

Strategy 2015-2020

Strategy New RUC

Contents

Preface	3
Strategy New RUC	4
Research	6
Education	8
Joint Initiatives	10

Published by
Roskilde University

Photos
Lisbeth Holten
Per Lau Knudsen
Rie Neuchs
Uffe Weng

Layout
RUC Communication & Press

Print
PrinfoParitas

2017



RUC wants to help the university community and society to develop with new and experimental forms of learning, research and development



RUC wants to help the university community and society to develop with new and experimental forms of learning, research and development. As a university, RUC must not simply follow in the wake of these developments or merely try to understand them - we must also actively shape them. We must create the opportunities that no one can yet imagine. We must also help to develop sustainable solutions to the major challenges we will face in the future, both nationally and globally, in areas such as the environment, inequality, democracy, health and cultural coexistence.

At RUC we create scientific results of the highest quality, through engagement and knowledge sharing. Research at RUC is based on openness, both internally and externally in interaction with our surroundings. This is a prerequisite for high quality in the education programmes, where the students achieve a high professional level and qualifications that match the needs of the labour market.

RUC educates graduates for the future. Graduates from RUC can use their academic knowledge effectively in interaction with others. RUC's pedagogical approach of using project and problem-based learning, is therefore the education model of the future. It prepares the students for the future by encouraging them to tackle real issues in collaboration with students from other disciplines, in dialogue with companies and organisations outside RUC, and in close interaction with our researchers.

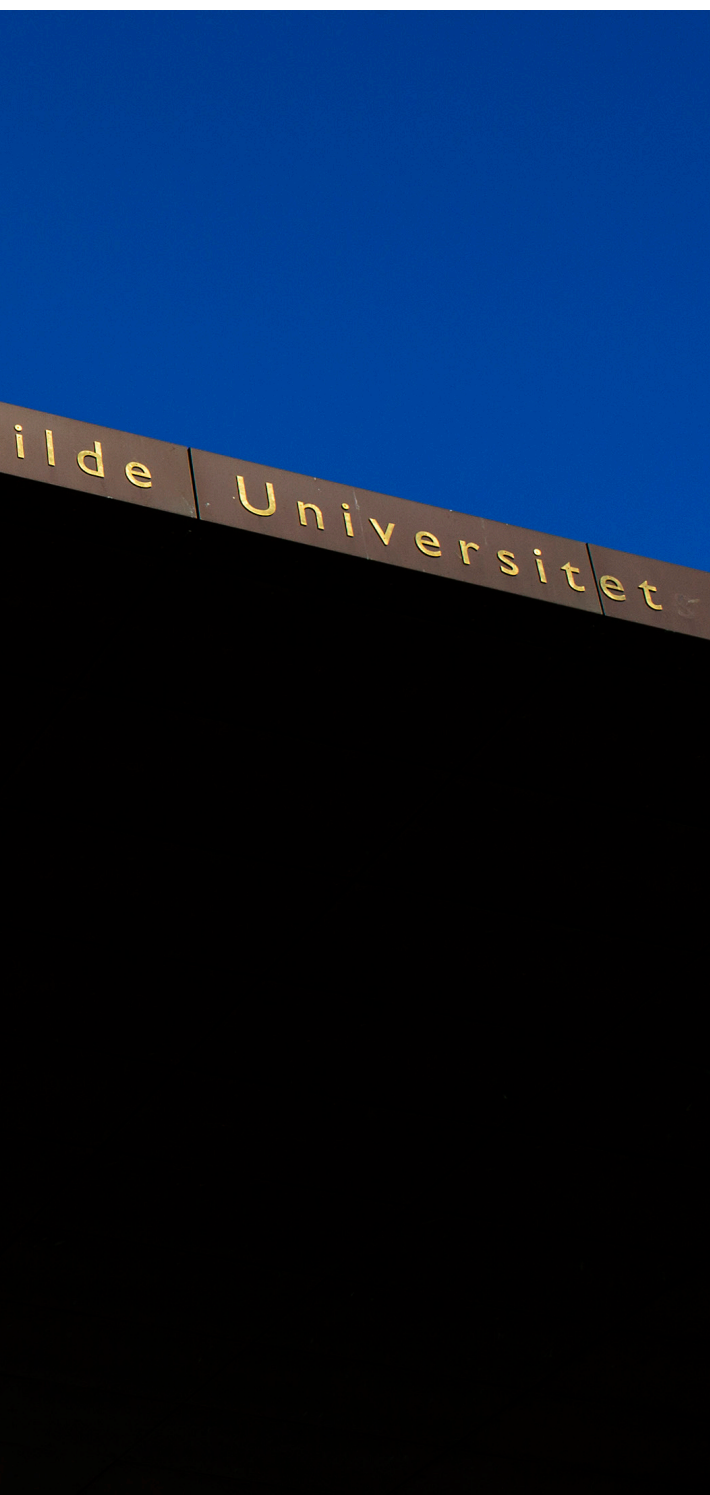
In order to meet future challenges requiring new knowledge, RUC constantly develops new ways to interact with the outside world. We want the university to engage even more with the world around us and for the world to play an even bigger part in the university. Everyone should be able to draw on the knowledge that we create at RUC, and we should be able to draw on knowledge from everyone.

