

## Overall target plan – Development Contract (DC) 2012–14 with grey background

### 1. Full-time degree programmes at the University of Copenhagen (DC target 1)

#### Objective

The University of Copenhagen (UCPH) aims to ensure that all degree programmes provide adequate teaching and supervision, so that all students are able to achieve deep academic insights. The University also strives to ensure that each student's week is filled with relevant, structured challenges, including activities other than group classes and lectures.

#### DC benchmark 1.1

There should be a minimum of 12 hours of teaching per week during the 14 semester weeks for all bachelor's degree programmes in 2014.

#### *Method of calculation, definition and data system, where applicable*

The number of teaching hours for bachelor's degree programmes – in the form of lectures, seminars, group classes and personal supervision of students – should be precisely determined from the baseline established in 2012. Thus, the basis for the method of calculation should be well-defined and consistent in subsequent years.

A definition of what constitutes teaching hours is being established by UCPH's working group regarding free-periods, and a suggested definition will be included in the formation of the baseline and in the calculations for subsequent years.

#### *Baseline for evaluation of the target*

The baseline will be established and available before the end of 2012.

#### *Date of calculation*

Calculated annually, at the start of the academic year (1 September).

#### *Milestones*

2012: Define the baseline and method of calculation

2013: 75 % of bachelor's degree programmes have the minimum number of teaching hours (12 hours per week during the 14 semester weeks)

2014: 100 % of bachelor's degree programmes have the minimum number of teaching hours (12 hours per week in the 14 semester weeks)

#### DC benchmark 1.2

There should be documentation for supervised full-time study timetables, covering 37 hours per week for bachelor's degree programmes.

#### *Method of calculation, definition and data system, where applicable*

The benchmark will be specified at the same time the baseline is established in 2012, so that calculations in subsequent years have a well-defined and consistent basis.

The UCPH working group regarding free-periods is currently working to define the framework for

the weekly timetables, and will suggest how these should be implemented at the University. Their proposal will be included in the formation of the baseline and in the calculations for subsequent years.

***Baseline for evaluation of the target***

The baseline will be established and available before the end of 2012.

***Date of calculation***

Calculated annually, at the start of the academic year (1 September).

***Milestones***

2012: Define the baseline and method of calculation

2013: 75 % of degree courses can document full-time study timetables, covering 37 hours per week

2014: 100 % of degree courses can document full-time study timetables, covering 37 hours per week.

## **2. Studies efficiency (DC target 6)**

### **Objective**

The University of Copenhagen aims to achieve faster completion rates in its degree programmes, so that bachelor's students reduce their study time by 3 months and master's students by 2 months during the contract period.

### **DC benchmark 6.1**

There should be a 6 % increase in ECTS for each full-time student in a bachelor's degree programme during the contract period.

### ***Method of calculation, definition and data system, where applicable***

Using STADS, data will be retrieved for all activities in one academic year for all full-time students in bachelor's degree programmes. The activities include regular student full-time equivalent (FTE) activities earned at UCPH as well as merit activities from other institutions, both calculated in ECTS. The sum total of ECTS will be divided by the number of full-time students in bachelor's degree programmes. The conversion to an average duration of study will be calculated as 180 ECTS for a bachelor's degree, divided by ECTS per full-time student enrolled in a bachelor's degree programme.

### ***Baseline for evaluation of the target***

Bachelor's degree students at UCPH completed an average of 38.6 ECTS in 2011.

### ***Date of calculation***

Calculated annually on 1 October.

### ***Milestones***

2012: 1 % increase in relation to the baseline, equivalent to 39.0 ECTS

2013: 3.5 % increase in relation to the baseline, equivalent to 40.0 ECTS

2014: 6 % increase in relation to the baseline, equivalent to 40.9 ECT

### **DC benchmark 6.2**

There should be a 6 % increase in ECTS for each full-time student in master's degree programmes during the contract period.

#### ***Method of calculation, definition and data system, where applicable***

Using STADS, data will be retrieved for all activities in one academic year for all full-time students in master's degree programmes. The activities include regular student FTE activities earned at UCPH as well as merit activities from other institutions, both calculated in ECTS. The sum total of ECTS will be divided by the number of full-time students in master's degree programmes.

