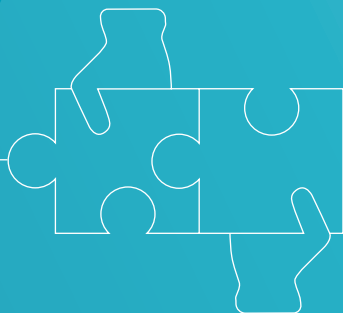


UNIVERSITY OF COPENHAGEN



# Talent and collaboration

STRATEGY 2023



# PREFACE

A decade has passed since the University of Copenhagen (UCPH) launched its first overall strategy. Since then, the University has moved forward and the results achieved over that period have been excellent. UCPH is one of the universities in Europe that has the greatest academic breadth, research depth and range of degree programmes on offer. We are among the best universities in the world; and we can and want to do even better.

In our first strategy, we focused, among other things, on developing the University's excellent basic research, which forms the foundation for all our activities. We strengthened our international position and made the University an attractive place to work and study for staff and students from all over the world. Developing our research-based programmes and infrastructure was the central theme in the second strategy, where we increased teaching intensity and enhanced the physical study environment.

In this new and third strategy, which runs until 2023, we will focus on better cohesion between research and education, between subject areas and in the administrative processes. Equally important is the collaboration between the University and society, for example between education and practice and between research and employers. The foundation lies in strong academic environments. Therefore, we aim to leverage the University of Copenhagen's academic breadth and strong international position to forge even closer relations with stakeholders and to attract knowledge and talent to Denmark – for the benefit of society both nationally and globally. In the coming years, focus will be on talent and better quality.

Enjoy!

*Mads Krosgaard Thomsen*  
*Chairman of the Board*

*Henrik C. Wegener*  
*Rector*



*The Annual Commemoration 2017 in the  
Ceremonial Hall at Frue Plads, City Campus*



# INTRODUCTION

## A historically good platform for the future

The University of Copenhagen is a key knowledge and culture-bearing institution. Through independent and curiosity-driven research, our researchers and students expand horizons with new knowledge and contribute to influencing societal trends. That is how it has been since 1479. The University of Copenhagen is not only Denmark's oldest university, but also one of the first universities in Northern Europe.

At the core of the University is its excellent research. Conducting research at the highest international level is essential to attract, develop and retain talent. And it is a prerequisite for ensuring a sound and stable financial framework that allows the University to fulfil its national obligation to deliver education of the highest quality.

UCPH is more internationally oriented than ever while still being anchored in values such as democracy, equality and transparency. With a modern infrastructure, located in the heart of Copenhagen, through interaction with key stakeholders in society, public and private alike, and with research and education at the highest international level, the University of Copenhagen is well

## MISSION

The University of Copenhagen is a knowledge and culture-bearing institution, which, based on independent research and research-based education at the highest level, provides a framework for critical thinking, insights and a quest for truth for the benefit of society.

## VISION

The University of Copenhagen aims to be among the world's best universities measured by the quality of research and education and to be recognised for excellence and intellectual creativity.

equipped to create value for society. One of the University's most important tasks is to bring knowledge and new insight to bear to the advantage of society and of the world, whose complex issues constantly inspire and challenge us. The University has a responsibility to ensure the development of free and independent research and a responsibility towards society's need for solutions and development. On the basis of its strong research communities, the University aims to utilise its academic resources to contribute to solving the challenges faced by Denmark, Europe and the rest of the world. An interdisciplinary approach will contribute to ensuring excellent frontline research and to providing graduates with qualifications that reflect the needs of the future.

## **GLOBAL TRENDS TOWARDS 2023**

The world is changing. This means that what society expects of UCPH is changing. Globally, we are seeing increased mobility, changing demographics and economic growth in regions outside of Europe.

There is a need to address a range of global challenges in areas such as climate, water, energy, health, migration, fake information and security. Growing digitalisation, increasing internationalisation and the introduction of new technologies all affect markets, regulation and public expenditure, including on research and education.

There will be increased competition for research grants, due, among other factors, to added pressure on the welfare state and the growing demand for measurable value for money, political control and administrative governance.

