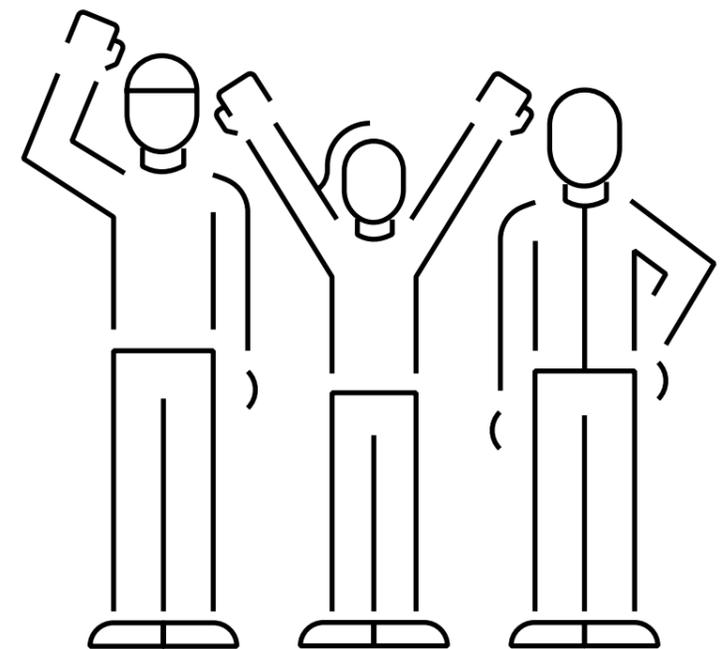


# Value, Quality, People

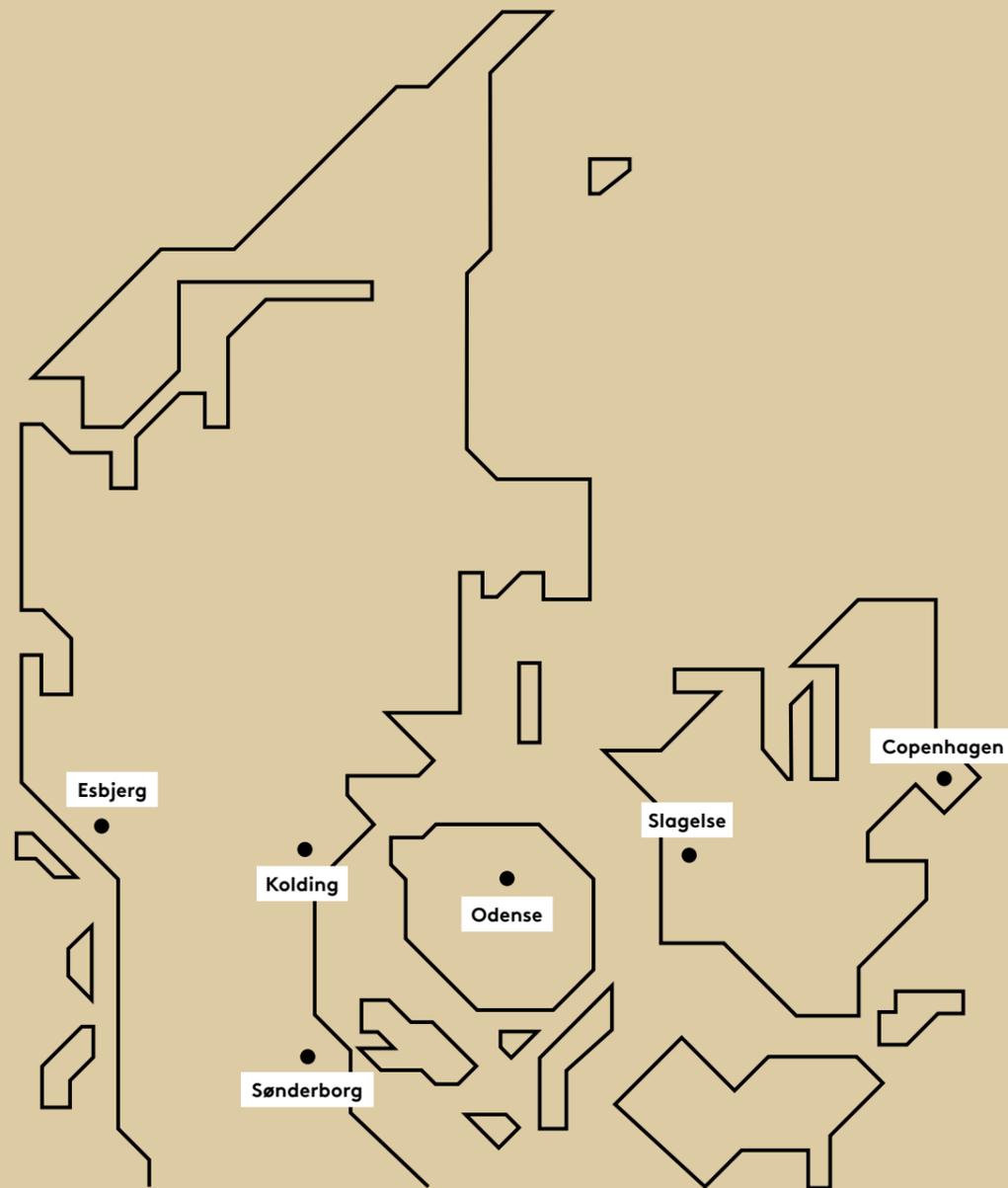
The University of Southern Denmark  
towards 2030

