
Organisation of Arts

This memo describes the organisation of the Faculty of Arts with special focus on chains of command and advisory committees and forums.

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Dean

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Introduction

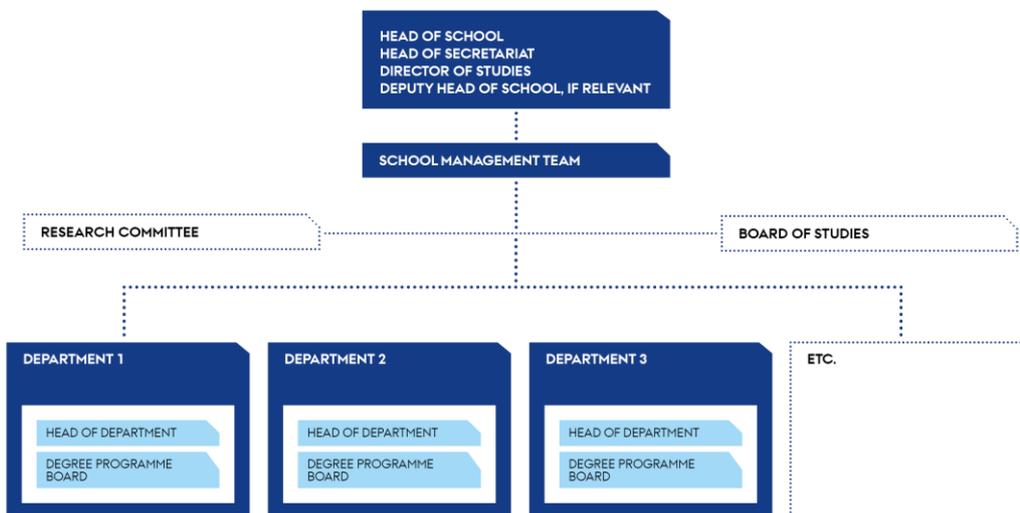
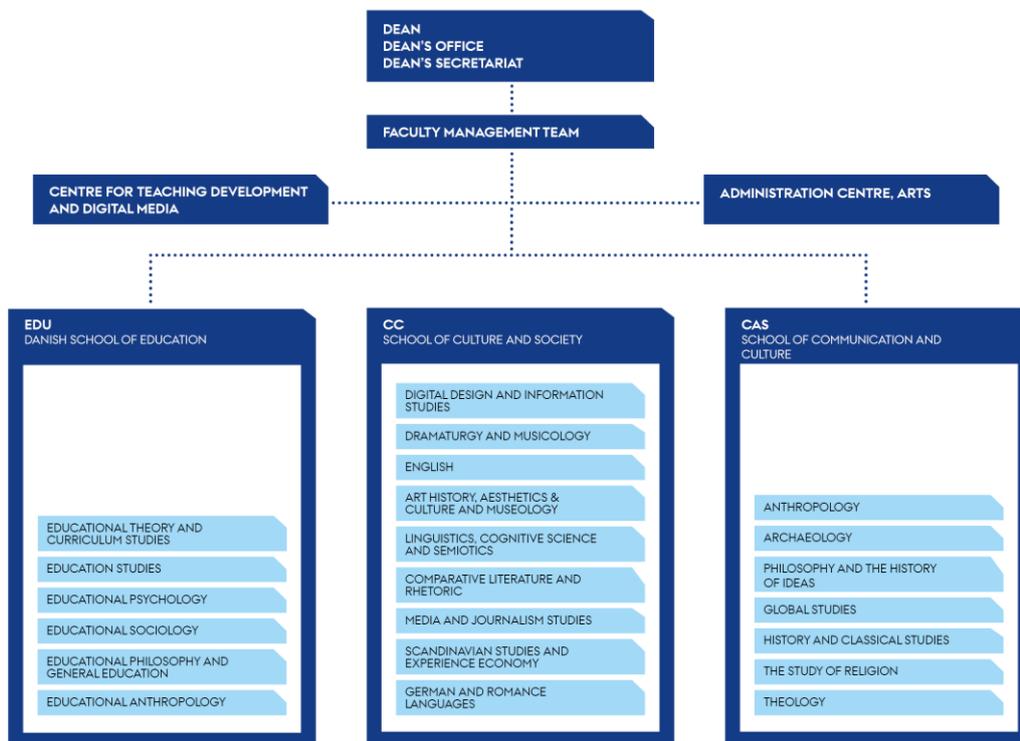
The framework for the organisation of the Faculty of Arts is laid down in the University Act and the by-laws of Aarhus University. In 2014, the university also conducted an analysis of its organisation and decision-making processes. Based on the senior management team's fundamental decisions following the analysis as well as an in-depth consultation process at the Faculty of Arts, the faculty established the basic principles of its organisation, cooperation and decision-making processes at the end of 2014. Thus, it was decided to maintain the organisation into three large schools, while also providing scope for strengthening local flexibility. The faculty furthermore decided to maintain and clarify a structure that ensures close ties between the management and the academic environments and staff, and which is built around the school departments.

