**Welcoming pamphlet to new PhD students at**

**the Department of Political Science and Public Management, University of Southern Denmark**

**IMPORTANT:**

**THE PHD COORDINATOR NEED TO CHECK THIS DOCUMENT EACH TIME NEW PHDS START, IN PARTICULAR LINKS AND ADMINSTRATIVE TASKS**

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**Contents**

[Introduction 2](#_Toc125539292)

[Who to go to? 2](#_Toc125539293)

[So, what am I going to do? 3](#_Toc125539294)

[Matching expectations with your Main Supervisor 3](#_Toc125539295)

[PhD courses 4](#_Toc125539296)

[Participation in different research environments 5](#_Toc125539297)

[Conferences and networking 5](#_Toc125539298)

[Knowledge dissemination and work duties 6](#_Toc125539299)

[Budget plan 7](#_Toc125539300)

[Employee ID, library card, and student card 9](#_Toc125539301)

[PhD group and events 10](#_Toc125539302)

[Employee development dialogue 11](#_Toc125539303)

[Social activities & work/life balance 11](#_Toc125539304)

[Parental leave 13](#_Toc125539305)

[Adapting to your new role 13](#_Toc125539306)

[Miscellaneous 14](#_Toc125539307)

[A final note 14](#_Toc125539308)

# Introduction

Congratulations with your new position as a PhD student! Like starting in any job, starting as a PhD student naturally entails a lot of questions, and practicalities to be figured out. This welcoming pamphlet is a condensation of the experiences made by senior and previous PhD colleagues about questions that typically come up in the first couple of months after starting as a PhD student. Of course, the list is in no way exhaustive. So, don’t hesitate to knock on the door of your Supervisor, the PhD coordinator, your PhD mentor or other PhD candidates—or any other door at the department—and ask questions.

# Who to go to?

During your PhD, you will meet many different people with different roles in relation to your project, but also in relation to your employment: Your supervisor, the PhD coordinator, the PhD School, a mentor, the secretariat, the Work Environment Representative, the Head of Section and the Head of Department, to mention just a few.

Before you start at the department, you will have a mentor assigned by the PhD coordinator. The role of the mentor is to help you adapt to your new life as PhD student, introduce you to the social environment at the department, and help with everyday questions. If you for some reason do not hear about your mentor, do not hesitate to contact the PhD coordinator.

At times it can be quite confusing to find out who is responsible for what—do not hesitate to ask the PhD coordinator. A rule of thumb: If it is in relation to your project, ask your supervisor. If it is in relation to social life at the department or the work environment, ask your mentor. If it is about formalities which your PhD supervisor can not help you with, ask the PhD coordinator.

For Secretarial Assistance and IT support see <https://sdunet.dk/en/enheder/institutter/is/praktisk-info-og-faciliteter/sekretaerbistand-og-it-support>

Should a dispute arise between your supervisor and you, or between you and another colleague, you are always welcome to contact the PhD coordinator who will guide you and inform you about your options. In case you feel that the PhD coordinator can not help you, you can always contact the Head of Department.

# So, what am I going to do?

You signed the contract, got an office and got to meet the first colleagues. Now the work can begin. To get off to a good start, please familiarize yourself with what is expected of you to complete the PhD program. Here it is important to check the exact rules which apply to your situation and to distinguish between the 4+4 and 5+3 program.[[1]](#footnote-1)

In general terms, the PhD programme will contain the following elements:[[2]](#footnote-2)

1.An independent research work under supervision (the PhD project) resulting in a thesis and a public defense

2.Completion of the [PhD thesis](https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddafslutningstuderende/afhandlingen) on the basis of the PhD project

3.Participation in[PhD courses](https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/kurser_ny) totaling 30 ECTS points

4.Participation in active research environments, including stays at other, mainly foreign, research institutions, private research enterprises etc. (study period at other research institutions)

5. Gaining of experience of teaching activities or other form of [knowledge dissemination](https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddindholdstuderende/videnformidlingstuderende)of an extent of 300 hours which is related to the PhD student's PhD project

During the PhD there will be several milestones which serve as stepping stones to make sure you are on the right path. Here you can read about the specific rules which apply to your situation.[[3]](#footnote-3)

