

DEPARTMENT OF POLITICAL SCIENCE, UNIVERSITY OF COPENHAGEN – STRATEGY AND OBJECTIVES 2012-2016

Purpose of the paper:

This paper defines the key objectives of the Department of Political Science, University of Copenhagen, in the five years from 2012 to 2016. It also specifies the strategies and strategic instruments to be used in order to attain those objectives. The paper is developed to initiate, support and navigate the *processes* towards the objectives. In other words, it is developed as a dynamic document to underpin processes: it is not a fact sheet. Consequently, we expect the paper and the strategy to have some openness and therefore changes, amendments and corrections can take place if this is needed due to changing conditions of existence.

It is important to stress that this paper does not contain all the objectives for the Department of Political Science (DPS) but only objectives and strategic considerations related to those objectives which have carefully been selected to be more important than others over the next 5 years in order to fulfill the overall purpose. In other words, objectives omitted from the paper do not mean that they are not a part of our general objectives but that they are being fulfilled by the present work performed by faculty and administration.

To develop a strategy paper is always a reasonable thing to do in order to indicate prioritisation and to be able to navigate. In recent years the necessity of such a paper has become even more clear because the conditions of existence for universities are constantly changing, and in a period of financial austerity with increasing expectations to universities to produce more and better primary research, applied research, innovation and good graduates, an instrument of navigation and prioritisation has become vital.

What motivates this strategy paper, the objectives, and the actions we must take?

This strategy is motivated by internal as well as external concerns. Most important is our own wish to avoid complacency and our need to create ideas and improve. Secondly, a number of new challenges from processes of increasing internationalisation, societal changes, new economic conditions and political developments provide us with new conditions of existence which push us to move forward.

We are a dynamic department with a strong commitment to the study and teaching of politics and international relations and we have ideas and visions on how to do this even more effectively.

However, new societal challenges emerge and we are committed to providing society with knowledge about new developments, and graduates with updated competences. The department has experienced enormous progress over the last ten years both in terms of research and education (quantity and quality). If this success is to continue, we must not be complacent. On the contrary, we must work hard to maintain the quality of our research and education. We need to be self-critical and continue to improve our organisation, research, teaching and education. We need to engage even more with society in order to contribute to solutions to societal challenges.

The increasing internationalisation must be reflected in the research, education and personnel of the department. Research has increasingly become internationalised, and in order to become a leading centre producing new ideas and pushing the field forward it is vital to develop and maintain an international network, publish research in important journals, book series and present research at international workshops and conferences. Also degree programmes must have a stronger international dimension, bringing good students from abroad into our classes: this can intensify knowledge creation in the meeting between students from all over the world.

Also the job markets for graduates are changing. Budget constraints in the public sector will make things more difficult, although some expansion in the municipalities will compensate. More graduates will move into the private sector and the international job market. More Masters students want to create their own individual educational profile.

The new government would like to see more flexibility and mobility in the education system, in particular between Bachelors and Masters programmes. The government expects a considerable increase in Danish students going abroad for 6-12 months.

In spring 2011 the department went through an external evaluation of our research which came out as very positive. It was emphasised that the department carries out some research at the highest possible international level and the faculty was praised for being highly productive. The evaluation also pointed to some areas with room for improvement, such as research organisation, research management, external funding and recruitment. These suggestions are reflected in this strategy paper.

Financial constraints

We are living in a time of financial austerity which means that public spending is under pressure. We are vulnerable because we expect the yearly 2% reduction in government funds for teaching and research to continue in the years to come. Moreover, there is uncertainty as to whether the temporary rise in taximeter payment will be made permanent from 2012 and onwards.

The University of Copenhagen has implemented a new budgetary model at the university and faculty level which increases our dependence on FTE/STÅ. Our department will lose income from fewer FTEs/STÅ in 2012 and the years to come. Moreover, 10% of the incoming students in 2011 never turned up. An increasing number of our students take courses at CBS, Sociology, the Centre for African Studies, and abroad. The number of foreign students is forecast to decrease due to government restrictions.

A few years back DPS was enormously successful in attracting external funding from two CU-funded priority fields: research on Europe (EURECO) and research on Asia (ADI). Due to the general financial situation for universities a major uncertainty now exists in relation to the future of EURECO and ADI. We might have to carry the salary of three professors if the two initiatives do not become permanent. CMS is in a similar situation.

