UNIVERSITY OF COPENHAGEN

Target Plan 2023–2026

Faculty of Humanities

19 April 2022. Approved by the Rector on 31 May 2022

Contents

0. Summary of Key Targets

The Faculty of Humanities Target Plan 2023–2026 builds on previous iterations. Some targets are more ambitious, some completely new, and others have been removed because they have been reached or are no longer relevant.

As such, this plan only details targets set specifically by the faculty for 2023–2026. It is not an exhaustive list of the faculty's activities or related development objectives.

The target plan also includes some of the proposals presented by the six departments and approved by the faculty. These serve as tangible examples of initiatives at both departmental and inter-departmental levels. However, for obvious reasons, the faculty-level initiatives do not include examples from the departments.

The following summary encapsulates the target plan as a whole. Each of the three key targets (A, B and C) includes sub-targets and initiatives from different parts of the target plan.

Target A: Cohesive and relevant study programmes, now and in the future

In 2022, the faculty held strategic discussions about the development of its educational landscape. The focus of work on study programmes during the period covered by the plan will be the specific targets identified during the 2022 process. It is essential that our study programmes have strong and attractive profiles, produce graduates who employers want to take on, and provide a positive framework for learning and a vibrant study environment that prioritises engagement and wellbeing (2.1). These targets require initiatives – some ongoing, some new – in areas such as practice integration, innovation and digitalisation (2.2), research integration (2.3) and internationalisation (2.4) as it has become and will remain a prerequisite for the programmes that they are research-based and that the latest research findings are reflected in the teaching (see target B). The targets involve pedagogic and didactic skills enhancement for lecturers, individually and collectively, (2.3) and presuppose better career guidance and more opportunities to learn about careers (2.2).

Target B: New and closer focus on priorities for research strategy

HUM's research output consists largely of basic scientific activities. However, in recent years, there has been a broad expectation that basic research should seek to address the major social challenges of our time. The academic staff make a significant contribution to this work, and the faculty has drawn up new and more ambitious targets for research strategy for the period 2023–26. Based on its more ambitious targets for digital and data-driven research, the faculty will implement a number of initiatives (1.3.1) and prioritise research into the climate and sustainability (1.3.3). It has also set a new goal – the HUM Global initiative. Based on the subject areas' linguistic, cultural and historical expertise, this initiative will enhance the faculty's contribution to understanding and navigating a hyper-global world (1.3.4). The work in these areas will be underpinned by other research-related targets aimed at capacity-building and external funding (1.1), as well as researcher training (1.2.1) and better research organisation (1.2.2).

Target C: Improve visibility, look after the interests of the humanities and engage in more dialogue about the role of the humanities in society

The humanities enjoy a high profile, attract significant public interest and are relevant in many vocational and educational contexts. As indirectly indicated by targets A and B, the target plan revolves around ways in which the individual disciplines and the faculty as a whole – via academic activities in the areas of education, research, innovation and dissemination/impact – can relate to and address the questions, expectations and requirements society has of the humanities subjects as part of the University. This is clearly shown by targets and initiatives such as mission-driven research and selected strategic research focus areas (1.1 and 1.3), as well as the increasing number of interdisciplinary and intersectoral external partnerships (3.1). In addition, there are numerous targets and initiatives aimed at enhancing the relevance and profiling of study programmes and their practical applications and integration with research (2.1, 2.2 and 2.3). Finally, the faculty has a range of targets and initiatives specifically aimed at improving the visibility and accessibility of research (3.3) and looking after the interests of the humanities (3.4). Overall, the Target Plan 2023–2026 seeks to promote internal and external dialogue about the role of the humanities in society.

1. Research: Attracting, developing and retaining academic talent

Overall purpose

HUM will attract, develop and retain talent to conduct research of the highest international quality. It will use the academic depth and breadth of humanities research to promote the faculty's contribution to basic research, address the major challenges facing society from a humanities perspective, and build up knowledge and competencies that will develop education, culture and business.

1.1 Target: Attract more external funding to support research-strategy priorities

Motivation: Developing internationally excellent research environments requires solid and differentiated external funding that supports the departments' academic research priorities, basic humanities research and research into social problems. External funding will continue to facilitate international and interdisciplinary collaboration, as well as the recruitment and development of talent.

