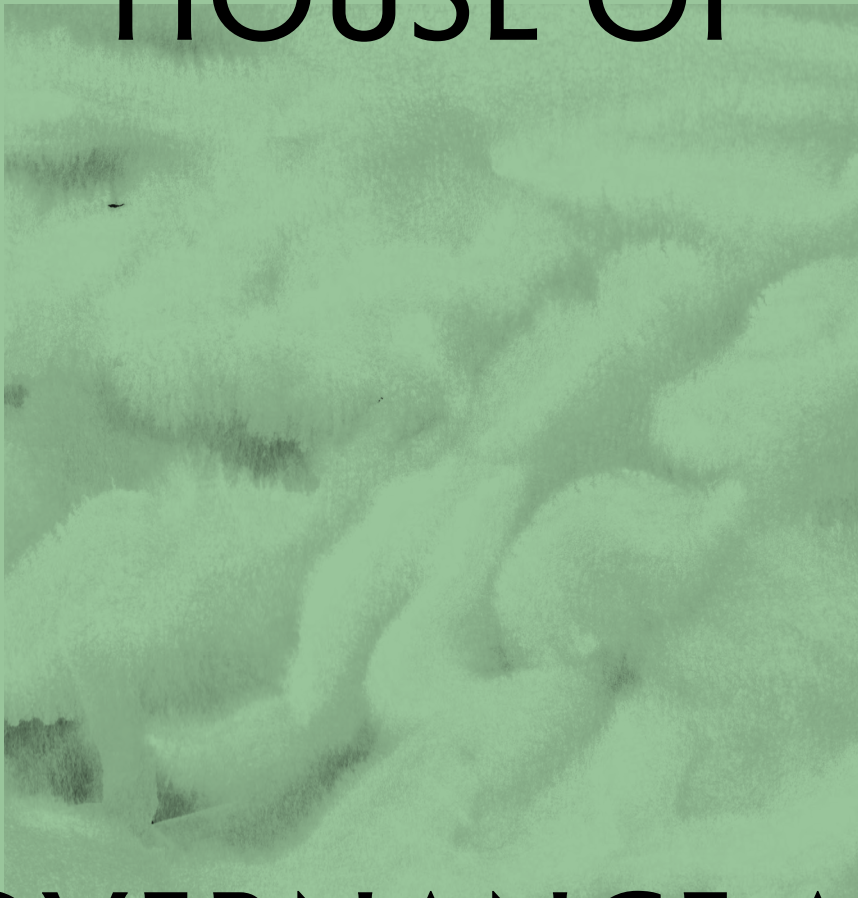


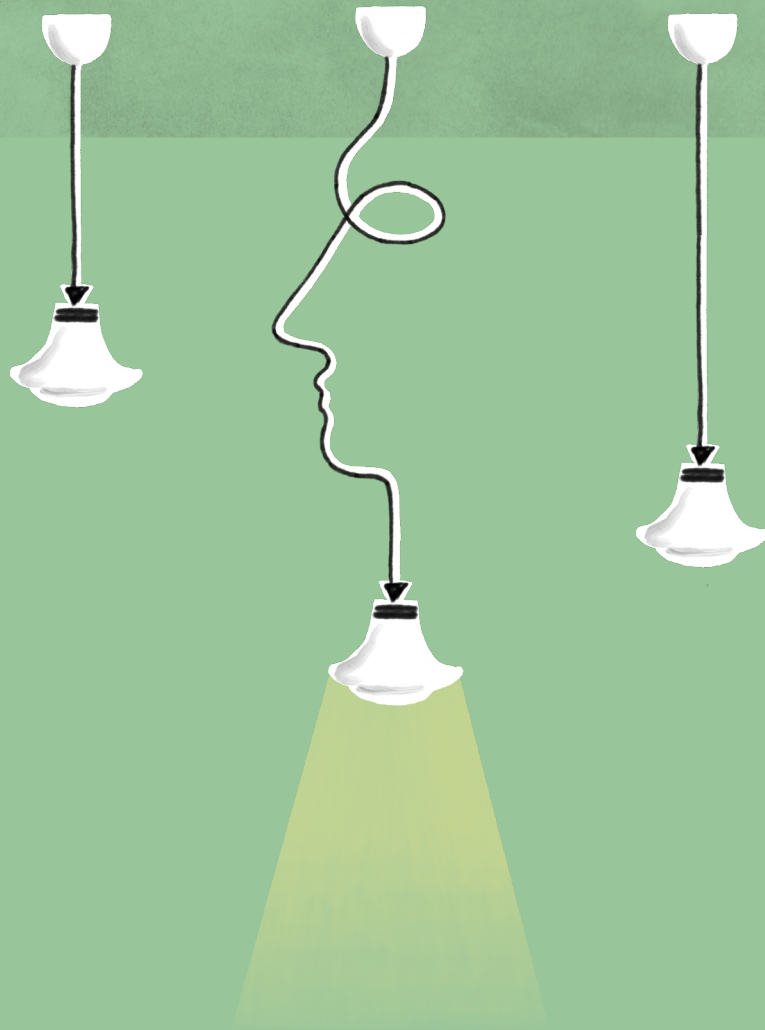


HOUSE OF



**GOVERNANCE AND
PUBLIC POLICY**

2022-2026



*We extend our gratitude to
the Karl-Adam Bonnier Foundation for their
generous support, which has enabled us to
establish the House of Governance
and Public Policy.*

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EXECUTIVE SUMMARY

The House of Governance and Public Policy (GaPP) was established in response to a clear societal need: today's governance and policy challenges rarely fit within sectoral, disciplinary, or organizational boundaries. As institutions across the public, private, and civil society sectors grow more complex, addressing these challenges requires interdisciplinary approaches that span traditional divides. GaPP was created to serve as a platform for such collaboration.

Formally established in October 2022, GaPP has strengthened governance and policy research, education, and dialogue at the Stockholm School of Economics (SSE) and beyond.

During its first phase of development (2022–2026), GaPP has evolved from a mere vision into a structured platform integrating eight research centers and more than 100 affiliated researchers at SSE and other institutions. The House now operates as a coordinated framework for interdisciplinary research, cross-sector engagement, and leadership development in governance and public policy.

Beyond measurable outputs, GaPP has consolidated an institutional model that:

- Integrates existing research environments and incubates new centers
- Institutionalizes cross-sector collaboration and policy dialogue
- Advances governance-related education across Bachelor, Master, PhD, and executive programs
- Enhances SSE's capacity to engage constructively in national and international debates on institutional performance and societal resilience

Taken together, these developments position GaPP as a leading interdisciplinary platform for governance and public policy research and policy engagement in Northern Europe, building on SSE's longstanding mission to strengthen Sweden's competitiveness through research and science-based education, and extending it into the domain of institutional and public-sector development.

HIGHLIGHTS

- 299 scholarly publications, including 160 peer-reviewed journal articles
- 33 publications in Financial Times Top-50 journals and 48 in ABS 4-star outlets
- 184 public engagements, convening more than 6,000 participants across academia, government, business, and civil society
- 25 policy labs engaging senior decision-makers in structured, invitation-only dialogue
- A comprehensive Master in Public Policy scoping study, followed by a formal application to the Swedish government with approval in May 2026

ABOUT THIS REPORT

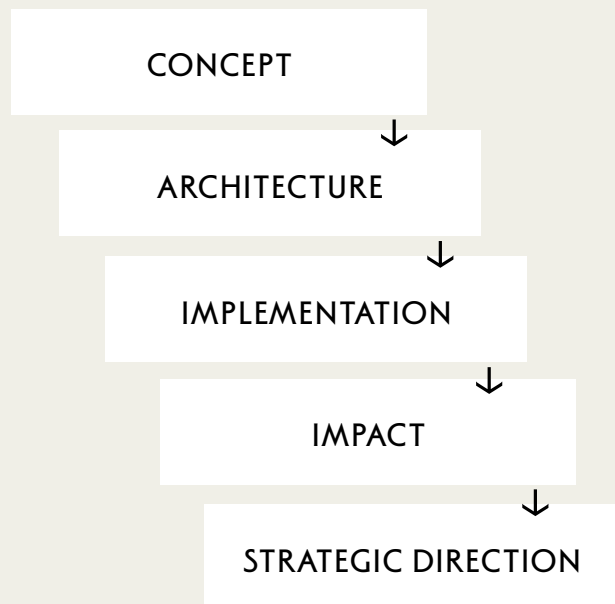
This report reviews the first phase of development of GaPP (2022–2026). It documents the institutional consolidation, research performance, educational integration, and cross-sector engagement that have shaped its development during GaPP’s formative years.

Rather than serving solely as an activity record, this report evaluates progress against three core ambitions that guided the establishment of GaPP:

- 1 Building an integrated and interdisciplinary research platform in governance and public policy within SSE
- 2 Supporting policy-relevant scholarship and structured cross-sector dialogue
- 3 Contributing to leadership development and institutional capacity in the public and private sectors



The sections that follow examine how the House model has been implemented, how affiliated research centers have been integrated and expanded, how research and engagement activities have evolved, and what lessons have emerged from the first years of development. This report follows the institutionalisation of GaPP:



The final sections also include reflections on priorities for the next five years.

FROM THE PRESIDENT



At the Stockholm School of Economics, our close ties to business and industry are well established. Yet markets alone do not shape societies. They are equally formed by public institutions, by political decisions, and by the commitments of civil society. The House of Governance and Public Policy was created in recognition of this broader reality. The defining challenges of our time, including climate, security, health, education, and migration, do not belong to any single sector. They demand cross-boundary cooperation between public and private actors, both nationally and internationally.

For SSE, GaPP is therefore not an addition, but a necessity. Just as we serve business and contribute to economic development, we also carry a responsibility to the public sphere to strengthen institutions, to support informed policymaking, and

to contribute to the renewal of public leadership. Through GaPP, our education, our research, and our partnerships are connected to the larger questions of governance and democracy. In Sweden, in Europe, and globally, this is where SSE takes on a broader responsibility.

Sincerely,

Lars Strannegård
President, Stockholm School of Economics
Professor, Bo Rydin and SCA Chair in Business Administration and Leadership

FROM THE SCIENTIFIC DIRECTOR

Dear partners, funders, and friends of GaPP,

As we look back at our first years of development, I want to express my sincere gratitude for your continued trust and engagement. In the past five years, SSE's House of Governance and Public Policy has grown from a vision into a thriving multidisciplinary platform that brings together leading researchers, students, policymakers, business leaders, and civil-society actors to improve governance and public policy in Sweden and beyond.