Our future

We are facing great challenges, but the Department of Political Science will meet the new times with an offensive strategy and a strong vision, pushing the department further upwards and onwards in terms of increasing quality and quantity in research, education and dissemination. We are aiming at becoming one of the best departments in Europe with a strong work environment supporting faculty and with an attractive and stimulating study environment to encourage, challenge and support students to achieve their best. We want to produce world-class research and provide educational programmes of the highest quality designed to meet the needs of the very best students from Denmark and the rest of the world. Our research and teaching should have the highest possible quality and we should attract some of the best scholars and students to work and study here. We must produce high quality primary research – and within some specific fields be among the best in the world. We must contribute to increasing the level of reflexivity about global and local politics, discuss various solutions to global, regional, national and local political challenges, and aim at becoming an intellectual powerhouse for political ideas, political and social innovations and institutional changes. This can only take place if we continue to develop the department as a pluralistic one with a great deal of diversity when it comes to theoretical and methodological positions, national, educational and disciplinary backgrounds, and gender and age composition. This vision also requires a strong, supportive and service-minded administration and management group with the ability to

solve problems, and consequently, it is important to develop administrative and managerial skills by further education and new learning possibilities.

We need to maintain and, hopefully, expand the faculty in order to fulfil our visions and meet the challenges. This means we have to develop more degree programmes, to teach and educate more students, and improve our research quality. It might sound difficult to do this without working more hours. We will need to teach a bit more, but if we succeed in attracting more external funding more resources will be available for research time and teaching, and our total research time will not be undermined. Also we need to improve our ability to organise teaching and research, including a more efficient utilisation of various forms of research and teaching support.

PURPOSE:

The Department of Political Science is a part of the Faculty of Social Sciences of the University of Copenhagen. The primary purpose is to generate new and innovative ideas, high quality research and teaching in order to educate innovative, critical and strongly motivated students. In addition, as a secondary purpose, the Department is committed to disseminating research results and to contributing to solutions of societal challenges.

OBJECTIVES:

The Department has selected six main objectives (not prioritised):

Education:

Education is a key objective aiming at 1) improving the quality of our degree programmes, 2) increasing the number of programmes to create more choices and better possibilities for specialisation (including developing specialisations within the existing study regulation), 3) increasing the number of courses covering a vast number of issues within political science, including more geographical areas and new topics, and 4) increasing the number of students.

Research organisation

Research organisation is a key objective aiming at providing better and more dynamic research environments for the researchers and also to signal to the outside world which areas have top priority in the department. Research must be reorganised from the present three sub-disciplinary groups into a number of centres and groups reflecting the current dynamic and interest among the faculty.

Reorganisation is necessary because it is important to concentrate resources and prioritise specific areas in order to push the level of research upwards and to become known as a high quality research centre with a strong contribution to the discussions within the field at a European or global level. Research organisation must also serve the purpose of optimising the possibilities for collaboration and interaction of members of the department working on cognate themes.

Research management:

Research management is a key objective aiming at optimising resources, knowledge and coordination among the researchers in a large department. Due to the size of the department and in order to improve research quality and quantity, a new research management structure will be introduced. It should facilitate research processes by better coordination and support the individual researcher as well as research teams, allowing them to grow and blossom. Better research organisation and research management are important instruments towards reaching the ultimate research goal: new ideas, more innovative research, higher quality research, significant contributions to selected areas within political science and an effort to push the development of the field further. Thus we must publish in the most important journals and publish our books with the most important publishers.

External funding:

External funding is a key objective aiming at increasing the research time available in the department. Some of the best research is often likely to be funded externally. Also high and improving levels of research income provide a benchmark of quality. In order to increase research time, raise financial means to conduct empirical work, employ PhD students and post-docs, more external funding is needed. In particular, EU- and ERC-funding must be targeted, along with FSE/FKK, private funds and international funding in general. It is important to emphasise that external funding is not an aim in itself, but a means to provide a researcher or a group of researchers with an opportunity to obtain resources for particular projects. The department will seek to create a supportive environment for researchers to maximise the level of research income appropriate to their field and specialism.

Dissemination:

This is a key objective aiming at increasing the dissemination of research results produced by the DPS faculty. DPS has an obligation to contribute to many forms of dissemination and particular forms of dissemination must be increased (research results, commentary, addressing global and local political and societal challenges).

