

Strategy 2013-2020

Faculty of Arts
Aarhus University



AARHUS
UNIVERSITY

MISSION

The highest level of quality with regard to education, research, talent development and knowledge exchange enables the Faculty of Arts to contribute to the understanding of human, cultural and social forms of expression and practice.

VISION

Aarhus University wishes to be a globally focused university, and the Faculty of Arts contributes to this vision by maintaining a strong commitment to social development with a view to attaining the highest level of quality in its core activities. To achieve this goal, the faculty will strengthen the internationalisation of all its activities. Based on its strong subject environments, the faculty will exploit the interdisciplinary potentials of Aarhus University as a whole to create innovative research of great social significance in cooperation with international partners. The faculty will develop existing degree programmes and offer new ones in a truly international study environment which will attract talented students from Denmark and abroad, providing all the students with the competences they need to play their part on the national and global labour market – as well as acting as global citizens. The faculty will exploit its outstanding expertise, its academic scope and its experience of digital forms of learning to create new, interdisciplinary degree programmes that contribute to critical, constructive and innovative interaction with society as a whole. The internationalisation of its research and education activities will enable the faculty to strengthen mobility and attract talent at all levels. And the faculty will share responsibility for social development through a consistent focus on social commitment and interaction with society in its research, education and knowledge exchange activities.

RESEARCH

High-quality research with an international impact is the foundation of all the other activities at the Faculty of Arts. This kind of research can be achieved by having great confidence in our researchers, allowing them research freedom as well as providing them with an extensive research infrastructure and favourable funding opportunities. The ongoing development of creative and dynamic research environments with a solid base in our subject disciplines will help to create innovative research for the benefit of both students and society in general.

POINT OF DEPARTURE

Thanks to AU's position as a leading European research university, the Faculty of Arts has a strong foundation on which to build its international presence. Research at the faculty is rooted in robust subject environments, many of which have a high profile, competing successfully for external funding with other institutions. Other research environments have great potential to achieve an international impact and increase their research activities through external funding. The faculty's broad subject base and clearly defined research organisation constitute a good point of departure for developing new, interdisciplinary research fields reaching out towards AU's other main academic areas. In addition, the faculty's broad range of research areas and relevance for society provide excellent opportunities for strengthening AU's contribution to research that interacts with the rest of society.

STRATEGIC OBJECTIVES

1. Increasing the number of research areas in the international elite

International research cooperation and publications enable researchers at the Faculty of Arts to strengthen AU's research as well as giving it an international profile. The faculty wishes to strengthen the internationalisation of more research areas by promoting motivational research management in effective research programmes. Strengthening the creative research environments and developing modern infrastructures will help to attract leading researchers and promote international research cooperation.

Consequently, the Faculty of Arts will:

- Strengthen its research and its thematic and interdisciplinary scope through research programmes that support high research quality, creativity and development
- Support the development of good research management and research evaluation
- Recruit and retain young, talented researchers and top researchers
- Establish and build up strategic national and international partnerships with the focus on research cooperation
- Strengthen the development of new research infrastructures for digital and experimental research
- Increase research mobility and links with external researchers

2. Focusing on social challenges and strengthening cooperation

Thanks to its broad cultural, social, educational and theological focus, research at the Faculty of Arts enjoys outstanding opportunities for contributing to the solution of social challenges not only globally but also nationally and locally. Based on strong subject environments and new interdisciplinary opportunities, the faculty will strengthen its cooperation with research environments in other main academic areas. The faculty also wishes to establish new forms of cooperation with external parties to benefit both research and society as a whole.

Consequently, the Faculty of Arts will:

- Identify and strengthen research in relation to society's need for new research results and research-based degree programmes
- Establish and/or participate in new interdisciplinary centres, research networks and research projects

3. Increasing the proportion of external funding

Developments in terms of national and international research funding are tending towards greater dependency on external fun-



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ding from both the public and private sectors. In order to ensure the best possible conditions for research at the Faculty of Arts, it is necessary to strengthen our acquisition of external funding. The faculty's main goal is to increase its share of European research funding by providing better support for (and quality assurance of) its research applications, as well as specific financial support for the development of new project ideas.

Consequently, the Faculty of Arts will:

- Coordinate and participate in more (and larger) EU research grants
- Strengthen its cooperation with private foundations and organisations
- Strengthen its administrative support for (and the quality of) research applications
- Increase the faculty's representation in relevant research bodies and the editorial groups of international journals and publishing companies

EDUCATION

The Faculty of Arts will offer degree programmes characterised by their significant research base, their innovative forms of teaching, their social commitment, and their international focus. The goal is to offer programmes which are high in quality as well as being relevant for national and international users. Master's graduates from the faculty will help to meet the needs of society with their academic knowledge and interdisciplinary, digital, entrepreneurial and intercultural competences. The goal is to produce graduates who contribute critically, constructively and innovatively to social development. In this way the faculty will exploit its multidisciplinary strengths to develop its educational profile on an ongoing basis, enabling graduates to continue to find employment on the national and global labour market.

