



Strategic framework contract 2018-2021

The University of Copenhagen has entered into a strategic framework contract with the Minister for Higher Education and Science.



[Sted] [Dato]

Copenhagen

Udskift med underskrift



Strategic framework contract 2018-2021

The strategic framework contract outlines the strategic goals for the University of Copenhagen's core activities.

Status and duration

The strategic framework contract runs from 1 January 2018 to 31 December 2021.

Both the institution and the Minister may initiate a renegotiation of the strategic goals if, for example, the institution's financial circumstances change significantly from the pre-supposed situation or if new challenges make it appropriate to change the strategic goals of the contract. Any changes to the contract require consensus between the University Board and the Minister.

Reporting and follow-up on goal achievement

The institution must submit an annual status review for its work with the goals of the framework contract. The status review must include a general assessment of the perspectives for goal achievement including documentation for the development of the indicators laid down. The status review must also contain a description of initiatives performed to support goal achievement as well as an updated forward-looking action plan that shows the institution's basis for realising the goals.

For each strategic goal, a number of indicators have been laid down along with associated specific data sources. If, during the term of the contract, new relevant data sources are identified which can help explain the development of a specific indicator, such new sources can replace or

supplement the data sources in the contract. Using new data sources in the framework contract requires consensus of the parties.

Upon expiry of the contract, the institution must make up the final achievement of each of the strategic goals. This should be based on a review of the development for each of the indicators laid down in the strategic framework contract, including a description of the supporting initiatives in the contract period.

On the basis of the institution's review, the Ministry will assess the overall performance of the framework contract.

Strategic goals in the contract

It is one of the University's most important tasks to bring knowledge and new insights into play for the benefit of society and the world, which continue to inspire and challenge us with their complex issues. Similarly, the University contributes to society's growth and welfare through its talented graduates and valuable scientific innovation. The better a university is, the greater its societal impact. Against this background, the University of Copenhagen (UCPH) has a vision to be among the world's best universities measured by the quality of research and education.

The University is on track. UCPH has seen a positive development in recent years and is today among the leading universities in the world. This is reflected, among other things, in the number of scientific articles in highly esteemed scientific journals and on the international university rankings, where UCPH has climbed more than 20 places from no. 63 in the world in 2011 to no. 39 in 2018 measured by the number of publications falling within the 10 percent most cited publications (CWTS Leiden Ranking 2018). But there are also challenges that must be dealt with. There is a steadily growing international competition for both talent and research funding. And the University's graduates and research environments must be prepared in the best possible way to be part of a globalised and digitalised future where research and innovation are essential to creating growth and welfare and to finding solutions to the societal challenges Denmark is facing.

The University will meet these challenges with strong core academic expertise and interdisciplinary collaboration, both of which are essential in order to remain competitive and be able to educate talented graduates as well as attract, retain and develop tomorrow's research talents. The strategic framework contract is intended to support the efforts to establish optimum conditions for talent development and interdisciplinary collaboration.

In the contract period 2018-2021, the University of Copenhagen will work with the following strategic goals for its core activities:

1. UCPH's research environments must be internationally leading through the attraction, retention and development of talent
 2. UCPH wants to conduct research at the highest international level
 3. The ties between research and education at UCPH must be further strengthened
 4. UCPH students must achieve a high and digitally updated learning outcome
 5. UCPH graduates are ready for the job market and have relevant skills
 6. The activities at UCPH contribute to growth and development in Denmark
 7. UCPH must be of benefit to society through increased transparency and strengthened relations with the outside world
 8. UCPH is a unified and focused university with an administration that effectively supports the University's core activities, research and education
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Strategic goal 1

UCPH's research environments must be internationally leading through the attraction, retention and development of talent

In short, the key to maintaining UCPH as a leading international university is talent. The well-established senior researchers as well as the most talented junior researchers can raise an academic environment to world-class levels. During the contract period, the University will commit to making an extra effort to promote UCPH internationally and develop an internationally recognisable career-track system.

Motivation and ambition for the goal

Talent is a highly sought after resource in the world and the international competition to find and attract talent is huge. The best researchers are constantly seeking out research environments where they can develop as researchers. The universities that do best in the competition are the institutions where other talented researchers work and thrive, where they can collaborate with the best peers and where they can take advantage of the best facilities. It is a constant task and challenge for UCPH to deliver on the parameters that are important to attracting talent. However, several of the parameters can be optimised through a targeted strategic effort. During the contract period, UCPH will work with the University's international branding and visibility and develop an internationally recognisable and attractive recruitment and career-track system. During the contract period, UCPH will work to expand the system to enable promotions right up to professor level, as is the case in, for example, the USA and the UK. Among other things, this could be by increased use of the tenure track scheme, which has already proven its worth in the form of more qualified applicants for the University.