#### ***Baseline for evaluation of the target***

Master's degree students at UCPH completed an average of 38.1 ECTS in 2011.

#### ***Date of calculation***

Calculated annually on 1 October.

#### ***Milestones***

2012: 1 % increase in relation to the baseline, equivalent to 38.5 ECTS

2013: 3.5 % increase in relation to the baseline, equivalent to 39.4 ECTS

2014: 6 % increase in relation to the baseline, equivalent to 40.4 ECTS – through faster with efficient organisation

## **3. Completion of studies**

### ***Indicator(s)***

Range of summer courses on offer, in particular elective courses.

### ***Baseline***

5 out of 6 faculties offer summer courses. There is a large variation in the range of subjects on offer at the different faculties (from 2 to 25 summer courses).

### ***Date of calculation***

Reported annually.

### ***Milestones***

By the end of 2014, all faculties will offer summer courses that are equivalent to 10 ECTS each. By the end of 2016, this will be increased to 20 ECTS each.

## **4. High-quality student counselling and career guidance throughout study period**

### ***Indicator(s)***

Student-counselling strategy 2016

Career-guidance strategy 2016

Clearer guidance opportunities from the first day of the degree programme to the last.

### ***Baseline***

There is an existing student-counselling and career-guidance strategy from 2007, which was revised in 2010 to cover the period 2010–12.

***Date of calculation***

Reported annually.

***Milestones***

By the end of 2012, there will be a new strategy for the University of Copenhagen's student counselling for students at the bachelor's and master's level, along with a new strategy for the University of Copenhagen's career guidance for students from bachelor's degree to PhD level. One prime objective is to decrease drop-out rates. Furthermore, the University will establish clear and readily available student-counselling and career-guidance initiatives for all students from the first day of their studies to the last.

**5. A transparent internal market for degree programmes**

***Indicator(s)***

Number of student FTE registered at a different faculty.

Indexed: 2011 = index 100.

***Baseline 1 October 2011***

The milestone is indexed, and the actual baseline will be established later and included as background information.

***Date of calculation***

Calculated annually from 1 October. Calculation period: 1 October to 30 September.

***Milestones***

The goal is an increase in activity from index 100 in 2011 to 110 in 2014.

**6. Cohesion within the educational system – professional bachelor's degrees, etc.  
(DC target 4)**

**Objective**

The University of Copenhagen aims to further develop opportunities for students to transfer between degree programmes and educational institutions, thereby contributing to improved cohesion in the educational system for higher-education programmes.

Furthermore, the University of Copenhagen aims to ensure more flexibility in the transition between bachelor's and master's degrees, including admitting master's students who received their bachelor's degrees from other institutions.

**DC benchmark 4.1**

Three times as many formalised educational partnerships should be established with university colleges and academies of professional higher education during the contract period.

***Method of calculation, definition and data system, where applicable***

The number of formalised educational partnerships established with university colleges and acad-

emies of professional higher education.

***Baseline for evaluation of the target***

At the end of *Development Contract 2011*, the formal baseline was that UCPH has two formalised agreements with university colleges. Additionally, UCPH offers two professional bachelor's degrees of its own.

***Date of calculation***

Calculated annually on 1 October.

***Milestones***

2012: UCPH has 3 agreements

2013: UCPH has 5 agreements

2014: UCPH has 6 agreements

**DC benchmark 4.2**

There should be a 5 % increase in the admission of bachelor's and professional bachelor's students from other Danish educational institutions to the University's master's programmes during the contract period.

***Method of calculation, definition and data system, where applicable***

The data will be retrieved from STADS. It was not possible to register data in Fønix, so the baseline is the figure from 2011.

***Baseline for evaluation of the target***

Baseline from 1 October 2011: 544 of UCPH's master's students had a bachelor's degree from another Danish institution, equivalent to 10 % of the total master's admissions.

***Date of calculation***

Annual calculation on 1 October. Period of calculation: 1 October to 30 September.

