Strategic Framework Contract 2018-2021

Aarhus University enters into a strategic framework contract with the Minister for Higher Education and Science.

AARHUS UNIVERSITET

Uddannelses- og Forskningsministeriet

Aarhus

Copenhagen

Chair of the Board Connie Hedegaard

Minister for Higher Education and Science Tommy

Strategic Framework Contract 2018-2021

The strategic framework contract outlines the strategic goals for Aarhus University's core activities.

Status and duration

The strategic framework contract is valid from 1 January 2018 to 31 December 2021.

Both the institution and the minister may initiate renegotiation of the strategic goals if, for example, the financial circumstances of the institution change significantly from the conditions assumed, or if new challenges make it appropriate to amend the strategic goals in the contract. Changes in the contract require agreement between the board and the minister.

Reporting and follow-up on achievement of the goals

The institution must submit an annual status report on its work on achieving the goals of the framework contract. The status report must include an overall assessment of achievement of the goals, with documentation of the development in the established indicators. The status report must also include a description of the initiatives implemented and an updated forward-looking action plan for achievement of the goals.

Achievement of the goals for the strategic framework contract and the status of the progress of the achievement of the goals will be reported annually in the institution's annual report. The report will be prepared on the basis of the preceding management dialogue on the status report concerning the work on the framework contract's goals.

On the expiry of the contract period, the ministry will undertake an overall assessment of the fulfilment of the framework contract's goals.

For each strategic goal, indicators have been determined, with associated specific data sources. If relevant new data sources that can illustrate the development for a specific indicator are identified during the contract period, these may replace or supplement data sources in the contract. The use of new data sources in the framework contract requires agreement.

On the expiry of the contract, the institution will assess the final fulfilment status of each of the strategic goals. This will takes place, among other things, on the basis of a report on the development in each of the established indicators and the supporting initiatives that have taken place during the contract period.

On the basis of the institution's compilation, the ministry will undertake an assessment of the overall achievement of the goals under the framework contract.

Strategic goals in the framework contract

Strategic priorities towards 2021

Aarhus University is a strong university with an international reputation for excellent research, outstanding research-based degree programmes and value-adding cooperation with both private businesses and public and government agencies and institutions. The creation of new knowledge driven by curiosity rooted in scientific and scholarly excellence, and the dissemination of this knowledge to students, partners and society, is the university's raison d'être.

Aarhus University has a broad academic range, from the classical university disciplines within natural sciences, humanities, theology, social sciences and health sciences, across business management and engineering, to the educational disciplines, environment and agriculture. As a result, the university is uniquely positioned to combine these disciplines to produce scientific and scholarly breakthroughs, in cooperation with both the private and the public sector.

Research is the foundation for Aarhus University's activities. This is not least true for the university's most important task: to educate students and give them new knowledge and insight through research-based degree programmes. In the eyes of the university, graduates are the most important bearers of the university's knowledge. At the same time, the university hopes that students, graduates and employees will take responsibility for bringing their own knowledge into play and thereby contribute to ensuring that society rests on a foundation of informed democracy.

Aarhus University wishes to increase its contribution to the development and welfare of the whole of Danish society. This desire goes further than contributing to economic growth, since the university's role is also to develop critical, constructive dialogue and to place human existence within a larger context, as well as to contribute to sustainable development. To fill this role, the university's research, research-based education and consultancy services must be conducted to a high international standard of quality. In addition, this requires the re-orientation of the competency profile of the university's graduates in order to better reflect the demands of society, now and in the future, and as well as the expansion of cooperation between the university's many disciplines, and also its cooperation with both the private and the public sector. Overall, this must support Aarhus University's vision of being a university among the international elite which takes responsibility for the development of society.

This vision will drive development at Aarhus University over the coming years – together with the recognition that the university is also the framework for the fulfilment of individual dreams and ambitions.

The vision will be implemented through the following priorities:

- ***Basic research of high international quality***
  Research performed at Aarhus University is already of high quality, but the academic disciplines must be strengthened in order to further increase the impact of this research. The university will achieve this in <u>all</u> fields by recruiting talented researchers and by developing the talents educated by the university itself, including through the university's PhD degree programmes. Towards 2021, the university will also strengthen research capacity in the areas in which society is expected to particularly lack knowledge and qualified employees. This entails, among other things, strengthening engineering and natural sciences programmes. While the humanities, theological and pedagogical area will be reduced due to degree programme resizing, at the same time, the university is investing in developing research capacity in these areas. Society needs strong humanities programmes to develop and understand cultures and relationships between social groups and people. Health sciences and social sciences will also play a vital role in the development of society. The university will continuously strengthen and renew the research environments in these areas.

