

U N I V E R S I T Y O F
A A R H U S • D E N M A R K



STRATEGY 2008-2012

QUALITY AND DIVERSITY



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FOREWORD

Academic values form the basis for all activities at the University of Aarhus. Via curious research, critical analysis and ongoing debate, researchers and students endeavour to find new ways to gain insight, understanding, spiritual development and education for the benefit of society as a whole.

Since its foundation in 1928, the University of Aarhus has had a strong tradition for self-government, which ensures both political and ideological independence. Until 1970, the university was an independent institution, and subsequently became a government-owned educational establishment. However, the 2003 University Act accorded the university the status of an independent institution under the auspices of public administration. The university intends to protect this autonomy with the utmost care. The freedom and independence of the university are crucial prerequisites for it to be able to meet its obligations to society.

In 2006 and 2007, the University of Aarhus merged with the Herning Institute of Business Administration and Technology, the National Environmental Research Institute, the Danish Institute of Agricultural Sciences, the Aarhus School of Business

and the Danish University of Education. This has added diversity to the university in the form of new subjects, tasks, staff, students, structure and geographical location. Academic strength within a wide range of subjects is an advantage for a modern university, because many decisive breakthroughs occur as a result of the interplay between the individual subject areas.

The university's professional and geographical position, as well as its academic depth, provides it with strength in a world characterised by rapid change and conditions that lead to increased competition – both nationally and internationally – for the best students, staff and research resources. The main campus is located in Aarhus and, over the years, close and productive collaboration has been developed between the city and its educational institutions – a collaboration that is supported by the entire region. The Municipality of Aarhus ranks as one of Europe's best cities in which to study, and emphasises the importance of its educational institutions for the city, especially the university. The city has created an inspiring environment that makes it attractive to both Danish and foreign students.

Combined, the nine faculties, schools and national institutes cover the entire research spectrum – basic research, applied research, strategic research and research-based advice to the authorities. In all degree programmes, research and teaching are

closely connected, and the research-based instruction – including teaching that spans the main academic areas – ensures the depth of the degree programmes. With its great emphasis on research, it is no surprise that one of the key areas for the University of Aarhus is the development of research talent for the benefit of all sectors of society. The university also willingly assumes its share of responsibility for meeting society's growing need for new flexible degree programmes and continuing and further education for those requiring additional qualifications later in life.

It is with pride and pleasure that the University of Aarhus presents this strategy, acknowledging its obligations and responsibilities to society. This strategy is based on the university's history and, with its strength and enthusiasm, reaches far into the future.

Solidum petit in profundis

Jens Bigum

Chair of the University Board

Lauritz B. Holm-Nielsen

Rector



MISSION, VISION AND VALUES

THE MISSION OF THE UNIVERSITY OF AARHUS

is to develop knowledge, welfare and culture through research and research-based education, knowledge dissemination and external advice.

THE VISION OF THE UNIVERSITY OF AARHUS

is to belong to the elite of universities and to contribute to the development of national and global welfare.

THE VALUES OF THE UNIVERSITY OF AARHUS

are based on the ethical ideals of freedom and independence that are described in the Magna Charta of the European Universities. Staff and students at the University of Aarhus work enquiringly and critically, in open and dynamic interaction with the surrounding world.



THE MAGNA CHARTA OF THE EUROPEAN UNIVERSITIES

In 1988, the rectors of the European universities agreed on a number of considerations regarding the role of universities in a society undergoing constant change. **See pages 42–43 for more information.**

THE ROLE OF THE UNIVERSITY OF AARHUS

The University of Aarhus plays a distinctive role in society. The mergers of recent years have given the university exceptional depth and breadth. The university's activities reach out to all sectors of society, and one of the main tasks of the university is also to provide the authorities with objective, research-based advice. Knowledge and economic development are closely related and cross international boundaries. Most nations around the world are becoming increasingly interdependent and there is a growing need for international competences, global understanding and joint responsibility for people, societies and the environment. The University of Aarhus therefore places special emphasis on having an international outlook and commitment.

The quality of the university's research is the foundation of all its activities. The university encourages breakthroughs in research by providing the individual researcher with the necessary space to pursue his or her curiosity and intuition, and the university supports research environments and core fields that have special potential for new insight and impact. Special attention is given to setting up new research areas that can utilise the university's academic diversity. As far as research is concerned, the University of Aarhus has assumed responsibility for approximately a quarter of all Danish PhD students. The scope of the university's development of research talent therefore bears comparison with the best research environments in the world. This creates unique dynamics in the university's research, and the university has great expectations to research development in the coming years. Considerable emphasis is placed on communicating research results to ensure that society benefits from the new knowledge. At the same time, the university is expanding its close collaboration with the business community and has planned initiatives to increase the commercialisation of research results. The university will use its combined research strength to deliver knowledge to society and to provide the authorities with objective advice.

As far as education is concerned, the university acknowledges its responsibility for ensuring that an increased proportion of the population can complete academic degrees of an international standard. In the coming years, the wide range of subjects offered by the university will therefore be supplemented by additional degree programmes and combinations based on the academic breadth at the university and the depth of its research competences. The university wants to spearhead a new higher education system in Denmark, characterised by flexibility for the students and based on society's need for a well-educated population. The

European Bologna process influences educational thinking beyond our own part of the world. Other regions also work along the same lines towards making the different educational systems more transparent and more comparable and towards improving opportunities for combining degree programmes internationally. The degree programmes at the University of Aarhus must be open to students from other higher education institutions in Denmark and abroad.

The university will ensure academic progression within the degree programmes, but at the same time wants to make these programmes flexible enough to promote study mobility and active selection and deselection to the greatest extent possible. In addition, the university wants to expand continuing and further education activities. In this context, the university plans to utilise its facilities all over Denmark so that individuals who have discontinued short-term or long-term further education can continue to study and acquire the competences they and society need.