# Matching expectations with your Main Supervisor

To secure a good start it is important that you have a thorough dialogue with your Main Supervisor where you match expectations. The Faculty of Health Science has an excellent check list with points to discuss:

<https://www.sdu.dk/en/forskning/phd/phd_skoler/phdskolensundhedsvidenskab/phd_students/supervisor/matching_expectations> It is recommendable to go through the different points on the check list and discuss mutual preferences and expectations. Maybe not all the points at the check list can be discussed at the first meeting. Then it is important to agree on when you will get back to these points. To best prepare for such a meeting please think in advance about how you want to work and what is important for you. Of course, agreements made at the start of the PhD period can later be updated as you get more familiar with the work and get to know yourself and your working preferences better.

See also:

<https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddindholdstuderende/vejledningstuderende>

# PhD courses

During your PhD, you will have to obtain 30 ECTS points through PhD courses and other relevant activities. The course “Responsible Research Conduct” (2 ECTS), which is arranged by the library at SDU, is mandatory for all PhD students at our Faculty.

The remaining ECTS points can be obtained through participation in PhD courses arranged by, for example, the European Consortium for Political Research (ECPR Summer and Winter Schools), Interuniversity Consortium for Political and Social Research (ICPSR Summer Program), University of Essex (Summer School in Social Science Data Analysis), or Syracuse University (The Consortium on Qualitative Research Methods, CQRM). There are frequently courses arranged ad hoc, so stay tuned, for example by keeping an eye on <https://phdcourses.dk/> . Be aware that it is also possible to get ECTS points for conference attendance and presentation. It is the responsibility of your Main Supervisor to provide guidance on which courses to attend. You are also very welcome to talk to your mentor, other PhD’s or senior colleagues etc. and ask for possibilities and suggestions. Why not attend a Summer or Winter School together with some of your colleagues from the department?

See also:

<https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/kurser_ny>

# Participation in different research environments

<https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddindholdstuderende/miljoeskiftstuderende>

The PhD programme involves a temporary stay at a different research institution than our department. Typically, people go abroad for one semester to visit a professor or research group who/which are particularly relevant in connection to their project. However, people who for other reasons cannot go away for a longer period sometimes plan shorter stays at universities in nearby countries or at other universities in Denmark.

Start planning when and where you would like to go early. When planning where to go, it is important to discuss with your main Supervisor what it is you hope to gain from the stay: Is it time to write? Is it to build a network in a certain research community? Is it to follow specific PhD courses? This will be important to consider in order to determine where to go as well as the timing of your stay. To find a relevant researcher, research group or PhD school to visit, it could be a good idea to utilize your supervisor’s and other colleagues’ networks. Finding a place where they are interested in your research and will involve you in the daily life of the research group is typically important for having a successful stay abroad.

Going abroad can be relatively costly—especially if you bring family. Your PhD-budget covers travel expenses for you (but not your family), costs for shipment of book etc. and gives a monthly supplement for housing and living expenses (see below under the heading ‘budget’). In addition, there are a number of foundations that support activities like this. In particular, Knud Højgaards Fond and Aage & Yelda Nimbs Fond have supported PhD students fromour department. For more information about funding you are welcome to contact Kristina Bøhnke ([isti@sam.sdu.dk](mailto:isti@sam.sdu.dk)).

# Conferences and networking

Attending and presenting at conferences is a good way to get feedback on work in progress and to build an (international) network. Plan ahead which conferences you would like to attend. As a general rule, the call for papers is six to eight months ahead of the actual conference or earlier. Notice that some conferences ask for full paper submissions (e.g., the International Communication Association), others ask for shorter abstracts (e.g., Midwest Political Science Association), and yet others ask for so-called extended abstracts (e.g., European Communication Research and Education Association).

It is the responsibility of your Main Supervisor to introduce you to relevant conferences and to help you build a professional network. You are also welcome to ask senior colleagues, and fellow PhD students for tips on where to present your work. You can also keep an eye out for which conferences top-name researchers within your research area attend, for example by following them on Twitter. If you have identified one or more scholars attending the same conference as you, who you think would be particularly relevant to talk to, it could be an idea to (together with your Supervisor) send them a polite email and ask if they have time for a short meeting. Do not be discouraged if they do not answer back. Top-name researchers are approached by many. Your Supervisor can still introduce you during the conference.