- ***Strengthened cooperation between the university's academic specialisations***
  There must be greater interdisciplinary cooperation in order for the university to make a larger contribution to resolving the challenges faced by society. The ongoing digital transformation of society constitutes a particular focus area, and the university is making a contribution by strengthening the IT disciplines, although many of the university's academic areas will play an important role in exploiting the opportunities presented by the digital transformation and, not least in contributing solutions together to the challenges which this transformation will bring. The university also sees good possibilities for creating interdisciplinary cooperation, for example between the natural sciences and health sciences, between engineering and business management, and between the humanities and social sciences. These collaborative opportunities will benefit both the private and the public sectors.

- ***Research-based degree programmes of high international quality***
  Aarhus University's degree programmes must be characterised by a high standard of academic excellence, high levels of student achievement, research integration, stimulating teaching and a good study environment. The high quality and academic standard of the degree programmes must be developed further. All of the degree programmes must recruit academically talented students, strengthen the students' knowledge and skills, and support students' immersion in and focus on their studies (time on task). In this way, the university's graduates must acquire internationally competitive competencies that prepare them for a changing labour market. This applies in particular within digitisation, in relation to which the university will focus on both the educational potential of digital learning technologies and on strengthening the digital skills of all students towards 2021.

- ***Adjusting the competency profile of the university's graduates so as to enable more graduates to find employment in the private sector***
  Going forward, more of the university's graduates must find employment in the private sector. The university will ensure this by adjusting the competency profile of

its graduates to ensure better alignment with the needs of both the private and the public sectors, without compromising on quality. In the future, more graduates must thus find employment in the private sector or become entrepreneurs. This also means that, as part of their degree programme, all students must have the opportunity to collaborate with relevant companies, thereby strengthening their ties to the labour market. Furthermore, the university will double the number of engineering and IT graduates, in order to meet the demand in the private sector in particular.

- ***Focused expansion of cooperation with private and public companies***
  To a greater extent, business enterprises and public institutions must be invited to collaborate on concrete projects, Master's theses and case competitions with researchers and students. The aim of such cooperation is to ensure that students develop closer ties to the labour market during the course of their studies. To a greater extent, these companies must be able to benefit from the academic range of the entire university and, in collaboration with researchers, must be able to use the university's advanced laboratories and infrastructure in order to increase their competitiveness. Cooperation with the public sector must also be strengthened, so that the university becomes be a preferred partner for both the private and public sectors. In addition, over the coming years, there will be focus on the university's research-based public-sector consultancy services, which the university will work to maintain and develop.

Aarhus University's goal is to establish itself among the world's leading 75 universities by 2025. This goal is in line with the university's recruitment strategy.

Aarhus University's campus is already recognised internationally for its distinctive architecture and central urban location. In coming years, the university will further develop and rethink its campus, in a direction that is characterised by vibrant and active student life, as well as by inviting cooperation between the university and the outside world through openness, functionality and aesthetics. The campus must constitute an inspiring and motivating framework for the students' and employees' work, for the benefit of both the individual and society. Finally, in its day-to-day operations, and not least in connection with the construction of new buildings in general, the university will strive to live up to best practice with regard to sustainability.

During the 2018-2021 contract period, Aarhus University will work with the following strategic goals for our core activities:

1. Strengthen the quality of research with a view to strengthening Aarhus University's position as a strong international research institution
2. Strengthen research efforts in areas where the labour market particularly lacks expertise and qualified manpower.
3. Enhance students' learning outcomes
4. Prepare students better for the job market
5. Help to promote greater innovation in private enterprises and the public sector
6. Develop the university's contribution to society through research-based public-sector consultancy services
7. Strengthen the development of schools and daycare on the basis of research

Strategic goals

Strategic goal 1
Reinforce the quality of research with a view to strengthening Aarhus University's position as a strong international research institution
Aarhus University's objective is to further strengthen the quality of research, among other things through increased competition for the permanent researcher positions and even better development of the talents educated at the university.