What gives me particular confidence is how much we have grown, both in volume and in purpose. GaPP's work increasingly focuses on how governance systems can be designed to be transparent, resilient, and capable of delivering long-term societal value. We see this reflected in our engagement with policymakers, public agencies, municipalities, firms, and international organizations, and in the need for platforms where complex trade-offs can be examined openly and constructively. We also remain grounded in SSE's long-standing mission to strengthen society through high-quality research and education. Our shared vision is clear: to contribute to a world-class public sector and a resilient, well-governed society.

Our work has illuminated the governance challenges that society continues to face, such as transparency, accountability, resource allocation, and the need for institutional resilience in an era of technological and geopolitical change. These challenges are not abstract. They shape people's daily lives and the functioning of our organizations and society. Our public engagements, like seminars, policy labs, and conferences, have made research insights accessible to thousands of participants. They are now trusted arenas where diverse actors come together to discuss solutions and new ways of governing essential societal functions.

Thus, the support of our stakeholders has not only enabled us to conduct world-class research but also to translate this knowledge into societal impact. Policymakers, ministries, municipalities, civil society, and business leaders have all engaged in dialogue with our researchers, and the demand for our expertise continues to grow.



Our researchers contribute to public inquiries, advisory groups, and international collaborations, while students increasingly seek out our courses, workshops, and research environments.

Looking ahead, our ambition is to deepen collaboration, increase integration across research and education, and scale our outreach, while remaining anchored in scientific excellence. With your continued partnership, GaPP can play an even stronger role in shaping governance that serves the public interest, in Sweden and beyond.

Thank you once again for your confidence in us and for the vital role you play in GaPP's journey. I look forward to continuing this work together.

Warm regards,

A handwritten signature in black ink, appearing to read 'Karl Wennberg'.

Karl Wennberg
 Scientific Director, GaPP
 Professor, Barbara Bergström Chair in
 Educational Leadership and Excellence

SSE – A LEGACY OF LEADERSHIP AND GOVERNANCE

Throughout the twentieth century, the Stockholm School of Economics came to play a defining role in the intellectual and institutional formation of what is often referred to as the Swedish model – a societal arrangement shaped by the interplay of open markets, strong institutions, coordinated wage formation, and an encompassing welfare state.

Established in 1909, in a period marked by industrial expansion and societal change, SSE developed into a central arena for economic thought in Sweden. It educated generations of economists who would move into positions of responsibility across government ministries, the central bank, public commissions, and the private sector. Faculty and alumni engaged actively in public inquiries and policy debates, contributing to discussions on taxation, financial markets, competition, and corporate governance. In this way, SSE assumed a particular role – not only as a producer of knowledge, but as a space where academic reasoning and societal practice could meet.

The Swedish model itself rested on a certain balance: between dynamism and stability, between market coordination and social protection. SSE's research and teaching evolved within this context, emphasizing the conditions for well-functioning markets, resilient financial systems, and policies grounded in empirical analysis. Its close relationships with both business and public institutions enabled forms of exchange that privileged dialogue over polarization. Movement between sectors became a characteristic feature, as graduates carried with them a shared intellectual framework rooted in economics and management.

In the postwar period, SSE-trained economists and executives held positions in boardrooms, employer associations, ministries, and financial institutions. Their training in quantitative analysis and institutional economics helped address issues such as monetary stability, financial regulation, industrial policy, and corporate restructuring.

FACULTY

Approximately 150 full-time faculty members are employed in six departments:

Department of Accounting

Department of Economics

Department of Entrepreneurship, Innovation and Technology

Department of Finance

Department of Management and Organization

Department of Marketing and Strategy

SSE's contribution to the Swedish model can thus be understood as fundamentally institutional. By fostering a mode of thinking attuned to both market mechanisms and public responsibility, the School helped sustain a system marked by competitiveness, coordination, and a comparatively high degree of social trust. Today, SSE remains a leading business school in the Nordic and Baltic region, offering research-based education across Bachelor, Master, PhD, MBA, and executive levels, developed in ongoing exchange with both the academic community and society at large.

SSE RESEARCH AND ACADEMIC AREAS

SSE is an educational institution that focuses on the social sciences, using economics, finance, and business administration to zoom in on knowledge. SSE's strong academic foundation consists of six research departments, i.e. its academic core, and five specialized areas of excellence.

Governance

The House of Governance and Public Policy organizes its work around eight topic-based research centers. These address the governance of municipalities, public-private governance challenges, educational governance and leadership, statecraft and strategic communication, migration and integration, and health care governance.

Finance

Swedish House of Finance (SHoF) is a research center that works in close collaboration with the financial industry to disseminate knowledge and exchange ideas related to financial economics. SHoF has a tradition of successful research collaborations with universities all over the world. The research center hosts approximately 70 researchers: SSE core faculty, affiliated researchers, and PhD students.

Retail

The Center for Retailing (CFR) carries out theoretical, and especially applied, research directly relevant to the retail industry, with whom it works closely. CFR also manages SSE's Bachelor program in Retail Management and a research school in retailing. These programs offer high-level academic education based on world-class research and close cooperation with the retail industry.

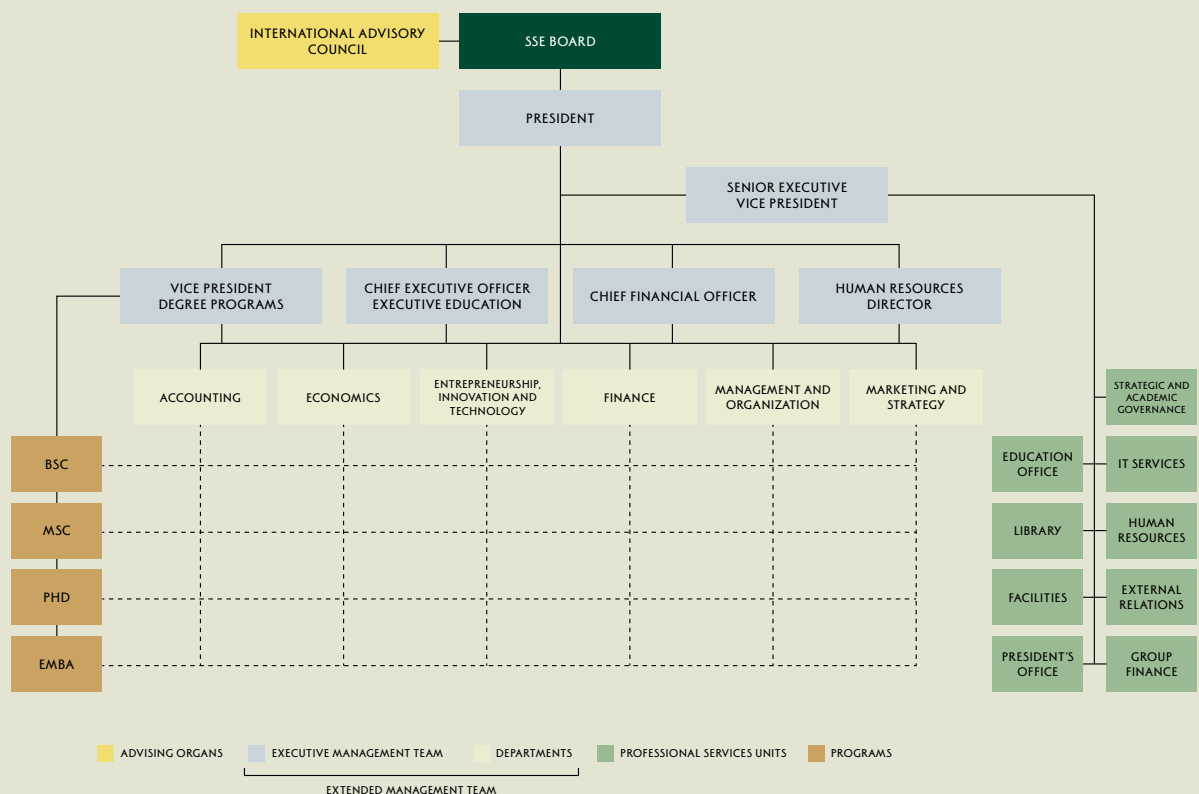
Innovation

The House of Innovation (HoI) is an interdisciplinary research, education and outreach environment focused on innovation, digitalization, and entrepreneurship. HoI produces scientifically based knowledge that is relevant to academics, corporations, government agencies, civil society actors, and individuals. HoI is home to the Department of Entrepreneurship, Innovation and Technology, and five constituent research centers.

Sustainability

The House of Sustainable Society (HoSS, formerly Misum, the Mistra Center for Sustainable Markets) ►

SSE ORGANIZATION





is an interdisciplinary research environment at SSE, with researchers from across disciplines. HoSS research is organized around four broad topics: Accounting Frameworks, Human Capital and Sustainable Development, and Sustainable Business Development through Entrepreneurship and Innovation. The aim is to produce knowledge on sustainable markets that is relevant to academics, companies, non-governmental organizations, international stakeholders and individuals.

PROGRAM PORTFOLIO

BACHELOR OF SCIENCE PROGRAMS
3 years

Business and Economics

Retail Management

MASTER OF SCIENCE PROGRAMS
2 years

Accounting, Valuation and Financial Management

Business Innovation

Economics

Finance

International Business

DOCTORAL PROGRAMS
5 years

Business and Administration

Economics

Finance

MBA EXECUTIVE FORMAT 18 months

SSE EXECUTIVE EDUCATION

SSE IN NUMBERS

Students and faculty

~2,000
students

~150
faculty members

Organization

6
departments

5
areas of excellence

36
research centers

Partners and memberships

~100
partner universities, member
of APSIA, CEMS, CIVICA,
GNAM, PIM and PRME

100+
companies in our Corporate
Partnership Program

Research collaboration

175
international
universities

36
countries

~200
companies, public
agencies and non-
academic institutions

A private business school
that receives its funding
from private sources

Less
than **20%**
of funding comes from
the Swedish government

*Founded by the business community more
than a hundred years ago, in*

1909



HOUSE OF
GOVERNANCE AND
PUBLIC POLICY



Governance in public institutions, private organizations, and civil society is increasingly shaped by demands for transparency, accountability, and effectiveness. At the same time, institutions must operate across sectors, regulatory regimes, and geopolitical contexts while adapting to technological change and shifting societal expectations. These conditions place new demands on research, education, and policymaking.