## High-quality education

The University of Copenhagen offers research-based programmes that give students solid core competences and ensure a high-quality academic formation, both of which form the foundation for development and lifelong learning. This constitutes the University's most essential contribution to society. Broadly speaking, our job is to produce talented graduates for the job markets both in Denmark and globally. However, not everyone who studies should necessarily become a researcher. The University therefore has a special duty to ensure that graduates have academic insight as well as interdisciplinary skills. The job market is increasingly seeking graduates who possess solid academic skills, an understanding of practice and the ability to collaborate across fields.

## Access to the global knowledge market

We aim to be among the best in the world for the benefit of society at large, and this requires continued focus on attracting and retaining the best academic staff. Discoveries that profoundly change the world are unpredictable and are made by researchers who are able to identify, investigate and comprehend subject matter that no one before has ever even contemplated. These kinds of researchers are rare, and the international competition to spot, attract and retain such talents is considerable.

The University's position as an internationally recognised elite university affirms Denmark as a modern knowledge society. Attracting both budding and more established talents to Denmark is a vital task for the University: it is our ticket to the global knowledge market.

## UCPH's STRENGTHS

- Research beacons with world-class academic staff
- Success in winning prestigious research grants
- Modern, attractive and international learning environments and research infrastructure
- Large number of applicants for the University's highly esteemed degree programmes
- Talented academic and technical/administrative staff, skilled in developing and supporting research and education

## UCPH's KEY DEVELOPMENT POTENTIAL

- Continuing to develop an excellent, international work and study environment in order to attract and retain the best academic staff
- Fostering closer ties between education and both research and the job market
- Leveraging the University's academic breadth more effectively through both internal and external collaboration in order to help resolve societal challenges
- Developing a digital organisation and strengthening the digital skills of staff and students
- Working towards a common goal and promoting a profile, which will better position UCPH internationally



## Committed staff and students at the heart of what we do

In order to realise our vision, we must provide an excellent workplace for staff and an inspiring study and learning environment for students. This requires involving both staff and students in the major decision-making processes. All staff members are important in creating the best academic environment to ensure that intellectual creativity and talent can flourish.

### Four focus areas

A six-year strategy cannot cover everything but must focus on specific areas where the need for change and development is greatest.

We will therefore put particular focus on:



1. Attracting, developing and retaining academic talent



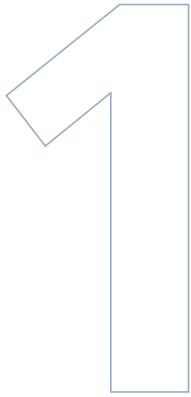
2. Education with closer ties to research and practice



3. Collaboration and societal commitment – nationally and globally



4. One unified and focused university



# ATTRACTING, DEVELOPING AND RETAINING ACADEMIC TALENT

*A university at the highest international level requires strong academic environments. To deliver on the University's vision to be among the world's best universities, focus on recruiting, retaining and developing talented academic staff is crucial.*

*The international competition to spot, attract and retain academic talent is considerable. It is also a core task for UCPH to ensure an excellent framework for developing and retaining research talents from the University's graduate and PhD programmes. Over the period of the strategy, the University will maintain its focus on recruiting international talent as well as on developing and retaining the brightest talents. The University must therefore offer attractive, digital and globally oriented research and study environments, combined with an academic culture and infrastructure that can accommodate international talents and offer the best conditions for developing and pursuing new ideas.*

## 1.1. Recruitment with a global perspective

Excellent research and education require the space to test and pursue new ideas and to be mutually inspired in an international and strong academic environment. Therefore, we must have a global perspective in our recruitment efforts in order to attract the very best academic staff. This requires attractive career tracks and increased focus on further promoting our position internationally as a top university.

### WE WILL

- ① Use an internationally recognisable and attractive recruitment and career system, including tenure track
- ① Strengthen our position by showcasing our strengths internationally

## 1.2. Improved conditions for the development of academic staff

Retaining and developing the best talents requires that the right conditions are in place to provide them with opportunities to realise their potential in an inspiring environment, where sparring with colleagues and access to world-class infrastructure are key – for the benefit of both education and research. The financial resources must also be available for both talent development and a management focus on career tracks.