A good place to start your conference career is the Annual Meeting of the Danish Political Science Association (typically held in the Fall, with a deadline for submissions in Summer). Also, several colleagues from the department attend the Annual Meeting of the (US) Midwest Political Science Association (MPSA) in Chicago each year in April, while members of the journalism research group tend to focus on the International Communication Association each year in late May/early June. You can read more about funding for conference visits below under the heading ‘Budget’.

# Knowledge dissemination and work duties

As a PhD student, you are expected to perform departmental work duties corresponding to up to 840 hours of work. Predominantly, the work duties consist of teaching responsibilities. But they can also be administrative tasks or research assistant work. An outline of the work duties you will undertake must be included in your PhD plan. This work is planned in cooperation with your main Supervisor, who will coordinate with the Head of Studies and Head of Section which teaching responsibilities you can undertake and when.

Note that it is a formal requirement for obtaining a PhD to have engaged in teaching and dissemination for at least 300 hours throughout your employment as a PhD student.[[4]](#footnote-4)

The following documents give information about your work duties and will help when calculating the number of norm hours you will receive for the courses you teach:

* [The Department’s Norm System](https://sdunet.dk/en/enheder/institutter/is/medarbejderhaandbog/strategi-og-politikker)
* [The Department’s Model for PhD students Work Duties](https://sdunet.dk/en/enheder/institutter/is/medarbejderhaandbog/ph,-d-,d,-d-,-uddannelsen-under-samf)

To have a say in which work duties you will be assigned, think about which tasks you would like to undertake. For many PhD students, the work duties consist of work as a teaching assistant (instructor), teaching a master-level course in relation to their dissertation topic, and some smaller tasks (e.g., grading term papers and assignments). Some also have work duties in relation to a research project (e.g., assisting in the collection and configuration of data). Typically, there will be an amount of work duties which are not assigned to specific tasks in the PhD plan. These are assigned in agreement with the Head of Studies later.

If you are to design a master-level course that relates to your own project, it is a good idea to think about how specialized/general the subject of the course should be. Usually, a very narrow focus on your dissertation topic makes it more difficult to attract students. A broader focus also including related themes is, typically, more popular with the students. If your PhD project is on Danish parliamentary committees, you could offer a course on Parties, Parliaments and Governments in Europe, for example. Of course, this is more demanding but it is also a way to force yourself to read some of the related literature which you, perhaps, would not have done otherwise.

# Budget plan

The entire PhD-programme is funded with up to DKK 100,000 to cover expenses such as books, PhD courses, conferences, and expenses in relation to stay at other institutions. When you start as a PhD at the department, you will need to make a budget for how you intend to use the funds that must be approved by your PhD supervisor and the Head of Section. If you need help to prepare the budget, please contact your PhD supervisor. You can spend your PhD budget on activities which are in line with your PhD plan and are expected to keep your expenses within the budget.

When you prepare the budget, you should be aware that you can use up to 6.000 DKK a month to subsidize your stay abroad for up to six months (36.000 DKK). This can for example cover travel expenses for you (but not your family), costs for shipment of book, and give a monthly supplement for housing and living expenses. If you decide to stay abroad for longer than six months (up to a year), you can apply the Head of Section for up to 6.000 DKK extra per month. You should be aware that these funds will be used from your PhD-budget, which means that you will have less to spend on other PhD-related activities.

Guidelines for using the budget

When you use funds from your PhD-budget that exceeds 1.000 DKK, the expense must be approved by your Head of Section and main PhD-supervisor. If the cost is below this, you can contact Ann Skovly (ann@sam.sdu.dk) directly to approve the expense.

• When you want to purchase printed books, you should use Academic Books. You can find a guide on how to order books through Academic Books [here](https://syddanskuni.sharepoint.com.mcas.ms/Sites/iut/SitePages/book-ordering-for-end-users.aspx).

• If you need to order and buy books abroad, you should use a credit card with corporate liability. You order a credit card with corporate liability by filling out an application form, which must be signed by the Head of Department, and then handed to Ann Skovly. Ann will then forward the form to the Travel Office. You can find the application form as well as the rules for using the credit card [here](https://sdunet.dk/en/servicesider/oekonomi/koebsfakturarer-og-udgifter/kreditkort/eurocard).

