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Faculty of Arts
  Danish School of Education (DPU)  School of Communication and Culture  School of Culture and Society  Aarhus BSS  Department of Business Development and Technology  Department of Law  Department of Psychology and Behavioural Sciences  Department of Political Science  Department of Management  Department of Economics and Business Economics

Faculty of Health
  Department of Biomedicine  Department of Public Health  Department of Clinical Medicine  Department of Dentistry and Oral Health  Department of Forensic Medicine

Faculty of Natural Sciences
  Department of Biology  Department of Computer Science  Department of Physics and Astronomy  Department of Geoscience  Department of Chemistry  Department of Mathematics  Department of Molecular Biology and Genetics  Interdisciplinary Nanoscience Centre (iNANO)

Faculty of Technical Sciences
  Department of Agroecology  Department of Bioscience  Department of Food Science  Department of Animal Science  Department of Engineering  Department of Environmental Science  Aarhus University School of Engineering (ASE)
Aarhus University is a strong university that is internationally recognised for the high quality of its research, research-based degree programmes and public sector government consultancy, in addition to value-creating collaboration with private businesses, public sector institutions and civil society. The curiosity-driven creation of knowledge rooted in strong disciplines to the benefit of society has been the university’s reason for existing since its founding in 1928. And this mission is also the point of departure of this strategy, which charts the university’s course towards 2025.

Aarhus University’s academic portfolio is broad-ranging, from the classic university disciplines of the humanities, natural sciences, social sciences, health sciences and theology to business and engineering, educational theory and practice and the environmental and agricultural sciences. This breadth gives the university a unique opportunity to combine strong disciplines in the creation of research breakthroughs, and to establish close collaboration with many sectors to the benefit of society as a whole.

Research is the foundation of Aarhus University’s vocation, including what is perhaps the university’s most important task: to educate students and to give them access to new knowledge through research-based degree programmes that also develop their Bildung, creativity, independence and cooperation skills. In the eyes of the university, its students and graduates are the most important bearers of the university’s knowledge. For this reason, it is important that they – along with the university’s academic staff – take responsibility for bringing their knowledge into play and in this way contribute to a sustainable society and an informed democracy.

The 2025 strategy for Aarhus University describes the university’s vision, mission and fundamental values. While the vision is in line with the university’s current strategic course, it also sets new and higher goals for academic development and the scope of national and international collaboration. The university’s goal is to strengthen its position among leading research-intensive universities while also creating decisive value for the individual and for society as a whole.

The realisation of the vision through concrete actions will create results that will enhance the university’s international reputation and impact on society.

The strategy for 2025 can only succeed if the university is an attractive place to work that continually develops the quality of the work and study environment. The university’s ambition is to be an inspiring framework for all staff and students. To succeed in this, the university must ensure that opportunities and development are available to all, as well as ensuring staff and student involvement and visible, accessible leadership.

The senior management team is looking forward to implementing the strategy and continuing the work of developing and operating the university in collaboration with the university’s staff and students.

AARHUS UNIVERSITY’S VALUES
Our fundamental values are described in the Magna Charta of the European Universities.

We safeguard freedom of research and expression, in addition to individuals’ opportunities to realise their potential. Open dialogue, tolerance and diversity are the very foundation of the university’s vocation. Because we regard the universities as one of the pillars of society, we assume co-responsibility for the development of a democratic, sustainable society.
Aarhus University’s Vision
AARHUS UNIVERSITY’S VISION

Aarhus University’s vision is to be a research-intensive university that aspires to the highest international quality and excels in creating value through knowledge, new insights and collaboration, in addition to facilitating connections between Denmark and the world. Aarhus University’s vision for 2025 will be realised through a focus on the following strategic commitments:

- Generating knowledge and research breakthroughs through free, independent research of the highest international quality
- Research-based degree programs of the highest international quality
- Performing impartial public sector consultancy services of the highest international quality
- Encouraging the university’s students, graduates and researchers to bring their knowledge into play in order to shape the society of the future
- Contributing to international collaboration, global engagement and the solution of major societal challenges through interdisciplinary research collaboration
- Generating innovation in established public and private sector companies and startups through collaboration, both internally and with external partners
- Intensifying the exchange of talents and knowledge, locally, nationally and globally.