### WE WILL

- ① Develop strong research environments and an organisation that supports academic staff members' intellectual creativity and provides opportunities to develop and test ideas
- ① Ensure a strong sparring culture and further develop the University's research evaluation system, with focus on self-assessment and peer reviewing
- ① Clearly identify internal career development tracks and ensure a management focus on talent and career development, among other things by way of increased attention to diversity
- ① Expand the framework for talent development by winning more external funding





*Maersk Tower at North Campus*

# 2



## EDUCATION WITH CLOSER TIES TO RESEARCH AND PRACTICE





*The University of Copenhagen aims to provide highly creative learning environments and to enhance the quality of degree programmes. Research must permeate all degree programmes, and students' commitment and active participation must influence and contribute to research. Developing learning environments through a stronger focus on the ties between research and education is therefore central.*

*The University provides education for a wide range of jobs, both nationally and globally, and must support students' career planning and clarify how the programmes can be used to allow individuals to realise their potential. We must develop the ties between programmes and practice to ensure that graduates bring analytical insight and academic skills to the job market.*

## 2.1. Learning environments with inspiring research-based teaching

The basic philosophy of UCPH is that its permanent academic staff should be engaged in both research and teaching. It is primarily through the interaction between lecturers and students that the connections between research and education are forged. We will strengthen the integration of research into teaching. Students should experience closer interactions with academic staff and contribute to creating intensive learning environments. Our point of departure will be the development of innovative and evidence-based teaching across the University.

### WE WILL

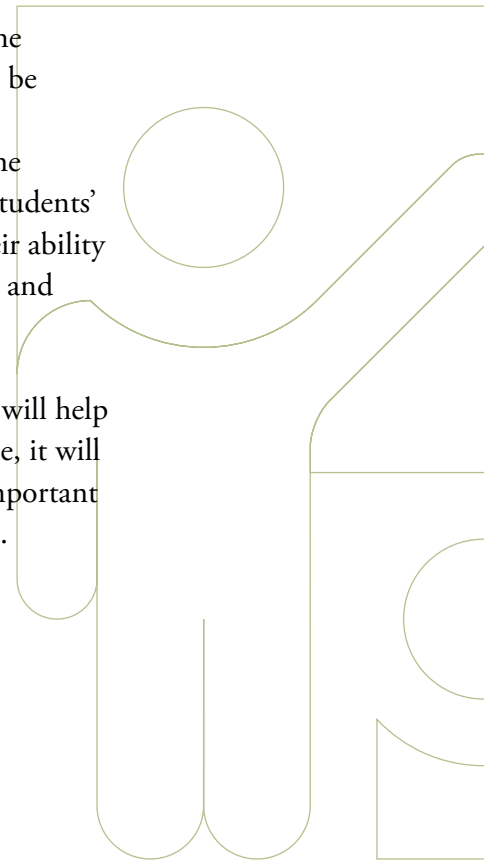
-  Promote challenging learning environments that provide more space for formal and informal meetings between academic staff and students
-  Provide a strong framework for all academic communities to contribute to making programmes research-based and openly acknowledge excellent teaching
-  Further develop models for student involvement in research activities and make it a credit-bearing element of their programme
-  Strengthen and coordinate the University's initiatives to further enhance educational practice and share new evidence-based teaching methods, including sparring, feedback, tutorials et cetera

More students should have a more active role in research as part of their education, so that, to a much higher degree, they experience being part of a research community; equally, academic staff must, to a much higher degree, experience the joy of developing and challenging different areas of research together with their students. In this way, we can harness the strength of new generations' ideas and visions for the future.

## 2.2. Close affiliation to practice and the job market

On the basis of research-based teaching, our students must be given the opportunity to work with challenges presented in practice. They must be allowed to apply their expertise and skills during their education – for example through case studies and other practical elements as well as the programme's own research practice. This is a vital part of developing students' academic expertise and interdisciplinary skills, and will strengthen their ability to translate research-based academic knowledge into resolving specific and often complex societal issues.

Closer ties to practice and concrete cases from the surrounding world will help equip students even more for tomorrow's job market. At the same time, it will allow students to raise awareness of their own skills as well as foster important networks that can be a valuable asset both before and after graduation.





