

UNIVERSITY OF COPENHAGEN



2016

Strategy for the University of Copenhagen

Having consulted widely with staff, students and external partners, the University Board and management have concluded that these three areas will be of particular importance to the University during the period covered by the strategy. We would like to take this opportunity to express our thanks to the many contributors to the strategy process.

The strategy is intended to act as a compass, pointing the way forward and inspiring all our employees and students. Hopefully, it will allow everybody to identify and define their individual roles within the collective framework of a dynamic and quality conscious institution that actively influences our world today. The strategy describes the overall frame, and its objectives will subsequently be translated into an action plan. Our hope is that all students and staff will be involved in meeting the objectives, by contributing with their own initiatives and ideas in their day-to-day studies, work and commitment.

We also hope that our partners in Denmark and abroad will find it valuable to learn about the course we have set for the University of Copenhagen over the next four years.

Enjoy!

Nils Strandberg Pedersen, Chairman of the Board (3)

Ralf Hemmingsen, Rector (2)

Thomas Bjørnholm, Prorector (4)

Jørgen Honoré, University Director (1)



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A CHALLENGED POSITION

THE UNIVERSITY OF COPENHAGEN HERE AND NOW

The fast pace of global change generates significant challenges. Competitive new knowledge economies are making rapid progress in Asia. At the same time, the climate is increasingly out of balance and, in many parts of the world, poverty, major health problems and ethnic, cultural and military conflicts are prevalent.

The University plays a key role in the quest for solutions to these challenges. The knowledge we generate and the graduates we train are expected, quite rightly, to help provide solutions.



Associate Professor Jacob Wienecke and student Sidsel Andrea Godsk Jensen, Department of Exercise and Sports Sciences.



Social conditions are reflected in the political agenda and in the demands placed on universities. These demands include: internationalisation, significant increases in student intake, closer relations to other parts of society and demands for greater operational and administrative efficiency. The value generated by universities is expected to be tangible and measurable, and public-sector research funding is increasingly being offered in competition. No source of income can be taken for granted.

Global conditions are in a state of flux. The foundation of the global economy is constantly shifting. For example, public and private sector research centres in China, Brazil and India are making a new, highly visible impact. There is a growing demand from knowledge intensive companies in Denmark and from new growth centres abroad for university graduates and researchers. This is a positive development, but it also represents a challenge.

The University of Copenhagen wishes to contribute to society and influence development.

Our core services are free basic research and research-based education, and the University is committed to addressing every aspect of human comprehension. Based on our talented and inspiring staff and students and the academic freedom to develop new ideas, the University creates the framework for excellence in research, offers study programmes and co-operates with the surrounding world on research, innovation, communication and public sector services.

*Søren Kierkegaard Research Centre.
Head of Centre and Associate
Professor Pia Søtoft and PhD
Thomas Fauth Hansen.*



*Students of humanities
by the student residence
Tietgenkollegiet at
South Campus.*