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[Decision regarding the internal review at the Faculty of Arts](#) (in Danish only)

1. Units

The Faculty of Arts is organised into three large schools: the School of Communication and Culture (CC), the School of Culture and Society (CAS) and the Danish School of Education (DPU). Each school has a number of departments; there are currently 22 departments at Arts.



The departments play a central role in ensuring that close ties are established between the management and the academic environments and staff, as well as being a fulcrum for collegial cooperation on the core academic activities of education and research (including research-based consultancy, communication etc.).

2. Management

Dean's Office

The dean has the primary responsibility for the faculty under the authority of the rector, cf. [the Danish University Act](#) (in Danish only)

The dean is responsible for the management of the faculty and for ensuring coherence between research and education as well as public sector consultancy. The dean furthermore ensures the quality and interdisciplinary quality development of degree programmes and public sector consultancy.

The dean has appointed a vice-dean for education and a vice-dean for research to perform tasks in relation to education and research, respectively. Furthermore, the dean has authorised the head of graduate school to perform tasks related to the Graduate School, Arts.

The dean and the vice-deans for education and research/the head of graduate school make up the Dean's Office at Arts together with the chief advisor and the administration centre manager. The work of the Dean's Office is supported by the dean's secretariat and the Administration Centre, Arts (ACA).

Faculty management team

The members of the faculty management team at Arts are the dean, the vice-deans/head of graduate school, the heads of school and the director of the Centre for Teaching Development and Digital Media (CUDiM) as well as the administration centre manager (head of ACA) and the chief advisor (head of the dean's secretariat).

All major decisions of significance for the faculty – including decisions on financial issues and staffing plans – are made by the faculty management team under the management of the dean following discussions in the relevant liaison bodies.

The faculty management team defines the faculty's overall objectives, prepares its budget and approves the school budgets. The faculty management team establishes the budget for the administration centre, the Graduate School, Arts and CUDiM, and deals with any issues affecting the faculty as a whole.

The heads of school and the director of CUDiM must ensure that the viewpoints and interests of their units are expressed in the faculty management team – in particular viewpoints arising during discussions in the school's/centre's liaison bodies.

The dean is responsible for ensuring that viewpoints arising in the Academic Council, Faculty Liaison Committee, Faculty Occupational Health and Safety Committee, PhD Committee and elsewhere are included in the faculty management team's discussions.

The Graduate School, Arts is responsible for the PhD degree programmes at the faculty (including enrolment, completion, quality assurance of PhD degree programmes and assessment) under the management of the head of graduate school. The head of graduate school is supported by the local PhD programme directors at the three

schools and by the PhD administration at ACA. The heads of department have staff responsibility for employed PhD students.

School management team

Each school is organised under the head of school, who is responsible for the overall management of academic, financial and staff-related matters under the authority of the dean. At each of the three schools, the school management team is made up of the head of school, the director of studies, the deputy head of school, if relevant, the heads of department and the secretariat manager.

Decisions at school level are made following discussions in the relevant liaison bodies by the school/centre management team under the management of the head of school.