Initiatives:
- We will build capacity for collaborations that incorporate a social perspective and practice-based elements. We will develop the competencies required to attract strategic funding for research that addresses major social challenges and play our part in mission-driven research and solutions-oriented projects.
- We will strengthen research competencies and develop methods of working together across academic disciplines and main subject areas.
- We will keep a close eye on the funding landscape with a view to increasing the number of successful funding applications.

Example: Department of Cross-Cultural and Regional Studies (ToRS)
ToRS will actively support individual researchers to ensure that they apply for the right funding at the right point in their careers and raise awareness of the cost structures for attracting external funding in relation to researchers' time and the funding bodies' overheads.

1.2 Development of research talent and career paths

1.2.1 Target: Academic and organisational improvements to the PhD School

Motivation: The PhD School plays a crucial role in nurturing research talent and the growth layer. The PhD programme is designed to produce highly qualified, clearly profiled and diverse graduates ready for the labour market, both within and outside the university sector. In organisational terms, the PhD programme spans the departments, the faculty and HR South and City.

Initiatives:
- We will improve organisational transparency, communication and the division of responsibilities between academic and administrative stakeholders in the PhD School.
- We will improve the PhD students' working environment, both in the faculty in general and in their academic communities.
- HUM will assure the quality of the PhD programme, including developing international co-operation and the range of courses. The faculty will also ensure that PhD students carry out reasonable and relevant teaching duties alongside their research work.

1.2.2 Target: Improve development and quality assurance in the way research is organised

Motivation: Collaboration and dialogue stimulate creativity and the development of research ideas and assure the quality of research. Bringing together and developing the research environments across the faculty's departments is an ongoing process designed to ensure that research is still conducted even without external funding.

Initiatives:
- We will improve the organisation and management of research at department level. This will include integrating younger people and staff from abroad into the research environments.

Example: Department of Communication (KOMM)
KOMM will establish a collective research culture with strong support functions. This will include developing internal structures and procedures that support and assist academic staff in developing ideas, submitting applications and exchanging experiences.

Example: The Saxo Institute
Saxo will continue to develop its 'centre agreements', which have provided its research centres with fixed frameworks but also greater flexibility and autonomy to develop on their own terms.

Example: Department of Arts and Cultural Studies (IKK)
IKK will embed junior researchers in the department's new research clusters to support the development of their talent and career prospects. At the same time, a closer focus on strategic funding in the clusters will further embed junior researchers in collective research projects.

1.2.3 Target: Improve the demographic balance and broaden the diversity of faculty staff

Motivation: HUM strives for an academic workforce that is well-balanced in terms of seniority and diversity.

Initiatives:

- We will increase recruitment of academic faculty staff early in their careers (including tenure-track assistants and associate professors), for example, through the associate-professor promotion programme. We will adjust the ratio of assistant/associate/full professors from 6/78/16 (FTEs in 2020) to 10/65/25 (FTEs in 2026).
- We will also increase diversity among academic staff, as per the diversity and equality policy drawn up in 2022, c.f. 4.1.

Example: Department of Nordic Studies and Linguistics (NoRS)
NoRS will prioritise tenure-track appointments and advertise posts internationally, where appropriate, in order to attract the best-qualified applicants (cf. criteria for credit transfers) and work to provide the best career and promotion opportunities, including to the highest levels.

1.3 Priorities for research strategy: Digitalisation, sustainability and global perspectives

By providing insight into human interactions and cultures, the humanities make a key contribution to addressing major social challenges. Based on our considerable academic expertise, we have identified three focus areas across HUM's cultural, aesthetic, communicative, historical and linguistic research fields that strengthen interdisciplinary collaboration and original research output.

1.3.1 Target: Promote the digitalisation of research and research into the role of digitalisation in society

Motivation: HUM would like to set an ambitious agenda for digital and data-driven research. The research into and use of digital media, digital translation, digital text analysis and digital visualisation techniques interacts with the use of big data across all subject areas in the humanities. Digitalisation is also having an effect on numerous areas in the faculty's fields of study, including the media landscape, the welfare state, cultural heritage, literature and global interaction. The progress we envisage will require specialised research qualifications and a broad range of digital competencies in research and education.

Initiatives:

- HUM will attract external funding for excellent and innovative digital research in the humanities via strategic recruitment focused on the faculty's core digital areas. We will

enhance digital research environments with a view to achieving new breakthroughs in the development of digital methods.

- We will house leading international research environments that study the social consequences of digitalisation.
- We will enhance the general competencies of academic staff in terms of digital methodologies and the use of data in research and teaching. This will include improving the digital research infrastructure and identifying opportunities for diversity and synergy between subject areas' digital tools and research activities.