We create value for and with society and shape the future through high quality, talented people and outstanding environments.



# University of Southern Denmark

2023



The University of Southern Denmark is a world-class university with deep roots in the Region of Southern Denmark. The University is characterised by its multi-campus structure. With five strong faculties under one roof at the main campus in Odense, the University of Southern Denmark has an optimal framework for interdisciplinary collaboration. Excellent research at the highest international level is the definitive starting point for the University's activities; world-class research is the starting point for the education programmes, development and value creation that the University of Southern Denmark offers the surrounding society.

The University of Southern Denmark is characterised by high quality, ambition and fortitude. The University's engagement with the surrounding society is rooted in a productive balance between curiosity-driven basic research and more application-oriented research and innovation. The University undertakes to deliver research-based solutions for the benefit of society.

The University of Southern Denmark prides itself on a broad education portfolio, close contact between researchers and students and well-run programmes. With purpose, expertise and spirit, the University is experimenting with new formats and education programmes that will unlock the students' potential and provide them with new insights and skills.

The University of Southern Denmark adheres to and upholds academic freedom as the foundation for the University's research, education and collaboration with the surrounding society. Freedom of research and teaching as well as debate and expression are prerequisites for the University's staff and students to create and disseminate new discoveries.

## A world in constant change

Climate change, demographic development, pandemics, cyber threats and a rapidly changing global economy are significant societal challenges that the University of Southern Denmark must and will address. The major challenges of the 21st century are complex and multifaceted; sustainable change and

solutions require new – often interdisciplinary – research-based knowledge, and the University of Southern Denmark is an indispensable stakeholder in the transition process.

At the same time, the University of Southern Denmark’s framework conditions are changing in crucial ways: both the national and European funding landscapes are shifting; demographic developments reflect fewer young people and more older people; and society’s expectations for universities to provide flexible education formats for a changing labour market are growing.

The changes in the University’s surroundings create an urgent need for the University of Southern Denmark to define development paths that will ensure that the University’s core – research and education of the highest international quality – continues to be effectively mobilised in the future.

### **Vision: University of Southern Denmark 2030**

In 2030, the University of Southern Denmark will continue to be recognised as a world-class, multi-faculty university with distinct roots in the Region of Southern Denmark. The University of Southern Denmark produces excellent research and offers outstanding education and innovation that creates movement and positive change beyond the University’s walls.

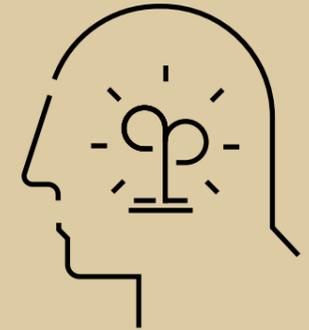
But the University of Southern Denmark is more than that.

