



DEPARTMENT OF BIOLOGY  
STRATEGIC PLAN 2025



## Preface

The strategy for the Department of Biology is based on the strategies of Aarhus University and the Faculty of Natural Sciences. Hence, the objectives, initiatives and specific actions described all contribute to the overall strategy of the university and the faculty.

The strategy is developed in a collaboration between the Department's employees and management. The research at the Department was evaluated by an international panel in January 2020. The basis for the evaluation was a self-evaluation report describing the Department and its research activities as well as a three-day visit from the panel at the Department. In addition to an assessment of the Department's research, the report of the evaluation panel also included a number of recommendations. These recommendations inspired the preparation of this strategy.

The strategy is based on input from the Department's staff via discussions in the research sections and the Department's committees. The Department management has subsequently prepared the strategy, which went out for consultation among all employees at the Department. Input from the consultation process is incorporated into the final strategy.

The strategy is intended as a process that is constantly adapted to changes at the Department, University and society. The initiatives and actions of the strategy will thus be evaluated and adjusted annually.

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Hans Brix, Kai Finster and Maya Jepsen

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## Vision, mission and values

The Department of Biology is a university department that conducts research and offers a research-based degree programme in biology. Biology is a natural science discipline that encompasses research into all types of organisms, their evolutionary development and their interactions with the environment. The Department contributes to the development of society through basic research, interdisciplinarity, collaboration with the outside world and the education of graduates with strong academic competences. Education and the creation of new knowledge rooted in deep professionalism is the *raison d'être* of the Department and is also the starting point for this strategy, which sets the Department's course towards 2025.

### *Vision*

The Department of Biology wants to be a research-intensive department that creates value for society through free and independent innovative research in all forms of life and research-based study programmes at the highest international level.

### *Mission*

To generate new knowledge about the function of organisms and their development and interaction with the environment, and to apply this knowledge in educating biologists and in developing a sustainable society,

### *Values*

We cherish the fundamental academic virtues and values: freedom of research and speech, academic honesty and the pursuit of scientific excellence. We want to be an attractive place to work that continually develops good work and study environments. We consider tolerance, diversity and freedom with responsibility for the employees as the basis for the success of the Department.

## The overall strategic objectives of the Department

As part of the University, the role of the Department is to conduct research and offer research-based education. On the basis of independent research and research-based education, the Department shall provide society with knowledge aimed at promoting growth, welfare and sustainable development in society. The employees of the Department should communicate the latest knowledge to society and contribute to and participate in public debate. Anyone contributing to research must comply with the basic principles of responsible conduct of research and research integrity. These principles include honesty, responsibility, reliability, objectivity, impartiality, fairness, openness and responsible management of the resources with which one has been entrusted. These tasks form the overall framework for the strategy of the Department.

The strategy is structured around six core tasks, which together reflect the breadth of the Department's research and educational activities and the objective of ensuring a good work and study environment. The six core tasks and related strategic goals are shown in the table below:

Core task	Strategic goal :
<b>Research</b>	Research of the highest international quality
<b>Education</b>	High-quality degree programme Establishing links between students and the labour market
<b>Talent development</b>	Recruitment, development and retention of talent
<b>Collaboration</b>	Contribution to the development of the society and to the solutions to societal challenges
<b>Research dissemination</b>	Evidence-based contribution to society
<b>Work environment</b>	An attractive workplace

In the following six sections, each core task is described, along with associated goals, sub-goals and expected initiatives in the strategy period.

Detailed action plans for the core tasks, including specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Research

Research at the Department of Biology is mainly basic research that aims to understand how organisms work and how they interact with the environment. The research forms the basis for the education of graduates, PhD students and young researchers and thereby creates societal value by converting research-based knowledge into competency development. The Department's research is primarily aimed at answering basic biological questions, but the results also have important direct applied relevance for the sustainable use of natural resources, nature conservation and the development of environmental technology, among other issues.

The research is mainly financed by external grants from public and private foundations. However, the sharpened competition for external funding for basic research and the foundations' increasing focus on applied and strategic research has put the basic research under pressure. In future, we need to become better at explaining the importance of basic research as a necessary basis for application-oriented research. High research quality and opportunities for free research and contemplation help to ensure the long-term relevance of university research to society.



