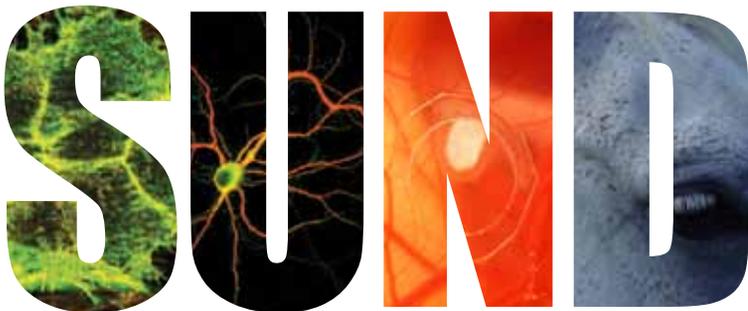




STRATEGY FOR

FACULTY OF HEALTH AND MEDICAL SCIENCES
UNIVERSITY OF COPENHAGEN



WHOLE LOT
OF SCIENCE
GOING ON

DEAR STAFF, STUDENTS AND PARTNERS

This strategy, Knowledge to Health, plots the future course for the Faculty of Health and Medical Sciences at the University of Copenhagen.

It expands upon UCPH's Strategy 2016 and builds on feedback from managers, staff and students to the questions: Who are we as an institution? Where do we want to go? It is a strategy written by SUND, about SUND. It is for the use of us all – and for all those who use us.

Our organisation may be young, but our scientific achievements and study programmes have proud traditions of academic excellence. Our task remains the same – to conduct research in health and medical sciences, provide study programmes and share knowledge of the highest international standard.

In charting the way forward, we have set ambitious targets comprising four components: Education, Research, Society and Framework. The first three strands refer to our core activities, while the fourth is a precondition for success. All four are interwoven. All researchers must first be educated. Our study programmes are research-based. We interact with society through our researchers and students.

All of this takes place within the physical and organisational framework

provided by a strong and professionally managed SUND.

I would encourage you all to read the strategy in its brief totality and with an open mind. It will provide insight into our thinking about what constitutes a modern Faculty capable of both looking inward and reaching out.

If you want to know more, visit healthsciences.ku.dk and view the plans and activities that will be conducted in the next coming years in order to achieve our objectives. Take part in your department's ongoing work to interpret the strategy so that it becomes cohesive and generates value in the very places where the research, teaching and sharing of knowledge take place.

This strategy is a dynamic tool – a living document with no expiry date. SUND is a faculty in motion.



Ulla Wewer
Dean
January 2013



FACTS ABOUT SUND

SUND is a part of the University of Copenhagen and is among the largest faculties for health and medical sciences in Europe.

SUND covers the following academic areas:

Human medicine, veterinary and animal sciences, pharmaceutical sciences and odontology.

SUND consists of 13 departments, three centres and one school (SKT) that, assisted by the faculty administration, run 22 health and medical study programmes, one professional bachelor programme and two vocational education programmes.

SUND has more than 3,200 members of staff, 1,500 PhD students, 8,000 undergraduate students and an annual turnover of DKK 2.6 billion.

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**DEPTH
AND VISION**

**MOLECULE
TO SOCIETY**

EDUCATION

RESEARCH

SOCIETY

FRAMEWORK

**KNOW-
LEDGE
VALUE** GENERATES

**INFRA-
STRUCTURE
AND CULTURE**



Strengthening and improving research-based teaching and the teaching skills of faculty

Attracting the best-qualified and most motivated students

Creating an inspiring intellectual environment that nurtures talent

DEPTH AND VISION
SUND will produce highly qualified graduates, who are in demand in Denmark and beyond, by:

EDUCATION

Providing modern study programmes within health and medical sciences that meet the requirements of both students and society

Strengthening high-quality, interdisciplinary research collaborations

Developing, recruiting and retaining highly valued faculty

MOLECULE TO SOCIETY
SUND will enhance the national and international impact of our research by:

