Aarhus University

Strategy 2025

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core [kɔ:]
the central part of a fleshy fruit, containing the seeds
the central, innermost, or most essential part of anything
of central importance; basic; fundamental

origin of 'core'
1275–1325; Middle English; origin uncertain;
perhaps <Old French *cors* body> Latin *corpus*

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)

PREFACE

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.
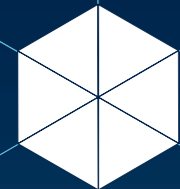
Insight

Knowledge

Quality

Value

Breakthroughs

Aarhus University's
Vision

International

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 programmes 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.

A research-intensive university that aspires to the highest international quality and excels in creating value through knowledge, new insights and collaboration
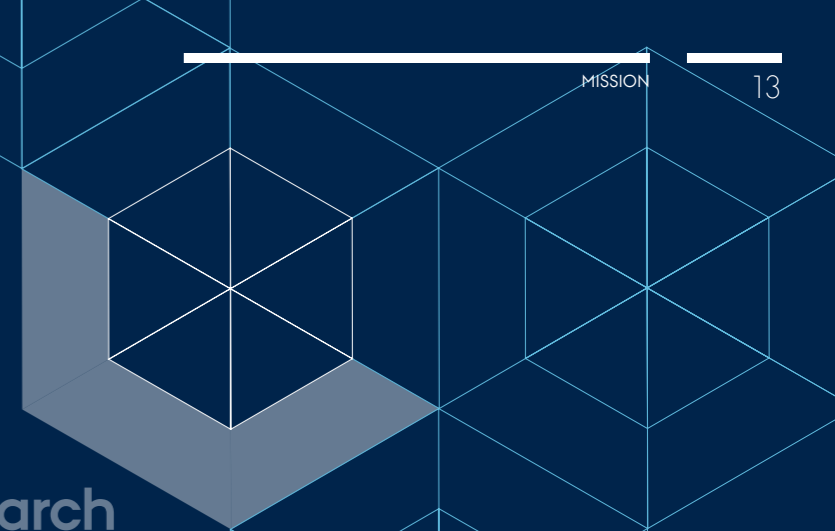
CAMPUS

Connecting Denmark and the world

Collaboration

Research

Education
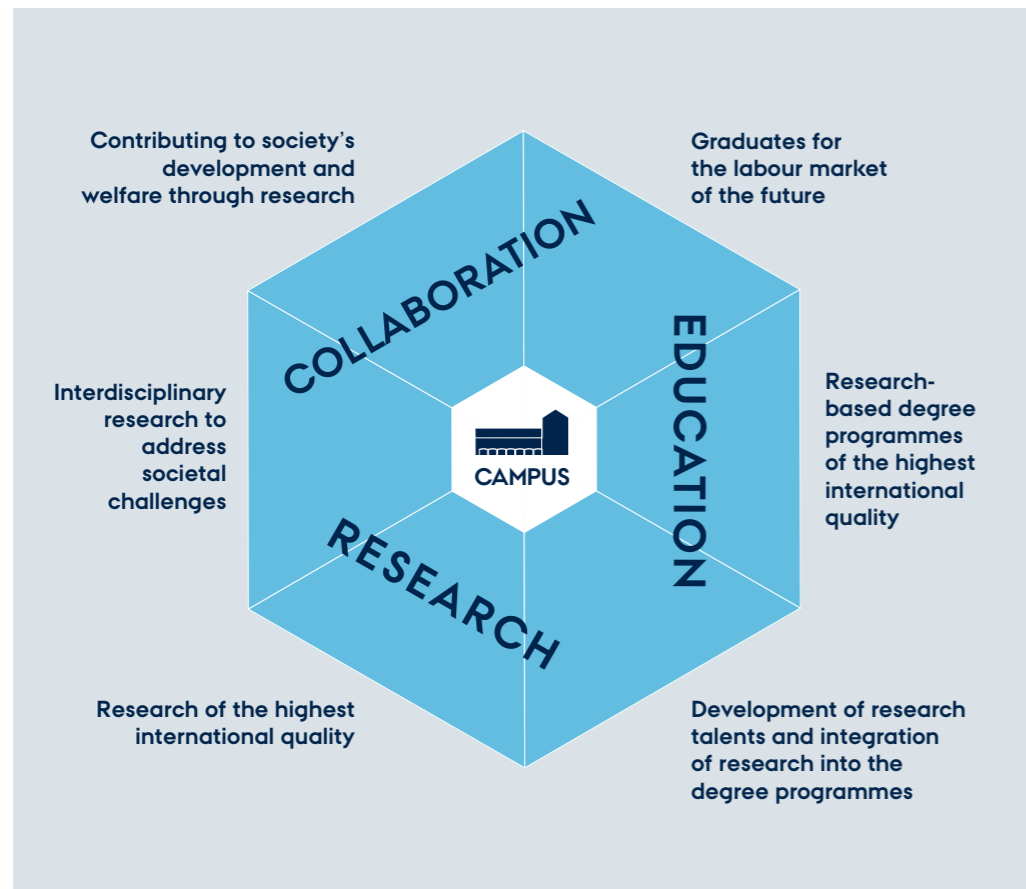
Aarhus University's
Mission

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.