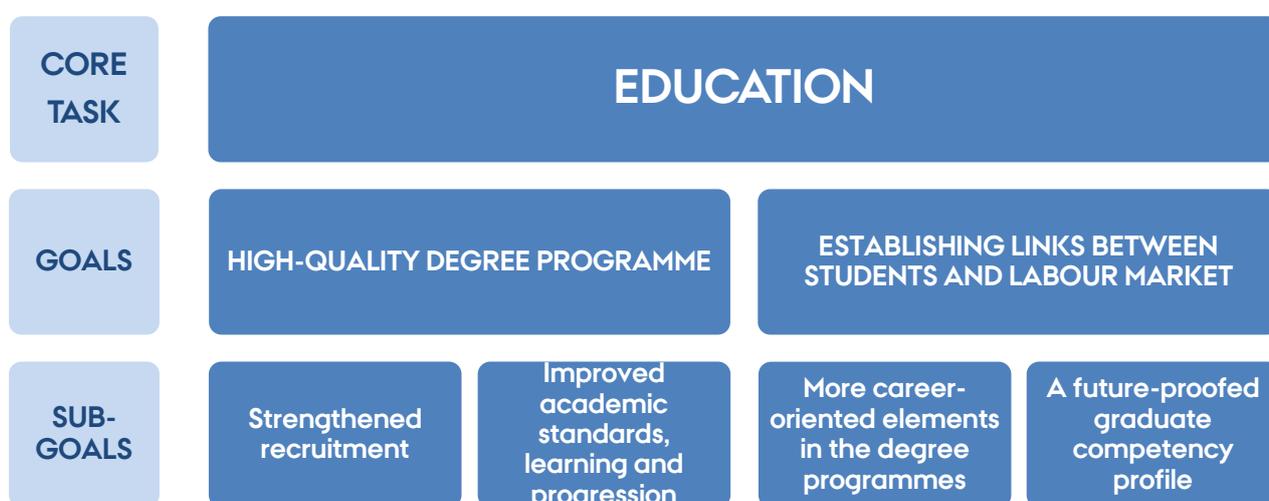
The Department's strong national and international position within several biological disciplines should be preserved and strengthened. We will maintain areas of strength in world-class research and a broad research base within most biological disciplines in order to ensure a strong basis for the biology degree programme. This requires increased focus on attracting external research funding, recruiting young talents and the career development of the Department's employees. We aim to increase participation in interdisciplinary research and closer collaboration with private and public companies, both nationally and internationally, in order to contribute to solving societal challenges. Anyone contributing to research must comply with the basic principles of responsible conduct of research and research integrity.

We want to promote equality and diversity to give all employees – regardless of gender and personal background – the same opportunity to realise their academic and human potential. We want to exploit the total talent pool, and we therefore strive to achieve gender balance and internationalisation in the recruitment of scientific, technical and administrative positions.

During the strategy period, we will focus on four focus areas: (i) Research funding, (ii) Recruitment and retention of talent, (iii) Infrastructure and technical support, and (iv) Internationalisation and cross-disciplinary collaboration. All activities support our overall goal of high research quality. The specific initiatives and the schedule for the first three years of the strategy period are shown in Appendix 1.

## Education

The Department offers research-based bachelor and Master's degree programmes in biology with the option of specialisation in (i) ecology, (ii) ecophysiology and (iii) biodiversity and evolution. Education of biologists who contribute to the development of society through employment in both private and public sectors is the Department's core activity. The master's degree programme in biology is currently being adjusted because of a high graduate unemployment rate. In addition, a decline in youth cohorts in the coming years will reduce our recruitment base. We aim to educate approximately the same number of annual graduates in the coming strategy period. Our long-term ambition is for the number of biology students to increase as unemployment decreases and a greater societal awareness of the role of biologists in the development of a sustainable society is created. In the long term, we also want to increase admissions of international students. These admissions, which are currently impossible due to the degree programme adjustment, would increase the academic level among the students.



The biology programme must continue to be characterised by a high academic quality and deep insight into biological problems, which are the basis of the programme's high societal relevance. It is crucial that we recruit talented and motivated students and continuously develop the Bachelor and Master's programmes with the involvement of the latest knowledge and in a dialogue with relevant employer representatives. In the latest strategy period, we have launched initiatives to (i) recruit talented students, (ii) reduce the students' time to degree, (iii) reduce dropout rates, (iv) use new digital learning technologies, (v) increase focus on generic skills, and (vi) prepare students for the job market. We will continue with these initiatives in the coming strategy period, and expand activities aimed at strengthening recruitment and adapting the content of the study programmes so that graduates are equipped with the necessary skills and competences for a successful career in both the public and private sectors. We will have more focus on sustainability-related topics in the biology courses and we will strengthen the use of modern didactic principles and methods in the teaching. In addition, we will strengthen our collaboration with the business community and other external parties during the degree programme in order to establish contact with potential employers already during the programme, and increase employers' knowledge of the qualifications of our graduates.