***Milestones***

2012: 1 % increase in relation to the baseline, equivalent to 549 students

2013: 3 % increase in relation to the baseline, equivalent to 560 students

2014: 5 % increase in relation to the baseline, equivalent to 571 students

**7. Organisation of arrangements at the University of Copenhagen for primary/lower-secondary and upper-secondary schools (DC target 5)**

**Objective**

By increasing the number of upper-secondary school students who visit the University, UCPH aims to contribute to better cohesion in the educational system with regard to the transition between upper-secondary school and university. Motivated students who are clear about their choice of degree are less likely to drop out and more likely to complete their studies in a shorter period of time. Student interest in university studies

should grow with the establishment of closer ties to upper-secondary schools, so the students become familiar with degree subjects and the study environment at the university long before they finally choose a bachelor's degree programme.

#### **DC benchmark 5.1**

The number of upper-secondary students visiting UCPH should increase by 12 % during the contract period.

#### ***Method of calculation, definition and data system, where applicable***

The number of upper-secondary school students who participate in school activities at UCPH – including school-related visits and activities at UCPH's museums – will be calculated.

The calculation will include the number of students, separated by the type of activity, the relevant upper-secondary subject and, where applicable, the level of the subject for the participating students.

#### ***Baseline for evaluation of the target***

The baseline will be established in 2012.

An estimated 27,000 upper-secondary school students visited or took part in classes at UCPH in 2011; for example, in connection with choice of study projects, 'student for a day' projects, the Junior Researchers Programme or specially arranged instruction programmes for upper-secondary schools. The baseline will be adjusted in 2012.

#### ***Date of calculation***

Calculated annually in conjunction with the end of upper-secondary schools' academic year. The calculation period is from approximately 1 August to 1 July the following year.

#### ***Milestones***

2012: School year 2011–12: calculated the first time using a pre-defined baseline from summer 2012 (the estimated figure is 27,000 – must be verified!)

2013: School year 2012–13: 2012 + 6 %

2014: School year 2013–14: 2012 + 12 %

## **8. Increased internationalisation in degree programmes (DC target 3)**

### **Objective**

The University of Copenhagen traditionally attracts many students from the Nordic countries. During the contract period, the University aims to strengthen in particular its recruitment of students with other nationalities than Swedish, Norwegian, Finnish, Icelandic and the Faroese. Furthermore, the University aims to increase the number of UCPH students who participate in exchange programmes abroad.

#### **DC benchmark 3.1**

The number of international students from outside the Nordic region who are admitted to full master's degree programmes should increase by 6 % during the contract period.

***Method of calculation, definition and data system, where applicable***

The number of master's degree students with a nationality other than Danish, Swedish, Norwegian, Finnish, Icelandic and Faroese will be calculated using STADS. The admissions figures cover one academic year. The definition of the number of admissions in year X is all the admissions from 1 October in year X-1 through 30 September in year X. Admitted students who terminate their studies less than one month after the start of the academic year will not be counted.

***Baseline for evaluation of the target***

In the 2011 academic year, there were approximately 1,400 students from countries outside the Nordic region enrolled in full master's degree programmes.

***Date of calculation***

Annual calculation will take place on 1 October, when the other degree-programme statistics are calculated and reported. Period of calculation: 1 October to 30 September.

***Milestones***

2012: + 2 % in relation to the baseline, equivalent to 1,428 students

2013: + 4 % in relation to the baseline, equivalent to 1,456 students

2014: + 6 % in relation to the baseline, equivalent to 1,484 students

**DC benchmark 3.2**

There should be a 10 % increase in the number of University of Copenhagen students who choose to study abroad.

***Method of calculation, definition and data system, where applicable***

Universities Denmark statistic H1.

The calculation will include all students who study abroad; i.e., students who study abroad for both longer and shorter periods (free movers, outbound students producing internationalisation subsidy and students with Danish educational support).

***Baseline for evaluation of the target***

The baseline is the number of students who study abroad, calculated by taking an average from 2009–11 = 1,518 students.

***Date of Date of calculation***

Annual calculation: 1 October to 30 September.

***Milestones***

2012: An increase of 3 % in relation to the baseline, equivalent to 1,564 students

2013: An increase of 6 % in relation to the baseline, equivalent to 1,609 students

2014: An increase of 10 % in relation to the baseline, equivalent to 1,670 students

## **9. International talent in PhD programmes**

***Indicator(s)***

The proportion of newly enrolled international students in the 4+4 programme and the 3+5 programme (including the commitment scheme).