RESEARCH OF THE HIGHEST INTERNATIONAL QUALITY

CORE TASK	RESEARCH OF THE HIGHEST INTERNATIONAL QUALITY			
GOALS	RESEARCH BREAKTHROUGHS		CAREER DEVELOPMENT AND DIVERSITY	
SUB-GOALS	Develop research programmes with high international impact	Internationalisation	Researcher career development	Diversity in research groups

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

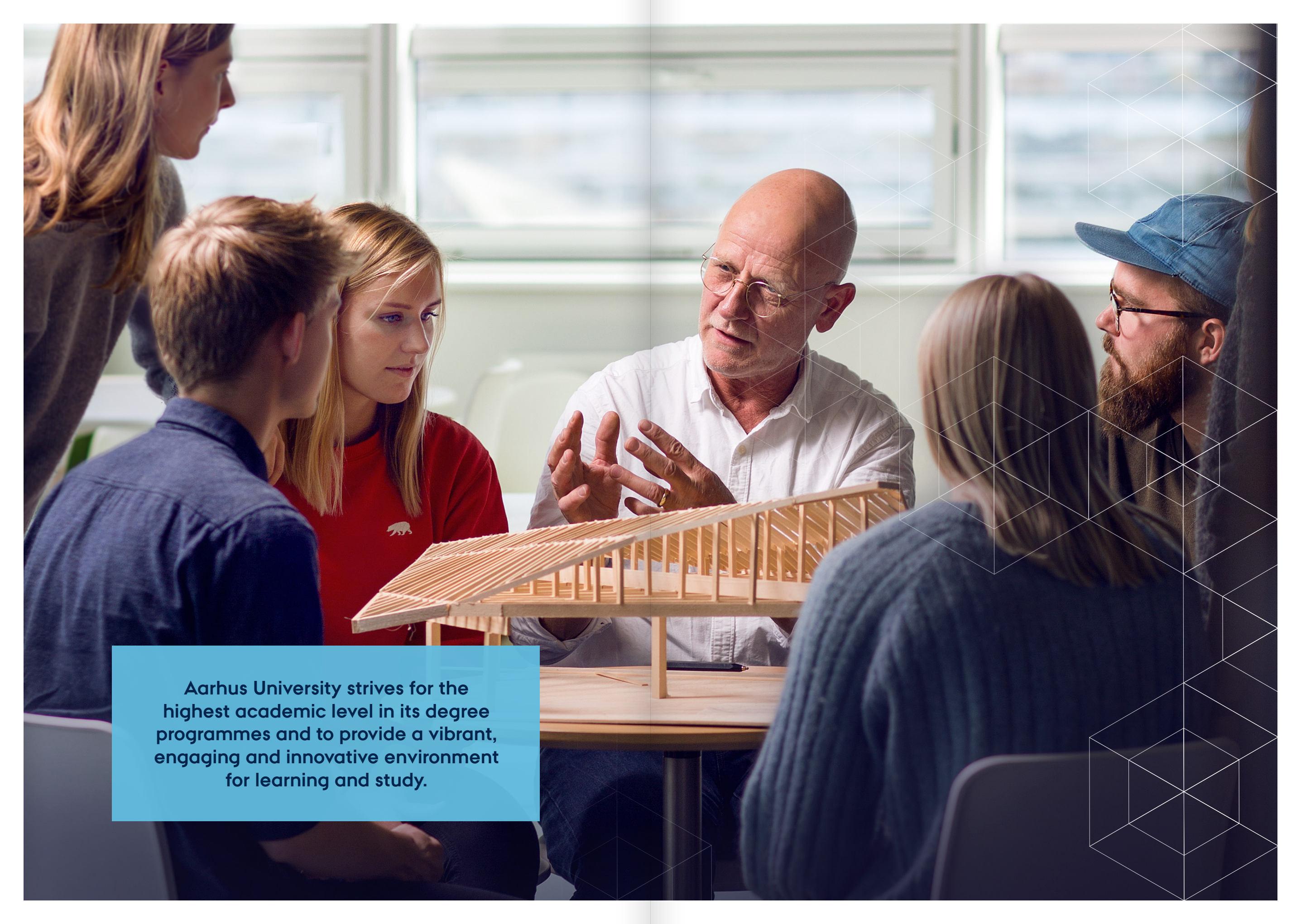**The university will continue the following ongoing initiatives:**

- 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

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.