The school management team sets out the school's overall strategy. All major decisions of significance for the school – including decisions on the strategy, financial issues and staffing plans – are made by the school management team under the management of the head of school following discussions in the relevant liaison bodies.

The head of school/centre director must ensure that viewpoints arising in the school forum, local liaison committee, school occupational health and safety committee etc. are taken into account in the school management team's discussions.

The director of studies is authorised by the head of school to perform tasks related to education. The director of studies is recommended by the board of studies (at CAS by the two boards of studies) and appointed by the dean. The responsibilities and tasks of the director of studies are described in further detail under 'Organisation of degree programmes' on page 9.

The school departments are managed by the head of department. The head of school delegates staff management responsibility to the head of department for all members of the academic staff (including PhD students, excluding deputy heads of school and the director of studies) affiliated with the department, and staff management responsibility for local technical/administrative staff can also be delegated to the head of department. The head of department is delegated the responsibility for all department tasks, and is responsible for the department's academic development, cooperation and well-being and advises the head of school on all significant matters regarding the department, including job advertisements and appointments etc.

The head of department works with the director of studies, the board of studies and the degree programme board on the planning, organisation and quality assurance of the department's degree programmes and is responsible for allocating teaching assignments to the academic staff and part-time academic staff at the department. Furthermore, the head of department cooperates with the Graduate School, Arts. The heads of department are responsible for ensuring that the viewpoints and interests of

their department are expressed in the school management team – in particular viewpoints arising at department meetings etc. – but as members of the school management team, they must also take into consideration the cooperation and overall interests of the school.

The tasks of the heads of department are described in further detail in [the description of functions](#) (in Danish only):

Arts management forum

The management forum at Arts consists of the faculty management team, the heads of studies, the heads of department and the head of DPU at Aarhus Campus as well as the school and centre secretariat managers and line managers from ACA. The management forum is not a decision-making management team. The faculty management forum meets at least twice a year with the aim of knowledge sharing and joint reflection on, for example, strategic issues at the faculty.

Organisational structure

In relation to staff management, the faculty has a unified management structure, stretching from the dean to the head of school to the head of department. The faculty also carries out degree programme management and research management.

3. Administration and support

The dean's secretariat serves as a preparatory and advisory management secretariat for the Dean's Office. The secretariat coordinates faculty processes, prepares memos etc. at management meetings and supports the strategic work at the faculty in close coordination with AU's joint decision-making processes. Furthermore, the dean's secretariat supports the Academic Council and prepares council meetings. The dean's secretariat is located together with the Dean's Office. The dean's secretariat is headed by the chief advisor, who reports to the dean.

The Administration Centre, Arts (ACA) performs supportive administrative tasks in relation to the faculty's research and education within the fields of HR, estates management, IT, communication, internationalisation as well as PhD and studies administration. The Administration Centre, Arts is based in two geographical locations (Aarhus and Copenhagen). ACA is headed by the faculty's administration centre manager, who reports to both the dean and the university director.

The Faculty Liaison Committee is supported by ACA.

ACA supports both the Dean's Office and CUDiM as well as the schools, which also have local school secretaries.

The school secretariats all consist of a central unit and a number of local units located in proximity to the academic environments. They are managed by the head of secretariat, who is a member of the school management team and reports to the head of school.

4. Involvement and consultancy – faculty forums

4.1 Councils, committees and boards at faculty level

All major proposals for decisions made by faculty and school/centre management bodies are matched by discussions in the faculty and school/centre liaison bodies and relevant councils and boards.

[Academic Council, Arts](#)

[Faculty Liaison Committee \(FSU\)](#)

Faculty Occupational Health and Safety Committee (FAMU)

PhD Committee at Arts

[The PhD Committee at Arts](#) consists of elected academic staff representatives as well as PhD students at the schools. The PhD Committee is responsible for planning the faculty's PhD degree programmes and for the ongoing development and adaptation of the PhD degree programmes, and must be consulted on matters that concern the programmes and approve the composition of the assessment committee.