The goal is to attract more international talent to the University of Copenhagen's PhD programmes. For non-EU/EEA citizens, the state scholarship for master's degree programmes could be applied as a funding model.

**Baseline**

To be calculated.

**Date of calculation**

Monitored annually.

**Milestones**

The goal is that by 2016 the proportion of newly enrolled international students in 4+4 and 3+5 programmes (including the commitment scheme) should comprise at least 5 % of the total number of newly enrolled PhD students.

## **10. Better quality through the development of the University's educational competences**

**Indicator(s)**

The proportion of employed post-doctoral researchers, associate professors, professors and technical administrative personnel taking part in pedagogical/didactic activities to develop their competences.

**Baseline**

The baseline and target will be established during 2012.

**Date of calculation**

Calculated annually. Calculation period: 1 January to 31 December.

**Milestones**

See under 'baseline'. The goal is for more associate professors and professors to participate in pedagogical/didactic activities to develop their competences.

## **11. Student collaboration with society (DC target 2)**

### **Objective**

The University of Copenhagen aims to provide students with knowledge that can be used and brought into play in the labour market, and to make them more aware of the labour market. Therefore, the University aims to encourage more students to collaborate with external partners in connection with their master's theses.

### **DC benchmark 2.1**

The proportion of master's theses for which there is a contract between the student and an external partner should increase to 15 % during the contract period.

### ***Method of calculation, definition and data system, where applicable***

The support system for registration and calculation will be created in 2012. On this basis, the baseline will also be established in 2012, which will then provide the basis of the calculations for sub-

sequent years.

***Baseline for evaluation of the target***

The baseline will be established and available before the end of 2012.

A sample survey was conducted that revealed a great deal of variation across the University. The former Faculty of Life Sciences did a manual calculation for 2009–10, and these figures show that around 20 % of all master's students collaborate with industry partners. For degrees in economics, 5 out of 175 master's thesis contracts are made in collaboration with external partners. However, the Faculty of Social Sciences questions the validity of these figures, pointing out that this was not previously an area of focus, so there has not been a formalised data-collection method and procedure. A graduate survey done at the former Faculty of Science shows that around 16 % of the graduates completed their theses in collaboration with an external partner. There will be some degree programmes where collaboration is more relevant than in other programmes. Thus, it seems ambitious to suggest that 15 % of all master's theses will be done in collaboration with external partners.

***Date of calculation***

Annual calculation: 30 September to 1 October.

***Milestones***

2012: The baseline is established

2013: 7.5 % of Master's theses are done in collaboration with external partners

2014: 15 % of Master's theses are done in collaboration with external partners

## **12. Graduates ready for the labour market**

***Indicator(s)***

Reliable and up-to-date graduate surveys, including conducting user panels more actively. The results of these will be used for ongoing quality control with regard to the relevance of degree programmes.

***Baseline***

This is a generic target, where a baseline is irrelevant for the milestone.

***Date of calculation***

Annually.

***Milestones***

The proportion of degree programmes that have conducted graduate surveys within the past 3 years should be at least one-third by the end of 2014.

## **13. Strengthen the cohesion between research and education**

***Indicator(s)***

The proportion of externally funded researchers who teach and supervise bachelor's and master's programmes.

***Baseline***

The level of activity in the autumn semester of 2012. The format should be established in advance.

**Date of calculation**

Calculated annually.

**Milestones**

Targets will be based on the baseline, which will be finalised by the end of 2012.

**14. Students as business entrepreneurs (DC target 7)****Objective**

One of the aims of the University's 2016 strategy is to integrate innovation with teaching when relevant. UCPH's participation in the Next Generation and CIEL projects means that there is an increased focus on integrating entrepreneurial programmes into existing courses, thus connecting innovation and entrepreneurship more closely to academic study environments. There is also an increased focus on bringing about the necessary cultural changes that will strengthen and encourage the entrepreneurial mindset and skills in both students and teaching staff.