The House of Governance and Public Policy was founded in response to this evolving landscape, with the aim of advancing actionable and evidence-based understanding of governance in both the public and private sectors. Many of today's most pressing societal challenges, including those related to security, migration, health systems, education, and technological transformation, cross traditional boundaries and call for coordinated, informed policy responses. In particular, GaPP focuses on how financing models, organizational design, and governance structures can be developed to support institutional capacity and long-term societal resilience.

As a multidisciplinary initiative within the Stockholm School of Economics, GaPP brings together leading researchers and educators from across all academic departments, alongside visiting scholars from Sweden and abroad. By integrating perspectives from economics, management, finance, political science, sociology, history, medicine, and education science, it develops rigorous interdisciplinary research on how insti-

tutions, markets, and public organizations can be governed effectively in complex societies.

Beyond research, GaPP functions as a structured arena for sustained collaboration between academia and practice. Through seminars, policy labs, conferences, and research partnerships, scholars engage directly with policymakers, business leaders, and civil society actors. These exchanges not only disseminate research findings but also shape policy debates and inform institutional development.

The mission is to advance governance that serves the public interest by integrating interdisciplinary research, high-quality policy education, and sustained collaboration with leaders across sectors. In doing so, GaPP contributes to developing institutional performance, enhancing transparency and accountability, and fostering policy innovation.

Formally launched in October 2022, GaPP reflects SSE's longstanding mission to strengthen Sweden's competitiveness through scientific research and education. By contributing to the development of a world-class public sector and resilient governance institutions, it extends this mission beyond markets to encompass the institutional foundations that enable societies to function effectively and sustainably.

WHY BUILD A “HOUSE”?

The interdisciplinary ambition described above raises a practical question: How should sustained collaboration across departments and sectors be organized within a research-intensive institution such as SSE? The answer lies in the institutional model of the “House.”

At SSE, a “House” represents an institutional model designed to organize research excellence around a shared theme while connecting expertise across academic departments. Some Houses are primarily disciplinary, such as the Swedish House of Finance and the House of Innovation, while others function as interdisciplinary platforms that address cross-cutting societal challenges. GaPP belongs to the latter category.

Governance challenges rarely align with disciplinary boundaries. Addressing areas such as educational reform, migration policy, health-system resilience, geopolitical security, and market governance requires sustained collaboration across fields and sectors – collaboration that cannot be maintained through informal networks alone.

The House model provides a structure within which collaboration can be organized, resourced, and sustained. It enables coordination across departments, supports joint initiatives, and creates a coherent external presence. In doing so, it strengthens SSE’s ability to contribute con-

structively to national and international debates on governance and institutional development.

This structural rationale distinguishes the House model from independent research centers operating in isolation.

INSTITUTIONAL SCOPE OF GAPP

8

research centres

100+

affiliated researchers

Interdisciplinary expertise spanning economics, management, finance, accounting, political science, sociology, history, medicine, and education science.

Cross-sector engagement with public, private, and civil-society actors.

FUNCTIONAL DISTINCTIONS BETWEEN HOUSE AND CENTERS

GaPP

- Integrates research centers within a shared institutional framework
- Coordinates cross-center initiatives
- Organizes large-scale engagement activities
- Leads cross-cutting education initiatives
- Provides shared infrastructure
- Represents SSE in governance-related dialogue at national and international levels

Research centers

- Conduct domain-specific research within defined thematic areas
- Secure and manage external funding
- Develop deep subject matter expertise
- Publish research, public reports, and policy briefs
- Host specialized seminar series
- Organize subject- and sector-specific conferences and workshops



WHAT THE HOUSE DOES – AND WHAT THE CENTERS DO

The House creates a coherent institutional presence in governance and public policy, allowing SSE to more directly engage policymakers, business leaders, and civil society actors through a unified framework rather than fragmented initiatives.

GaPP convenes eight specialized research centers, each with its own thematic focus, leadership, and funding sources. The centers are responsible for advancing scholarship and developing expertise within their respective domains.

The House complements this structure in three key ways:

- 1 **Integration:** Providing shared infrastructure, communication, and engagement platforms that enable collaboration across centers.
- 2 **Initiation:** Developing cross-cutting initiatives such as policy labs, interdisciplinary conferences, executive education programs,

and the Master in Public Policy initiative. These extend beyond any single center's mandate.

- 3 **Representation:** Serving as a unified institutional interface through which SSE engages public authorities, industry leaders, and civil society on governance and policy issues.

GaPP is therefore neither a substitute for its centers nor merely an administrative layer. It is an enabling and initiating structure that amplifies the impact of affiliated centers while generating additional institutional value for SSE.

By aligning research, education, and engagement within one structure, GaPP also generates cumulative value, extending the reach and influence of each center while reinforcing SSE's broader societal mission.

ORGANIZATIONAL STRUCTURE

GaPP is embedded within the institutional architecture of SSE and it operates as a structured organizational entity with academic, administrative, and strategic functions.

It draws on expertise from each of SSE’s six academic departments: Economics, Finance, Accounting, Management and Organization, Marketing and Strategy, and Entrepreneurship, Innovation and Technology. This ensures that governance and policy research benefits from SSE’s full disciplinary breadth. GaPP also has several affiliated researchers from other institutions whose expertise extends beyond the economic sciences into education science, political science, international relations, philosophy, medicine, the humanities, and security studies.

Beyond SSE’s academic departments, GaPP is supported by the school’s professional service units including Group Finance, External Relations, and the Education Office. This integration enables

coordinated fundraising, communication, stakeholder engagement, and financial administration at pace with the institution. GaPP therefore operates as a structured organizational entity with defined responsibilities, administrative capacity, and institutional accountability.

GaPP also collaborates actively with the other thematic Houses at SSE: the Swedish House of Finance, the House of Innovation, and the House of Sustainable Society. Through joint seminars, conferences, research initiatives, and educational activities, governance and policy perspectives are integrated with expertise in finance, innovation, and sustainability.

This institutional embedding is central to the added value of GaPP. By aligning academic departments, professional service units, and cross-House collaboration within a shared framework, GaPP strengthens SSE’s capacity to address complex societal challenges in a coordinated and sustained manner.



BUILDING AND CONSOLIDATING THE HOUSE (2022–2026)

Within only a few years, GaPP evolved from a vision into a structured and visible platform for governance and public policy research, education, and cross-sector engagement.

From the outset, its purpose was to create a structured environment where research, policymakers, business, and civil society could engage in informed dialogue on complex governance and policy challenges.

The early phase focused on building institutional foundations, clarifying strategic priorities, aligning with SSE’s academic departments, and establishing operational structures. At the same time, GaPP began consolidating a shared platform for governance and public policy research across disciplines.

A defining feature of this development has been the House’s dual capacity to both integrate existing research centers and incubate new ones. Several centers with established track records, like Center for Educational Leadership and Excellence (2022) and Center for Security and Resilience (2025), chose to affiliate with GaPP, strengthening the academic depth and thematic continuity. In parallel, new

centers were initiated within the House itself, including the Center for Resilient Health (2024) and the Center for Migration and Integration Research (2026), highlighting the House as an organizational home for new research initiatives.

This combination of integration and creation means that GaPP now functions both as a coordinating structure and as a developmental engine for new research initiatives.

As the research architecture has expanded, external engagement has grown in parallel. Activities have increased in scale and diversity, with rising participation from senior policymakers, practitioners, and international partners. Collaboration extended beyond the immediate network, including joint initiatives with other research environments at SSE as well as partners such as Stockholm School of Entrepreneurship and SSE Riga campus.

GAPP TIMELINE

2022	2023	2024	2025	2026
House of Governance and Public Policy and Karl-Adam Bonnier Center for Governance launched	Center for Municipality Governance renewed	Center for Resilient Health launched	Center for Security and Resilience launched	Center for Migration and Integration Research launched
Center for Statecraft and Strategic Communication launched			Center for Philosophies of Markets launched	
Center for Educational Leadership and Excellence launched				



STRATEGIC DEVELOPMENTS

The evolution of GaPP has been marked by several important milestones that reflect both institutional consolidation and programmatic expansion.

First, GaPP has expanded its research architecture through the establishment and integration of centers addressing governance across multiple domains, including education, statecraft, municipalities, security and resilience, health, migration and integration, and the governance of markets. This thematic breadth reflects its interdisciplinary ambition and its commitment to addressing complex societal challenges from multiple perspectives.

Second, GaPP conducted a comprehensive scoping study for the launch of a Master in Public Policy program at SSE. Following extensive benchmarking, stakeholder consultation, and market analysis, a formal application was submitted to the Swedish government in February 2026, and approved in May 2026. This initiative represents a significant

step toward strengthening SSE's role in policy education and leadership development.

Third, GaPP has expanded and professionalized its program of seminars, conferences, and policy-facing forums. The growth in scale, diversity, and seniority of participants reflects a deliberate effort to institutionalize cross-sector dialogue and enhance SSE's capacity to convene national and international leaders around governance and institutional reform. Rather than isolated events, these activities form part of a structured engagement strategy that reinforces GaPP's role in shaping informed debate and advancing evidence-based policy innovation.

EIGHT SPECIALIZED RESEARCH CENTERS

HOUSE OF GOVERNANCE AND PUBLIC POLICY

The House provides a shared institutional framework within which eight specialized research centers operate as equal and interconnected environments. Collaboration across centers enables interdisciplinary research, coordinated engagement, and cumulative institutional impact within SSE.

Karl-Adam Bonnier Center for Governance

Center for Statecraft and Strategic Communication

Center for Educational Leadership and Excellence

Center for Municipality Governance

Center for Resilient Health

Center for Philosophies of Markets

Center for Security and Resilience

Center for Migration and Integration Research



GaPP brings together eight specialized research centers that address different dimensions of governance and public policy. Each center has its own thematic focus, funding partners, and research agenda. The House provides a shared institutional framework that enables the centers to benefit from collaboration, visibility, and coordinated engagement with society.

The value of the House lies in this combination of center-level specialization and house-level integration. By operating within a common platform, the centers gain access to resources and opportunities that would be difficult to sustain individually.