## **In 2030, the University of Southern Denmark will be recognised for:**

- groundbreaking and transformative **research** that shapes the society of the future
- attractive and flexible **learning environments** that produce sought-after and productive graduates
- valuable **co-creation, dissemination and innovation** that create an informed public and promote growth, welfare and development
- motivating **university settings and environments** characterised by excellence, equilibrium and diversity, enabling individuals and groups to realise their full potential

*In other words, the University of Southern Denmark is and will be known for creating value for and with society and for shaping the future through high quality, talented people and outstanding environments.*

## ***Talented people in outstanding environments create high quality and value on a broad spectrum.***



**Value, quality, talented people and outstanding environments are pivotal for the University of Southern Denmark’s strategic initiatives going towards 2030.**

### **Value for and with society**

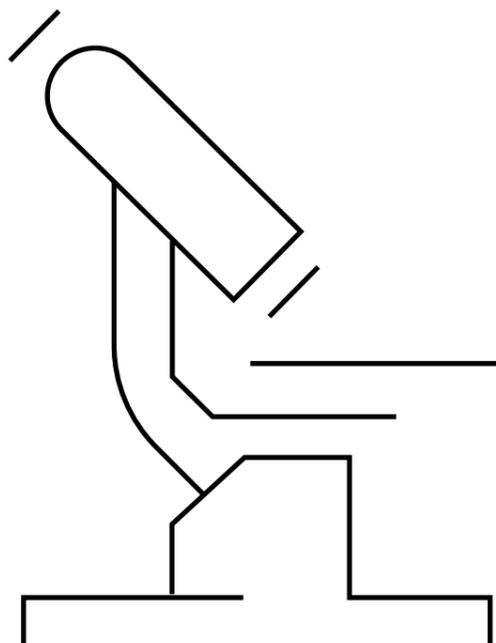
The University of Southern Denmark’s raison d’être is to create value for and with society. The University of Southern Denmark will contribute with research-based knowledge, solutions, consultancy, public sector consultancy, innovation and education and learning that make a positive difference to the University’s surroundings. We will address major societal challenges. This means that the University of Southern Denmark prioritises contributing to a sustainable future.

### **Value in a broad sense through high quality**

The prerequisite for the University of Southern Denmark to create value for and with society is that the University delivers research, education programmes and collaborations of the highest international quality. Value creation and the University’s relevance are inherently rooted in high quality. Of particular importance, however, is excellent research. It is the research-based recognition and the research-based study programmes that distinguish the university from all other institutions. Ultimately, for the quality of the University’s educational and collaborative activities to be first rate, the research environments in which they are based must also be of top quality.

### **High quality through talented people and outstanding environments**

Most important in the endeavour to achieve high quality – and thereby fulfil the ambition to create value for and with society – is the University’s population: individuals as well as groups. The University’s re-searchers, teachers, students, managers and technical and administrative staff are imperative for the University of Southern Denmark to deliver high quality. The quality of the University’s research, education and collaboration activities depends on modern laboratory equipment, operating resources, effective quality assurance systems, the physical settings of the education programmes and an up-to-the-minute IT infrastructure. But without the right individuals and groups, the physical settings and infrastructure have no value. It is therefore crucial that the University of Southern Denmark is able to retain, develop and recruit talented people and create outstanding environments.



## Strategic focus areas: Research, education, colla- boration and organisation

To realise the 2030 vision, the University of Southern Denmark will focus on initiatives in four core areas: research, education, collaboration and organisation. The initiatives will be implemented in sub-strategies and specific initiatives, which will largely be based on the main strategic intervention: the prioritisation of high quality, talented individuals and excellent environments.

### Research

In 2030, the University of Southern Denmark will be known and recognised for ground-breaking and transformative research that shapes the society of the future. Towards 2030, we will further raise the University's general level of research excellence and ensure that SDU becomes a world leader in several research areas.

- 1 We will retain and recruit top international talent**  
Top international talent is essential for the University of Southern Denmark to further raise the general level of research, ensure the breadth of research and develop and cultivate world-leading research environments. The successful retention and recruitment of research talent are fundamental for the University to create value for and with society through high quality.
- 2 We will develop outstanding environments that foster the next generation of excellent researchers**  
Excellent research teams and environments are essential for research talent to grow and develop. The University of Southern Denmark will be known for academically stimulating, ambitious, inspiring and diverse environments that cultivate the next generation of excellent researchers and realise the full potential of each individual researcher.
- 3 We will be world leaders in selected research areas**  
The University of Southern Denmark is already a world leader in some research areas. We will maintain these positions of strength and develop new world-leading environments that create ground-breaking research and strengthen the University's ability to attract and retain international research talent.
- 4 We will develop the level and quality of research based on international collaboration and discussion**  
Excellent research is conducted, disseminated and evaluated in international networks. The University of Southern Denmark will develop and strengthen the University's research through increased international collaboration and discussion that inspires and challenges the University to deliver even higher quality research.
- 5 We will increase research funding**  
Outstanding research environments require significant financial resources. The University of Southern Denmark will strengthen and develop its research activities by increasing external research funding from public and private foundations. The University of Southern Denmark will exploit the opportunities offered by a changing research funding landscape.