POINT OF DEPARTURE

The degree programmes at the Faculty of Arts are attractive and comprise a broad range of subjects constituting a unique educational profile. These degree programmes are a significant factor in ensuring that 25 per cent of each year-group of young people complete an education at the highest level. The faculty has educational environments with a tradition of academic and educational development; and the Department of Education and Centre for Teaching Development and Digital Media ensure that the faculty is well equipped to develop new digital, innovative and intercultural forms of teaching. With degree programmes located at major departments and organised around strong subject environments, the faculty has the best possible conditions for developing new degree programmes of high academic and didactic quality which can attract a great number of Danish and international students.



STRATEGIC OBJECTIVES

1. Developing the quality of degree programmes to meet international standards

The Faculty of Arts focuses on the quality of its degree programmes, so a strong research base is vital. Quality is also expressed in a high level of study intensity supported by a lively, active study environment. This study intensity and quality will be strengthened by developing effective and innovative forms of teaching based on dialogue, specialisation and in-depth study. Teaching development and subject development form part of an educational strategy designed to ensure that the faculty's degree programmes are attractive and flexible, that they generate value, and that they focus on the national and global labour market of the future.

Consequently, the Faculty of Arts will:

- Strengthen student learning processes by developing innovative teaching and new forms of learning
- Develop learning and study environments that are better equipped to cater for student diversity
- Increase study activity by more intensive and IT-supported forms of teaching and the ongoing development of an inspiring study environment
- Increase the quality of its degree programmes by increasing quality assurance and promoting a culture of quality
- Strengthen the organisation and management of its degree programmes anchored in strong subject environments
- Strengthen the faculty's all-round educational profile and structure

2. Producing graduates with strong competences

The Faculty of Arts focuses on producing graduates with strong academic and interdisciplinary qualifications. The development of new degree programmes in cooperation with users and international partners will ensure that the faculty's degree programmes are designed to suit the needs of society. The faculty's outstanding expertise and subject-specific and interdisciplinary degree programmes provide the best possible opportunities for contributing to social development because our graduates possess special qualifications and competences capable of generating value. The faculty's degree programmes are designed to create graduates who are capable of both action and innovation, people who can make a difference in society. The faculty will also help to promote cohesion and flexibility throughout the education system.

Consequently, the Faculty of Arts will:

- Ensure that its degree programmes are constantly adjusted to meet the needs of society
- Develop new Bachelor's and Master's degree programmes and modules at all levels that are of relevance to society
- Strengthen its transparency and supervisory qualities with a view to supporting and aiding the choices made by students during their studies
- Help to ensure cohesion, transparency and mobility throughout the educational system
- Strengthen the action and innovation competences of existing and new degree programmes

3. Offering degree programmes that attract the best students from home and abroad

The Faculty of Arts and the other faculties at AU will develop international partnerships to create specifically targeted student exchange programmes of academic significance (joint or double degrees, for instance). The faculty will concentrate on developing entire international degree programmes which not only attract good students from abroad, but also strengthen the potential for international competences in our own students. The faculty's degree programmes will also be internationalised by creating international spaces for learning and study environments with a view to equipping our students with the competences needed to act on a global labour market.

Consequently, the Faculty of Arts will:

- Strengthen the development of intercultural spaces for learning which contribute to the internationalisation of the entire study environment
- Acknowledge and ensure the high profile of the work involved in developing teaching and education
- Offer special courses to the best and most highly motivated students
- Strengthen incoming and outgoing student mobility
- Strengthen the efforts made to recruit the best students from Denmark and abroad

TALENT DEVELOPMENT

One of the important tasks of the Faculty of Arts involves recruiting and training talents who are in demand both nationally and internationally within the world of research as well as in the business community and the public sector. The faculty will intensify its talent development efforts by the focused recruitment of talents both nationally and internationally, as well as by strengthening its PhD programmes in cooperation with international partners. The consistent use of research into educational theory will enable the faculty to improve and add focus to its supervision of PhD students, including career guidance, thereby ensuring that the high level of employment can be maintained. Taking a point of departure in the organisation of research at the faculty, efforts must be made to achieve the early, fruitful integration of PhD students in research environments and international research partnerships. Specially organised courses for students will ensure that talent development occurs at an early stage of their studies.

