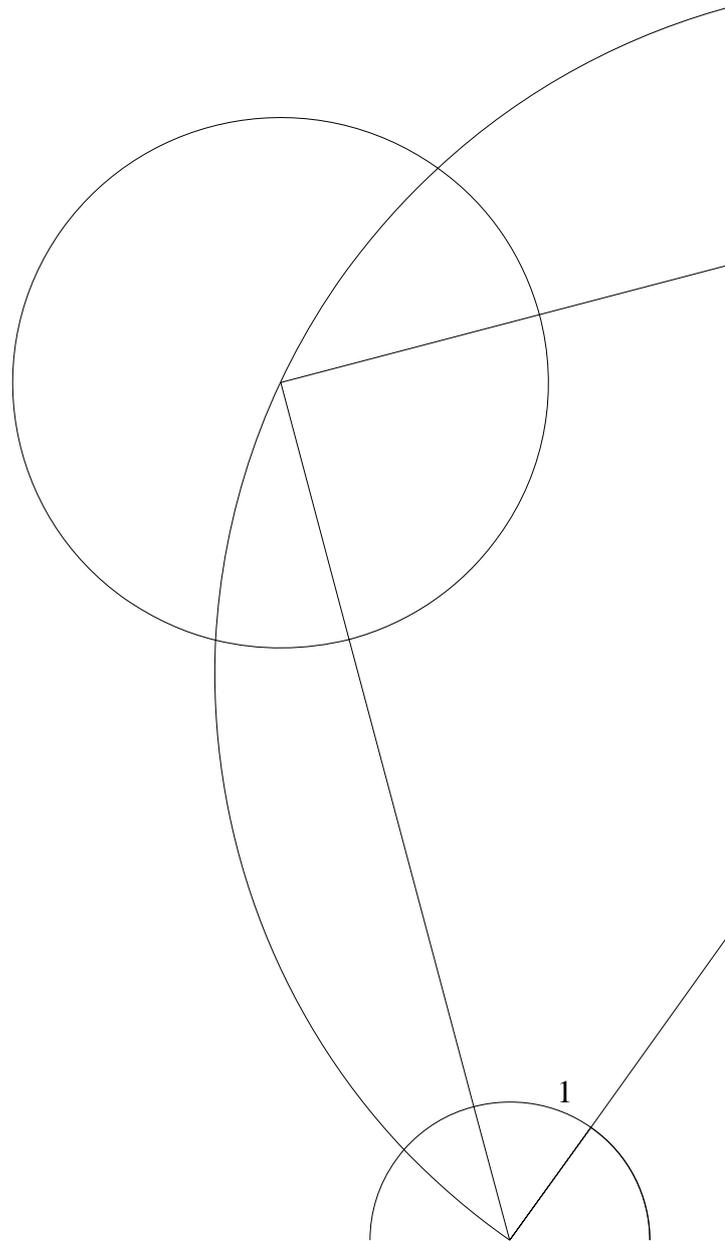# Development Contract

2015-17

2015-17 Development Contract

"The core of the University's activities is independent basic research and research-based education, and it is the University's obligation to deal with all aspects of human understanding. With the help of talented and inspiring staff and students and the academic freedom to develop new ideas, we create a framework for leading research, provide degree programmes and cooperate with the rest of society on research, innovation, dissemination and public sector services."

University of Copenhagen's 2016 strategy

The University of Copenhagen's (UCPH's) development contract for 2015-17 reflects the University's emphasis on the quality and international dimension of our research and degree programmes. UCPH must develop a framework for our researchers' and students' development opportunities, so that everyone can live up to their full talent and potential. This implies that the researchers and students are also obliged to do their part to ensure the high quality of knowledge production for which UCPH strives. It also means that UCPH must continually make efforts to provide a good, healthy workplace, so that the development is supported from all sides.

This development contract sets up nine goals with 12 performance measurement points, distributed across the focus areas which the Minister has stipulated must be included in the contract, as well as a number of areas we at the University consider important and indicative of knowledge production. However, in practice, the University does not distinguish between goals set by the University and goals set by the Minister, since they are all part of a total development contract that will be used in the work on consolidating and developing UCPH's talent work and international embedding.