Motivation and ambition for the goal:
Aarhus University already has a strong research base with a number of excellent basic research environments at the university's four faculties of Arts, Health, Aarhus BSS, and Science and Technology. Aarhus University covers the classical university disciplines within natural sciences, humanities, theology, social sciences and health sciences, as well as business management and engineering, the environmental and agricultural areas, and the pedagogical disciplines.

Research is the foundation for Aarhus University's activities. Research of the highest international quality is a goal in itself, but it is also a prerequisite for the quality of the university's degree programmes, talent development and public-sector consultancy services. Research of high quality is vital in order to be able to compete for external funding and increase grant application success rates, and thereby ensure the development potential of the academic environments.

In order to strengthen the quality of research, the university has identified strengthening the recruitment of talented new researchers and established researchers, as well as developing its own research talents, as a clear strategic priority. In recent years, the university has successfully employed recruitment via tenure track at several faculties and has also offered starter packs in connection with recruitment to a significant extent. In future, it will also be a clear expectation that, prior to permanent employment, researchers must have worked at another internationally recognised research institution for a significant period. The international competition for the best researchers is intensifying, and therefore a comprehensive, systematic and long-term effort is important in order to fulfil the overall strategic goal. Competition for the permanent academic positions must therefore be strengthened, in order to be able to recruit even more qualified researchers. This will first and foremost be achieved by attracting even more qualified applicants to all posts advertised.

Basis for assessment of achievement of the goal
Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Recruitment of academic staff
— The number of qualified applicants to permanent academic positions across the university (baseline determined in 2018, AU's eRecruitment system, compiled annually).

Ability to attract external research funding
— Annual consumption of external research funds per senior VIP (academic staff member) full-time equivalent (DKK 1,101,000 in 2017, recognised external

research) in Navision and full-time equivalent for job types in the job type groups of professor, associate professor, senior researcher in AU Key Figures 2017, AU Key Figures cube based on SLS data (senior VIP full-time equivalent), compiled annually).

Strategic goal 2
Strengthen research efforts in areas where the labour market particularly lacks expertise and qualified manpower
The objective of strengthening research in areas where there is a lack of knowledge and manpower must be achieved by expanding research capacity in the engineering, natural sciences and business areas, just as research capacity within the humanities must continue to be developed.

Motivation and ambition for the goal:

Towards 2021, Aarhus University will strengthen the capacity of the research areas in which society particularly lacks knowledge and qualified manpower. The university must continue to deliver knowledge to a diverse labour market that is constantly changing, and will therefore also develop its research capacity within the humanities, social sciences and health sciences.

Aarhus University will therefore work with strategic initiatives in two main focus areas:

Capacity will be expanded in the engineering, natural sciences and business areas. Aarhus University already has significant activities and existing strengths within these areas, but the university's ambition is to increase the volume of these programmes significantly in order to be able to deliver knowledge and educate significantly more highly qualified graduates within these areas.

The university must also invest in developing research capacity within the humanities, social sciences and health sciences. Society needs strong humanities programmes that can develop and understand cultures and relationships between people. The faculty has thus identified six key academic areas of strength, which will provide the framework for strengthening Arts, as well as the coming years' strategic recruitment and investments. This knowledge is needed in a large number of areas; spanning from an understanding of the increasing digitisation and its consequences, to knowledge of how we can continue to ensure a functional democracy in the future. The universities, and not least the humanities' interaction with the social sciences, have an important role to play in society.

Basis for assessment of achievement of the goal:
Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Expansion of capacity in the engineering and natural sciences areas, as well as the business areas
— The number of permanent academic staff within the engineering, IT and business areas (30 additional VIP full-time equivalents in 2017 compared to 2016, AU's personnel administrative system AUHRA, compiled annually).

Ability to attract external research funding at Arts

— Annual consumption of external research funding at Arts per senior VIP full-time equivalent (DKK 415,000 in 2015, DKK 387,000 in 2016 and DKK 457,000 in 2017, recognised external funding in sub-account 4 (grant-financed research) in Navision and full-time equivalents for the position types in the position type groups of professor, associate professor and senior researcher in AU Key Figures 2017, AU Key Figures cube based on SLS data (senior VIP full-time equivalents), compiled annually).