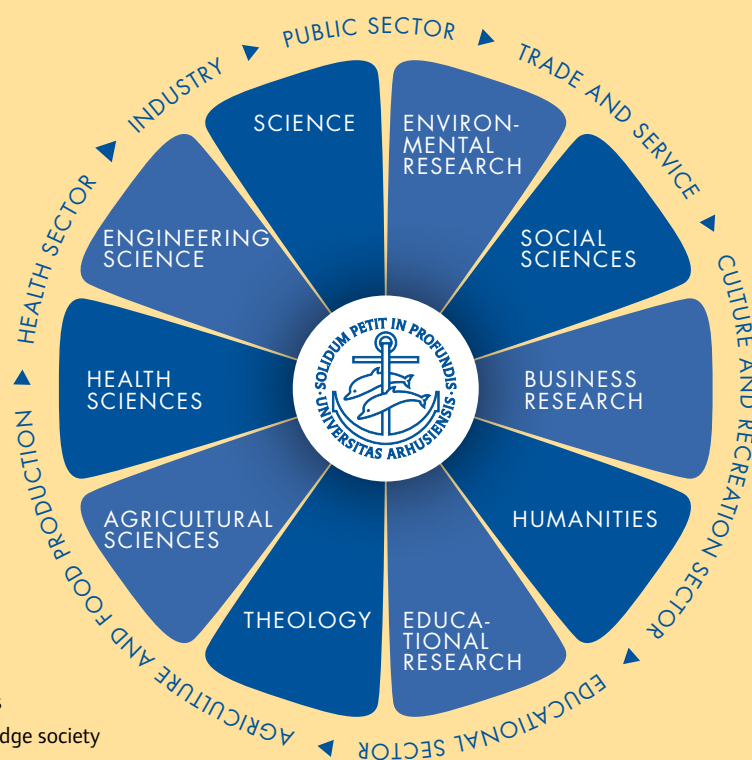
Competition and collaboration

The University of Aarhus willingly participates in the competition for research funding, good students and highly qualified staff. There is growing competition in the university sector. This is a result of structural changes in research funding and in the choice of degree programmes, the increased mobility of young people and demographic changes. However, another reason is that universities in the future will compete to a greater extent than is the case today, first and foremost for talent and knowledge in a global market. The University of Aarhus nevertheless intends to expand its collaboration with other universities in all the areas that support the university's overall strategy.

It is a political requirement that the increase in research funding must be subject to competition. The allocation of a growing share of research funds will therefore be subject to competition between research environments. The important parameters for being as competitive as possible are the quality and size of the individual research environment, areas of collaboration, placement within the national and international research world, and the quality of the projects and applications. The university expects that an increasing number of research environments will compete internationally for research funds in the coming years, e.g. from the EU research programmes.

The higher education institutions in Aarhus have experienced a considerable increase in student applications in recent years. This increase has been higher than average for Denmark as a whole,

The university's activities reach out to all sectors of society.



and is a result of the large number of quality degree programmes on offer, the proportionately larger number of young people and the growing interest in long-term education. A number of demographic and structural factors, including greater mobility, contribute to the fact that there will be competition for good students in the future, and it is important for the development of the Danish knowledge society that the university is increasingly able to attract talented students from abroad.

Bachelor's degree students are still largely attached to their homeland, but the number of Master's degree students and particularly PhD students who are willing to move is on the rise. This trend is supported by new rules that provide grants and payment of tuition fees for Danish students studying abroad. The university will have to strengthen its international profile considerably if the expected drop in study activities resulting from Danish students studying abroad is to be matched by a corresponding increase in the number of bright foreign students.

The University of Aarhus is facing a period of considerable growth within most of its activities at a time when many staff members are retiring. It is therefore essential for its development that the university is able to attract many new staff members, including staff from the international workforce. In light of the above, the university must increase its international activities and strengthen its collaboration with strategic partners.

From words to action

With the strategy presented here, the University of Aarhus provides an outline of the direction that will lead to the realisation of the university's goals. The strategy must also ensure full utilisation of the opportunities created by the mergers that have taken place. The strategy was developed in collaboration between the university's management, the nine main academic areas and the university staff and students. In the course of this process, a large number of university staff and students took part in the debate and thus influenced the contents of the strategy.

The strategy for the University of Aarhus describes how the university intends to use its resources and competences to ensure the best possible overall contribution to the continued development of society. The university must translate its words into action by maintaining and developing existing areas of strength,

developing new relevant and sought-after education and research fields, and by ensuring the transfer of research-based knowledge to the business community and society as a whole. We plan to intensify our working relationship with Danish, European and other international partners and to use our special competences to increase the development of research talent for the benefit of society as a whole.

The strategy determines the four pillars that bear the university: research, talent development, research-based advice to the authorities, and education.

The strategy covers the period from 2008 to 2012 and describes the correlation between the development of the core activities within these pillars and the development of the internal support functions and infrastructure. The strategy also outlines how the University of Aarhus plans to create a balance between the development of the core activities and their interrelationship and the considerable growth in combined resources that the university expects during the coming years.

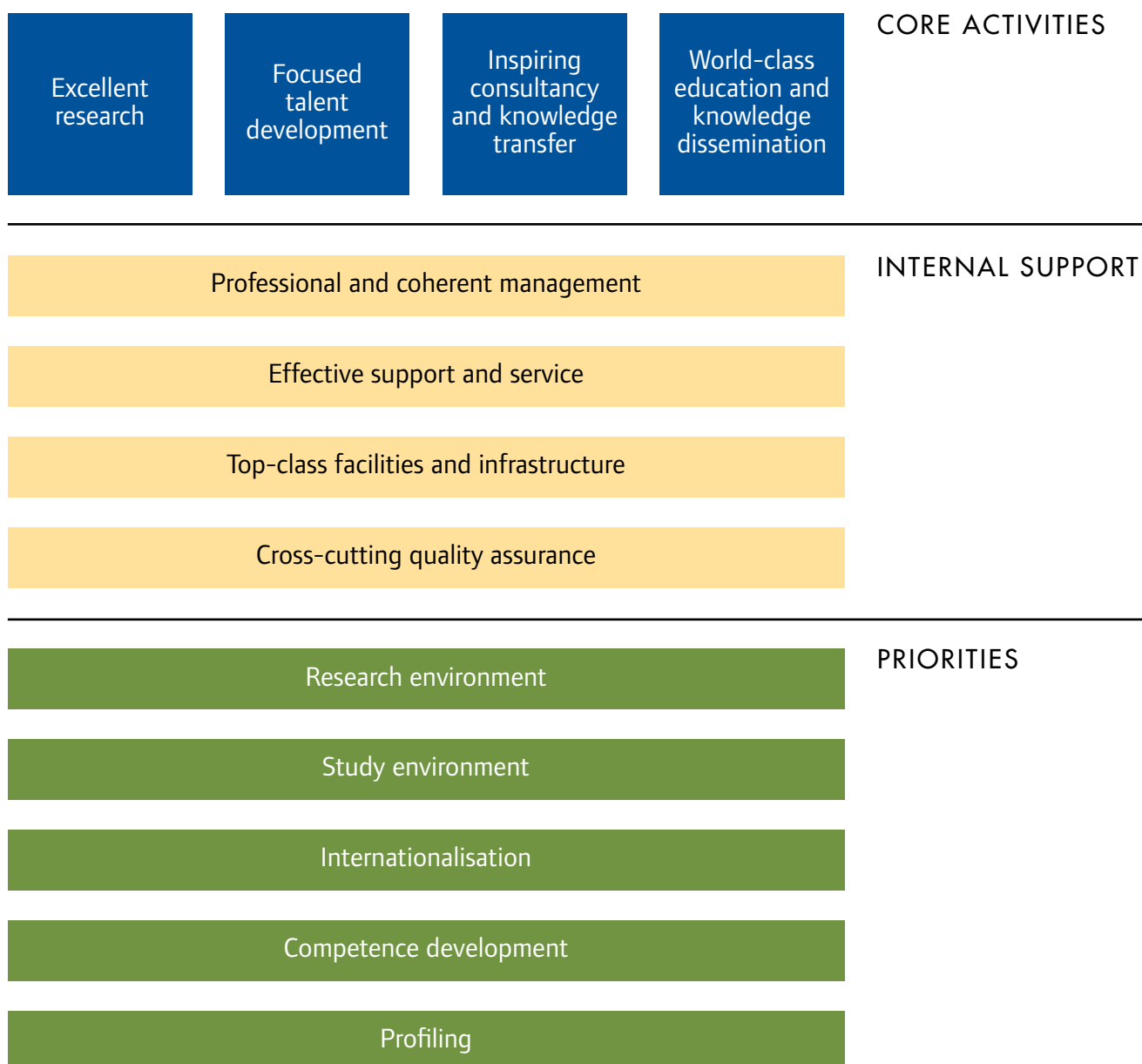
In the years ahead, more detailed plans of this overall strategy will be prepared through dialogue between the main academic areas at the university and its top management. The strategic goals will be reassessed on an ongoing basis and tightened up in connection with the annual review and presentation of the strategy to the University Board.