## ***Outstanding research environments are the basis for delivering high quality research-based education.***

### **Education**

In 2030, the University of Southern Denmark will be known and recognised for attractive and flexible learning environments that produce sought-after and value-creating graduates. Towards 2030, we will develop the content and format of the University's education portfolio, thereby meeting society's – and particularly the Region of Southern Denmark's – need for skills and new knowledge.

### **1 We will educate competent people who challenge and contribute to the development of society**

Academically strong, competent and committed people are critical for solving the complex societal challenges of the future. We will support the students' motivation and learning and strengthen their abilities in collaboration, communication as well as creative and critical thinking. We want to educate digitally competent and aware people who can apply digitalisation in a professional context and actively contribute to the development of the digital future.

### **2 We will create outstanding educational environments in which talent and academic acuity are developed**

The educational environment is crucial for students to realise their full potential. The University of Southern Denmark will develop our physical settings and digital solutions to support strong academic communities and student wellbeing at all campuses. We will focus on the educational leadership and skill development of lecturers in order to create attractive international educational environments of the highest quality and teaching based on relevant pedagogy and didactics.

### **3 We will connect with curious, motivated and talented young people**

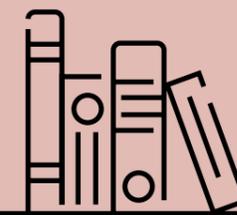
The academic background, abilities, interests and courage of young people are the basis for diverse and international educational environments in which we educate excellent graduates who have the skills to be part of a highly specialised labour market. The University of Southern Denmark will establish an early and lasting relationship between young people and the University's academic disciplines, supporting a choice of study that allows the young people to realise their academic and personal potential. At the same time, we will recruit talented international students to the University of Southern Denmark's attractive educational environments.

### **4 We will create greater cohesion between education and research through the integration of research**

The University of Southern Denmark's comprehensive range of education programmes in flexible formats and for all target groups will be based to an even greater extent on the University's research and be continuously developed in interaction with the surrounding society. Outstanding research environments are the basis for delivering high quality research-based education. We will increase research integration and energise the already close contact between researchers and students.

### **5 We will support lifelong learning for people in employment**

The education sector is going through a turbulent period, and society's demand for and views on education are changing rapidly. With its regional anchoring, the University of Southern Denmark has a unique opportunity to address the labour market's demand for research-based skills. In interaction with the out-side world, we will transform and create flexible educational activities that ensure that people in employment have a lifelong connection to the University.



***The University of Southern Denmark's ambition is to be among the leading universities when it comes to delivering positive societal impact.***

**Collaboration**

In 2030, the University of Southern Denmark will be known and recognised for co-creation, valuable dissemination and innovation that creates an informed public and promotes growth, welfare and development. Towards 2030, we will strengthen the University's ability to bring research-based knowledge into play in collaborations with companies, authorities, NGOs and other partners and ensure that the University of Southern Denmark's employees contribute to informing the public debate.

**1 We will prioritise special themes and involve academic environments across faculties**

Towards 2030, in close dialogue and collaboration with the surrounding society the University of Southern Denmark will contribute to the development of society by setting strategic priorities for special, interdisciplinary themes. The prioritisation of 3-5 interdisciplinary themes will help the University focus re-sources and attention on a limited number of key societal challenges.

**2 We will strengthen the positive impact of research on the surrounding society**

The University of Southern Denmark's ambition is to be among the leading universities when it comes to delivering positive societal impact in the form of research-based knowledge and solutions in response to societal challenges. We will work purposefully to ensure that the University's excellent research is put into effect for the benefit of the surrounding environment.