Strategic goal 3
Enhance students' learning outcomes
Aarhus University's goal is that all degree programmes must strengthen the student's knowledge and skills and also support students' immersion in and focus on their studies (time on task). To ensure this, Aarhus University will increase the active enrolment, among other things by setting a minimum number of hours for the study programmes, and by improving the student/academic staff ratio. It is also Aarhus University's goal that varied, structured and flexible teaching will increase students' learning outcomes. This will be achieved by developing teaching courses, competency development of employees, and through investments in technology.

Motivation and ambition for the goal:
Aarhus University's degree programmes must be characterised by a high standard of academic excellence and good learning outcomes, achieved through research-based, stimulating teaching of the highest quality and, not least, a good study environment.

Studies show that a high level of student engagement and activation contributes to good learning outcomes, just as the number of lessons offered has an impact on student engagement and activation. The university therefore prioritises ensuring a minimum number of hours of 168 hours/semester on average for all Bachelor's programmes, in order to contribute to a high level of student engagement and activation. At the same time, the university will seek to maintain a minimum number of hours of 112 hours/semester on average for all Master's programmes. This ambition requires a considerable effort at a time when funding is diminishing, and reflects Aarhus University's continued desire to improve the student's learning outcomes. Minimum numbers of hours for all programmes sets a good framework for this, and is e.g. reflected in the high levels of student FTE-linked funding per student at Aarhus University – a level which the university's ambition is to maintain in the years to come.

Another decisive parameter for good learning outcomes is the student's direct contact with researchers. As far as possible, Aarhus University therefore wishes to enable this contact. At the faculties with the highest number of students per researcher (Arts and Aarhus BSS), the university will improve the student/academic staff ratio in order to strengthen direct dialogue and opportunities for feedback.

Finally, for more than a quarter of a century, Aarhus University has focused on developing the quality of teaching in order to improve learning outcomes. This has been achieved through the establishment of teaching development centres, the requirement to assess academic staff's pedagogical competencies on their appointment, and competency development of teachers and degree programme directors, and also by allocating significant strategic funding to specific educational initiatives. During the last five years, special efforts have been made to disseminate Educational IT (EDU IT), in the form of a common learning

lessons. This has created a solid foundation to build on, in the form of digital systems, competency development and the accumulation of pedagogical-didactic knowledge.

The continued, broad-based efforts to improve research-based teaching and the educational quality will continue. The university's ambition is to use learning technology as the basis for rethinking the pedagogical and didactic approach to teaching, including by utilising the technology's special possibilities for enabling students to receive feedback on their own learning efforts, including from their fellow students. The aim of the university's special focus on EDU IT is for the student to perform better academically, with better retention rates and improved academic well-being as preferred additional benefits.

Basis for assessment of achievement of the goal
Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Time on task and degree programme quality
— Teaching and supervisory activities for Master's programmes (121 out of 127 Master's programmes have a minimum of 8 hours per week = 112 hours per 30 ECTS in the 2016/2017 academic year, UFM's register of hours).

— Earned student FTEs/student (0.81 in 2017, Universities Denmark's key figures F.2.1 and F.4.1, calculated annually).

— Student/tenured academic staff ratio at Arts and Aarhus BSS (Arts: 20.9 and Aarhus BSS: 27.9 per cent in 2017, Universities Denmark's key figures F.2.1 adjusted for transfer of the population figures for the language programmes from Aarhus BSS to Arts in 2017, and the personnel-administrative system AUHRA for the calculation of professors, associate professors/senior researchers/senior advisers and assistant professors, calculated annually).

Development of learning technologies
— Number of study programmes developed through greater and better use of learning technologies (baseline established in 2018, the LMS system used, calculated annually).

— Quantitative and qualitative effects measured by the evaluation of the EDU IT intervention for the study programmes that have undergone particular development. ((In 2021, a halfway status report was made on the initiative.) There will be follow-up on the systematics and progress of the initiative (input), and the experienced impact on students and teachers (output), as well as more indirect effects such as examination results, progress towards degree, and drop-out rates (outcome). The effects of the various interventions will be addressed quantitatively and qualitatively, with the involvement of students and teachers. The results will form the basis for adjustment and further development of EDU IT.)