## WE WILL

- ① Strengthen students' opportunities to work with practice-oriented elements in the classroom, for example through case-based and problem-oriented teaching methods that also strengthen their interdisciplinary collaboration skills
- ① Support students' career planning, and demonstrate how programmes can be applied in the job market, including strengthening initiatives to ensure that students have the requisite skills for innovation and entrepreneurship
- ① Set up talent programmes in collaboration with external national and international partners



*The atrium 'Lunden' at South Campus*



## 2.3. Digital teaching

In line with the overall ambition of enhancing the quality of teaching, we will develop and disseminate the use of digital teaching methods. Such methods must underpin the quality of teaching, increase learning intensity and help free up time for increased interaction between academic staff and students.

### WE WILL

- ① Develop and disseminate the use of digital teaching methods in order to link teaching and e-learning
- ① Strengthen lecturers' digital teaching skills and ensure knowledge-sharing across academic disciplines

# 3



## COLLABORATION AND SOCIETAL COMMITMENT – NATIONALLY AND GLOBALLY

*The University's activities create considerable value for society, and UCPH must become even better at demonstrating the value of research and education. Many of the world's greatest challenges call for interdisciplinary collaboration. More focus should be given to utilising knowledge across disciplines and sectors in collaboration with national and global knowledge-intensive organisations and businesses.*

*The University must contribute to ensuring that opportunities arising from developments in digital technology are exploited, and to exploring the ethical, social and cultural issues that result from digitalisation and globalisation.*

*The University of Copenhagen should be known internationally as an open and ambitious knowledge institution. The University's graduates must acquire international competences and a global outlook, just as students and academic staff should draw inspiration from the surrounding world and be equipped to contribute to a society undergoing rapid change.*

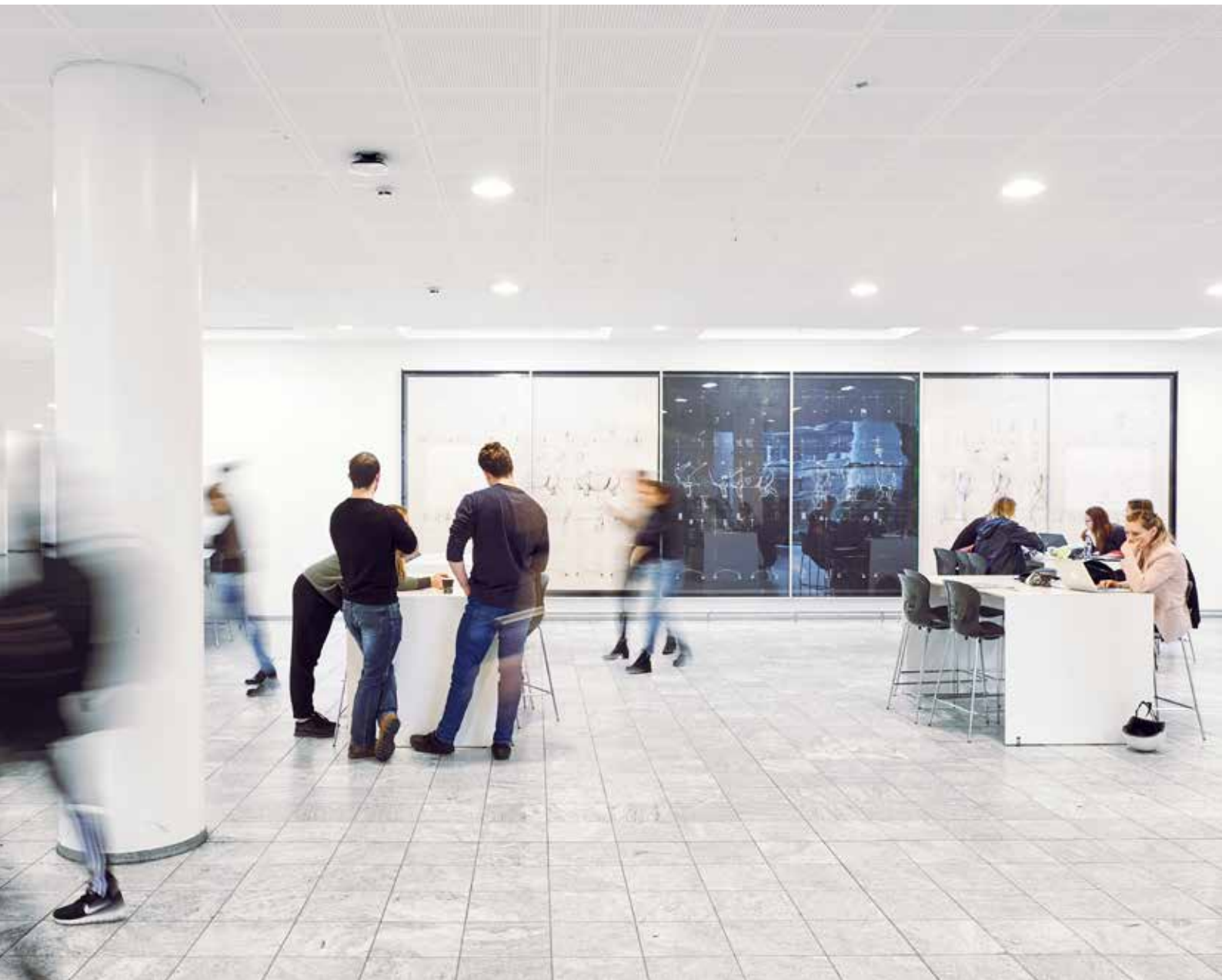
## 3.1. Solutions to the global community's challenges