RESEARCH

Increasing our share of external funding offered in open competition

Promoting free and open intellectual inquiry and expression as well as responsible conduct of research

Promoting public engagement

SOCIETY

KNOWLEDGE GENERATES VALUE
SUND will enter into value-generating relationships with the outside world by:

Enhancing innovation

Being an attractive partner for private and public companies and organisations

FRAMEWORK

INFRASTRUCTURE AND CULTURE
SUND will be recognised as an attractive and cohesive Faculty by:

Promoting a culture that generates mutual confidence, creativity and job satisfaction

Providing professional, customer-focused administrative services and good management at all levels

Offering a competitive infrastructure that supports excellence in education, research and the dissemination of knowledge

KNOWLEDGE TO HEALTH

SUND consists of thousands of committed and ambitious staff and students who, on a daily basis, engage in generating, acquiring and exchanging new knowledge.

SUND is also a workplace that is characterized by openness to the outside world and by countless relations based on academic communities, mutual respect and creative synergy.

SUND contributes to the understanding of disease and its prevention, health promotion, diagnostics and treatment. The Faculty is consequently a key player in addressing some of the greatest societal challenges of our times.

SUND's academic range, excellent teaching and research environments and substantial investment in new buildings and infrastructure provide an ideal platform for achieving our objectives. Our locations on Sealand and in the capital facilitate interaction with companies, regions, hospitals and local authorities to the benefit of clinical research, students, citizens and patients.

SUND will mobilise the new opportunities created by the merger of the medical, pharmaceutical, veterinary and animal sciences to refine its value-generating collaborations with the business community and with other knowledge-institutions in Denmark and abroad.

In these endeavours, we will make the most of our greatest asset – the more than 4,700 skilled staff, including 1,500 innovative PhD students and more than 8,000 committed undergraduate students that together constitute the heartbeat of the Faculty.

MISSION

SUND produces new knowledge and insight in a range of research disciplines – from molecule to society.

We contribute to society through graduates, research and inventions for the future health and welfare of people and animals.

VALUES

SUND represents quality, freedom and initiative. We work to ensure a culture that promotes community, respect, mutual confidence and openness among staff and students.



EDUCATION – DEPTH AND VISION

We will prepare our graduates for the complex and changing demands of today's careers. This means to ensure that they possess research skills and the newest theoretical and practical knowledge available.

SUND will improve the study programmes' academic identities and cultures, promote mutual inspiration and create opportunities to release the potential of the individual student. This contributes to our graduates' academic and personal development.

SUND's graduates will be in demand in the world of research, in public organisations and in private companies. We will therefore attract highly motivated and academically capable students and offer them research-based programmes, high-quality teaching, and a dynamic and inspiring study environment.

SUND already conducts research at the highest international level. Our objective is that more cutting-edge knowledge and working methods from research are incorporated into our programmes through an enhanced focus on teachers and teaching at its best.



RESEARCH – MOLECULE TO SOCIETY

Research pushes the boundaries of our comprehension, generates new knowledge and thereby value for society. Research creates the basis for the study programmes, and ensures that the graduates of the future have the best academic skills possible.

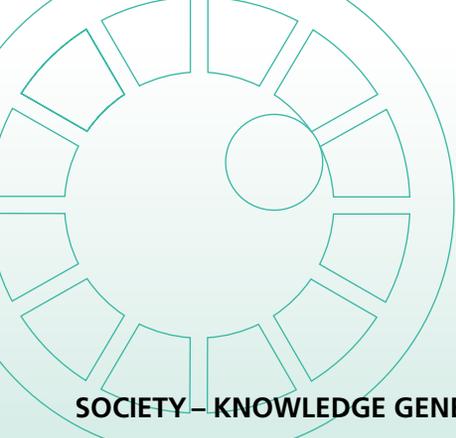
The science conducted by Faculty at SUND as well as in the hospitals must be of the highest quality. The means by which to achieve this are attractive and dynamic research environments.