During the strategy period, we will work with four focus areas, viz: (i) the study programme and teaching, (ii) the labour market readiness of the graduates, (iii) the students' study efficiency and retention, and (iv) recruitment of new students. The activities support the overall goals of high-quality degree programmes and an increased interaction between students and the labour

market. The specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Talent development

The Department recruits many talented Danish and foreign PhD students and postdocs, and thus contributes significantly to educating talents in biology for Danish and foreign universities, public authorities and private companies. Approx. half of the Department's 40 PhD students are recruited internationally, almost 60% of 40 postdocs are international, and six out of the eight tenure track assistant professors who have been employed by the Department during the past three years are foreigners. The degree of internationalisation among the Department's young talents is thus high. However, the challenge may be to recruit qualified Danish graduates for PhD and postdoc positions.



The Department will continue to have an excellent PhD programme with the purpose of attracting the best young talents from Denmark and abroad. We also want to recruit top researchers from Denmark and abroad for permanent positions. Retaining talents can be a challenge due to uncertain career opportunities. Therefore, we will ensure career clarification at an early stage in the employment and actively exploit the opportunities for promotion. It may also be difficult especially for foreign employees to navigate the Danish research and research funding system. Therefore, we will focus on improving information, integration and well-being.

PhD students and postdocs are generally more stressed than other employees at the Department due to the uncertainty of career opportunities, the heavy workload and a lack of clarity about the requirements and expectations in the employment. Therefore, we will set up initiatives to reduce stress and career insecurity among early career researchers, including initiatives that may strengthen their academic and personal development.

During the strategy period, we will work with three focus areas: (i) The recruitment process of PhD students and postdocs, (ii) Clarification of career opportunities for postdocs and assistant professors, and (iii) Academic development and well-being in PhD students and postdocs. The activities support the overall goal of recruiting, developing and retaining talents. The specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Collaboration

Collaboration with external parties is important for fulfilling the Department's ambition to contribute to the development of society and solving societal challenges. During the previous strategy period, we implemented a number of initiatives to stimulate and increase collaboration with companies, including: (i) establishment of student opportunities to conduct projects in companies, (ii) The BioMatch initiative, where companies, foundations, the Department's staff and students meet to present and discuss opportunities for collaboration, (iii) establishment of an alumni network for former students and staff, and (iv) establishment of a new course in Bio-entrepreneurship for biology students. These initiatives will be continued and further developed.



Collaboration with the surrounding society is an integrated part of all core activities of the Department. Therefore, several of the initiatives and actions listed under the core tasks **Research**, **Education** and **Talent Development** include collaboration with external parties.

In the coming strategy period, we will strengthen our collaboration with the business community, public institutions, private foundations and civil society and create a better basis for more funding applications in collaboration with external partners. We want to be an attractive partner for private and public sector companies based on our academic expertise and our unique research infrastructure. By involving external partners in the study programme, we will support the students' career clarification during their studies and increase their employability after graduation. Strengthened collaboration and experience with innovation and entrepreneurship will increase employability for our graduates and early career researchers in private and public companies.

We will focus on three focus areas: (i) collaboration with private and public companies, (ii) involvement of a business perspective in the programme, and (iii) profiling of the Department's academic expertise towards external parties. The activities support the overall goal of contributing to the development of society and solving societal challenges. The specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Research dissemination

University employees are obliged to exchange knowledge and competences with society, participate in the public debate and ensure an academically qualified basis for public opinion formation. Research dissemination takes place partly through dissemination of knowledge in electronic and printed form, and partly through lectures and participation in debates. In addition, we consider participation in state councils, boards of trustees and national committees as an important contribution to knowledge sharing. Through dissemination of academic knowledge in biology, we want to share the latest evidence-based knowledge within biology, and how this knowledge is brought into practice to understand the world and to solve conflicts between nature and culture. In addition, through research communication we want to increase the public's interest in nature and the environment and to strengthen the recruitment of students to the biology degree programme.