The Minister's goals in the 2015-17 development contract	Performance measurement points
1. Higher-quality degree programmes	1.1. Increased study commitment 1.2. Increase in the number of short, practice-based courses providing teaching-skills development for lecturers
2. Greater relevance and increased transparency	2.1. Increase in industrial PhD projects and industrial postdoc projects 2.2. Theses with external parties
3. Better coherence and cooperation	3.1. Improved transition of bachelor graduates from other educational institutions to master's programmes at the University of Copenhagen
4. Increased internationalisation	4.1. Targeted international recruitment of talented students to full master's programmes 4.2. Increased mobility, more outgoing exchange students
5. Increased social mobility – more talented students from different backgrounds	5.1. More targeted offers of visits by high schools from which the University receives fewest applications
The University of Copenhagen's own goals in the 2015-17 development contract	**Performance measurement points**
6. Enhanced recruitment of talented researchers at faculty level	6.1. Increase in recruitment of permanent academic staff at faculty level
7. Improved talent development at undergraduate level	7.1. Improved quality of bachelor courses
8. Increased knowledge transfer to businesses	8.1. More licensing and sales agreements
9. Greater international visibility	9.1. Increased use of open-access publication

Performance measurement point 1.1: Increased study commitment

The University of Copenhagen aims to ensure that all its students study full time. Therefore, in its five-point plan for ensuring the quality of its degree programmes, UCPH focuses on how to increase study commitment on its programmes. Study commitment can be increased by focusing on a number of areas: Improving the structure and student progression on all programmes. Ensuring a clear correlation between workload and ECTS credit both on individual courses and across the University as a whole. Establishing mobility windows in all programmes. The courses available on the programmes should be planned and set for at least one and preferably two years at a time. New local action plans to boost the study environments and supervision.
In addition to enhancing study commitment, the five-point plan sets out the following four main goals: More and better teaching, improved talent work, strategic dimensioning of the degree programmes and tighter admission requirements.

To ensure and keep track of the students' study commitment and progress, UCPH will follow the students' attainment of ECTS credits.

Performance measurement point

During the contract period, students are expected to increase their average production of ECTS credits by 5%. In 2014, the average ECTS production was 42.0 ECTS credits per student.

Target figures

- 2015: 1% increase in relation to the reference point (1 Oct. 2014), corresponding to 42.4 ECTS credits per student.

- 2016: 3% increase in relation to the reference point (1 Oct. 2014), corresponding to 43.3 ECTS credits per student.

- 2017: 5% increase in relation to the reference point (1 Oct. 2014) corresponding to 44.1 ECTS credits per student.

Calculation method, etc.

All students on full-time programmes are extracted using the student administration system (STADS) and then converted to full-time students based on the duration of their enrolment at the time of the calculation. These students' total earned ECTS credits are published for the period between 1 October and 30 September. The total ECTS credits are divided by the number of full-time students during this period.

Annual calculation as of 1 October.

Performance measurement point 1.2: Increase in the number of short, practice-based courses providing teaching-skills development for lecturers

The University of Copenhagen wishes to increase the quality of its teaching. The lecturers' teaching skills should be further developed to aid the students' acquisition of the learning material. The teaching and learning in higher education programme with university educational courses and supervision of assistant professors have long been mandatory. When it comes to the further development of teaching skills, it is essential that the skills-development offers are directly based on the lecturers' practical teaching experience.

The University has implemented a pilot project which has shown that there is untapped potential for developing teaching skills, as long as focused efforts are made to meet the lecturers' needs and wishes. This requires, among other things, that the existing courses are supplemented with practice-based courses that are designed on the basis of dialogue with the participants about their actual needs and practice. It also means that there is a need to work with forms of skills development that do not fall within the traditional course format, but rather can be categorised as development projects with the involvement of an educational consultant.

Against this background, models should be developed for courses that are relevant to the lecturers' everyday teaching work. These efforts should result in an increase in the number of short, practice-based courses developed under the auspices of UCPH's project on educational practice and didactics (KUUPI). The results will be evaluated as part of the evaluation of KUUPI.

Performance measurement point

An increase in the number of short, practice-based teacher training courses or development projects with the participation of lecturers and an educational consultant. The aim is for each course to have an average of about 20 participants.

Target figures

- 2015: Developing and offering four practice-based courses or development projects with an educational consultant
- 2016: Offering six practice-based courses or development projects with an educational consultant
- 2017: Offering eight practice-based courses or development projects with an educational consultant

Calculation method, etc.

A new course concept will be developed. The definition and calculation method will be developed in cooperation with the educational units. Annual calculation.