The vision demands that the university apply its academic strength and breadth and its international position to the creation of value for society, both in Denmark and internationally. In the context of this strategy, value must be understood in a broad sense, as including the social, economic and cultural development of society as a whole. Thus value cannot be construed solely as a question of contributing to economic growth, since the university’s role is also to develop critical, constructive dialogue and to frame human existence within a larger context, as well as to contribute to democratic development and a sustainable future.

Democracy and sustainability are central themes in the university’s vision for 2025. One of the university’s tasks is to contribute to a democracy in which opinions are debated and decisions are made on an informed basis and on the background of the latest knowledge. One of the greatest challenges facing society is the transition to sustainable development. Here the university’s task is to contribute solutions through research, education and collaboration. The ongoing digital transformation will also have decisive impact on society in coming years. Here as well, the university must contribute both to driving development and studying its effects on society.

New advances and breakthroughs in knowledge are created both within individual disciplines and in the encounter between them. In recognition of this, the university will both attract international researchers and cultivate its own research staff, whether established researchers, promising junior researchers or talented PhD students.

The university is one of the cornerstones of society, and its students, graduates and researchers help shape the society of the future through the knowledge they bring into play, from popular research communication to the general public to research-based public sector consultancy and researchers’ participation in government commissions and councils.

Collaboration is absolutely central to this strategy. Specifically, the university’s goal is to strengthen collaboration: across disciplines; with the private sector and public sector institutions; and in promoting innovation. In this way, the university can increase the value of its contribution to society while at the same time maintaining its position at the vanguard of the needs of the society of the future.

What drives Aarhus University’s international collaboration is the vision of working to connect Denmark to the global society through the university’s activities. With their strong tradition for international collaboration, the universities have a special responsibility to take the lead at a time in which international collaboration is facing political challenges, and in which the need to work together to find solutions to global societal challenges is greater than ever. Thus the university wants to work to promote an increased global exchange of knowledge and talent.

This vision centres on vibrant campuses where students, staff and external partners meet and work closely together. The university’s main campus in Aarhus is already recognised internationally for its distinctive architecture and urban location. In the coming years, the university will develop and rethink both its main and satellite campuses, developing them into even more vibrant, engaging and innovative environments for study and research that are operated and developed sustainably. The university’s vision for its own sustainable operations and development is described in its climate strategy, which supports the overall vision for 2025.
Aarhus University’s Mission

MISSION

Collaboration

Research

Education
AARHUS UNIVERSITY’S MISSION

Aarhus University will work to realise this vision through the six core tasks of the university, which define the university’s mission:

- Research of the highest international quality
- Research-based degree programmes of the highest international quality
- Contributing to society’s development and welfare through research
- Interdisciplinary research to address societal challenges
- Graduates for the labour market of the future
- Development of research talents and integration of research into degree programmes.

The core tasks are in alignment with the tasks of the Danish universities as defined in the University Act. They can be grouped under the main headings of research, education and collaboration. In addition, the university has defined three overlapping areas in which research, education and collaboration supplement one another. Taken as a whole, the six core tasks reflect the breadth of the university’s activities, and along with ensuring a good environment for work and study, constitute the framework for working with Strategy 2025.

In the following six sections, each core task will be described, along with associated goals, subgoals and expected initiatives.
Research of the highest international quality
Aarhus University’s research is free and independent. The university will further improve the quality of its research as it strives to achieve the highest international level.
Aarhus University’s research is free and independent. The university will further improve the quality of its research as it strives to achieve the highest international level. To this end, the university’s goal is to promote:

- Research breakthroughs
- Career development and diversity.

### Research breakthroughs

**Sub-goal: Develop more research programmes with high international impact**

The university wants to create more research breakthroughs. To realise this goal, the individual disciplines, research groups and the work environment must be developed and strengthened further. The goal is for the university’s researchers to perform even more strongly in international competition, and for society to derive more benefit from breakthroughs in basic research, strategic research and applied research. In addition, the university will continue to develop its research profile to ensure that the university will remain a significant driver of the development of society.

**Sub-goal: Increased internationalisation**

The university’s goal is to achieve a higher degree of international competition for permanent positions and to recruit talented researchers with a high international level. This will also involve fostering a higher degree of international engagement among the university’s permanent academic staff members.

### Career development and diversity

**Sub-goal: Strengthening researcher career development**

The university’s goal is to give all researchers the opportunity to realise their potential and develop professionally, providing optimal opportunities for participating in research collaboration at a high international level, contributing to research breakthroughs and competing for positions and grants. This applies to early career researchers at postdoc and assistant professor level, established researchers with permanent positions and research directors.