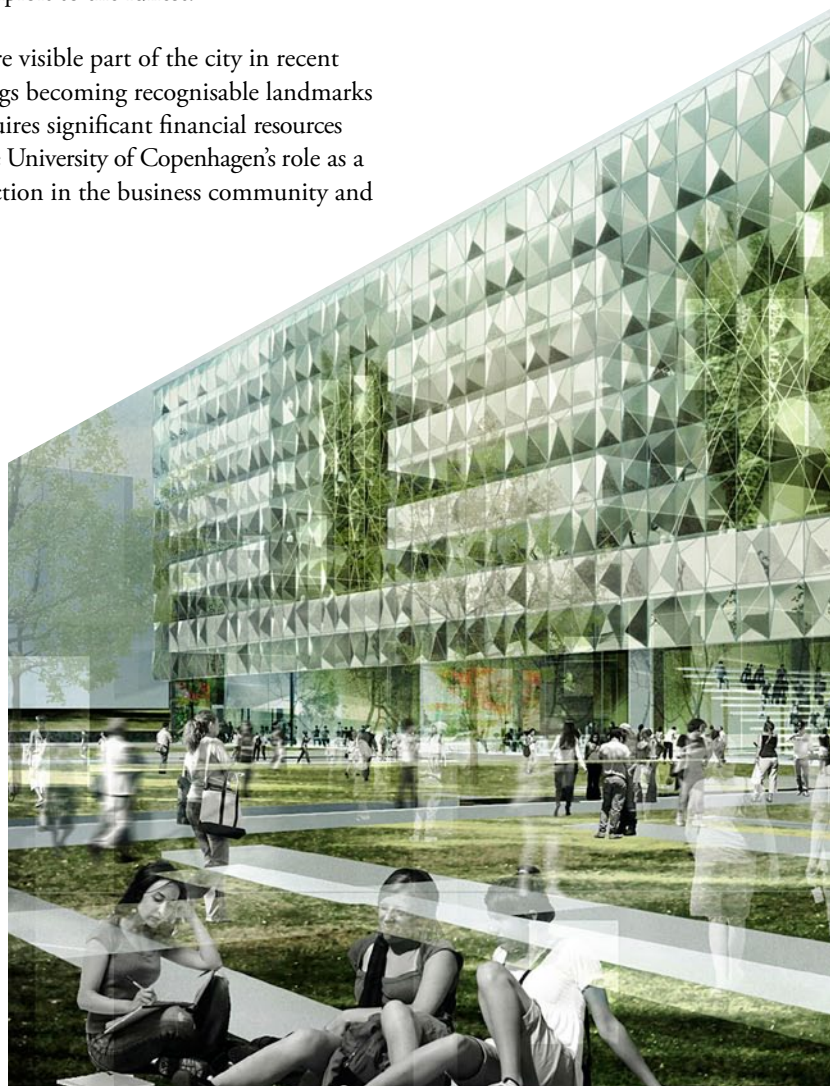
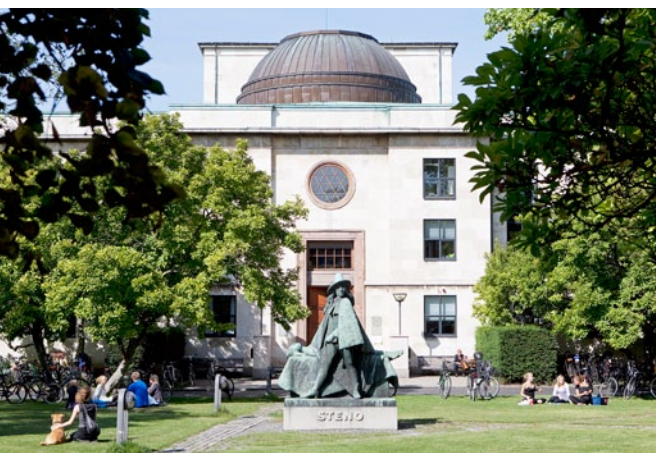


The University plays a significant, independent role in society. A role that is critical, constructive and agenda-setting. Our staff and students enter into dialogue with other social agencies and actors, infused with the spirit and nature of research and with roots in our democratic culture.

Located in the Danish capital in the centre of the research-intensive Øresund Region, the University of Copenhagen enjoys a solid geographical base, bringing together research and education in a Northern European powerhouse. The University connects Copenhagen and Denmark with the rest of the world through its many networks and partnerships with researchers, companies and other universities, as well as through international exchange of students and researchers. As such, the University is a unique meeting place for local and global activities – a potential we must exploit to the fullest.

The University has become a more visible part of the city in recent years, with campuses and buildings becoming recognisable landmarks in Copenhagen. This growth requires significant financial resources and serves as a visual symbol of the University of Copenhagen's role as a focal point for knowledge production in the business community and in other sectors of society.

*The Faculty Library of
Natural and Health Sciences*



Science City North. Using the University of Copenhagen's campus plan as inspiration, a part of the capital will develop into an active science city over the next years.



Our task is to find the right formula to match our high academic standards with society's needs. We must and will improve our position in the fierce international competition. Therefore, we have to ensure that through our involvement with the new knowledge economies we will become part of their growth and success, and make them part of ours.

The University of Copenhagen is poised to increase its significance and importance as a European university. However, it requires a determined effort to integrate our research even more closely with our education, and to develop closer co-operation both within the University and with the surrounding world. In this process, we must and will, enhance our research excellence.



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I would like for us to open up more – internally and externally. The expertise we have can be put into play and possibly create better solutions for the world as a whole.

Visit ku.dk/english/strategy

Claus Felby, professor of biomass and bioenergy



Research in plant science can help solve some of the world's problems with shortage of food, energy and health.

THE NEED FOR ACADEMIC DEPTH AND VISION

THE FUTURE UNIVERSITY OF COPENHAGEN

At the core of the University of Copenhagen are our ground-breaking research and the education that derives from it. This is what makes a university unique and what attracts our partners and students. The thrill of discovering and sharing new knowledge has driven the University forward for centuries. Having fostered eight Nobel laureates, being a member of the International Alliance of Research Universities (IARU) and ranked highly in the European university landscape, the University must proudly carry its traditions onward. This will continue to be the basis for everything we do.

