



AALBORG UNIVERSITET

Rektorsekretariatet
Fredrik Bajers Vej 7K

Sagsbehandler:
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Sagsnr.: 2023-012-00324
Dato: 25-04-2024

Indkaldelse til møde 3-2024 i bestyrelsen for Aalborg Universitet
Torsdag den 27. juni 2024
Fredrik Bajers Vej 7K, lokale 0.03

1. **Bestyrelsesformandens velkomst (09:00 - 09:05)**
2. **Godkendelse af dagsorden (09:05-09:10)**
3. **Godkendelse af referat fra bestyrelsens møde 2-2024 den 8. april 2024 (09:10 – 09:15)**
Bilag A) Sagsfremstilling
Bilag B) Foreløbigt referat fra bestyrelsens møde 2-2024 den 8. april 2024
4. **Orientering fra bestyrelsesformanden (09:15 – 09:25)**
Bilag A) Sagsfremstilling
5. **Orientering fra rektor og efterfølgende drøftelse (09:25 – 09:40)**
Bilag A) Sagsfremstilling
Bilag B) Rektors orientering til bestyrelsen
Bilag C) Orientering om omsætning af forskningsmidler
Bilag D) Annual Report IASB PBL 2023
6. **Drøftelse af tiltag pba. diverse rapporter i anledning af 20-året for den nye universitetslov (09:40 – 10:10)**
Bilag A) Sagsfremstilling
Bilag B) Procesplan for tiltag på AAU på baggrund af de tre rapporter inkl. status i maj 2024
7. **Orientering om studieadministrativt informationssystem "Nyt SIS" (10:10 – 10:25)**
Bilag A) Sagsfremstilling
Bilag B) Præsentation

Chefkonsulent Anne-Marie Falch, Studieservice deltager i punktet.

10:25 – 10:40 Pause
8. **Orientering om 1. perioderapport 2024 (LUKKET PUNKT) (10:40 – 10:55)**
Bilag A) Sagsfremstilling
Bilag B) 1. perioderapport 2024



9. Fornyelse af strategi for finansiel risikostyring (LUKKET PUNKT) (10:55 – 11:35)

Bilag A) Sagsfremstilling

Vicedirektør Steen Harrit Jakobsen, Økonomiafdelingen deltager i punkterne 6 og 7.

11:35 – 12:25 Frokost i gæstekantine, Kroghstræde 3, lokale 3.104

10. Godkendelse af fælles sundhedsmission – Viden for verden 2022 – 2026 (12:25 – 13:40)

Bilag A) Sagsfremstilling

Bilag B) Two-pager missionsbeskrivelse

Bilag C) Tids- og faseplan

Bilag D) Figur

Bilag E) Præsentation

Professor Michael Skovdal Rathleff, Institut for Medicin og Sundhedsteknologi deltager i punktet.

11. Eventuelt (13:40 – 13:45)

Bilag A) Sagsfremstilling

Bilag B) Liste over punkter til kommende møder

12. Bestyrelsens egen tid (13:45 – 14:00)

Der er bestilt taxa til lufthavnen kl. 14:00.



Kan frit distribueres
Til beslutning

Sagsnr.: 2023-012-00324

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Godkendelse af referat af bestyrelsens møde den 8. april 2024

Indstilling

Det indstilles, at bestyrelsen godkender referatet af bestyrelsens møde den 8. april 2024.

Bilag

Bilag B: Foreløbigt referat fra bestyrelsens møde den 8. april 2024.

Sagsfremstilling

Ingen.

Kommunikation

De åbne dele af referatet offentliggøres på bestyrelsens websted.

Sagsbehandler(e)

Lise Thorup-Pedersen, ltp@adm.aau.dk, Rektorsekretariatet

7. juni 2024



Dato: 8. april 2024

LTP/KVAS

Sagsnr.: 2023-012-00365

Referat af
Aalborg Universitets bestyrelsesmøde 8. april 2024

	Til stede	Afbud
EKSTERNE MEDLEMMER		
André Rogaczewski (formand)	X	
Christine Antorini (næstformand)		X
Anne Jastrup Okkels (AO)	X	
Lars Raadkjær Enevoldsen (LRE)	X	
Randi Muff Christensen (RMC)	X	
Henrik Tvarnø (HT)	X	
INTERNE VIP-MEDLEMMER		
Thessa Barbara Fraucke Jørgensen (TFJ)	X	
Kjeld Nielsen (KN)	X	
INTERNT TAP-MEDLEM		
Lene Horn (LH)	X	
INTERNE STUDENTERMEDLEMMER		
Daniel Sejr Vitagliano (DSV)	X	
Bertil Weis Jørgensen (BWJ)	X	
FASTE DELTAGERE UDEN STEMMERET		
Per Michael Johansen (rektor)	X	
Anne Marie Kanstrup (prorektor)	X	
Søren Lind Christiansen (universitetsdirektør)	X	

Mødet begyndte kl.: 09.00
Mødet sluttede kl.: 15.00
Referent: Lise Thorup-Pedersen/Katrine Vasegaard
Næste ordinære møde: 27.06.2024

Statsautoriseret revisor Jakob B. Ditlevsen, Deloitte og vicedirektør for økonomi Steen Harrit Jakobsen deltog i punkterne 4 og 5, Professor Kristine Eck, Institut for Politik og Samfund og lektor Mikkel Meyer Andersen, Institut for Matematiske Fag deltog i punkt 9, Kommunikationschef Susse Maria Holst, pressechef Jakob Elkjær og teamkoordinator Karen Worm Markussen deltog under punkt 10.

1. Bestyrelsesformandens velkomst

Formanden bød velkommen til mødet.

2. Godkendelse af dagsorden

Dagsordenen blev godkendt.

3. Godkendelse af referat fra bestyrelsens møde 4. marts 2024

Bilag A) Sagsfremstilling

Bilag B) Foreløbigt referat af bestyrelsens møde d. 4. marts 2024

Referatet blev godkendt.

4. Godkendelse og underskrift af revisionsprotokollat for årsrapport 2023

Bilag A) Sagsfremstilling

Bilag B) Rapportering vedrørende revision af årsrapporten for 2023

Statsautoriseret revisor Jacob B. Ditlevsen orienterede om, at revisor har afsluttet revisionen af årsregnskabet for universitetet for 2023 og har afgivet en revisorerklæring uden forbehold eller fremhævelser. AAU har et betryggende kontrolmiljø med gode interne processer og forretningsgange.

Revisor har vurderet, at AAU bruger sine penge iht. formålene og på sparsommelig vis. Der er ikke kommentarer til daglig drift, og det vurderes, at alt er fremlagt efter gældende regnskabsregler. Revisor skal i henhold til lovgivningen kigge særligt på risikoen for besvigelser, hvilket ikke har givet anledning til bemærkninger. Bestyrelsen bekræftede, at de heller ikke har kendskab til besvigelser.

AAU vurderes til at have et forsvarligt kapitalberedskab, om end ledelsen bør fastholde sit fokus på likviditetsstyring.

Revisor gennemgik revisionen af årsregnskabet, hvor der kun er grønne markeringer. Undtaget dog et enkelt obs-punkt på området Forvaltning og juridisk-kritisk, som skyldes den generelle sikkerhedspolitiske udvikling.

Bestyrelsen tog revisionsprotokollatet til efterretning. Det vil herefter blive underskrevet.

5. Godkendelse og underskrift af AAU-årsrapport 2023

Bilag A) Sagsfremstilling

Bilag B) Udkast til AAU-årsrapport 2023

Bilag C) Præsentation

Bilag D) Sagsfremstilling

Bilag E) Statusredegørelse 2023 for Den strategiske rammekontrakt 2022-2025

Bilag F) Statusredegørelse 2023 for AAU om 'Flere og bedre uddannelser i Danmark'

Bilag G) Sagsfremstilling

Bilag H) Orientering om 3. perioderapport 2023

Bilag I) Præsentation

Vicedirektør for økonomi Steen Harrit Jakobsen præsenterede de væsentligste indsatser og aktiviteter i Årsrapport 2023 inden for universitetets kerneopgaver uddannelse, forskning og vidensamarbejde samt en række tværgående indsatser.

Den disponible egenkapital er ved udgangen af 2023 103 mio. kr. mod budgetteret 31 mio. kr. Dette betyder, at spareplanen har virket efter hensigten, og at universitetet hurtigere realiserer målet om at have en disponibel egenkapital på 60 mio. kr. i 2025.

Han præsenterede forventningerne til udviklingen i 2024, hvor der vil blive arbejdet videre med strategien under hensyntagen til en række ydre faktorer. Økonomien er ved årets indgang velkonsolideret og med en stabil drift. I løbet af året vil der særligt være fokus på arbejdet med rekruttering og talentudvikling af VIP, anvendelse af AI inden for alle områder på AAU og omsætning af eksterne midler.

Bestyrelsen drøftede i forlængelse af præsentationen forskellige dele af årsrapporten, bl.a. bemærkede de, at PBL og STEM altid bør fremhæves som særlige styrkeområder for AAU. De understregede, at årsrapporten for 2024 i højere grad bør beskrive universitetets arbejde med både diversitet og bæredygtighed, herunder også konkrete mål og indsatser, da det er væsentligt at afspejle de dagsordener, som optager mange både internt og eksternt.

Den faldende STÅ-prognose gav anledning til en diskussion af, hvordan AAU fastholder fokus i konkurrencen om at tiltrække studerende i de kommende år, hvor demografiske udfordringer, konsekvenserne af KA-reformen og dimensioneringer bliver en væsentlig udfordring for studenteroptaget. Det blev understreget, at det er et afgørende strategisk område, som skal have stor ledelsesmæssig bevågenhed.

I lyset af det faldende hjemtag de to seneste år (768 mio. kr. i 2023) spurgte bestyrelsen ind til, hvad der bliver gjort for at øge hjemtaget. Rektor forklarede, at der arbejdes med det i alle institutter, hvor der laves analyser og kompetenceudvikling for VIP på individniveau. Et grundlæggende problem er dog, at basisforskningsmidlerne udgør ca. 900 mio. kr., og at det er vanskeligt at nå en 1:1 omsætningsratio mellem basisforskningsmidler og eksterne midler, om end AAU gør det bedst blandt de fuldfakultære universiteter i sektoren.

Steen Harrit Jakobsen gennemgik resultatopgørelsen fra 3. periodeopgørelse 2023, som viste et overskud på 4 mio. ved årets udgang mod et budgetteret underskud på 62 mio. kr. Differencen skyldes dels en øget indtægt på finansielle poster og dels, at en spareplan blev iværksat medio 2023.

I forhold til økonomien i de kommende år orienterede vicedirektøren om, at den største risiko på udgiftssiden er det nye studieadministrative system, hvorfor dette projekt vil blive drøftet særskilt på bestyrelsesmødet i juni.

Bestyrelsen takkede for gennemgangen af årsrapporten, som nu kan underskrives og indsendes.

Bestyrelsen fastsatte følgende aktionspunkter:

Nyt studieadministrativt system sættes på dagsordenen til juni-mødet.

6. Orientering fra bestyrelsesformanden

Bilag A) Sagsfremstilling

Bestyrelsesformanden takkede universitetet for det flotte arbejde med at sikre universitetets institutionsakkreditering for de næste seks år.

Han fortalte, at han sammen med rektor deltager i ministerens Uddannelses- og forskningsmøde 2024, hvor han skal holde oplæg om AI. Her vil han fremhæve AAU's styrker på AI-området og foreslå ministeren at lade sig inspirere af, hvordan der arbejdes med AI på AAU.

Tilsvarende vil han foreslå digitaliseringsministeren at lade AAU være en af de 3-4 offentlige institutioner, som hun ønsker at udpege som rollemodel i forhold til brugen af AI.

Både digitaliseringsministeren og kulturministeren har stort fokus på børn og unges trivsel. De ønsker derfor at tale om digitalisering og SoMe. Her vil formanden spille det moderne humaniora på AAU på banen som et sted, hvor der forskes og arbejdes med at finde konkrete løsninger, og hvor forskerne tør være konkrete, også når det bliver politisk.

Formanden drøfter AAU's forskning og kompetencer i dual-use teknologier samt NFC med både forsvarsministeren og udenrigsministeren. Han vil understrege nødvendigheden af en økosystemtandkegang med videninstitutionerne som væsentlige aktører. For AAU er der en stor gevinst ved at være med til at sikre et bredere beredskab og rådgive om, hvad der kræves af et moderne forsvar, som kæmper i en hybridkrig.

Bestyrelsen tog orienteringen til efterretning og bemærkede, at der stadig også skal være fokus på at øge basisforskningsbevillingen, da øgede eksterne midler er en forudsætning for at kunne realisere målene for fx forsvarssamarbejdet og børn og unge-indsatsen.

7. Orientering fra rektor og efterfølgende drøftelse

Bilag A) Sagsfremstilling

Bilag B) Rektors orientering til bestyrelsen

Rektor opsummerede de skriftlige orienteringspunkter og supplerede med en kort status på arbejdet med KA-reformen.

Han fortalte, at ministeren påtænker at lave nye tiltag på professionshøjskoleområdet, hvor det forudses, at en række uddannelser gøres kortere.

Han orienterede om, at dekanen for Engineering-fakultetet er fratrådt, men at det ikke kommer til at betyde organisatoriske eller strategiske ændringer. Der forventes ansat en ny dekan ultimo 2024.

Rektor fortalte om den netop udgivne VIVE-rapport om sexismen blandt ph.d.-studerende på universiteterne. Han udtrykte stor bekymring over, at sexismen er så udbredt i relationen mellem ph.d.-studerende og overordnede. Han bemærkede, at selvom AAU på alle parametre ligger en smule bedre end gennemsnittet, er det stadig alarmerende tal. Rektoratet har drøftet, hvilke tiltag der skal iværksættes for at løse problemet, bl.a. skal der arbejdes med kulturen helt ude i de enkelte forskningsgrupper. Rektoratet vil arbejde videre med sagen gennem de formelle organer på universitetet.

Bestyrelsen var enig med rektor i, at tallene er beskæmmende, og at der skal arbejdes på at finde løsninger på alle niveauer i organisationen, da der er tale om et systemisk problem. Der skal gennemføres en kulturændring, hvor ledelsen skal stå fast og sikre konkrete handlinger, selvom det kan kræve svære beslutninger.

8. Opfølgning på strategisk fokuspunkt – excellent forskning

Bilag A) Sagsfremstilling

Bilag B) Præsentation

Rektor præsenterede status på den strategiske indsats inden for excellent forskning. Det er nyt på de danske universiteter at have et målrettet fokus på at lokalisere og udvikle de særligt talentfulde forskere allerede fra starten af deres karriere. Men i takt med den stigende konkurrence om talenterne på verdensplan er det afgørende for AAU både at kunne udvikle og fastholde sine egne talenter og at kunne tiltrække talenter udefra.

Som led i strategien blev der 2016 igangsat et talentprogram, hvor 24 unge forskere blev udvalgt til et 3-årigt forløb, hvor de fik støtte til at opbygge faglige og ledelsesmæssige kompetencer mhp. at opbygge egne forskningsgrupper og hjemtage større forskningsbevillinger.

Evalueringen af talentprogrammet viser, at 12 ud af de 24 er blevet professorer, 20 er stadig ansat på AAU, og flere har hjemtaget større bevillinger.

På den baggrund igangsættes der nu et nyt talentprogram, som har første call i efteråret 2024. I forhold til det første talentprogram er der sket en justering i målgruppen; der er kommet mere fokus på selve forskningsidéen; og der er et tydeligere mål om at hjemtage prestigefyldte midler, bl.a. understøttet af en interviewrunde med prominente forskere på AAU og en række særskilte aktiviteter for talenterne.

Bestyrelsen var enig i beslutningen om at starte et nyt talentprogram og noterede med tilfredshed, at det allerede nu på field weighted citation impact kan ses, at AAU har en række spirende talenter.

9. Besøg/forskningsfagligt oplæg

Bestyrelsen fik to forskningsfaglige oplæg:

Professor Kristine Eck startede på Institut for Politik og Samfund 1. januar 2024. Hun kom senest fra en stilling på Uppsala Universitet og har en række andre ansættelser bag sig. Hun forsker inden for data, datagenerering og dataanalyse i forbindelse med konflikter og borgerkrige. Senest har hun fået et 5-årigt ERC-grant til projektet *Variation in Oversight of Police Misconduct (VINO)*, som undersøger politiets magtmidler, politiklager og de strukturelle processer for håndtering af dem i 34 OECD-lande.