PhD area:

The PhD area is a key objective aiming at enhancing the quality of the PhD programme by increasing the number of compulsory and optional courses, improving career guidance and supervision.

EDUCATION:

Key priority:

- *More degree programmes*
- *More students*
- *More courses offered (reflecting new areas of interest among students, changing labour market)*
- *Further development of teaching quality.*

Actions and Milestones:

- Increase the quality of our existing MSc programme (we need to strike a balance between a stronger coherence, clear progression, and more choices for the students, and furthermore we need to develop a stronger study environment)
- Revision, simplification and adjustment of the study regulation of the existing BSc and MSc (2012)
- A number of courses providing the students with skills and competences targeting the private and the public sector must be offered at MSc level in every semester (e.g. leadership, management, organisation, branding, public diplomacy, strategy, negotiation skills, human resource management, corporate governance, CSR, lobbyism, public affairs, business and politics relations, etc.) These courses should not be an imitation of conventional business school courses but rethought from a political science perspective
- DPS (Political Science) must offer a minimum of two but hopefully more summer courses every year. DPS will also explore the possibilities for offering winter courses
- Increase the number of BSc students from 2012 with 60 (40 plus)
- Encourage more students to become high school teachers (2013)
- Increase the number of students to 'tilvalgsholdet' with 15 more students (2013)
- Specialisation in the current MSc programme to be developed no later than 2014 but possibly before
- The development of two or three new Masters programmes (one application submitted in May 2012, one or two in 2013 and 2014) (50-60 students in each programme) (an open process in the spring 2012 will determine the degree programmes we will seek accreditation for)

- One of the new Master programmes is the current MSc (cand.scient.pol) but offered as a cand.soc (politics & international politics) in English and Danish to attract Danish and international students interested in politics (but with a first degree in other subjects than political science; the potential applicants hold a social science degree, a degree from the humanities or a professional Bachelors degree) (2012 application deadline)
- Following from this more courses taught in English must be offered over the next five years
- The Department will stay committed to the Masters of Public Governance (MPG) programme (post-experience programme). We aim for a further development of the programme and we will also work for a viable programme when the subsidy runs out. A continued existence is also important from a research perspective because it can function as a research platform for the public organisation group. However, we will not take over the administration
- Apart from the MPG programme and the Copenhagen Summer University, we will not engage in post-experience education (efteruddannelse)
- DPS is committed to continuing the improvement of the study environment
- DPS is committed to developing critical and reflexive students
- DPS stays committed to research-based teaching and we will work for improvement in our teaching by offering courses (in cooperation with the pædagogisk centre) to develop teaching skills
- DPS stays committed to an increased attention to research methods aiming at enhancing the level of awareness of different research designs and methods – not as an independent field, but embedded in the sub-disciplines of political science
- Long-term planning of courses offered – two years ahead (2012)
- Improving the teaching quality and the courses offered by a better utilisation of the teaching resources across different groups and sub-disciplines. Improved teaching qualifications should not only enhance teaching quality but should also lead to more efficient use of time, e.g. time for preparing lectures and classes
- Maintaining and further developing the study environment, including more contact with professors
- Teaching organisation and teaching coordination: the department has a number of teaching groups according to the study regulations. Each of these groups has a coordinator. The coordinators meet up with the director of studies at least twice a year to coordinate and optimise the resources, secure flexibility and make sure that new courses can be developed across the sub-disciplinary boundaries. This structure must be in place in 2012
- In order to realise the ambitions and targets, DPS will work for an increase in the size of the faculty. We need more permanent faculty members and subject to our budget constraints we will work

towards an increase. In order to develop two new Masters programmes, DPS will employ two senior researchers on fixed contracts.

RESEARCH ORGANISATION:

Key priority:

