



Strategic goal plan for 2027 to 2030

Centre for Internationalisation and Parallel Language Use

Final version – 10 March 2026 – approved by the Dean, 23 April 2026

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Education and teaching

CIP is the University of Copenhagen (UCPH)'s research-based resource center for languages and internationalization. Through teaching activities, research projects, and advisory services, CIP works to strengthen the intercultural and linguistic competencies of students and staff and to promote UCPH as an international university. CIP's language teaching includes elective courses, pre-semester courses, and tailor-made courses, and CIP also contributes to MA and BA courses (including elective course packages).

Goal 1: CIP will further develop and implement meaningful models for language as an additional skill

Drawing on funding from the government's language package (2026 budget), CIP will, during the coming strategic period, develop activities focused on language as an additional competence and contribute to the development of language teaching methodology.

Milestone 1.1: By the end of 2027, CIP will have conducted 4–6 pre-semester courses in foreign languages for students going abroad and will have developed and tested 1–2 programs that integrate language and subject-specific learning in collaboration with relevant subject instructors.

Milestone 1.2: By the end of 2027, CIP will have developed and offered at least 1 course or 1 workshop aimed at improving the quality of language teaching practices in UCPH's degree programs.

Goal 2: CIP will develop lifelong learning programs with a focus on languages and internationalization

CIP will develop new programs and courses in lifelong learning and continuing education aimed partly at educators in secondary education and language centers (see Milestone 2.1) and partly at private and public workplaces (see Milestone 2.2).

Milestone 2.1: By the end of 2027, CIP will have developed and implemented at least one lifelong learning activity aimed at the education sector, e.g., focusing on language pedagogy and assessment, language competence development, translanguaging, or the critical/reflective use of AI in language education.

Milestone 2.2: By the end of 2027, CIP will have developed and implemented at least one lifelong learning activity targeting public/private workplaces, e.g., on language policy and intercultural communication in the workplace or practice-relevant skills in English.

Research

Goal 3: CIP's research is internationally recognized and supports CIP's mission

During the goal period, CIP will build upon two ongoing research projects, '*Towards a new model of communicative competence in multilingual higher education*' (DFF, 2023–27) and '*AI and the University – Towards a sociolinguistics of literacy and voice in the age of generative language technology*' (Carlsberg Semper Ardens Accomplish, 2024–28), and will seek funding to establish new research projects. A new research field focusing on Danish as a medium of instruction (DMI) is a priority, as this will support UCPH's work on language policy as well as DEI.

Milestone 3.1: By 2027, CIP will have held at least two research seminars, symposia, and/or conferences with international partners for the purpose of dissemination and strengthening networks and collaboration on interdisciplinary and innovative research.

Milestone 3.2: By 2027, CIP will have strengthened existing collaboration with relevant research environments across KU and prepared at least one project application focused on DMI, involving researchers from both CIP and one or more other units at UCPH.

Innovation and Impact

Goal 4: CIP translates its research- and experience-based knowledge of language and internationalization into practical solutions with high impact

CIP will translate its experience with innovation in language teaching, language testing, and the internationalization of workplaces and educational environments into practical solutions so that the center's knowledge can benefit more. Opportunities are being explored to develop an even stronger culture of innovation at the center, in accordance with UCPH's Innovation Strategy.

Milestone 4.1: By the end of 2027, CIP will have developed and tested AI support as part of TOEPAS certification across national and international educational institutions.

Milestone 4.2: By the end of 2027, CIP will have contributed to the development and testing of at least two models for the critical-reflective use of AI in language teaching.

Milestone 4.3: By the end of 2027, CIP will have developed and disseminated at least one model for linguistic and subject-specific integration in educational programs (see language as an additional competence) with a view to implementation at other national and international educational institutions (see also Milestone 1.2).

Milestone 4.4: By the end of 2027, CIP will have developed a catalog of advisory services for external target groups, including public authorities and businesses, regarding workplace internationalization, language use, diversity and inclusion, or intercultural communication skills.

Collaboration, Partnerships, Public-Sector Consultancy, etc.

Goal 5: CIP collaborates with relevant stakeholders at UCPH on implementing language policy and the DEI strategy

In addition to maintaining and strengthening existing collaborative relationships and networks, CIP will, during the upcoming strategic period, focus particularly on building strong partnerships within the work on equality and inclusion at UCPH (see milestones 5.1–5.3) and on strengthening partnerships with external stakeholders to provide consulting services within the center's core activities and research areas (see milestone 5.4).