The University of Aarhus expects to receive a share of the increased amount of research funding for which it is competing, which means that the university's total annual turnover will increase from DKK 4.5 billion to at least DKK 6 billion in the course of a few years. It is both a physical and an organisational challenge to ensure that this growth is given direction and that the quality of the university's activities is maintained.



THE UNIVERSITY OF AARHUS STRATEGY 2008–2012

The mission and vision of the University of Aarhus must be reflected in its core activities. According to the tradition of European universities, research and education are the cornerstones of a university. The University of Aarhus therefore has great ambitions to provide research, research-based advice to the authorities and education of a high international standard that is constantly being developed. As a prioritised activity, the university assumes responsibility for developing talented young researchers. As a distinguishing feature, the university wishes to support the development of talent all the way from the Master's degree level via PhD studies and to include a first postdoctoral appointment. In order to implement its core activities, the university needs to develop and further expand a number of internal support functions. The following priorities represent the areas on which the university plans particular focus in the coming years.







Excellent research

Focused talent development

Inspiring consultancy and knowledge transfer

World-class education and knowledge dissemination

CORE ACTIVITIES





Excellent research

The University of Aarhus belongs to the international elite. The university is one of Europe's leading research institutions and, among Danish universities, its research competence covers the broadest range of research fields. The university wishes to combine research in new ways – with new subject areas and across traditional subject borders – in greater depth and in new and unknown fields. The University of Aarhus offers all types of research from basic, applied and strategic research to research-based advice to the authorities and knowledge transfer.

The research activities at the university are widely acknowledged within the international research world. It is characteristic of the research at the University of Aarhus that the indicators that clearly measure the impact of research results are in the absolute top class internationally and – in several faculties – belong to the world's elite.

The university takes an active part in international research collaboration and has a considerable number of strategic alliances with universities and research institutions all over the world. Researchers and research talent at the university take part in top international teams, and the university's institutes, centres and departments have state-of-the-art equipment, databases and libraries. In a number of cases, they also host international research activities.

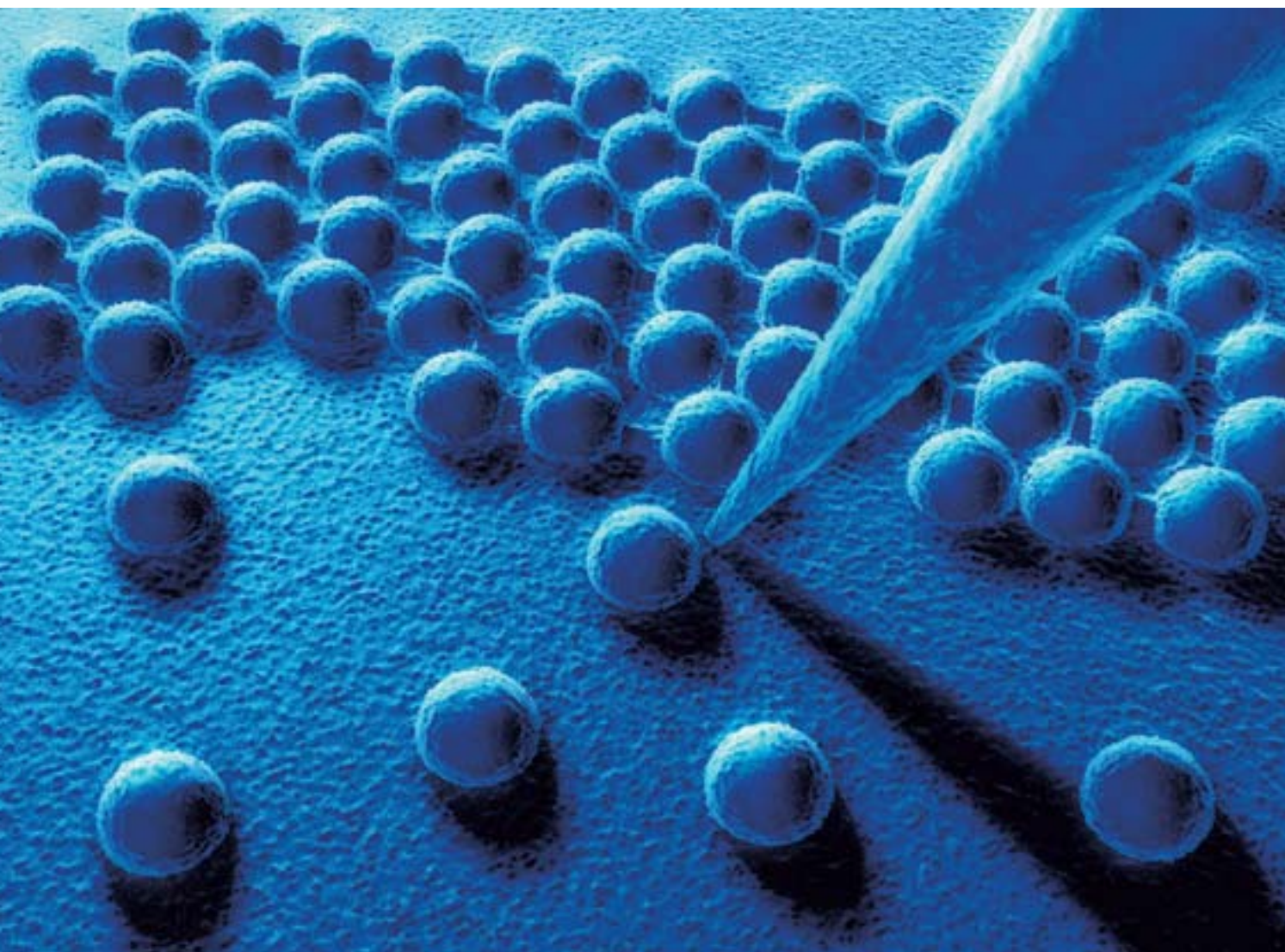
In 2006, the University of Aarhus received DKK 2.1 billion in research grants from the government and other external sources. Nationally, the university obtained 26.3% of the total amount of public research funding subject to competition. Of these funds, DKK 290 million came from research councils, DKK 100 million came from the EU and DKK 124 million came from the Danish National Research Foundation. In addition, the university received a three-figure million amount from a number of private foundations, especially the Lundbeck Foundation, the Velux Foundation, the Novo Nordisk Foundation, the Carlsberg Foundation, etc. The university has close to 3,500 full-time academic staff members who frequently publish material in scientific books and the most quoted peer-reviewed journals within all the main academic areas. This represents close to 25% of the total number of researchers employed at Danish universities and close to 25% of the total number of research contributions published in Denmark.