POINT OF DEPARTURE

The faculty's graduate school, which is organised around eight PhD programmes, provides a good point of departure for strengthening the quality of these programmes. This graduate school has started to develop more PhD programmes as well as strengthening its supervisory competences. The many international research partnerships in which the faculty's researchers are involved form the basis for strengthening the graduate school. The faculty makes major investments in its PhD programmes, forming a good basis for recruiting the best talents both in Denmark and abroad.

STRATEGIC OBJECTIVES

1. Offering talent development at an international level

The faculty's graduate school and PhD programmes constitute the framework of its PhD activities. But the faculty also faces a major task involving the development and quality assurance of its PhD courses at an international level. Lengthy periods working abroad at good partner universities must be an integral feature of any PhD programme at the faculty.

Consequently, the Faculty of Arts will:

- Ensure the development and quality assurance of its PhD programmes
- Create better opportunities for lengthy periods working abroad
- Strengthen the internationalisation of its PhD programmes
- Strengthen its career guidance services by involving the alumnus network

2. Recruiting, developing and retaining excellent, talented researchers

With a view to attracting excellent, talented researchers and creating equal opportunities for all, the Faculty of Arts will develop an active recruitment strategy. Talented researchers must be recruited both in Denmark and abroad in order to ensure the diversity of the faculty's talent pool. Recruitment must be strengthened by the conscious use of international research partnerships at the faculty.

Consequently, the Faculty of Arts will:

- Ensure the diversity of its talent pool by increasing the recruitment of talented researchers from both Denmark and abroad
- Strengthen its talent development efforts by creating equal career opportunities for all, with a particular focus on talented female researchers

3. Offering talent development programmes from Bachelor's level onwards

Talent development at the Faculty of Arts must be carefully targeted with a broad approach. Like the rest of AU, we are committed to developing talented researchers who can inject innovation and creativity into society. At an early stage of their studies, highly motivated students must be given the opportunity to take part in various talent development programmes which the faculty will develop. Talent development programmes must be offered in addition to the standard teaching. This demands carefully planned supervision and (not least) career guidance.



Consequently, the Faculty of Arts will:

- Develop and initiate pilot projects for talent development programmes
- Develop more interdisciplinary talent development programmes with the focus on the needs of society

KNOWLEDGE EXCHANGE

The Faculty of Arts wants its research and degree programmes to contribute to democracy, education, welfare, social cohesion and prosperity, so it will strengthen its knowledge exchange efforts by developing close partnerships with social actors. Thanks to its knowledge of human relationships and cultural contexts, the faculty has a particular obligation to interact with society with a view to contributing to positive social development. In order to give as many people as possible the opportunity to use the research created at the faculty, we must communicate the results of this research in a lively and enthusiastic manner. The faculty's contribution to social development must also be achieved through carefully planned efforts in the field of supplementary and further education.

POINT OF DEPARTURE

The Faculty of Arts already has a great deal of experience when it comes to knowledge exchange. Within the field of education, the faculty has a unique position as the supplier of research-based consultancy services for the public sector. The faculty's researchers make an extremely active contribution to the development of society by communicating the results of their research and participating in supplementary and further education in many different contexts. With support from the Danish Centre for Culture and Learning, the faculty will make even more of its research available to the public sector. And in cooperation with the Centre for Entrepreneurship and Innovation and other relevant players at AU, the faculty will strengthen its relationships with the business community (not least in the field of culture) with a view to creating a two-way process of knowledge exchange which will also strengthen the faculty's research.

STRATEGIC OBJECTIVES

1. Intensifying cooperation with the business community and the public sector

The Faculty of Arts will strengthen its cooperation with companies and public-sector institutions within the IT and culture industry in a broad sense. To achieve this goal, the faculty will work to develop models of cooperation that not only ensure the freedom of research and two-way knowledge exchange, but also strengthen the framework for research – including the financial framework.

Consequently, the Faculty of Arts will:

- Strengthen and raise the profile of its research-based cooperation with the business community and the public sector through specific activities targeting business and innovation
- Develop new platforms and models for business cooperation and how to fund it
- Consolidate the National Centre for Culture and Learning
- Enter into more cooperation agreements with a view to admitting more students on what are known as industrial PhD programmes
- Strengthen its cooperation with other institutions of knowledge and education with a view to carrying out joint knowledge-exchange projects
- Strengthen its career guidance services

2. Consolidating and expanding the independent service provided by the faculty for the authorities

Taking its point of departure in a strong research organisation, the Faculty of Arts will ensure that knowledge exchange is given a central position in the overall activities of its researchers. The creation of new incentives and better structures for acknowledging achievements will help to ensure that more researchers become involved in research-based knowledge-exchange activities. The goal is to fulfil the great potential for cooperation with the authorities represented by the faculty's academic scope and research profundity.