- *Provides shared infrastructure and operational support.* GaPP's administrative team coordinates financial management, communications, events, and external engagement across the centers. This allows researchers and center leaders to concentrate their efforts on research, teaching, and knowledge production rather than administrative coordination.
- *Develops interdisciplinary collaboration across research environments.* Governance challenges often cut across sectors and disciplines. By bringing together scholars from different academic backgrounds and institutional contexts, GaPP creates opportunities for joint research initiatives, cross-center seminars, and collaborative projects that address complex societal problems from multiple perspectives.
- *Enhances external visibility and convening power.* GaPP provides a recognized platform through which SSE researchers engage with policymakers, business leaders, public agencies, and civil society organizations. Through conferences, policy labs, seminars, and collaborative research initiatives, the House serves as a neutral arena where academic knowledge can inform public debate and governance and policy practice.
- *Facilitates knowledge transfer and institutional learning across centers.* Experiences from one center, whether related to research methods, stakeholder engagement, or policy impact, can inform and enhance activities across GaPP. This creates cumulative learning and helps accelerate the development of new initiatives.
- *Contributes to education and leadership development at SSE.* Researchers affiliated with the centers teach in SSE's Bachelor, Master, Doctoral, and executive education programs, bringing governance and public policy perspectives into the classroom. GaPP also supports initiatives such as policy labs, practitioner lectures, and the development of new educational programs, including case study development and the proposed Master in Public Policy.

Collectively, these functions allow GaPP to operate not merely as a network of independent centers, but as an integrated research environment where the impact of each center's work is amplified, while strengthening SSE's broad contribution to governance and public policy research, policy development, and societal leadership.



KARL-ADAM BONNIER CENTER FOR GOVERNANCE (KAB)

Established in 2022

The Karl-Adam Bonnier Center for Governance (KAB) is an interdisciplinary center dedicated to strengthening governance in both public and private organizations through research, education, and knowledge exchange. Addressing today's societal challenges requires competence and collaboration that transcend traditional sectoral boundaries.

KAB's primary role is to support research centers and researchers at the House of Governance and Public Policy by connecting academic expertise with the needs and priorities of the public sector, private sector, civil society, and policymakers. In doing so, the center enhances knowledge transfer and supports future leadership by bridging sectors and fostering shared understanding of complex societal challenges. It also serves as a platform where new and ongoing research is presented and discussed among students, researchers, business leaders, practitioners, and policymakers.

The center was initiated and continues to be funded by the Karl-Adam Bonnier Foundation and is directed by Professors Karl Wennberg, Robert Östling, and Mariassunta Giannetti. KAB brings together 18 researchers and four staff members, with 18 ongoing research projects focused on governance, leadership, and cross-sector collaboration.



CENTER FOR STATECRAFT AND STRATEGIC COMMUNICATION (CSSC)

Established in 2022

The mission of the Center for Statecraft and Strategic Communication (CSSC) is to foster a historically informed understanding of strategic communication in statecraft. Strategic communication is the purposeful use of information by states and other political actors to achieve their strategic objectives. While it has always been a key dimension of statecraft, it is more central than ever in today's hyperconnected world. Communication is now fundamental to the art of governing, both domestically and internationally.

CSSC forms part of the Ax:son Johnson Institute for Statecraft and Diplomacy, which is connected to leading research institutions in the United States and the United Kingdom, including the Henry A. Kissinger Center for Global Affairs at Johns Hopkins University, the Centre for Grand Strategy at King's College London, and the Centre for Geopolitics at the University of Cambridge. These partner centers are united by a shared historical approach to the study of statecraft, which also characterizes CSSC's research and education.

The center is funded by the Axel and Margaret Ax:son Johnson Foundation for Public Benefit and is directed by Dr. Rikard Westerberg. CSSC includes nine researchers and one staff member, with 12 ongoing research projects focused on statecraft and strategic communication.



CENTER FOR EDUCATIONAL LEADERSHIP AND EXCELLENCE (CELE)

Established in 2022

The mission of the Center for Educational Leadership and Excellence (CELE) is to facilitate the accumulation of knowledge and expertise on leadership and organization in education, and to disseminate this through academic publications, public outreach work, and open seminars and workshops.

Research topics include leadership and organization of schools, staffing and career management in education, working conditions for students and educators, and how to enhance students' educational outcomes. CELE brings together researchers in educational sciences, psychology, economics, management, and sociology from Sweden and internationally.

The center is funded by research grants from organizations including the Swedish Research Council for Health, Working Life and Welfare (FORTE), the Institute for Evaluation of Labour Market and Education Policy (IFAU), the Swedish Competition Authority, Vinnova, Riksbankens Jubileumsfond, and the Magnus Bergvall Foundation, as well as an institutional grant from the Hans and Barbara Bergström Foundation.

CELE is directed by Professor Karl Wennberg and includes 16 researchers and two staff members, with 23 ongoing research projects focused on school leadership, educational outcomes, and policy.



CENTER FOR MUNICIPALITY GOVERNANCE (CMG)

Renewed in 2023

The mission of the Center for Municipality Governance (CMG) is to facilitate the accumulation of knowledge and expertise regarding municipality governance (in Swedish: kommunal ekonomi) in both research and education, and to disseminate this through academic publications, public outreach work, seminars, events, and workshops. Research topics include public rankings, the role of controllers and CFOs, performance measurement and control in networks, and the governance of digitalization. CMG collaborates with researchers both in Sweden and internationally to support the Stockholm School of Economics' aim to strengthen Swedish competitiveness through research and science-based education.

CMG, the oldest of GaPP's centers, was originally established through a donation from the City of Stockholm to focus on governance, performance evaluation, and accountability in municipal contexts. Today, the center is funded through various research grants, including from Stockholms stad and Region Jönköping.

CMG is directed by Professor Kalle Kraus and includes 14 researchers and two staff members, with eight ongoing research projects focused on municipal governance, performance management, and accountability.



CENTER FOR RESILIENT HEALTH (CRH)

Established in 2024

The Center for Resilient Health (CRH) is a multidisciplinary research center dedicated to advancing academic inquiry into the future of health, healthcare, and health policy. CRH's vision is to help drive positive change in healthcare for the betterment of communities worldwide. The center brings together researchers across SSE's academic departments and affiliated scholars from other universities to conduct research and education on innovation in health and care, improved healthcare systems, inclusive access to quality care, and a sustainable life science sector.

A core part of CRH's work involves bringing together experts and decision-makers in health and care through open seminars and policy lab discussions. These cover topics such as public procurement, resilient care, competency supply, digitalization in healthcare, and innovation and pricing structures in the life sciences sector.

CRH faculty are also involved in specialized Executive Education and leadership seminars for public and private organizations, focusing on how digitalization and artificial intelligence are reshaping governance and organizational leadership in healthcare systems.

The center is funded by Region Stockholm, Elekta, AstraZeneca, and a number of research grants. The center includes 12 researchers and two staff members, with 16 ongoing research projects focused on healthcare systems, innovation, and health policy. CRH also engages practitioners through seminars, policy labs, and executive education.

CRH is directed by Associate Professors Ebba Sjögren and Anna Essén together with Professor Karl Wennberg.



CENTER FOR PHILOSOPHIES OF MARKETS (CPM)

Established in 2025

The Center for Philosophies of Markets (CPM) is an interdisciplinary research center focused on markets, the ideas and ideals they build on, and how they contribute to shaping our society. Markets are central institutions in contemporary societies. They influence not only the economy but also our everyday lives, leading some to argue that we live in a market society. From cradle to grave, across work and leisure, we all participate in a broad range of markets.

As such, CPM is interdisciplinary in nature. The center's cross-departmental members collaborate on research projects, events, and outreach activities. CPM organizes conferences, academic seminars, public outreach seminars, as well as artistic, literary, and philosophical events, and actively engages in public debate.

The center is funded by Handelsbanken Research Foundations and is directed by Professor Hans Kjellberg, holder of the Handelsbanken Chair of Philosophies of Markets. CPM includes 15 researchers and two staff members, with five ongoing research projects focused on markets, their underlying ideas, and their role in shaping society.



CENTER FOR SECURITY AND RESILIENCE (CFSR)

Established in 2025

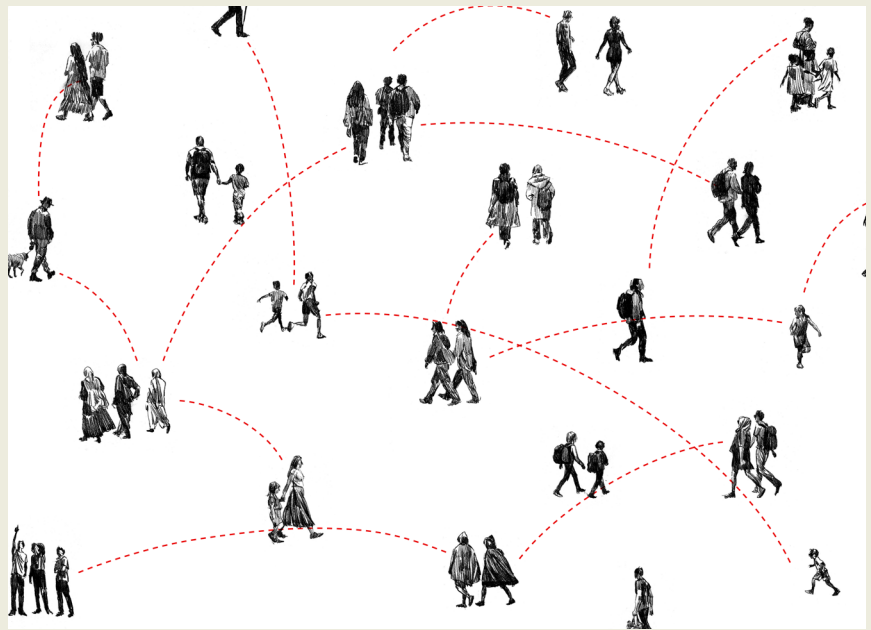
In a world shaped by disruption, agile competitiveness is the foundation for national and global security. The Center for Security and Resilience (CfSR) brings together academia, business, and government to answer a defining question of our time: How do we build societies that grow stronger in preparation for, and in the handling of, crises and war?

CfSR operates on the belief that a modern security approach needs to be competitive, economic, organizational, technological, and societal. It serves as a neutral, interdisciplinary hub that brings together academia, business, government, and civil society to transform risks into opportunities and strengthen long-term competitiveness as a driver of resilience.

With increasing geopolitical tension, disrupted supply chains, cyber threats, and other vulnerabilities, modern society faces multiple challenges – but with them comes the opportunity to strengthen our economies in times of peace, and by doing so, better prepare them for times of war. CfSR is designed to actively shape these new realities.