THE AIMS AND OBJECTIVES ARE:

- to stimulate new research development
- to strengthen internationally acknowledged research
- to have research groups within all of its subject areas contributing to front-line research.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to support pioneering research by establishing a framework for original and innovative research work, including research that involves several main academic areas
- to strengthen research activity through improved recruitment of researchers and increased researcher mobility and exchange
- to increase the number of articles published in recognised journals and focus the published material towards selected target groups
- to enforce the implementation of action plans to ensure the diversity of research staff as regards age, gender and nationality
- to support the university's position as an elite university by allocating 75% of its resources – directly or indirectly – to research.





Focused talent development

The University of Aarhus offers research talent development of an international standard, and its PhD programmes are an essential basis for the university's work. The university regards the development of research talent and the recruitment of researchers as a task of high priority to society. The development of research talent at the University of Aarhus must be generous in the sense that older researchers have a particular responsibility for sharing knowledge and experience with the next generation of researchers. The university also wants to ensure sufficient space and freedom to develop unique talents.

The university has extensive experience with this task, and the important investments in research and development planned for the coming years require that the university optimises its considerable coaching capacity and doubles the number of its PhD students. In addition, the university needs to create new dynamic career paths for young researchers. The university has concentrated its PhD programmes in graduate schools and participates in national graduate programmes together with other institutions. The PhD programme of the university is organised in three different ways. In order to recruit young talent as early as possible, the university uses the so-called 4+4 model, the traditional 3+2+3 (Bologna) model and a new 3+5 model¹.

The University of Aarhus is of the opinion that the development of research talent is an ongoing process that involves the Master's and PhD programmes as well as subsequent postdoctoral appointments. The university has approximately 14,500 Master's degree students, about 1,250 PhD students and close to 700 postdoctoral scholars. In 2006, approximately 2,800 Master's degree students and 227 PhD students graduated from the university. PhD graduates find employment in all sectors of society both in Denmark and abroad.

THE AIMS AND OBJECTIVES ARE:

- to ensure that the quality of the PhD programmes compares favourably with the best in the world
- to recruit top talents from Denmark and abroad to unique environments, where they feel free to pursue the unexpected
- to double the number of researchers educated and developed at the university
- to offer a continuous researcher development programme for the greatest talents from the Bachelor's degree level.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to strengthen the university's strategic international alliances
- to create a financial framework that enables the researcher development environments to be characterised by creativity and curiosity
- to ensure that the university's best researchers can give priority to advising and coaching at Master's degree, PhD degree and postdoctoral levels
- to offer 5-year researcher development programmes that can keep qualified individuals in a long-term development programme, e.g. from the Bachelor's to the PhD level or from the Master's degree level up to and including the postdoctoral level.

¹ According to the 4+4 model, the PhD students are recruited when studying for a Master's degree. According to the traditional model, the PhD students are recruited upon completion of their Master's degree, whereas recruitment of the PhD students according to the 3+5 model takes place upon completion of the Bachelor's degree (first degree). The university monitors development closely to ensure that its PhD programmes are attractive to students from other universities and university systems.





Inspiring consultancy and knowledge transfer

The University of Aarhus provides independent and inspiring knowledge as a basis for the development of society. The university supplies Danish and international authorities, institutions and companies with research-based advice and top-quality knowledge transfer. It is essential for progress in society that the entire knowledge base developed at the university be made available and that the research carried out at the university can function as a gateway to the global knowledge market. The university guarantees the necessary confidentiality regarding the tasks it carries out on behalf of others.



The university makes its research base available when advising authorities and has national obligations within its main areas, particularly regarding the environment, agriculture and the climate, as well as in the field of pedagogy. In addition, the university provides research-based advice to the authorities in other areas, such as forensic medicine. The academic scope at the university makes it possible to intensify and expand the consultancy services to other research areas.

The university encourages knowledge transfer and contributes to business development and advancement of society. Hence, knowledge and technology transfer from research to the business community has high priority. The university is thus one of the driving forces behind the Incuba Science Park, which is currently one of Denmark's leading entrepreneur and innovation environments, and the Alexandra Institute in the IT City Katrinebjerg, which serves as a model for technology transfer and entrepreneurship.

In 2006, the university's revenue from research-based advice to the authorities amounted to approximately DKK 450 million. In the same year, the university entered into 276 research collaboration agreements with private and public sector companies. Also in 2006, the University of Aarhus reported 59 inventions with a potential for further development.

THE AIMS AND OBJECTIVES ARE:

- to provide independent research-based consultancy services and communication, and thus help ensure that decisions in the political/administrative process are taken on the best possible basis
- to develop a user-oriented, holistic and internationally competitive research-based consultancy to authorities
- to work with the business community to develop new businesses and strengthen Denmark's competitiveness.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to use the entire research base at the university in providing advice to the authorities
- to ensure, in collaboration with its partners, that the knowledge necessary for future research-based advice to the authorities is available nationally or in international collaboration
- to expand and strengthen new areas of research-based advice, as well as interdisciplinary research, fundamental for advisory services
- to increase the scope of technology transfer and research-based innovation between the university and the business community.