Lektor Mikkel Meyer Andersen fra Institut for Matematiske Fag på AAU og adjungeret lektor på KU præsenterede sin forskning under overskriften *Mordsager og seksualforbrydelser opklares med statistik*. Hans forskning drejer sig om anvendelsen af statistik i retsgenetik, hvor han arbejder med bevisers sandsynlighed. Han har i flere tilfælde bidraget til opklaring af alvorlige forbrydelser, hvor genetisk slægtskab har spillet en rolle. Udover det rent forskningsfaglige fokus har han løbende fokus på at vise, at matematik og statistik kan anvendes i mange sammenhænge og har relevans for mange fagområder.

Bestyrelsen takkede for de to meget interessante oplæg.

10. Kommunikation og Public Affairs fokus for 2024

Bilag A) Sagsfremstilling

Bilag B) Præsentation

Vicedirektør for Kommunikation Susse Maria Holst præsenterede AAU's impact-dagsordener, der ligger inden for fem hovedspor, som alle fire fakulteter har indsatsen inden for. Dertil kommer tre særligt prioriterede områder. På Public Affairs-området arbejdes der med syv forskellige målrettede budskaber. Samlet afgør disse emner og områder den kommunikationsmæssige prioritering for 2024.

Der er opstillet en række tilknyttede KPI'er, som kommunikationsafdelingen skal arbejde frem mod. Der er tale om foreløbige mål, da flere områder stadig er under udvikling.

I løbet af 2024 vil der desuden blive arbejdet med seks prioriterede udviklingsområder, som får et særligt fokus i kommunikationsindsatsen, bl.a. udarbejdelse af strategier for forskellige kommunikationsindsatser og et videnuivers om børn og unges trivsel.

Pressechef Jakob Elkjær fortalte om strategien for pressearbejdet. Der er mange relevante historier at fortælle, og der arbejdes målrettet på at komme ud i de nationale medier og på flere platforme, sådan at historier kan sprede sig derfra. Der anlægges en kvalitetsvinkel på alt pressearbejdet, og historier skal kunne leve op til mediernes nyhedskriterier. De skal samtidig være inden for impact-områderne og bygge op om AAU's styrker og brand. Desuden skal de være relevante for mange/den brede befolkning. Der er særligt fokus på at vise AAU's styrker inden for AI gennem historier om anvendelsesmuligheder.

Pressechefen viste eksempler på historier og nyheder fra AAU, og samlet set ligger universitetet i pressestatistikken flot på de landsdækkende medier.

Bestyrelsen bemærkede, at de fem impact-områder er relevante, men at det er afgørende, at forskerne forstår, at de skal være konkrete og handlingsanvisende. Det er ikke nok at analysere sig frem til årsage bag de undersøgte problemer, de skal også turde anviser konkrete løsninger og evt. interventioner. Dette ikke mindst i forhold til børn og unges trivsel, som har stor samfundsmæssig bevågenhed, og hvor forskernes løsninger vil kunne opfattes politisk.

Bestyrelsen understregede væsentligheden af, at forskerne involveres i pressearbejdet, og at der arbejdes med at kompetenceudvikle dem til at kunne begå sig i medierne. Herunder også at der arbejdes med at træne lederne i at kunne fortælle de gode budskaber internt i organisationen og dermed både styrke AAU's brand og skabe stolthed over at være en del af en succes.

Bestyrelsen efterspurgte mere viden om, hvordan der arbejdes med PA-dagsordenen; hvilke greb der bruges, og hvem der involveres i arbejdet. Dette område skal derfor præsenteres særskilt om ca. et år, når der er opnået flere erfaringer med arbejdet.

Bestyrelsesformanden takkede for præsentation og bemærkede, at budskabet om, at AAU er løsningernes sted, er stærkt og skal bruges aktivt. Det er væsentligt at signalere over for omverdenen, at AAU er et levende og interessant sted – også over for potentielle studerende.

Bestyrelsen fastsatte følgende aktionspunkter:

Arbejdet med Public Affairs drøftes på et bestyrelsesmøde forår/sommer 2025.

11. Eventuelt

- Bilag A) Sagsfremstilling
- Bilag B) Liste over punkter til kommende møder

Intet.

12. Bestyrelsens egen tid inkl. evaluering af arbejdet og sekretariatsbetjeningen

Bestyrelsen bad sekretariatet overveje at lade bestyrelsesmøderne starte kl. 10.00 i stedet for kl. 9.00 for at optimere i forhold til flyafgange om eftermiddagen.

Kan frit distribueres
Til orientering

Sagsnr.: 2023-012-00324

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Orientering fra bestyrelsesformanden

Indstilling

Det indstilles, at bestyrelsen tager orienteringen til efterretning.

Bilag

Ingen.

Sagsfremstilling

Bestyrelsesformanden giver en mundtlig orientering.

Kommunikation

Ingen.

Sagsbehandler(e)

Merete Wolder Lange, mwl@adm.aau.dk, Rektorsekretariatet

12. juni 2024

Kan frit distribueres
Til orientering

Sagsnr.: 2023-012-00324

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Orientering fra rektor og efterfølgende drøftelse

Indstilling

Det indstilles, at bestyrelsen tager rektors orientering til efterretning.

Bilag

Bilag B: Rektors orientering til bestyrelsen.
Bilag C: Orientering om omsætning af forskningsmidler.
Bilag D: Annual Report IAS PBL 2023.

Sagsfremstilling

Rektor har udarbejdet en skriftlig orientering. Desuden gives en mundtlig orientering om dagsaktuelle emner.

Kommunikation

Ingen.

Sagsbehandler(e)

Pernille Sværke Lang Johansen, pslj@adm.aau.dk, Rektorsekretariatet

12. juni 2024



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Aalborg Universitet
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Dato: 06-06-2024
Sagsnr.: 2024-012-00376

Rektors orientering til bestyrelsen

Status på Kandidatreform

Der har nu været afholdt syv møder i Kandidatudvalget og otte møder i den forberedende arbejdsgruppe. 8. møde i Kandidatudvalget afholdes 20. juni.

Der arbejdes i Kandidatudvalget særligt med rammerne for de nye uddannelses typer, der er beskrevet i Kandidatudvalgets delafrapportering.

Internt på AAU er der udarbejdet en version II af den grovskitse til institutionsplan, der skal vise, hvilke grupper af uddannelser der forventes at kunne omlægges til henholdsvis 75 ECTS-uddannelser og/eller de forskellige typer erhvervskandidatuddannelser. Grovskitsen er ikke bindende. Grovskitsen blev indsendt til UFM 31. maj. Indholdet i universiteternes grovskitser skal indgå i Kandidatudvalgets delafrapportering, der offentliggøres 19. juni.

Delafrapporteringen forventes at indeholde:

- Rammer for de nye uddannelses typer
- Overvejelser om omlæggelse af uddannelser
- Rammer for gymnasierettede uddannelser
- Mulighederne for videreuddannelse for dimittender fra kandidatuddannelser på 75 ECTS
- Status på de øvrige spor (kvalitetsløft, administration og undervisningstilrettelæggelse, forskerspor, sektordimensionering og engelsksprogede studiepladser 2024).

Der blev afholdt offentlig høring om delafrapporteringen på SDU den 21. juni.

Kandidatudvalget har drøftet fordelingen af engelsksprogede studiepladser i 2024 samt fordelingen af bachelordimensionering fra 2025, der siden er blevet fastlagt efter behandling i forligskredsen.

Der orienteres yderligere om kandidatreformen mundtligt på bestyrelsesmødet, da Kandidatudvalgets delafrapportering på det tidspunkt er blevet offentliggjort.

Omsætning af hjemtag

Se notat i bilag.

Status på AI-indsatser

Generelt

Der er på nuværende tidspunkt stillet generative AI-værktøjer til rådighed for ansatte og studerende i form af Microsoft Copilot Enterprise (MCE - tidligere kendt som Bing Chat). Studerende kan anvende MCE med afsæt i retningslinjer besluttet af Det Strategiske Uddannelsesråd (DSUR) i 2023. Ansatte kan anvende MCE under hensyntagen til det AI-kodeks, som Universitetsdirektøren og ALF har vedtaget for brug af AI i administrationen.

AI i administrationen

Der er lagt en handleplan for AI i administrationen med henblik på at effektivisere og optimere de administrative funktioner. Der er på nuværende tidspunkt særligt fokus på at afprøve og eksperimentere med Microsoft 365 Copilot, som er en virtuel assistent i en række af Microsofts kontorprodukter. Derudover er der planlagt og afholdt en række kurser for TAP-ansatte i brugen af GPT-løsninger – såkaldte prompting-kurser. Anvendelsen af AI i administrationen sker med afsæt i det netop godkendte AAU AI-kodeks.

Der foregår samtidigt en platformsvurdering af Microsoft 365 Copilot med henblik på at sikre GDPR-compliance ift. brugen af løsningen. Platformsvurderingen sikrer, at de løsninger, vi tager i brug, er it-sikkerhedsmæssigt og GDPR-mæssigt forsvarligt at bruge og i overensstemmelse med gældende lovgivning. Når vurderingen er på plads, kan Microsoft 365 Copilot rulles bredt ud.

Uddannelsesområdet

Center for Digitalt Understøttet Læring (CDUL) har arbejdet med 'Plan for arbejdet med kunstig intelligens på uddannelsesområdet', som blev vedtaget af DSUR den 16. maj 2023. Herunder er der igangsat en række initiativer målrettet både studerende samt undervisere. Det vedrører blandt andet en informativ hjemmeside til de studerende med retningslinjer for brug af AI og vejledning til god videnskabelig praksis, når der anvendes AI.

Derudover er der udarbejdet en række webinarer og en podcast målrettet undervisere, der introducerer AI i undervisningen. Der er udarbejdet et inspirationskatalog med læringsaktiviteter og cases, som underviserne kan benytte i forbindelse med design og udvikling af undervisningsforløb.

Forskningsområdet

Understøttelse af forskningsområdet foregår på nuværende tidspunkt i høj grad organisk. Det vil sige, at det er forskerne selv, der udforsker muligheder og potentialer for værktøjsunderstøttelse for netop deres fagområde.

Der er igangsat et fælles projekt om AI-understøttelse af forskningsansøgnings-processen med særlig fokus på generativ AI til udarbejdelse af dele af en forskningsansøgning. Projektet har til hensigt at opbygge en AAU-løsning, der er trænet på AAU-data, og som kan være med til at løfte effektiviteten ift. skriveprocessen. Dette skal potentielt frigive tid hos forskere og administrativt personale.

Derudover stilles der et par fagspecifikke AI-løsninger til rådighed til forskerne (og studerende) via CLAAUDIA, herunder fx en transskriberingsløsning, der har effektiviseret processen med op til 80%.

AI & SMV'er

Den 6. maj 2024 var Digitaliserings- og Ligestillingsminister Marie Bjerre på besøg på AAU, hvor temaerne var AI og cybersikkerhed. Rektor var vært ved besøget, og han havde også et 1:1-møde med ministeren, hvor de bl.a. talte om AI og SMV'er. De aftalte, at AAU skal komme med et udspil til, hvordan AAU kan bidrage til, at SMV'er får bedre adgang til AI.

Efterfølgende har dekanerne på TECH og SSH nedsat en mindre intern arbejdsgruppe, som kommer med et udspil inden sommerferien.



VIVE-rapport om Sexisme og karriereforløb på danske universiteter

Det Nationale Forsknings- og Analysecenter for Velfærd (VIVE) er udkommet med en [rapport](#), som belyser sexisme blandt ph.d.-studerende. Rapporten viser, at oplevelser med sexisme er udbredt blandt danske ph.d.-studerende, særligt blandt kvinder.

Oplevelserne med sexisme kan dels have konsekvenser for medarbejdernes ønske om en universitetskarriere og dels for deres mentale sundhed. Rapporten bliver nu behandlet og drøftet i organisationen, og på den baggrund vil direktionen efterfølgende behandle, hvordan AAU forebygger og håndterer sexisme.

SSH-dekan fortsætter

Rasmus Antoft fortsætter yderligere seks år som dekan for SSH. Rasmus Antoft har i de ni år, han hidtil har været dekan for SSH, blandt andet sikret en succesfuld sammenlægning af det samfundsvidenskabelige og det humanistiske fakultet til et moderne SSH-fakultet.

Maj Rosenstand bliver midlertidig vicedirektør for Studieservice

Maj Rosenstand bliver ny vicedirektør for Studieservice i de kommende tre år. Hun har været konstitueret i stillingen det seneste halve år og skal være med til at sikre kontinuitet i overgangen til en ny organisering i Studieservice. Hun fortsætter samtidig som vicedirektør for Aalborg Universitets Bibliotek.

Kunst på campus

Der arbejdes på de to kunstprojekter, som sættes i værk på campus i Aalborg Øst i forbindelse med AAU's 50-års jubilæum.

Flagprojektet af Hesselholdt & Mejlvang forventes at stå klar til studiestart 1. september i år. Flagene bliver op til 13 meter høje og vil strække sig over tre kilometer. Projektet er kunstnerduoens hidtil største. Flagene skal fungere som way-finding på campus og skal hjælpe gæster og studerende med at se, i hvilket område de befinder sig. Fakulteterne repræsenteres af hver sin farve. Der er desuden valgt en femte farve til kantinerne.

Det Obelske Familiefond og Salling Fondene - Købmand Herman Sallings Fond har doneret henholdsvis 2 mio. kr. og 1 mio. kr. til projektet.

Det andet projekt af Kirstine Roepstorff, "Den Galaktisk Fællespark" på 6.000 kvadratmeter, forventes at stå færdig medio 2025. Fællesparken etableres på et græsareal midt på campus og vil komme til at fungere som samlings- og arbejdssted for studerende og ansatte. Tanken er at danne et magisk univers med møde- og samlingssteder, kroge og hjørner til læsning, samtale og spil i et landskab af svungne stier, farvestrålende lamper og pavilloner samt buske, græsser og træer. Der er tale om et såkaldt gesamt-kunstværk, hvor forskellige kunstneriske greb mødes i en collage, og hvor brugerne af parken selv er med til at definere værket gennem anvendelsen.

Spar Nord Fonden har doneret knap 6 mio. kr. til værket.

Annual Report IAS PBL 2023

Se årsberetning fra IAS PBL i bilag.



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Orientering om omsætning af forskningsmidler

Baggrund

Aalborg Universitet (AAU) står over for en presset økonomi i de kommende år, hvorfor det er nødvendigt at øge indtægterne fra tilskudsfinansierede forskningsaktiviteter. AAU er over de seneste år lykket med at øge det årlige hjemtag af eksterne forskningsbevillinger fra ca. 586 mio. kr. i 2018 til 809 mio. kr. i 2022 – dvs. en vækst i hjemtaget i perioden på 223 mio. kr. Til trods for den positive udvikling i hjemtaget har AAU's omsætning af forskningsmidler i samme periode ligget forholdsvist stabilt med en vækst på blot 60 mio. kr. Dette billede påvirkes naturligvis af tidsforskydninger, fra hvornår en projektbevilling hjemtages, til der igangsættes aktiviteter. Der er dog sket en vækst i omsætningen i såvel 2022 som i 2023, som indikerer, at tendensen kan være ved at vende. Bestyrelsen vil på mødet i august blive forelagt opdaterede tal, som en del af den årlige benchmarkingpræsentation for sektoren.

Bestyrelsen har tidligere efterspurgt et overblik over igangsatte initiativer, der kan imødekomme udfordringerne med at omsætte det stigende hjemtag af forskningsmidler. Derfor har der i løbet af efteråret 2023 været et arbejde i gang med at indhente input til mulige udfordringer og tiltag hos fakulteter og institutter. Derudover har flere Fælles Service-enheder været inddraget til også at levere input til mulige initiativer, der kan imødekomme de identificerede udfordringer.

Igangsatte initiativer på AAU

Der er i 2023 og 2024 igangsat en række initiativer, der med forskellige tilgange imødekommer udfordringerne og arbejder for at skabe de bedste forudsætninger for, at AAU i fremtiden omsætter flest mulige forskningsmidler, samtidig med at hjemtaget kan øges yderligere.

