

New solutions through
developing individuals,
advancing **knowledge** and
driving **innovation**

Strategy 2030

Aarhus University



AARHUS UNIVERSITY





Table of contents

Preface	4
Vision	6
Mission	8
Values	11
Strategic focus areas	12
Research of the highest international calibre	14
Popular degree programmes with high academic standards	18
Coherent, vibrant campuses	22
Research-based innovation and entrepreneurship	26
Digital frontrunner	30
Spearheading sustainable development	34

Preface

Leading up to 2030, Aarhus University must continue to develop in an era marked by major global and national challenges. Geopolitical tensions, climate change, the biodiversity crisis, the energy crisis and threats to democratic societies are just some of the challenges the university must address and help solve. At the same time, the university must navigate the fundamental transformation of the landscape of Danish education that will challenge Danish educational institutions and demand considerable efforts to ensure its successful implementation.

Strategy 2030 sets the course for the university's development in the coming years. Aarhus University will not settle for merely adapting to these changes: the university will pursue the opportunities that arise and will contribute to new solutions by developing individuals, new insights and innovation.

Aarhus University pushes the boundaries of human knowledge through groundbreaking research, and historically has enjoyed considerable success in attracting external funding. The university's degree programmes are popular, and are characterised by excellent learning environments with inclusive, supportive communities and high-quality teaching that foster highly employable graduates. Finally, the university's business initiative and research-based science advice ensure that more research is translated into innovative solutions at private companies and public institutions for the benefit of society as a whole.

Leading up to 2030, Aarhus University will work with six strategic focus areas that set the course for the university's initiatives and priorities across faculties, departments, schools, research centres, degree programmes and administrative units. The strategy is also dynamic, enabling it to be adapted to changing circumstances. Every year, the university will draft action plans that ensure ongoing prioritisation and establish the initiatives that will implement the goals for each strategic focus area through specific activities.

Strategy 2030 is the result of a comprehensive process, with input from staff, students and external stakeholders. The strategy is our pledge that Aarhus University will continue to play a central role in shaping the future, locally, nationally and globally.

Aarhus University invites everyone to participate in the development of the university leading up to 2030: a development whereby employees, students and partners continue to build on the university's proud traditions together, creating new insights and solutions for the society of tomorrow.