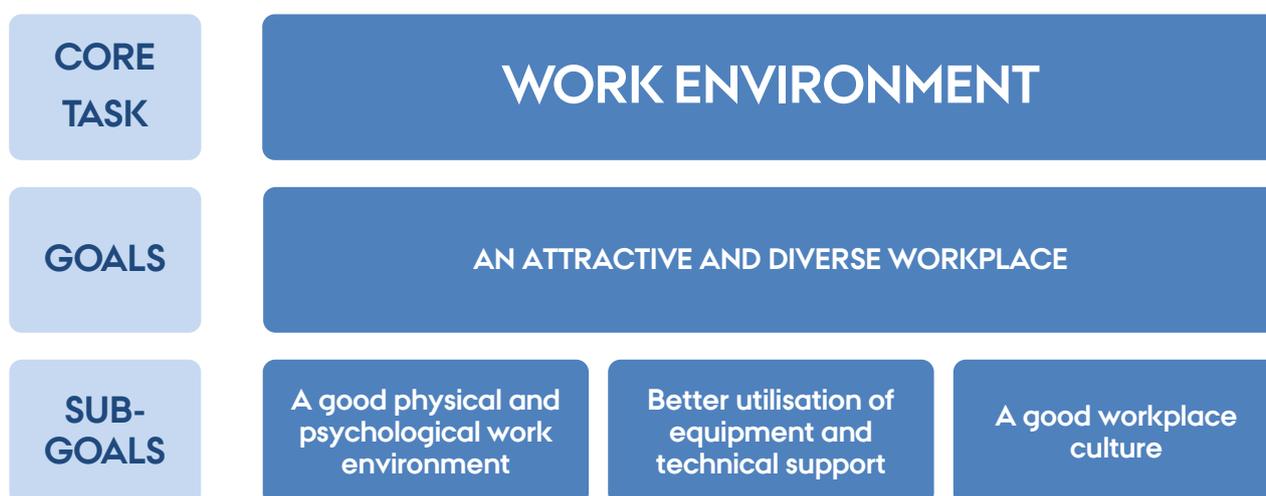
Even though the Department has not yet had an actual dissemination strategy, many researchers and students have contributed to knowledge sharing through participation in public debates, books, journals, features, interviews and popular scientific lectures. In the coming strategy period, we will formulate and implement a dissemination strategy that will (i) stimulate interest in society for science and especially biology, (ii) increase participation in and visibility of contributions to public debate, and (iii) contribute to increased recruitment of students for science and biology studies.

During the strategy period, we will work with the following three focus areas: (i) dissemination of knowledge to the general public, (ii) dissemination with the purpose of strengthening the recruitment of students, and (iii) employees' positions of trust. The activities support the overall goal of contributing with evidence-based knowledge to society. The specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Work environment

A good work environment is a prerequisite for well-being, high quality performance and a low level of absence due to illness. The study environment is also of great importance to student well-being, learning outcomes and retention. Both physical and psychological factors determine a good work environment. The University therefore maps out the physical and psychological work environment every three years using the statutory workplace assessment (WPA). The Department management regularly follows up on the WPA action plans, and the Department's Occupational Health and Safety Organisation regularly conducts extensive work to ensure a good and safe work environment.

The overall goal of the Department's Occupational Health and Safety Strategy is to ensure an inclusive and tolerant work environment that is attractive to both employees and students; in other words, to ensure that the Department continues to be an attractive workplace. We focus on (i) the way in which the work is organised, (ii) the relationship with colleagues and students, (iii) any occurrence of psychological or physical violence as well as offensive behaviour, including bullying and sexual harassment, and (iv) the physical layout of the workplace. Prevention of all forms of discrimination is an important part of our work environment efforts.



In the coming strategy period, we will continue our work in ensuring a good physical and psychological work environment and a workplace where everyone has equal opportunities in realising their potential and ambitions. We will focus on improving collaboration and integration across research sections with a view to reaping possible synergy benefits, among other things through better use of equipment and technical support. We will support a working culture that is characterised by a high degree of psychological safety, i.e. a culture in which everyone feels safe about presenting ideas, asking questions, expressing concerns or pointing out errors, and a culture in which everyone feels respected independently of gender, age, nationality, political affiliation or religion. We will focus in particular on identifying and discussing our workplace culture in the light of increased working from home in continuation of the Corona shutdown.