UCPH will be focused on utilising the entire talent pool. Therefore, the University operates with an objective to maintain the current high level of job postings with applicants from both sexes.

Another important focus area is the physical and social environment for researchers. UCPH sees a special potential in professionalising academic management and better preparing heads of research groups in relation to recruitment planning, career guidance and constructive dialogue about career prospects particularly for PhDs and Postdocs. Taken together, this should have the effect that more talented Danish and foreign researchers and junior researchers will aim for and be employed at the University.

Criteria for assessment of goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

Better recruitment

- Number of Tenure Track assistant professors, (Baseline: 35 in 2017; Source: UCPH, Shared HR with data from the staff administrative system; Annual statement).
- Share of advertised Faculty VIP positions with applicants of both sexes (Baseline: 81 percent in 2017; Source: UCPH, Shared HR based on the Researcher recruitment database; Annual statement).

Better framework for research

- Number of Heads of research groups on management development courses (Baseline: 34 in 2017 out of total target group of 600 (Heads of research, Principle Investigators, Centre Directors of basic research centres, etc.); Source: UCPH, Shared HR, annual statement of number of registered course participants per year).

Strategic goal 2

UCPH wants to conduct research at the highest international level

During the contract period, UCPH will make a targeted effort to maintain its position among the leading universities in the world with a constant focus on excellence supported by an increase in external funding.

Motivation and ambition for the goal

The University's positive development in university ranking lists and international research impact reviews is the result of a strategic focus on excellence coupled with better use of external funding options from both public and private research funding sources. UCPH will maintain a strategic focus on excellence throughout the contract period, among other things by further working with systematic evaluation of all departments by means of self-assessment and international peer reviews. In relation to external financing, revenues in the University's subsidised research activities have increased from just over DKK 1 billion in 2007 to almost DKK 3 billion in 2017. There is a clear interacting effect between high-quality research and winning external funding. The higher the quality of research and the stronger researchers' resumés, the better the opportunities for UCPH to attract funding from external funds and vice versa.

Against this background, UCPH assesses that there is still growth potential in relation to the University's subsidised research activities. During the contract period, the University will have a special focus on attracting funds from the EU framework programmes for research and innovation. UCPH intends to maintain the high level from the 'Excellence' pillar in Horizon 2020, where an untapped potential is deemed to exist within, in particular, the pillars for "Industrial leadership" and "Societal challenges". Furthermore, UCPH will seek to increase funding from private Danish sources, of which several funds have predicted growth in their funding pools.

Criteria for assessment of goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

High research output

- Number of research publications published in the 10 percent most recognised journals. (Baseline: 4,055 per year taken as an average of the years 2014-2016,

corresponding to 43.1 percent of the total production; Source: Scival; Annual statement for the past year).

Increased revenues on subsidised research activities and attracting more external research funds

- Revenues on subsidised research activities (Baseline: DKK 2,485.3 million (current prices) calculated as an average of the four preceding financial years (2014-2017) translated to 2018 level; Source: UCPH, Navision, Annual statement for the past year).
- Funding from the EU framework programmes as average funding per month for the total framework programme (Baseline: EUR 3.26 million (current prices) from the beginning of the framework programme in 2014 to March 2018; Source: The EU, eCORDA; Annual statement).
- Funding from private foundations (Baseline: DKK 1,162.9 million (current prices) as an average of the four preceding financial years (2014-2017); Source: UCPH, Navision, Annual statement for the past year).

Strategic goal 3

The ties between research and education at UCPH must be further strengthened

For UCPH, a high quality of education is first and foremost the close ties between research and education. Research-based education is already a landmark for UCPH, but the ties between research and education should be further developed, among other things, by focusing on research-integrating teaching methods.

Motivation and ambition for the goal

Programmes at UCPH are basically research based, but with its many top-class research environments, the University has a unique opportunity to further develop the ties between research and education and thereby strengthen the quality of education. Therefore, UCPH will systematically work with the development of concepts for research integration, for example through courses and subjects where students work with academic staff on research projects. This could be students writing their bachelor project or master's thesis in association with a research environment or in the form of research internships, where students try out the practice of their subject in close collaboration with researchers or research teams.

