

# Strategy Map – Aarhus University (AU) – Health – 2013–2017

<b>Vision</b>	AU is to belong to the elite of universities and to contribute to the development of national and global welfare			
<b>Mission</b>	To develop knowledge, welfare and culture through research and research-based education, knowledge sharing, and consultancy			
<b>Stakeholders</b>	Clients, employers of AU graduates, businesses, organizations, alumni, students, the general public, research colleagues, and entities requesting research-based consultancy, expecting:			
<b>Focus areas</b>	<p><b>Excellent research</b></p> <ul style="list-style-type: none"> <li>Stimulating groundbreaking results through research excellence and interdisciplinary collaboration</li> <li>Increasing our visibility and leadership in national and international research projects</li> <li>Strengthening the research environment</li> </ul>	<p><b>Focused talent development</b></p> <ul style="list-style-type: none"> <li>Strengthening the quality of PhD programmes</li> <li>Recruiting the best talent from Denmark and abroad</li> <li>Creating clear and coherent career paths in research, and focusing on employment opportunities</li> </ul>	<p><b>Inspiring consultancy and knowledge exchange</b></p> <ul style="list-style-type: none"> <li>Delivering independent, research-based consultancy and knowledge</li> <li>Reinforcing innovation and efficient knowledge exchange through flexible interaction with the world around us</li> <li>Influencing the community and society, political decisions, and culture</li> </ul>	<p><b>World-class education and knowledge dissemination</b></p> <ul style="list-style-type: none"> <li>Offering study programmes that attract the best students from Denmark and abroad</li> <li>Exploiting AU's disciplinary width and depth to develop programmes that reflect the needs of the future</li> <li>Creating high-quality programmes and study settings based on innovative learning environments</li> </ul>
<b>Strategic conditions</b>	<p><b>A financially viable and staff-friendly organisation</b></p> <p>Professional management    Attract and further qualify staff    Physical facilities and infrastructure of high quality                  High-quality administrative service    Recurring quality assurance and process control    Highly profiled    Strategic resource allocation                  Involvement of staff and students    Inspiring working environment    Ensure consistency</p>			

Research	Strategic goals for main academic area	Sources of information	Objectives	Initiatives/projects
<b>Stimulating groundbreaking results through research excellence and interdisciplinary collaboration</b>	<p>Excellent research</p> <p>Interdisciplinarity</p>	<p>Bibliometry (the Research Support Unit)</p> <p>Lists of applications (the departments and the Research Support Unit)</p> <p>Review of projects (the departments and the Research Support Unit)</p> <p>Research database with information about grants obtained by Health</p> <p>Status of applications for research centres and grants (the AU core activity Research)</p> <p>Data for funding of research centres (the Research Support Unit)</p>	<p>To increase the number of high-impact scientific articles by 5 per cent relative to the level for 2011</p> <p>To strengthen translational research and research areas at AU Health that are of crucial global importance</p> <p>To maintain interdisciplinary and unidisciplinary research areas at all levels, nationally and internationally</p> <p>To make AU Health a significant player that proactively participates in building up interdisciplinary centres</p> <p>To give these centres a strong research profile, nationally and internationally</p>	<p>Ensuring that high-quality research is given support and a high priority, for instance by preparing publication strategies and research plans, including international collaboration projects</p> <p>Working with the Advisory Board and other external networks to identify top-class researchers and research topics</p> <p>Developing services (such as start-up assistance) for research groups</p> <p>Identifying processes that can optimize collaboration between departments, which includes establishing new combined (private/public) positions for employees</p> <p>Identifying external and preferably international stakeholders capable of preparing guidelines for identifying and selecting centres</p> <p>Supporting the centres financially and through leadership</p>
<b>Increasing our visibility and leadership in national and international research projects</b>	<p>High-level research leadership</p> <p>Attraction and retention of the best research leaders at all levels</p> <p>More extroverted activities directed towards the global research community</p>	<p>Employee satisfaction surveys</p> <p>Workplace assessment</p>	<p>To achieve greater satisfaction with our research environment</p> <p>To increase international publication rates</p> <p>To attract more international research funding</p>	<p>Identifying researchers with leadership potential, and offering them courses in research leadership and management</p> <p>Encouraging preparations to ease the transition from one generation of researchers and especially research leaders to the next</p>
<b>Strengthening the research environment</b>	<p>More external and international research funding</p>	<p>Research database</p> <p>Grant lists that are freely accessible, also to the public</p>	<p>To increase the share of funding from large, public grant providers by 10 per cent each year over the next five years</p> <p>To ensure that 5 per cent of research funding is provided by international sources</p> <p>To make Health the main applicant for at least 1 EU grant application (joint research projects) and at least 1 ERC grant each year</p>	<p>Analysing obtained grants to identify AU Health's positions of strength</p> <p>Developing support and assistance for potentially strong applicants</p> <p>Establishing international cooperation agreements to ensure collaboration and exchange with the best research environments in the world</p>