The projects are expected to create an increased capacity for innovation, as the students will be better equipped to start their own businesses. Therefore, it is relevant and interesting to set targets for the number of businesses that would be started by students or graduates from UCPH.

**DC benchmark 7.1**

The number of businesses started by students from the University of Copenhagen should increase by at least 10 % in 2012 compared to the average for the period 2005–09; i.e., an increase of 132 by the end of the contract period.

***Method of calculation, definition and data system, where applicable***

The measurement will show the number of businesses started annually by students from UCPH while they are actively studying and up to 7 years after they have left UCPH.

The statistics will be compiled each year in collaboration with Statistics Denmark's "Entrepreneur Database". UCPH will provide Statistics Denmark with a dataset for the student population in the 7 years before the present year, supplemented by the annual enrolments for the sixth, fifth, fourth and third years prior to the present year. For example, in 2012, UCPH provided a dataset for the student population in 2005, supplemented by the annual enrolments in 2006, 2007, 2008 and 2009. This creates a dataset without duplicates (except for the students who have multiple enrolments – in this case, their latest enrolment date is included).

Since the Entrepreneur Database is updated with a two-year delay, it is possible to compile annual statistics from 7 years prior to the present year and from the third year prior to the present year (i.e., for 2005–09 in 2012).

***Baseline for evaluation of the target***

In the period 2005–09, there were an average of 120 businesses started each year.

***Date of calculation***

An annual figure for the number of businesses started by students from UCPH will be established in collaboration with Statistics Denmark using figures from the two previous years. The achievement of milestones (i.e., figures for 2012) will be evaluated at the end of the contract period 2012–

14 (calculated in March 2015). The annual interim reports in March 2013 and 2014 will show the results for 2010 and 2011, respectively.

#### ***Milestones***

2012 and 2013: In conjunction with the Annual Reports for 2012 and 2013, the results for 2010 and 2011 will be reported. The figures will be analysed in order to draw conclusions about the characteristics that lead students to start a business, and to determine how this entrepreneurship can be encouraged.

2014: The milestone is 132, which will be calculated at the end of the contract period 2012–14 (calculated in March 2015).

## **15. Recruitment of international researchers**

#### ***Indicator(s)***

The target figures for international academic staff calculated based on stock figures. International academic staff are defined as employed assistant professors, associate professors, professors with special responsibilities and professors with a nationality other than Danish.

#### ***Baseline***

For 2009, 2010 and 2011, the proportion of employees with foreign citizenship was 15.1 %, 16.5 % and 17.2 %, respectively – calculated after the 4th quarter every year.

#### ***Date of calculation***

Annually, at the end of the year. For the first time, calculation occurs on 1 January 2013. The calculation will be done centrally using data from the personnel system Isola.

#### ***Milestones***

A 0.5 % per year increase in the proportion of international academic staff in relation to the total number of academic staff; i.e., an increase from 17.2 % to 19.2 % over four years.

## **16. Students with better language skills**

#### ***Indicator(s)***

Working targets for the first year: establish a UCPH language committee tasked with creating a target plan to further develop ideas from, among others, the competence committee at the Faculty of Humanities.

#### ***Baseline***

#### ***Date of calculation***

#### ***Milestones***

The committee will be established and the suggestion put forward by the end of 2012.

## **17. A greater number of points in the Bibliometric Research Indicator (BRI) model (DC target 9)**

## **Objective**

Researchers produce results that are presented directly within the world of research. The production of research articles, books and contributions to scientific journals are an essential tool for researchers in terms of communication, discussion and development.

This published presentation of research is also included in the Ministerial budget model, and therefore has financial significance to the University.

### **DC benchmark 9.1**

The number of points in the Bibliometric Research Indicator (BRI) should increase by 6 % during the contract period, based on the current methods of calculation in the BRI.

#### ***Method of calculation, definition and data system, where applicable***

The following research publications are included in the BRI:

- Scientific monographs
- Scientific articles in journals (periodicals or series)
- Scientific articles in anthologies
- Patents
- Doctoral dissertations

Members of the academic community in each research area choose the journals and publishers that give points. An authorised list of the selected journals and publishers will be entered into CURIS. The authorised list is divided into two levels – 80 % of the worldwide publications in a particular subject area are at level 1 (the normal level) and 20% are at level 2 (the high level). The authorised list is re-evaluated every year.