Students should experience being close to researchers and research. The effect of closer ties is, among other things, that students will be even more aware of their ability, learned during the programme, to not just acquire existing knowledge, but also to create new knowledge. Students are trained in posing research questions and critically analysing knowledge. In that way, students acquire a number of general skills – academic formation – which give them a strong foundation for a transformative – and in the long term – unpredictable working life.

Enhancing the quality of teaching must also be supported by systematic documentation of teaching skills and recognition of excellent teaching. UCPH aims to promote a more equal weighting of teaching and research and has already taken significant steps in this direction by requiring the systematic use of teaching portfolios in recruitment and in connection with employee performance and development reviews. The University will implement a model that has clear criteria for academic career stages in order to clarify the internal career development tracks. Both research and teaching skills will be included at each stage of a new framework tool that specifies the expectations for each job category.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

Bringing students closer to research

- Student participation in research projects (Baseline set in 2018; Source: UCPH, figures based on faculty reporting; Annual statement).
- VIP/STUD ratio (Baseline: 12.9 percent in 2017; Source: UCPH, financial key figures C1, Universities Denmark and Study key figures F2.1, Universities Denmark; Annual statement).

Recognition of teaching role

- Implementation of new criteria for academic career steps (Development of a common framework tool in 2018-2019, which will be implemented at the departments in 2019-2020; The project is monitored annually and reviewed qualitatively at the end of the contract).

Strategic goal 4

UCPH students must achieve a high and digitally updated learning outcome

The learning outcome is the combined set of knowledge and skills that a student acquires from attending a course of study. During the contract period, the University will offer students more feedback and ensure that all courses have a sufficient number of teaching hours to ensure a high study intensity for students. At the same time, the University will work to ensure that all degree programmes are updated to the new digital reality.

Motivation and ambition for the goal

UCPH aims to provide the best possible conditions for students' high learning outcomes. A basic prerequisite for a high learning outcome is the teaching and supervision offered to students. UCPH has set a minimum requirement of 12 hours of teaching on bachelor's programmes and eight hours of teaching on the first year of master's programmes (weekly average for 14 weeks per semester). In addition, students on some programmes have asked for more feedback. This aligns well with research that shows that academic formative feedback increases students' learning and efforts. Therefore, the University will work to ensure that students have the opportunity for more feedback. Feedback must be

incorporated in teaching methods. Both in the traditional sense and with the use of, for example, quizzes, student-response systems and peer feedback, all of which support student learning and help to increase engagement in the classroom. It is the University's ambition that all courses must include elements of feedback.

Another important prerequisite for a high learning outcome is students' engagement in teaching activities and in their preparation. The University will foster students' engagement by working with how teaching is organised, with teaching methods and quality assurance of teaching throughout the University.

UCPH sees it as a central task for universities to update degree programmes to the new digital reality. This applies to digital tools, digital resources and students' both academic and more general digital skills as well as technology understanding. The digital updating of programmes must ensure that students acquire relevant skills, including digital literacy and a creative state-of-the-art learning environment.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

Higher study intensity

- Compliance with minimum requirements for teaching hours (Baseline: 100 percent made up in spring 2018 for the academic year 2017-18; Source: UCPH's statement of teaching hours to the Ministry's register; Annual statement).
- ECTS credits per full-time student (Baseline calculated 2018; Source: UCPH's statement on the basis of STADS, published in the key figure report, which is part of the University's management information; Annual statement).
- Survey of students' assessment of time spent on teaching and preparation (Baseline available in 2018; Source: Ministry, questionnaire survey collected for Uddannelseszoom).

High and digitally updated learning outcome

- Feedback to students. The proportion of course descriptions in the course catalogue that describe feedback elements in teaching (Baseline: 46.5 per cent in 2018; Source: UCPH course database; Annual statement).
- Common goals for the digitalisation of UCPH programmes (Strategy 2023 project) (The project is monitored annually and calculated qualitatively at the end of the contract).

Strategic goal 5

UCPH graduates are ready for the job market and have relevant skills

UCPH wants to educate career-ready students, who can bring knowledge into play across disciplines and in a new global and digital reality and who can contribute to the job market

now and in the future. This requires a comprehensive approach with focus on ensuring that students have more contact with the near and distant outside world as a natural part of their studies.