The University of Copenhagen intends to build on its strong tradition of excellent research during the strategy period. The University will enhance its considerable research efforts made possible through Programmes of Excellence, new research centres and theme projects, so that even larger numbers of researchers and research fields experi-



Students Nanna Walberg and Stephanie Orum, and PhD student Anders Christensen are studying crystal models at the Department of Chemistry.

ence a significant boost. We will continue to achieve academic synergies in areas that complement each other within and across faculties. One example of that is the coordination of academic environments in the disciplines of natural sciences and health sciences.

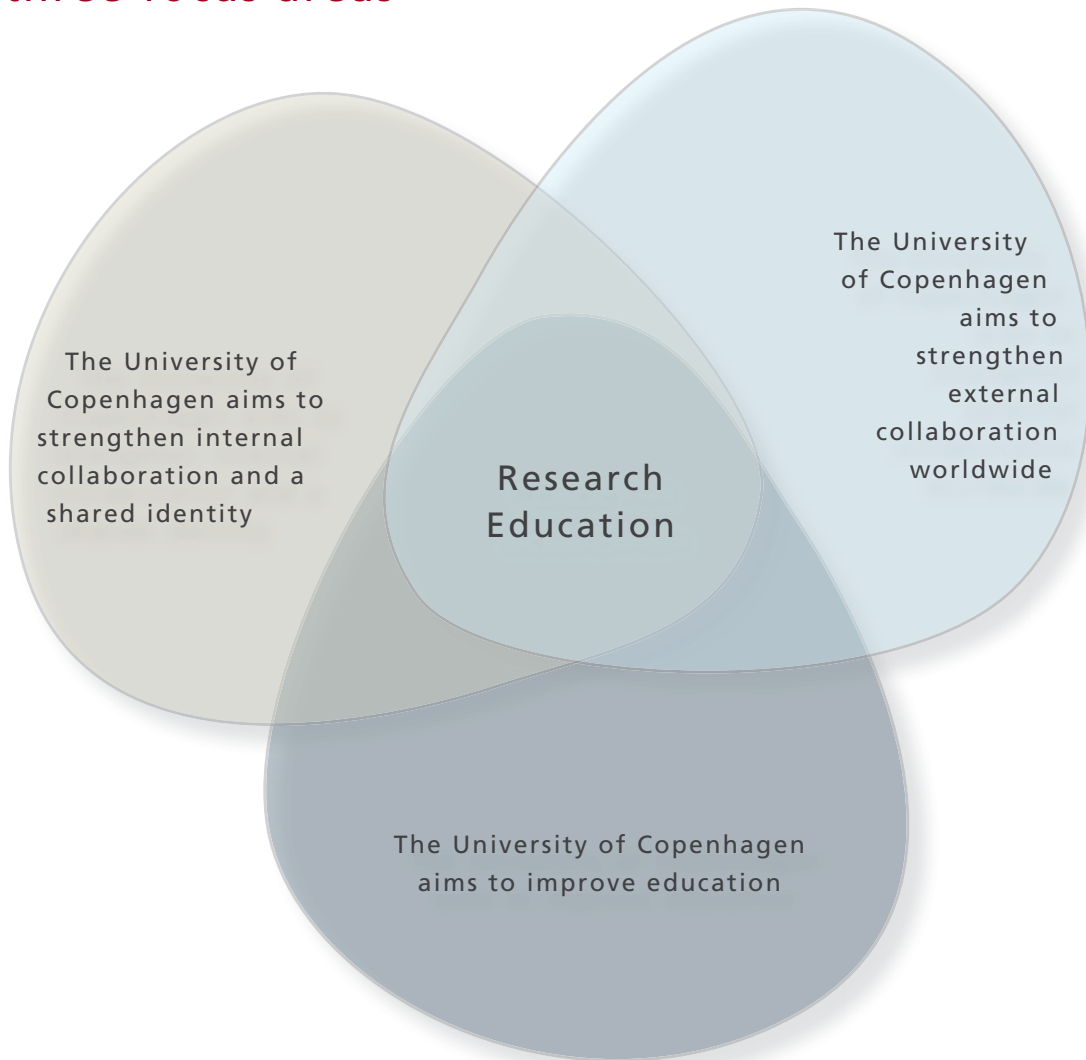
Consequently, the University must maintain a high quality in research output and continually reiterate the academic ambitions:

- We aim to enhance our international research reputation by focusing on our existing top research areas as well as securing a good framework for emerging research.
- We aim to work focused towards international recruitment of the best students and researchers.
- We aim to improve our PhD area, also in terms of international collaboration.
- We aim to increase the share of our research published in the best academic journals.