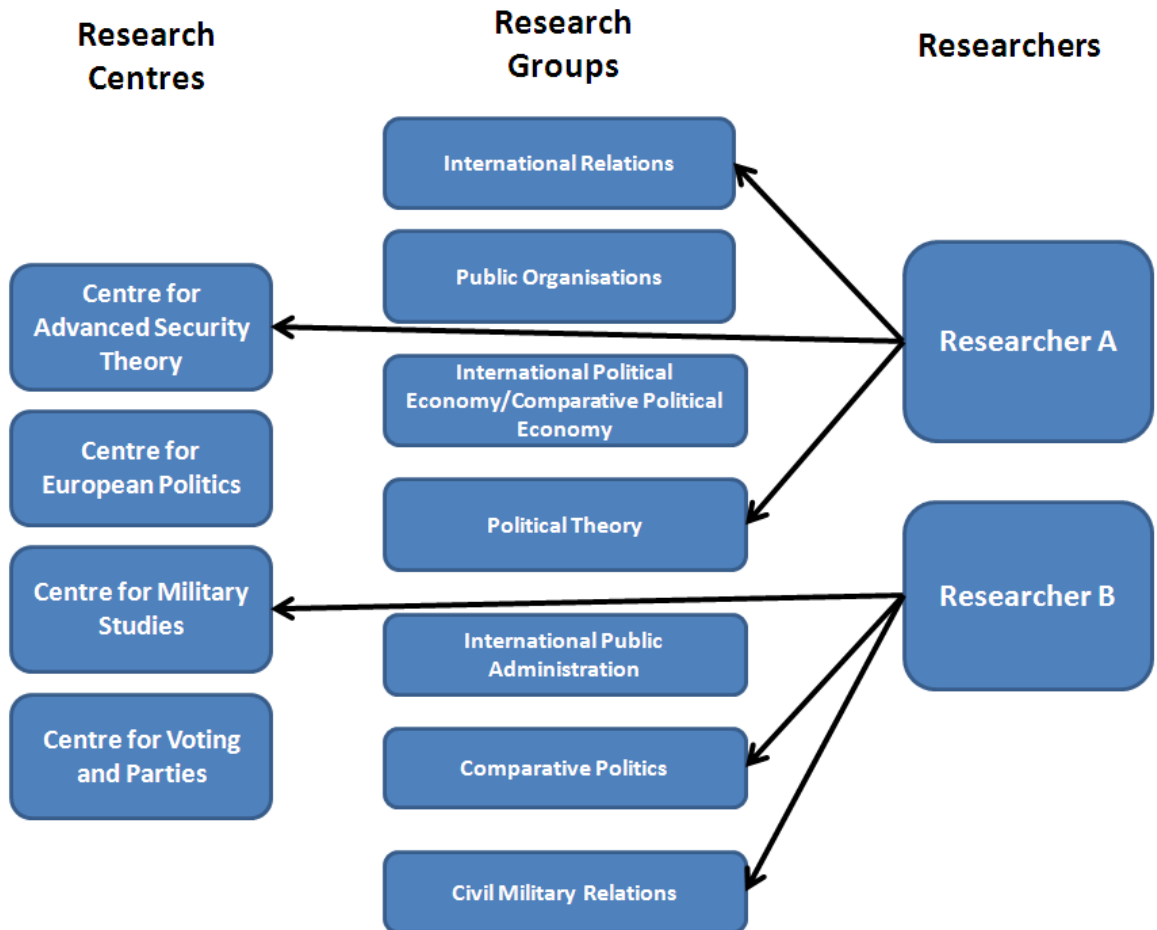
- *Developing a dynamic research organisation reflecting the interests of the faculty*
- *Developing a research organisation with two forms: research groups and research centres*
- *Developing a research organisation in which resources are allocated according to initiatives, progress and dynamic environment. Thus new positions will also reflect a dynamic research organisation.*

Action and milestones:

- A new research organisation is needed to support the individual researchers and research teams in their further progress and to help them create better local and international research networks with strong aspirations for producing innovative and high quality research
- The research at the DPS will mainly be organised in two different forms: in a *research centre* or in a *research group*. Although the centres can be of very different character, they are more institutionalised than a research group. A centre will typically have external sources of funding, carry its own website, have a more formalised governance structure, and it will normally be larger than a research group. Both the research centres and the research groups will function as a research community in which the members meet to discuss papers, invite guest speakers, write papers together, organise workshops or seminars, and work together to generate further external funding for the research agenda
- The purpose of having research centres and research groups is to build up a critical mass of researchers who can move up and into the highest possible international level
- In addition to research centres and research groups, we have specific research projects which are often financed by external funds such as from FSE, Velux or similar sources. These projects can either be embedded in a research centre or a research group, or can be linked up to one of the still existing *sub-disciplinary groups*. These groups will continue to exist and can still function as a research community if need be