Rekruttering af forskere

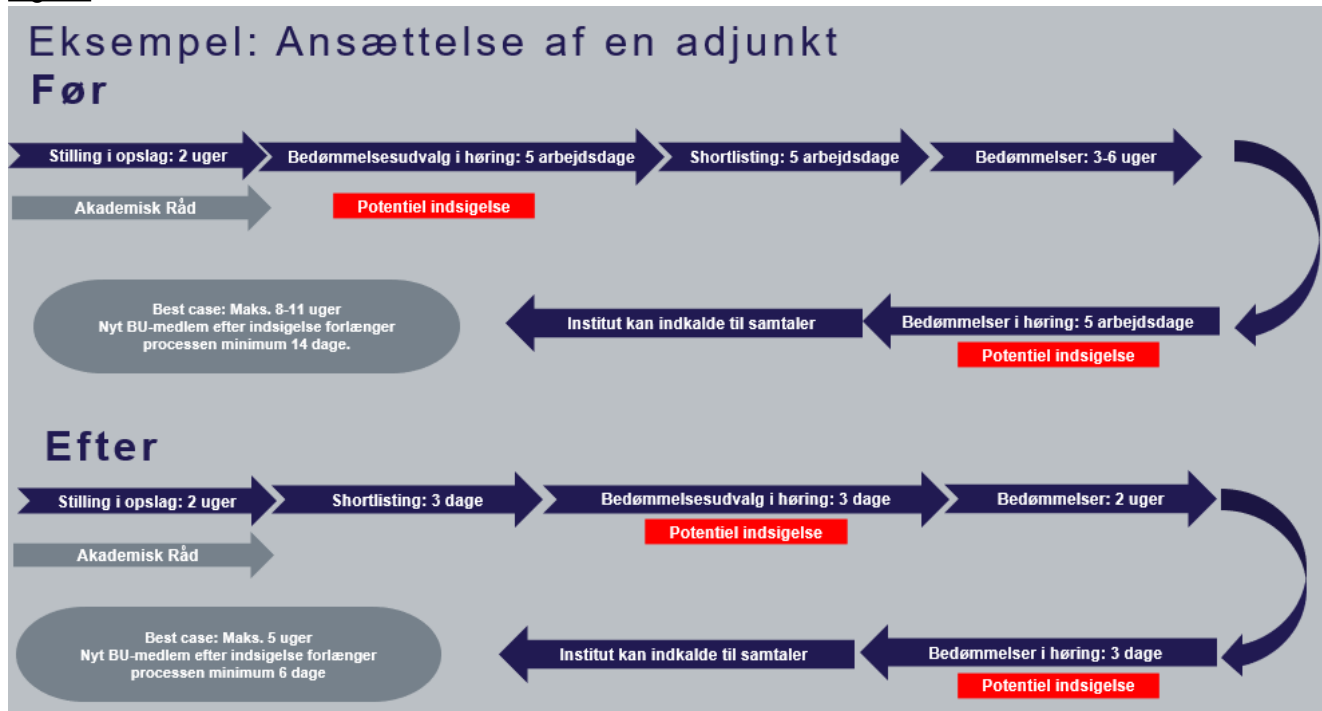
Der er fra flere sider italesat en udfordring om at få ansat og onboardet tilstrækkeligt med VIP'er med den nødvendige forskningshøjde og i tide ift. den periode, som midlerne er givet til. Der har derfor været sat et arbejde i gang med at analysere rekrutteringsprocessen. Dette resulterede i, at direktionen den 24. april godkendte HR's forslag om ændring af AAU-regler og ændring af standardforretningsordenen for de akademiske råd. Begge dele skal dog i høring i de akademiske råd og HSU inden endelig godkendelse i direktionen i august 2024. Derudover tilsluttede direktionen sig et forslag om bedre stillingsplanlægning.

Ændringerne betyder, at institutterne har markant bedre forudsætninger for at arbejde hurtigt, hvis de har behov for det. Ifølge beregningerne kan ændringsforslaget være med til mere end halvere den tid, det tager at ansætte fx en postdoc, fra de nuværende ca. 13 uger til ca. 6 uger (se eksempel i figur 1 for ansættelse af en adjunkt). Dette er fra stillingen publiceres, til ansættelsessamtaler er afholdt. Det kan med andre ord gå endnu hurtigere, hvis fx shortlisting- og bedømmelsesarbejdet og afholdelse af ansættelsessamtaler foretages hurtigere, end de vejledende frister. Det kan tilsvarende gå markant hurtigere på de øvrige videnskabelige stillinger.

Dertil har direktionen sagt ja til, at HR-partnerne i højere grad involveres i institutternes strategiske stillingsplanlægning. Dette bør sikre en større grad af rettidig omhu i rekrutteringssager, hvilket også bør imødekomme udfordringerne med at omsætte hjemtaget af forskningsmidler til ansættelser.

Endelig har direktionen godkendt, at Rektorsekretariatet sætter arbejdet i gang med at ændre akademisk råds standardforretningsorden, så det bliver muligt at anvende stiltiende accept ved godkendelser af fx bedømmelsesudvalg. Det er en forudsætning for at implementere en mere smidig proces, når bedømmelsesudvalgene på de videnskabelige stillinger skal godkendes i de akademiske råd.

Figur 1



Projekt- og porteføljestyring

Flere fakulteter nævner udfordringer med projektadministrationen, herunder styring af projektøkonomi (fx tidsregistrering, økonomiopfølgning og ressourcestyring generelt) og manglende lukning/afslutning af projekter med deraf følgende rettidig omsætning af midlerne.

Der er to administrative initiativer, der afhjælper denne udfordring.

Det ene initiativ er igangsat i Forskningservice, hvor enheden for Funding og Projektledelse understøtter de enkelte, store projekter med en løbende opfølgning. De har fast kadence hver 6.-12. måned, hvor de generelt hjælper med at følge op på både den faglige og økonomiske fremdrift i projektet, så de sikrer, at projektplanen følges.

Det andet initiativ er igangsat i Økonomiafdelingen, hvor der pågår et udviklingsarbejde i forhold til at styrke den løbende ledelsesinformation på forskning, innovation og vidensamarbejde i form af nye dashboards, som giver ledelsen mulighed for løbende at følge udviklingen på bl.a. projektområdet. Derudover er der i økonomistyringen fokus på realistisk budgettering og kvalificerede estimater for den tilskudsfinansierede aktivitet ved periodeopfølgningerne. Til at understøtte den løbende økonomistyring er der udviklet en ny rapport i Power BI, som gør det muligt at følge de budgetterede frikøb i både ankerbudget og flydende budget samt de realiserede frikøb opgjort på timer og medarbejderniveau. Rapporten ligger pt. i test og forventes klar til implementering inden for kort tid.



Ovenstående administrative initiativer understøtter den løbende projekt- og økonomistyring. Derudover arbejder AAU fokuseret på en omstilling af universitetets faglige aktiviteter, således der allokeres flere ressourcer til de tilskudsfinansierede aktiviteter med henblik på at øge omsætningen.

INSTITUTE FOR ADVANCED STUDY
IN PROBLEM-BASED LEARNING

ANNUAL REPORT 2023



INSTITUTE FOR
ADVANCED STUDY IN PBL

AALBORG
UNIVERSITY

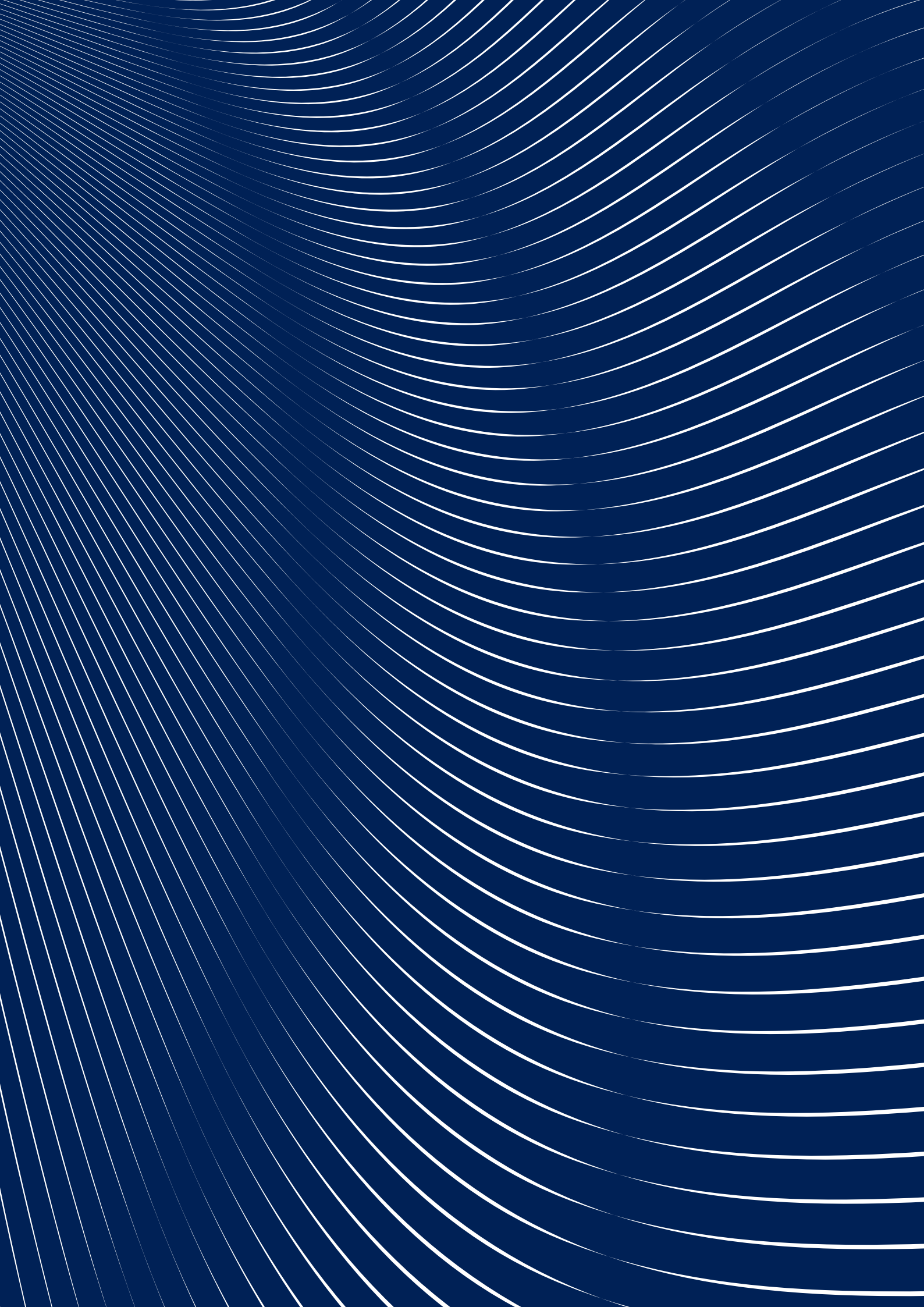


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INTRODUCTION

In 2022, Aalborg University created the Institute for Advanced Study in PBL as a cross-institutional unit with the overall ambition to:

- maintain AAU's unique and clear PBL profile
- maintain and expand the university's strong research position in PBL
- strengthen the synergy between PBL environments and staff members working with PBL
- ensure the connection between PBL research and PBL practice
- ensure that research breakthroughs inform practice

In 2023 these ambitions were crystallised in the IAS PBL strategy, "Imagining and Realising the Future of PBL through Research and Development". The strategy outlines four main objectives that encapsulate the overall vision of becoming an organisation with a strong and unique connection between foundational research and research-based development:

- Leading the field of international PBL research and breaking new grounds for PBL research and pedagogical practice
- Strengthening research-based pedagogical staff development and educational leadership activities

- Cultivating and enhancing a research-based approach to the educational development of PBL and pedagogical practice across Aalborg University
- Enhancing outreach and dissemination of knowledge in the field of PBL and pedagogical practice.

In this annual report, we highlight the research and development activities of IAS PBL that contribute to realising these strategic objectives. Everyone has worked hard to further develop IAS PBL as a cross-institutional unit that strengthens PBL research, creates new synergies across PBL research environments, and enables stronger connections between staff development and research.

In all the research groups and units within IAS PBL, excellent research is being carried out, projects are being formed, and PBL teaching is being developed. I would therefore like to use this opportunity to thank everyone in IAS PBL for their excellent work and contributions in 2023.



PROFESSOR THOMAS RYBERG

Director,
Institute for Advanced Study in PBL



IAS PBL RESEARCH GROUPS AND UNITS

ORGANISATION OF GROUPS AND UNITS

IAS PBL's relation to the rest of the university is depicted in the AAU organisational chart (see figure 1) which shows IAS PBL's direct link to the university management and its position as a supporting foundation for all faculties and departments.

As depicted in the IAS PBL organisational chart (Figure 2), IAS PBL consists of several groups and units divided into research groups and units connected to different AAU departments and IAS PBL administrative units. The following is a presentation of each of these groups and units.

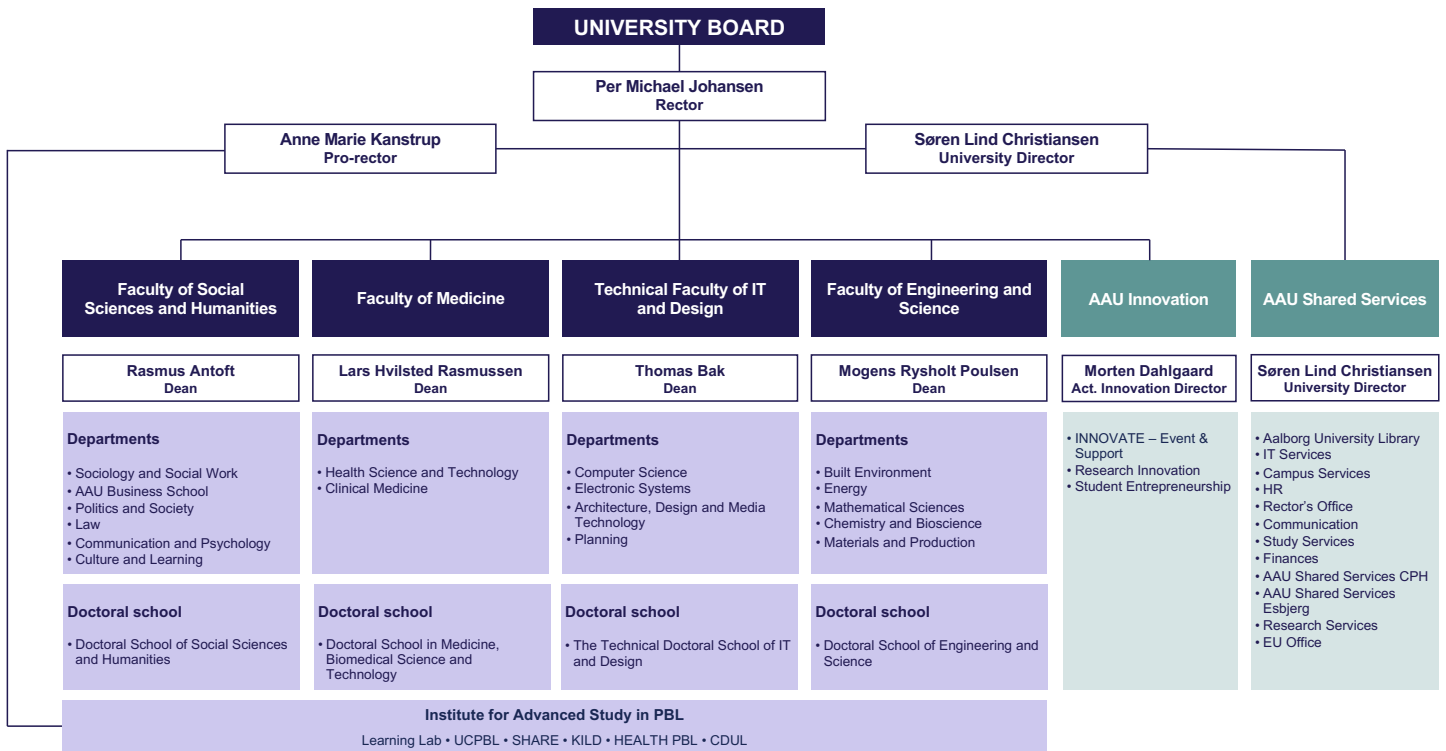


Figure 1: Aalborg University's organisational chart

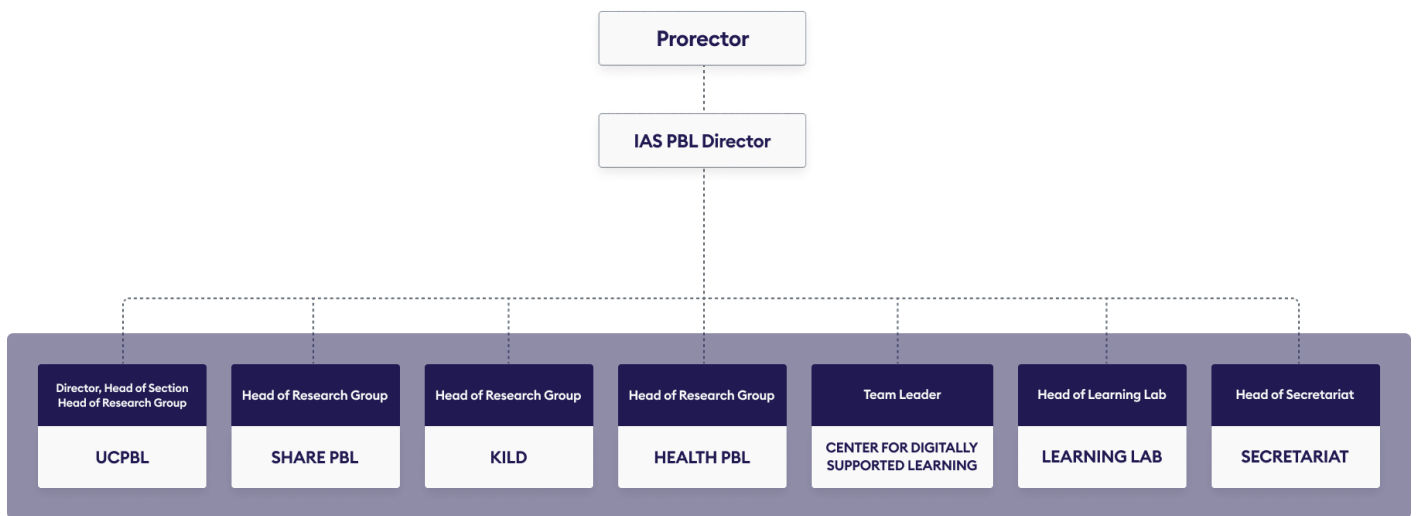


Figure 2: Institute for Advanced Study in PBL organisational chart

THE AALBORG UNESCO PBL CENTRE

The Aalborg Centre for Problem-Based Learning in Engineering Science and Sustainability (UCPBL) is a category 2 centre under the auspices of UNESCO, the centre was formally launched in 2014.