While maintaining focus on research, we will also strive to improve areas in which untapped potential has been identified. These are not new topics for the University, but important core areas in which a large number of excellent initiatives have already been launched, and for which the time is ripe for further progress to be made. Education and intensified external as well as internal collaboration, have been selected as particularly important focus areas.

IARU's goal is to provide researchers and students in its member universities with opportunities to participate in globally-oriented research and study programmes and to lobby at international level on behalf of research and research-based education. The ten IARU members are Australian National University, ETH Zürich, National University of Singapore, Peking University, University of California Berkeley, University of Cambridge, University of Copenhagen, University of Oxford, University of Tokyo and Yale University.

The University of Copenhagen's three focus areas



The core of the University is independent basic research and research-based education. Research is an essential prerequisite for each of the three focus areas; consequently, we maintain a strong focus on developing, improving and supporting research in the coming strategy period.



*Students at the Faculty of Social Sciences at City Campus.
The University has 37,000 students.*



FOCUS AREA NO. 1

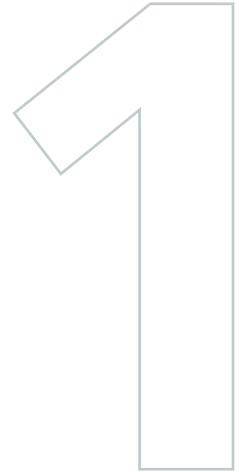
University of Copenhagen aims to improve education

Research and education have always been the University's *raison d'être*. In recent years, we have strengthened our research activities and we plan to use that as a launch pad for a new focus on education.

Education at the University of Copenhagen is research-based and we have identified additional potential both in form and content. We will exploit this potential by strengthening the links between research and education – as is tradition in many of the world's leading universities – and by developing didactic tools tailored to the particular characteristics of the subject areas. As such, we will ensure a fruitful interaction between research and teaching. This will extend to all academic staff and help to develop a community that is constantly challenged and influenced by the students' curiosity. Closer links between research and education result in better students, teachers, graduates and researchers.

Employers want graduates with core academic skills and in-depth knowledge of their own fields, who also master interdisciplinary thinking. Interdisciplinarity is not a goal in itself, and it is only beneficial when rooted in academic depth. Based on this premise, interdisciplinarity is an important tool to address the complex issues facing our world.

At the University of Copenhagen, we have confidence in our students. With relevant information and supervision, they will be able to make their own decisions about their course of studies and seek their own academic challenges. We strive for high academic core competences, combined with the opportunity for individuals to engage in interdisciplinary work. Informed, individual choices and elective subjects will be the foundation of our education. All of our programmes will be well planned and challenging for the students. In addition to knowledge and other academic competences, education should promote academic courage, creativity and curiosity. This is a prerequisite for attracting the best students, from Denmark and abroad.



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We must increase internationalisation. We must attract more foreign researchers and students in order to increase the academic level and international collaboration.

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Ylva Hellsten, professor of vascular physiology



Students at the Department of Exercise and Sports Sciences are engaged in a maximal oxygen uptake test. The 10-20-30 training concept is developed by among others, Professor Jens Bangsbo and PhD Thomas Gunnarsson.

Employers want graduates with core academic skills and in-depth knowledge of their own fields, who also master interdisciplinary thinking.



PhD Christian Wang and Postdoc Insaf Fadl Khalil are taking 3D-photos of humane red blood cells infected with the malaria parasite Plasmodium falciparum and its proteins using a confocal microscope at Centre for Medical Parasitology.

OBJECTIVE

The University of Copenhagen aims to enhance its status as an internationally recognised research-intensive university with a wide range of attractive, research-based study programmes of high international standard.

Education at the University of Copenhagen should be known for its close interaction with research and for its academic depth. The University aims to attract and educate the best students and attract the best researchers and lecturers from Denmark and abroad.



Therefore we aim to:

- Reinforce the link between research and education as described in the project “Education at its Best” and make this link clear at course level. The University’s many research centres and research areas will make an active contribution to teaching and supervision so that students encounter the most outstanding research and the most eminent researchers in an even wider range of subject areas.
- Ensure that all study programmes offer sufficient, relevant teaching and supervision so that all of our students are able to achieve deep academic insight. The University will work to ensure that each student’s week is full of challenges that are relevant and structured, also when such activities do not involve class instruction and/or lectures.
- Enable students to individually tailor their education by improving administrative processes, including the establishment of a transparent internal market for courses.
- Improve the basis for attracting more students from both Denmark and abroad, for example by creating additional and more visible transitions from Bachelor to Master’s level and from Master’s to PhD level.
- Ensure all programmes are endowed with an international dimension, such as an option to study abroad.
- Improve student mobility, increase the number of external partnerships for students, and remove internal academic and administrative barriers to such mobility. One of the ways in which this will be achieved is by reinforcing the students’ relationships with external parties, for example when they are writing theses or attending career fairs and other events at which new research partnerships can be established.