**Sub-goal: More diversity in research groups**

The university’s goal of the highest quality of research requires more diversity among research staff. The university’s ambition is to work with diversity on a variety of fronts in order to exploit the total talent pool to the greatest possible extent. To do so, the university will intensify its work on appropriate recruitment processes in order to promote diversity and avoid discrimination.

### Initiatives

The university will continue the following ongoing initiatives:

- Attract more qualified applications for permanent positions
- Attract more external funding
- Expansion of engineering research programmes
- Expansion of IT research programmes
- Strengthening business research programmes
- Maintain and develop a strong Faculty of Arts
- Strengthening research on childhood development, ages 0-18
- The Junior Researcher Development Programme
- Better utilisation of the talent pool
Research-based degree programmes of the highest international quality
Aarhus University strives for the highest academic level in its degree programmes and to provide a vibrant, engaging and innovative environment for learning and study.
Aarhus University strives for the highest academic level in its degree programmes and to provide a vibrant, engaging and innovative environment for learning and study. Strong disciplines are premised on the recruitment of talented students and outstanding research and teaching staff, combined with a supportive environment for learning and study. To this end, the university has set the following goals:

- An attractive university for talented students
- In-depth knowledge.

**An attractive university for talented students**

**Sub-goal: Better match between applicant and degree programme**

The university will maintain its position as an attractive university, and will continue to admit students with strong academic qualifications who are motivated to immerse themselves in and engage in their degree programme and student life at the university. This goal applies to both national and international students. While changes in government policy have posed challenges for the recruitment of the latter group, the university’s goal is to strengthen its position within the given framework and to attract the most talented international students.

**Sub-goal: Better retention**

A good introductory programme for first-years students builds on upper secondary programmes while also inspiring and challenging students academically from the very beginning. The university will approach the entire first year from the perspective of providing a good introduction to university education, which will provide a smoother transition for new students. The university wants to improve the integration of students into their degree programme, as this has a decisive influence on retention and the quality of the academic environment. To this end, the university will focus on providing students with a good physical, social and academic environment throughout the degree programme, and on bringing students closer to research. This applies not least to the implementation of the recommendations regarding the provision of a good physical environment for work and study in the university’s Campus 2.0 plan. The university will also provide an inclusive, supportive environment for learning and study that makes room for the diversity of the student body in order to improve retention, well-being and utilisation of the talent pool.

**In-depth knowledge**

**Sub-goal: Engaging teaching and learning**

The university is constantly working to optimise the encounter between teacher, student and course content, as this is the key to the quality of both teaching and the degree programmes.

Courses must be taught by individuals who combine excellent research and teaching qualifications. The university will prioritise this profile in the recruitment of researchers, and will continually develop their educational strategies and skills in order to ensure that students gain in-depth knowledge and that they encounter highly qualified teachers who use up-to-date methods. This initiative involves the university making the most of the new opportunities offered by digital learning technologies. By doing so, the university will be able to engage students before, during and after class to a higher degree, which will improve student learning outcomes.

**Sub-goal: More interdisciplinary elements**

Students must be allowed to supplement their primary discipline with interdisciplinary elements, thus benefitting from the university’s academic breadth and international partnerships.

**Sub-goal: Strengthening students’ general competencies**

The university will offer students degree programmes that both provide in-depth knowledge and the opportunity to improve their general competencies. This combination is important in order to better prepare students for the labour market of the future. General competencies reflect the university’s focus on aspects such as sustainability, digitalisation, technological literacy, entrepreneurship and Bildung.

**In-depth knowledge**

**Sub-goal: More interdisciplinary elements**

**Sub-goal: Strengthening students’ general competencies**

The university will continue the following ongoing initiatives:

- Recruitment and admission of talented and motivated students
- Engaging Educational IT
- Development of an attractive environment for study that promotes better academic integration of students, ‘Campus 2.0’

The university will launch the following new initiatives:

- Better introductory programme for new students
- Electives across degree programmes for example within sustainability and entrepreneurship
- Digital competencies for all students
Contributing to society’s development and welfare through research
The entire range of the university’s disciplines must be brought into play in these external collaborations in order to increase their competitiveness and knowledge.
CONTRIBUTING TO SOCIETY’S DEVELOPMENT AND WELFARE THROUGH RESEARCH

Sub-goal: Continued development of research-based public sector consultancy
Public sector consultancy is an important contribution to knowledge-based democracy, and must rest on the fundamental principles of transparency, objectivity and impartiality. The university wants to maintain, develop and assure the quality of public sector consultancy services during the strategy period.