The overall strategic goal of the Aalborg UNESCO PBL Centre, UCPBL, is to facilitate universities, and other higher education institutions, to take an active role in educating engineers and scientists so they can participate and contribute to the development of sustainable solutions

to the present and emerging social, economic, and environmental challenges. UCPBL conducts world-renowned research in problem-based learning within engineering and science education and teaches problem-based learning.

UCPBL is the largest research group affiliated with IAS PBL. In 2023, the group consisted of a total of 28 academic staff members, excluding externally affiliated staff. All UCPBL staff members are employed at the Department of Sustainability and Planning under the Technical Faculty of IT and Design which also makes this the largest university department in terms of IAS PBL researchers.

SHARE-PBL

Established in August 2022, the research group on Social and Human science Approaches to Research in Education and Problem-Based Learning (SHARE-PBL) is an interdisciplinary research group dedicated to developing our scientific understanding and practice regarding PBL, problem-oriented project work and other supporting pedagogical practices from a social science and humanities (SSH) perspective.

SHARE's work ranges from insights into global, international, and national educational policies and educational practices to understanding the dynamics of group formation and learning processes of groups and individuals.

SHARE-PBL consists of a total of 12 staff members employed at five different departments under the Faculty of Social Sciences and Humanities.



KILD: COMMUNICATION, IT AND LEARNING DESIGN

The research group Communication, IT and Learning Design (Danish abbreviation: KILD) explores how digital technologies can be adopted to develop new learning processes in a digital and networked society. This includes a strong interest in how to support PBL through the use of digital learning resources.

KILD carries out basic research as well as action- and practice-oriented research on IT and learning design in collaboration with external partners. The focus is on facilitating learning and qualifying learning designs to enhance creativity and innovation. This includes a special focus on employing visual and aesthetic practices, game-based learning, design processes and PBL in different learning contexts.

KILD consists of a total of 10 staff members employed at the Department of Communication and Psychology under the Faculty of Social Sciences and Humanities.

HEALTH-PBL

HEALTH-PBL is an interdisciplinary research team dedicated to research in theory-practice, case- and project-based problem-based learning. Operating within the education domain of the Faculty of Medicine, its members teach at the faculty and support its teaching activities to ensure alignment with Aalborg University’s educational profile and PBL principles. HEALTH-PBL is also involved in developing the pedagogical competence of the faculty’s teaching staff.

In 2023, HEALTH-PBL consisted of a total of nine staff members all employed at the Department of Health Science and Technology under the Faculty of Medicine.

LEARNING LAB

Learning Lab delivers research-based pedagogical competence development to new and existing staff members at Aalborg University; this includes the university pedagogy programme which is a research-based competency development activity that prepares early career university staff, primarily assistant professors, and postdocs, for their further teaching careers. The overall objective of the programme is to develop and ensure participants’ pedagogical competences in classroom teaching and planning, supervision, and examinations in university courses.

Learning Lab empowers staff to fulfil Aalborg University’s commitment to excellence in higher education teaching and learning and builds on current tertiary teaching research to identify and evaluate trends, apply best practices, and address gaps in the University’s delivery of higher education practices. Learning Lab aims to develop AAU’s organisational capacity and capability concerning high-quality university teaching and learning.

The Learning Lab management team consists of Nikolaj Stegeager (SHARE-PBL), Line Bune Juhl (SHARE-PBL), Merethe Hollen (CDUL) and Xiangyun Du (UCPBL).





JOURNAL OF PROBLEM-BASED LEARNING IN HIGHER EDUCATION

The Journal of Problem Based Learning in Higher Education (JPBLHE) is an official journal of the Institute for Advanced Study in Problem Based Learning at Aalborg University. The journal is international and peer-reviewed and is dedicated to advancing the field of problem-based learning (PBL) within the realm of higher education.

At the core of the journal's mission lies a dedication to publishing original, high-quality research articles and case studies that explore the intricacies of problem-based learning in the context of higher education at the top level of academia.

Published annually, with the addition of special issues, the journal is dedicated to promoting transformative and progressive pedagogical practices, fostering international collaboration, and nurturing the development of teaching and learning experiences.

The journal is led by a dedicated editorial team comprising the following researchers from IAS PBL: Patrik Kjærdsdam Telléus (HEALTH-PBL), Bettina Dahl Søndergaard (UCPBL), Jette Egelund Holgaard (UCPBL), Nikolaj Stegeager (SHARE-PBL) and Vibeke Andersson (SHARE-PBL). The journal is overseen by an editorial board consisting of renowned PBL experts from around the globe to ensure that the journal maintains rigorous standards of academic excellence and integrity. The editorial board members are listed on the [JPBLHE website](#).

In 2023, the journal published the annual issue, Vol. 11 No. 3 with several research articles and case papers, as well as two special issues Vol. 11 No. 1 "Strength in Diversity: Future-proofing PBL Research and Practice" and Vol. 11 No. 2 "Weaving Hybrid Futures: Sustainability in Higher Education with PBL Through Art, Science, and Robotics".

CENTER FOR DIGITALLY SUPPORTED LEARNING

The core mission of the Center for Digitally Supported Learning (CDUL) is to support management, teaching staff, and supervisors by providing pedagogical, IT didactic, and technological guidance and engaging in discussions on these topics, thereby contributing to the ongoing development of AAU's digital PBL practices.

CDUL is committed to supporting teaching staff from all faculties at Aalborg University in advancing their teaching methods, both digitally and pedagogically. CDUL provides insights into incorporating digital elements into PBL and remains updated on the latest learning technologies accessible to AAU staff. Additionally, CDUL remains attentive to IAS PBL's ongoing research in PBL, aiming to leverage this research when working with and supporting educators at AAU.

Furthermore, CDUL actively promotes knowledge sharing and inspiration for developing digitally supported learning through various channels. This includes maintaining an active presence on LinkedIn and hosting "The Digital Agora" podcast, featuring teacher-to-teacher conversations focused on the challenges associated with digitally supported learning. Additionally, CDUL actively engages in various projects and initiatives centred around digital technologies and teaching enhancement.

CDUL collaborates with numerous partners across AAU, in 2023, for example, CDUL has engaged in close collaborations with PBL-digital, AAU IT Services and Aalborg University Library. Collaboration across the university is set to continue in the future, as this promotes synergy in our joint projects.

In 2023, CDUL consisted of a total of 13 staff members.

IAS PBL RESEARCH

The following presents ongoing research projects and research projects concluded in 2023 by researchers affiliated with the Institute for Advanced Study in PBL. The projects are divided into internal and externally funded projects.

RESEARCH PROJECTS FUNDED BY IAS PBL

HEALTH-PBL Case Model

The Study Board of Medicine at Aalborg University's Department of Health Science and Technology offers two degree programmes in Medicine and Medicine with Industrial Specialisation both of which use a unique PBL model. The model combines cases and projects within the framework of problem-based learning pedagogy.

In recent years, this case-based model has generated very mixed student evaluations, particularly among bachelor students, and the proportion of students attending the case-based teaching activities offered has declined significantly. Consequently, the study board has initiated a project to examine this issue and propose strategies to enhance the quality of case-based teaching, aiming to boost student engagement.

The project seeks to revise the existing PBL case model and develop a new model to be applied across the degree programmes offered by the Study Board of Medicine.

The project is led by Associate Professor Patrik Kristoffer Kjærdsdam Telléus (HEALTH-PBL).

Hybrid Learning Space to Support Problem-Based Learning

Professor Mie Buhl (KILD) believes that technology should be adapted to PBL, not the other way around. In 2023, she welcomed students to Aalborg University's new Nordic Master in Visual Studies and Art Education, a collaboration between Aalborg University and Aalto University in Helsinki. In designing this new master's degree programme across two universities, she has designed a hybrid learning space with technologies that are combined in innovative ways to accommodate PBL and retain AAU's focus on problem-based learning. A research project will follow up on the experiences.

The programme is led by Professor Mie Buhl (KILD) with the participation of Heidi Hautopp and Maria Hvid Bech Dille (KILD).



Student Well-Being

In a cross-faculty collaboration, HEALTH-PBL seeks to identify the primary factors within a PBL-based study environment that have the biggest impact on student well-being. Based on an already validated survey originally developed by UCPBL for engineering students, the methodology will be adapted to survey first-year medical students. The survey was originally conducted in English, but by translating the survey from English to Danish, higher response rates are anticipated, enabling a more comprehensive understanding of the students' experiences.

Learning Lab Research Group

IAS PBL researchers across disciplines and research groups have joined forces in a newly formed research network that aims to provide a scientifically based perspective on pedagogical development in Higher Education. The Learning Lab research group will seek to assess the current pedagogical development practices at Aalborg University and compare internal practices with other universities and international research literature. The network aims to create a sound body of research within pedagogical competence development to ensure that professional development activities at AAU are based on well-documented and research-based methodology and practices.

The aim of the Learning Lab research group is to:

- Scientifically assess the current practices at Aalborg University in terms of pedagogical development
- Provide answers to the question, "what does it mean to teach at a PBL university – as seen from a pedagogical perspective?"
- Support cross-disciplinary collaboration on improving pedagogical practice for IAS PBL and subsequently AAU
- Support a research-based approach to the implementation of the Framework for Advancing University Pedagogy and teaching portfolio development at AAU
- Provide a scientifically based perspective on the problem-based approach to pedagogical development in Higher Education that may be adopted by international research environments

The Learning Lab research group is led by Associate Professor Nikolaj Stegeager (SHARE-PBL), Professor Xiangyun Du (UCPBL), Associate Professor Patrik Kjærdsdam Telléus (HEALTH-PBL) and Associate Professor Aida Guerra (UCPBL).

IAS PBL is funding a PhD fellowship and a research assistant.

The following research activities have been initiated by the Learning Lab research group:

Mentor Perceptions on Role and Practice in a Professional Development Program

This project seeks to identify different perceptions and practices among mentors in professional development. Both pedagogical- and subject mentors were involved in the study which made use of a mixed-method methodology based on 0-interviews. Results suggest that structured mentorship preparation programmes are needed in

addition to professional learning communities for pedagogical and subject mentors to work collaboratively to maximise impact.

Professor Xiangyun Du (UCPBL) and Associate Professor Nikolaj Stegeager (SHARE-PBL) lead the project.

Principles for Good Supervision at Aalborg University

This project seeks to identify and thus create a golden standard for supervision at Aalborg University that can be used in training new staff at Aalborg University but also to create awareness among supervisors and students of the various supervision practices applied at AAU. The study is an interview study in which those elected teacher of the year from each study board at AAU are interviewed to provide their perspective on effective PBL supervision.

Professor Xiangyun Du (UCPBL) and Associate Professor Nikolaj Stegeager (SHARE-PBL) lead the project.

Professional Learning Amongst Early Career University Academics in a PBL-Based Program

This project aims to identify pedagogical beliefs and practices among early career academics. The research question of the study is: "how do early career academics define their pedagogical beliefs to a pedagogical development programme, and how do their beliefs manifest in their pedagogical practice?" The findings indicate that while almost all participants express beliefs that are aligned with the core values of the university, their reported practices are quite diverse. Based on this, the study proposes a framework for understanding teaching development among early career academics centred on their individual development and their interaction with students. This framework may be of use when planning future pedagogical development activities.

The project is led by Associate Professor Nikolaj Stegeager (SHARE-PBL) and Professor Xiangyun Du (UCPBL).



EXTERNALLY FUNDED RESEARCH PROJECTS

Computational Play: Computational Play in Early Childhood Education and Care

Advanced and emerging technologies are increasingly being introduced into classrooms to support 21st-century skills, including computational thinking (CT). However, there is limited research on CT in Early Childhood Education and Care (ECEC). This project focuses on how computational play can facilitate problem-solving, reasoning, and learning.

Associate Professor Lykke Brogaard Bertel (UCPBL) participates in the project. External partners include the University of Stavanger, University College of Northern Denmark, and Halmstad University.

The project has received NOK 380,000 in funding from NordForsk.

DiCoTe: Increasing Professional Digital Competence in ECTE

The project aims to boost the digital skills of Norwegian preschool student teachers by creating resources for preschool teacher education. These resources will be implemented across all relevant institutions in Norway, focusing on enhancing children's play with technology. Specifically, the emphasis will be on coding games for 3-5-year-olds, enabling them to program a robot through direct interaction without screens.

Associate Professor Lykke Brogaard Bertel (UCPBL) participates in the project. The project is led by University of Stavanger.

The project has received NOK 12 million in funding from the Research Council of Norway.

E-MEDIC

HEALTH-PBL is a partner in the E-MEDIC (Effectiveness of Medicine E-learning Distance Courses) project which is an EU project funded by the Erasmus+ Programme. Spanning from 2023 to 2025, this initiative seeks to bridge existing gaps in continuing professional development and training for health professionals and to increase training opportunities in digital skills and e-learning. Ultimately, the project aims to provide practical strategies and learning modules tailored for academic staff within the health sector.

Associate Professor Patrik Kjærdsdam Telléus (HEALTH-PBL) leads AAU's work in this project which includes partners from Italy, Portugal, Ukraine and Greece.

The project has received € 400,000 in funding from the Erasmus+ Programme of the European Union.



Entrepreneurship and Employability. A Teaching Programme

The project is focused on initiatives which university lecturers can initiate to encourage and improve the entrepreneurial and sustainability skills of university graduates in collaboration with external partners, thereby increasing their opportunities for rapid employment. As part of a 9th semester course, students are presented with the opportunity to solve a task in collaboration with a company, often an SME or a start-up, or an organisation, to strengthen the students' opportunities for external collaboration, where they can leverage their academic skills in real-world settings. This can make them attentive to employment opportunities in fields other than those they would normally focus on, such as sustainability and entrepreneurship, which may be unfamiliar to them but are nonetheless relevant.

The project is led by Associate Professors Vibeke Andersson (SHARE-PBL) and Helene Balslev Clausen.

The project has received DKK 98,850 in funding from the Danish Foundation for Entrepreneurship.

Entrepreneurship, Sustainability and Problem-Based Learning (PBL)

PBL and Entrepreneurship go hand in hand and are central elements in the idea of a mission-driven university. We address entrepreneurship based on our (teaching) experience and research, which perceives entrepreneurship competencies as opportunities and good ideas that create value for others. The value is both cultural, social, and economic, ensuring skillsets that can cope with sustainability challenges.

By offering a module with a focus on integrating entrepreneurial skills in teaching, the module will address one of AAU's visions of supporting the skills that are considered necessary to ensure a future green and sustainable transformation of society, where active value creation is central, and where action and the involvement of the outside world are essential.

The project is led by Associate Professor Vibeke Andersson (SHARE-PBL), Associate Professor Helene Balslev Clausen and Professor Euan Lindsay (UCPBL).

The project has received DKK 96,250 in funding from the Danish Foundation for Entrepreneurship.

HIP: Hacking Innovative Pedagogies: Digital Education Rewilded

The project aims to 'rewild' higher education, focusing on just and fair pedagogies using bottom-up selected digital tools. In response to the challenges of building a more equitable and inclusive digital society, the project seeks to reimagine traditional university education. The project leverages transformative pedagogical approaches, involving networked communities to co-create innovative ways of 'rewilding' outdated models. Its vision involves transforming the higher education ecosystem by connecting and cultivating unique teaching and learning approaches, creating rewilded habitats of transformative pedagogy for digitally enhanced and inclusive learning experiences.