Talent development	Strategic goals for main academic area	Sources of information	Objectives	Initiatives/projects
<p><b>Strengthening the quality of PhD programmes</b></p>	<p>Targeted recruitment of talented young researchers with clear, distinct requirements to academic, organizational, and personal skills</p> <p>A distinct competence profile for PhD graduates</p> <p>Increased offering of international field-specific PhD courses in collaboration with Danish and international health institutions</p> <p>Internationalization of PhD students</p>	<p>Annual key figures, from AU, the UBST (Danish Agency for Universities and Internationalization under the Ministry of Science, Innovation and Higher Education), and the CFA (Danish Centre for Studies in Research and Research Policy, at AU)</p> <p>Surveys concerning the employment of PhD graduates</p> <p>PURE, PubMed</p>	<p>Everyone earning a PhD must have fulfilled the international standards for completing a PhD education in the fields of biomedicine or health</p> <p>It must be ensured that PhD students publish their research results</p> <p>A larger proportion of enrolled PhD students must complete a research stay outside Denmark (increasing from 20 to 75 per cent)</p> <p>A larger proportion of enrolled PhD students must have an international background (non-Danish nationality) (increasing from 14 to 25 per cent)</p> <p>Full employment for PhD graduates</p>	<p>Operationalizing the concept of “talent development” relative to PhD education</p> <p>Developing a quality-assurance model with clear follow-up procedures for these dimensions:</p> <ul style="list-style-type: none"> <li>- PhD admission requirements</li> <li>- Progress of programme</li> <li>- Input (courses, supervision, scientific environment, internationalization)</li> <li>- Output (PhD thesis plus academic, organizational, and personal skills)</li> <li>- Organizational framework</li> <li>- Evaluation</li> </ul> <p>Follow-up studies on publication</p> <p>Establishing formal PhD networks, based on stakeholder analyses</p>
<p><b>Recruiting the best talent from Denmark and abroad</b></p>	<p>Targeted recruitment</p> <p>Development of an attractive international scientific environment</p> <p>Activation and involvement of existing networks</p> <p>Establishment of formalized networks</p> <p>Establishment of formal international partnerships</p>	<p>Annual statistical analyses, from AU, the UBST, the CFA (numbers stated for each nationality)</p>	<p>A larger proportion of postdocs must have an international background (non-Danish nationality) (increasing from 33 to 50 per cent)</p> <p>A larger proportion of associate professors must have an international background (non-Danish nationality) (increasing from 18 to 33 per cent)</p> <p>Eight grants provided by Step 2 of the <i>Sapere Aude</i> Research Programme (under the Danish Ministry of Science, Innovation and Higher Education)</p> <p>Five ERC starting grants</p>	<p>Operationalizing the concept of “talent development”</p> <p>Setting up international summer schools</p> <p>Attractive activities in PhD programmes</p> <p>Partnering with other universities to set up exchange packages and joint/double-degree programmes</p> <p>Screening PhD grants</p> <p>Developing financing models that ensure all PhD students (also those from abroad) employment in a scientific environment</p>
<p><b>Creating clear and coherent career paths in research, and focusing on employment opportunities</b></p>	<p>Creation of clear and visible research career paths, from pre-graduate research to PhD and postdoc positions, in both the public and private sector</p> <p>Distinct requirements to personal, academic, and organizational qualifications</p> <p>Flexible programmes involving AU Health, businesses, regional hospitals</p>	<p>Annual internal and external statistical analyses (AU, UBST, etc.)</p>	<p>Improved opportunities for retaining the best young researchers</p> <p>More industrial PhDs (from 1 to 10 per cent)</p> <p>More PhDs must continue a research career in academia or in business</p> <p>An increase in postdocs in combined positions (employment at both AU and a business, regional hospital, etc.)</p>	<p>Preparing and implementing the AU Health PEGASUS research career programme</p> <p>Ensuring new career paths for PhDs, based on a Health stakeholder analysis of cooperation with the business community</p> <p>Formal cooperation agreements with the regional authorities (which run the hospitals), and with interested companies and university colleges</p>