The Arts Forum for Education

[The Arts Forum for Education](#) supports Arts' degree programme management and organisation in developing and ensuring the quality of the degree programmes, including launching initiatives that contribute to the continued development and quality assurance of Arts' degree programmes. The Arts Forum for Education must therefore discuss and advise on degree programme initiatives and ideas based on the university's, the faculty's and the school's strategy and on the development contract with the Ministry of Higher Education and Science. The Arts Forum for Education must especially ensure dialogue and cooperation on education with a view to quality assuring and developing the degree programmes.

The Arts Forum for Education is headed by the vice-dean for education and also consists of the faculty's directors of studies and chairs of the boards of studies, as well as the centre director at CUDiM (or a representative) and the line manager for education from ACA. The chairs of boards of studies participate as elected representatives

of the organisation of degree programmes and contribute to the development work based on the strategic role played by the boards of studies in the schools' and the faculty's quality assurance and development of the degree programmes. CUDiM participates with a view to advising the committee on the development of degree programmes and teaching.

Arts business and contact committee

The faculty's business and contact committee is the faculty's coordinating body for the business-related activities taking place in the academic environments. The committee must support Arts' schools in developing the interactions between research and teaching and the rest of society. The business and contact committee aims to strengthen the dialogue and cooperation with both the private sector and public institutions. Arts' faculty management team makes up the business and contact committee. The dean is chair of the committee.

Library Committee, Faculty of Arts

The Library Committee at Arts contributes to the faculty's cooperation with the Royal Library to ensure the best possible links between the faculty and the library, the development of library operations, the service level etc. The committee advises the faculty management team in matters related to the Royal Library and helps keep the faculty management team well informed about the level of service at Arts' lending facilities, and about any challenges and needs arising in the faculty's academic environments. The Library Committee consists of a vice-dean from Arts, the manager of the Administration Centre, Arts, and academic staff and students from the School of Communication and Culture, the School of Culture and Society and the Danish School of Education.

4.2 Councils, committees and boards at school level

All important decisions regarding the school's strategic development are made based on discussions in the school forums and liaison committees. Quality assurance and development work pertaining to the school's degree programmes is carried out by the board of studies and degree programme board. Issues relating to the work situation and the work environment are addressed in the local liaison committee and the local occupational health and safety committee, respectively. Matters relating to research are handled by the school research committee. The heads of department are responsible for ensuring that relevant views and information from the departments are discussed in the local liaison committee and the local occupational health and safety committee.

School and centre forums

The school forum is the central body in promoting academic debate at the school/centre.

CAS: <http://cas.medarbejdere.au.dk/en/raad-og-udvalg/department-committee/>
CC: <http://cc.medarbejdere.au.dk/raad-naevn-og-udvalg/institutforum/> (in Danish only)
DPU: <http://edu.medarbejdere.au.dk/om-dpu/udvalg-naevn-og-fora/institutforum/> (in Danish only)

Local liaison committee/local liaison and occupational health and safety committee

CAS: <http://cas.medarbejdere.au.dk/raad-og-udvalg/lau/> (in Danish only)
CC: <http://cc.medarbejdere.au.dk/raad-naevn-og-udvalg/lokalt-samarbejdsudvalg/> (in Danish only)
DPU: <http://edu.medarbejdere.au.dk/om-dpu/udvalg-naevn-og-fora/lau/> (in Danish only)

Local liaison committee in the Administration Centre, Arts (in Danish only) – formally within the scope of the central administration

Local occupational health and safety committee

The local occupational health and safety groups at Arts can be found here (valid until 28 February 2018) (in Danish only)

5. Organisation of degree programmes

The management structure in the area of education is identical at the three schools, whereas the organisation of the degree programmes differs. The organisation of degree programmes must support the faculty's work to ensure degree programme quality.

5.1. Director of studies

As mentioned above, each school has a director of studies, who reports to the head of school, assists the board of studies and is a member of the school management team as well as the forum for education at the faculty. The director of studies has the overall academic responsibility for the school's portfolio of degree programmes and manages the area of education at the faculty under the authority of the head of school. Directors of studies are appointed by the dean on the recommendation of the board of studies for a three-year period with the possibility of extension.