Example: Department of Nordic Studies and Linguistics (NoRS)
NorS will build an even stronger digital research infrastructure to enhance the department's overall linguistic and literary expertise. The department will also strive to play a leading role in the faculty's work on digital research infrastructure and digital humanities.

Example: Department of Communication (KOMM)
KOMM will set up projects with colleagues from other faculties and external partners in order to study social challenges related to digitalisation.

1.3.2 Target: Promote research into the climate and sustainability

Motivation: Humanities research provides crucial insights into the human-made interaction between social development and climate change. HUM contributes knowledge that encourages sustainable behaviour, popular support for the green transition, green education and global partnerships for sustainable solutions.

Initiatives:
- Along with the Centre for Sustainable Futures (CST), Centre for Applied Ecological Thinking (CApE) and other climate-research initiatives, we will coordinate the research field and procure more funding via the UCPH Environmental Humanities Forum.
- We will develop interdisciplinary collaborative interfaces based on UCPH's climate and sustainability centres, e.g. the Green Solutions Centre, and encourage more intersectoral collaboration and do more to look after the interests of the humanities in these thematic areas.

Example: Department of Cross-Cultural and Regional Studies (ToRS)
ToRS, through the CApE, will disseminate the humanities' environmental research to the general public in Denmark and abroad.

1.3.3 Target: HUM Global: make a greater contribution to understanding and navigating a hyper-global world

Motivation: Research is increasingly driven by major – in some cases, global – social challenges. In order properly to understand issues such as communication, inequality, security, climate, pandemics and migration, it is essential to take into account their global contexts and consequences. Our linguistic, cultural and historical expertise about the nations and regions of the world is, therefore, an essential competency. The new initiative, based on interdisciplinary collaboration between otherwise separate study areas, will further develop our understanding of an economically, culturally and politically hyper-global world.

Initiatives:
• The faculty will launch a pioneering initiative, HUM Global, aimed at strengthening inter-departmental and interdisciplinary work on projects that study global interactions, contexts and the effects of local and regional conditions.

• By working with key stakeholders from the rest of the world, we will attract external funding from strategic partners.

2. Education: Closer links to research and practice

Overall purpose

HUM will run relevant, attractive and research-based study programmes at a high academic level, with close links between research and practice. Our graduates will be highly sought-after. The most important goals for the educational area remain to improve the integration of research into study programmes and increase the relevance of practical elements.

2.1. Target: Develop the future educational landscape in the humanities

Motivation: There is a need for cohesive and relevant study programmes with strong and attractive educational profiles, as well as positive frameworks for teaching and a vibrant study environment that underpins and improves students' academic skills, engagement and overall wellbeing.

Initiatives:
- We will engage in ongoing dialogue with staff and students to implement the targets identified by the 2022 process for the development of the faculty's future educational landscape (cf. HUM's regionalisation proposal 2021).

2.2 Target: Address complex social challenges, including climate change, sustainability and digitalisation

Motivation:

Unemployment (especially graduate unemployment) poses a challenge for many humanities students. HUM will produce attractive graduates whose academic skills, analytical competencies, critical thinking and creativity will allow them to play a role in the democratic shaping and development of society. Our programmes will focus on helping students to develop their academic identity and acquire the necessary competencies to use their academic skills in practice and in collaboration with other disciplines.

Initiatives:
- We will improve how the study programmes address complex social challenges by focusing on teaching activities that integrate practice, case studies related to the labour market and business theses.
- We will improve opportunities for students to experiment with innovation projects and entrepreneurship.
- Taking into account the academic breadth of the study programmes, we will seek to improve students' digital literacy and digitalise its study programmes to a greater extent by developing core academic and digital elements.
- We will provide better career guidance and more opportunities to learn about careers.

Example: The Saxo Institute
Saxo will strengthen opportunities for students to acquire an interdisciplinary competency profile by removing structural barriers and improving interdisciplinary co-operation.

Example: Department of English, Germanic and Romance Studies (EGR)
EGR will set up a digitalisation committee for research and education and draw up an action plan aimed at linking the digital humanities with students' foreign language skills and making them better prepared for the world of work. EGR will revisit the curricula to ensure that the integration of digital humanities is grounded in core academic skills.

Example: Department of Arts and Cultural Studies (IKK)
IKK will work with teaching formats and forms based on case studies and involve external partners and other relevant stakeholders. IKK will also promote cohesion across the Danish education system by building bridges with upper-secondary schools and by extending our range of more vocational interdisciplinary elective studies.