Performance measurement point 2.1: Increase in industrial PhD projects and industrial postdoc projects

The University of Copenhagen is dedicated to enhancing its cooperation with the private sector, authorities and other organisations to ensure the necessary dialogue and knowledge sharing for making relevant and effective contributions to the future growth and prosperity of society.

The University considers the industrial PhDs and postdocs effective tools for establishing collaborations with private companies. They can also function as tools for establishing contact with small businesses that the University has not previously collaborated with.

Performance measurement point

The goal is to increase the number of industrial PhD and postdoc projects that UCPH is a partner in, so that the University will be a partner in at least a third of the projects that are approved in 2017. The goal for 2017 corresponds broadly to UCPH's share in the sector measured in terms of revenue. Each year, UCPH will monitor the progress by examining which companies are involved in the projects.

Target figures

The performance measurement figures are based on an average taken from 2011-2013, when UCPH was a partner in an average of 25% of the approved projects. The aim is for the University's share of approved projects to increase to 34% during the contract period.

- 2015: Increase by 3% in relation to the reference point, corresponding to 28% in total
- 2016: Increase by 6% in relation to the reference point, corresponding to 31% in total
- 2017: Increase by 9% in relation to the reference point, corresponding to 34% in total

Calculation method, etc.

Annual calculations will be carried out when the data is available from Innovation Fund Denmark, which provides the resources. The data is expected to be available at the beginning of the following year.

Performance measurement point 2.2: Theses with external parties

The University of Copenhagen wants its students to become more aware of how their knowledge is used and brought into play in the labour market. For this reason, UCPH has for several years focused on ensuring that more students involve external parties in connection with their master's theses.

Greater and more direct involvement of external parties in the labour market, including entrepreneurs, will increase the relevance and overall quality of the University's degree programmes.
UCPH believes that there is still potential to increase the proportion of thesis-related cooperation agreements between students and external parties. This type of cooperation will be more relevant in some programmes than others.

Performance measurement point

The proportion of master's theses involving a contract between the student and an external party should be increased to 17% during the contract period. In 2013, the proportion was 11%. The calculation for 2014 will be available in early January 2015.

Target figures

- 2015: 13% of master's theses to be completed with the involvement of external parties.
- 2016: 15% of master's theses to be completed with the involvement of external parties.
- 2017: 17% of master's theses to be completed with the involvement of external parties.

Calculation method, etc.

The calculation will be made via the established system functionality in the student administration IT system (STADS). Annual calculation as of 1 October. Calculation period: 1 October – 30 September. Medical theses written in collaboration with hospitals are also included.

Performance measurement point 3.1: Improved transition of bachelor graduates from other educational institutions to master's programmes at the University of Copenhagen

The University supports a flexible and coherent higher education system that is able to meet new educational needs. The University will work to increase this flexibility by admitting more bachelor graduates, including professional bachelor graduates, from other Danish educational institutions to its master's programmes.

Performance measurement point

Increase of 5.8% in admissions of bachelor graduates from other Danish educational institutions to UCPH master's programmes. The reference point is the admission of 642 bachelor graduates in 2014.

Target figures

- 2015: 1.7% increase in relation to the reference point, corresponding to 653 students
- 2016: 3.4% increase in relation to the reference point, corresponding to 668 students
- 2017: 5.8% increase in relation to the reference point, corresponding to 679 students

Calculation method, etc.

The data is expected to be extracted via STADS/DANS.

Calculated as the number of students admitted to master's degree programmes between 1 October (in the previous year) and 30 September (in the current year), who have a qualifying university/professional bachelor degree from another educational institution than the University of Copenhagen.

Performance measurement point 4.1: Targeted international recruitment of talented students to full master's programmes

The University is in tough international competition to recruit and educate the most talented students from all over the world. UCPH is working actively to attract more talented international students to full master's programmes and further enhance UCPH's international dimension. Skilled foreign students will also contribute input that will help enhance the quality of UCPH's degree programmes.

Most of the international students who apply to UCPH come from the Nordic countries, and this has been the case for many years. During the contract period, UCPH wishes to recruit more students with different nationalities than Swedish, Norwegian, Finnish and Icelandic.

Performance measurement point

The number of international students outside the Nordic countries who are admitted to full master's programmes must increase by 10% during the contract period. The reference point is the average number of admissions between 2012 and 2014, when on average 662 students from outside the Nordic countries were admitted to master's programmes per year. The Nordic region is already very well represented at UCPH: in 2014, 267 Nordic students were admitted to full master's degrees.