The center is funded by the Swedish Armed Forces, the Swedish Civil Defense and Resilience Agency, the Swedish Defense Materiel Administration, SAAB, and AFRY. Since its start in June 2025, the center has grown to include 50 researchers and eight staff members. In total, 18 research projects are ongoing across the themes of (1) Management and Control, (2) Supply Chain and Resilience, and (3) Innovation and Business Models.

CfSR is directed by Professor Martin Carlsson-Wall.



CENTER FOR MIGRATION AND INTEGRATION RESEARCH (CMIR)

Established in 2026

The Center for Migration and Integration Research (CMIR) conducts and disseminates cross-disciplinary social science research on how migration regimes and regulations, business models and working conditions, and social and professional networks interact to shape integration and social sustainability. Sustainable integration is supported by understanding the interplay between rights and responsibilities, labor conditions, and social inclusion.

CMIR supports multistakeholder collaboration between actors across the migration and integration chain, with the aim of gathering, developing, and disseminating science-based knowledge. The center also serves as a platform for supporting the sustainable integration of third-country nationals in Sweden. Together with key stakeholders, experiences and insights are incorporated into a systemic perspective to support collective solutions.

The center emphasizes the importance of collaboration at multiple levels and focuses not only on labor market integration, but also on broader dimensions of sustainable integration, including the facilitators and markers of integration.

CMIR is funded by the Asylum, Migration and Integration Fund (AMIF) and co-funded by the European Union. The center is directed by Associate Professor Lin Lerpold, with Professor Laurence Romani serving as Research Director. CMIR includes 21 researchers and five staff members, with 15 ongoing research projects focused on migration, labor markets, and social integration.



FIVE YEARS OF IMPACT

Since its establishment, GaPP has evolved into an interdisciplinary research environment connecting scholarship, policy dialogue, and leadership development. Across its eight affiliated research centers, it brings together more than 100 researchers from SSE and partner institutions.

Between 2022 and 2025, GaPP-affiliated researchers produced 299 scholarly publications, including 160 peer-reviewed journal articles, 47 books and book chapters, and 20 policy reports and professional publications, alongside working papers, conference contributions, and editorials. These outputs span leading journals across economics, political science, management, accounting, public administration, sociology, and education research. In total, 33 publications appeared in Financial Times Top-50 (FT50) journals and 48 in ABS 4/4-star journals, indicating a strong presence in interna-

tionally recognized outlets. The average CiteScore of 9.6 further reflects consistent publication in highly cited journals.

At the same time, GaPP has served as a platform for dialogue on governance and public policy challenges. Over the period, it organized 184 public engagements, bringing together more than 6,000 participants from academia, government, business, and civil society through seminars, policy labs, workshops, and conferences.

Taken together, these activities point to an emerging capacity to combine research excellence with cross-sector engagement, reinforcing SSE's role as a platform for interdisciplinary governance and public policy research and policy dialogue.

GAPP IMPACT (2022-2025)

Affiliated researchers	100+
Research centers	8
Publications	299
Peer-reviewed journal articles	160
FT50 publications	33
ABS 4-star publications	48
CiteScore average	9.6
Public engagements	184
Policy labs	25
Participants reached	6,000+

How to read these figures:

Peer-reviewed journal articles are publications evaluated through formal academic peer review.

FT50 and ABS 4/4★ are widely used markers of journal quality in business school research reporting.

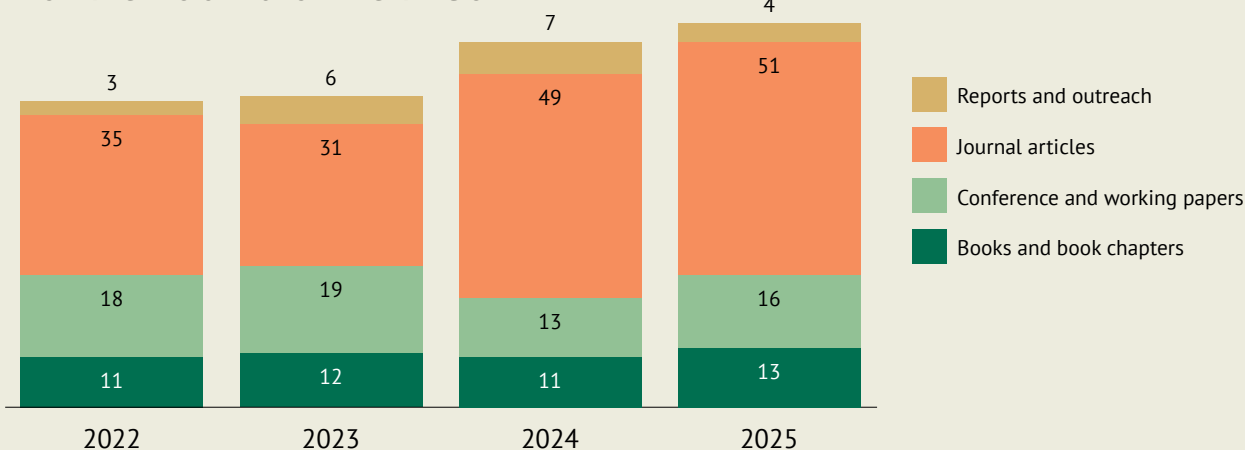
CiteScore is a citation-based journal impact metric calculated in Scopus.

Journals with CiteScore \geq 10 indicate publication in highly cited journals within their fields.

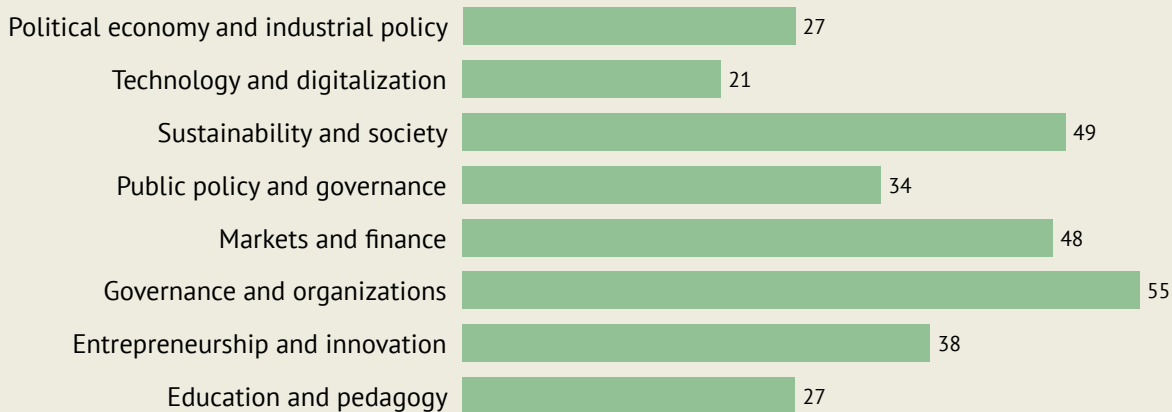
SCIENTIFIC IMPACT

Thematically, GaPP research spans a wide range of governance challenges. Major areas include democracy and political institutions, education systems and inequality, healthcare governance, migration and integration, financial and economic policy, sustainability transitions, and the governance of technological change. Many of these topics lie at the intersection of public policy, markets, and organizational leadership reflecting GaPP’s mission to advance interdisciplinary research on governance in complex societies.

RESEARCH OUTPUTS BY CATEGORY



THEMATIC DISTRIBUTION OF PUBLICATIONS



PUBLIC ENGAGEMENTS

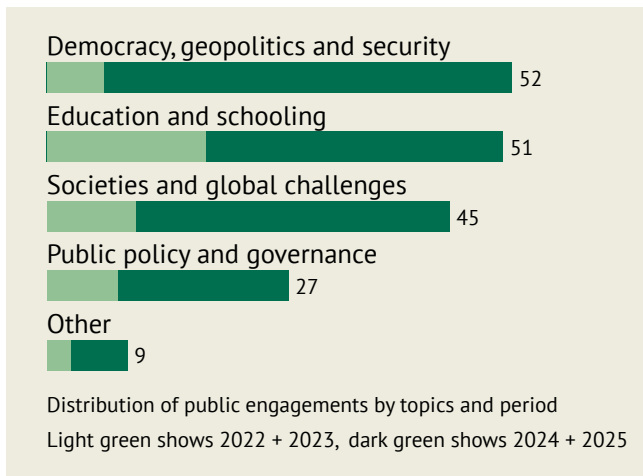
Between 2022 and 2025, GaPP organized 184 public engagements, convening more than 6,000 participants from academia, government, business, and civil society. These activities addressed issues such as democratic governance, education reform, health-system resilience, geopolitical security, and technological transformation.

A defining feature of GaPP’s engagement model is its emphasis on structured cross-sector dialogue. Many public engagements intentionally bring together academic researchers, senior policymakers, industry leaders, and civil-society representatives who would otherwise rarely engage in sustained discussion. By facilitating these exchanges, GaPP translates research into policy-relevant insight while exposing scholars to real-world institutional challenges.

The Policy Lab series represents the most selective format within this portfolio. These invitation-only roundtables convene experts and decision-makers for focused, faculty-moderated discussions on pressing governance and policy issues. Together with larger conferences and open seminars, this layered engagement structure enables GaPP to operate both as a scholarly forum and as a strategic convening platform for governance leadership and policymaking.