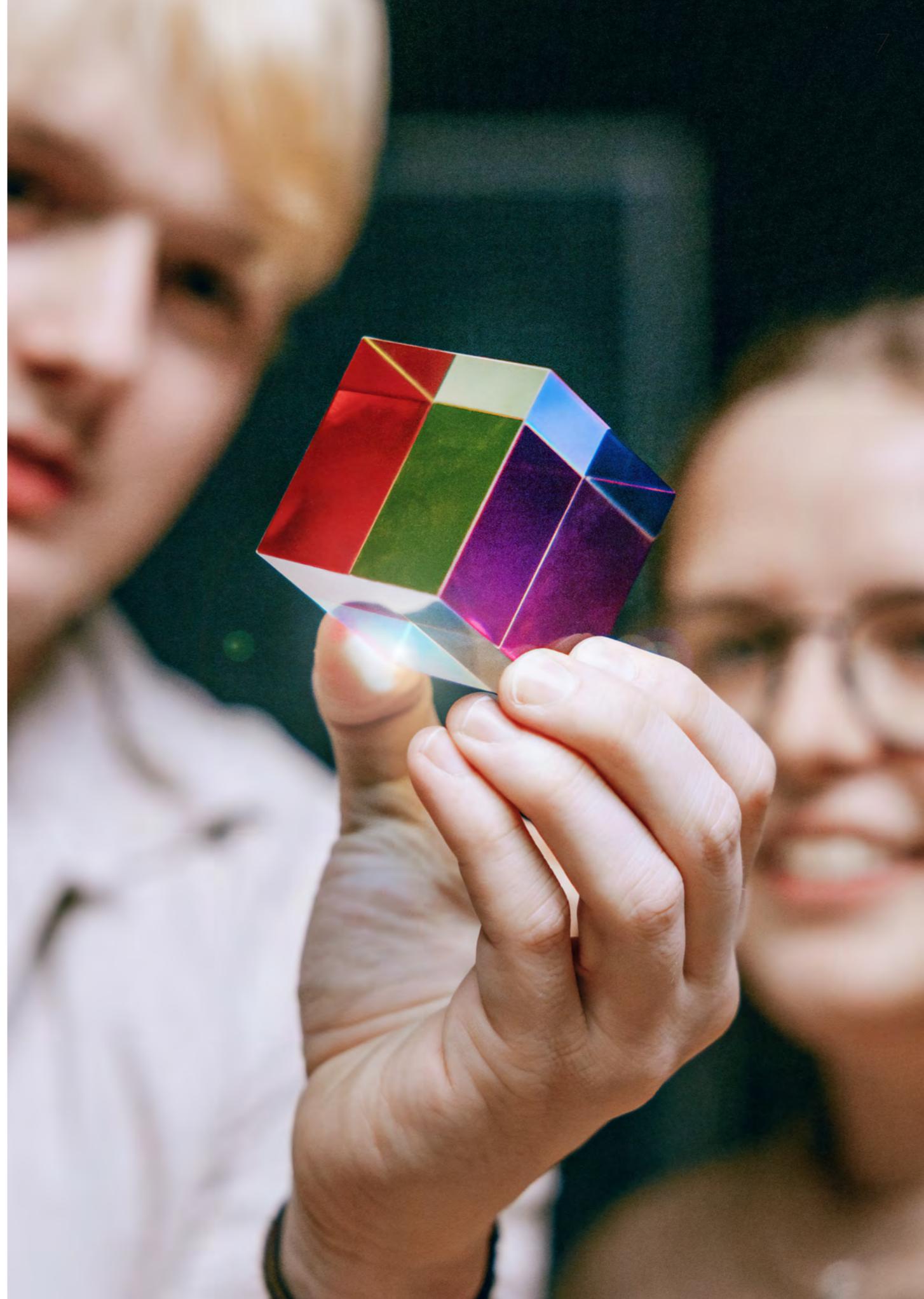
Vision

Aarhus University strives tirelessly to be an international research-intensive campus-based university that develops individuals, shares knowledge and fosters positive societal transformation, grounded in foundational research, education and collaboration. Aarhus University is determined to generate new insights and leverage its comprehensive disciplinary reach to develop research-based solutions to complex societal challenges.

To realise this vision, Aarhus University will be guided by the following principles, striving to:

- create attractive, diverse and inclusive research, teaching and consultancy programmes that attract and retain the greatest talents.
- promote interdisciplinary collaboration and exploit the potential inherent in the university's wide disciplinary reach to create the foundation for new research-based solutions.
- offer degree programmes that develop individuals throughout their lives and educate sought-after graduates for the future.
- enhance the university's international profile and promote the global exchange of knowledge and talents.
- serve as a hub for innovation, collaboration with industry and science-based policy advice.
- engage in public debate and contribute to the creation of value in society through new knowledge.
- contribute actively and ambitiously to the sustainability transition.

Aarhus University's vision will be realised through research, education and collaboration, which taken together define the university's mission.



Mission

Aarhus University's mission is to contribute to society's welfare and sustainable development. We achieve this through our research and research-based degree programmes of internationally distinguished excellence, and in close collaboration with the public and private sector and civil society.

Independent **research** of internationally distinguished excellence is the foundation for the university's endeavours. Research leads us to new breakthroughs and unlocks the innovative solutions of the future; at the same time, research is the basis for the university's degree programmes and consultancy activities.

Aarhus University's research-based and vocationally and professionally-oriented **degree programmes** are academically challenging and are delivered in an engaging learning environment. Both aspects are crucial for the university's ability to develop the individual and foster positive societal transformation.

The university has close ties to society which are based on mutual, value-creating collaboration, science-based policy advice and the exchange of knowledge. Through this **collaboration**, the university contributes to concrete, research-based solutions to complex challenges.

Together, the university's researchers, educators, technical/administrative employees, managers and students make Aarhus University's strategic development and day-to-day operations possible. Their knowledge, commitment and collaboration are essential to the university's success and contribution to society.

The university's mission is expressed in the illustration on the opposite page, which outlines the university's central tasks. Each core task is essential in its own right, but the connections between them are no less important. The solutions to the challenges of tomorrow will be discovered through the interplay of research and collaboration. The combination of research and education ensures that students gain access to the latest knowledge and develop the abilities they need to contribute to the advance of knowledge themselves. Finally, students have an opportunity to put theory into practice at the intersection of education and collaboration.