Target figures

- 2015: increase of 3% in relation to the reference point, corresponding to 682 students
- 2016: increase of 5% in relation to the reference point, corresponding to 695 students
- 2017: increase of 10% in relation to the reference point, corresponding to 728 students

Calculation method, etc.

The number of students from outside the Nordic countries admitted to full master's programmes will be extracted from STADS every 1 October.

Annual calculation every 1 October, when the other programme statistics are published and reported. Calculation period: 1 October – 30 September

Performance measurement point 4.2: Increased mobility, more outgoing exchange students

The University of Copenhagen believes that a key quality parameter is that students acquire internationally oriented skills and thus become equipped for the global labour market. Therefore, for a number of years, UCPH has worked strategically to ensure that more students take study periods abroad. Among other things, UCPH has decided that all the degree programmes should have "mobility windows" to make it easier for students to study abroad.

In recent years, UCPH has increased the number of students who take study periods abroad. This growth is not expected to continue at the same pace, in part because of the implementation of the study progress reform. However, UCPH considers it important to continue to focus on this area, and therefore wishes to maintain its aim to increase the number of study periods abroad among its students. One of the government's aims is that 50% of students should take study periods or internships abroad by 2020.

Performance measurement point

10% increase in the number of students who take study periods abroad during the contract period. The reference point is the number of students who went abroad in 2013 (2,102 students).

Target figures

- 2015: Increase of 3% in relation to the reference point, corresponding to 2,165 students
- 2016: Increase of 6% in relation to the reference point, corresponding to 2,228 students
- 2017: Increase of 10% in relation to the reference point, corresponding to 2,312 students

Calculation method, etc.

UCPH uses Universities Denmark's key figure H 1, which covers the number of outgoing students from 1 September (of the previous year) to 31 August (of the current year) who have completed internships, exchange programmes, or independently arranged study periods abroad (including via the Internationalisation Scholarship). Either the students must have received pre-approval of their credits, or their stay abroad must be a set part of their programme's curriculum. The calculation also includes students who take short-term stays abroad.

The annual calculation for international students will be made for the period 1/9 – 31/8. For the sake of continuity and comparability, the University will maintain the same method and definitions.

Performance measurement point 5.1: More targeted offers of visits by high schools from which the University receives fewest applications

UCPH's recruitment from Denmark's high schools is currently skewed. While UCPH admits three-figure numbers of students from high schools in North Zealand, it often only admits single-figure numbers of students from high schools south and west of Copenhagen. This means that the University is missing out on important talent and diversity. Therefore a target has been set to deal with this recruitment problem.

Various visiting schemes whereby the students spend a day or more at the University are an important part of UCPH's contact with high school students (activities within UCPH). Activities such as "Student for a Day" and "Student Internship" demystify academic work and give prospective students a realistic insight into university life, as well as direct contacts who can answer questions about student life.

UCPH wants to expand these student visit activities to all the University's subject areas and market them especially to the 10 high schools in eastern Denmark from which UCPH receives the fewest applications. This may, for example, be because the potential students do not consider a university education as a matter of course due to their geographical or family backgrounds.

Some of UCPH's important outreach activities involve students and researchers visiting high schools, e.g. via the "Student Ambassador" or "Visit from a Student" schemes (activities outside UCPH). All faculties must establish this type of scheme during the contract period. These should also be targeted to the high schools from which UCPH receives the fewest applications. The University also wants to ensure that the opportunities provided by the Junior Researchers Project are made more available to the high schools in eastern Denmark from which UCPH receives the fewest applications and which do not already use this offer.

The focus is thus on recruitment, but it should be noted that the University also makes great efforts to help the students once they have been admitted. At the end of 2013, the University adopted a new study-environment strategy to ensure that more students complete their degree programmes, and to retain students who would otherwise be at risk of dropping out. The initiatives are aimed at all the University's students, including students who come from homes where higher education is not necessarily encouraged.