Assistant Professor Niels Erik Ruan Lyngdorf (UCPBL) participates in the project. External partners include the University of Graz and Dublin City University.

The project has received € 221,220 in funding from the Erasmus+ Programme of the European Union.

Interdisciplinary PBL Methodologies in Engineering Education and Work – Inter-PBL

Inter-PBL will contribute to the development of innovative educational models to educate engineers to work proactively and interactively in an interdisciplinary working environment to deal with the increasing complexity of engineering and contribute to the sustainable development of society. The project will develop models for students' learning of interdisciplinary generic competences in a PBL curriculum based on case studies at Grundfos, the Port of Aalborg and Aalborg University. Inter-PBL thereby contributes new knowledge on interdisciplinary collaboration and learning to overcome boundaries in education as well as companies.

Professor Anette Kolmos leads the project. Project participants include Jette Egelund Holgaard, Henrik Worm Routhé and Maiken Winther (UCPBL).

The project has received DKK 5,844,471 in funding from the Poul Due Jensen Foundation.

KLUMP: Competence Development of Mathematics Teachers at Vocational Schools

The project seeks to inspire teachers to collaboratively develop and implement innovative teaching methods in mathematics and other subjects in which mathematics plays a role. The goal is to boost students' motivation and skills in mathematics, thereby reducing dropout rates in vocational schools.

The project is led by Associate Professor Bettina Dahl Søndergaard (UCPBL) and includes partners from Tradium Erhvervsskole and Nationalt Center for Udvikling af Matematikundervisning (NCUM).

The project has received DKK 1,423,948 in funding from the Novo Nordisk Foundation.

LabSTEM Nord

Through an integrated and cohesive effort across the entire education chain, and based on problem-based learning, the project aims to ensure that children and young people in North Jutland maintain their interest in STEM subjects.

Associate Professor Lykke Brogaard Bertel (UCPBL) leads the project. IAS PBL project participants include Camilla Guldborg Nielsen, Bettina Dahl Søndergaard, Sofie Otto, Søren Hansen and Christian Skelmosé Jensen (UCPBL). Collaborative partners include a range of primary and upper secondary schools from the North Denmark Region.





In 2023, the project received an extension and an additional DKK 1,375,000 for the year 2024/2025. In total, the project has received DKK 4,325,000 in funding from Den Nordjyske Teknologipagt, the North Denmark Region.

NAFA: Naturfagsakademiet

Naturfagsakademiet (the science academy) is a Danish programme designed to promote motivating and rewarding science education in Danish primary schools by strengthening the training of future and current science teachers. The vision is to boost the interest, motivation and competences within the natural sciences among children and young people, thus aiming for a larger proportion of young people to venture into further education and employment within this field.

Associate Professor Lykke Brogaard Bertel (UCPBL) participates in the project which is led by University College Copenhagen and participants include a range of Danish universities and all Danish university colleges. The project has received DKK 200 million in funding from the foundations Villum Fonden and the Novo Nordisk Foundation.

NCUM: Nationalt Center for Udvikling af Matematikundervisning

NCUM (National Centre for the Development of Mathematics Education) covers the entire education system and aims to provide new perspectives on teaching and learning in mathematics. It seeks to inspire how mathematical activities can become meaningful for children and young people, thereby enhancing their learning experience.

Associate Professor Bettina Dahl Søndergaard (UCPBL) is head of the expert group for mathematics in vocational schools.

The Ministry of Children and Education has allocated a total of DKK 25 million for the establishment and operation of the centre. NCUM has been extended until the end of 2024 with DKK 1,100,000 in supplementary funding.

Problem-Based and Project-Oriented Learning in Rebild Municipality

The project sets an ambitious direction for competence development in primary and lower secondary schools for many years to come. The project seeks to increase the motivation of both pupils and teachers and strengthen skills that will prepare children and young people for the demands of the future.

The project aims to strengthen the learning culture throughout the primary school cycle at schools in Rebild Municipality and to increase knowledge sharing between the schools.

The project spans four years from 2022 to 2026 and is led by Associate Professor Nikolaj Stegeager (SHARE-PBL).

The project has received DKK 4,500,000 in funding from A.P. Møller Foundation.

IAS PBL PHD PROJECTS

The following presents ongoing PhD projects by PhD fellows affiliated with the Institute for Advanced Study in PBL. The projects are listed alphabetically by title.

Collaboration, Leadership, and Sustainability in Higher Education: How Universities Operate and Align Sustainability in Education

This PhD project explores two aspects of higher education through the lens of sustainability: cross-institutional collaboration in engineering education contexts and middle-manager leadership in higher education. The project involves a systematic review, qualitative interviews, and current work on sustainability in student projects within a PBL

environment. Finally, the project aims to integrate findings from previous studies, assuming that collaboration is a prerequisite for education at all levels. Insights from middle-manager leadership highlight challenges in managing researchers and differing perceptions of institutional initiatives. As a result, students are considered a relevant target group for sustainability efforts, especially in semester projects where they are required to progress academically. The project currently focuses on inviting students to a workshop to further explore sustainability in their education/semester projects at Aalborg University.

The project is led by PhD Fellow Svend Haekrog Christiansen and supervised by Professor Xiangyun Du and Associate Professor Aida Guerra (UCPBL).

Digital Problem-Based Learning for Facilitating the Acquisition of Collaborative Competencies

This mixed-method study will investigate the possibilities of "Digital Problem-Based Learning" within the medical education at AAU by exploring and testing digitally supported pedagogical design options for facilitating the acquisition of collaborative competencies.

The project is led by PhD Fellow Camilla Rams Rathleff (HEALTH-PBL) and supervised by Associate Professor Patrik Kjærdsdam Telléus (HEALTH-PBL) and Professor Thomas Ryberg. The project is funded by IAS PBL and the Department of Health Science and Technology.

Engineering Students' Perspectives on the Learner Agency Development in an Intercultural PBL Context in Denmark

The importance of learner agency in engineering education has been increasingly recognised due to its potential influence on professional identity and decisions to continue studies. Learner agency involves taking ownership of learning, making choices, setting up goals, regulating learning activities, and interacting with the environment. Aligned with problem- or project-based learning (PBL), learner agency fosters student-centred, active engagement. However, contemporary challenges require engineers to develop intercultural competencies for addressing complex social issues. This PhD project investigates how engineering students' learner agency is developed in an intercultural PBL setting.

The project is led by PhD Fellow Dan Jiang and supervised by Associate Professor Bettina Dahl Søndergaard and Professor Xiangyun Du (UCPBL).

Interdisciplinary Teamwork in PBL

This PhD project focuses on interdisciplinarity and PBL, complexity and progression in team collaboration.

The project is led by PhD Fellow Maiken Winther and supervised by Professor Anette Kolmos and Associate Professor Jette Egelund Holgaard (UCPBL).

Management and Leadership in Interdisciplinary Projects in Engineering Education

The purpose of this PhD project is to examine how coordination, management and leadership are expressed in engineering education with a focus on interdisciplinary student projects. Points of departure are from the perspectives of students, faculty, and research.

The project is led by PhD Fellow Henrik Worm Routhé and supervised by Professor Anette Kolmos and Associate Professor Jette Egelund Holgaard (UCPBL).

Negotiating Professional Identity: A Transformative Perspective on Early Career Academics Identity Construction through Experiential Learning and Collaboration in a Professional Development Program

This PhD project explores how early career academics learn about teaching and how they construct and negotiate their professional identities through participation in a long-term professional development programme based on collaboration. The expected contribution from the project is to provide detailed, processual knowledge on how early career academics construct and negotiate their professional identities collaboratively, including which factors, dynamics and interactions that contribute to supporting the construction process of university teacher identities. The practical long-term implications of the research will contribute to how pedagogical development and professional learning in higher education institutions can be strengthened, qualifying teachers to provide high-quality education.

The project is led by PhD fellow Karoline Ballieu Kjærgaard (SHARE-PBL) and supervised by Associate Professor Nikolaj Stegeager (SHARE-PBL) and Professor Xiangyun Du (UCPBL).

Proactive Career Development of Students in Technology and Engineering Education

This PhD project centres on the proactive career development of students within technology and engineering education, which operates within the larger framework of science, technology, engineering, and math (STEM) education.

The project is led by PhD Fellow Anna Overgaard Markmann and supervised by Professor Xiangyun Du and Associate Professor Bente Nørgaard (UCPBL).

Self-Directed Learning in Problem-and Project-Based Learning: A Study of Self-Direction in the Aalborg PBL Model

This PhD project focuses on the development of self-directed learning in students in an AAU PBL environment. The project approaches this concept in various ways, primarily empirically, utilising both quantitative and qualitative methods.

The project is led by PhD Fellow Nicolaj Riise Clausen (UCPBL) and supervised by Professor Anette Kolmos (UCPBL) and Associate Professor Claus D. Hansen (Department of Sociology and Social Work).

Teacher Learning as a Complex Dynamic System in the Process of Implementing PBL in a South African K12 Context

Focusing on teacher learning in a context of implementing PBL in a South African K12 context (primary and secondary education) which is the subject of this research, is critical as South Africa introduces new approaches to learning and teaching.

The project is led by PhD Fellow Sizwe E. Nxasana and supervised by Professor Xiangyun Du and Associate Professor Lykke Brogaard Bertel (UCPBL).

A Better Start: Reflective Communities of Practice for Newly Graduated Teachers through Social Virtual Reality (En bedre start: Refleksive praksisfællesskaber for nyuddannede lærere gennem social Virtual Reality)

The project aims to support the development of newly graduated teachers' professional judgment concerning classroom management through reflective communities of practice with more experienced colleagues.

The project focuses on designing and conceptualising digital learning spaces which utilise 360° video and Immersive Virtual Reality. The purpose of these spaces is to support collaborative reflection within teacher training. The project is funded by the Danish PhD Council for Educational Research.

The project is led by PhD fellow Lucas Paulsen (KILD) and supervised by Associate Professor Jacob Gorm Davidsen (KILD) and Associate Professor Susanne Dau (University College of Northern Denmark).

2023 PHD GRADUATES

The following presents PhD projects concluded in 2023 by PhD fellows affiliated with the Institute for Advanced Study in PBL. The projects are listed alphabetically by their original title.

Engineering Students' Development of PBL Competences in a PBL Curriculum: Exploring Students' Reflections of Teamwork Competences in PBL

This PhD project aims to inquire into conceptualisations and representations of generic and PBL competences as they appear from a formalised and institutionalised perspective, and how they emerge in students' articulations based on experiences in PBL.

The project was led by PhD Fellow Anders Melbye Boelt and supervised by Professor Anette Kolmos and Associate Professor Jette Egelund Holgaard (UCPBL). The project was concluded in 2023, and the thesis is available [here](#).

No More Neat Fugues: Singing the Praises of Problem-Based Learning in a Minor Agential Realist Key Slightly Out of Tune

Based on a posthumanist and performative account that questions the humanist assumptions undergirding many contemporary understandings of learning, teaching, pedagogy, and education, the main aim of this project has been to explore what thinking with agential realism about problem-based learning (PBL) might do to the theory, practice, and research on this approach to learning.

The project was led by PhD Fellow Kathrine Liedtke Thorndahl and supervised by Associate Professor Patrik Kjærdsdam Telléus (HEALTH-PBL) and Diana Stentoft. The project was concluded in 2023, and the thesis is available [here](#).

Games, Learning, and Mathematics Learning – A Scenario-Based Education Perspective (Spil, læring og matematikundervisning – et scenariedidaktisk perspektiv)

The PhD project seeks to generate new knowledge about games and mathematics learning by examining students' participation in games in primary school mathematics education. The project is based on the hypothesis that students' gaming experiences from their leisure time influence the potential for learning with games in mathematics education, but there is insufficient knowledge on how this occurs.

The project was led by PhD Fellow Erik Ottar Jensen (KILD) and supervised by Professor Thorkild Hanghøj (KILD), Senior Associate Professor Charlotte Krog Skott, University College Absalon and Professor Morten Misfeldt, University of Copenhagen. The PhD project was concluded in 2023, and the thesis is available (in Danish) [here](#).

DISTINCTIONS AND AWARDS

SEFI LEONARDO DA VINCI MEDAL

At the 2023 SEFI (European Society for Engineering Education) annual conference, Professor and founding director of the Aalborg UNESCO PBL Centre, Annette Kolmos, was awarded the prestigious SEFI Leonardo Da Vinci Medal. Recipients of this award are selected by the SEFI Board of Directors for their outstanding contributions to engineering education which have had international significance. In receiving this award, Annette Kolmos was awarded for her dedication, leadership, and pioneering spirit which have been instrumental in shaping the landscape of engineering education and inspiring countless individuals to take on leadership roles and drive innovation within this field.

During the conference, Anette Kolmos also presented a keynote presentation entitled *Interdisciplinary Projects - Moving from transfer to transformation in Learning*.



DEVELOPMENT PROJECTS AND INITIATIVES

The Institute for Advanced Study in PBL is involved in multiple projects and initiatives that call for the expertise of its researchers and staff to address various challenges and opportunities within the university context. These include both short-term and long-term projects and activities.

REASSESSMENT OF THE AAU PBL PRINCIPLES

As part of AAU's quality system, the PBL principles are scheduled for reassessment and review every sixth year. This process has been underway since the beginning of 2023 and is scheduled to be completed by mid-2024, led by a working group comprised of several members from IAS PBL (Jette Egelund Holgaard (UCPBL), Casper Feilberg (SHARE-PBL), Louise Pape-Haugaard (HEALTH-PBL), Thomas Ryberg and Tom Skov Gregersen (CDUL)).

The primary objective of this group is to explore the potential need for revising AAU's PBL principles by engaging in dialogue with relevant stakeholders and subsequently preparing a report with recommendations based on these discussions. To facilitate this, the group has devised a research design aimed at conducting semi-structured interviews with relevant stakeholders. These interviews were carried out throughout November and December 2023 and aimed to provide a comprehensive understanding of the variation across programmes.

SSH-STEM INITIATIVE

IAS PBL plays a central role in the strategic SSH/STEM integration project. The initiative is created with the ambition to sustain students' development of deep disciplinary expertise, while also providing them with the competencies and abilities to collaborate across disciplines to solve societally important challenges.

IAS PBL Director, Thomas Ryberg, is a member of the steering committee and the chairperson of the project working group. Louise Pape-Haugaard (HEALTH-PBL), Jette Egelund Holgaard (UCPBL) and Kirsten Jæger (SHARE-PBL) are also part of the SSH-STEM working group. Since 2022, the working group has been developing concepts that foster collaboration across disciplines with different levels of collaborative interdependency. The concepts

build on the university's existing PBL model and seek to develop students' collaborative competencies. The concepts have been tested in pilot projects during the autumn of 2023 and will continue to be tested and reviewed throughout 2024. The results of this pilot phase will be used towards drawing up a proposal for how these concepts can be meaningfully integrated into educational programmes across the university. The integration process will begin in 2025.

IAS PBL is conducting research in relation to the initiative. This includes a review of international literature and experiences, as well as empirical investigations related to the pilot projects. This research project is carried out by Postdocs Mia Thyrre Sørensen (UCPBL) and Maria Hvid Stenalt (SHARE-PBL) together with Jette Egelund Holgaard (UCPBL) and Kirsten Jæger (SHARE-PBL). A total of four articles are expected to be published during 2024. Along with the research process and articles, an ongoing evaluation of the pilot projects and other relevant information will be gathered throughout AAU. Administrative support for this project is provided through a partnership between the IAS PBL secretariat and the AAU Rector's Secretariat. The project is funded by IAS PBL.



AALBORG UNIVERSITY STUDY ACTIVITY MODEL

The Aalborg University study activity model was introduced in 2019 to support AAU students' study intensity and learning outcomes. The model may be applied to both engage in dialogue with students about what is expected of them as full-time AAU students and as a tool to organise courses, semesters and degree programmes. The study activity model is based on AAU's model for problem-based learning and as such is connected to IAS PBL and the university's PBL principles, IAS PBL is responsible for the development of the study activity model and the activities related to the model.



Beginning in 2023 and extending into 2024, IAS PBL will discuss the application of the model with some of AAU's study boards and study coordinators to learn how the model is applied in practice and how IAS PBL can support this going forward. The IAS PBL secretariat supports this process.

IMPLEMENTATION OF DANISH FRAMEWORK FOR ADVANCING UNIVERSITY PEDAGOGY

The Danish Framework for Advancing University Pedagogy was developed in 2021 by Universities Denmark as a common tool for the recognition and advancement of the pedagogical competences of university teaching staff. The framework must be implemented at all Danish universities while respecting the distinctive features of each institution.