The recruitment and development of researchers is a strategic priority. SUND will use its dynamic research culture to attract, motivate, develop and retain the highly valued Faculty. It is essential that we offer them the development opportunities required to attract and retain them.

Interdisciplinary research initiatives will help us address the broad, complex themes and challenges that lie outside the range of the individual disciplines. Our aim is to produce new, creative and innovative research with a comprehensive perspective that has the potential to solve the great societal challenges.

Ownership of, and participation in, prestigious, national and international research projects presupposes excellent scientific quality. It also requires initiative on the part of individual researchers, a modern infrastructure and collaboration with the right administrative resources.

SUND aspires to provide stimulating intellectual research environments based on integrity, expertise and freedom. SUND's research is conducted to high professional standards, within a culture that complies with both Danish and international standards for good scientific practice.



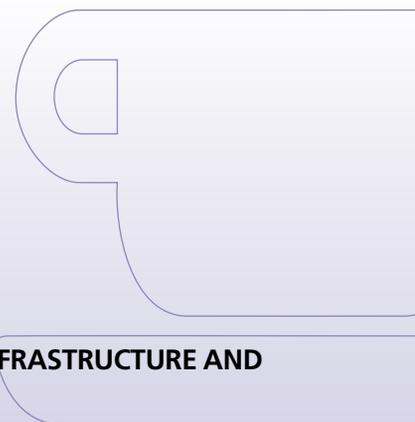
SOCIETY – KNOWLEDGE GENERATES VALUE

SUND generates new and valuable knowledge that society needs. The knowledge-based dialogue between SUND and society is fundamental to the Faculty and will help to ensure its place at the forefront of international competition.

SUND contributes to increased growth and employment in Danish society. What we do is important - and so we must do it well. But we are not alone in the market. Companies, foundations, and talented people seek partnerships wherever the academic environments are most formidable. The challenge is a global one and the competition for the best partners is evident. We acknowledge that - and we thrive on that.

SUND will reach out and put its knowledge into play with citizens, politicians and in the public debate. SUND aims to offer continuing and professional education in which our activities act as a window for business partners and other stakeholders. This will contribute to profiling the Faculty and bring new knowledge and networks into the organisation.

SUND considers innovation to be the generation of new, creative thinking that produces value for society. Innovation arises from the encounter between researchers, students, citizens, along with private and public organisations, including hospitals. We aspire to let innovation thrive by embracing open intellectual inquiry and expression, public engagement, access to quick testing of new ideas as well as flexible administrative support.



FRAMEWORK – INFRASTRUCTURE AND CULTURE

Good conditions are crucial to excellent research and education. Good conditions create opportunities, generate new ideas, free up time, promote learning, provide job satisfaction and encourage interaction.

SUND's fundamental framework is both our buildings, the rooms in which we work, the infrastructure we make available and the administrative services provided. Our framework is more than just a physical one – it is also generated by the culture that we create together.

SUND is a knowledge-organisation, and as such it thrives on new thinking, innovation and creativity. Modern research and education is a team performance in which the scientific, technical and administrative aspects must all interact. SUND therefore invests in good management and strong environments characterised by our mutual respect as individuals and as professionals.

Modern buildings, research infrastructure and state-of-the-art IT are crucial to the Faculty. Talented staff and external funding are drawn to the places that have the best conditions for success. SUND will actively improve its infrastructure and physical facilities, in order to enhance our competitiveness in the years to come.

Management and administration are competitive parameters for a modern university. SUND's administration exists for the users and must add value to the academic mission of the Faculty. We will develop a service-minded, competent and coherent administration. An innovative administration that is able to optimise the use of our common resources. We will prioritise a modern and professional management, in which participation and good communication guarantee legitimacy and clarity regarding decisions and work flows.

In this way, SUND will help to ensure that the entire University of Copenhagen has a coherent, customer-focused administration.