• SDU has a contract with Carlson Wagon Lit, which means that all plane tickets must be ordered through them. You can read the details of the agreement [here](https://sdunet.dk/en/servicesider/oekonomi/rejser/rejsebureau-cwt), where you should pay particular attention to following points:

A: Booking

B: Creating new travel profiles in the booking system myCWT – Please remember to register our account number: 83027 – 423312

C: Activating your account with CWT

D: Filling in information in ’My travel profile’

F: Payment of hotel stays

H: Price guarantee

J: Accompanying spouse etc.

Q: Questions

• Train tickets can be purchased in a number of ways, for example through [www.dsb.dk](http://www.dsb.dk), DSB’s app or at the train station.

• In case that you need to book a hotel in Denmark, it is most economically to do so through SDU’s Accommodation Office ([Boligformidlingen](https://sdunet.dk/en/servicesider/teknisk-service/bolig-og-hotelformidling)).

You can find the general rules for work-related trips [here](https://sdunet.dk/en/servicesider/oekonomi/rejser/generelle-regler/cirkulaerer_tjenesterejser), incl. rules on transport costs, accommodation etc.

Guidelines on hourly and daily allowance for meals during travel / expenses for meals on travel can be found [here](https://sdunet.dk/en/enheder/institutter/is/praktisk-info-og-faciliteter/rejser). It is important to stress that these allowances cover reasonable additional costs for meals and should not be seen as additional salary. Therefore, the PhD is expected to keep the allowance applied for within reasons. For example, when a PhD attends a PhD course for several weeks and stays in accommodation with cooking facilities, the PhD is not expected to apply for hourly and daily allowance for each day of the whole period. The PhD can instead opt for reimbursement of documented expenses for meals, rather than hourly and daily allowance. Alternatively, the PhD can apply for hourly and daily allowance for a shorter period than all the weeks of the PhD course.

All the expenses listed above will be paid from the PhD’s own budget unless otherwise agreed upon.

If you are in doubt about travel or purchase and cannot find the answer above, it is always good to ask your PhD Supervisor.

A guide to zExpense (SDU's system for the reimbursement of travel costs and expenses) can be found [here](https://sdunet.dk/en/servicesider/oekonomi/rejser/zexpense-it-system-til-afregning).

# Employee ID, library card, and student card

When you arrive, you will receive an employee ID card. The employee ID is your key to the department outside normal working hours. You can also use your employee ID for collecting print jobs at the printers. If you experience any troubles, please contact Tina Guldbrandt Jakobsen ([tja@sam.sdu.dk](mailto:tja@sam.sdu.dk)). Together with your employee ID, you will also receive instructions about how to activate the ID card by making a four-digit code at the card reader by any of the university entrances.

You can also use your employee ID card to borrow books from the university library, and you can access the library’s digital sources by using your SDU login information. This can be done at the library or [online](http://www.sdu.dk/en/bibliotek).[[5]](#footnote-5) Note, that using your employee ID card at the library works after the first salary is paid, only. That is, after the first month has passed. You can, however, contact the library directly if you need access to during the first month.

As a more recent service, you can now also order a student card, which may provide you with access to student discounts. You can apply for the card [here](https://studiekort.sdu.dk/Login.aspx).[[6]](#footnote-6)

# PhD group and events

As a PhD student, you will be part of the PhD group together with the other PhD students at the department. The PhD group has two fixed events during each semester—a “semester start meeting” and one additional event. In the fall semester, the additional event is an in-house meeting where all PhD students present (parts of) their PhD projects for the whole department. In the spring semester, it is an out-of-the-house event, where the PhD group and PhD coordinator have an overnight stay somewhere in Denmark. This latter event will focus on a specific topic relevant for all PhD students – and you are most welcome to suggest which topic this may be to the PhD coordinator. As a PhD you are expected to attend and present at the two semester start meetings as well as the in- and out-house meeting. In addition, the PhDs themselves have the opportunity to organize monthly meetings to present work or discuss issues with relevance for the whole PhD group, for example how to network. You are encouraged to attend this meeting when it fits with your schedule. One of the PhDs is in charge of organizing these meetings.