Solid core academic skills and strong collaboration skills are prerequisites to enable UCPH to contribute to a sustainable and positive development in Denmark and globally. The University has a responsibility to contribute to resolving the major societal challenges as defined, for example, in the UN Sustainable Development Goals.

As a result of developments in areas such as migration, health and lifestyle, demographics, climate and global conflicts, we are facing increasingly complex issues that require solid research-based expertise and problem-solving skills across disciplines and in a new digital reality.

### WE WILL

-  Strengthen students' opportunities to obtain an interdisciplinary skills profile by removing structural barriers and increasing interdisciplinary collaboration on education
-  Increase the number of PhD positions related to interdisciplinary societal issues
-  Initiate development projects based on specific societal issues where different academic disciplines and collaboration partners contribute to resolving concrete challenges
-  Improve students' and academic staff's opportunities to exploit the potential of digitisation and big data across the University and with our collaboration partners



*The Marble Hall at Frederiksberg Campus*

## 3.2. Knowledge in partnership

We must exploit the potential that lies in focused and committed partnerships with national and global universities, foundations, businesses and public organisations. UCPH is a member of several international university alliances and collaborates with businesses, public institutions and organisations across a wide range of different fields. In this way, we create knowledge for and with the surrounding world and contribute to attracting knowledge-intensive jobs to Denmark and Greater Copenhagen and to starting businesses based on new knowledge and inventions which originate in the universities.

### WE WILL

- ① Enter into partnership agreements on research and education with the best universities in the world
- ① Develop our dialogue and collaboration with businesses and other relevant players in order to expand an already high-calibre international innovation ecosystem

### 3.3. Transparency and generating proactive debate

The University aims to have an impact on societal trends and to ensure transparency about research results. We must demonstrate the value that the University's researchers and students deliver to Danish society and to the resolution of national and global challenges. This applies both to long-term research and to analyses of current societal trends.

We must contribute to the creation of a culture which recognises constructive dialogue and critical thinking rooted in research-based insight. We take active part in the public debate, involve citizens in research and contribute to political decisions being founded on the best possible knowledge base.

#### WE WILL

- Target the University's communication and dialogue with external stakeholders in order to highlight the value of research and education for society and bring new research results to the fore
- Increase our contribution to open science, including open access, open data and citizen science, as a focal point for increased global knowledge exchange



### 3.4 Contributing to a cohesive educational system

The University of Copenhagen produces the graduates of the future, but we also share the responsibility for ensuring access to lifelong learning and education for the individual. Better bridge-building and cohesion in the educational system can contribute to qualifying the University's students, reduce dropout rates and create better transitions for those graduates who will go on to teach after completing their studies.