The director of studies has permanent observer status on the board of studies and in the school forum and has a strategic and operational responsibility for the degree programmes that form part of the school portfolio, as well as responsibility for their quality assurance and development. The tasks of the directors of studies are described in further detail in [the description of functions](#) (in Danish only).

The directors of studies are supported by the school's education consultants and the Administration Centre, Arts in the performance of their duties.

5.2. Councils, committees and boards

Boards of studies

Arts has four boards of studies: the Board of Studies for Culture and Society, the Board of Studies for Theology, the Board of Studies for the Danish School of Education and the Board of Studies for Communication and Culture.

The formal competences and tasks of boards of studies are laid down in the University Act and Aarhus University's by-laws. Furthermore, the boards of studies play a central role in shaping the joint strategies of the schools with regard to the various aspects of the degree programmes (teaching, quality, study environment, evaluation, subject development etc.). The board of studies is headed by the chair of the board of studies.

The board of studies, including the chair, is supported administratively by the Administration Centre, Arts. It is the responsibility of the board of studies to monitor the organisation, realisation and development of degree programmes and teaching activities.

The board of studies approves the organisation of teaching activities and exams. The board of studies is also responsible for ensuring the quality and development of degree programmes, making proposals for academic regulations and establishing principles for the processing of applications for credit transfer and exemptions from the regulations. The board of studies is the school body which quality assures and promotes the development of the degree programmes. The chair of the board of studies is responsible for ensuring that the board considers all key issues relating to the school's degree programmes, particularly in relation to educational strategies.

Degree programme board

As Arts' boards of studies – with the exception of the Board of Studies for Theology – comprise many degree programmes, the faculty has decided to establish degree programme boards to serve as a framework for quality development of the degree programmes.

The degree programme boards must ensure a broad representation and co-involvement of students and teaching staff in relation to the cooperation with the board of studies and the director of studies.

Degree programme boards must quality assure and develop degree programmes. In addition, the degree programme boards must:

- ensure cooperation with the teaching staff of the degree programmes covered by the degree programme board on matters of teaching, evaluations (including any academic follow-up) and changes to courses and degree programmes

- ensure contact with the students with a view to engaging in broad discussions of study-related matters, such as active enrolment, the study environment and the proportion of teaching carried out by researchers on the degree programmes
- discuss academic recommendations for the management and the board of studies.

[Standard rules of procedure](#) (in Danish only) apply to the degree programme boards, as well as a joint [election procedure](#) (in Danish only).

5.3. CUDiM

The Centre for Teaching Development and Digital Media is the faculty unit for the development of the faculty's teaching and study activities. The centre also assists the faculty with the development of digital media – particularly for use in teaching, e-learning and other activities. The faculty's educational-didactic activities are based on the development of its subjects. CUDiM provides consulting services, expertise and development support for the activities of the faculty's schools. CUDiM also performs a range of tasks connected with supporting competency development among the faculty's staff. CUDiM collaborates closely with other units at Aarhus University concerned with university education, and represents the faculty in a range of external collaborations with, for example, upper-secondary schools and international partners. Finally, CUDiM is involved in a range of ongoing collaborations, and the centre's research forms part of the Centre for Higher Education Futures at DPU.

6. Organisation of research

The faculty's research is organised locally into research programmes and research centres under the schools. Interdisciplinary research strategy issues are discussed in the faculty management team. Research strategy issues at the schools are discussed in the school management team and the school's research committee, of which the head of school is also a member. The research committee is supported by the research consultant at the school.

There is no research committee at faculty level. Research programmes are established to ensure collaboration on research activities or research focus areas – also the research activities or focus areas which are not in direct continuation of teaching activities.

In the same way as the senior management team serves as the business committee at AU level, the faculty management team serves as the faculty's business committee with responsibility for coordinating external collaboration agreements on research and education. The faculty's business committee is supported by the faculty secretariat and the Administration Centre, Arts.

The schools' organisation of research

In 2014, Arts decided to give the schools the opportunity to adapt the previous research programme portfolio to the individual schools' wishes and needs. Therefore, the organisation of research within the individual schools is flexible, with similarities and differences between the schools. With regard to agreements on compensation and supplements for research management, however, [framework description of research programmes and centres](#) which applies to all schools.