The purpose of these meetings is to create a platform for discussions among the PhD students at the department. By meeting and discussing our work, work conditions, future career opportunities and the like, we not only get a chance to get to know each other and our projects but also to learn and be inspired by the different approaches we each apply, or plans for the future we might have. But of course, there is also a strong social component to these events, since the seminars give the PhD student an opportunity to socialize with his or her colleagues.

At the PhD events, it is important to give and receive feedback in a constructive manner, whether this is related to others’ projects or other departmental issues. Good feedback to your colleagues is given with both “the heart and the mind”. A rule of thumb is that while general praise is all right, criticisms should be specific enough to help identify the specific issue, and preferably coupled with some suggestions on how to proceed.

It is important to note that presentations of your project ideas and paper drafts should also take place in meetings within your Section. It is the responsibility of your Main Supervisor to ensure that you have the opportunity to present your work so that you can receive constructive and helpful feedback from your fellow section members. *If you for some reason experience that such opportunities are not provided for, do not hesitate to talk to the PhD coordinator about it.*

If you have any good ideas for additional events, please share them with your fellow PhD colleagues or the PhD coordinator.

# Employee development dialogue

Once a year, you should expect an employee development dialogue (in Danish often simply called “MUS”) with your Head of Section. Before the interview you will get an email with the topics and a list on optional topics that you might want to put on the agenda. The interview is a *formal* conversation between you and the Head of Section to evaluate your progress and plan the development of your skills, while you are a PhD student at the Department of Political Science and Public Management. The interview is strictly confidential and is designed as an opportunity for you to voice concerns of any kind, be they social or professional. The last of these interviews has an additional focus on your career opportunities upon completing your dissertation.

# Social activities & work/life balance

As a new PhD student—especially if you have not been affiliated with the department beforehand—it can be difficult to decode which social activities you are expected to participate in (though they are voluntary) and what the norms are for how many work hours you put in. These issues are quite important for establishing and maintaining a good relationship to your workplace and your colleagues. **Therefore it is important to familiarize yourself with the Department’s Staff Policy (**[**https://sdunet.dk/-/media/files/om\_sdu/institutter/is/staff-policy-political-science.docx**](https://sdunet.dk/-/media/files/om_sdu/institutter/is/staff-policy-political-science.docx)**).**

This section is not meant to be a checklist of things you must do, but, rather, it is a collection of things that fellow PhD students want to remind you of.

Starting with social activities, there are quite a few of these during the year; some of them are arranged by the department; some by the PhD students and some by other groups you may be affiliated with. You are of course free to choose which (if any) of these you wish to participate in, but we encourage you to attend at least the Christmas party arranged by the department and the social activities after the PhD seminars. Aside from being great ways to get to know your colleagues in an informal setting, these events also serve to bolster a sense of belonging—it may seem trivial, but nevertheless important. And if you are local, please do make an extra effort in guiding our non-Danish PhD students through the peculiarities of Danish social life.

Please refer to the department’s staff policy for the specific policy on presence and working hours.

At the department we believe that employees work best when there is a healthy work/life balance. Remember, you are employed to work an average of 37 hours every week and you have 5 weeks of holidays to spend as you please. This is what your contract states, so you are well within your rights to work no more than this. We do not expect you to check your email after working hours, during the weekend or during holidays unless in exceptional cases when explicit agreements have been made about this. The flexibility which our job offers may also mean that you at times chose to work in evenings or during the weekend and hold free at other times. That is possible, but we expect you to respect that this does not apply to others. So, try to keep emailing with your colleagues outside of work hours to a minimum. Also, during working hours, please be considerate about the different working preferences which others might have. Our work often requires deep concentration. Think for yourself what way of organizing the work works best for you and talk with your close colleagues about their work preferences.

As a PhD student, you might at times be very busy. What is important to keep in mind is this: Every PhD project is different, and the process and the deadlines are equally unique to every project. That means that if you see your fellow PhD students working much longer hours than yourself, this does not mean that they are more ambitious or better PhD students. It means that they are at a different stage in their process. Do not feel pressured to work more because you see others burning midnight oil. If you are in doubt whether you are progressing as you should (and we all have these doubts), check you PhD plan or discuss your considerations with your supervisor. These are much more reliable measures than the work hours put in by others.

It is important that you know what to do in case you are confronted with unwanted sexual attention or other forms of offensive behaviour. Please familiarize yourself with point 6.2 in our Department’s Staff Policy.

