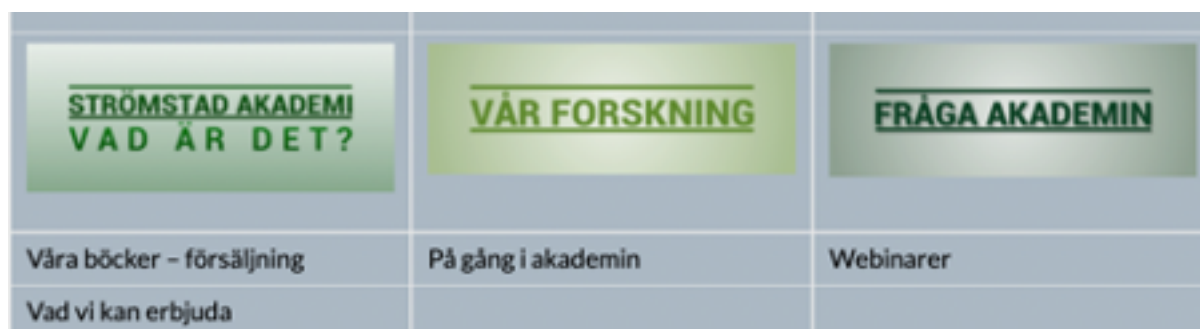
## Per Flensburg: Website

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Our current website has at least two major errors. Some members complain that it is difficult to search. I suspect this is because you navigate with the images as a starting point. This is wrong. You have to navigate by going to the tabs and finding the right page under them. It is then important that the page has a name relating to what the visitor in question is looking for. There may be opportunities for improvements here, but then you need to tell me about the problems. We all think differently, and it is not possible for everyone to find what they are looking for with a single click. The more you use the page, the more you learn to recognize where the different things are.

The other major mistake is that the page is made for the Academy's members, not for visitors who come from outside and do not know anything about Strömstad Academy. There are some of these, more precisely, our site has had 6,985 unique visitors and it has been visited a total of 26,670 times.

How should these problems be addressed? The images on the current website will be deleted. Instead, we add icons that tell the visitor what Strömstad Academy is, what services we can offer, what is going on and describe our various projects that are underway. Go to our website, click on the tab "Testsida" where you can see my icons. Please see the screenshot below:



My idea is to have simple and sober text icons that give a rigorous and thoughtful look. This way, we differ from other websites where you have several genre photographs, which look nice, but which do not say anything and just take up space. The icons on the top row work, but the first one only leads to our current page: "Om akademien". There should instead be a description of our Academy. On the bottom two lines there is only text, it is in fact memoran-

da for me to make text icons for them. The website also has examples of different types of text icons. Come with comments!

Under the button "our research" there is supposed to be a short description of our projects, click on the button so you can see how I am thinking. From there, there should be a link to a page where each project is described in more detail. How this could happen we get to discuss in each project.

For Christmas, I will post a Christmas greeting from our Academy. If you click on it, you will either get to the old or new website!