Values

Aarhus University's core values, rooted in Magna Charta Universitatum, are the principles that frame the university's research, education and collaboration activities.

- **Freedom of expression and academic freedom**

Aarhus University is committed to safeguarding freedom of expression and the individual's opportunity to realise their potential. Freedom of expression is closely linked to academic freedom, which is the cornerstone of the university's approach to its core tasks. At Aarhus University, we believe strongly that the best incubator for new knowledge and breakthroughs is an academic environment characterised by the free exchange of ideas, critical thinking and open, respectful discussion.

- **Academic excellence and integrity**

Aarhus University has a responsibility to society and to the academic disciplines the university represents. The university has a duty to deliver the highest level of academic excellence with integrity, which is ensured by peer review processes as well as transparency and professionalism in all of the university's undertakings.

- **Community and collaboration**

At Aarhus University, we view community and collaboration as the key to solving complex issues. The university is dedicated to fostering a culture in which researchers, technical/administrative staff, students and society interact to the benefit of society's development.

- **Support and respect**

Aarhus University is an inclusive workplace where employees and students treat each other with respect and decency. The university is committed to providing a good, safe and supportive work and learning environment for employees and students that promotes engagement, academic and professional flourishing, and involvement.

- **Diversity, gender equality and inclusion**

Aarhus University values diversity because it contributes to creativity in research, engaging teaching and good technical and administrative support. The university is committed to promoting equality, diversity and inclusion at every level, making room for different voices to be heard and actively combatting discrimination – both conscious and unconscious.

- **Democracy and involvement**

Aarhus contributes to a sustainable society and an informed democracy through the knowledge that staff, students and graduates bring into play every single day. At the same time, Aarhus university is committed to fostering an open and inclusive culture in which staff, students and managers say what they think and listen to each other, so that we make well-considered, responsible decisions.

Strategic focus areas

Aarhus University's vision, mission and values set out a clear framework for the university's endeavours and goals. Within this framework, six strategic focus areas have been defined that continue to build on the university's solid foundation and chart a course for the university's activities and priorities on the path towards 2030.

Research of the highest international calibre

- Research ecosystems of the highest quality
- Desirable career paths for early-career researchers
- Efficient, discipline-aligned research support

Popular degree programmes with high academic standards

- Relevant degree programmes of the highest quality
- Engaging, innovative learning environments
- Attracting and retaining highly qualified international students

Coherent, vibrant campuses

- A good setting for work and study

Research-based innovation and entrepreneurship

- Attractive conditions for collaboration and innovation
- Cohesive entrepreneurship ecosystem