Sub-goal: Increased dialogue with decision-makers
The university wants to strengthen dialogue with decision-makers and relevant alumni in order to take a more proactive role in relation to current political issues, thereby contributing to improving the framework conditions for university education to enable the university to maximise its contribution to society.

Aarhus University will significantly strengthen its contribution to the development and welfare of society as a whole during the strategy period. To this end, the university’s goal is to increase its:

- Collaboration with external parties
- Contribution to a knowledge-based democracy.

Collaboration with external parties
Sub-goal: More projects in collaboration with business and industry, the public sector, private foundations and civil society
The university will increase collaboration with external parties during the strategy period, and will invite them to collaborate more closely. In these collaborations, the university will safeguard freedom of research to ensure that the research performed in collaboration with external parties is impartial, to the benefit of society. The entire range of the university’s disciplines must be brought into play in these external collaborations in order to increase their competitiveness and knowledge. In addition, the university will increase its involvement with civil society, particularly in relation to acknowledging the extensive volunteerism of its students.

For many years the university has worked closely with Aarhus University Hospital and the other hospitals in Central Denmark Region. These collaborations have made crucial contributions to the high level of health science research and education at the university, both in research and in education, and have also brought important benefits to society. The university wants to develop this collaboration further, in addition to establishing more spinout companies in collaboration with the university hospital.

Sub-goal: More innovation and entrepreneurship
Conditions for entrepreneurship must be improved, and students’ interest in this area must be stimulated to give them better opportunities to translate their ideas into concrete spinout companies and to develop entrepreneurship skills. The long-term ambition is to establish an extensive ecosystem for entrepreneurship and spinout companies at and around the university.

Contributing to a knowledge-based democracy
Sub-goal: Increased visibility of expert contributions to public debate
The university’s researchers already contribute extensively to public debate and popular research communication for a general audience. The university’s goal is to draw public attention to and increase its impact on society – and thus its participation in public debate and in relevant decision-making processes – by contributing relevant knowledge.

The long-term ambition is to establish an extensive ecosystem for entrepreneurship and spinout companies at and around the university.
Interdisciplinary research to address societal challenges
Aarhus University will establish strategic research and education partnerships with selected research-intensive universities.
Aarhus University will intensify and increase its contribution to solving society’s major challenges, globally and nationally. To this end, the university’s goal is to increase:

- International collaboration
- Interdisciplinary collaboration.

### International collaboration

**Sub-goal: Establish partnerships with selected universities and other parties**

Because many of the challenges facing society transcend national borders and require solutions that demand international collaboration, the university will establish strategic partnerships in regard to both research and education with selected research-intensive universities and other relevant international actors. Among other benefits, these partnerships will contribute to increased internationalisation and global engagement. At the same time, the university will continue to maintain its extensive international collaboration with existing partners.

### Interdisciplinary collaboration

**Sub-goal: More interdisciplinary activities**

Solving the challenges facing society requires interdisciplinary collaboration. To this end, the university wants to foster more interdisciplinary activities at the university, for example in relation to sustainability. The university will facilitate and strengthen international research in this area and contribute to the global collaboration to realise the UN’s Sustainable Development Goals. The university will also strengthen interdisciplinary research collaboration in relation to social cohesion, with a special focus on various aspects of inequality. The university is uniquely positioned to establish more interdisciplinary activities based in strong disciplines because it spans such a wide range of fields.

The university will launch the following new initiatives:

- Sustainability
- Social cohesion with a focus on inequality

The university will facilitate and strengthen international research in this area and contribute to the global collaboration to realise the UN’s Sustainable Development Goals, for example in relation to sustainability.
Graduates for the labour market of the future
Graduates are Aarhus University’s most important contribution to society, and they must acquire internationally competitive knowledge and competencies.
GRADUATES FOR THE LABOUR MARKET OF THE FUTURE

Core task

Goals

Development of the degree programme portfolio

Links between students and the labour market

Sub-goals

Future-proofed graduate competency profiles

The further and continuing education of the future

Degree programmes with career-oriented elements

Grades are Aarhus University’s most important contribution to society, and they must acquire internationally competitive knowledge and competencies. This increases their employability, prepares them for a volatile world and a volatile labour market and prepares them to contribute to solving societal challenges. To this end, the university’s goal is to promote:

- Development of the degree programme portfolio
- Establishing links between students and the labour market.