World-class education and knowledge dissemination

In an international context, the University of Aarhus is a large and distinctive educational institution. The university constantly assesses and further develops its offer of degree programmes and makes sure that new degree programmes are developed on an ongoing basis. These meet the requirements of both the outside world and the university's quality standards, thus ensuring that the next generation is trained to face the challenges of the future. The university offers unique possibilities for subject combinations thanks to its academic diversity. It expects that the number of students applying for its degree programmes will increase in the forthcoming years.

Most of the university's degree programmes take place in and around the University Park. In order to establish a coherent higher education system, the university collaborates closely with other educational institutions in Aarhus under the heading of the Aarhus Campus.

It is the university's goal to be a leader in the field of knowledge transfer with society in general. The most important contribution to knowledge transfer takes place through the university's students and graduates. However, a considerable amount of communication also takes place via the Aarhus University Press, and the Danish University Extension in Aarhus (Folkeuniversitetet), which has 23,000 course participants and is the largest extension university in Denmark. In addition, the university is an active partner in a number of museums and other similar institutions, which record more than 260,000 visitors per year. Finally, staff members are encouraged to contribute to the public debate.

In 2007, the university has 35,427 students, 30,296 of whom are full-time students and 5,131 of whom are part-time students, distributed among 74 Bachelor's degree programmes, 90 Master's degree programmes and a considerable number of continuing and further education programmes. Approximately 2,700 Bachelor's degree students and 2,800 Master's degree students graduate from the university every year. In addition in 2006, in the field of continuing and further education, the university had 4,215 fee-paying students. 754 individuals completed the part-time Master's degree and diploma degree programmes.

THE AIMS AND OBJECTIVES ARE:

- to offer top-quality degree programmes within all the university's fields of competence
- to utilise the entire range of its competence to develop new degree programmes that reflect the needs of the future
- to increase the scope, relevance and quality of its continuing and further education courses
- to attract the best students and be an attractive choice for new groups of Danish and foreign students
- to strengthen the knowledge society via independent and inspiring communication of knowledge.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- that its degree programmes must set the standard for national and international accreditation
- to establish "main routes" within the degree programmes by limiting the number of Bachelor's degree programmes and at the same time expanding the range of Master's degree programmes
- to offer the best and most attractive continuing and further education programmes to both Bachelor's degree and Master's degree graduates, and that contact with the graduates must be maintained via an alumni network
- to establish a flexible credit system that provides the students with more options for new and unusual subject combinations
- that the communication of research-based knowledge to citizens, politicians and key sectors of society must be qualified and intensified in a wide range of media and by strengthening the university's museum environment.







Professional and coherent management

INTERNAL SUPPORT

Effective support and service

Top-class facilities and infrastructure

Cross-cutting quality assurance





Professional and coherent management

Professional and coherent management is a prerequisite for the effective running of a large university. The university sector is undergoing a process of adaptation to ensure that growth in the sector can be handled efficiently and that the increased resources can lead to more research, better research-based advice to the authorities and the development of a supply of degree programmes oriented towards the future. This process places heavy demands on management at all levels. In the academic field, the university has undertaken a major shift from collegial to employed management. In addition, the University of Aarhus has to integrate the administration of six independent institutions into one cohesive, user-friendly and effective administration. This is why the university is establishing a new, effective and cohesive management body that is able to handle the larger and broader portfolio of tasks that the University of Aarhus will be facing in the future.

THE AIMS AND OBJECTIVES ARE:

- to have an effective, trustworthy and user-friendly administration that supports the university's objectives and activities



- that the rectorate, as well as academic and administrative managers, must establish clear guidelines for how the university can strengthen its strong national and international position, how the university's shared identity can contain its diversity, and how the university can create strategic coherence and synergy within its core activities.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- that management must be open, visible and motivating
- that competence development must be undertaken at all management levels within the organisation and priority given to the recruitment of leaders
- that the distribution of centralised and decentralised management tasks must be determined
- that the university's organisational chart must be reviewed and tasks clearly delegated to deans, academic directors, heads of departments and institutes, and administrative managers.





Effective support and service

The needs of external and internal users and clients require from an attractive elite university a very high level of support and services. Support and services must be undertaken by a flexible, service-oriented organisation and comprise tasks ranging from external business partners and ministries to the maintenance of technical installations, service and guidance to students and staff, and the support of management decisions.

The technical and administrative support staff provide services to the students, academic and other technical/administrative staff, and to business partners, guests and visitors, etc. The support and service delivered by the university include highly qualified technical assistance in laboratories, professional financial and legal advice and management, organising of meetings, workshops, symposia and conferences, presentation of results, student guidance and maintenance of administrative routines. The service takes the form of personal assistance as well as the development and operation of research and administrative systems.

The ratio of technical and administrative staff to students and academic staff varies according to the functions of the individual academic fields, with the highest ratio being



in faculties depending on advanced laboratories. Support and services are provided at both a centralised and a decentralised level. Altogether, the technical and administrative staff account for 3,484 full-time employees or approximately 40% of the staff.

THE AIMS AND OBJECTIVES ARE:

- to provide professional support to the university's core activities
- to ensure efficient and user-oriented technical and administrative service to the entire university
- to develop a holistic, flexible and interdisciplinary approach to the handling of tasks.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to establish an effective, professional and proactive research support unit
 - to rethink the technical/administrative organisation, including assessing the relevance of current and future administrative routines and tasks
 - that the university will work towards shared solutions within the university sector and the government, and introduce the necessary shared administrative systems, including: a system for the administration of degree programmes, a finance system, IT communication platforms, salary and staff systems, as well as systems to handle purchasing agreements
 - that service and administration must be adapted to the actual needs of the individual unit based on geography, academic field and other characteristics
 - that the university must define service goals for all the main administrative and technical areas, and work towards making the administrative routines more efficient.
-



Top-class facilities and infrastructure

A state-of-the-art infrastructure is a must for an international research university. The university therefore has a considerable amount of building space at its disposal, as well as advanced laboratories, laboratory equipment, technical equipment, a number of national databases and research ships.

The university has a wireless network and is working on linking the different IT systems within the university. A new, shared IT strategy is intended to bridge the gap between all the main academic areas at the university. It is important for the further development of the university's competences that its technical equipment be maintained, updated and replaced at regular intervals. The libraries at the University of Aarhus consist of several campus libraries located close to the users in each individual faculty, school, department or institute. The State and University Library, Aarhus, is an institution that falls under the auspices of the Ministry of Culture and functions as the university library. There are also 27 library units, two of which are quite large – the Library of the Aarhus School of Business and the National Library of Education.