Digital frontrunner

- Proficiencies for the digital labour market
- A hub for cybersecurity

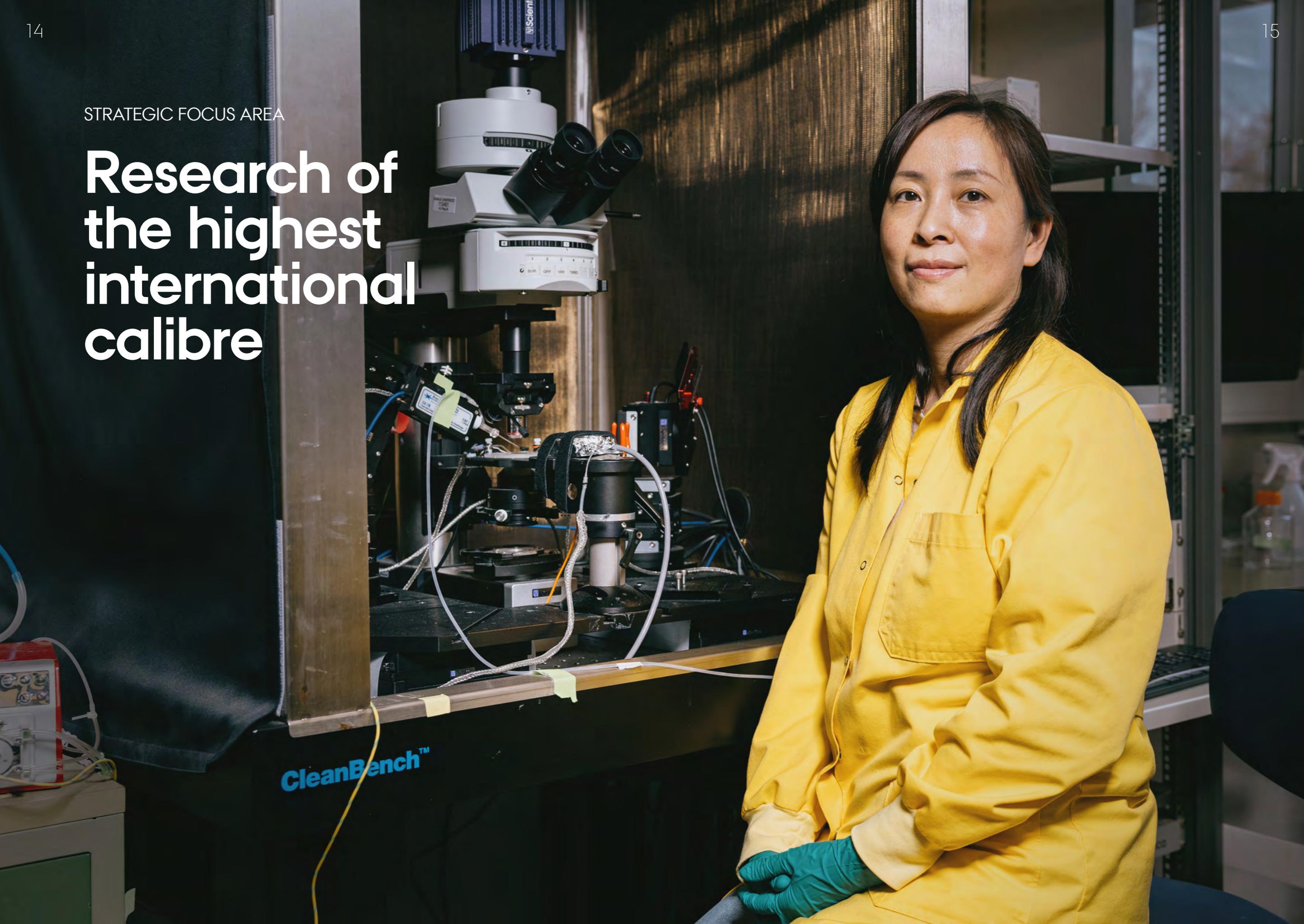
Spearheading sustainable development

- Interdisciplinary research effort for sustainable solutions
- Sustainability in more degree programmes
- A sustainable institution

STRATEGIC FOCUS AREA

Research of the highest international calibre

CleanBench™



Research of the highest international calibre

Excellent research achieves new breakthroughs and opens the doors to the solutions of the future. Aarhus University is committed to conducting research of the highest international calibre, developing more research areas to be among the best in the world and actively taking advantage of its comprehensive disciplinary reach to promote interdisciplinary research and science-based policy advice.

Our ambition is to attract the most accomplished researchers and the most promising research talents to make their careers at Aarhus University by offering internationally competitive research ecosystems, accompanied by dedicated talent development resources, modern research infrastructure, attractive working conditions and efficient, accessible administrative support.

Strategic initiatives

● Research ecosystems of the highest quality

Aarhus University is committed to enhancing the quality of its research output and fostering interdisciplinary collaboration in the quest to deliver new research breakthroughs and innovative solutions.

To achieve this, both existing positions of strength and new research ecosystems of the highest international calibre will be developed. The university will elevate research ecosystems with great potential for development and establish new research ecosystems of excellence, both within and across disciplines.

● Desirable career paths for early-career researchers

At Aarhus University, our goal is to be the preferred choice for early-career research talents who either want to pursue an academic career or become part of the next generation of highly specialised professionals and leaders in the private or public sector.

Promising early-career researchers must be able to realise their full potential, and the university will provide attractive conditions, good opportunities for development and transparent career paths that attract and retain the next generation of researchers and educators.

● Efficient, discipline-aligned research support

At Aarhus University, researchers must have the best conditions in which to freely generate ideas, pursue them and deliver research breakthroughs through excellent basic research and applied research.