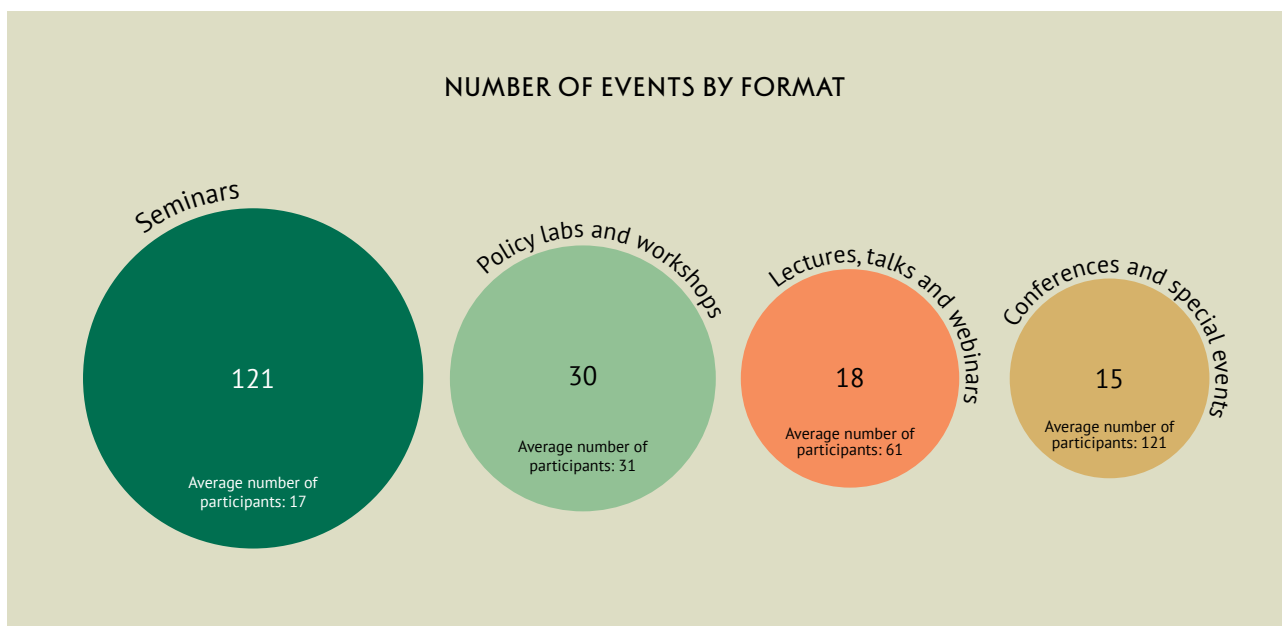
Across all outreach activities, GaPP pursues a consistent objective: To connect scientific knowledge with the practical challenges of governing complex societies. Through this integrated engagement strategy, GaPP strengthens SSE’s role as a neutral and trusted

arena for evidence-based dialogue on complex societal challenges.



GaPP’s public engagements are delivered through a diverse set of formats including research seminars, policy labs, international conferences, webinars, and roundtable discussions.

Six large conferences have been organized on topics central to research of GaPP’s centers, including security, global health, education, business–policy relations, sustainability, and social impact. Research seminars constituted a core component, accounting for 121 public engagements, and provided regular scholarly exchange and the presentation of new research to both academic and non-academic audiences, as many seminars were open to the public.



POLICY LABS: DIALOGUE ACROSS SECTORS

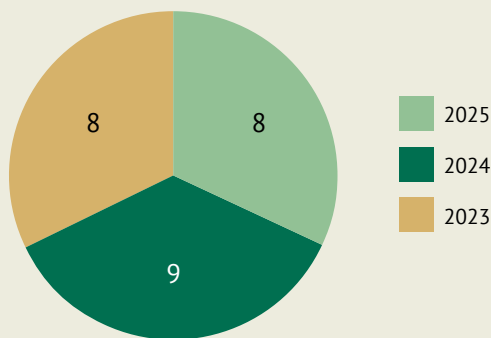
Policy lab is an invitation-only roundtable format organized within GaPP. It brings together experts and decision-makers from academia, government, and the private sector for moderated discussions on pressing governance and policy challenges. Each policy lab focuses on a substantive theme, ranging from regulation and actor cooperation to innovation in public sector data use and strengthening the scientific basis of school education, and encourages candid exchange across sectors.

These intimate, high-level discussions create valuable opportunities for cross-sector learning,

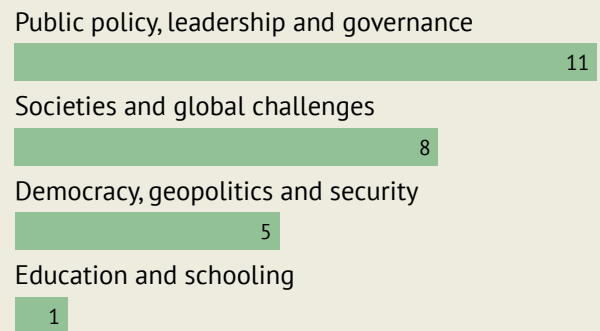
influence public debate, and help shape research and policy agendas on topics of contemporary importance.

- 25 policy labs organized since 2023
- 752 participants convened
- Senior representatives from government agencies, companies, NGOs, and academia
- Focus on evidence-based policy dialogue and problem solving

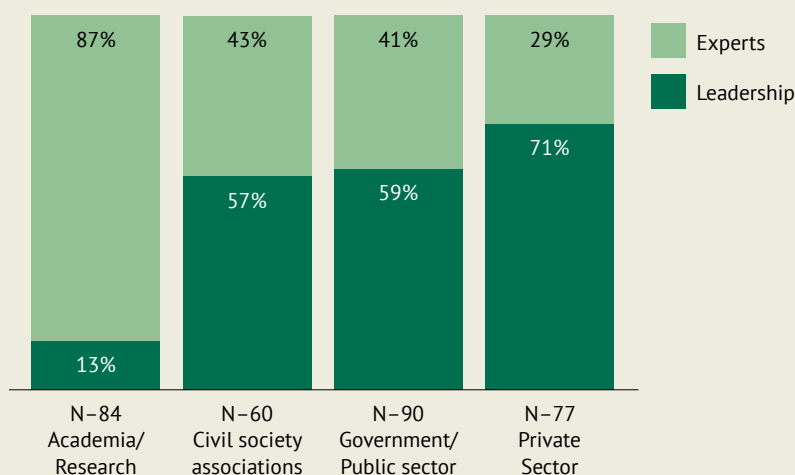
ANNUAL DISTRIBUTION OF POLICY LABS



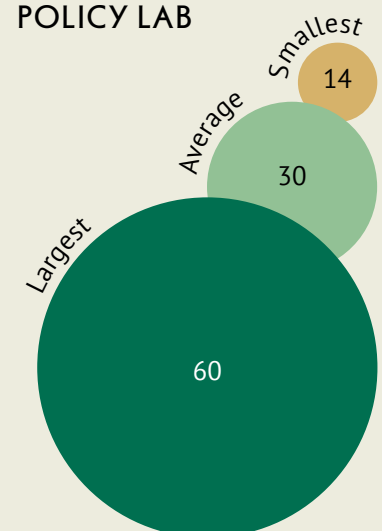
POLICY LABS BY GOVERNANCE THEME



POLICY LABS PARTICIPANTS BY SENIORITY



PARTICIPANTS PER POLICY LAB



GAPP THROUGH DIGITAL CHANNELS

2022-2026

LinkedIn

1,900+
followers

118,608
impressions

Audience of policy-makers, researchers, students, and practitioners

Regular research highlights and event promotion

Website

13,000+
page views

2,755
new visitors

Research news and event summaries published continuously

Central hub connecting SSE research with policy and practice

Quarterly newsletter

Reaches
2,500
experts and decision-makers

44%
average open rate

Updates on research, policy labs, publications, and public engagements

Key outreach channel linking SSE research with stakeholders

Media and public visibility

120-290
media mentions per year

Annual reach of
90-177
million

Coverage in leading national media (DN, SvD, Expressen, SVT, SR, GP)

Strong presence in public debate on governance, economy, and policy



OUTREACH AND COMMUNICATIONS

GaPP complements its events, seminars, and policy labs with structured digital communication via the SSE website, LinkedIn, and a quarterly newsletter. These channels extend the reach of its research beyond academia to government, business, and civil society.

Affiliated researchers regularly contribute to newspapers, podcasts, and other media, bringing academic perspectives into public debate. At the same time, GaPP's own platforms share updates on research, policy labs, publications, conferences, and collaborations, forming an integral part of its effort to connect evidence-based research with practical governance challenges.

LinkedIn has become a key channel for amplifying research and event visibility, reaching a broad professional audience and strengthening SSE's role as a trusted voice in governance and public policy. The GaPP website serves as a central node for activities and research outputs, recording over 13,000 page views and 2,755 unique visitors between 2022 and 2026.

The quarterly newsletter is an effective tool for targeted engagement, reaching around 2,500 experts and decision-makers with an average open rate of 44%. It provides curated updates on projects, publications, and events, reinforcing GaPP's role as a bridge between research and practice.

In addition, GaPP's research achieves broad visibility through national media coverage. Media monitoring shows that GaPP-related research generates hundreds of media mentions annually, with an estimated reach of between 90 and 170 million per year. Coverage includes leading outlets such as *Dagens Nyheter*, *Svenska Dagbladet*, *Expressen*, *Aftonbladet*, *SVT*, and *Sveriges Radio*, reflecting strong engagement with key societal issues in the public debate.

These outreach activities ensure that GaPP's research contributes to ongoing dialogue, decision-making, and institutional development beyond academia.

EDUCATION AND PEDAGOGY

Education is a central part of GaPP’s contribution to SSE.

SSE’s educational mission is guided by the FREE values, which emphasize Fact-based analysis, Reflective thinking, Empathy, and an Entrepreneurial approach to solving societal challenges. House of Governance and Public Policy contributes to this mission by bringing research on governance and public policy to courses across SSE.

Teaching across SSE programs

Faculty and researchers at GaPP teach in Bachelor and Master programs, doctoral courses, and executive education. Their courses address topics such as public policy design, governance of markets, economic policy, health systems, education reform, and institutional leadership. By drawing on current research, these courses help students develop the analytical tools needed to understand complex institutional and policy environments.

GaPP also connects research with practice through case development, practitioner engagement, and guest lectures. These activities allow students and professionals to engage with real policy challenges and diverse societal perspectives. In this way, the House contributes to SSE’s goal of educating leaders able to navigate the interaction between business, government, and society.

Experiential learning and engagement

The House of Governance and Public Policy has developed initiatives that allow students to engage directly with real-world governance challenges. Case-based learning at SSE has been fostered through the development of new teaching cases on topics such as the EU taxonomy for sustainable finance, innovation in public school management, and the governance challenges facing municipalities experiencing declining tax bases.





In parallel, the House has assembled a teaching library of more than 75 case studies from leading universities worldwide to support faculty who wish to incorporate case-based learning into their courses. By placing students in the role of decision-makers confronting real policy dilemmas, these materials help develop the analytical and leadership skills required to navigate complex governance and policy environments.

Transformative innovations in health care – case teaching workshop

Twenty lecturers from SSE as well as Stockholm University attended a full-day session by Professor Amar Bhidé of Columbia University’s Mailman School of Public Health. The workshop focused on exploring case studies of innovation in the medical industry, where participants took the students’ perspective for the day as they learned how to be more effective as teachers through case studies in their classrooms, and how to develop original cases to keep their curriculum at pace with a fast-changing world.