The total amount of building space at the disposal of the university is considerable, and extends over 513,099 m², with 1,356 hectares of facilities divided between many different locations around Denmark. The buildings involved represent many different styles and periods and have many different functions. The university is responsible for the buildings at the University Park in Aarhus, which are listed among the 10 most important architectural icons in Denmark in the Canon of Danish Art and Culture.

The total amount of building space at the disposal of the university is considerable, and is divided between many different locations in Denmark.

THE AIMS AND OBJECTIVES ARE:

- to create an infrastructure that effectively supports the university's work
- to ensure that the university has state-of-the-art facilities at its disposal for its core activities
- to provide efficient IT systems covering all university premises.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to prepare a vision plan for the physical development of the entire university up to 2028, including a description of how the Aarhus University Hospital can fit into the plans. This vision will be based on the academic strategies and the expected development in student enrollment and staff
- to prepare an investment plan for the university's research, teaching and information facilities
- to prepare a development plan for the university's library facilities
- to prepare a coherent IT strategy with a shared campus network and systems support that effectively link the whole university
- to ensure continued development of the national environment, agriculture and health databases.



Cross-cutting quality assurance

Quality assurance (QA) of all university activities is an essential part of the university's work. The university is about to introduce QA procedures for its administrative processes in addition to the safeguards inherent in the sector's well-developed auditing and inspection systems.

Traditionally, the university has always carried out quality assurance of its academic activities. The university thus evaluates research activities ranging from the employment of academic staff members and the assessment of academic dissertations to publication strategies and the choice of attractive channels of publication, as well as peer reviews of submitted publications. In addition, the university's success rate in securing funds from national and international trusts, programmes and councils in competition with other institutions is a good external indication of the quality of the basic research activities.

In the field of education, the active use of the competences of receiver panels, external examiners and advisory groups ensures external quality assurance of the entire portfolio of degree programmes. In addition, local evaluations of the teaching take place in the university's boards of studies. The university also takes part in a number of interdisciplinary QA processes at the levels of the individual faculty, school, department or institute. Accreditations will be the future framework for teaching and research in Denmark. In selected areas, the university takes part in benchmarking collaboration with a number of renowned Northern European universities with a large research component.

THE AIMS AND OBJECTIVES ARE:

- to make quality assurance an essential part of the management task
- to ensure that the university's services and activities fully comply with existing agreements and established quality requirements
- to develop effective internal quality assurance systems
- to ensure that the university obtains the best and most recognised external quality assessments and accreditations for all units/main academic areas.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to include quality assurance in all activities and system development processes
- to document quality standards and QA systems and to ensure visibility of the quality criteria
- to develop a QA system within the research-based advice to the authorities
- to evaluate the research-based advice to the authorities in accordance with accepted standards
- to benchmark the university's core activities with a group of strong international universities.





Research environment

Study environment

Internationalisation

Competence development

Profiling

PRIORITIES



Research environment

Creating excellent research requires far-sighted and experienced research management with highly qualified staff. This leads to excellent, creative and innovative research environments where the very best talents are free to pursue their intuition and curiosity.

A strong and cohesive research environment functions best in shared physical surroundings, but can also be of a more virtual nature. In this connection, it is generally essential that excellent environments always work closely with other international elite environments in the form of specific research collaboration or networks.

The University of Aarhus has many strong research environments. These environments must be strengthened and new ones developed. The research environments themselves



contribute to meeting the overall strategy. Good research environments make it possible to recruit the best staff members, result in considerable research production of a high quality, and are largely responsible for the development of research talent.

In some subject areas, it is essential to create environments that are sufficiently large to have unique facilities and data material that enable major issues to be tackled at the cutting edge. Such environments often cross department or institute and faculty boundaries. Strong research environments are created and stimulated by a number of factors relating to management and staff resources, as well as excellent physical and economic conditions that match the very best in the field.

THE AIMS AND OBJECTIVES ARE:

- to establish a framework that facilitates the development of new creative international research environments at the university.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to attract more international researchers with a potential for research management
 - to avoid detailed control and create an opportunity for long-term strategic research planning
 - to ensure that the financial and administrative principles support the long-term staff and talent development of the research environments
 - to develop new flexible organisational structures and forms of employment
 - to prepare indicators for "a good research environment" and monitor development on an ongoing basis.
-



Study environment

The best universities have an inspiring study environment. The University Park is located in the centre of Aarhus and the study environment revolves around it. Far-sighted planning must ensure the ongoing development of the University Park. More than 50,000 individuals, or every sixth resident of Aarhus, is either a student or an employee at the university or another higher education institution. As a result, Aarhus is the city in Denmark that has the largest number of young people aged 17–34 years, which gives the city a special pulse and creates a fertile environment for the multitude of extraordinary cultural and social activities that characterise the university's study environment.



Collaboration around the Aarhus Campus is intended to integrate city life, cultural life and study life, and to strengthen this exciting city campus in one of Europe's best university cities by means of a number of concrete, shared activities.

By far the largest part of the teaching at the university takes place within a relatively limited geographical area, with most departments and institutes, and a large number of other educational institutions within walking distance. This gives the university and the students good opportunities for realising the intention of the Bologna process for flexible degree programmes adapted to the needs of the individual and meeting current requirements for the development of new combinations of degree programmes. At the Aarhus Campus, students can combine subjects from different areas and exchange experiences across the entire academic spectrum. The University of Aarhus also intends to use this experience to develop exceptional study environments at all its premises, and to integrate these virtually into the Aarhus Campus.

THE AIMS AND OBJECTIVES ARE:

- to further develop an attractive study environment that consistently attracts and maintains the best students
- to make the years of study a very special part of each student's life
- to ensure that the university has a study environment that promotes effective studies and is a leader in the development of teaching and learning methods.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- that the Aarhus Campus must become known internationally as one of Europe's best study environments
- that the number of student halls of residence near the campus must be increased
- that the physical framework for a good study environment must be developed on an ongoing basis as needs change
- that student guidance must be modernised, and that it must be ensured that all students, including international students, be integrated into the study environment e.g. by setting up reading groups, mentor and tutor schemes, the use of interactive teaching methods, the promotion of foreign language skills, etc.
- that close collaboration between the university and user groups is developed, including the creation of more attractive, relevant study-work programmes and jobs for students
- that the university must undertake and follow up on study evaluations and study environment surveys.



Internationalisation

The University of Aarhus is a leading European university that competes internationally with the very best. The university is a founding member of the esteemed Coimbra Group of elite European universities.