The students' indication of their time on task
— Measurement of the students' assessment of the time spent on lessons and preparation (baseline is available in 2018; Questionnaire survey collected for Education Zoom, UFM).

Strategic goal 4

Prepare students better for the job market

Aarhus University wishes to create more cohesion between education and the labour market, so that students at all faculties can more quickly find relevant employment, and to a greater extent in the private sector. The university will also balance and shape its graduate competency profile according to the needs of both the private and public sectors.

Motivation and ambition for the goal:

In order to create a better transition from student life to working life for all degree programmes, measures must be taken before the students complete their studies. Degree programme elements that are completed in collaboration with private and public employers will increasingly be integrated into the degree programmes themselves. The university therefore wants students to complete more project placements and Master's theses in collaboration with the labour market, together with other more general career-supporting activities. The university is also working to expand activities based on our student entrepreneurship incubators. The university's intention is for these conjoined efforts to lead to an increased proportion of the university's graduates finding employment in the private sector.

It is particularly important that humanities and social sciences graduates, who so far have primarily found employment in the public sector, are in future also employed in the private sector to a greater extent. As a consequence of the ever increasing digitisation and globalisation, and the rapid changes they will bring, business and industry will increasingly require competencies within, for example, cultural understanding, ethics, and relations between people, as well as between people and machines. Furthermore, in the years to come, the private sector is expected to primarily account for the increase in the number of jobs.

Aarhus University has also launched an adjustment of its profile, with the aim of balancing the needs of the labour market by increasing the proportion of students taking degree programmes which primarily lead to employment in the private sector. In connection with this, as described under goal 2, the university has launched an initiative for engineering, an initiative for business, and a digitisation initiative, of which the first stage is aimed at educating more digitisation specialists. At the same time, the continued implementation of degree programme resizing will reduce the number of graduates at the Faculty of Arts (the humanities, theology and pedagogics), but as seen in connection with goals 2 and 3, the university will also ensure the recruitment of strong researchers and strengthen the interaction between students and researchers at Arts and Aarhus BSS.

The profile adjustment is thus taking place concurrently with the general aim of ensuring broad degree programmes with high core academic competencies, which better prepare graduates for a changing labour market. The effect of this will monitored, among other things, by means of systematic monitoring of the unemployment figures at degree programme level.

Basis for assessment of achievement of the goal

Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Number of degree programmes which integrate labour-market oriented courses
— Number of Master's theses written in cooperation with business and industry and the public sector (baseline established in 2018, STADS, calculated annually).

— Number of students in project placements (baseline established in 2018, STADS, calculated annually).

Number of admissions to engineering and IT degree programmes
— Total admissions in 2016 to the engineering and IT Bachelor's degree programmes (intake of 1,111 Bachelor students (academic Bachelor's and professional Bachelor's degree programmes), 1 October 2015 to 30 September 2016, UFM's data warehouse, calculated annually).

Employment of the university's graduates in the private sector
— Proportion of AU graduates employed in the private sector (employed with a Master's degree programme as the highest completed education programme within the preceding two years, 48% in 2015, UFM's data warehouse).

Strategic goal 5
Help to promote greater innovation in private enterprises and the public sector
Aarhus University's objective is to be one of the preferred business partners among Danish universities for both the private and the public sector. The volume of cooperation with both sectors will be increased, and these will have access to the research levels and academic breadth that are particularly characteristic of Aarhus University.

Motivation and ambition for the goal:
To a greater extent, the university wishes to invite companies and public institutions to take part in specific collaboration on both research and student projects. The existing level of activity in this area will thus be increased considerably.

Within research collaboration, companies will have better access to the entire university's academic breadth, and be able to use the university's advanced laboratories and instruments in cooperation with researchers, so as to augment the business-oriented research efforts.

As goal 4 also shows, students will to a greater extent be involved in projects, Master's theses and case competitions in collaboration with companies and public institutions. This cooperation will enable students to develop closer ties with the labour market during the course of their studies, thereby improving their employment prospects.

Finally, it is important for Aarhus University that increased collaboration concerning both student and research aspects can be channelled into increased innovation and competitiveness for the companies involved.