Example: Department of Communication (KOMM)
KOMM will engage with companies and organisations on practical case studies and internship opportunities and provide feedback for students on their class contributions, presentations and assignments.
KOMM will develop interdisciplinary elective studies with a view to improving students' digital skills and enhancing job opportunities for graduates.

2.3 Target: Improve academic quality by integrating research and teaching

Motivation: The study programmes need to improve students' academic and vocational competencies and promote engagement and creativity through well-planned learning pathways and participation in inspiring and vibrant study and research environments.

Initiatives:
- We will improve pedagogy in first-year study programmes.
- We will further develop and disseminate models that increase student participation in academic and interdisciplinary research activities.
- We will systematically deploy the digital skills and experience of its lecturers to develop its teaching. This will include supporting the use of digital teaching tools where pedagogically and didactically relevant.
- We will bolster pedagogic and didactic skills development for lecturers on an individual and collective basis and develop local provision based on each department's needs and wishes. We will also work with other faculties to provide interdisciplinary pedagogic skills-enhancement programmes.We
- We will develop new student-centred teaching and counselling activities.

Example: Department of English, Germanic and Romance Studies (EGR)
EGR will develop a format for "special bazaars" at which lecturers/research teams can present research and thesis topics.

2.4 Target: Greater internationalisation of study programmes

Motivation: HUM will continue to foster international engagement by working to promote mobility and co-operation in the educational area.

Initiatives:
- We will develop a policy for managing the portfolio of English-language study programmes and courses and the intake of fee-paying international students.

- We will expand our partnerships with educational institutions abroad in order to increase the number of outgoing exchange students.
- We will help improve the language skills of its lecturers and students (language as a supplementary competency).

3. Collaboration and social engagement: National and global

Overall purpose

HUM will help address local and global social challenges and focus external outreach and dialogue on improving and clarifying our research and study programmes' value to society. We will boost dialogue and co-operation with external parties from all sectors.

3.1 Target: Engage in more work along with external parties

Motivation: National and international funding bodies are increasingly prioritising strategic, solution-oriented and interdisciplinary research. While many research teams at HUM already engage in external partnerships and consortia, there is still considerable potential for developing working relationships with the outside world.

Initiatives:

- We will develop research as co-creation and as a collective practice by engaging in interdisciplinary and intersectional networks on issues such as language, religion, digitalisation, health, the climate, sustainability, etc.
- We will focus on working more closely with other faculties and prioritising external stakeholders in our innovation and impact work, e.g. via the Crown Prince Mary Center, Lighthouse (UCPH's innovation centre) and the Human and Legal Innovation Hub on South Campus.

Example: Department of Arts and Cultural Studies (IKK)
IKK will take advantage of the researchers' broad network of external contacts (especially in the media, cultural institutions and artistic study programmes) in areas ranging from consultancy to outreach and research collaborations in order to link teaching and research with topical social issues like sustainability, climate change and diversity.

3.2 Target: Make a greater contribution to lifelong learning

Motivation: HUM will draw on our lecturers' competencies in continuing and further education programmes (FE) in order to further enhance lifelong learning. FE benefits not only individuals but also society more broadly, as well as the development of our academic environments.

Initiatives:
- We will focus on FE as an integral part of the development of the faculty's educational landscape. This work will also lead to other forms of co-operation with external partners.

3.3 Target: Improve the visibility and accessibility of humanities research

Motivation: In line with the abolishment of the BRI system, new ways of measuring research quality are needed that are more relevant to the humanities. HUM will also use Open Science to improve access to research findings

Initiatives:
- We will develop indicators for evaluating the quality of humanities research.
- We will promote Open Science, including Open Access, in collaboration with the University of Copenhagen Library and via UCPH's data-management policy.

3.4 Target: Do more to look after the interests of the humanities

Motivation: The humanities enjoy a high profile, attract significant public interest and are relevant in many vocational and educational contexts. HUM will work to increase the visibility and impact of the faculty's scientific insights into people, language, history and culture, as well as the ways in which people interact with both technology and nature. International networks and consortia play crucial supporting roles in relation to our research policy and international funding.

Initiatives:
- By consolidating the communications strategy drawn up in 2022, we will raise the profile of our research and enhance the faculty's impact.
- We will professionalise our media work, including making media training available to researchers.
- We will strengthen our partnerships and impact on research and education policy by participating in national and international consortia and networks.