Further information provided by the University about preventing unwanted sexual attention, follow this link: [**Guide to prevention and handling of unwanted sexual attention**](https://mitsdu.dk/-/media/sdunet/filer/personale/arbejdsmiljoe/arbmiljoe/arbejdsmiljoe_forside/guide_to_prevention_unwarnted_sexualattention.pdf).[[7]](#footnote-7)

There may be different views regarding when behavior is perceived to be offensive. Most importantly, remember that it is always ok to say no yourself and that you are expected to respect others when they say no. When confronted with unwanted sexual attention or other forms of offensive behaviour, you are strongly encouraged to talk to someone you trust.

# Parental leave

As a PhD student, you are entitled to parental leave under the prevailing terms and conditions. You are not expected to partake in the working life at the department during parental leave. Obviously, it can be difficult to leave your project for a longer period, and therefore the department has implemented a set of options for fixed-term employees, including PhD students. The details of this option are outlined in the department’s staff policy.[[8]](#footnote-8)

# Adapting to your new role

Several of you have been a student at the department and are now enrolled as PhD students, either on a 5+3 or 4+4 program. From one day to the next your professors are suddenly your colleagues and you are no longer just one of the students. This might take some getting used to. It can be good to remember in your contact with your former teachers that they now see you as a colleague, that many have been in a similar situation before and that with time you will get used to this new situation. For your contact with the students, it is important that you are aware of your new role. This does not mean that you have to give up old friendships or can no longer hang out with your peers. But it is important to avoid dual relationships. For example, you should not grade exams written by your friends. It is also good to take a moment and reflect on how you will interact with new students who you wil meet. Many of us for example do not communicate with the students over Facebook Messenger, but only over SDU email. Do not accept them calling you in the weekends or evenings. When students come to you with their personal problems, it is best to pass them on to the professionals at SDU: See <https://mitsdu.dk/da/mit_studie/bachelor/statskundskab/vejledning-og-support/vejledning/studieogtrivsel>. Your relationship with the students will function best within clear boundaries. Make your expectations explicit and the students will respect you for that. When in doubt, you can always ask one of the senior colleagues how to handle the situation.

Miscellaneous

On the more technical side of things, there is of course a plethora of different data management programs, reference managers and others that may come in handy. If you are not used to use a reference manager, we strongly advise you to start building a database of your references as soon as you start your PhD (the department has a licence for Endnote, there are also popular free alternatives such as Zotero). It will spare you tremendous amounts of time and hassle. Do not feel guilty for spending some time in your first months of employment getting to know different text and data software packages, or other software packages that may be useful in the process of writing your thesis. Getting to know these packages is also part of your work as a PhD student.

A final note

Relax! Things may be quite confusing in the beginning—and even later. You may find out that this pamphlet is not sufficient to navigate your way around (then please let us know!). Remember that you can always knock on the door of your colleagues, contact your mentor, or (likely in addition to) go to the nearest vending machine and buy a bar of chocolate. In the PhD group we are in this together! And please remember that ultimately doing a PhD is a job and does not define who you are as a person.

Odense, January 2019; updated February 2021, last checked August 2024.

1. See for example <https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/evalueringerstuderende> [↑](#footnote-ref-1)
2. <https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddindholdstuderende> [↑](#footnote-ref-2)
3. <https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/evalueringerstuderende> [↑](#footnote-ref-3)
4. <https://www.sdu.dk/en/forskning/phd/phd_skoler/phduddannelsen_under_samfundsvidenskab/erdustuderende/uddindholdstuderende/videnformidlingstuderende> [↑](#footnote-ref-4)
5. <https://www.sdu.dk/en/bibliotek> [↑](#footnote-ref-5)
6. <https://studiekort.sdu.dk/Login> [↑](#footnote-ref-6)
7. <https://mitsdu.dk/-/media/sdunet/filer/personale/arbejdsmiljoe/arbmiljoe/arbejdsmiljoe_forside/guide_to_prevention_unwarnted_sexualattention.pdf> [↑](#footnote-ref-7)
8. [https://sdunet.dk/-/media/files/om\_sdu/institutter/is/staff-policy-political-science.docx](https://sdunet.dk/-/media/files/om_sdu/institutter/is/staff-policy-political-science.docx%20) [↑](#footnote-ref-8)