Hanne Leth Andersen
rector

Strategy



New RUC



Over the coming years, we must develop RUC as an open, experimental and socially committed university. At the same time, it is more important than ever that we remain focused on our core tasks in a period of extensive change processes, both internally and externally. Strategy New RUC is based on four basic challenges:

- We must improve the quality of RUC's research, education and interaction with the world around us
- We must enhance the level of coherence and synergies between education and research
- We must strengthen RUC's financial basis for the benefit of research and education
- We must bolster RUC as a common workplace for students, researchers and administrative staff

On this basis, RUC's strategy must develop the university's overall capacity to act long-term, targeted and coordinated. The strategy sets out a number of general themes, objectives and initiatives that we will work with over the next five years - both in the joint contexts across the university and locally at the departments. The strategy is structured on the basis of the university's core tasks, research and education, as well as three common themes: external cooperation, internationalization and RUC as an attractive workplace.

Research

Research with double impact

RUC conducts research at the highest international level.

Over the coming years, we will focus on the impact of our research. The impact of research has both a science dimension and a social dimension.

In relation to the impact on science, we will continue the work of recent years regarding research evaluation, international benchmarking, enhanced publishing in peer-reviewed channels and consolidation and quality development of the PhD programme.

In relation to the impact on society, we will focus on three areas of development over the next five years: Visualising the impact on society by developing new ways to describe and document the importance of research for the public sector, business and civil society; focusing on the development and consolidation of solution-oriented and entrepreneurial disciplines in research and education; focusing on highlighting and enhancing RUC's model for research based education as a special linking of research expertise and competency to act.

Focus on research strengths

RUC will consolidate its position in the Danish and international research landscape by developing and highlighting the research areas where we have particular strengths or special potentials.

This will require a combination of co-financing, talent nurturing, research support, research communication and strategic work at university level and at departmental level. The main emphasis will be on areas where RUC already has recognized research capabilities, as well as on the priority areas that were identified in the previous strategy period. RUC will set aside strategic funding for co-financing and support for major council and foundation applications within our existing areas of strength, rather than make major strategic investments in new areas of research. At the same time, we will make a special effort in our joint research communication to highlight RUC as a strong research university by focusing on research groups and individual researchers, who have achieved special research results.

Finally, we will make a special effort to document our research strengths in areas where we already have significant academic resources, for example within the disciplines that support our main education programmes.

The institutions have a crucial role to play in identifying research areas with particular strengths or potentials and formulating strategies for how these areas could be developed and consolidated, e.g. by creating positions for time-limited professorships with special responsibilities (MSO), PhD scholarships in priority areas, strengthening of research management skills and long-term recruitment strategies and career development.



Strengthening of external research funding

Strengthening external research funding is crucial for maintaining and increasing RUC's overall research efforts in the coming years. External research funding is not simply a matter of providing additional funds for research in a situation where we cannot expect an increase in revenues from education programmes and basic funding. External financing also provides access to new research networks, external partnerships and resource-intensive research data.