We will focus on three focus areas: (i) The physical framework and the internal organisation at the Department, (ii) Workplace culture and well-being, and (iii) the study environment. These activities support the overall goal of strengthening and maintaining an attractive workplace for all employees and students. The specific activities and schedule for the first three years of the strategy period are shown in Appendix 1.

## Appendix 1: Action plans

Below is an overview of planned activities and a schedule for the first three years of the strategy period. The person responsible for each given initiative and activity takes the initiative to draw up more detailed process and time schedules, and makes suggestions for how the effect of the initiatives will be evaluated and documented. The management ensures an annual follow-up and a possible revision of the action plans. The follow-up will be carried out in the period November-December.

## Action plan for the core task of Research

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: Activity is initiated and must continue to be developed O: Activity is an integrated part of daily operations				
<b>Research funding</b>				
1. Disseminate funding opportunities for the Department's academic staff (annual cycle for submission of grant proposals)	Research adviser Support: FSE, Secretariat	Δ	o	o
2. Continue and further develop compulsory internal peer review process for applications on research projects and career scholarships	Research and business committee Support: Secretariat	Δ	o	o
<b>Recruitment and retention of talent</b>				
3. Recruit young researchers with great academic potential in tenure-track assistant professorships, and ensuring gender balance, internationalisation and diversity	Researchers and management Support: Research and Business Committee, HR and Secretariat	Δ	Δ	o
4. Attract top researchers from Denmark and abroad within strategic priority areas via specific instruments in private and public foundations, e.g. the DNRF Chair	Management, Research and Business Committee Support: HR and Secretariat	Δ	Δ	o
5. Use the possibilities in the job structure for career development (tenure track assistant professors, tenure track associate professors, professors)	Management	Δ	o	o
6. Offer all permanent academic staff continuing education via project management courses and other relevant courses, including courses in research integrity and responsible conduct of research	Management	Δ	o	o
7. Investigate gender equality at the Department with a view to identifying the most critical challenge(s) and draw up an action plan that addresses the identified challenges	Management, Research and Business Committee Support: Secretariat	x	Δ	o
<b>Research infrastructure and technical support</b>				
8. Future-proof and expand a state-of-the-art research infrastructure (laboratories, field stations, research ships, storage facilities)	Researchers and Management	o	o	o
9. Maintain and develop a professional research-supporting AC/TAP and TAP support in the research environments, including upgrading the administrative and technical support staff in the academic environments via competency development and peer-to-peer training	Management Support: Secretariat	x	Δ	o
<b>Interdisciplinarity and Internationalisation</b>				
10. Support participation in interdisciplinary strategic centres, both internally at AU, nationally and internationally, and in projects with interdisciplinary activities, e.g. EU-projects, Innovation Fund projects, etc.	Researchers and Management Support: Secretariat	o	o	o
11. Support the Department's participation in – and the representation of academic staff in – international organisations (DANBIF, IBPES, etc.)	Researchers and Management Support: Secretariat	o	o	o
12. Increase the exchange of Danish and foreign researchers from other institutions by inviting visiting scientists, visits abroad, sabbaticals, and actively use opportunities for fellowships at AIAS	Researchers Support: Management	x	x	o

## Action plan for the core task of Education

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: Activity is initiated and must continue to be developed O: Activity is an integrated part of daily operations				
<b>Study Programme and Teaching</b>				
1. Conduct a service check of the Bachelor's and Master's study programme with focus on progression in the degree programme, development of the curriculum and interaction between courses	Education Committee and Management  Support: Secretariat	x	x	Δ
2. Strengthen the students' general competences, including digital competences and interdisciplinary elements of the programme	Education Committee, Management  Support: Secretariat	x	x	Δ
3. Establish new composition and strengthen the involvement of the employer panel	Education Committee Support: Secretariat	x	Δ	o
4. Work to improve and modernise teaching facilities to support new forms of teaching	Management Support: CED and building services		x	Δ
5. Organise annual educational workshops for all members of the teaching staff where selected topics of the degree programme are discussed	Management and education committee Support: Secretariat	o	o	o
<b>Readiness of graduates for labour market</b>				
6. Promote the involvement of employers in teaching, both in the Bachelor's and Master's degree programmes, e.g. through guest lectures, ' Careers in Biology ' and business projects	Teaching staff and education committee Support: Secretariat	Δ	Δ	o
7. Increase focus on and articulation of acquired competencies in the degree programme and career opportunities, including the students' self-understanding of competences	Teaching staff and education committee Support: Secretariat	x	Δ	o
8. Strengthen contact between students and employers, e.g. via BioMatch and Alumni Day, Bioentrepreneurship, business projects and theses with external supervisors from private or public sector companies	Management, research and business committee and education committee Support: Secretariat	Δ	Δ	o
<b>Study efficiency and retention</b>				
11. Reduce dropout rates e.g. via entrance examination, mentor scheme, study groups and social activities	Management and education committee	o	o	o
12. Involve the students socially and academically in the research environments via early projects and involvement in research groups	Teaching staff and management	Δ	o	o
13. Maintain a flexible range of credit-bearing summer courses and similar courses that can be followed outside the normal semester	Education Committee	o	o	o
<b>Recruitment of new students</b>				
15. Formulate a profile for ' AU biologists ' as the basis for recruiting the most talented and motivated students and communicating this via the website, social media, etc.	Education Committee and Management  Support: Dissemination committee and Secretariat	x	Δ	o