Motivation and ambition for the goal

The many complex issues facing the world require graduates with strong core academic expertise and the ability to engage in interdisciplinary collaboration to solve problems that do not originate in their own academic field. The University will support students' job readiness by giving them even better opportunities to develop their career awareness from the first day of their programme. It will take place through increased use of the flexible mobility window in the programmes, which can accommodate different career preparatory activities. In an academic internship, students should be able to choose to work with challenges from practice, for example, through working with cases and other practical elements. In the course of their studies, students should be offered a better opportunity to interact with the job market, for example through academic internships with companies or by writing their master's thesis in collaboration with an external party. Similarly, a better framework for internal mobility at the University will give students the opportunity to join interdisciplinary contexts where their core academic expertise is coupled with other subjects.

The University's graduates must also prepare for being part of a global reality in which international skills such as language proficiency, intercultural understanding and strong social skills are in demand. Therefore, the University will work to ensure that more students take advantage of the mobility window in the programmes to go on exchange to universities abroad.

Finally, it is important that the University continues its task of educating graduates within small programmes and language studies for the sake of businesses' future needs, society's future preparedness in a global arena and in order to ensure the food chain from primary schools and upper-secondary schools to universities and education of teachers for the entire sector.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

Maintaining a high level of employment among UCPH graduates

- Graduates' employment rate 12-23 months after graduation (AMR) (Baseline: 88.6 percent in 2014 based on graduate year group 2012; Source: The Ministry's publication of data from Statistics Denmark; Annual statement).
- Graduate unemployment rate in the fourth to seventh quarters after graduation (Baseline: 10.0 percent in 2014; Source; The Ministry's key figures for unemployment; Annual statement).
- PhDs' employment rate up to one year after degree (Baseline: 83 percent in 2014; Source: UCPH study based on figures from Statistics Denmark; Annual statement)

Practical experience and international skills

- Proportion of students who complete an academic internship (Baseline established in 2018; Source: UCPH statement based on faculty reporting; Annual statement).
- Proportion of students who write their master's thesis with an external party. (Baseline: 16.2 percent in 2017; Source: STADS; Annual statement).
- Proportion of outgoing exchange students (Baseline: 6.2 percent on average for the period 2015-2017; Source: UCPH, study key figures H1.1, Universities Denmark; Annual statement for the past year).

Strategic goal 6

The activities at UCPH contribute to growth and development in Denmark

During the contract period, the University will build on its extensive collaboration with the outside world through increased dialogue and partnerships with knowledge-intensive organisations and businesses nationally and globally. The University will also continue its efforts to make research results generated at UCPH useful for the Danish society through commercialisation.

Motivation and ambition for the goal

New knowledge and application-oriented research results are achieved increasingly across sectors and in collaboration between researchers, companies and other external partners. UCPH wants to be a first mover in the ambition to create innovation and develop innovative solutions to specific societal challenges for the benefit of Denmark. This will be achieved by maintaining UCPH in the top-ten percent of European universities that co-publish with the business community on the basis of dialogue and collaboration with companies and other relevant actors. The aim is to expand a well-functioning innovation ecosystem of international format, which contributes to growth, employment and welfare in the Danish society.

The effect of the University's close collaboration with society should, among other things, be measured in the form of increased technology transfer and thereby strengthened research-based innovation in public and private businesses. The University has an ambition to increase the number of licensing agreements and spin-out businesses while at the same time income from commercial agreements must be equal to or higher than patenting costs.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

A high level of collaboration with public and private businesses

- Number of co-publications with the business community globally (Baseline: 1,808 publications in 2017; Source CWTS Leiden Ranking; Annual statement)

Increased technology transfer

- Number of licensing agreements (Baseline: 98 licensing agreements in 2014-2017; Source: UCPH, Work Zone; Annual monitoring, final calculation is based on the number for the entire contract period).
- Number of spin-outs (Baseline: 15 spin-outs in 2014-2017; Source: UCPH, Work Zone; Annual monitoring, final calculation is based on the number for the entire contract period).
- Revenues from commercial agreements compared to patenting costs (Baseline: Revenues in 2014-2017 DKK 41.8 million, expenses in 2014-2017 DKK 24.5 million; Source: UCPH, Navision; Annual monitoring, final calculation is based on the number for the entire contract period).

Strategic goal 7

UCPH must be of benefit to society through increased transparency and strengthened relations with the outside world

UCPH will work to continue to be known as an open university that has a clear value for the individual and for society as such. During the contract period, UCPH will give priority to openness and collaboration also in relation to the rest of the education sector.