The initiatives have the following aims, among others:
- Sufficient number of work spaces and group rooms with the relevant facilities
- Access for all students to a "homeroom", either for their specific programme or in conjunction with related programmes
- Official start of studies for master's students (Danish and foreign), similar to that of bachelor students.
- Increased academic and social integration between lecturers and students
- All new students at the University invited to the enrolment celebration, including international students
- Student mentor networks for international students in all faculties

- Analysis of the behaviour and progression of different students through the University in order to optimise the services

- IT systems that are integrated as well as possible and meet the students' needs

- Optimal use of existing IT services. Induction courses for all bachelor and master's students concerning the digital services, the launch and dissemination of the programme pages in Danish and English, as well as the dissemination and optimal use of the learning platform Absalon and other digital services

There are thus a number of initiatives designed to support students and reduce the dropout rate.

Performance measurement point

The University of Copenhagen should offer the "Student for a Day" or "Student Internship" schemes for all BA/BSc programmes with more than 75 students.

Each year, 1,094 high school students should take part in the "Student for a Day" scheme, and 632 take part in the "Student Internship" scheme. The overall proportion of students from the high schools from which UCPH receives the fewest applications, and which take part in one of these two schemes, should be increased by 30% by the end of the contract period.

The faculties should also offer visiting schemes in high schools during the contract period.

Target figures

Activities within UCPH

- 2015: As a minimum, the "Student for a Day" or "Student Internship" visiting schemes should be established on all the BA/BSc programmes at the University with more than 75 student admissions per year – or alternatively in a similar number of subjects with greater recruitment needs and potential. Establishment of a baseline for the proportion of high school students from the 10 schools from which UCPH recruits the fewest students, and which use the offers.

- 2016: The 2015-16 school year: The proportion of students from the high schools from which UCPH receives the fewest applications and which use one of the two offers should increase by 15% compared to 2015.

- 2017: The 2016-17 school year: The proportion of students from the 10 schools from which UCPH receives the fewest applications and which use one of the two offers should increase by 30% compared to 2015.

Activities outside UCPH

- 2015: All faculties should have or establish an offer for high schools.

- 2016: The offer should be marketed especially to the 10 high schools in eastern Denmark from which the University of Copenhagen receives the fewest applications.

- 2017: The offers should be continued and adjusted, if necessary based on a dialogue with the high schools that have made use of the scheme.

Calculation method, etc.

Annual calculation as of 1 September.

Performance measurement point 6.1: Increase in recruitment of permanent academic staff at faculty level

The permanent group of academic staff at the University of Copenhagen (also called faculty – defined below) is the foundation for UCPH's high ambitions for its continued development. The faculty is responsible for the daily development of the quality of its research, teaching and cooperation with external partners. UCPH wishes to continue to strengthen this group through increased recruitment and retention of talented researchers at the highest international level. UCPH actively follows where posts are advertised and how many qualified researchers apply, as well as their diversity in terms of gender and nationality.

There is particular focus on recruitment for tenure-track positions as part of the efforts to improve young researchers' opportunities for career paths at UCPH.
These efforts should result in an increase in the number of permanent academic staff during the contract period. This is the core of the work on enhancing the University's societal role.

Performance measurement point

An increase in the number of permanent academic staff of at least 30 FTEs (Full-Time Equivalent) per year during the contract period, including tenure track appointments. There has been a significant increase in permanent academic staff in recent years. This target consolidates this focus area and signals that the growth should continue in the contract period.

Target figures

- 2015: An increase in the number of permanent staff of at least 30 FTEs in relation to the previous year

- 2016: An increase in the number of permanent staff of at least 30 FTEs in relation to the previous year

- 2017: An increase in the number of permanent staff of at least 30 FTEs in relation to the previous year

Calculation method, etc.

The group of permanent academic staff (faculty) comprises all professors, professors with special responsibilities, clinical professors, associate professors and assistant professors. The fulfilment of the target is measured according to number of FTEs.

The reference point for the measurement is the 2013 figures: there were 2,067 FTEs, corresponding to 2,544 employees in total. (The reference point will need to be adjusted to the 2014 figures when these are available.)

Performance measurement point 7.1: Improved quality of bachelor courses

The University of Copenhagen wishes to enhance the quality of its bachelor programmes by improving the ratio between permanent academic staff and bachelor students by 10% during the contract period. This will enhance the scope of the research and help us provide high-quality, research-based programmes from day one. Students must receive teaching organised by the University's best researchers from the beginning of their programmes. Closer contact between the academic staff and students early in the programmes will contribute to a good study environment, which is also a key objective for the University. The efforts will thus enhance both the academic quality of the bachelor programmes and the study environment.

Performance measurement point

10% increase in the ratio between academic staff and students during the contract period. The reference point is a ratio of $2,067/23,632 = 8.7\%$.