## Action plan for the core task of Talent Development

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: activity is initiated and must continue to be developed O: activity is an integrated part of daily operations				
<b>Recruitment of PhDs and postdocs</b>				
1. Increase the use of the opportunity to screen potential foreign PhD students via introductory scholarships from GSNS	Researchers	Δ	o	o
2. Increase the use of the 3+5 and 4+4 PhD scheme to recruit the best students for an early PhD course	Researchers	x	Δ	Δ
3. Support the Marie Curie Masterclass programme	Research and business committee Support: Secretariat and FSE	o	o	o
4. Actively use existing opportunities in collaboration with AIAS to recruit young talents	Researchers	x	Δ	Δ
<b>Career development for postdocs and assistant professors</b>				
5. Organise an annual event on career planning for PhD student and postdocs	PhD Committee and Management Support: Secretariat	x	Δ	Δ
6. Continue meetings in the Young Faculty Club as a forum for dialogue between management and newly employed assistant professors/associate professors	Management	Δ	o	o
7. Maintain requirements for education of all PhD supervisors for the role as supervisor through a PhD supervisor course	Management	Δ	o	o
8. Establish guidelines for involving PhD students and postdocs in teaching	PhD Committee and Management	x	Δ	o
<b>Academic development and well-being in PhD students and postdocs</b>				
9. Organise an intro event for new PhD students with a start-up meeting, guided tour, etc.	PhD committee Support: Secretariat	x	Δ	o
10. Strengthen the PhD mentorship programme	PhD committee	x	Δ	o
11. Evaluate and improve the use of half-yearly status meetings for PhD students where academic progression, study conditions and well-being are discussed	PhD committee and supervisors	x	x	Δ
12. Further develop coaching offers for PhD students, including workshops on stress prevention	PhD committee Support: Secretariat	x	Δ	o
13. Establish a PhD course programme at the Department (subject-specific and interdisciplinary courses) of a scope that ensures good opportunities for the PhD students	PHD committee and researchers	x	Δ	Δ
14. Hold an annual PhD day, or more PhD meetings of shorter duration, organised by the PhD students	PhD committee Support: Secretariat	x	Δ	Δ
16. Work towards more time allocated to research in the PhD programme	Management and PhD committee	x	Δ	o

## Action plan for the core task of Collaboration

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: activity is initiated and must continue to be developed O: activity is an integrated part of daily operations				
<b>Collaboration with private and public-sector companies</b>				
1. Increase collaboration with private and public partners in strategic research projects, typically financed by Innovation Fund Denmark and the strategic programmes of the Ministries	Researchers Support: Research and business committee and Secretariat	Δ	Δ	o
2. Increase the involvement of companies through business projects, Bachelor and Master thesis projects, industrial PhDs and industrial postdocs	Researchers Support: Research and Business Committee and Secretariat	Δ	Δ	o
3. Market the unique infrastructure of the Department (including AURORA) as the basis for business collaboration	Management, researchers		x	o
4. Further develop the Alumni Day	Management Support: Secretariat	x	Δ	o
<b>Involvement of the business perspective in the study programme</b>				
5. Continue and strengthen collaborations with companies in the degree programme (business projects, Bachelor and Master thesis projects, guest lectures, company visits, etc.)	Researchers, Education Committee  Support: Secretariat	Δ	Δ	o
6. Retain and further develop the Bio-entrepreneurship course in the degree programme	Management, Researchers, Education Committee	o	o	o
7. Establish a course/workshop for PhDs and postdocs on start-up of a company	Management Support: Secretariat, "The Kitchen"		x	o
<b>Profiling of the Department towards external parties</b>				
8. Establish a website targeted at the surrounding society, with a particular focus on how the Department's study programme and research contribute to societal development	Management, Dissemination Committee  Support: Secretariat	Δ	Δ	o
9. Profile the Department's contribution to solving societal challenges, including the Sustainable Development Goals, e.g. via the Department website as well as Alumni and Bio-Match events	Management, Dissemination Committee  Support: Secretariat	Δ	o	o
10. Further develop the Biomatch concept - the encounter between researchers, students and business and industry	Management, Research and Business Committee Support: Secretariat	Δ	Δ	o