In 2009 and 2010, PhD dissertations were included in the BRI model as a distinct form of publication, but were removed from the 2011 model, due to the fact that PhD's are already included in the overall incitement-based model 'basic funding according to results' that was introduced in the state Budget Act 2010.

#### ***Baseline for evaluation of the target***

In the field of health sciences, UCPH, AU and SDU have agreed to common guidelines for the registration of research publications, and only publications that have a clinical employee as (co-)author will be included in the calculation. This applies to publications published during and after 2011, which means a decrease in the number of BRI points – estimated at 10 %, according to a calculation made in 2011.

Based on this, the baseline has been calculated as an average of the years 2009, 2010 and 2011 = 5,828 points.

#### ***Date of calculation***

Calculated annually in September, based on production from the previous calendar year.

#### ***Milestones***

2012: + 2 % in relation to the baseline, equivalent to 5,945 points

2013: + 4 % in relation to the baseline, equivalent to 6,061 points

2014: + 6 % in relation to the baseline, equivalent to 6,178 points

## **18. Target for international research communication – target for the impact of communication to society**

### ***Indicator(s)***

The number of times “University of Copenhagen” is mentioned in the world’s 4,000 leading English-language newspapers and online platforms as measured in the international press database Lexis Nexis. The search parameters could also include worldwide Spanish-language newspapers. The figure should be correlated with how many English-language news articles/press releases are published by the faculties in each individual year.

### ***Baseline***

The number of mentions in 2011.

### ***Date of calculation***

Annually.

### ***Milestones***

The number of mentions should increase by 5 % during the period of calculation.

## **19. Growth in research funding that is subject to competition (DC target 10)**

### **Objective**

A look at the University’s financial picture indicates that it is increasingly important for UCPH to increase its share of research funding that is subject to competition, in order for research at the University to maintain and develop its high international standard. Therefore, a target to increase revenue from competition-based public funding is particularly relevant.

### **DC benchmark 10.1**

The revenue from competition-based public funding (national and international, including the EU) should increase by an average of 5 % per year during the contract period.

### ***Method of calculation, definition and data system, where applicable***

It will be measured based on the annual revenue for business type 50 (subsidy-funded research activities).

Three posts are included:

- a) Danish public sources
- b) EU – including ERC
- c) Other international sources (this includes primarily public sources from abroad, such as Nordic foundations, other universities and public authorities in other countries)

The source for these figures is UCPH’s “Statistics Preparation 2009/2010/2011” – Table A for revenue distribution.

### ***Baseline for evaluation of the target***

The milestone will be set according to index 100, which is an average of the years 2009, 2010 and 2011 = DKK 1.147 million.

***Date of calculation***

Annually, at the end of the year.

***Milestones***

2012: + 5 % in relation to the baseline, equivalent to DKK 1.204 million.

2013: + 10 % in relation to the baseline, equivalent to DKK 1.262 million.

2014: + 15 % in relation to the baseline, equivalent to DKK 1.319 million.

**20. Growth in private research investments at the University of Copenhagen (DC target 11)****Objective**

The University of Copenhagen is already involved in collaborations with a range of active research companies as well as foundations, and an ongoing aim from the 2016 strategy is to develop research collaborations between the University and external partners in a process that creates value. One way to evaluate whether UCPH continues to be – and is increasingly considered to be – an attractive partner is to evaluate private research investments in the University. Thus, the target is a good measure of public–private collaborations – both the innovation capacity of the University working with research-based corporations, and via authorised technological-service institutes (GTS) with smaller research-based companies.

Since the actual collaborations will include students, their interest in innovation will also be stimulated.

**DC benchmark 11.1**

Revenue in the form of funds provided by private Danish companies and foundations for research and research collaborations should increase by an average of 5 % per year during the contract period.

***Method of calculation, definition and data system, where applicable***

It will be measured based on the annual revenue for business type 50 (subsidy-funded research activities).

The source for the figures is UCPH's "Statistics Preparation 2009/2010/2011" – Table A for revenue distribution.