Primary and secondary schools, upper secondary schools and university colleges are key stakeholders with whom we must collaborate to better prepare students for academia and to ensure the high quality of subject-specific didactics for teachers across the entire educational system. We will also provide opportunities for further and continuing education in relevant areas.

#### WE WILL

- 🎯 Contribute to greater cohesion in the Danish educational system through the development of courses and subject-specific didactics as well as bridge-building to upper secondary schools
- 🎯 Develop relevant continuing and further education courses and programmes by exploiting digital opportunities for sharing knowledge, for example by combining e-learning with other forms of teaching

# 4



## ONE UNIFIED AND FOCUSED UNIVERSITY

*The vision to become one of the world's best universities will be fulfilled primarily through the continued enhancement of the University's research and educational quality. All employees must support this ambition by collectively striving for an efficient and effective organisation that is clearly focused on its core activities.*

*Across the University, staff and students alike must work to inspire each other and help each other become even better at their job or their studies. At the same time, it should be easy for the surrounding world to draw on the University's interdisciplinary strengths. Internationally, it must be evident that UCPH is a strong international partner. This requires that the University develops its human skills and talents in all staff groups, uses its resources as efficiently as possible and operates as a unified whole. That requires employees who all contribute to the common strategic goals as well as a unified management team, which communicates clearly and provides the framework for and facilitates the development of the organisation.*

### 4.1. An excellent environment for work and study with emphasis on diversity

While the University of Copenhagen is an internationally oriented university, it is still anchored in Danish culture with shared values such as trust, equality, dialogue and work/life balance. The University's main strength lies





*The canal at South Campus*

in its ambitious and dedicated staff and students, all of whom contribute to an environment which values critical thinking and truth-seeking within the framework of an inclusive and appreciative culture that welcomes diversity. We will continue to develop as a university where students can realise their talents irrespective of their background.

It is management's responsibility to ensure that the right framework is in place to allow full and active involvement from all staff and students, but we must do this as a team – across disciplines and staff groups and together with the students. This is the best possible point of departure for ensuring successful learning and for promoting intellectual creativity that can push UCPH even further up among the world's best universities.

## WE WILL

- ① Improve the working environment and the psycho-social study environment in order to fuel a high level of commitment and well-being for all
- ② Increase our focus on equality and diversity
- ③ Promote a work and study environment of parallel language use in order to attract and retain talent
- ④ Strengthen management and staff development across the University
- ⑤ Further develop forms of collaboration that support the involvement and co-determination of students and staff

## 4.2. A cohesive organisation

As an organisation, the University of Copenhagen must endorse the vision of high-quality research and education taking place in collaboration with staff and students across the entire university and with the surrounding world. We must break down all barriers which may prevent financial, technological and administrative collaboration across departments, faculties and administrative areas or which may hinder external collaboration.

The University must provide services at the highest professional level. We must ensure greater transparency in our processes and more clearly defined roles and responsibilities. We will continue the review of administrative areas to ensure that we have an efficient organisation which constantly strives to allocate as many resources as possible to core activities. And we must work to ensure that the University of Copenhagen has a strong and clear profile, not least as a basis for attracting talent.

### WE WILL

- 🎯 Develop the University's budget model and make financial management more flexible so that it functions optimally to support our strategic goals, including that of interdisciplinary collaboration
- 🎯 Enhance internal staff mobility to support increased interdisciplinary collaboration
- 🎯 Support that administrative and organisational changes can be implemented as smoothly as possible
- 🎯 Set clear common goals for communicating the University's profile nationally and internationally and for promoting the overall branding of UCPH

### 4.3. Digital services promoting internal cohesion and user-friendliness

Joint processes, systems and infrastructure must support research and education on the basis of student and staff needs. We will continue to focus on end users and involve them in the development of new, cohesive digital solutions. We must also take full advantage of digitalisation in order to create a more efficient organisation.

#### WE WILL

- Optimise digital support for research, education, administration and services in order to improve the user experience and create greater cohesion
- Ensure that staff and students develop the necessary digital skills

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