Target figures

- 2015: 3% increase in relation to the reference point, corresponding to 9.0%
- 2016: 6% increase in relation to the reference point, corresponding to 9.3%
- 2017: 10% increase in relation to the reference point, corresponding to 9.6%

Calculation method, etc.

The fulfilment of the target is measured according to the number of academic staff compared to the number of students. The number of students is published in key figure F.2.1.

In 2013, there were 2,067 academic faculty staff (FTE, same staff definition as UK target 6.1). (The reference point will need to be adjusted to the 2014 figures when these are available.)

In 2014, there were 23,632 bachelor students.

Performance measurement point 8.1: More licensing and sales agreements

The commercialisation of research results is one of the methods by which the University transfers knowledge to the wider community. This is done partly through licensing and sales agreements with new and existing businesses. The number of signed licensing and sales agreements indicates the quality of the researchers' inventions seen from the companies' point of view, because companies want to enter into a licensing or sales agreement with a University when they encounter exceptional research results that meet their needs. Licensing and sales agreements between the University and a company help strengthen the company's capacity for innovation, and an increasing number of licensing and sales agreements between the University and companies thus indicates increased innovation capacity.

At the same time, these activities can form part of UCPH's research-based teaching and help enhance its quality and relevance. In the light of this, UCPH wishes to increase the number of licensing and sales agreements.

Performance measurement point

At least 60 licensing and sales agreements should be signed with Danish and foreign companies during the contract period, which is an increase of 18% compared to 2012-2014, when UCPH entered into 51 licensing and sales agreements.

Target figures

- 2015: 19 licensing and sales agreements
- 2016: 20 licensing and sales agreements
- 2017: 21 licensing and sales agreements

Calculation method, etc.

This target concerns the number of licensing and sales agreements with Danish and foreign companies entered into at University of Copenhagen. The calculation is made at the end of each year based on information on licensing and sales agreements in Captia.

Performance measurement point 9.1: Increased use of open-access publication

The University wants to make more of its research available to the general public, both nationally and internationally. At the same time, both private and public grant donors increasingly expect research publications to be made freely available to the public.

The goal is to increase the number of full-text versions of research publications in the University's database CURIS, so that they are searchable, e.g. on ku.dk, in Denmark's Electronic Research Library (DEFF) and Google Scholar, and thus are available to the global community and bolster the University's reputation in the world.

The faculties encourage their researchers to parallel publish the research published by publishers that allow Open Access. Parallel publishing means that the researchers upload a full-text version (a pre- or post-print or publisher's version/PDF) to the University repository CURIS (if required, after an embargo period of 6-12 months after publication). In this way, the research results will be available online on other platforms than the publishers' periodicals.

This initiative is not intended to make researchers change their publishing practice. Researchers should continue to publish in the most prestigious journals in their fields, regardless of whether they allow open access or not. UCPH merely wishes to better exploit the possibilities of disseminating research.

Performance measurement point

The goal is to double the proportion of available full-text versions (a pre- or post-print or publisher's version/PDF) of potential open-access publications in the University's database CURIS to 15% during the contract period. At the end of the contract period, UCPH should have doubled the number of full-text articles.

Approximately 50% of UCPH research articles published in 2012 were published by publishers that allowed open access – and fewer than 5% of these have a full-text version linked to them. The level in 2013 was approximately 8%.

Target figures

The reference point is the number of research publications (e.g. journal articles and reviews) which have an associated full-text version (post- or pre-print in PDF) via CURIS and thus are available on the University websites and Google Scholar.

This figure should be seen in relation to the total number of the University's potential open-access publications (permitted parallel publications) for the current year; see calculation method below.

- 2015: Increase of potential publications to 9%
- 2016: Increase of potential publications to 12%
- 2017: Increase of potential publications to 15%

Calculation method, etc.

Potential open-access publications are defined by being published in journals that are classified according to the international Sherpa/RoMEO categories of green and blue.

- Green: Uploads of pre- and post-print or publisher's version/PDF is allowed
- Blue: Only permission to upload post-print or publisher's version/PDF

The proportion of full-text versions of the previous year's potential open-access publications in the university's research database CURIS is to be calculated on 1 December of each year. The calculation is divided by faculty (including the clinical departments).

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Nils Strandberg Pedersen
Chairman of the Board, University of Copenhagen

Sofie Carsten Nielsen
Minister for Higher Education and Science