The research areas at the university take relevant national and international research groups into consideration, and it is the university's policy to increase international collaboration and recruitment. In addition, the university specifically promotes internationalisation through researcher mobility, visiting professorships, sabbatical leave schemes and international alliances regarding PhD programmes.

Traditionally, the internationalisation of research has been fully decentralised, whereas a considerable number of centralised exchange agreements have been established for the university's study programmes. These agreements are supplemented by a large number of decentralised partnerships with selected university departments abroad.

In 2006, the university had a total of approximately 600 visiting researchers from abroad and about 2,500 foreign students. The university has approximately 750 foreign exchange students, while about 750 Danish students go abroad every year. In addition, around 1,750 foreign students complete an entire degree at the university (degree students). Finally, the University of Aarhus offers a growing number of full-time and part-time programmes in English, and the summer university – also taught in English – is growing rapidly.

THE AIMS AND OBJECTIVES ARE:

- to establish itself as a leading, open and international university
 - to integrate internationalisation into all its activities and strengthen the exchange of students and staff
 - to secure the University of Aarhus a position of strength in the global market through research, knowledge transfer, research-based advice and education.
-

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to assume leadership and representation in international networks and forums
- to review the considerable number of international agreements for all the departments, schools and faculties with a view to concentrating key agreements on strategic partners
- to consolidate the university's far-sighted language policy and develop a shared intercultural competence centre to ensure the quality of the degree programmes and of student communication
- to strengthen the administrative support of internationalisation, including the development of service packages for Danish and international students and staff
- to strengthen the incentives for international researcher mobility
- that all students must have an opportunity to transfer credits equal to minimum 30 ETCS from study abroad
- to create a broad portfolio of degree programmes taught in English and to increase the number of the university's international summer schools.





Competence development

The quality of the university's core activities depends on the staff performing the work. The University of Aarhus has a large number of committed and loyal staff members. The university wants to be a workplace where the staff have an opportunity for both professional and personal development and as much independence as possible in the planning of their work. It is the university's intention to utilise the many opportunities that exist for internal mobility across the entire organisation. In this way, it intends to ensure that its staff members have the necessary opportunities for developing skills and competences, and that they are able to maximise their talent throughout their lifelong association with the university.

It is the university's policy that the staff should be as diverse as possible, as this is the best way to ensure flexibility and to create an inspiring and creative workplace. The university wants management at all levels to place special emphasis on the composition of its staff in terms of skills, age, gender and nationality, and it is important that the university's human resources (HR) development strategy makes allowance for complementary competences.

THE AIMS AND OBJECTIVES ARE:

- to compete for the best staff
- to have strategic competence development schemes in place for all staff groups
- to ensure greater diversity among the university staff.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to establish an internal HR organisation
 - to develop a work environment and incentive systems that promote motivation, work satisfaction and innovation
 - to establish continuing education programmes that ensure that university staff further develop the skills and competences necessary to carry out the university's core activities
 - to adjust procedures to promote diverse recruitment.
-





Profiling

The University of Aarhus has a wide field of research that targets all the most important sectors of the knowledge society. The research impact is the basis of all of the university's activities. The university is open and communicative, and likes to contribute to the public debate in its many areas of special expertise. The University of Aarhus counts among the European universities that both acknowledge academic values and challenge other sectors of society to collaborate – a partnership that should preferably extend beyond the traditional framework.

Through curiosity-driven research, critical analysis and ongoing debate, researchers and students at the university endeavour to establish new ways to gain insight, understanding, spiritual development and education for the benefit of society as a whole. With its research, research-based advice to the authorities, and its large spectrum of degree programmes, the University of Aarhus is meeting the challenges of the knowledge society.

The university is in the process of improving the targeting and relaying of communication about its activities in order for the knowledge developed at the university better to benefit society as a whole. The independence, internal strengths and values, and the shared goals for the future form the basis of a strong profile that is to cement the perception of the University of Aarhus as a versatile and independent university based on the academic values of freedom and objectivity.

THE AIMS AND OBJECTIVES ARE:

- to increase the university's visibility, reputation and influence via strong profiling of the university as a whole and of the individual faculties, schools, departments and institutes
- to support the university's mission, vision and values by means of national and international profiling.

THE UNIVERSITY OF AARHUS HAS DECIDED:

- to make profiling a key task for management
- to develop a new design programme
- to analyse the university's media profile and develop a communication strategy aimed at the university's main target groups
- to support the research environments' definition of local communication strategies
- to stimulate the development of innovative scientific journalism
- to utilise the media that can support the University of Aarhus as a communicative university.



SUMMARY OF RESULTS AND EXPECTATIONS

EXCELLENT RESEARCH

- The University of Aarhus expects that its research funds will amount to approximately DKK 2.2 billion in 2007 and to approximately DKK 2.6 billion in 2008.
- In 2006, the University of Aarhus was awarded three out of six Niels Bohr visiting professorships financed by the Danish National Research Foundation (DNRF). The university has 12 out of 36 DNRF Centres of Excellence.
- The 12 DNRF Centres of Excellence are:
 - Centre for Black Sea Studies (Pontos)
 - Centre for Carbohydrate Recognition and Signalling
 - Centre for Catalysis
 - Centre for DNA Nanotechnology
 - Centre of Functionally Integrative Neuroscience (CFIN)
 - Centre for Insoluble Protein Structures (inSPIN)
 - Centre for Massive Data Algorithmics (MADALGO)
 - Centre for mRNP Biogenesis and Metabolism
 - Centre for Oxygen Microscopy and Imaging (COMI)
 - Centre for Research in Econometric Analysis of Time Series (CREATES)
 - PUMPKIN – membrane pumps in cells and disease
 - Water and Salt Research Centre (V&S)
- In 2007, the German Max Planck Society and the Danish National Research Foundation opened the joint Centre for Geomicrobiology at the University of Aarhus.
- In 2006, the Danish National Foundation for Advanced Technology allocated more than DKK 70 million to iNano – the Interdisciplinary Nanoscience Centre at the University of Aarhus.
- In 2006, the University of Aarhus received a three-figure million amount from private foundations, including the Lundbeck Foundation, the Velux Foundation, the Novo Nordisk Foundation and the Carlsberg Foundation.
- On a national scale, the University of Aarhus obtained 26.3% of the total amount of public research funding available in competition in 2006.
- In 2006, the University of Aarhus had 622 visiting researchers.

FOCUSED TALENT DEVELOPMENT

- In 2007 and 2008, the University of Aarhus expects to admit 400 and 480 PhD students, respectively.
- In 2006, the university admitted 318 new PhD students.
- In 2006, seven out of twenty-four young elite researchers selected by the Ministry of Science, Technology and Innovation were from the University of Aarhus.
- In 2006, the university had 1,084 PhD students and 722 postdoctoral scholars.

