

Recipients: Schools, ACA, Academic Council, Faculty Liaison Committee/Faculty Occupational Health and Safety Committee, Forum for Education, PhD Committee/PhD programme directors at the Faculty of Arts.

Strengthening the internal organisation of the Faculty of Arts

At the request of the dean, in December 2020 and January 2021 the faculty management team started provisional discussions of the faculty's internal organisation. In 2014 the Faculty of Arts decided to retain the three large schools that had been established in 2011. But there have been a number of changes since then, not least with regard to our degree programmes. Most of these changes have affected the School of Communication and Culture, but in the broader picture the faculty's collaboration and joint faculty bodies have also been affected. It has also been decided to gather some sections of the School of Communication and Culture at Katrinebjerg: from 2025 onwards, the school will be based at two campus locations instead of three. Finally, in recent years a strategic need has arisen for stronger coordination between our language departments and degree programmes, one of the aims being the improvement of our collaboration with external parties.

Consequently, the dean wants to open a discussion of the potential for strengthening the faculty's internal organisation. After a brief, initial discussion in the faculty management team, the dean would now like to invite the entire faculty to participate in this discussion.

The aim of this memo is to explain the background for these discussions, and to outline potential actions which the faculty management team is currently considering and would like to discuss further. The plan is to conduct these discussions in the spring semester 2021, enabling the faculty management team to decide how to proceed before the start of the summer holiday 2021. The faculty management team believes that some adjustments will be needed to strengthen the internal organisation of the faculty. In particular, the aim is:

- To increase the accessibility of the management at the School of Communication and Culture's campus locations
- To improve opportunities for staff and students to play an active role in educational development
- To improve local collaboration on campus – particularly in the Nobel Park
- To improve the collaboration between the the faculty's language activities, among other things to ensure a clear point of access for external partners

In general, the aim is to bolster our organisation and collaboration across the faculty.



Background

The School of Communication and Culture has grown a great deal in recent years. This growth is the result of the takeover of degree programmes in business languages, as well as a certain amount of expansion in the school's IT degree programmes. Ever since the most recent reorganisation process in 2011, the school has been the most complex of the faculty's three schools, with nine departments (there are six at DPU and seven at CAS) and the largest number of degree programmes by far:

No. of degree programmes per school	
School of Culture and Society	BA: 15 MA: 16. Professional MA: 4 Total: 35 degree programmes
School of Communication and Culture	BA: 19 MA: 29 Professional MA: 5 Total: 53 degree programmes
Danish School of Education	BA: 1 MA: 12 Professional MA: 5 Total: 18 degree programmes

The faculty management team believes that the growth and complexity of the School of Communication and Culture is affecting both the school itself and faculty collaboration, making it necessary to strengthen our organisation. In addition, two major tasks will require additional working capacity in the school management team in the years ahead. The school will be taking part in an extensive construction and campus development project at Katrinebjerg between now and 2024 – a project which also aims at increased collaboration with NAT and TECH. In addition, the faculty's desire to meet the needs of society for language competences (thereby contributing to Denmark's foreign-language strategy) will require joint attention to these subjects at the faculty. As a result, the faculty management team wants to increase the organisational focus on our language subjects both internally and externally.

When the business language degree programmes were transferred from BSS to Arts in 2017, the AU board asked the faculty to consolidate AU's foreign-language degree programmes, strengthen their language content, and in general develop the academic environment for the study of foreign languages. The faculty management team regards this task as an important aspect of our activities, and would like to consider how the organisation can best support this aim. Not only to improve the links between language subjects, but also (for certain subjects) to increase sustainability and improve

recruitment and admissions. There is a sense that long-term efforts to strengthen our language programmes and activities in the future will require further management attention as well as more collaboration and coordination. The faculty management team in particular wants to give our language programmes and activities a stronger voice in relation to external stakeholders and partners.

Potential practical initiatives

A range of options are available within the existing organisation of our schools. One of the central issues is whether an extra board of studies should be formed. The faculty management team feels that the board of studies at the School of Communication and Culture covers so many students and degree programmes that the school should consider having two boards of studies. This would improve staff/student inclusion, increase opportunities for contributing to degree programme collaboration, and in particular ensure sufficient focus on the development of and collaboration between the language programmes in the Nobel Park. It would also strengthen the ties to the degree programme boards. The school management team might also consider whether steps should be taken to continue to ensure on-campus management.

And finally, it might be a good idea to form a collaborative/advisory body to focus on the language degree programmes as a forum for coordination and collaboration between the faculty, schools and departments. Our language expertise is currently divided between two schools, two boards of studies and a number of study programmes and specialisations; and we are also involved at faculty level in relation to the Danish National Centre for Foreign Languages (West), the council for minor subjects (*småfagsrådet*), upper-secondary schools, university colleges etc. The faculty management team believes that within the existing organisational framework there is a need and opportunity to give this area of activity a stronger voice in relation to the world around us and the labour market.

Alternative potential measure: Consultation focusing on reorganisation

During its initial reflections, the faculty management team has touched on the issue of whether an extra school should be set up. However, it does not currently wish to present a detailed proposal for this option. On the one hand, there is a need for organisational stability and a focus on academic work. On the other hand, the School of Communication and Culture has developed into an extremely large and complex body and the school management team may seem somewhat remote to some people. Consequently, the faculty management team wants to find out what the staff and students think of these issues before drawing up a proposal and asking the university board for its support to launch a consultation process to consider this issue.

In particular, the faculty management team has considered the option of creating a fourth school consisting of the language subjects and subjects with a language dimen-

sion from the School of Communication and Culture and the School of Culture and Society. This would result in four schools of roughly equal size, and, nationally, underline the existence of our many language degree programmes and competences. It would also create an organisation and form a management that would be better placed to promote language degree programmes and language competences in the educational landscape and labour market of the future.

The creation of a fourth school would require sustainable financing, administrative support and a suitable adjustment of the research structure. The need for stability outlined above speaks against the creation of an extra school. However, the faculty management team does not wish to discuss such *ad hoc* adjustments of our organisation without knowing what the staff and students feel about this issue.

What happens next?

During the spring, the faculty management team would like an exploratory discussion of the issues raised above. During the spring semester of 2021, the School of Communication and Culture, the School of Culture and Society, DPU, ACA, the Academic Council, the Faculty Liaison Committee/Faculty Occupational Health and Safety Committee, the Forum for Education and the PhD Committee/PhD programme directors will be invited to discuss this issue and present their input. Before the summer holiday, the faculty management team will decide how the organisation best can be adjusted, whether further steps are required with regard to establishing an extra board of studies, and how to increase the coordination between the subjects which have a language dimension. Alternatively, the faculty management team may decide to launch a consultation process focusing on reorganisation. If the discussions this spring reveal a willingness to consider the option of establishing a fourth school, the faculty management team will initiate a consultation process across the faculty in the autumn of 2021 to discuss this option. Models for use in this process will only be drawn up if it is decided to launch a consultation process. As this could potentially affect the number of schools, prior approval of the AU board will be required for the consultation process.