Annual “policy retreat” for SSE Economics students

GaPP has, through the Karl-Adam Bonnier Center for Governance, supported an annual Public Policy Workshop and Retreat for approximately 50 first-year Master of Economics (MECON) students each year. This retreat, held at SSE’s Kämpasten campus in Sigtuna, provides students with the opportunity to engage directly with senior representatives

from key policy institutions, including the Swedish Ministry of Finance, the Swedish Competition Authority, the European Investment Bank, and the Riksbank. These sessions expose students to real-world policy challenges and decision-making processes, helping to strengthen their understanding of public institutions and stimulate interest for careers in public policy and public service.

(Re)training the experts

Professor Robert Östling at GaPP has for three years taught MBA Executive Format students from across the Nordics and Europe, earning stellar course evaluation from busy managers. Robert’s courses on Economics and Policy bring GaPP research directly to experienced corporate managers who engage daily with budgets, operations, and consequences at top firms. His lecture on Game theory highlights the vital role of strategic interactions, crucial skills in today’s geoeconomic fragmented environment, which Robert describes as: “...situations in which my best action depends on what you do, and your best action depends on what I do. Firms setting prices, politicians negotiating, countries issuing threats, couples arguing, children dividing candy – whenever our choices are inter-dependent, we are in the realm of game theory”.



Professor Robert Östling.

VALUES AND EDUCATIONAL MISSION:

Fact and science-based mindset

Facts provide the basis for all critical and analytical thinking. A component that might be taken for granted, but that has never been more important than in our current era where demagoguery hides behind “alternative facts” and “fake news,” all while many citizens live within their filter bubbles.

Empathetic and culturally literate

These characteristics distinguish the human decision-makers from the computers, robots, and AI systems that will change the work content of the future. These characteristics rest upon an ability to cross boundaries and understand others on their own terms.

FREE

Reflective and self aware

SSE’s graduates should understand their roles in the world, the impact they have on others and on finite resources, all with an awareness of their own values, their personal preferences, and, ideally, with insight into the sources of those values and preferences.

Entrepreneurial and responsible

True entrepreneurs take risks and accept responsibility for their actions and decisions. Graduates who merge creative change and personal accountability will challenge the status quo in order to improve enterprises, communities, and society as a whole.

EXECUTIVE EDUCATION AND LEADERSHIP DEVELOPMENT

Faculty affiliated with GaPP have played a central role in executive education initiatives for senior public-sector leaders, serving as program directors, lecturers, and executive coaches across several flagship programs. Built on SSE's academic foundations, these programs focus on improving strategic leadership capacity in complex public organizations.

Key engagements include:¹

- *Offentliga sektorns management program (OSMP)*, two cohorts per year, approximately 25 participants each
- *Karolinska universitetssjukhusets management program*, two cohorts per year, approximately 30 participants each
- *Försvarets förändringsresa i tillväxt*, one cohort per year, approximately 30 participants

Across programs, sessions address leadership in complex public systems, organizational transformation, public-sector innovation, executive team development, and cross-functional collaboration. Participants represent municipalities, regions, national agencies, university hospitals, and defense-related authorities.

Strengthening public-sector leadership

The OSMP is a flagship executive leadership program for senior managers in municipalities, regions, and national government agencies. Delivered in two cohorts per year (approximately 25 participants per cohort), the program combines research-based insights with applied leadership development in complex public organizations.

The curriculum focuses on strategic management control, organizational transformation, public-sector innovation, and executive team development. Participants engage directly with analytical tools that can be implemented within their own institutions.

1. English translations:

Offentliga sektorns managementprogram – Public Sector Management Program

Karolinska universitetssjukhusets managementprogram – Karolinska University Hospital Management Program

Försvarets förändringsresa i tillväxt – Swedish Armed Forces Transformation in Growth Program

Beyond individual development, OSMP contributes to improved decision-making, stronger financial literacy and risk awareness, and greater capacity to manage institutional complexity. These capabilities support more resilient public leadership, more effective use of public resources, and sustained organizational performance across the public sector.

Improving medical care through better management


Through collaboration with Karolinska Universitetssjukhuset, faculty have contributed to four cohorts of the Karolinska Management Program, reaching approximately 120 department and unit managers at one of the world's leading university hospitals.

The program has generated tangible organizational impact. Participants report sustained use of flow analysis, improved financial communication, enhanced scenario planning, and greater ability to manage complexity and organizational change. By integrating management science, financial stewardship, innovation, and reflective leadership practices, the program has improved governance capacity, cross-functional dialogue, and decision-making in highly complex healthcare environments.

Strengthening leadership in the Swedish defense ecosystem

GaPP faculty have contributed to the Swedish Armed Forces Management Program and related defense-sector leadership initiatives. These programs follow an innovative modular design aligned with SSE's Executive MBA format, allowing participants to integrate their coursework into formal degree pathways.

The curriculum focuses on strategic management control, operational leadership, and change management, later expanded to include modules on digitalization, artificial intelligence, and innovation practices. Over time, participation has broadened to include actors across the Swedish defense ecosystem, including the Swedish Material Defense Administration, SAAB, AFRY, the Swedish Defense Research Agency, the National Defense Radio Establishment, and the Swedish Fortifications Agency.



**SELECTED
INITIATIVES
IN ACTION**

The following initiatives illustrate how GaPP translates interdisciplinary research into concrete engagement. Through research collaborations, policy dialogue, educational innovation, and executive programs, these following examples demonstrate how GaPP connects interdisciplinary research with real-world governance challenges and institutional development.

MASTER IN PUBLIC POLICY SCOPING

On the initiative of the Karl-Adam Bonnier Foundation, GaPP conducted a comprehensive pre-study for a Swedish Master in Public Policy (MPP) potentially to be launched at the Stockholm School of Economics. Based on the premise that Sweden’s public-sector performance and EU-level influence can be improved, such a program would align with SSE’s mission by expanding its role in training international policy professionals.

The study covered six areas: student demand, labor market demand, benchmarking against leading international MPP programs, program structure, accreditation and funding, and potential partnerships. Surveys and focus groups indicated strong demand for practice-oriented training and highlighted SSE’s brand appeal. Competitor analysis and site visits to leading US universities underscored the need for a clearly defined niche.

Consultations with public and private sector employers revealed strong demand for graduates able to navigate complex policy environments. SSE’s partnerships, including CIVICA, were identified as key assets. Overall, the study found strong demand from both students and employers, with opportunities for differentiation through skills training, practical policy exposure, and established career pathways. A formal application to launch the program was submitted to the Swedish government in February 2026, and the Master program in Public Policy (MPP) received formal approval in May 2026. The program is scheduled to welcome its first cohort in August 2028.

LUNCH AND LEARN: ENGAGING THE NEXT GENERATION

GaPP actively engages SSE students through practitioner-oriented activities. One example is the “Lunch and Learn” seminar series in collaboration with the Student Association at SSE. Students get practical insights into policy careers from professionals who discuss the connections between research, education, and public leadership, all in while enjoying lunch together.

Recent speakers have included Gertrud Ingestad, former Director-General at the European Commission; Eva Lindström, former Member of the European Court of Auditors; and representatives from the OECD, the European Investment Bank, and the Centre for European Policy Studies.

- 6 Lunch and learn sessions organized
- 50–60 students per session
- More than 300 students in attendance





Scaling up Social Impact Panel moderated by SSE professor Tore Ellingsen.

SCALING UP SOCIAL IMPACT SUMMIT

In 2024, GaPP organized the Scaling up Social Impact Summit, addressing a central challenge in evidence-based policy: how interventions proven effective in controlled trials can be implemented at scale in real-world governance systems. The summit combined a public event with a two-day academic workshop where 50 researchers presented work on health systems, democratic governance, and education policy.

The public conference attracted around 190 participants, including academics, policymakers, business leaders, NGO representatives, and practitioners. Keynote speakers included Professor John List and Professor Dana Suskind (University of Chicago). The opening session featured a policy panel

moderated by SSE professor Tore Ellingsen, with contributions from leaders such as Per Alfredsson (AstraZeneca) and Anna Lindenfors (Amref Nordic).

The academic workshop brought together researchers from SSE, Oxford, Princeton, Georgetown, LSE, Bocconi, the University of Toronto, and several Swedish universities, contributing to the development of an international research and policy community focused on scaling evidence-based solutions.

NOVEL RESEARCH METHODS FOR AN AI WORLD

The DYSTENA project (2022–2023), co-led by GaPP, developed computational tools to study how social media discourse shapes policy and norms in an era where communication increasingly occurs online rather than through traditional media.

DYSTENA brought together researchers from SSE, Sciences Po, Central European University, and Bocconi University, aligned with CIVICA priorities on data-driven social science and societies in transition. It combined expertise in organizational studies, political science, political economy, and computational methods to analyze online political and organizational communication.

Empirical work used topic modeling and network analysis to examine two cases: diplomats’ use of social media in climate negotiations, and how activists and organizations spread sustainability norms shaping corporate behavior. The project also convened a global research community through two online workshops with 200+ participants and a conference at SSE in September 2023 with 40 participants from over 20 institutions.

INNOVATION CAPACITY IN PUBLIC AUTHORITIES

Sweden’s public sector faces growing pressure to address complex challenges, from climate adaptation to social inclusion. The SustainGov project examines whether public institutions have the capacity to develop and scale the innovations required. Led by Professor Karl Wennberg and coordinated by Gabriel Karlberg, the study was conducted in collaboration with Mid Sweden University and Södertörn University and funded by Vinnova, the Swedish Energy Agency, and Formas.

The resulting report identifies key barriers to innovation, including fragmentation across policy initiatives, limited coordination, and weak follow-up of capacity-building efforts.

These findings were explored through three stakeholder workshops and a concluding symposium at SSE in November 2025, bringing together researchers, policymakers, and practitioners. Together, the report and these engagements contribute to advancing research and collaboration on governance, institutional capacity, and public-sector innovation.





GLOBAL HEALTH DIPLOMACY

There is an increasing interest in international politics, leadership, and diplomacy for health across the world, particularly in terms of practical approaches to navigating health-related regional and global political processes. Starting in 2023, with Sweden's Ambassador for Global Health and the Department of Global Public Health at Karolinska Institute, GaPP has engaged in a long-term project to enhance capacity in health diplomacy through international cross-sectoral engagement, executive education, and research. The overall objective is to build a larger pool of professionals with expertise in diplomacy and political leadership.