- The number and character of centres and research groups will vary over time. There are no fixed numbers as they are entirely depending on the interests and dynamics among the faculty
- The research centres and the research groups are open to all faculty members. Any faculty member can be a member of as many centres and groups as she/he likes
- In 2012 the DPS has the following research centres: Centre for European Politics (CEP), Centre for Advanced Security Theory (CAST), Centre for Military Studies (CMS), and Centre for Voting and Parties (CVAP). From 2013 the Nordic Institute for Asian Studies (NIAS) will be integrated into the DPS as an independent centre
- It is expected that the number of centres will change during the next five years: more might be added and some of those already existing might be dissolved. The number will reflect the dynamics and research processes in the department
- In 2012 the Department has the following research groups: 1) Public Organisation and Policy, 2) International Public Administration, 3) International Relations, 4) Political Theory and the History of Ideas, 5) International Political Economy/Comparative Political Economy, 6) Danish and Comparative Politics and 7) Civil-military relations
- If a research group develops into a larger and more institutionalised unit with some external funding, proves sustainable and has some brand value, it can be turned into a research centre
- More research groups can be added and it is expected that more groups will emerge and consolidate over the coming five years
- The purpose of the centres and the research groups is to concentrate resources in specific areas of prioritisation, to increase research quality and signal to the outside world where the priorities and research focus of the department are placed
- The centres and groups must function as loci for the development of new ideas, the testing of arguments and general quality assurance. They must also support teams as well as individual researchers in their endeavours to produce strong papers and books and, moreover, underpin the processes of writing research applications
- It is expected that the research centres and research groups will facilitate the individual researcher's integration into international networks.

Research Organisation 2012-2016



RESEARCH MANAGEMENT

Key priority:

- *Developing a research management committee (RMC) representing the research communities with the purpose of facilitating and underpinning the research in the department in order to increase quality and quantity*
- *More researchers must publish in the most important and significant journals and with the best book publishers: this should be underpinned by the RMC.*

Actions and milestones:

- A research management committee (RMC) will be formed consisting of representatives from the research community (a representative from each of the centres, one representing the research groups, one representing the independent researchers, and a chairman plus the head of department)
- The purpose of the RMC is to facilitate and underpin the research in the department as a whole in order to increase quality and quantity. An important goal is to enhance the quality of our research including also the impact of the research. DPS aims at raising the general level but also to become a significant contributor at the highest possible international level in particular fields of political science. A new research organisation and a new research management structure are important means with which to attain these goals. Actions to be taken are amongst others:
- Introduction of an annual research review with the purpose of supporting researchers (this is not a monitoring system; it is still the responsibility of the Head of Department (HoD) to monitor research progress by means of the annual performance review (MUS))
- The RMC must support and advise the researchers in the process of developing some publications which can reach the most important and significant journals within a particular field (or book manuscripts to be published with the most important publishers)
- Facilitate cooperation between different researchers (within and outside the department, in Denmark and elsewhere) in order to initiate common research projects, funding applications, co-authored publications etc.
- The RMC is responsible for encouraging the research centres and research groups to apply for external funding
- The RMC should advise the HoD about necessary strategic decisions relating to major research applications

- Coordinate research applications
- Contribute to finding talented new people, with the purpose of encouraging them to apply for FSE and EU post-doc grants and finding candidates for visiting scholarships and honorary professorships
- The RMC has the responsibility for developing and implementing a procedure for review and quality control of applications submitted for external funding
- The RMC must make sure that every application always goes through two review processes
- Assist colleagues in finding potential partners for EU applications
- Contribute to the continuous development of a pluralistic and diverse research profile which is open to new research fields and research agendas
- The RMC should provide career advice and career guidance for junior faculty as a group
- The RMC should create a career policy for the faculty in general and in particular for the junior faculty. Such a policy implies a set of norms and expectations in terms of moving up the career ladder. For example, what is to be expected from an assistant professor in order to qualify for an associate professorship.

EXTERNAL FUNDING

Key priority:

- ***Obtain more external funding to increase the research time in the department***

Action and milestones:

- All faculty members should be encouraged to apply for external funding to support their research projects
- It is, however, important to accept that it will be more difficult for some than for others to obtain funding, depending on topic and subjects. Consequently, not everybody is expected to raise major sources of external funding
- The department aims at having 1-2 externally funded post-docs (as a minimum) every year (source of funding – FSE, Carlsberg, EU)
- The department must aim for participation in EU framework programmes at least every second year
- A researcher must take a leading role in an EU framework application at least every five years
- The department must apply for a FSE-research unit every four years

- The department must apply for a DGF-centre every five years
- The department must apply for an ERC start grant every five years
- The department must encourage scholars from abroad to apply for EU mobility grants
- The department should increase the number of industrial PhDs by collaborating with businesses
- The department must provide research support to make the applications and to run the projects when funded
- The research management group must make sure that every application goes through a review process
- Larger private funds should be approached (Rockwool-fonden, Velux, Tuborg, Tryg, Real-Dania etc.)
- The DPS should provide time or seed money for those faculty members applying for the big research grants
- The DPS will provide administrative support for the faculty members applying for external grants.