RUC's external financing comes from both competitive funding sources and from external collaborations. Where competitive funding is concerned, a key competitive factor is documented research quality. Where collaborative funding is concerned, it is essential that we have the ability to develop and maintain external relationships with companies, municipalities, NGOs and other knowledge institutions.

We must significantly increase our access to external funding over the coming years. This will be achieved through improved internal research support (both pre-award and post-award), through better mapping and visibility of research strengths and potentials among the individual research units across the university, and through stronger proactive efforts in relation to national and European actors. The capacity for joint action and coordination between the university, the departments and the research group will be crucial in relation to all three dimensions, and it will therefore be necessary to review our overall coordination and information structure in the area of research.

It is vital to increase the level of external funding, but at the same time, we must maintain our focus on research quality and overall professional development, so that increased external financing remains a constructive contribution to the university's overall development in the long-term.



Development of RUC's special project model

Problem-oriented project work is a unique model for research-based education because, throughout the education, the project work can be carried out close to and in connection with research. At the same time, problem-orientation encourages a connection to relevant issues in society.

It is necessary to continue to develop and especially to communicate RUC's special approach to project work as a professional and interdisciplinary, problem-oriented and group-based learning method. We need to clarify the expectations for the basic technical and pedagogic elements of project work. It is a common challenge to establish a balance between methodology awareness and the development of specific and practical technical skills.

The departments and the academic environments shall work to clarify what is the academic benefit of the development of project work in an overall study progression and in the individual elements along the way.

The programmes must relate to the applied project models in relation to the common academic core. The supervisors must clarify their research interests, and among the supervisors there must be a common awareness of the progression requirements, so that the students experience a continuous academic and methodological development. Several different types of evaluation must be developed in order to improve the students' ability to provide and receive feedback on an academic project's overall argument and structure.

Education

The student in focus

The student must be the focus of the educational and administrative processes. Focusing on the student requires both a cultural change and an effort to improve the organisation of the education area.

The cultural adjustment entails changing the perspective from the subject to education and to an overall RUC perspective, as well as designing the processes based on the student's progression. In relation to the organisation, we must develop common responsibilities and clear frameworks for the modular combination programmes as an overall process, including through the study process description. Greater consistency and better coordination of the modular structure and administration shall provide better conditions for the students' choices and education. At the same time, the students must have a unified administrative entry point, i.e. one bachelor or master secretariat and one study board.

The departments' task is to agree on and implement simpler and more uniform common procedures, templates and deadlines etc. Emphasis shall also be placed on ensuring that management decisions are implemented as uniformly as possible across programmes and departments. It must be clear for both students and employees, where and how they can find the information they need, and what information is authoritative. It should also be clarified where various decisions are taken. It is particularly important in this context to establish communicable and simple processes for international students, so it is clear to them what they can choose at the programme and what options they have subsequently.

It is a prerequisite for the above that joint decisions are communicated and observed, for the sake of both the students and for the staff who are in daily contact with the students. Decisions must apply to everyone, and they must be communicated to the relevant recipients. It is important that the consequences of any exceptions and local solutions are clear.

Better coordination in enrolment, educational choices and transition to the labour market

RUC's long-term development depends on the ability to attract and retain as many qualified and motivated students as possible. High academic achievement, low drop-out rates and levels of high employment afterwards are therefore key success criteria for RUC's education programmes.

A prerequisite for achieving the greatest possible benefit from RUC's education programmes is that the students are motivated, responsible and prepared for student-lead project work in groups. They must also have the appropriate academic qualifications within the university's main areas. We therefore wish to ensure that we have a targeted recruitment and enrolment process, partly through better alignment of expectations through events such as open houses, internships and inspiration days for secondary school students, and partly by developing the enrolment system by qualifying the quota 2 enrolment.

When students have been enrolled, it is important to maintain the deferred choice of study programme, so that we promote the students' possibility to make informed choices. This also applies to the transition to the master programmes. The objective here is to promote flexibility and choice for the individual students. This will also make RUC's master programmes more attractive for bachelors from other education establishments.