To date, the project has led to the establishment of a collaborative, knowledge-sharing network of 37 leading academic institutions committed to strengthening health diplomacy, and an international research consortium of 40 practitioners and scholars. A high-level conference in Stockholm brought together 60 experts from key institutions to help design the International Politics and Diplomacy for Health Executive Program for Emerging Leaders, hosting some 85 fellows and 50 leading experts across three cycles.

WELFARE CRIME FROM A MUNICIPAL PERSPECTIVE

The report analyzes how Swedish municipalities organize their work to prevent and address welfare crime, including fraud and misuse targeting public welfare systems. Conducted in 2024, the study examines several medium- and large-sized municipalities, as well as collaborating public authorities. The report examines how municipalities define welfare crime, how responsibilities are organized internally, and how cooperation with other authorities takes place. It identifies four key tensions in municipal work on welfare crime, including how the concept is defined, where responsibility is placed within organizations, and the balance between trust-based welfare administration and stronger control measures. The report was launched during a well-attended breakfast seminar, and has continued into joint research projects between GaPP's Center for Security and Resilience, the Swedish Defense Research Agency, and Linköping University.

ACADEMIC SEMINARS AS INTELLECTUAL INFRASTRUCTURE

The academic seminar culture forms the intellectual backbone of GaPP. Across its research centers, the House hosts regular seminars that bring leading scholars to SSE to present new research and engage in critical discussions with faculty, doctoral students, and invited practitioners.

These seminars are part of a continuous process of scholarly exchange. They serve as testing grounds for emerging research, expose faculty and students to international perspectives, and build academic networks across disciplines and institutions. By maintaining a high-frequency and open seminar structure, GaPP reinforces standards of research quality and interdisciplinary dialogue.

Several centers host specialized seminar series aligned with their thematic focus, for example: CSSC’s higher seminars address security and statecraft; the educational leadership seminars examine schooling and governance; health-focused seminars

explore institutional innovation and system resilience. These programs sustain a dynamic research environment in which ideas circulate, evolve, and contribute to broader governance and policy debates.



StratCom seminar: Professor Li Bennich-Björkman, Uppsala University.

CENTER FOR STATECRAFT AND STRATEGIC COMMUNICATION (CSSC)

37 seminars (2022–2025)
1,100+ participants

International scholars and practitioners in security, geopolitics, and statecraft

CENTER FOR EDUCATIONAL LEADERSHIP AND EXCELLENCE (CELE)

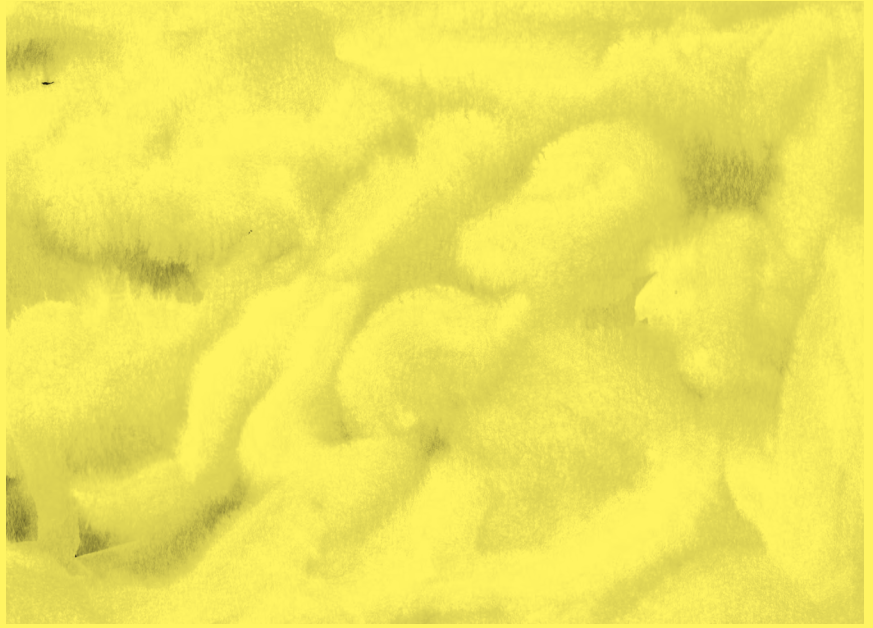
52 seminars (2021–2025)
500+ participants

Research on schooling, governance, equity, and institutional reform

CENTER FOR RESILIENT HEALTH (CRH)

14 seminars (2023–2025)
350+ participants

Cross-disciplinary dialogue on governance, markets, and organizational change



THE PATH FORWARD

LESSONS LEARNED FROM ESTABLISHING GAPP

The first phase of development has generated a number of lessons about what it takes to build an interdisciplinary House within a research-intensive institution. These lessons are not only operational; they also help clarify the institutional conditions under which governance and public policy research can be strengthened over time.

Balancing autonomy and coordination

One important lesson is that a House model must balance two objectives at once: preserving the intellectual autonomy of individual research centers while also creating enough coordination to generate cumulative institutional value. Centers need the freedom to develop their own research agendas, funding relationships, and scholarly identities. At the same time, the House must provide enough shared structure to enable collaboration, visibility, and external engagement across centers. GaPP's experience suggests that the value of a House lies precisely in this balance.

Building impact requires more than activity volume

A second lesson concerns societal impact. It is relatively straightforward to document seminars, publications, and participation figures. It is more difficult, but ultimately more important, to understand how research influences public debate, institutional practice, and policy development over time. GaPP's first years show the importance of combining activity measures with more qualitative and long-term ways of assessing influence, including knowledge uptake, advisory roles, and contributions to institutional change.

Administrative capacity is a strategic resource

A third lesson is that interdisciplinary collaboration does not happen automatically. It requires organizational support. Communications, events, fundraising, financial administration, partnership development, and coordination across centers all demand dedicated professional capacity. In this sense, administrative infrastructure is not peripheral to academic work; it is a precondition for sustaining it at scale.

Long-term development depends on stable institutional support

A final lesson is that building a House is a cumulative process. Research integration, educational innovation, and trusted external partnerships take time to develop. Stable financial, organizational, and strategic support is therefore essential if the House model is to move beyond a promising start and become a durable institutional platform within SSE and beyond.

PRIORITIES FOR THE NEXT PHASE

The next phase of GaPP's development should build on the foundations established during 2022–2026 while sharpening the House's strategic focus. The ambition is not only to grow, but to deepen institutional excellence and reaffirm GaPP's distinctive role within SSE and in the wider governance and policy landscape.



1

Deepen research excellence and thematic coherence

GaPP should continue to produce high-quality interdisciplinary research while further clarifying the thematic profile of the House. A more coherent research identity will make it easier to connect work across centers, communicate priorities externally, and build a stronger international profile in governance and public policy.

2

Strengthen policy relevance and impact measurement

The next phase should include more systematic ways of tracking how research contributes to public debate, institutional reform, and policy development. This means moving beyond activity counts alone and developing clearer approaches to documenting influence, uptake, and longer-term societal relevance.

3

Expand educational contribution and leadership development

GaPP has already contributed to teaching, executive education, case development, and the Master in Public Policy initiative. The coming phase should deepen this role by further integrating governance perspectives across SSE's educational portfolio and by expanding pathways for leadership development in the public and private sectors.

4

Consolidate the House as a shared platform

The value of GaPP depends on its ability to operate as more than a collection of centers. The next phase should therefore focus on building stronger connections across the House through cross-center initiatives, shared visibility, common engagement platforms, and collaborative projects that amplify the work of individual centers while advancing SSE's broader mission.

5

Build long-term partnerships and international reach

GaPP should continue to develop as a trusted arena for dialogue between academia, government, business, and civil society. This includes securing strategic partnerships in Sweden and abroad, expanding international networks, and positioning SSE as a leading platform for governance and public policy research and engagement in Northern Europe.



LOOKING AHEAD TO 2030

The first phase of GaPP established an institutional architecture for interdisciplinary governance and public policy research, policy dialogue, and leadership development at SSE. The next phase will focus on deepening quality, integration, and long-term impact while modestly growing activity volume.

Research excellence and thematic coherence

GaPP will prioritize the depth, rigor, and coherence of its research portfolio. This includes increasing cross-center thematic collaboration, refining shared research agendas in areas such as institutional resilience, governance of markets, democratic integrity, and public-sector innovation, and maintaining strong representation in leading international journals. Rather than pursuing expansion, the House will focus on sustaining high-quality scholarly output and increasing the cumulative influence of its research.

Structured and measurable policy engagement

Building on established engagement platforms such as policy labs, seminars, and executive programs, GaPP plans to develop clearer mechanisms for tracking policy influence and institutional uptake. Future efforts will emphasize sustained dialogue with key stakeholders, structured follow-up, and improved documentation of research contributions to public inquiries, advisory roles, and institutional reforms. The goal is not simply to convene, but to facilitate evidence-based governance and policy formulation.

Educational quality and leadership formation

GaPP plans to further integrate governance and policy perspectives across SSE's degree programs while developing policy-oriented executive and graduate education at the highest academic standards. The Master in Public Policy initiative represents a step in this direction, but the broader objective is to ensure that governance education at SSE remains research-driven, practice-informed, and internationally relevant. These programs can be enhanced with better deployment of some of SSE's strengths: deep practitioner engagement, international networks (CIVICA, CEMS, APSIA, GNAM, NASPAA), and a strong Nordic governance perspective.

Institutional maturity and integration

The House will continue refining its internal coordination structures, administrative capacity, and cross-center collaboration mechanisms. This may require additional staff, as well as some restructuring of tasks. Focusing on integration, rather than expanding the number of initiatives will be central to ensuring long-term sustainability and intellectual coherence.



CONCLUDING REFLECTIONS

The first phase of development of the House of Governance and Public Policy has demonstrated that structure matters. Interdisciplinary collaboration, policy engagement, and leadership development do not emerge automatically from strong departments alone; they require coordination, continuity, and shared purpose.

Over a short period, GaPP has brought together diverse research environments, built new forms of dialogue, and strengthened governance as a coherent dimension of SSE's institutional identity. This process has not been linear, but it has clarified both the opportunities and responsibilities that come with operating as a House.

If the initial years were about building structure, the coming years will be about stewardship, ensuring that the foundations that have been laid are used responsibly, and with a long-term perspective. In this sense, GaPP is less a project than an evolving commitment within SSE to engage in governance and public policy challenges, with intellectual seriousness and societal responsibility.

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