Milestone 5.1: By the end of 2027, CIP will have developed and tested at least one (pilot) program focusing on Danish as a language of instruction, either as part of the ‘Teaching and Learning in Higher Education’ program or as part of other offerings for instructors across UCPH. This will be done in collaboration with the university’s teaching and learning units.

Milestone 5.2: By the end of 2027, CIP will have strengthened collaboration on the implementation of UCPH’s language policy and work on DEI, including by developing at least 3 proposals for initiatives aimed at addressing ‘language glass ceilings and glass doors’ at UCPH.

Milestone 5.3: By the end of 2027, CIP will have increased collaboration across UCPH’s faculties regarding internationalization, inclusion, and multilingualism by holding at least two meetings with CIP’s new reference group and incorporating their ideas into the development of the center’s activities.

Milestone 5.4: By the end of 2027, CIP will have established 1–2 new collaborative relationships with stakeholders in the upper secondary school sector, e.g., regarding guidance on the critical and reflective use of AI in language teaching or language didactics.

HR and Organisation

Goal 6: CIP supports and strengthens a dynamic, positive, and safe working culture at the centre

CIP is a workplace where employees thrive through collaboration and having a say in their own work, and where everyone has opportunities for relevant skills and career development. There is a particular focus on strengthening knowledge sharing and building communities across staff.

Milestone 6.1: By the end of 2027, CIP will have strengthened systematic knowledge sharing across the center through at least three biannual research- and practice-based presentations at internal center meetings, through employee participation in CIP’s seminar series, and through collaboration across research and teaching teams.

Milestone 6.2: By the end of 2027, CIP will have supported the collection of data on language learning, particularly in Danish for international staff, as a basis for further work in the DMI research area.

Goal 7: CIP strengthens language competence development and knowledge across UCPH

CIP will strengthen language competence development and knowledge across UCPH through the center's advisory and training activities for managers and staff, as well as by hosting free workshops, disseminating information via podcasts, etc. CIP will contribute to the implementation of appropriate parallel language practices, e.g., in connection with system support and knowledge sharing, at conferences and meetings, and in connection with recruitment, onboarding, and teaching.

Milestone 7.1: By the end of 2027, CIP will have developed and strengthened its course offerings in English and Danish for staff, including by developing at least three new courses and workshops that can support (linguistic) inclusion and the retention of knowledge and talent at the university.

Milestone 7.2: By the end of 2027, CIP will have developed a catalog of ideas offering guidance on multilingualism and internationalization across the university, thereby contributing to the implementation of UCPH's language policy and efforts within DEI.

Milestone 7.3: By the end of 2027, CIP will have disseminated knowledge about language use and internationalization to relevant target groups among both staff and managers at KU—in the form of at least two after-work meetings, free workshops, podcasts, etc., per year.

Resources and Infrastructure

Goal 8: CIP is a well-functioning workplace with a sound financial foundation and high employee well-being

CIP is constantly working to ensure a sound financial foundation and continued high employee well-being, characterized by strong internal collaboration. The focus is on balancing the budget and creating synergy between the development and operation of the center's core activities (research, teaching, and consulting).

Milestone 8.1: By the end of 2027, CIP will have explored opportunities with key stakeholders to develop a financial model that enables CIP's services to be offered across the university without charging the unit requesting language instruction or consulting.

Milestone 8.2: By the end of 2027, CIP will have strengthened the synergy between research and teaching activities at the center by holding one internal seminar day focused on new and existing tasks.

Milestone 8.3: By the end of 2027, CIP will have completed an inclusive process with employees regarding the design of workspaces and the move to a new physical location.

Process

CIP's Strategic Goal Plan 2027–2030 was developed by CIP's management based on the participatory process surrounding the work on the previous strategic plan in the spring of 2025. Subsequently, CIP's management presented a draft of the strategic plan at a staff meeting ("center meeting") on 17 February 2026, with an opportunity for input and feedback until 27 February 2026. Based on the comments received, CIP's management prepared the final version for submission on 10 March 2026. The CIP Strategic Goal Plan 2027-2030 was discussed with and approved by the Dean of the Faculty of Humanities at a meeting 23 April 2026.