At AAU, the framework is implemented and operationalised with a specific focus on the university's two distinguishing features: PBL and interdisciplinary learning, and based on the Danish framework, an AAU-specific framework has been developed. In collaboration with the university's HR department, IAS PBL is involved in following up on the implementation of this framework at Aalborg University. The IAS PBL secretariat supports this process.

IAS PBL SEED MONEY

The IAS PBL seed money initiative is a newly established internal funding scheme initiated to support research and development projects within PBL at AAU. All IAS PBL staff members can apply for seed money to cover various expenses associated with innovative PBL projects. The

seed money scheme seeks to support projects that align with IAS PBL's strategic objectives and involve collaboration with partners from other IAS PBL groups or units or external collaboration partners.

In the pilot phase of the seed money scheme in 2023, eight projects applied for funding, all of which were successfully granted support. Subsequently, the application period for IAS PBL seed money 2024 was concluded by the end of 2023. IAS PBL received ten applications for the 2024 seed

money, each detailing interesting initiatives related to PBL. Regrettably, since the total amount applied for far surpassed the available funds, not all projects could be accommodated. Thus, a total of six projects will be awarded funding from IAS PBL in 2024:

- Interdisciplinary PBL through design and use of learning games
- PBL Professional Days – a new PBL workshop concept to support progression in students' professional competences through cross-departmental collaboration and interdisciplinary engagement
- Exploring generative AI in PBL Problem Based Learning: new insights from students' perspectives
- Micro-PBL in mathematics using Virtual Reality (myPBL-VRMath)
- Heatmapping PBL competency profiles
- Teacher conception of AI learning, AI teaching and approaches to design

MASTER'S DEGREE WORKSHOPS

During November 2023, IAS PBL designed and facilitated workshops on all three AAU campuses, in Aalborg, Esbjerg and Copenhagen, that invited AAU staff, AAU teaching staff and programme management in particular, to discuss how the new flexible master's degree programmes for working professionals and professionally oriented master's degree programmes with company collaboration may be designed to best fit the practices of Aalborg University. The new master's degree programmes are part of a reform currently being designed, and the workshop discussions not only provided an opportunity for teaching staff and teaching management to discuss possible solutions, but the intention was also to provide the AAU management with relevant input for the AAU rector's participation in the national decision-making process in the national master's committee.

GENERATIVE AI

In recent years, generative AI has become a prevalent topic of discussion. It is a technology that the higher education sector cannot afford to disregard, and throughout 2023, IAS PBL staff has been involved in several development and research initiatives centred around generative AI.

In the spring of 2023, CDUL joined forces with multiple departments across AAU to launch [a dynamic website](#) dedicated to generative AI at AAU, tailored specifically to meet the needs of students. Furthermore, the production team has developed an AAU Micro, also known as a micro-credential, focusing on the [practical application of generative AI](#) along with educational material on methodology and source criticism. Through these initiatives, we aim to equip students with the necessary skills to navigate the complexities of generative AI responsibly and critically.

During the autumn of 2023, CDUL hosted a series of competence-developing activities, including workshops and webinars, offering participants insights into the intersection of generative AI and education. Additionally, CDUL introduced an [online inspiration catalogue](#) aimed at providing teaching staff with practical ideas on effectively integrating generative AI into various educational settings, thereby unlocking new possibilities for teaching and learning.

GENERATIVE AI AND EXAMINATIONS

In the autumn of 2023, a working group consisting of experts in AI and learning, along with representatives from all faculties was established. IAS PBL leads this group whose primary aim is to make recommendations regarding examinations and generative AI. Specifically, the group aims to develop recommendations on how written exams can be adapted to the advancements in AI while maintaining credibility and fairness. Considering the rapid pace of developments, the initial recommendations from the working group will only concern exams scheduled for and conducted in 2024.

Furthermore, the working group has been tasked with making recommendations regarding project work, focusing on ensuring the ethical and legitimate use of AI within projects and promoting healthy collaboration within project groups. Lastly, the group will also provide recommendations concerning long-term matters related to examinations and AI.

CDUL'S PARTNERSHIP MODEL

In 2022, CDUL developed its partnership model. The partnership model is designed to establish a framework for offering strategic guidance and feedback to local educational management regarding digitally supported PBL. The partnership model is primarily tailored for faculty, department, and study board management.

As part of this model, each faculty at the university is paired with a digital learning consultant from CDUL who serves as the main point of contact for matters related to teaching and educational development within the context of digitally developed PBL. At the end of 2023, the partnership model was evaluated with the faculties at the annual evaluation and status meetings. The meetings were productive and as a result of the meetings, adjustments were made to the partnership model and concept. CDUL and UCPBL have initiated a collaboration which involves UCPBL conducting follow-up research to assess the effectiveness and value created by CDUL's partnership model within local educational settings.

AAU MICRO

The realm of further and continuing education, along with the development of degree programmes, remains an area of continuous advancement. This is particularly evident in light of the heightened emphasis on lifelong learning, flexibility, and on-demand teaching. In response to this, CDUL's production team is actively involved in developing [AAU Micro](#) in close collaboration with the Faculty of Engineering and Science and AAU teaching staff.

CDUL's production team plays a crucial role in all phases of the development of microcredentials at AAU. Thus, the team is well-positioned to support AAU teaching staff right from the outset, starting with envisioning, designing, and planning the course content, all the way through the development and recording phases to the implementation process.

PBL KNOWLEDGE SHARING – DEN DIGITALE AGORA

CDUL's focus areas include PBL knowledge sharing, primarily aimed at teaching staff at Aalborg University. CDUL produces a podcast entitled "Den Digitale Agora" as part of this initiative. Hosted by Associate Professor Jes Lynning Harfeld, each episode features a guest invited to engage in an inspiring conversation about their teaching experiences, aiming to explore diverse approaches for addressing challenges that may arise in education.

A total of eight episodes were produced throughout 2023.



bers are assigned both a pedagogical and an academic supervisor, and the study groups meet regularly with their supervisors during the year of the programme.

In conjunction with supervisors, the participants are responsible for the academic content of the group meetings. This is where they can discuss topics that are particularly relevant to their teaching or current issues they face in their role as teacher or supervisor.

The new university pedagogy programme has been developed based on Danish and international research in the field. During the process, drafts were discussed in the university's Strategic Council for Education, with pedagogical experts from all faculties, supervisors in the university pedagogy programme, and the expert group for the university pedagogy programme.

NEW UNIVERSITY PEDAGOGY PROGRAMME

Aalborg University's pedagogical training programme for early career academics, the University Pedagogy Programme has been redesigned to mirror the teaching practices of the university and to subject teaching staff to problem-based learning as seen from a student perspective. During 2023, the last batch of early career academics completed AAU's University Pedagogy Programme in the format that has been in place since 2016.

The new format offers a fresh take on the programme, offering a higher degree of flexibility and an increased focus on the participants' own teaching practices. The programme previously contained a series of compulsory lectures and a number of elective modules. The new university pedagogy programme abandons all these – with the exception of a single online course focusing on digital pedagogy. However, this does not mean that instruction is abandoned completely, it just takes a different and more flexible form and provides participants with a greater degree of co-determination over their individual development as teachers. Instead of the compulsory lectures and teaching sessions, an intensive two-day residential seminar with short presentations, group work, walk-and-talks and similar activities has been introduced. In addition, two joint seminars, teaching observation and a number of compulsory meetings in small groups are included.

The participants in AAU's new university pedagogy programme are divided into smaller study groups of four to five people. All group mem-

TEACHING CULTURES SURVEY

IAS PBL has been involved in analysing and advising on AAU's results in the Teaching Cultures Survey which is a cross-institutional survey that measures the teaching culture and status of teaching at selected universities worldwide. The results are based on questionnaires sent out to AAU academic staff and the final of three surveys is expected to be completed in 2024/2025.

Professor Xiangyun Du (UCPBL), Associate Professor Nikolaj Stegeager (SHARE-PBL) and the IAS PBL secretariat support this process.

OUTREACH

During 2023, the Institute for Advanced Study in PBL welcomed visitors from all over the world, some of these visited as part of a research collaboration with IAS PBL researchers while others visited IAS PBL to learn more about PBL and the Aalborg PBL model by participating in our PBL workshop for visitors.

In November 2023, UCPBL welcomed Professor Franziska Trede, who is a professor in Higher Education and professional practice at the University of Technology Sydney. Franziska Trede visited Aalborg to speak at the European Conference on Reflective-based Learning, ECRPL 23 which is hosted and organised by the University College of Northern Denmark. As part of her visit, she presented her work to IAS PBL. In April 2023, Professor Diana Dolmans visited HEALTH-PBL and presented her PBL research to IAS PBL as part of her visit. Renate Klaassen, TU Delft, the Netherlands visited UCPBL and IAS PBL in April. As part of her visit, she gave a presentation on interdisciplinarity for AAU researchers and teaching staff as part of the SSH-STEM initiative. In May 2023, Professor Jonte Bernhard, Upsala University, Sweden and PhD candidate Gitte van Helden, TU Delft,

the Netherlands visited KILD and IAS PBL to present their research. Later that month, Professor Anna T. Danielsson, Stockholm University, Sweden and Associate Professor Maria Berge, Umeå University, Sweden visited IAS PBL. During their visit, they presented their work and hosted a workshop attended by IAS PBL staff.

Other visits in 2023 included visits from Canada, Norway, Turkey, Brazil, Australia, Slovakia and Japan.

VISITORS' WORKSHOP

May and October 2023, Aalborg

Since IAS PBL was launched, we have experienced great interest from international researchers who wish to visit AAU and gain knowledge about PBL. Last year, we welcomed over 60 researchers from all over the world. To meet the great interest of international scholars, IAS PBL has collaborated with UCPBL to develop a new concept for their PBL workshop for visitors, which UCPBL has run with great success for many years now. In the new concept, researchers from all AAU faculties have contributed to developing the programme and will organise visits to departments and staff in their respective faculties.

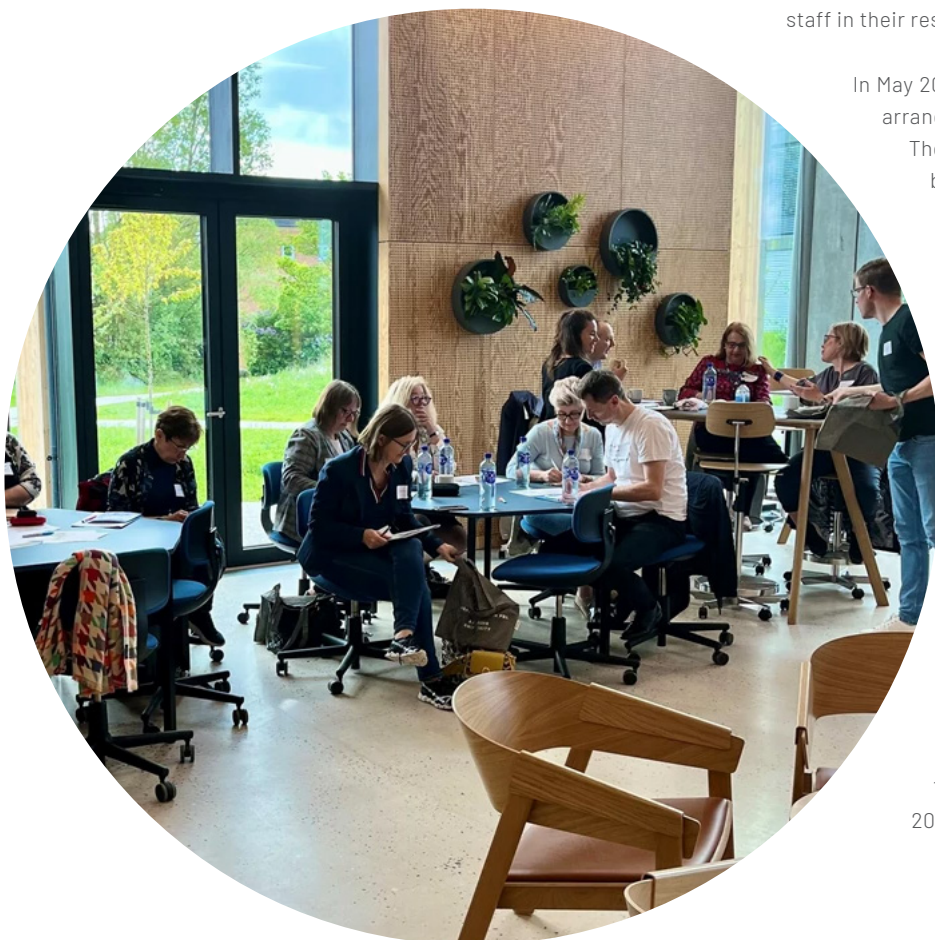
In May 2023, IAS PBL hosted the first PBL workshop for visitors arranged in a partnership between UCPBL and SHARE-PBL.

The workshop was based on the design initially developed by UCPBL to introduce visitors to problem-based learning and to how PBL is applied at AAU. With the establishment of IAS PBL, we wanted to create a workshop that would be able to cater to visitors from all academic disciplines.

The workshop takes place twice each year in Aalborg. It spans two consecutive days, the first of which focuses on introducing participants to Aalborg University's PBL principles, curriculum organisation and assessment and evaluation. In contrast, the second day invites participants to visit AAU departments to both observe educational practices and meet students and teaching staff.

15 visitors attended the spring workshop in May 2023, visiting from Poland, Mexico, Qatar, and Scotland.

16 visitors attended the autumn workshop in October 2023, visiting from Germany, Norway, and Ireland.





ANNUAL NATIONAL CONFERENCE ON EDUCATIONAL LEADERSHIP

May 2023, Copenhagen

Associate Professor Nikolaj Stegeager (Learning Lab and SHARE-PBL) is engaged in the planning and implementation of the Danish National Conference on Educational Leadership (in Danish: National conference for uddannelsesledere ved danske universiteter). The conference attracts educational leaders from all Danish universities. In 2023, the conference theme was Educational Leadership in Everyday Lives and Throughout the University Career, and the theme for 2024 is Educational Leadership in the Age of Artificial Intelligence.



UCPBL ADVISORY BOARD MEETING

October 2023, Paris

The Advisory Board meeting for the UCPBL centre was hosted by UNESCO at their building in Paris. This provided an opportunity to reflect upon the role of UCPBL as a UNESCO Category 2 Centre and to explore opportunities for collaboration with other centres and with UNESCO more broadly. In particular, UNESCO will be the lead agency for the upcoming 2024-2033 International Decade of Science for Sustainable Development, which strongly aligns with UCPBL's strategic goals as a centre.

IRSPBL 9TH INTERNATIONAL RESEARCH SYMPOSIUM ON PBL – TEE23

June 2023, Boston

Transforming engineering education was the theme of the 9th International Research Symposium on Problem Based Learning (IRSPBL 2023), convened by the MIT School of Engineering, Harvard's John A. Paulson School of Engineering and Applied Sciences, and the Aalborg Centre for Problem-Based Learning in Engineering Science and Sustainability under the auspices of UNESCO.

How can engineering education be transformed so that students develop the required skills to perform in globalised contexts and address global challenges? What learning can be shared by higher-education institutions that have embarked on educational transformation processes? What do other stakeholders in higher education, industry and society have to say about these efforts?

These are examples of questions that were discussed during the conference. The IRSPBL 2023 collected 55 contributions from 16 different countries. **[IRSPBL 2023 conference proceedings are available here.](#)**

DANISH-AMERICAN WELL-BEING SEMINAR 2023

October 2023, Aalborg

In October, Aalborg University hosted the Danish-American Well-Being Seminar which focused on well-being in higher education and how Danish educational institutions can help create the best conditions for their students' well-being and thus facilitate optimal learning.



The event marked the end of “Designing a Happier Student Life for Better Learning” – a two-year project run by the Ministry of Higher Education and Science and Innovation Centre Denmark, Boston and Silicon Valley. Among the results is a report that provides American inspiration for how educational institutions can support student well-being. Keynote speakers from Stanford University provided their perspectives, and IAS PBL Professors Xiangyun Du and Euan Lindsay (UCPBL) were invited to talk at the seminar.

MEETING WITH THE AMBASSADOR FROM SOUTH AFRICA

November 2023, Aalborg

Problem-based learning was at the top of the agenda when Ambassador to Denmark Fikile Sylvia Magubane and a delegation from the University of Pretoria met with Aalborg Mayor Lasse Frimand Jensen and representatives from AAU, University College of Northern Denmark (UCN) and Aalborg Children & Youth.

The School of Cooperation in South Africa is well advanced in applying problem-based learning in primary schools, and the South African ambassador is pleased to be able to further strengthen the use of PBL with the help of AAU.