***Baseline for evaluation of the target***

The milestone will be set according to index 100, which is an average of the years 2009, 2010 and 2011 = 590 million kroner.

***Date of calculation***

Annually, at the end of the year.

***Milestones***

2012: + 5 % in relation to the baseline, equivalent to 620 million kroner

2013: + 10 % in relation to the baseline, equivalent to 649 million kroner  
2014: + 15 % in relation to the baseline, equivalent to 679 million kroner

## **21. Commercialisation of research results (DC target 8)**

### **Objective**

The commercialisation of research results is one of the methods by which UCPH disseminates knowledge to society at large. Among other things, this happens via licensing agreements with both existing and new companies. From the point of view of the companies, the number of licensing agreements a university has entered into is a measure of the quality of its researchers' discoveries and inventions, as companies only enter into licensing agreements with a university under market conditions where the research results are in some way exceptional and also match the company's needs. Licensing agreements between a university and a business contribute to strengthening the company's innovation capacity. Thus, a growing number of licensing agreements between a university and the business sector is an indicator of increased innovation capacity.

On a national level in the period 2009–11, the University of Copenhagen's share of the business sector's licensing agreements was more than 40 % on average.

### **DC benchmark 8.1**

The number of licensing agreements the University of Copenhagen enters into with Danish and international companies based on patented inventions should increase by an average of 3 % per year during the contract period.

### ***Method of calculation, definition and data system, where applicable***

The target is based on an average from the last three years (2009, 2010, 2011). Annual calculations will be based on information about licensing agreements in Captia.

### ***Baseline for evaluation of the target***

The target is based on an average from the last three years (2009, 2010, 2011) = 15.

### ***Date of calculation***

Annually, at the end of the year.

### ***Milestones***

2012: UCPH enters into 16 licensing agreements based on patented inventions

2013: UCPH enters into 17 licensing agreements based on patented inventions

2014: UCPH enters into 18 licensing agreements based on patented inventions

## **22. Annual satisfaction surveys for all UCPH staff and students**

### ***Indicator(s)***

Annual satisfaction surveys for all students and staff. The satisfaction surveys APV (workplace assessment) and The Teaching Environment Evaluation (TEE) are conducted every 3 years as re-

quired by law. These will be supplemented with mini satisfaction surveys during the 2 intermediate years.

The results will be processed for UCPH as a whole and locally in annual target plans.

### ***Baseline***

The TEE from 2011 and the APV from 2012 will form the baseline.

The first mini satisfaction survey will be conducted in 2013. It should contain targets that are similar to those found in the APV/TEE surveys.

### ***Date of calculation***

An APV survey will be conducted by the end of 2012, and a TEE was conducted at the end of 2011.

The first intermediate satisfaction survey will be conducted during the autumn of 2013.

### ***Milestones***

2012: The annual surveys will be introduced

Milestones for satisfaction will be determined following the first survey.

## **23. Annual measurement of use of and satisfaction with administrative services – for all UCPH staff and students**

The Administration creates value for both the University and its core services. It is important to give the Administration room to develop and to remain ambitious regarding administrative services, as this will benefit both the University and individual employees. The ongoing professionalisation of the Administration should be based upon users' needs as well as respect for the resources available to the Administration and the legal requirements under which it operates. A number of myths exist about the administrative support at UCPH, including system support. For this reason, the goal to obtain annual feedback is partially meant to highlight specific problems and partially to allow for the continued development of administrative support.

### ***Indicator(s)***

An annual survey/feedback of administrative services at the University, so that both users (researchers and students) and service providers (the Administration) have an opportunity to systematically adjust services according to needs and limits.

In relation to the annual feedback, a small number of specific service goals will be set for the administrative units (Educational Services, HR, IT, Finance, Communication, Research & Innovation, Campus Service), and these will form the baseline for measurement.

The surveys will be coordinated with the satisfaction surveys (see point 19).

### ***Baseline***

The first year's survey will be used as a baseline.

### ***Date of calculation***

The survey will take place in the 4th quarter, so that a clear result is available by the start of the new year. The first survey will be conducted in 2013.

### ***Milestones***

2012: Establishment of service goals

Milestones will be determined after this, and the first survey will take place in 2013.