Example: Department of Cross-Cultural and Regional Studies (ToRS)
TorS' researchers shed light on complex issues related to wars and conflicts, debates and definitions, elections, laws, and historical, cultural and religious perspectives on people and society. The department will provide further support for communication work and devise new formats for engaging with the outside world, e.g. through podcasts, videos and debates with stakeholders, and by expanding kulturkurser.ku.dk into a platform for raising the level of knowledge.

4. A unified and focused university: Organisation, employees, students and physical frameworks

Overall purpose: HUM is helping to make UCPH a more cohesive organisation. As part of this work, the faculty will help to develop the University's budget process and implement administrative reforms as smoothly as possible.
At faculty level, the focus will be on the study and work environments, with a view to enhancing wellbeing and recognition. We will also improve development initiatives for interdisciplinary staff and management in 2023, including greater internal mobility for technical and administrative (TAP) staff across UCPH.

4.1 Target: Provide a positive study and work environment that promotes respect and diversity

Motivation: We wish to strengthen diversity, mutual respect and wellbeing, with a focus on collaborative work and study environments.

Initiatives:
- We will follow up on the diversity and equality policy it drew up in 2022.
- We will promote the development of the faculty as an attractive, community-minded workplace by facilitating exchanges of experience in both academic and administrative units.
- We will improve support for disabled students throughout their studies, including ensuring they are provided with the necessary information about their rights and opportunities.
- We will improve the information available to victims of offensive behaviour and promote a long-term cultural shift that helps prevent such problems.
- We will support student initiatives and involvement in the faculty's social/academic communities.

Example: Department of Communication (KOMM)
KOMM will, in close collaboration with students, continue to develop an inclusive and welcoming study environment in which stress reduction is a priority.

4.2 Target: Develop frameworks for co-operation and participation

Motivation: HUM places great importance on establishing close and trusting relationships between students, staff and management and will continue to develop new forms of collaboration and dialogue that allow students and staff to share knowledge, ideas and experience freely and which support flexible and effective decision-making.

Initiatives:
- We will continue to develop forms of co-operation and interaction in dialogue with students and staff. The inclusion of a range of different groups will ensure an ongoing focus on diversity.
- We will develop a concept for regular and improved dialogue between the Dean's Office and the students.

4.3 Target: Improve opportunities for technical and administrative (TAP) staff to enhance their skills and improve their career prospects

Motivation: HUM must continue to be an attractive workplace for all members of staff and management.

Initiatives:
- We will provide active skills-enhancement opportunities (e.g. in languages, digitalisation, sustainability, pedagogy and practice) that meet the needs of staff, managers and the workplace. This will include prioritising skills enhancement for administrative staff so that they will be able to perform their roles to a high professional standard at all times.

4.4 Target: Campus development, the climate and sustainability

Motivation: Over the next few years, UCPH will begin to implement the campus plans drawn up under the auspices of the Master Plan 2030. HUM will provide general input (as well as specific input concerning South Campus) aimed at supporting academic development, positive study and working environments, and the sustainable development of the physical frameworks – the latter in conjunction with UCPH's Sustainability 2030 project.

Initiatives:
- We will support sustainability initiatives, including in the areas of waste sorting and procurement.
- We will draw up a sustainable travel policy.
- We will work towards a more flexible use of rooms, e.g. to enable digital conferences.

5. Process and staff/student involvement

This target plan was drawn up by the Dean's Office and reviewed by the faculty management team and the writing group, which consists of representatives of the student body, academic, technical and administrative staff and faculty management. All staff and students were offered the opportunity to comment on the draft target plan via a number of broadly representative councils, boards and committees.

The writing group incorporated input from the various forums. During the process, the draft target plan and feedback from councils, boards and committees were available on KUnet (https://kunet.ku.dk/om-ku/temaer/strategi-på-hum/Sider/default.aspx.

The following councils, boards and committees took part in this process:

- The Academic Council (AR)
- The Faculty Research Committee (FFU)
- The Faculty Collaboration Committee (FSU)
- The Faculty Occupational Health and Safety Committee (FAMU)
- The study boards
- The Forum for Heads of Studies
- The PhD Committee
- The Forum for the Student Council of the Faculty of Humanities (HUMrådet) and the Dean's Office

The target plan was submitted to the Rector's Office on 19 April 2022, in advance of a meeting between the Rector's and Dean's offices on 31 May 2022.