Knowledge exchange	Strategic goals for main academic area	Sources of information	Objectives	Initiatives/projects
<p><b>Delivering independent, research-based consultancy and knowledge</b></p>	<p>Stronger role in assisting and consulting for public authorities</p> <p>Reinforced involvement in continuing education</p>	<p>PURE, and the departments at AU Health</p>	<p>To map and coordinate the current level and scope of consultancy for public authorities, and to increase this in the future (including seats on committees, councils, and boards)</p> <p>To establish a national centre for research-based consultancy on health issues</p> <p>To establish quantitative goals for the scope of continuing education (based, for instance, on ECTS) and to increase this scope</p> <p>To offer specific new courses (which do not exist today) for supplementary education in the medical field</p>	<p>Describing the concept and the expertise underlying the new national centre and investigating its financial footing</p> <p>Making sure that the two new coordination committees under LUR (the leadership forum for the University–Region cooperation) are viable and create results</p> <p>Identifying key performance indicators for “good collaboration” with the public authorities that request consultancy services</p> <p>Analysing the need for new course offerings for supplementary education in the medical field, in collaboration with the National Board of Health in Denmark, the Danish medical associations and the Central Denmark Region</p> <p>Providing new courses and assess these with a view to extending the course concept to include other areas</p>
<p><b>Reinforcing innovation and efficient knowledge exchange through flexible interaction with the world around us</b></p>	<p>Stronger relations and alliances with businesses</p>	<p>AU Technology Transfer Office (TTO), the departments at AU Health</p>	<p>To increase the number of inbound collaborative agreements with businesses and authorities by 25 per cent compared with the existing 235 inbound agreements in 2011</p> <p>To set up at least two spin-out companies per year (levels for 2009: 1, 2010: 2, and 2011: 1)</p>	<p>Increasing the researchers’ knowledge and awareness of new collaboration agreements and facilitate a close and administratively flexible collaboration between researchers and the TTO</p> <p>Maintaining a systematic, up-to-date e-list of the research expertise at AU</p> <p>Mapping research skills and potential collaborative partners in the business community, nationally as well as internationally</p> <p>Setting up mentor programmes for those who are cooperating with businesses</p>
<p><b>Influencing the community and society, political decisions, and culture</b></p>	<p>Greater impact on, and more exposure in, the media</p>	<p>InfoMedia (Denmark’s largest digital media search and monitoring company)</p>	<p>To set a goal, in collaboration with AU Communication, for extending – and gradually increasing – positive media coverage</p>	<p>Drawing up a communication and press-handling strategy</p> <p>Stimulating employees to participate in the public media debate, and to make use of the Health communications unit to “sell” positive research stories, including implied opportunities, course activities, guidelines for handling the media, etc.</p>

Education	Strategic goals for main academic area	Sources of information	Objectives	Initiatives/ Projects
<b>Offering study programmes that attract the best students from Denmark and abroad</b>	<p>Recruitment and retention of students</p> <p>Internationalization of Bachelor's and Master's degree programmes</p>	<p>Figures provided by the directors of studies</p> <p>Offering of summer-school courses</p> <p>Number of "hits" on relevant home-pages</p>	<p>To attract and admit those students who are best equipped to complete their education and become skilful practitioners of their profession</p> <p>To reduce drop-out rates and encourage timely graduation</p> <p>To increase exchanges and the number of summer-school courses</p> <p>To offer more information in English</p>	<p>Develop Quota 2 admission requirements</p> <p>Identifying and implementing initiatives that can reduce student drop-out rates and support timely progress to graduation</p> <p>Setting up credit-awarding "course packages" to facilitate student admission</p> <p>Supplying courses, including electives, in English under the summer school</p> <p>Providing study information in English</p>
<b>Exploiting AU's disciplinary width and depth to develop programmes that reflect the needs of the future</b>	<p>Policy for establishing new education programmes, based on disciplinary, financial, and graduate-employer parameters</p> <p>Educations that will benefit the community and society</p> <p>Strengthening of multi-disciplinary collaboration – internally and externally</p>	<p>Employer panels (those who employ Health graduates)</p> <p>Key figures on courses provided by departments or main academic areas at AU outside Health (the internal education market)</p>	<p>New and existing degree programmes must consistently reflect the needs of society</p> <p>To increase the number of health professionals with BSc-level degrees that go on to obtain a relevant MSc-level degree at AU Health</p> <p>To increase the scope of multi-disciplinary collaboration, both internally and externally</p>	<p>Designing a model to determine the need for new degree programmes</p> <p>Increasing regular dialogue with employers, including employer panels</p> <p>Preparing a strategy for the supply of degree programmes that target health-professionals with a BSc degree</p> <p>Developing and offering elective courses for students enrolled in different degree programmes at AU Health</p> <p>Developing cooperation with the university colleges</p>
<b>Creating high-quality programmes and study settings based on innovative learning environments</b>	<p>High quality in our degree programmes</p> <p>Research-based education</p> <p>Professionalization of programme supervision and management</p> <p>Development of teaching qualifications</p> <p>Improvement of the study environment</p>	<p>Study-environment surveys</p> <p>Course assessments</p> <p>Lists of coverage by full-time and part-time academic staff, respectively</p> <p>Courses offered in programme supervision and management</p> <p>Teaching courses for teaching staff, offered and completed</p> <p>Report on teaching and instruction in macroscopic anatomy in the future</p> <p>Booking systems for classrooms and facilities</p>	<p>To maintain a socially and academically encouraging study environment, and to see this reflected in student assessments and surveys</p> <p>To develop management competence and acknowledge such as crucial skills in education</p> <p>Greater acknowledgment of teaching tasks</p> <p>To increase the number of teaching staff completing teaching and educational-IT courses</p> <p>To optimize and develop the existing teaching and study environment</p> <p>To ensure a more flexible utilization of AU's classrooms</p>	<p>Initiating quality model based on solid information and systematic and action-oriented follow-up</p> <p>Introducing incentives for and descriptions of skills within management of studies and courses</p> <p>Ensuring that teaching skills among the scientific staff are required and must be documented on employment</p> <p>Developing targeted courses to improve skills in teaching and educational-IT</p> <p>Initiating activities supporting a healthy psychological study environment</p> <p>Analysis of utilisation of classrooms and preparation of action plans to improve teaching and study-related facilities</p> <p>Optimizing utilization of classrooms</p>