Consequently, the Faculty of Arts will:

- Increase its turnover and strengthen the academic scope of its research-based services for the authorities
- Ensure recruitment with regard to services for the authorities, and develop its consulting services
- Acknowledge and ensure the high profile of its research-based services for the authorities by granting credit for knowledge-exchange activities



3. Increasing the provision of supplementary and further education

The Faculty of Arts wants to contribute to life-long learning in society by strengthening, targeting and developing the quality of its supplementary and further education courses, thereby supporting the creation of a more cohesive national education system.

Consequently, the Faculty of Arts will:

- Disseminate and increase its provision of targeted and profitable supplementary and further education activities with a view to meeting demand from existing and new groups of users
- Integrate supplementary and further education into the development of its overall educational and graduate profile

4. Strengthening its contribution to the development of society

Based on its research into human relationships, culture and social communities, the Faculty of Arts wishes to make an active contribution to the development of society by interacting with citizens, associations and organisations. With an increased focus on research communication that arouses enthusiasm and generates value, the faculty can help to promote the existence of an active and participatory society not only in Denmark, but also internationally thanks to its support for the development of capacity in countries which have few resources.

Consequently, the Faculty of Arts will:

- Help to develop an active and participatory society by cooperating with citizens, associations and organisations
- Help to promote public debate by inspiring and creative communication about its research
- Utilise the competences and resources of the university to help develop the capacity of universities in other countries

ORGANISATION

These strategic objectives can only be achieved if the university's administrative support functions and physical facilities are of a high quality, with the faculty being perceived as an inspiring place to work by all its staff, and as a rewarding place to study by all its students. The faculty's core tasks can only be performed if the academic staff and students are supported by an efficient, cohesive and professional administration. With a view to creating the most motivational framework possible for all staff and students, the organisation must be based on clear academic principles, good opportunities for competence development for all staff and managers, and an inclusive culture. Strengthening the organisational frameworks and administrative support functions will also make it possible to strengthen the faculty's financial profitability in all its core activities.

POINT OF DEPARTURE

The extensive process of academic and administrative reorganisation that was adopted in 2010 against a background of mergers has created new frameworks for the performance of the university's core activities. But there is still a need for organisational changes and adjustments to strengthen the level of inclusion and the working environment in general, as well as ensuring cohesion between the administration and the faculty's core activities. The new organisation also requires the ongoing and focused development of competences in both staff and management in order to live up to the ambitions stated in the strategy.

With a funding structure in which more than half of its income is generated by education activities, the Faculty of Arts is financially vulnerable to changes in the choices made by young people and their opportunities on the labour market. Secure financial management and efficient education planning will help to create a better income base, enabling the faculty to expand and strengthen its core activities in the global competition and thereby contribute to social development.

1. Continuing to ensure a financially sustainable faculty with an inspiring working environment for all

Consequently, the Faculty of Arts will:

- Develop and improve its working and study environment by including staff and students
- Evaluate and adjust the internal structure of the faculty
- Strengthen the provision of relevant competence development for staff and management in relation to the strategy
- Create transparent career paths and make working functions clearer
- Work to create a good gender balance among the academic and technical/administrative staff
- Ensure a fair and interdependent distribution of tasks among all the staff
- Strengthen a culture of inclusion among staff and students by actively using academic councils, liaison committees, the student council, faculty forums, departmental forums, boards of studies and subject committees
- Develop the faculty's campuses with inspiring and sustainable places to meet and work
- Strengthen the opportunities of the faculty and departments for ensuring good financial management with a view to promoting financial profitability in all the faculty's core services
- Ensure and develop a modern, professional and cohesive administration which supports the academic staff and students as well as possible both centrally and decentrally

Faculty of Arts



The Faculty of Arts is one of four main academic areas at Aarhus University.

The faculty contributes to Aarhus University's research, education, talent development and knowledge exchange activities.

With about 800 academic staff members, 300 PhD students, 13,000 BA and MA students, and 2,500 students following continuing/further education programmes, the faculty constitutes a strong and diverse research and teaching environment.

The Faculty of Arts consists of the Department of Aesthetics and Communication, the Department of Culture and Society, the Department of Education, the Centre for Teaching Development and Digital Media, and the AU Centre for Entrepreneurship & Innovation. Each of these units has strong academic environments that form the basis for interdisciplinary research and education.

The faculty's research and teaching activities take place within the context of extensive international collaboration and share the common goal of contributing to the development of knowledge, welfare and culture in close interaction with society.

Read more at arts.au.dk/en