Policies and strategies at the Faculty of Arts

One of the common features is that all schools have research programmes headed by a research programme director. Participation in research programmes is voluntary. All research centres are based at one school, but may have staff members from several schools. In addition to research programmes, there are research centres which may have a cross-institutional organisation and therefore also be composed of members from several institutions. Finally, there are also other research units with various tasks, e.g. research projects etc.

Heads of department are, on behalf of the head of school, responsible for staff management in relation to research, including the discussion of research activities in connection with staff development dialogues.

Faculty research focus areas

Two research programmes have been established at faculty level to run for three years from autumn 2016 with participants from the entire faculty with the aim of supporting and developing interdisciplinary research. They are also based at school level like the research centres.

Research committee

All departments have an advisory research committee chaired by the head of school.

Research programmes and other research units as well as the composition of research committees

CAS: At the School of Culture and Society, the research programmes overlap with the departments, except for history, which is divided into two programmes. The research committee is composed of the research programme directors, a PhD programme director representative and two centre directors (Interacting Minds Centre and UrbNet).

CC: At the School of Communication and Culture, the research programmes are interdisciplinary and therefore independent of the department structure. Several of the programmes are divided into smaller research units. The research committee consists of the research programme directors, the three PhD programme directors at the

school as well as representatives from the faculty's two strategic research focus areas (Human Futures and Uses of the past).

DPU: The Danish School of Education has interdisciplinary and high-profile research programmes that cut across the department structure. It is possible to establish research units within the individual departments. The research committee is composed of the head of school, the research programme directors, the two PhD programme directors at the school and representatives from the departments' research units.

[You can find an overview of the research programmes at the schools here.](#)

7. Talent – Graduate School, Arts

PhD graduate school and PhD degree programmes and the management thereof

The PhD programme at Arts is organised into a joint graduate school at the faculty – the Graduate School, Arts – with eight interdisciplinary PhD degree programmes: three at CAS and CC, respectively, and two at the Danish School of Education. Each PhD degree programme is headed by a PhD programme director, who is appointed by the dean and reports to the head of graduate school. The latter has the overall responsibility for the PhD degree programmes at Arts. The graduate school is supported by the PhD team at the Administration Centre, Arts.

[Rules for PhD degree programmes, assessments etc.](#)

The graduate school safeguards the needs and rights of the PhD students and is responsible for enrolment, scholarships, defences, PhD plans and semi-annual evaluations. The graduate school also ensures access to interdisciplinary PhD activities, such as courses and guidance. The graduate school – generally the PhD programme director – cooperates with the heads of department and directors of studies on all matters related to PhD students' work environment, well-being and participation in teaching and research activities.

[Description of functions – PhD programme directors \(in Danish only\)](#)

The schools/centre and departments jointly nominate a PhD programme director and members of the PhD programme's standing expert committee, which is responsible for assessing applications for PhD scholarships and enrolling PhD students. The PhD programme director is chair of the PhD programme's expert committee.

As members of staff, PhD students employed at Arts are based at the departments, where the heads of department have staff responsibility.

8. External consultancy

Advisory Board

The faculty's Advisory Board advises the dean and the faculty management team in a number of areas, such as the faculty's core tasks, strategies and action plans as well as the faculty's global thinking. The Advisory Board consists of external members representing both key employers of the faculty's graduates and academic research and educational institutions, primarily at an international level, but also at a national level. The faculty's Advisory Board meets with the faculty management team once a year.

Employer panels

The faculty's schools have a number of employer panels with an organisational affiliation with the boards of studies. The panels advise on the quality of degree programmes and quality improvement in connection with the development of degree programmes and their accreditation, as well as in connection with new academic regulations and rota accreditation plans. The employer panels also continuously advise on labour market needs. In addition, the employer panels and the panel members establish contact with the labour market (internships and project agreements, mentoring and career guidance) and generally contribute to further developing collaboration with the labour market on the degree programmes.