Health service cooperation	Strategic goals for main academic area	Sources of information	Objectives	Initiatives/Projects
<p><b>Cooperating with the health services</b></p> <p><i>The goals and initiatives in the four focus areas outlined above also apply to this special, fundamental focus area for AU Health</i></p>	<p>Further development of university-related activities at Aarhus University Hospital (AUH)</p>	<p>Review of medical specialities</p> <p>Reporting to the Ministry of Health on the handling of highly specialized treatments</p> <p>AU Health's benchmarking – the Department of Clinical Medicine</p>	<p>To define viable academic environments within medical specialities</p> <p>To ensure that highly specialized treatments are based on research in accordance with or better than the requirements stated by the National Board of Health</p> <p>To strengthen internationalization</p>	<p>Following up on reviews of specialities and reporting to the Ministry of Health</p> <p>Securing funding for guest professors through LUR (the leadership forum for the University–Region cooperation)</p> <p>Introducing new academic regulations for medical students</p>
	<p>Strengthening of research and research-based teaching at the regional hospitals</p>	<p>Research profiles from the individual hospitals</p> <p>Approval of university clinics by LUR</p>	<p>To establish research and educational organizations at all regional hospitals</p> <p>To have completed approval of at least five university clinics</p> <p>To establish at least five professorial chairs at the regional hospitals</p>	<p>Employing academic coordinators at all regional hospitals</p> <p>Employing semester coordinators</p> <p>Signing agreements with regional hospitals for professorships</p> <p>Securing funding through LUR to start up research at regional hospitals</p>
	<p>Strengthening of cooperation with other health services provided under the auspices of the regional authority</p>	<p>AU Health's benchmarking – the Department of Public Health</p> <p>Reporting to LUR on the efforts being made to promote the four AU core activities</p>	<p>To have AU designated as the body responsible for doing public-health research in the Central Denmark Region (CDR)</p> <p>To realize identified potentials for research across the national health services</p> <p>To have reinforced collaboration by establishing two additional professorial chairs</p>	<p>Achieving an agreement that AU is the body responsible for doing research in the field of public health in the CDR</p> <p>Reinforcing efforts in the area of continuing education in the health professions</p> <p>Completing a research strategy for collaboration between AU Health and CDR</p> <p>Having LUR secure funding for collaborative, cross-disciplinary research</p>
	<p>Support for the health services provided by municipal authorities</p>	<p>AU Health's benchmarking – the Department of Public Health</p>	<p>To strengthen AU Health's cooperation with municipal authorities – particularly those in the Central Denmark Region</p> <p>To exploit identified potentials for research across the national health services</p> <p>To identify potential opportunities for further cooperation with municipal authorities in relevant areas, which includes identifying relevant potential participants</p>	<p>Collaborating with a "spearhead municipality"</p> <p>Engaging municipal authorities under the auspices of the Coordination Committee for Public Health</p> <p>Having LUR secure funding for cross-disciplinary research collaboration</p> <p>Setting up a research-based centre offering health consultancy</p> <p>Initiating collaboration with Local Government Denmark (municipal association) on analyses of municipal health provision</p>