- Place greater emphasis on documented teaching and communication competences when appointing academic staff, without compromising on research qualifications.
- Improve the development and management of education by supporting and publicising initiatives taken by the study boards, and ensure the programmes are managed competently by making programme management a more attractive part of a university career.
- Develop the quality of education by ensuring that didactics, types of instruction and other parameters support the students' learning experience. The didactic efforts to develop new forms of instruction and, for example devise more projectoriented teaching, will be brought together and better co-ordinated.
- Develop more space for informal meetings between researchers and students, including the possibility of project-oriented research as a sub-element of the students' education. When planning the physical environment, spaces and opportunities will be created for students and researchers to encounter each other on a daily basis, also outside the classroom.
- Continue systematic work on student evaluations and educational environment assessments so that students enjoy a positive dialogue with the University about their education and so that feedback is consistently available.



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I hope that future students have more opportunities to meet the world they will be working in. That will provide them with greater motivation and competent teaching.

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Sanne Aaby-Diederichsen, student of anthropology



Chairman Dr. Yang Huanming inaugurates BGI's European laboratory in the science park COBIS at the University of Copenhagen. BGI – Beijing Genomics Institute is the world's largest genome research institution. Protector Thomas Bjørnholm is no. 3 from the left.



FOCUS AREA NO. 2

The University of Copenhagen aims to strengthen its external collaboration worldwide



International collaboration improves both research and education. It grants the University a better position in its efforts to secure national and international research funding and to recruit the best researchers and students. The world's leading universities recruit from and collaborate with the entire world. Therefore, it is imperative that we further enhance the University of Copenhagen's international platform in order to live up to our ambition of increasing our international position further.

The University of Copenhagen already works with a number of companies engaged in research in Denmark and abroad, as well as with the Danish public sector and other knowledge institutions. We will maximise this opportunity to forge even closer relationships and to integrate the faculties' academic activities – in terms of both research and education – into all relevant parts of society.

Exchanging ideas and engaging in joint activities with external collaborators make it possible for us to maintain the University's traditional focus on academic standards while offering our students a wider range of options. External partners often bring a tangible, problem-oriented dimension to the table, allowing students to experience the full synergy involved in relationships between complementary partners. Closer relationships between the University and other sectors will further enhance our ability to formulate and launch new initiatives and secure funding for them from external funding bodies.

NEEM drilling at the Greenland ice sheet. Celebration as the bottom of the ice sheet was reached in July 2010 – at 2,537 metres depth. Professor Dorthe Dahl-Jensen shows the ice core.

Society has a need for the type of research excellence generated at the University of Copenhagen, whether it is long-term basic research or research that can be applied in the shorter term. Both types of research will permeate the University's own education and will be actively used as springboards for partnerships, continuing education and knowledge production elsewhere in society. The entire research



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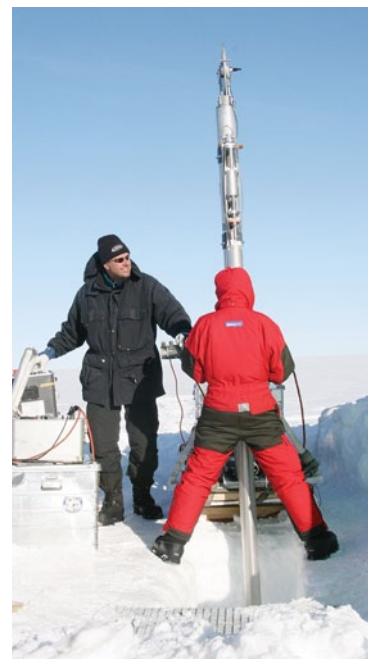
spectrum – from basic research through applied and strategic research to innovation and commercialisation – enhances our links with the surrounding world and helps the University generate value for both society and its citizens. These different key tasks must be addressed intelligently by the same organisation.

At the same time, one of the University's most important contributions to growth and employment is the education of students who are capable of thinking innovatively, who have acquired knowledge of the public and private sectors from their project work and who are capable of using the world's most up-to-date knowledge to solve problems. The University will support innovative thinking in its education and via its students establish closer partnerships with more companies and public agencies.