Motivation and ambition for the goal

UCPH brings knowledge into play across sectors. This is done through the University's broad research profile and large interaction with society. The biggest knowledge transfer from the University is the annual production of graduates. To this comes new, groundbreaking research, which the University increasingly wants to make available to citizens and businesses. As part of that aim, the University will work to ensure that the University's researchers increasingly publish in Open Access journals.

During the contract period, the University will support a coherent and flexible educational system by entering into dialogue and collaboration with other educational institutions from primary and upper secondary schools to university colleges and, where relevant, with business academies. UCPH contributes to the teaching in primary and secondary schools (among other things via an online learning portal), and provides information about programmes so that prospective students are ready for their studies, have less change of programmes and complete their studies as fast as possible.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

Increased availability of publications through Open Access

- The relative share of UCPH publications made available through Open Access (Baseline: 28 percent in 2018; Source: The Danish Open Access indicator, the Ministry; Annual statement).

Good pre-recruitment and recruitment

- Number of downloaded teaching materials on www.fokus.ku.dk measured with tracking tool. (Baseline: Collected in 2018; Source: Google Analytics; Annual statement).
- Satisfaction with the information on www.studier.ku.dk measured with web form. (Baseline: Collected in 2018-2019; Source: UCPH, Usabilla; Annual statement).

Strategic goal 8

UCPH is a unified and focused university with an administration that effectively supports the University's core activities, research and education

During the contract period, UCPH will strengthen and better show its coherence both internally and externally by reducing economic, technological and administrative barriers to collaboration across departments, faculties and administrative areas and via focused branding. UCPH will also continue its focus on maintaining an efficient administration.

Motivation and ambition for the goal

In 2017, a consultancy firm conducted a qualitative survey among 30 key stakeholders. The main conclusion was that the University has a strong and deep academic expertise, but the stakeholders also pointed out that UCPH at times appears uncoordinated and should more clearly appear as a unified institution. The vague profile can affect the ability to attract talent and funding. Therefore, the University wants, to a higher degree, to appear as one unified university both internally and externally. To achieve that, the University will work with several joint goals for communication and will make efforts to appear as one single *external* UCPH brand.

In order to strengthen the *internal* administrative support UCPH is currently reviewing all the administrative areas. HR and IT have both been reorganised, and the other administrative areas will also be analysed. The aim is to continue to develop common practices in shared systems to allow UCPH to work optimally across the organisation. An element of the implementation of the new strategy is to develop the University's budget model and make financial management more flexible in order to best support the strategic goals, including interdisciplinary collaboration across the University.

The ongoing digitalisation and efficiency processes will continue with great haste, and in order to address task drifting and diminished services, it is important to focus on the overall organisational efficiency and professional administrative service to staff, students and partners. The administration must be developed without growing, and UCPH is determined to ensure that administrative expenses are maintained at the current low level or reduced. For several years, UCPH has been working to strengthen project maturity and portfolio management. The most recent initiative is a focus on benefits realisation in the many change projects through working with goal-setting and which skills and behavioural changes that are necessary in order to achieve these goals. Digital skills in particular are in focus. The projects start with more focus on users and are increasingly seen through by the benefits owners who are responsible for the necessary changes and follow-up on the planned benefits.

Criteria for assessing goal achievement

The level of goal achievement is based on an overall assessment of the effect at the end of the contract period. In the assessment of goal achievement, the final status review is included, which, as indicated above, comprises documentation for the development in the indicators laid down and an account of completed supporting activities.

A coherent organisation

- Development of a new, revised budget model. (Principles for the model will be drafted in 2018-19 and then the implementation plan will be agreed upon; The project is monitored annually and made up qualitatively at the end of the contract; Source: UCPH; Annual statement).
- Review of administrative areas to establish common practice in shared systems (HR and IT have already been reorganised and targets are monitored annually. Other areas will be reviewed during the contract period and followed up with annual targets; Source: UCPH; Annual statement).

Efficient administration

- The University's administration percentage understood as the share of administrative expenses in relation to total revenues (Baseline: 8.24 percent in 2017; Source: UCPH annual report; Annual statement).
- Realisation of benefits in select administrative change projects (5-6 projects singled out in autumn 2018 with benefits mapping and designated benefits owners. The projects' expected benefits will be monitored through development, implementation and completion, as well as two years after project completion in order to check whether the benefits have been realised Source; UCPH; Annual statement).