Aarhus University focuses strategically on several fronts, in order to promote cooperation. The university will enter into additional framework contracts with major companies in order to strengthen cooperation on education, research and innovation in relevant fields. The university will also expand and renew the cooperation with both the Central Denmark Region and municipalities in the region with a view to increasing cooperation on education, research and innovation. The university hereby wishes to strengthen innovation and growth in the region, as well as cooperation with small and medium-sized enterprises.

Basis for assessment of achievement of the goal
Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Research contracts with companies
— Number of research contracts with companies throughout the university *(AU 517 in 2017 (Arts: 15, Science and Technology: 175, Health: 318 and Aarhus BSS: 38) UFM's key figures for research collaboration with companies).*

Strategic goal 6
Develop the university's contribution to society through research-based public sector consultancy
The quality of consultancy services will be enhanced by strengthening the research base and by strengthening the quality assurance of the consultancy services.

Motivation and ambition for the goal:
Across a range of disciplines, Aarhus University has a unique position as a supplier of research-based public sector consultancy of which the high research quality is well-documented.

Aarhus University wishes to maintain its strong position for the provision of research-based and independent public sector consultancy in the fields of food, agriculture, the environment and forensic medicine, for the benefit of society.

The research-based public-sector consultancy is, however, challenged significantly by the annual 2% savings target, as well as the announced competitive tendering for all contracts under the Danish Ministry of Environment and Food during 2017-2022. Competitive tendering may entail that Aarhus University is unable to maintain research environments with significant accumulated knowledge and investments in model construction and infrastructure.

The university will further strengthen the research base for public sector consultancy through synergies with a broader range of research disciplines via a number of newly established interdisciplinary research centres at the university. In addition, the quality assurance of these consultancy services will be strengthened. The ambition is for this to lead to the retention and further development of the gearing of the contract funds.

New opportunities for cooperation with business and industry and international companies will also be identified and exploited. This can contribute to creating a new framework for the financing of the research groups which deliver public sector consultancy. Within public sector consultancy in the natural sciences area, the focus will be on initiatives aimed at new partners: government ministries and municipalities, and national and international companies and organisations.

Basis for assessment of achievement of the goal

Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Maintaining the high quality of research-based public-sector consultancy
— Gearing of the contract funds to research-based public sector consultancy within food, agriculture and the environment (130% in 2016, AU's centres: DCE - Danish Centre for Environment and Energy, and DCA - Danish Centre for Food and Agriculture, annual reports, compiled annually).

Strategic goal 7

Strengthen the development of schools and daycare on the basis of research

Aarhus University's goal is to gather the national players in the school and daycare provision area under the auspices of the newly established National Centre for School Research, thereby assuming a national role in the continued development of the area on a research-oriented basis. This will be achieved by establishing interdisciplinary research projects, the affiliation of PhD students, and focused dissemination of the centre's results to relevant users.

Motivation and ambition for the goal:

Around half of all Danish research concerning school and daycare provision is undertaken by Aarhus University. The research programme in the educational sciences is also the country's largest provider of PhD degree programmes within primary and secondary schooling and education. Aarhus University therefore holds a position of strength and has the ambition to take national responsibility for ensuring that reforms, initiatives and changes in daycare and school provision are based on the latest research results.

Aarhus University's National Centre for School Research must connect nationally and regionally anchored operators in nationwide collaboration on large projects, in order to increase the quality and impact of the research. Coordination between the different operators, and the retention and further development of a high standard of research, besides ensuring the crucial impact of the research outcomes achieved, requires a significant and focused effort in the coming years, in order to succeed.

The purpose of the centre is to make a significant contribution to the use of Danish educational research in daycare provision and schools. The centre will ensure that practitioners working in schools and daycare provision benefit from the new knowledge through ongoing dissemination activities in the form of active written communication, the establishment of national networks within key areas, the holding of conferences and seminar series, and further specific cooperation.

Basis for assessment of achievement of the goal

Achievement of the goal is based on an overall assessment of the outcomes achieved at the end of the contract period. Assessment of the achievement of the goal includes the closing status report that, see above, includes documentation of the development in the established indicators and a report on completed supporting activities.

Research projects in collaboration with employers and university colleges in the school

and daycare provision area
— Annual consumption of project funding by the National Centre for School Research gained in collaboration with employers or university colleges (DKK 14 million in 2016, Navision, compiled annually).