## Action plan for the core task of Dissemination

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: activity is initiated and must continue to be developed O: activity is an integrated part of daily operations				
<b>Dissemination of knowledge to the public</b>				
1. Prepare a dissemination strategy, including: <ul style="list-style-type: none"> <li>- creating a balance between passive popular scientific dissemination and active dissemination</li> <li>- identifying target groups</li> <li>- increasing contact with the media</li> <li>- formulating a specific action plan</li> </ul>	Dissemination Committee, Management  Support: Secretariat	x	Δ	o
2. Thoroughly process dissemination on the Department website	Management  Support: Secretariat	Δ	Δ	o
3. Organise a research dissemination course for researchers: "Get your research out into the media"	Dissemination Committee, Management  Support: Secretariat		x	o
4. Prepare a manual/roadmap for how researchers may disseminate science in popular-science media and on social media	Dissemination Committee Support: Secretariat		x	o
5. Stimulate the Department's participation in the Nature meeting and other major relevant events	Dissemination Committee Support: Secretariat	x	Δ	o
<b>Dissemination with focus on recruitment of students</b>				
6. Prepare a recruitment strategy, including: <ul style="list-style-type: none"> <li>- Prioritisation of initiatives (visiting services, upper-secondary-school activities, study-related projects, etc.)</li> <li>- use of media, including SoMe</li> <li>- producing an action plan</li> </ul>	Dissemination Committee, Education Committee, Management  Support: Secretariat	x	Δ	o
7. Prepare recruitment material (brochures, videos, etc.)	Education Committee, Dissemination Committee Support: Secretariat	x	Δ	o
8. Continued participation in study-enlightening joint events (U-days, study trials etc.) and upper secondary school teacher days	Researchers, Dissemination Committee Support: Secretariat	o	o	o
<b>Employees' positions of trust</b>				
9. Map employee participation in councils, boards, committees and other honorary offices	Research and business committee  Support: Secretariat	x	o	o
10. Prepare a procedure for nomination of staff for positions of trust in councils and foundations	Research and Business Committee, Management Support: Secretariat		x	o

## Action plan for the core task of Work Environment

Initiative and activity	Responsible	2021	2022	2023
X: activity to commence Δ: activity is initiated and must continue to be developed O: activity is an integrated part of daily operations				
<b>Physical framework and internal organisation</b>				
1. Increase the possibility of collaboration and collaboration between supporting TAP functions across research groups, including competency development and division between employees	Management	x	Δ	o
2. Increase the utilisation of the Department's infrastructure and expertise across research groups	Management	x	Δ	o
3. Work to ensure that teaching facilities match the requirements of teaching	Management, Education Committee		x	Δ
4. Participate actively in the planning of the relocation of the research departments from Bioscience Silkeborg and Kalø to AU campus	Management	x	x	o
5. Updating of the work environment website	LAMU Support: Secretariat	Δ	o	o
<b>Workplace culture and well-being</b>				
6. Strengthen the degree of psychological security at the Department by organising dedicated workshops and discussions at the Department	LAMU, Management	x	x	Δ
7. Prepare and implement a staff policy for workplace culture, including policies for working from home, handling flex work, social events, digital communication, etc.	Management, LAMU and LSU  Support: Secretariat		x	o
8. Active initiatives to avoid all forms of discrimination and offensive behaviour	LAMU, Management	x	x	o
9. Organise an annual external residential stay for all employees to strengthen social cohesion	Management Support: Secretariat	x	Δ	Δ
10. Ensure implementation of the Department's language policy (English as the language for meetings and activities)	Everyone	o	o	o
<b>Study environment</b>				
11. Support the Biology House as a meeting place for biology students	Management	o	o	o
12. Support student-run associations and initiatives	Management	o	o	o