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.

RESEARCH-BASED DEGREE PROGRAMMES OF THE HIGHEST INTERNATIONAL QUALITY

CORE TASK	RESEARCH-BASED DEGREE PROGRAMMES OF THE HIGHEST INTERNATIONAL QUALITY			
GOALS	ATTRACTIVE UNIVERSITY FOR TALENTED STUDENTS	IN-DEPTH KNOWLEDGE		
SUB-GOALS	Match between applicant and degree programme	Retention	Engaging teaching and learning	Interdisciplinary elements	General competencies

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*.

INITIATIVES

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

The university is constantly working to optimise the encounter between teacher, student and course content.

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

CORE TASK	CONTRIBUTING TO SOCIETY'S DEVELOPMENT AND WELFARE THROUGH RESEARCH				
GOALS	COLLABORATION WITH EXTERNAL PARTIES		CONTRIBUTING TO A KNOWLEDGE-BASED DEMOCRACY		
SUB-GOALS	Projects with business and industry, the public sector and civil society	Innovation and entrepreneurship	Visibility of expert contributions to public debate	Development of public sector consultancy	Dialogue with decision-makers

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.

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.

INITIATIVES

**The university will continue the following ongoing initiatives:**

- The business initiative: large companies, SMEs and Danish municipalities
- More research contracts with companies
- Quality assurance system for public sector consultancy
- Supplementation of contract funds within public sector consultancy
- Strengthening external collaboration within public sector consultancy
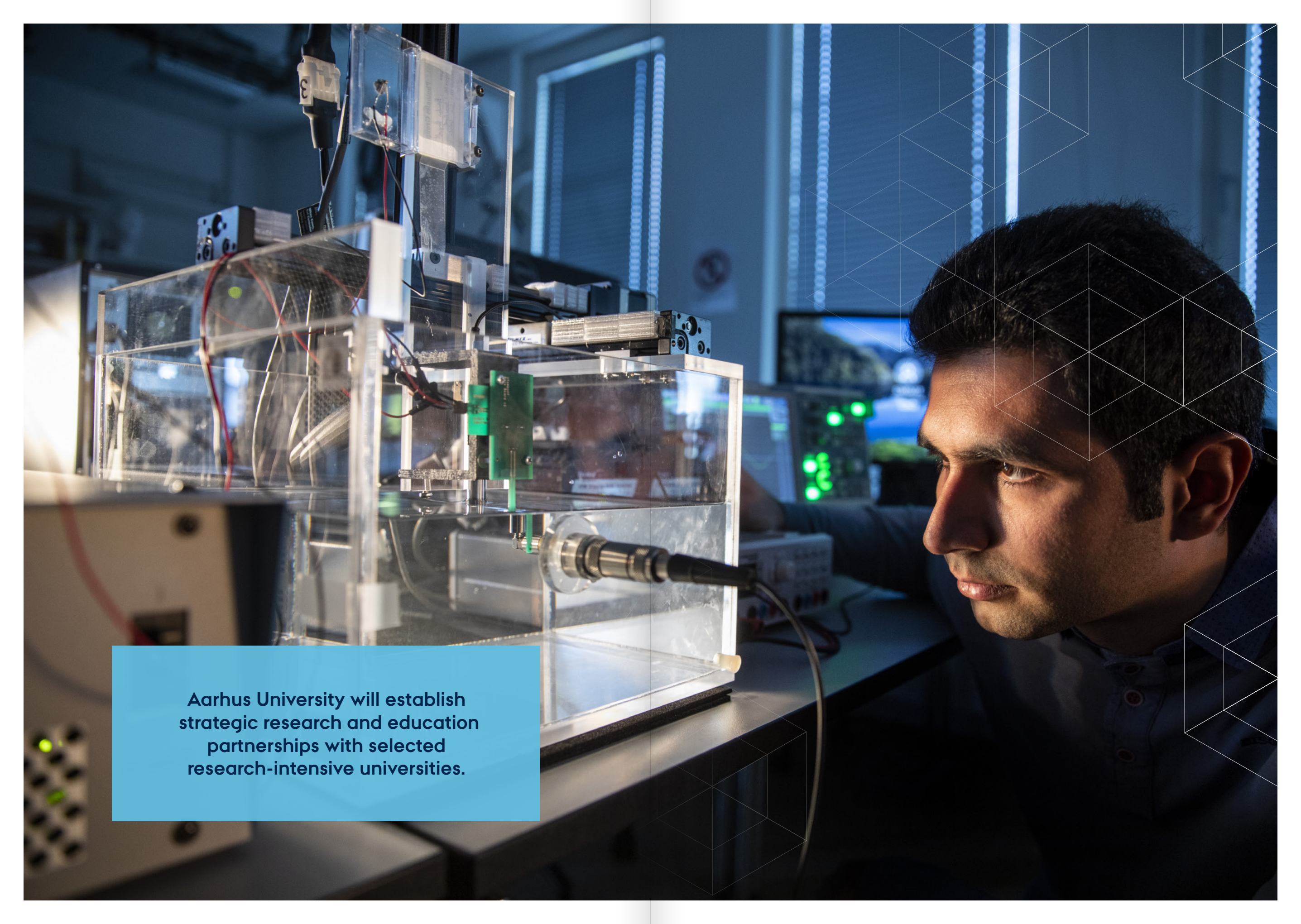
The university will launch the following new initiatives:

- Strengthening entrepreneurship
- Acknowledgement of students volunteerism
- Increased use of digital platforms for expert contributions
- Relationship-building with decision-makers and other relevant political actors

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
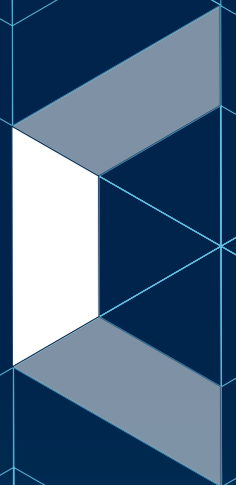
Aarhus University will establish strategic research and education partnerships with selected research-intensive universities.

INTERDISCIPLINARY RESEARCH TO ADDRESS SOCIETAL CHALLENGES

CORE TASK	INTERDISCIPLINARY RESEARCH TO ADRESS SOCIETAL CHALLENGES	
GOALS	INTERNATIONAL COLLABORATION	INTERDISCIPLINARY COLLABORATION
SUB-GOALS	Partnerships with selected universities	Interdisciplinary activities

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.

INITIATIVES

The university will continue the following ongoing initiatives:

• Collaborative projects in the international university network The Guild and the Circle U. Alliance
• Multi-faculty engagement in the thematic interdisciplinary centres within the natural sciences and technology

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	GRADUATES FOR THE LABOUR MARKET OF THE FUTURE	
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

Graduates 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.

INITIATIVES

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.

DEVELOPMENT OF RESEARCH TALENTS AND INTEGRATION OF RESEARCH INTO THE DEGREE PROGRAMMES

CORE TASK	DEVELOPMENT OF RESEARCH TALENTS AND INTEGRATION OF RESEARCH INTO THE DEGREE PROGRAMMES			
GOALS	THE PHD DEGREE PROGRAMMES		RESEARCH INTEGRATION	
SUB-GOALS	Career clarification	Internationalisation of PhD programmes	Immersive modules in degree programmes	Interaction between students and researchers

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.*

INITIATIVES

The university will continue the following ongoing initiative:

- More permanent academic staff members per student

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.

Strategy diagram

Vision

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

Core task

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

Goals

- Research breakthroughs
- Career development and diversity
- International collaboration
- Interdisciplinary collaboration
- Collaboration with external parties
- Contributing to a knowledge-based democracy
- Development of the degree programme portfolio
- Links between students and the labour market
- Attractive university for talented students
- In-depth knowledge
- The PhD degree programmes
- Research integration

Sub-goals

- Develop research programmes with high international impact
- Internationalisation
- Researcher career development
- Diversity in research groups
- Partnerships with selected universities
- Interdisciplinary activities
- Projects with business and industry, the public sector and civil society
- Innovation and entrepreneurship
- Visibility of expert contributions to public debate
- Development of public sector consultancy
- Dialogue with decision-makers
- Future-proofed graduate competency profiles
- The further and continuing education of the future
- Degree programmes with career-oriented elements
- Match between applicant and degree programme
- Retention
- Engaging teaching and learning
- Interdisciplinary elements
- General competencies
- Career clarification
- Internationalisation of PhD programmes
- Immersive modules in degree programmes
- Interaction between students and researchers

Aarhus University's values
Our fundamental values are described in
the Magna Charta of the European Universities.

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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.