Development of the degree programme portfolio

Sub-goal: A future-proofed graduate competency profile

The university will adjust the competency profile of its graduates to better meet the needs of the private and public sectors, as well as the current and future needs of society in general. This will be done without compromising on quality or on graduates’ competencies, and in ongoing dialogue with employers and alumni.

Sub-goal: Development of the continuing and further education of the future

The university’s goal is to contribute to meeting society’s increasing demand for the continuing education of the workforce through research-based further and continuing education, for example in connection with the increased digitalisation of society. The existing continuing and further education models are currently under pressure. To this end, the university wants to work with new models that can meet the need for new competencies on the part of both graduates and the labour market, now and in future.

Establishing links between students and the labour market

Sub-goal: More career-oriented elements in the degree programmes

The aim is to give all students the opportunity to collaborate with relevant employers as part of their degree programme. This will allow students to establish links to the labour market before graduation, and will contribute to maintaining the high employment levels of university graduates taken as a whole.

The university will continue the following ongoing initiatives:

- More graduates employed in the private sector
- Education of more engineers
- Education of more IT specialists
- Development of the graduate competency profile at the Faculty of Arts
- Development of the MSc in Economics and Business Administration portfolio
- The business initiative: Master’s thesis collaboration as well as internships with companies

The university will launch the following new initiatives:

- Develop further education programmes, particularly focusing on digital competencies
- Retain international students

The university will adjust the competency profile of its graduates to better meet the needs of the private and public sectors, as well as the current and future needs of society in general.
Development of research talents and integration of research into degree programmes
The university will attract more international talents to its PhD degree programmes and increase the international mobility of the university's own talents.
The high quality of Aarhus University's research, education and collaboration can only be maintained if the university continues to work with researcher talent development and the integration of research into degree programmes. To this end, the university’s goal is to promote:

- The PhD degree programmes
- Research integration.

The PhD degree programmes

Sub-goal: Increased internationalisation of PhD degree programmes

The university will attract more international talents to its PhD degree programmes and increase the international mobility of the university's own talents. During the strategy period, the university will bolster the internationalisation of its PhD programmes by cooperating with the university's international alliance partners. This will enhance PhD students' international networks and their opportunities for pursuing a successful career, either within academia or in other sectors.

Sub-goal: Earlier career clarification

A PhD degree can either lead to an academic career or a variety of alternative careers in the public and private sectors. Society's demand for highly qualified knowledge workers is increasing, a demand which PhD graduates meet. The university will take steps to introduce career clarification earlier in the PhD programmes to put graduates in the best position to make career choices.

Research integration

Sub-goal: More immersive modules in degree programmes

The immersive modules will serve to further the university’s ambition of increasing research integration in the degree programmes in order to achieve an even higher academic level.

Sub-goal: Increased interaction between students and researchers

The university will encourage more interaction, and include students in research projects to a higher degree. This will develop students’ own competencies, in-depth knowledge in the degree programmes and the students' ability to participate in research collaboration and research teams, in addition to contributing to students' academic Bildung.

The university will launch the following new initiatives:

- Joint courses for PhD students with partner universities
- More study abroad for PhD students
- Earlier career clarification for PhD students
- Continued development of talent tracks
- More students involved in research projects

Immersive modules will serve to further the university’s ambition of increasing research integration in the degree programmes in order to achieve an even higher academic level.
IMPLEMENTATION AND FOLLOW-UP

The 2025 strategy will remain in force for a five-year period. In connection with the development of the strategy, goals, sub-goals and concrete initiatives have been set, just as currently ongoing strategic initiatives and the strategic framework contract have been incorporated into the strategy.

The university will monitor the implementation of the strategy closely and draft action plans in collaboration with the faculties, schools and departments. Each year from April to June, the university will follow up on the activities of the previous year, and will then determine the activities for the coming year. In this way, the university will ensure the availability of the necessary resources, administrative support and, not least, local and subject-specific ownership of the strategy.

In addition, implementation and follow-up will also provide an opportunity for the university to launch new initiatives, which will enable the university to react appropriately to any changes in its framework conditions, and not least meet new and unforeseen needs on the part of society. In this regard, the university’s goal is to respond with greater agility, thus increasing its contribution to society.
A research-intensive university that aspires to the highest international quality and excels in creating value through knowledge, new insights and collaboration – connecting Denmark and the world.
Aarhus University’s values

Our fundamental values are described in the Magna Charta of the European Universities.

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