We intend to work systematically to increase our graduate's employment opportunities. Problem-oriented project work plays a key role in this regard, because it permits a focus on problem issues and tools with major social and occupational relevance, based on the student's own professional development and engagement. It is also an important task for the university to cultivate a dialogue with the employer panels, including by highlighting the special qualifications of graduates from RUC. Finally, RUC will endeavour to give students an insight into and understanding of the labour market for which they are being educated, and to improve the level of knowledge sharing at the university regarding the graduates' employment options.

Joint initiatives

Bridging the gap between the university, society and business

RUC's scientific findings should be put into play through openness, engagement and knowledge sharing. This should occur through e.g. systematic bridge building between researchers and students at RUC, on the one hand, and between companies, organizations and other civil society actors on the other.

This bridge building will be developed in three inter-related contexts:

The students interact with companies, organizations and networks through problem-oriented project work, through internships and in student jobs.

We regard it as a common task to establish better conditions for contacts between the students and external partners, for example through partnership agreements with companies and organizations, the use of guest lecturers from industry, and career fairs. Our researchers conduct research of the highest quality, they are available for and contribute to major topical debates, and research is also often carried out in close cooperation with external actors. Over the coming years, we will focus on ensuring that a greater part of our research is applied in practice and has an impact outside of the research community. We must also maintain the experimental, critical and "quirky" aspects of our approach, also in order to help society to progress. We intend to work to develop, share and support models for external research collaboration, administratively, contractually and in terms of management.

RUC's unique campus constitutes a special resource for interaction with the world around us. In recent years, RUC has prioritized the development of the physical campus facilities and its interaction with the community around Trekroner. Over the coming years, we will work systematically to create special physical and virtual environments for our interaction with the surrounding community, for example through continuing and further education and training.

RUC as an international university

RUC is an International university. We will enhance our international profile and our international activities in the coming years. The development of RUC's international profile involves, on the one hand, systematic efforts to establish partnerships and consortia with other universities in Europe and beyond. RUC must prioritize strategic partnerships and networks with universities, companies, government agencies and networks in order to promote international publishing, recruitment, joint degrees and mobility. In this context, we will participate in the development of a so-called Critical Edge Alliance for universities with teaching and research profiles that help to develop the university as a critical institution in society.

Through a clearer highlighting of its distinctive features in the areas of research and education, RUC will be better equipped to help set the agenda on the international research and education scene and to attract more international resources for research. We must focus in future on a limited but clearly defined range of research-based programmes conducted through English and which are marketed internationally. We must intensify our efforts regarding the exchange of students and researchers and the use of international internship arrangements. Finally, we must employ internationalization as a driving force for quality development through clearer labelling of education programmes and qualifications, strengthening of intercultural competencies, and increased use of international advertising and application processes.

These initiatives rely on the university being a workplace and a meeting place that is attractive to international students, scholars and visitors alike.

The students interact with companies, organizations and networks through problem-oriented project work, through internships and in student jobs

RUC as an attractive workplace

RUC's employees will play a crucial role in implementing the new strategy. RUC must therefore be an attractive workplace that is characterized by a good working environment and a high level of professionalism at all levels, and where mutual respect between academic and administrative staff is a key prerequisite. At the same time, the individual academic and administrative employees must be provided with competent personnel management, which means that the performance of tasks must be coordinated, and that

the full potential of RUC's employees must be allowed to develop in the best possible way.

In relation to the academic staff, it is important that a systematic approach to adopted with regard to prioritizing and organising the task portfolio. The priority in relation to the administrative staff must be on achieve the appropriate balance between common standards, rules and individual local requirements. RUC will prioritize initiatives that promote both the quality and the operation of the overall performance of tasks, as well as clear and appropriate preconditions for cooperation.



Strategy New RUC is intended to help establish preconditions that will allow RUC to develop as an open, experimental and socially committed university that produces research findings of the highest quality, as well as capable and resourceful graduates, while also helping to move the university community and society forward.

The strategy provides a framework that we will jointly expand and develop over the coming years.

RUC