The University will continue to ensure consistency with the rest of the education system – primary and secondary schools and university colleges – in order to make the best use of society's total educational resources. This includes aiding students' transition between study and work life, for example through the ongoing successful work with career fairs and mentoring schemes in the University's alumni association – Kubulus Alumni.

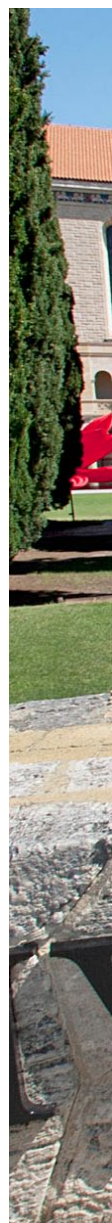
The University of Copenhagen will use its research competences as a driving force for strategic focus and, in particular, for close private and public sector collaboration in areas such as sustainability, health, languages, media and innovation, to name but a few. We will pool our expertise across disciplines, enabling us to establish a clear profile that will be easily recognised by and be attractive to potential external partners. This way, we can more effectively create long-term strategic partnerships.

The University of Copenhagen is and will remain firmly anchored in a tradition of open culture and debate, with an international outlook. We must communicate this fine characteristic and position it as the foundation of our efforts in the fierce international competition for students, researchers and funding. Together with the city of Copenhagen we can offer insight, vision and tradition from a dynamic international platform.



The ice core drill is lowered into the drilling hole.





OBJECTIVE

The University of Copenhagen aims to utilise and enter into strategic partnerships with national and international partners to increase our range, improve our research and education and as such our competitiveness.

We aim to strengthen our research and development activities through contact with all other major research environments in Denmark related to the academic fields covered by the University as well as with the business community and other educational and cultural institutions and other public agencies and sectors.

We aim to improve the quality of our partnerships and our ability to integrate results into research and education throughout the entire University.

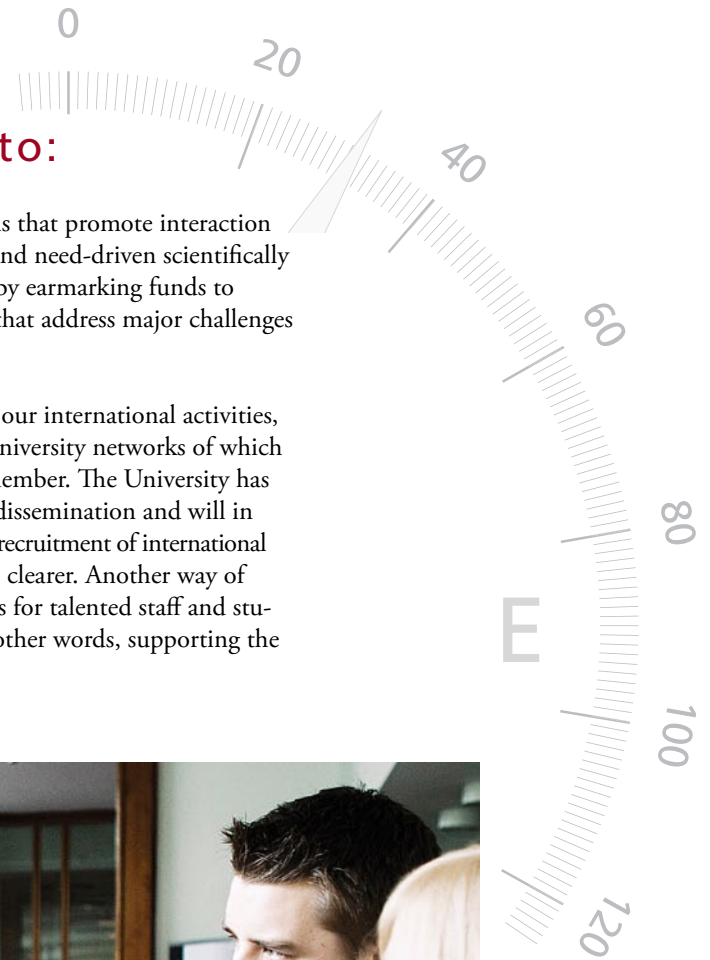


Sociology of religion student Katrine Heller on exchange in Perth, Australia. University of Copenhagen sends 1,600 students abroad every year to study at a foreign university.