To this end, the university will work to improve its research infrastructure in order to provide more researchers with access to the latest knowledge, technical support and the best research infrastructure, including databases, advanced equipment and laboratory facilities. At the same time, an efficient, discipline-aligned research support service will be developed, providing researchers with guidance and specialised administrative support in all phases of their research projects.

STRATEGIC FOCUS AREA

Popular degree programmes with high academic standards

A photograph of several students in a library or study area. In the foreground, a young man in a light-colored jacket is looking down. Behind him, a young woman with blonde hair, wearing a green top and a grey vest, is smiling and looking at a laptop. To her right, a young man in a green sweater is looking at a piece of paper. In the background, another young woman is visible, and there are bookshelves filled with books. The overall atmosphere is one of focused academic work.

Popular degree programmes with high academic standards

Danish university degree programmes are facing significant changes. This is particularly true of the Master's degree programme landscape: going forward, Danish universities must offer new, shorter types of Master's degree programmes and develop more work-integrated Master's degree programmes. Aarhus University is determined to maintain the international standard of excellence of its research-based degree programmes – regardless of structure or length.

Aarhus University will resolutely maintain the high academic standards that characterise our prestigious degree programmes, while at the same time continuing to develop and consolidate its degree programme portfolio to ensure that all of the university's offerings remain relevant and attractive to both applicants and employers. On all of their programmes, the university's students must encounter an engaging academic environment that stimulates their curiosity and motivates them to collaborate, innovate and learn.

Strategic initiatives

● Relevant degree programmes of the highest quality

At Aarhus University, every single one of the degree programmes offered must be relevant, in demand and of high quality, to ensure that the university's graduates retain their solid position in the labour market of the future, with relevant competencies.

The university will approach the renewal of its degree programme portfolio with intention and purpose, rethinking structure and content while also safeguarding its proud tradition of academic excellence and rigour. In this connection, the university invites the business community and the public sector to engage in long-term, mutually binding partnerships to support the development of the new Master's degree programme landscape.

● Engaging, innovative learning environments

In 2030, Aarhus University must internationally recognised as an attractive place to study, with engaging classes, vibrant social and academic student life and inclusive communities – both inside and outside the classroom.

Aarhus University will develop teaching formats and academic settings that provide an even higher degree of support for students' engagement and collaboration, as well as student-teacher interaction. The university will also leverage its comprehensive disciplinary reach to enhance its programmes with new interdisciplinary elements that develop students' ability to think holistically and innovatively.

● Attracting and retaining highly qualified international students

Aarhus University is committed to increasing international student admissions, to the benefit of a more dynamic and diverse learning environment on the university's campuses.

Aarhus University's ambition is to increase English-taught student places, recruit more highly qualified international students and create inclusive international learning environments. In collaboration with employers and government authorities, the university will also work to retain international graduates of its programmes on the Danish labour market, contributing even more highly qualified professionals to the labour force.

STRATEGIC FOCUS AREA

Coherent, vibrant campuses



Coherent, vibrant campuses

Aarhus University is an architectural icon with unique campuses that invite intellectual immersion. The university must continue to be renowned for the beauty and functionality of its campuses and facilities in future.

The university's ambition is to develop its campuses so that they keep pace with the times, elevating the academic environment and academic interchange to the next level. Aarhus University is committed to creating coherent, vibrant campuses that engage students and employees and invite the outside world inside. The university must be an inspiring setting for work and study and for collaboration across disciplines, subject areas and functions.

Strategic initiatives

● A good setting for work and study

Aarhus University is committed to providing inviting locations where employees thrive and work productively, and where students enjoy socialising and studying. The university's ambition is to create coherent, integrated campuses that foster research, education, collaboration and a wide variety of clubs and associations.

To this end, the university will seize the unique opportunities to integrate the university's main campus in Aarhus even more closely with the city by consolidating its activities in the University Park, the University City and Katrinebjerg, at the same time continuing to develop its other locations in Aarhus, including on Dalgas Avenue and at Navitas and Moesgaard. At the same time, the university will continue to develop its campuses in Viborg, Emdrup and Herning, with a focus on strengthening the learning environment, while continuing to modernise the facilities at the university's other locations. Sustainability will be a consistent consideration in all aspects of the university's physical development, with a focus on the implementation of sustainable solutions in connection with new construction and renovation, as well as associated green spaces.