INSPIRATION FROM IAS PBL TO UPPER SECONDARY SCHOOLS

November 2023, Aalborg

In November 2023, IAS PBL received an invitation to join a meeting with representatives from the North Jutland upper secondary schools. During this session, Professor and Director Thomas Ryberg introduced IAS PBL and presented a value-based introduction to digitalisation, as well as the current efforts to integrate SSH and STEM in AAU degree programmes. Additionally, Associate Professors Stine Ejsing-Duun and Lykke Brogaard Bertel delved into discussions on engineering capital, technological literacy, and Artificial Intelligence for the attendees, who were predominantly rectors from upper secondary schools.

PHD COURSES

In 2023, IAS PBL researchers organised the PhD courses listed below.

Applying the Danish Code of Conduct for Research Integrity to Your Research

Organisers include Associate Professors Trine Fink and Antonia Scholkmann

This course examines the Danish Code of Conduct for Research Integrity that guides the research practices of scientists, researchers, and their collaborators. The course introduces the principles of research integrity, dwells on the basic standards for conducting responsible research and introduces the current administration for misconduct.

In 2023, a total of four courses were completed.

Fundamentals of Clinical Data Science

Organisers include Associate Professor Louise Pape-Haugaard

This course introduces the disciplines involved in the full value chain of clinical data science, defined as the scientific field, which turns healthcare data into clinically useful applications. The course covers the transformation of data to model and to applications, to give an overview and understanding of the processes, rather than how to perform them.

Health Research with Vulnerable Groups

Taught by Associate Professor Verena Lenneis

This course aims to provide PhD students with a space for reflecting on the numerous conceptual, methodological, and ethical dilemmas that follow when conducting research with vulnerable groups.

Introduction to the PhD Study Spring 2 (MEDICINE)

Organised by Associate Professor Trine Fink

The course provides PhD students with a basic understanding of the PhD programme at Aalborg University. It aims to support PhD students in developing their study plans and provides practical information on how to work on research projects.

Learn How Creative Thinking Can Transform Your Research

Organised by Assistant Professor Søren Hansen

The course offers a deep understanding of creative thinking in research and aims to enable PhD students to make room for creative thinking and methodology in their research. The systematic use of creative thinking can be particularly helpful in generating new ideas, hypotheses, experimental designs, and data interpretation as well as in the communication of research.

Mixed Methods research and Interdisciplinary Inquiry

Organised by Professor Xiangyun Du

The course intends to support participants in developing interdisciplinary inquiry skills by analysing the needs for mixed-method research and designing mixed-method research using diverse strategies. A problem

and project-based learning approach is adopted in this course, involving participants working in groups on real-life issues identified on their own.

Professional Communication

Organised by Associate Professor Aida Olivia Pereira de Carvalho Guerra and Professor Euan Lindsay

The course aims to train and improve the participants' skills in oral communication, especially at scientific conferences and in university teaching by taking both a theoretical and a practical approach to scientific communication.

In 2023, a total of two courses were completed.

Qualitative Research within Health Science

Organised by Associate Professor Henrik Vardinghus-Nielsen

This course provides participants with the basic competences for designing a qualitative study and experiences with the benefits and limitations of using qualitative methods within the health sciences. The course specifically focuses on designing a study, selecting appropriate methods, collecting data, and finally analysing the data.

Teaching with Problem-Based Medical Cases: Theoretical and Practical Foundation for Case Facilitators

Taught by Associate Professor Patrik Kristoffer Kjærdsdam Telléus

This course provides a solid introduction to the theoretical and practical foundation of case facilitation with problem-based learning. A special focus is on the role of the case facilitator, and the practicalities of case facilitation, down to the level of what to bring to a session and other experiences.

The Aesthetic Experience and the Aesthetics of Slowness – PhD summer school

Organised by Professor Lone Dirckinck-Holmfeld

An interdisciplinary course that combines perspectives of artists, art critics, philosophy, learning, human-computer interaction, and other theories and examines the concept of aesthetic experience through the aesthetics of slowness in both theory and practice.

Understanding Theory of Science

Organised by Associate Professor Patrik Kristoffer Kjærdsdam Telléus

The course provides participants with the opportunity to practice the art of the theory of science, to better acquaint themselves with the field, and learn how to apply its thoughts and positions. The course focuses on current problems in the theory of science that are relevant for research within the health sciences and the technological and natural sciences.

IAS PBL DISSEMINATION

Researchers affiliated with the Institute for Advanced Study in PBL continuously publish research on problem-based learning within all AAU disciplines. A full list of publications of research outcomes and projects are available on our [Research Profile](#).

For more information on the Institute for Advanced Study in PBL, please visit our website or our LinkedIn company page:

[iaspbl.aau.dk](https://www.iaspbl.aau.dk/)

[linkedin.com/company/ias-pbl](https://www.linkedin.com/company/ias-pbl)

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 9220 Aalborg Ø
 Denmark

Overview Fingerprint Network Profiles (76) Projects (66) Publications (518) Datasets (2) Prizes (1) ...

🏠 Organisation profile

Organisation profile

The Institute for Advanced Study in PBL (IAS PBL) is a cross-faculty unit that aims to strengthen the quality and development of PBL research and practice across AAU.

IAS PBL will function as a hub for research, knowledge sharing, competence development, collaboration and experiments with PBL. As a hub for research, development and knowledge sharing, a central task for IAS PBL is to engage and work closely with local environments in all faculties, departments, and organisational units.

PUBLICATIONS 2023

The following is a list of publications, including journal articles, conference articles, review articles, editorials, books, anthologies, book chapters, conference articles and abstracts, papers, reports and net publications, published in 2023 by IAS PBL staff.

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- Ali, K., Daud, A., Ba Hattab, R., Philip, N., Matoug-Elwerfelli, M., Anweigi, L., Al Khabuli, J., & Du, X. (2023). **Development of self-regulation amongst dental students in problem-based learning curricula: A qualitative study.** *European Journal of Dental Education*, 27(2), 388-395.
- Al-Thani, H., Chaaban, Y., & Du, X. (2023). **Factors influencing discipline-specific facilitators' roles in a multi-tiered professional learning programme in higher education.** *Research in Post-Compulsory Education*, 28(3), 530-549.
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- Andresen, M., & Dahl, B. (2023). **Discussion about the Role of Teacher Authority when making a Transition into Creative Problem-Solving in Mathematics.** *Acta Didactica Norden*, 17(1), Article 23.
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- Boelt, A. M., Holgaard, J. E., & Kolmos, A. (2023). A Thematic Analysis of Engineering Students' Experiences of Teamwork in Problem-Based Learning. *International Journal of Engineering Education*, 39(3), 627-642.
- Boelt, A. M., & Clausen, N. R. (2023). Participant Direction. In A. Kolmos, & T. Ryberg (Eds.), *PBL in a Digital Age* (pp. 39-52). Aalborg Universitetsforlag.
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**INSTITUTE FOR
ADVANCED STUDY IN PBL**

**AALBORG
UNIVERSITY**

Kan frit distribueres
Til drøftelse

Sagsnr.: 2024-013-00863

Sagsfremstilling til møde i AAU's bestyrelse den 27. juni 2024

Drøftelse af tiltag på baggrund af diverse rapporter i anledning af 20-året for den nye universitetslov

Indstilling

- Det indstilles, at bestyrelsen drøfter status på tiltag i procesplanen (bilag B).
- Det indstilles, at bestyrelsen drøfter de to foreslåede tiltag på AAU vedrørende forskningsfrihed og medarbejderinddragelse.

Bilag

Bilag B: Procesplan for tiltag på AAU på baggrund af de tre rapporter inkl. status i maj 2024.

Sagsfremstilling

Baggrund

2023 markerede 20-året for den ændring af universitetsloven, der varslede grundlæggende reformering af universitetssektorens finansierings-, styrings- og ledelsesstrukturer. På den baggrund blev følgende tre rapporter udgivet i foråret 2023:

- ["Universiteter for fremtiden: Tyve år med universitetsloven"](#) udgivet af Danmarks Forsknings- og Innovationspolitiske Råd (DFiR)
- ["Institutedere på universiteterne – En analyse af institutledernes profil, virke og ledelsesstil"](#) udgivet af Det Kongelige Danske Videnskabernes Selskab (KDVS)
- ["Et effektivt middel – med bivirkninger? En undersøgelse af forskeres oplevelse af ekstern forskningsfinansiering"](#) udgivet af Tænketanken DEA

Rapporterne blev drøftet på bestyrelsesmødet 26. juni 2023.

Rapporterne peger på en række udfordringer i universitetssektoren herunder spørgsmål om forskningsfrihed og forskningsfinansiering, den demokratiske kultur og medarbejderinddragelse, talentudvikling samt diversitet. I løbet af det sidste år er rapporternes konklusioner og anbefalinger behandlet i direktionen, institutledelserne, institutrådene og de akademiske råd i henhold til vedlagte



procesplan (bilag b). Bestyrelsen fik tilsendt procesplanen i forbindelse med mødet 26. juni 2023. Der er nu taget status på tiltagene i procesplanen, som fremgår af bilag B.

Det indstilles, at bestyrelsen drøfter status på tiltag i procesplanen (bilag B).

Opfølgning på høring i de akademiske råd og institutråd

Som led i procesplanen i bilag B besluttede direktionen i juni 2023, at DFIR-rapportens konklusioner og anbefalinger om forskningsfrihed og medarbejderinddragelse skulle drøftes i de akademiske råd og institutråd med henblik på at skabe en inddragende proces og få bredt input til, hvordan der på AAU skal arbejdes videre med styrkelse af forskningsfrihed samt medarbejderinddragelse og den demokratiske kultur.

Rådenes høringssvar er drøftet i institutlederkredsen med henblik på at prioritere tiltag på baggrund af høringssvarene.

På denne baggrund indstiller direktionen to indsats udover tiltagene i procesplanen i bilag B. Det var i forbindelse med drøftelse i direktionen særlig opmærksomhed på, at der bør sættes ind, hvor AAU reelt kan påvirke.

Den ene indsats fokuserer på forskningsfrihed. Forskningsfrihed indgår i *Kodeks for integritet i forskningen*, som i løbet af 2024 bliver opdateret af et udvalg i Uddannelses- og forskningsministeriet. AAU er som de øvrige danske universiteter repræsenteret i udvalget. Direktionen foreslår at drøfte det opdaterede kodeks i AAU's Strategiske Råd for Forskning og Innovation (SRFI) blandt andet med henblik på at få et fælles sprog og forståelse af "forskningsfrihed" på AAU. Efter SRFI's drøftelse, og hvis rådet finder det givtigt, kan et diskussionspapir om forskningsfrihed på AAU sendes ud til drøftelse i de akademiske råd.

Den anden indsats vedrører medarbejderinddragelse, og hvordan den demokratiske kultur på AAU kan styrkes. Direktionen foreslår på baggrund af rådenes høringssvar og institutledernes drøftelser, at der arbejdes videre via en arbejdsgruppe, der får til opgave at belyse, hvordan institutrådene kan styrkes. Arbejdsgruppen skal bestå af én institutleder fra hvert fakultet, fire medarbejdere fra institutrådene (én fra hvert fakultet) og fire studerende fra institutrådene (én fra hvert fakultet) samt en repræsentant fra HR. Det ses gerne, at deltagerne i arbejdsgruppen så vidt muligt er fra forskellige institutter for at sikre bred repræsentation. Dekan Rasmus Antoft er valgt som tovholder for indsatsen.

Direktionen ønsker også at høre Hovedsamarbejdsudvalget (HSU), inden de to foreslåede indsats sættes i værk. Status på procesplanen (bilag B) og de foreslåede indsats drøftes på HSU-mødet 18. juni 2024. Eventuelle input og væsentlige drøftelsepunkter fra HSU-mødet præsenteres af rektor mundtligt på bestyrelsesmødet.

Det indstilles, at bestyrelsen drøfter de to foreslåede indsats om forskningsfrihed samt medarbejderinddragelse og demokratisk kultur på AAU.

Kommunikation

Efter drøftelse af status på procesplanen og de to foreslåede indsats vil de akademiske råd og institutrådene samt institutlederkredsen blive orienteret om forløbet med fokus på, hvordan deres tilbagemeldinger har bidraget til processen og prioritering af tiltag. Status og fremtidige indsats vil desuden blive kommunikeret bredt på AAU.



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6. juni 2024

AALBORG UNIVERSITET

Bestyrelsesmøde: 3-2024, 27/6 2024

Pkt.: 6

Bilag: B

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Bestyrelsesmøde 27. juni 2024 ”Drøftelse af tiltag pba. diverse rapporter i anledning af 20-året for den nye universitetslov”**Bilag B Procesplan for tiltag på AAU på baggrund af de tre rapporter (udarbejdet juni 2023) og status i maj 2024**

Emne	Behandling på AAU	Dato	Status maj 2024
Forskningsfrihed	Ledelsen har fokus på at bakke de forskere op, som bliver udsat for politisk pres	Institutedermøde 14/12 og løbende	På rektoratets institutedermøde 26. september 2024 blev KDVS' og DFIR's rapporter drøftet. Her var der blandt andet en drøftelse af, at ledelsen bakker forskerne op, også når der forskes i kontroversielle emner. Samme emne blev drøftet på institutedermødet 21. marts 2024 ifm. med et punkt om høringssvarene fra de akademiske råd og institutråd vedr. DFIR's rapport.
	De akademiske råd opfordres til at tage en drøftelse om forskningsfrihed	De akademiske råd 2. halvår 2023	Der har været høring i de akademiske råd og institutråd i efteråret 2023. Høringssvarene blev drøftet på rektoratets institutedermøde 21. marts 2024, hvor institutederkredsen gav input til prioritering af tiltag. Dette er efterfølgende drøftet i direktionen.
Balance mellem grundforskning og anvendt forskning	Ledelsen vil drøfte balancen mellem grundforskning og anvendt forskning på det årlige møde med de akademiske råd	Årligt møde mellem ledelsen og de akademiske råd 1. halvår 2024	Balancen mellem grundforskning og anvendt forskning er kontinuerligt et opmærksomhedspunkt for direktionen og i organisationen. For at sikre tid til andre aktuelle emner på mødet med de akademiske råd, har emnet dog endnu ikke været drøftet i det forum. På mødet mellem de akademiske råd og rektoratet i maj 2024, blev dagsordenen besluttet i et samarbejde mellem de akademiske råd og rektoratet. Der var fokus på højaktuelle emner, som optager organisationen: kandidatreform, trivsel, Vive-rapporten om sexisme samt den globale sikkerhedssituation og forsvarsforskning.

Medarbejderinddragelse	Institutrådene og de akademiske råd opfordres til at drøfte medarbejderinddragelse på AAU	Institutråd og de akademiske råd 2. halvår 2023	Der har været høring i de akademiske råd og institutråd i efteråret 2023. Høringssvarene blev drøftet på rektoratets institutledermøde 21. marts 2024, hvor institutlederkredsen gav input til prioritering af tiltag. Dette er efterfølgende drøftet i direktionen.
Institutledernes vilkår	Institutlederne opfordres til at lave deres eget forum til ledelsessparring og dermed styrke rollen	Institutledermøde 26/9	På institutledermødet 26. september 2024 blev KDVS' rapport præsenteret og drøftet. Der blev gjort opmærksom på, at KDVS ville afholde institutlederdag i december 2023, hvor institutledere på tværs af universiteter kunne mødes og videndele. Dagen havde også til formål at facilitere oprettelsen af et forum for institutledere, hvis de ønsker det. Institutlederne opfordredes til at deltage.
	Fokus på vidensdeling og inddragelse af institutlederes erfaring	Løbende på institutledermøder hvert kvartal	Siden rapporterne er udgivet, har der været et øget fokus på at inddrage institutlederne i drøftelser på institutledermøderne og at give møderne mere karakter af dialogmøder fremfor orienterende stormøder. Senest på mødet i marts har institutlederne drøftet og givet input til prioritering af to indsatser indenfor hhv. forskningsfrihed og medarbejderinddragelse.
Talentmasse	Direktionen har fokus på talent og vil drøfte, om der skal laves centrale talenttiltag	Direktionsmøde 2. halvår 2023	Direktionen besluttede i juni 2023 det nye talentprogram. Direktionen har i løbet efteråret 2023 været med til at rammesætte indsatsen. Udviklingen af programmet pågår, og der er kick off i 2025. Der er desuden afholdt kurser om "Ledelse af talent" i løbet af 2023 for hhv. VIP-ledere og TAP-ledere. Direktionen er blevet præsenteret for et tilpasset kursus om "Ledelse af talent" inklusiv en drøftelse af, hvordan der fremadrettet kan arbejdes med ledelse af talent fra direktionens position. Rektor har desuden holdt oplæg på bestyrelsesmødet i april om excellent forskning med fokus på bl.a. talentdyrkelsen, udfordringer indenfor området, og hvordan disse kan imødekommes.
Diversitet og inklusion	Direktionen drøfter DKUNI's anbefalinger til tiltag og beslutter, hvordan ledelsen kan forpligtes til at arbejde med diversitet og inklusion og indfri mål på området	Direktionsmøde 20/9 og løbende	Institutter og afdelinger har alle udvalgt to aktiviteter, som de vil arbejde med i 2024 med henblik på at øge diversiteten og fremme inklusionen i hele organisationen. Det er universitetsdirektøren, innovationsdirektøren og dekanerne, som har ansvaret for at sikre fremdrift på aktiviteterne og afrapportere til direktionen primo 2025.
	Øget fokus på kønssammensætning af AAU's øverste ledelseslag, flere af det underrepræsenterede køn i VIP-stillinger og ligeløn for lige arbejde	Institutledermøde 26/9, rektors statusmøder med dekanerne, lønforhandling 2. halvår 2023 og løbende	Der er et fortsat fokus på kønssammensætningen i ledelsen samt en forståelse af, at det kræver tilvænnning i organisationen at ændre. På institutledermødet 26. september 2023 blev der i forbindelse drøftelsen af KDVS' rapport drøftet, at kønsfordelingen i institutlederkredsen er en udfordring. Ledelsen er opmærksom på diversitet ifm. opslag af ledelsesstillinger. Der er fokus på, at jobopslag formuleres, struktureres og markedsføres, så de appellerer og rammer bredt. Der er desuden fokus på diversitet i sammensætning af ansættelsesudvalg. Der er løbende fokus på, om der er en systematisk skævvridning ift. løn og kønsdiversitet.