**3 We will ensure value-creating dissemination**

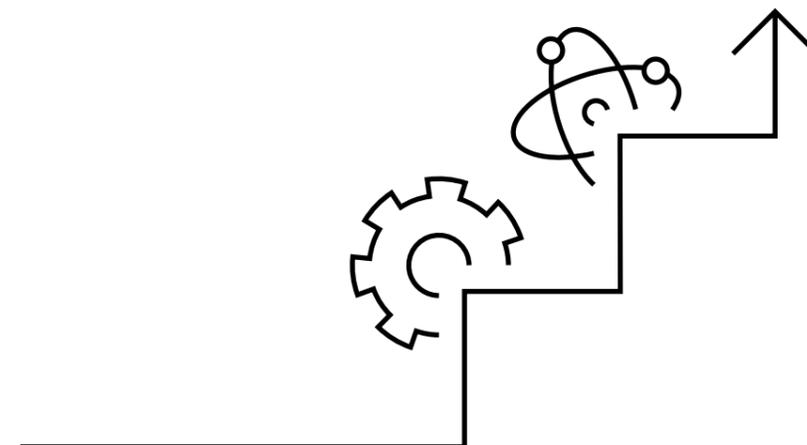
The University of Southern Denmark creates value for society through the dissemination of research-based knowledge and participation in public debate. The University is a cultural institution that contributes with education and knowledge, which serves to inform public debate. We will develop and strengthen the University of Southern Denmark's dissemination activities and ensure that such activities have meritgiving value for the individual researcher.

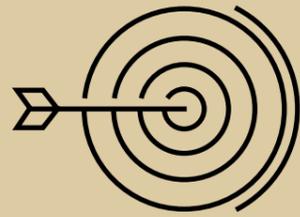
**4 We will promote innovation initiatives and environments**

The University of Southern Denmark already has a strong innovation capacity with spin-outs from research and a strong entrepreneurial environment for students. We will further add to this position of strength and prioritise resources to support the continuing recognition of the University of Southern Denmark as a university of innovation in the future.

**5 We will build bridges to the surrounding society through strategic partnerships**

The University of Southern Denmark prospers when it enters into strong relationships and partnerships with key stakeholders in the surrounding society, including public authorities, civil society and institutions as well as companies, organisations and foundations. Strong partnerships require a focus on building solid and sustainable relationships in a wider ecosystem.





## Organisation

In 2030, the University of Southern Denmark will be known and recognised for motivating university settings for talented people and outstanding environments characterised by excellence, equilibrium and diversity. Towards 2030, we will work to create an outstanding organisational and physical environment that attracts, develops and nurtures talent.

### 1 We want to promote the good university life

The University of Southern Denmark already has a good work and study environment with a strong focus on ensuring co-determination and involvement. To support the University's focus on talent and excellent environments, the ambition is for the University to be known for its engaging, motivating and stimulating university environment, now and in the future. Regardless of background and qualifications, staff and students must be included in creating the good university life, which at the University of Southern Denmark is characterised by academic freedom, high levels of well-being, decency and collaboration.

### 2 We will deliver quality grounded in a high level of competence and robust environments

Just as the University of Southern Denmark ensures a high level of education in society, the University also focuses on further development of the knowledge, skills and abilities of managers and employees to fulfil tasks – individually and as a collective organisation. A continuing high level of skill among managers and employees as well as robust academic and social environments are necessary to ensure the University's ability to deliver high quality.

### 3 We will continuously improve workflows and digital solutions

Today, the University of Southern Denmark uses many digital solutions, based on the ambition for the University to have a coherent, robust and secure digital infrastructure. Employees and students should perceive digital solutions as being helpful and convenient in everyday life. The University will take an inquisitive approach to assessing new innovative digital opportunities, be focused on continuous improvement of workflows and digital solutions and advance the organisation's digital capabilities.

### 4 We will create attractive, optimal and sustainable settings

The University of Southern Denmark has extensive physical facilities, including technologically advanced laboratories and workshops, classrooms and learning spaces, office spaces, shared facilities and outdoor areas. The ambition is for the physical surroundings to be continuously adapted and optimised for the University's needs and activity. The University would like to invite external parties to our campuses for innovative collaboration and co-creation. In parallel, the University will continue to implement sustainability and climate considerations in the University's operations.

### 5 We will ensure a healthy economy

The University of Southern Denmark's finances are changing, with shifts in emphasis from education to research and from full-time education to more flexible formats. At the same time, the University is facing major political reforms in education. It is crucial that the University has a good economy that can support the fulfilment of the University's tasks and the implementation of strategic priorities.





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