Therefore we aim to:

- Ensure the framework and conditions that promote interaction between basic research and societal and need-driven scientifically based innovation. This can be done by earmarking funds to promote problem-oriented projects that address major challenges facing contemporary society.
- Enhance the quality and visibility of our international activities, including those undertaken by the university networks of which the University of Copenhagen is a member. The University has developed its international research dissemination and will in the future plan the targeted and active recruitment of international talent, making potential career paths clearer. Another way of establishing international networks is for talented staff and students to work and travel abroad; in other words, supporting the mobility of our staff and students.

Students attend a job fair at the Department of Computer Science and meet representatives from Danske Bank





Archaeologists from the University of Copenhagen excavate an Arab village in Qatar. The University is leading in the field of Islamic archaeology and has entered an extensive contract with the state.

- Ensure clear entry points to the University for researchers, students and partners from all over the world. We will make it easier for foreign students and researchers to join the University of Copenhagen, and we will strengthen international services with better course catalogues, study descriptions, accommodation services and a continued focus on parallel language use.
- Work to improve students' and employees' language skills, also in foreign languages other than English.
- Improve our ability to exploit our close relationships with the city and the region of Copenhagen, other knowledge institutions and the many research-intensive companies in the capital and Øresund regions. Examples of this will include the Science City North Project on the North Campus, the Frederiksberg Campus and the South Campus, and the establishment of science parks in all the University's campus areas.
- Develop new, mutually beneficial models for partnerships with business and the public sector, such as networks in which suitable partners are able to identify each other and develop research partnerships – for example, between universities and companies – in a close and collective process that creates value.
- Create clear incentives for research dissemination and continue to improve the quality and visibility of our communication with the general public.
- Work systematically to integrate innovation into teaching wherever relevant. We will support students' innovation and collaboration projects with established researchers in both the private and public sectors.





Jesper Lee Jyderup participates in a workshop at the Faculty of Humanities.



FOCUS AREA NO. 3

University of Copenhagen aims to strengthen internal collaboration and a shared identity

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Collective objectives and holistic thinking will permeate all of our activities. The University will be an attractive and cohesive workplace where all managers will value staff involvement and participation as well as the relational aspects of management. Contributions from students and staff will be valued, and the University population will be academically inspired and challenged in a healthy physical and psychological work and study environment. Daily work will be characterised by participation, for example on study boards and among researchers, and there will always be room for ground-breaking innovative specialist thinking.

The University of Copenhagen's more than 45,000 students and employees represent an academic and professional comprehensiveness and depth that are the prerequisites for the University's contribution to research and to society. If everyone actively helps formulate and achieve our goals, strategies and action plans, we can increase our impact in the focus areas significantly. This is only possible in an atmosphere of mutual trust and informed dialogue between staff, students and management.

When students meet researchers, and when employees meet each other in forums that transcend particular subjects and functions, it should be as part of a coherent university. The university population needs to feel that there is an overarching unifying mission, regardless of individual projects and needs. Each of us, whatever our individual focus, needs to feel that we contribute to the excellent research conducted at the University, to the research-based education, to the improvement of our networks and to our interaction and knowledge sharing with society.

Employees at the Center for Protein Research, Faculty of Health and Medical Sciences.

Every student and employee at the University has a potential that will be realised in the demanding environment constituted by the





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*We have something to look forward to:
A greater collaboration between the
faculties and individual academic fields.*

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Kirsten Hastrup, professor of anthropology

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University. No structural issues or other barriers will be allowed that discriminate against individuals on the basis of gender, ethnic origin, religion, sexual orientation, etc.

Our high academic ambitions for research, education, international relations and partnerships with business and other sectors of society place ever greater demands on the University's administrative support for all of its activities. This at a time when funding for administration is being reduced. While respecting differences in specialist and other needs, we will formulate collective objectives and strategies for cost-effective and relevant joint administrative solutions. The University will act as a single unified organisation internally and externally.

It is therefore important for us to think in terms of collective objectives and collective problem-solving in all areas while transcending traditional distinctions between core academic services and administration. The organisation of the University as a whole will develop in a way that takes into account professional standards, rationality and the need for a positive working environment.

The University must also play its part in safeguarding the sustainable use of societal resources by behaving in an environmentally conscious manner.



OBJECTIVE

The University of Copenhagen aims to be a leading, inclusive organisation that supports diverse activities at faculty, department and research-group levels and in each individual study programme.

We will make clear overall objectives for the University's operations with collective and effective administrative solutions so that we will be able to use our diversity, size and comprehensiveness to ensure results of the highest quality. This applies both to our core tasks and to the development of the organisation.