The university's campuses must be developed so as to foster collaboration between the university's employees, students, the local community, business and industry, and society broadly speaking. Outdoor areas, rooms, lecture halls and laboratories must be designed and furnished to stimulate curiosity and learning, on campuses enriched by social activities, including sports facilities, cultural activities and dining facilities that bring communities together and foster well-being.

STRATEGIC FOCUS AREA

Research-based innovation and entrepreneurship

The Kitchen



Research-based innovation and entrepreneurship

At Aarhus University, the first steps towards ensuring that research-based knowledge creates more value for society have been taken. A highly professional infrastructure has been developed to support the university's business initiative, with good facilities and innovative initiatives that have shown promising results.

The university will now exploit its comprehensive disciplinary reach to elevate and expand the business initiative, with an ambition of becoming one of the leading European comprehensive universities within research-based innovation and entrepreneurship. More researchers and students must engage in value-generating collaboration with national and international partners, and our innovation culture must be anchored across the university. Our goal is to develop and share more research-based solutions to the benefit of society's development and welfare.

Strategic initiatives

● Attractive conditions for collaboration and innovation

Aarhus University is dedicated to creating attractive conditions for collaboration and innovation, so that even more research is translated into innovative, value-generating solutions.

Aarhus University is part of a chain of value with national and international partners. The university will collaborate with these partners to develop new platforms, offerings and incentives that will make knowledge-sharing attractive for researchers, students, businesses and public-sector institutions. In line with this, the university, in collaboration with the Aarhus University Research Foundation, will build a centre for collaboration in the University City based around The Kitchen 2.0, Partnerhuset and Makerspace.

● Cohesive entrepreneurship ecosystem

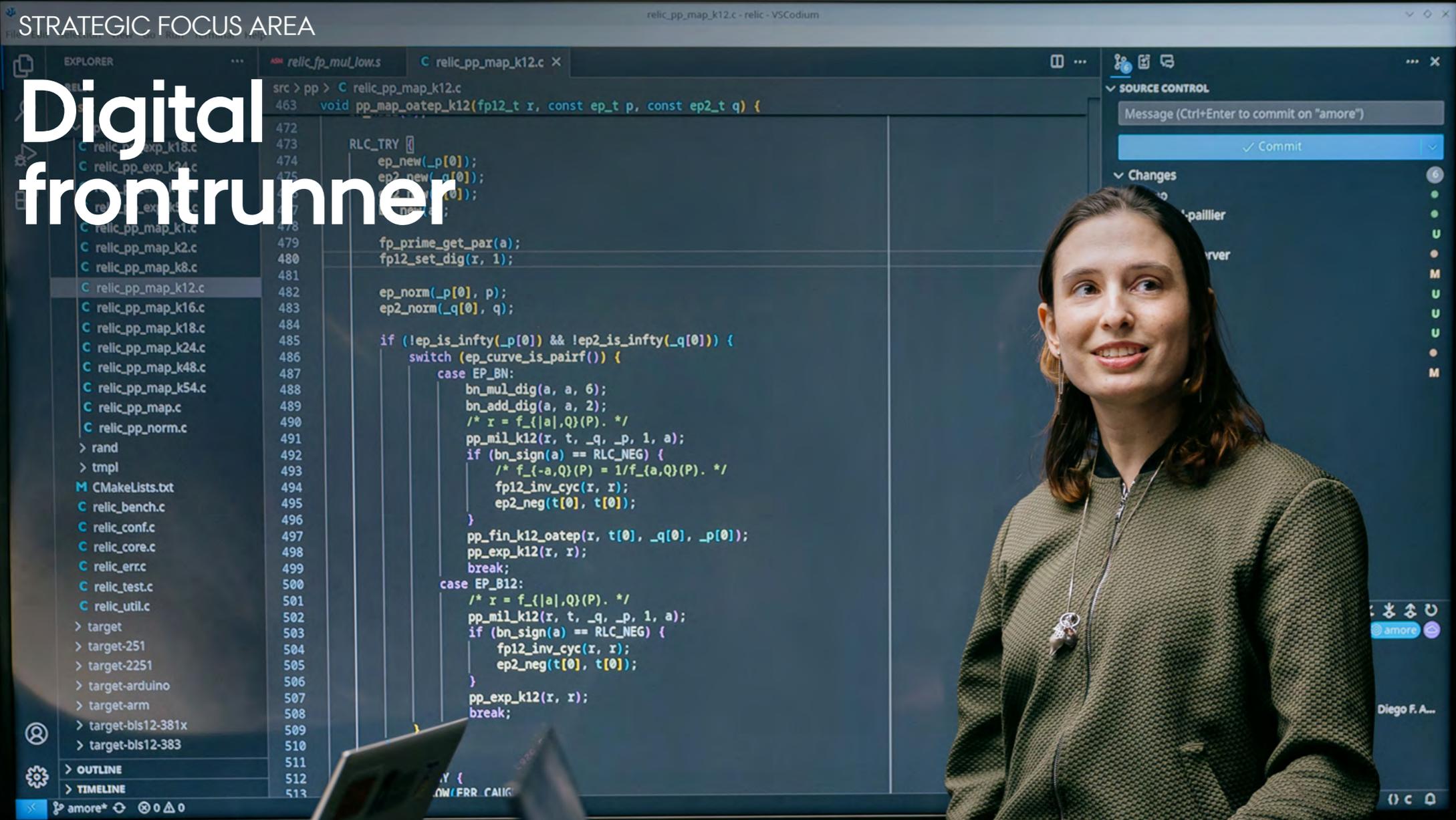
Aarhus University is committed to giving more students and researchers the opportunity to become entrepreneurs, with a view to developing their business ideas into value-generating solutions in collaboration with clusters, companies and government authorities.