INSPIRING CONSULTANCY AND KNOWLEDGE TRANSFER

- In 2007, the university expects its revenue from research-based advice to the authorities to amount to DKK 460 million and in 2008, to DKK 480 million.
- In 2006, the university's revenue from research-based advice to the authorities amounted to DKK 454 million.
- The university expects that its revenue from the sale of patents and licences will increase from DKK 1.4 million in 2006 to DKK 3.8 million in 2008.
- In 2006, the university entered into 276 research agreements with both private and public sector companies.
- 59 inventions with a potential for further development were reported to the University of Aarhus.

WORLD-CLASS EDUCATION AND COMMUNICATION

■ In 2008, the university expects to have approximately 36,000 students.

■ The university is applying for accreditation of 14 new degree programmes with effect from 2008. These new degree programmes are:

- Graduate engineer degree in mechanics
- Master's degree in physical education and sport
- Master of technology management
- Bachelor's degree in biological production
- Bachelor's and Master's degrees in agricultural production
- Master's degree in agriculture, nature and the environment
- Master's degree in biosystems engineering
- Master's degree in IT-didactic design
- Master's degree in the evaluation of learning, teaching and education
- Bachelor's degree in international cultural studies and languages
- Master's degree in management
- Bachelor's and Master's degrees in public health science
- Joint Nordic Master's degree: Master in the Religious Roots of Europe
- Teacher's training degree

■ The university offered in 2007 74 Bachelor's degree programmes and 90 different Master's degree programmes.

■ In 2007, the university has 35,427 students, 30,296 of whom are full-time students and 5,131 part-time students.

■ In 2007, the university admitted 2,985 new Bachelor's degree students and 1,793 new Master's degree students.

■ 2,707 Bachelor's degree students and 2,810 Master's degree students graduated from the University of Aarhus in 2006.

■ In 2006, the University of Aarhus had 824 exchange students, and 712 students from the university went abroad to study at foreign universities. In addition, 1,750 foreign students were studying degree programmes on a full-time basis.

OTHER KEY FIGURES

■ The university's expected turnover for 2007 is DKK 4.5 billion and for 2008, DKK 4.6 billion.

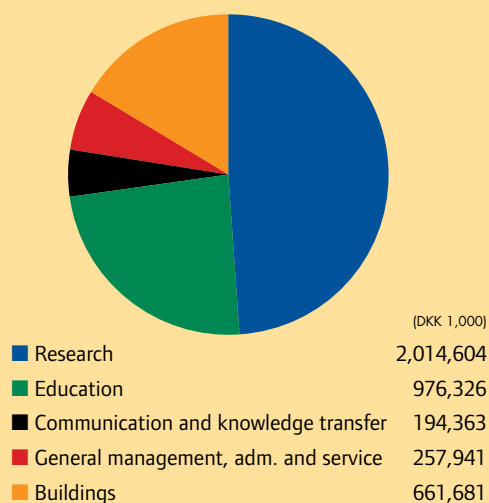
■ In 2006, the university's turnover was approximately DKK 4 billion.

■ The University of Aarhus has approximately 8,500 employees (full-time equivalent).

■ The building space available for the university amounts to 513,099 m².

■ The university area extends over 1,356 hectares.

DISTRIBUTION OF FUNDS



FURTHER INFORMATION

Further information about the University of Aarhus is available at www.au.dk/publikationer, including annual reports and the university's development contract with the Ministry of Science, Technology and Innovation.

MAGNA CHARTA UNIVERSITATUM

PREAMBLE

The undersigned Rectors of European Universities, gathered in Bologna for the ninth centenary of the oldest University in Europe, four years before the definitive abolition of boundaries between the countries of the European Community; looking forward to far-reaching co-operation between all European nations and believing that peoples and States should become more than ever aware of the part that universities will be called upon to play in a changing and increasingly international society,

Consider

1. that at the approaching end of this millennium the future of mankind depends largely on cultural, scientific and technical development; and that this is built up in centres of culture, knowledge and research as represented by true universities;
2. that the universities' task of spreading knowledge among the younger generations implies that, in today's world, they must also serve society as a whole; and that the cultural, social and economic future of society requires, in particular, a considerable investment in continuing education;
3. that universities must give future generations education and training that will teach them, and through them others, to respect the great harmonies of their natural environment and of life itself.

The undersigned Rectors of European universities proclaim to all States and to the conscience of all nations the fundamental principles, which must, now and always, support the vocation of universities.

FUNDAMENTAL PRINCIPLES

1. The university is an autonomous institution at the heart of societies differently organised because of geography and historical heritage; it produces, examines, appraises and hands down culture by research and teaching.
To meet the needs of the world around it, its research and teaching must be morally and intellectually independent of all political authority and economic power.
2. Teaching and research in universities must be inseparable if their tuition is not to lag behind changing needs, the demands of society, and advances in scientific knowledge.
3. Freedom in research and training is the fundamental principle of university life, and governments and universities, each as far as in them lies, must ensure respect for this fundamental requirement. Rejecting intolerance and always open to dialogue, a university is an ideal meeting-ground for teachers capable of imparting their knowledge and well equipped to develop it by research and innovation and for students entitled, able and willing to enrich their minds with that knowledge.

4. A university is the trustee of the European humanist tradition; its constant care is to attain universal knowledge; to fulfil its vocation it transcends geographical and political frontiers, and affirms the vital need for different cultures to know and influence each other.

THE MEANS

To attain these goals by following such principles calls for effective means, suitable to present conditions.

1. To preserve freedom in research and teaching, the instruments appropriate to realise that freedom must be made available to all members of the university community.
2. Recruitment of teachers, and regulation of their status, must obey the principle that research is inseparable from teaching.
3. Each university must – with due allowance for particular circumstances – ensure that its students' freedoms are safeguarded, and that they enjoy concessions in which they can acquire the culture and training which it is their purpose to possess.
4. Universities – particularly in Europe – regard the mutual exchange of information and documentation, and frequent joint projects for the advancement of learning, as essential to the steady progress of knowledge.

Therefore, as in the earliest years of their history, they encourage mobility among teachers and students; furthermore, they consider a general policy of equivalent status, titles, examinations (without prejudice to national diplomas) and award of scholarships essential to the fulfilment of their mission in the conditions prevailing today.

The undersigned Rectors, on behalf of their Universities, undertake to do everything in their power to encourage each State, as well as the supranational organisations concerned, to mould this policy sedulously on this Magna Charta, which expresses the universities' unanimous desire freely determined and declared.

Bologna, 18 September 1988



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