DISSEMINATION

Key priority:

- ***Increase the dissemination of research results***

Action and milestones:

This concerns the dissemination of research and assisting the public in understanding political phenomena and comment on current affairs.

- All faculty members of the department are strongly encouraged to disseminate their research
- The faculty members should aim at disseminating their research and research results
- This can be done at various media platforms such newspapers, radio, websites and television
- It can also be done in public lectures, lectures for a targeted audience, at the Open University (Folkeuniversitetet) or in the form of books (targeting a broader audience)
- Secondly, the faculty members can be available for the media to comment on political phenomena and current affairs
- Directors of centres and coordinators/leaders of research groups are responsible for reminding their colleagues that they must develop a dissemination strategy when new research has been published
- The DPS will work for the introduction of a system monitoring our media contributions.

THE PhD AREA

Key priority:

- *Offer more courses*
- *Career guidance*

Action and milestones:

DPS is committed to increasing the quality of the PhD programme by introducing a number of measures such as:

- Increasing the number of compulsory and optional courses but also offering more flexibility
- Improving career guidance and supervision
- Providing courses in academic writing and academic publishing including more individualised courses
- Encouraging more joint collaboration with senior faculty.

MEANS AND STRATEGIC INSTRUMENTS:

HR issues (new personnel, guests, visitors): the department must improve the HR dimension (in cooperation with the Faculty of Social Sciences).

- new procedures for hiring international staff (contract, work permission, bank account, accommodation etc.)
- better welcome procedures (for international staff and new incoming staff)
- visiting staff/permanent staff
- initiatives to create social integration
- procedures for outgoing personnel

- senior policy
- emeritus policy.

Responsibility: LT and administration

Milestone: All procedures and policies must be implemented by September 1 2012.

Recruitment & promotion policy:

The department must have a transparent recruitment and promotion policy.

- New recruitments will be made according to teaching needs and research priorities. The old sub-disciplinary groups will no longer function as an allocation principle
- DPS is aiming at expanding the size of the faculty.

Responsibility: HoD

Milestone: All procedures and policies must be implemented by 1 February, 2012.

Salary and allowance policy:

A new policy must be developed

- The policy must reflect department priorities.

Responsibility: HoD and Shop Steward

Milestone: A new policy must be in place by 1 February, 2012.

Workload policy:

- A decision on an adjusted workload policy must be made
- It must reflect the changing balance between teaching and research
- Negotiations between HoD, and Shop Steward/faculty must finish by the end of 2011.

Responsibility: HoD/LT

Milestone: A new policy must be in place by 1 February, 2012.

New governance structures:

- A new governance structure with transparency must be developed
- A new, more workable and legitimate board must be developed ("institutforum"/ The Advisory Committee (AC)) (a proposal is on its way from the board of UC)
- We must improve internal communication (faculty meetings, intranet, newsletter).

Responsibility: HoD/LT

Milestone: A new policy must be in place by 1 February, 2012.

Communication strategy:

- A communication strategy targeting the external world must be developed
- 'The public'
- The political system
- Potential new students (Denmark, the Nordic countries, EU, rest of the world)
- The university management group including the board
- An international audience
- Website, press releases, facebook, open meetings/seminars/lectures etc.

Responsibility: HoD/LT

Milestone: A new policy must be in place by 1 July, 2012.

Special issues: e.g. sociology and economics: the future of these disciplines

- How can we organise these disciplines in the future?
- How can we guarantee high quality in the teaching of these subjects?
- How do we make sure that electives are offered at MSc level?
- Do we want to have the responsibility of teaching these subjects in the department?
- Do we want to strengthen the competences in these two sub-disciplines?
- How do we organise teaching and research in these two sub-disciplines in the future?

Responsibility: HoD/LT/Sub discipline coordinators

Milestone: A plan must be finalised by 31 December, 2012.