Towards 2030, the university will strengthen and anchor innovation culture at all faculties, to encourage more staff and students to embark on the entrepreneurship path, and to bring innovative solutions into play outside the university, coordinated by local and central innovation hubs.

In collaboration with relevant partners, we must at the same time develop a cohesive entrepreneurship ecosystem that provides facilities, training, guidance, networks and capital to the university's entrepreneurs.

STRATEGIC FOCUS AREA

Digital frontrunner



```

src > pp > C relic_pp_map_k12.c
463 void pp_map_oatep_k12(fp12_t r, const ep_t p, const ep2_t q) {
472
473     RLC_TRY {
474         ep_new(_p[0]);
475         ep2_new(_q[0]);
476         ep2_new(_q[0]);
477         ep2_new(_q[0]);
478
479         fp_prime_get_par(a);
480         fp12_set_dig(r, 1);
481
482         ep_norm(_p[0], p);
483         ep2_norm(_q[0], q);
484
485         if (!ep_is_infty(_p[0]) && !ep2_is_infty(_q[0])) {
486             switch (ep_curve_is_pairf()) {
487                 case EP_BN:
488                     bn_mul_dig(a, a, 6);
489                     bn_add_dig(a, a, 2);
490                     /* r = f_{|a|,Q}(P). */
491                     pp_mil_k12(x, t, _q, _p, 1, a);
492                     if (bn_sign(a) == RLC_NEG) {
493                         /* f_{-a,Q}(P) = 1/f_{a,Q}(P). */
494                         fp12_inv_cyc(x, r);
495                         ep2_neg(t[0], t[0]);
496                     }
497                     pp_fin_k12_oatep(x, t[0], _q[0], _p[0]);
498                     pp_exp_k12(x, r);
499                     break;
500                 case EP_B12:
501                     /* r = f_{|a|,Q}(P). */
502                     pp_mil_k12(x, t, _q, _p, 1, a);
503                     if (bn_sign(a) == RLC_NEG) {
504                         fp12_inv_cyc(x, r);
505                         ep2_neg(t[0], t[0]);
506                     }
507                     pp_exp_k12(x, r);
508                     break;
509             }
510         }
511     }
512     RLC_CATCH {
513         RLC_ERR_CAUSE(r);
514     }
515 }

```

SOURCE CONTROL

Message (Ctrl+Enter to commit on "amore")

Commit

Changes

Diego F. A...

Digital frontrunner

Digital technologies are transforming the labour market: new technologies are becoming more advanced and potentially disruptive, placing significantly higher demands on employees, products and services. Artificial intelligence in particular has the potential to transform society and academia, bringing both enormous opportunities and complex issues in its wake.