We will provide a healthy physical and psychological study and work environment, and keep focus on involvement, collaboration and academic challenges so that staff and students consider the University of Copenhagen an attractive place to work and study.



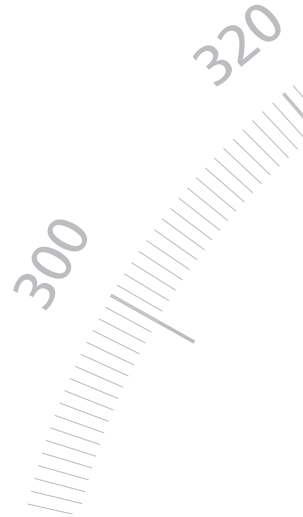
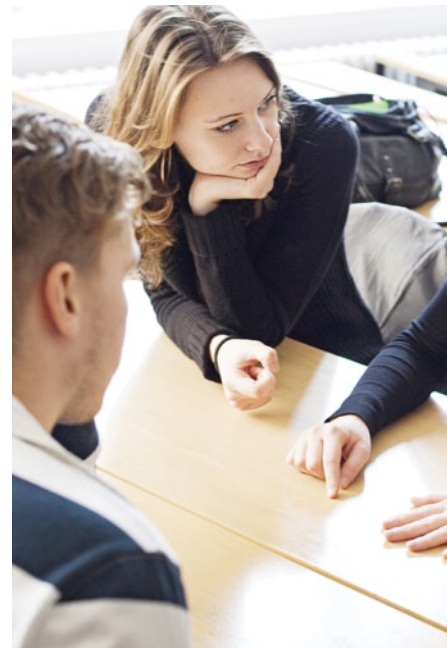
Students in the call centre at the Veterinary Teaching Hospital at the Frederiksberg Campus.

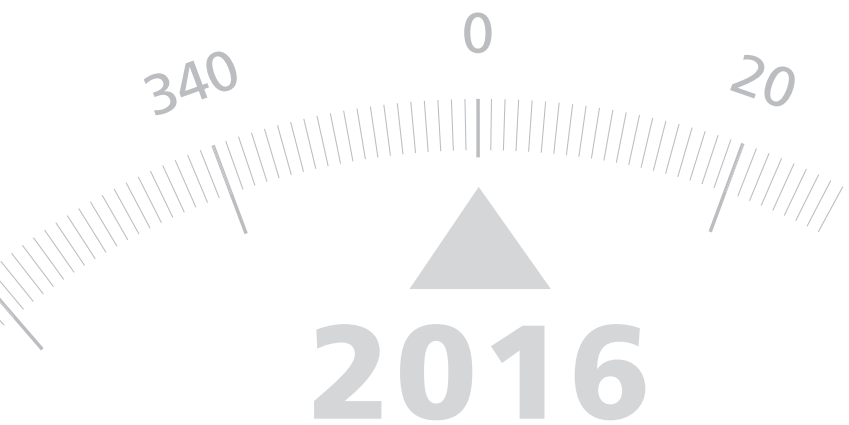
Therefore we aim to:

- Promote collaboration on research, teaching and dissemination by removing internal barriers. Managers at all levels will promote collaboration and work to achieve the University's overall objectives. One way of doing this will be to continue to incorporate a budget model that is not perceived as an obstacle to collaboration.
- Create stronger and more sustainable academic environments by bringing together and focusing our resources for research, teaching and administration across the different units at the University of Copenhagen.



Group work at the Faculty Library of Social Sciences.





We will provide a healthy physical and psychological study and work environment, and keep focus on involvement, collaboration and academic challenges.



Group work in study technique and learning processes at the Faculty of Law.



Associate Professor Jacob Wienecke teaches students at Department of Exercise and Sports Sciences.

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- Boost the administrative support for attracting national and international research funding. The researchers must have the necessary support and exchange knowledge and experiences of the competition for funding.
- Enable dialogue and involvement by staff and students at all levels of the organisation, including ensuring good formal frameworks for involvement and decision making, as well as a culture of positive informal dialogue.
- Maintain and develop a healthy physical and psychological work and study environment, for example by implementing the planned modernisation of the research and education facilities at the University of Copenhagen's four campuses via the building investment plan and by maintaining focus on job satisfaction and preventing stress.
- Continue to develop our administration so that it is based on the needs of our core activities: research, education and dissemination. For example by utilising IT to make all administrative tasks more efficient by means of appropriately uniform, consistent systems and processes driven by simplicity and good practice.



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I hope that the University of Copenhagen will move in a direction of more internationalisation, and where we will be better at appreciating our students.

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Roar Kent, student and career counselor, Faculty of Humanities

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