Aarhus University must be a digital frontrunner university that is recognised for the excellence of its IT and digitalisation programmes. The university will equip employees and graduates with the knowledge and skills to lead and implement digital transformation and contribute to the sustainable development and application of new digital technologies, in addition to being a frontrunner in the field of cybersecurity research education.

Strategic initiatives

● Proficiencies for the digital labour market

Aarhus University must be at the forefront of technological development and the digital labour market's demand for digital-ready graduates, just as students and employees must be equipped to navigate a digital society.

To this end, Aarhus University will enhance and develop its IT research and teaching ecosystems by expanding research capacity and creating more study places, including English-taught, on IT digital technology degree programmes. At the same time, the digital proficiencies of the university's employees and students will be upgraded, to enable them to create, experiment with and critically evaluate new technologies, from the standpoint of their disciplines.

● Cybersecurity hub

Aarhus University's ambition is to be a leader in cybersecurity research and education, contributing to innovative new solutions to defend against and prevent cyberattacks and other hybrid threats.

To this end, the university will intensify collaboration with both private and public-sector partners and work for the establishment of a new national hub for research, education and innovation within cybersecurity, headquartered in Aarhus and with close ties to Aarhus University. At the same time, the university is committed to integrating cybersecurity and information security into its own working methods.

Finally, Aarhus university will increase its involvement in the area of defence and emergency preparedness and contribute knowledge and technology to safeguard Denmark's security in the face of heightened geopolitical risks.

STRATEGIC FOCUS AREA

Spearheading sustainable development



Spearheading sustainable development

Climate change, environmental degradation and biodiversity loss affect the entire world, and there is an acute need for a transition to sustainability and more efficient use of resources. Aarhus University is committed to taking responsibility and leading the way in the transition to sustainability – nationally and globally.

The university is committed to leveraging its academic depth and reach to create new breakthroughs and sustainable solutions, at the same time equipping the graduates of the future with the skills they need to drive and lead the sustainability transition. In addition, the university pledges to reduce its environmental footprint and resource consumption with the goal of becoming a sustainable organisation.

Strategic initiatives

● Interdisciplinary research effort for sustainable solutions

Aarhus University is committed to building bridges between disciplines and creating optimal conditions for uniting basic research and mission-driven research in a joint effort that will generate new ideas, knowledge and research breakthroughs for a more sustainable future.

To this end, the university will launch an ambitious interdisciplinary research effort that will contribute to robust, scalable solutions to this generation's greatest challenge. Researchers from a wide range of disciplines will be affiliated with a new centre formation while retaining their affiliation with their own programme. The research centre, which will be broadly anchored with a clear leadership mandate, will conduct mission-driven research and promote collaboration across the university.

● Sustainability in more degree programmes

Aarhus University will equip the graduates of the future with the knowledge and proficiencies they need to shape a sustainable future in which humans and nature can thrive together.

To this end, sustainability will be integrated into even more degree programmes, with a view to equipping the university's graduates with heightened awareness of and knowledge about social, economic, climate and environmental sustainability.

● A sustainable institution

Aarhus University contributes to a more sustainable society through its core activities. As an institution where thousands of employees and students work and study every day, the university is also committed to reducing its own environmental footprint and resource consumption in order to become a more sustainable institution.

The university will integrate sustainable solutions throughout the organisation by building on existing initiatives and implementing ambitious new initiatives that promote the climate and environmentally-friendly development of the university's operations and growth.



Aarhus Universitet Strategy 2030

Content: The Rector's Office

Photos: Jens Hartmann Schmidt & Marjun Danielsen, AU Photo

Drone photo: Philip Schlosser, AU Video

Design & layout: Nikolai Lander, AU Design

Translation: Lenore Messick, AU Language Services

Print & finish: Vahle+Nikolaisen

Print run UK: 800



synapse [sə- naps]

the point at which a nerve impulse passes from one neuron to another

derivation

New Latin *synapsis*, from Greek, juncture, from *synaptein* to fasten together, from *syn-* *háptein* (ἄπτειν) to fasten

The strategy is our pledge that
Aarhus University will continue to play
a **central role** in **shaping the future,**
locally, nationally and globally.

Aarhus University
Nordre Ringgade 1
DK-8000 Aarhus C
Denmark

Tel.: +45 8715 0000
Email: au@au.dk
www.au.dk