<p>Direktionen tydeliggør, at diversitet og inklusion prioriteres strategisk gennem en central placering af sekretariatet for ULD (Udvalget for Ligestilling og Diversitet)</p>	<p>2. halvår 2023</p>	<p>ULD-sekretariatets medarbejdere er organisatorisk i fysisk placeret i Rektorsekretariatet pr. 1. oktober 2023.</p>
<p>Øget ledelsesfokus på diversitet og inklusion og arbejde med kulturen.</p> <p>Direktionen deltager i en masterclass i inkluderende ledelse</p>	<p>Institutedermøde 14/12, masterclass 10/1 og løbende</p>	<p>Der er afholdt masterclass i inkluderende ledelse for direktionen den 10/1. På den baggrund har direktionen besluttet at bedrive inkluderende mødefacilitering i egne ledergrupper og i de kollegiale organer i 2024.</p> <p>Desuden har direktionen gjort det obligatorisk for prodekaner, institutledere, administrative ledere og sekretariatschefer at deltage i en tilsvarende masterclass til afholdelse den 17/6.</p> <p>For at sikre den administrative understøttelse, er der afholdt workshops for administrative medarbejdere hhv. den 23/4 og 8/5.</p> <p>Der er desuden produceret et hjælpeværktøj med gode råd til inkluderende mødeledelse, som er delt ud og bl.a. ligger i direktionens mødelokale.</p> <p>Derudover pågår projekt om parallel sproglighed.</p>



Kan frit distribueres
Til orientering

Sagsnr.: [Sagsnr.]

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Orientering om studieadministrativt informationssystem "Nyt SIS"

Indstilling

Det indstilles, at bestyrelsen tager orienteringen til efterretning.

Bilag

Bilag B: Præsentation

Sagsfremstilling

Efter bestyrelsens ønske giver universitetsdirektøren en orientering om "Nyt SIS".

Kommunikation

Ingen.

Sagsbehandler(e)

Tine Corfitsen, tco@adm.aau.dk, Rektorsekretariatet

Anne-Marie Falch, amfa@adm.aau.dk, Studieservice

7. juni 2024



Kan frit distribueres
Til drøftelse og beslutning

Sagsnr.: 2024-021-02186

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Godkendelse af fælles sundhedsmission for AAU

Indstilling

Det indstilles, at bestyrelsen godkender igangsættelsen af en fælles sundhedsmission.

Bilag

Bilag B: Two-pager missionsbeskrivelse

Bilag C: Tids- og faseplan

Bilag D: Figur

Bilag E: Præsentation

Sagsfremstilling

AAU's bestyrelse godkendte i juni 2023 igangsættelse af de to første fælles missioner ET BÆREDYGTIGT DANSK ENERGISYSTEM og ØGET TRIVSEL BLANDT BØRN OG UNGE.

Godkendelsen af de to missioner skete på baggrund af skriftlige og mundtlige præsentationer af de to missioner, som hver især redegjorde for missionens udfordringsparadigme, ambitioner for samfundsmæssig impact, succeskriterier og -indikatorer, samt en tidsplan for både aktiviteter og effekter.

AAU's direktion godkendte 2. september 2023, at der i løbet af første halvdel af 2024 blev udarbejdet et forslag til en fælles sundhedsmission, der kunne godkendes af AAU's bestyrelse medio 2024.

Siden januar 2024 har en arbejdsgruppe bestående af 8 forskere – to fra hver af AAU's fire fakulteter - arbejdet med formuleringen af sundhedsmissionen og konkret udarbejdet en two-pager om missionen samt tids-/faseplan for missionen.

I udarbejdelsen af forslaget har arbejdsgruppen bl.a. ladet sig informere af data fra en survey blandt missionens potentielle interessenter internt på AAU samt eksternt blandt aktører i det danske sundhedsvæsen for at understøtte, at missionens aktiviteter i så høj grad som muligt er afstemt med nøgleinteressenternes behov.

Forslaget, der bærer titlen BÆREDYGTIG SUNDHED I DANMARK GENNEM ET TEKNOLOGIUNDERSTØTTET, LÆRENDE SUNDHEDSVÆSEN vil på bestyrelsesmødet den 27. juni blive præsenteret mundtligt af forperson for arbejdsgruppen, professor Michael Skovdal Rathleff, med henblik på igangsættelse umiddelbart derefter.



Det indstilles dermed, at bestyrelsen på baggrund af den skriftlige og mundtlige præsentation godkender igangsættelsen af en fælles sundhedsmission.

Involvering

Two-pager og faseplan er udarbejdet af arbejdsgruppen, som bestod af otte medlemmer (to ledelsesudpegede VIP'er fra hvert AAU fakultet): professor Ninna Meier (Institut for Sociologi og Socialt Arbejde), professor Thomas Ploug (Institut for Kommunikation og Psykologi), professor John Rasmussen (Institut for Materialer og Produktion), lektor Anders Olsen (Institut for Kemi og Biovidenskab), professor MSO og vice-instituteder Thomas Dyhre Nielsen (Institut for Datalogi), professor Christian Nøhr (Institut for Bæredygtighed og Planlægning), professor Johannes Struijk (Institut for Sundhedsteknologi), professor Michael S. Rathleff (Institut for Sundhedsteknologi, forperson for arbejdsgruppen).

Arbejdsgruppen har været ledet af professor Michal Skovdal Rathleff (Institut for Sundhedsteknologi) og er blevet understøttet af AAU's missionssekretariat og AAU Kommunikation. Undervejs har arbejdsgruppen sparret med prodekan for Forskning (SUND), Ole Kæseler Andersen, og prodekan for Forskning (TECH), Mikael B. Skov.

Kommunikation

Intern kommunikation:

Under forudsætning af at bestyrelsen godkender sundhedsmissionen, kommer der en artikel på AAU Update medio/ultimo august, som informerer om, at missionen er godkendt, hvad den går ud på, hvem der leder den mv. Tidspunktet er valgt, fordi der vil være flest læsere på det tidspunkt, fremfor en nyhed i slutningen af juni, hvor den kommende ferie fylder hos de fleste.

Missionssekretariatets hjemmeside <https://www.forskningservice.aau.dk/aau-missionssekretariat> bliver opdateret med info om sundhedsmissionen.

Ekstern kommunikation:

Relevante sider på AAU.dk bliver opdateret med, at vi (nu) har tre missioner osv.

Metawebsitet om missionerne - www.sammenommissioner.aau.dk bliver opdateret med info om sundhedsmissionen. En egen hjemmeside for missionen er også planlagt.

Eventuel kommunikationsstøtte til missionsledelsens LinkedIn-profiler.

Sagsbehandler(e)

Esben Hjuler, eah@adm.aau.dk, TECH-dekansekretariatet

Louise Bredgaard, chefkonsulent, lb@adm.aau.dk, Rektorsekretariatet

10. juni 2024

MISSION: BÆREDYGTIG SUNDHED I DANMARK Gennem ET TEKNOLOGIUNDERSTØTTET, LÆRENDE SUNDHEDSVÆSEN

Sundhedsvæsenet i Danmark er under pres. Behovet for diagnostik, pleje og behandling overgår i stigende grad kapaciteten, og der mangler både menneskelige og økonomiske ressourcer. Digitale teknologier kan være en del af fremtidens bæredygtige løsninger, men det kræver analyse af – og forståelse for – sundhedsvæsenets arbejde.

Arbejdet med at definere en kommende sundhedsmission inkluderer derfor input fra mere end 400 interessenter på tværs af Danmark - borgere, patienter, klinikere og ledere i det danske sundhedsvæsen, samt forskere på alle fakulteter på Aalborg Universitet. De har identificeret følgende kerneudfordringer i sundhedsvæsenet:

- Kommunikationsbarrierer mellem digitale platforme i sundhedsvæsenet
- Organisatoriske barrierer mellem sektorer i patientforløb
- For lidt tid og ressourcer til kerneopgaven
- Social ulighed
- Udfordringer i forhold til at anvende allerede eksisterende digitale redskaber

Det overordnede mål for denne mission er derfor:

AT SKABE ET LÆRENDE SUNDHEDSVÆSEN I DANMARK Gennem DIGITALE TEKNOLOGIER INDEN 2040

Visionen om det lærende sundhedsvæsen (LHS) udspringer fra National Academy of Science i USA og har vist sig at have potentiale til at løse udfordringer som dem, vi har identificeret i Danmark. For at LHS kan lykkes, er der brug for mere forskning og udvikling af digitale teknologier, der understøtter organisationerne i at implementere løsninger. Et LHS kræver dyb digital integration på alle niveauer og på tværs af sektorer. Hertil skal bruges teknologier, som kan indsamle patientrapporterede data, kliniske og organisatoriske data og forskning, og returnere disse til beslutningstageren og derved skabe læringsløjfer. Det skal ske kontinuerligt, for at sikre bæredygtige og dynamiske læringsløjfer i både sundhedsvæsenet og hos patienterne.

I det lærende sundhedsvæsen giver hver patient og hver handling nye muligheder for at lære og optimere gennem data og feedback til praksis. Når vi har opnået et LHS ved hjælp af digital integration og læringsløjfer, får vi en række positive effekter, som kan måles på tre niveauer:

- **Patient:** Her er målet, at data fra hver patient bruges til at forbedre patientbehandlingen og skabe bedre og mere sammenhængende forløb med brug af ny teknologi. Data følger patienten og bruges til at understøtte relevant behandling til den enkelte.
- **Ansatte i sundhedsvæsenet:** Her er målet, at det er integreret som fast klinisk praksis, at alle beslutninger er understøttet af data, og at der findes en teknologisk løsning, som gør det muligt at trække på både lokale data og videnskabelig evidens i beslutningsprocessen.
- **Organisation:** Her er målet, at der skabes organisatoriske rammer for løbende læring af de indsamlede erfaringer og data fra patienter, sundhedspersonale og organisation, samt at denne læring omsættes til konkrete forbedringstiltag som løbende forbedres gennem data-drevne læringsløjfer.

Det overordnede mål for missionen vil løbende blive suppleret med delmål for en række missionsprojekter. Delmålene vil være konkrete, målbare og tidsbegrænsede. De vil blive fastsat i dialog med en række eksterne aktører og samarbejdspartnere. Nedenfor er udfoldet eksempler på delmål for missionen.

Missionen udføres i fire faser med høj involvering af ikke-akademiske parter og i henhold til vedlagte tidsplan.

MULIGE EKSEMPLER PÅ DELMÅL MED KRITISKE MILEPÆLE, SUCCESKRITERIER OG SAMARBEJDSPARTNERE – PÅ HHV. PATIENT-, BEHANDLER- OG ORGANISATIONSLEVELAU

Patientniveau: Digitale redskaber til bedre egenhåndtering til patienter med kroniske sygdomme

1

Eksempel på kritisk milepæl:

Udvikling af digitale teknologier, som hjælper patienter med at mestre deres sygdom, optimere forbruget af sundhedsydelser og støtte individualiserede forløb, hvor data fra forskellige sektorer og kilder bruges til at optimere forløb og behandling

Målbare succeskriterier (måles gennem registerdata og selvrapporterede data):

- Optimeret forbrug af sundhedsydelser (reduceret forbrug hos nogle grupper af patienter og øget forbrug hos andre grupper).
- Mindsket social ulighed, herunder sikre flere ressourcer til dem, der har behov

Mulige samarbejdspartnere: Vælg Klogt, Social Sundhed, Prioriteringsrådet, Danske Regioner, kommuner, private virksomheder, Statens Seruminstitut, Sundhedsdatastyrelsen, DSAM, PLSP, almen praksis, Sundhed.dk. patientforeninger, uddannelsesinstitutioner, Kommunernes Landsforening

Ansatte i sundhedsvæsenet: Integration af teknologiunderstøttet beslutningsstøtte i klinisk praksis

2

Eksempel på kritisk milepæl:

Udvikling og implementering af digitale teknologier til klinisk praksis, som muliggør integration af erfaringer, lokale data og ekstern evidens til at træffe relevante beslutninger.

Målbare succeskriterier ((måles gennem registerdata og selvrapporterede data fra patienter og ansatte i sundhedsvæsenet)

- Nedsætte antallet af defensive (ikke lægefagligt funderede) behandlinger
- Reducere tid indtil relevant diagnose
- Nedsætte utilsigtede behandlinger
- Understøtte fokus på kerneopgaven
- Større jobtilfredshed og trivsel

Mulige samarbejdspartnere: Vælg Klogt, Social Sundhed, Prioriteringsrådet, Danske Regioner, kommuner, private virksomheder, Statens Seruminstitut, Sundhedsdatastyrelsen, DSAM, PLSP, almen praksis. Sundhed.dk. Patientforeninger, Kommunernes Landsforening

Organisationsniveau: Det lærende sundhedsvæsen i en dansk kontekst

3

Eksempel på kritisk milepæl:

Udvikling af det lærende sundhedsvæsen i en dansk kontekst, hvor IT-systemer, organisering af arbejdet i og på tværs af organisationer, samarbejdskultur, jura og ledelsesfokus understøtter, at hver ny patientkontakt og handling er en mulighed for at lære og forbedre praksis.

Målbare succeskriterier (måles gennem lokale og nationale kvalitetsindikatorer samt kvalitativt gennem observationer og interviews):

- Øget trivsel på arbejdsplads
- Højere klinisk kvalitet
- Reduktion af sygedage/år hos ansatte
- Reduktion af unødvendige kontaktpunkter i et sygdomsforløb
- Forbedret organisatorisk sammenhæng i patientforløb (f.eks. nye fælles retningslinjer eller rammer for videndeling på tværs)

Mulige samarbejdspartnere: Vælg Klogt, Social Sundhed, Prioriteringsrådet, Danske Regioner, kommuner, private virksomheder, Statens Seruminstitut, Sundhedsdatastyrelsen, DSAM, PLSP, almen praksis. Sundhed.dk. Patientforeninger, Kommunernes Landsforening

FASEPLAN – SUNDHEDSMISSION

IDENTIFICERING, ETABLERING OG INVOLVERING 2024-2026

- Identifikation af udfordringer via survey af eksterne og interne aktører
- Forpligtende samarbejdsaftale om missionen, tiltrådt af væsentligste interessentgrupper og uddannelsesinstitutioner.
- Samlet "blueprint" for et lærende sundhedsvæsen i en dansk kontekst som inkluderer juridisk afdækning.
- Strategisk plan med portefølje af missionsprojekter, der som resultatmål kollektivt opnår alle kritiske milepæle.
- Mindst to af disse missionsprojekter iværksat, inkl. finansiering.

FORSKNING OG INNOVATION 2026-2030

- Kritiske milepæle:
 - Forskning og udvikling af patient-rettede teknologier, hvor data fra forskellige sektorer understøtter individualiseret og relevant behandling til den enkelte gennem læringsløjfer.
 - Forskning og udvikling af modeller for dataunderstøttede beslutninger, som kan integreres i klinisk praksis og som trækker på lokale data og videnskabelig evidens.
 - Organisatoriske rammer for løbende læring af indsamlede erfaringer og data fra alle tre niveauer - patient, kliniker og organisation - som kan monitoreres og justeres gennem brug af læringsløjfer.

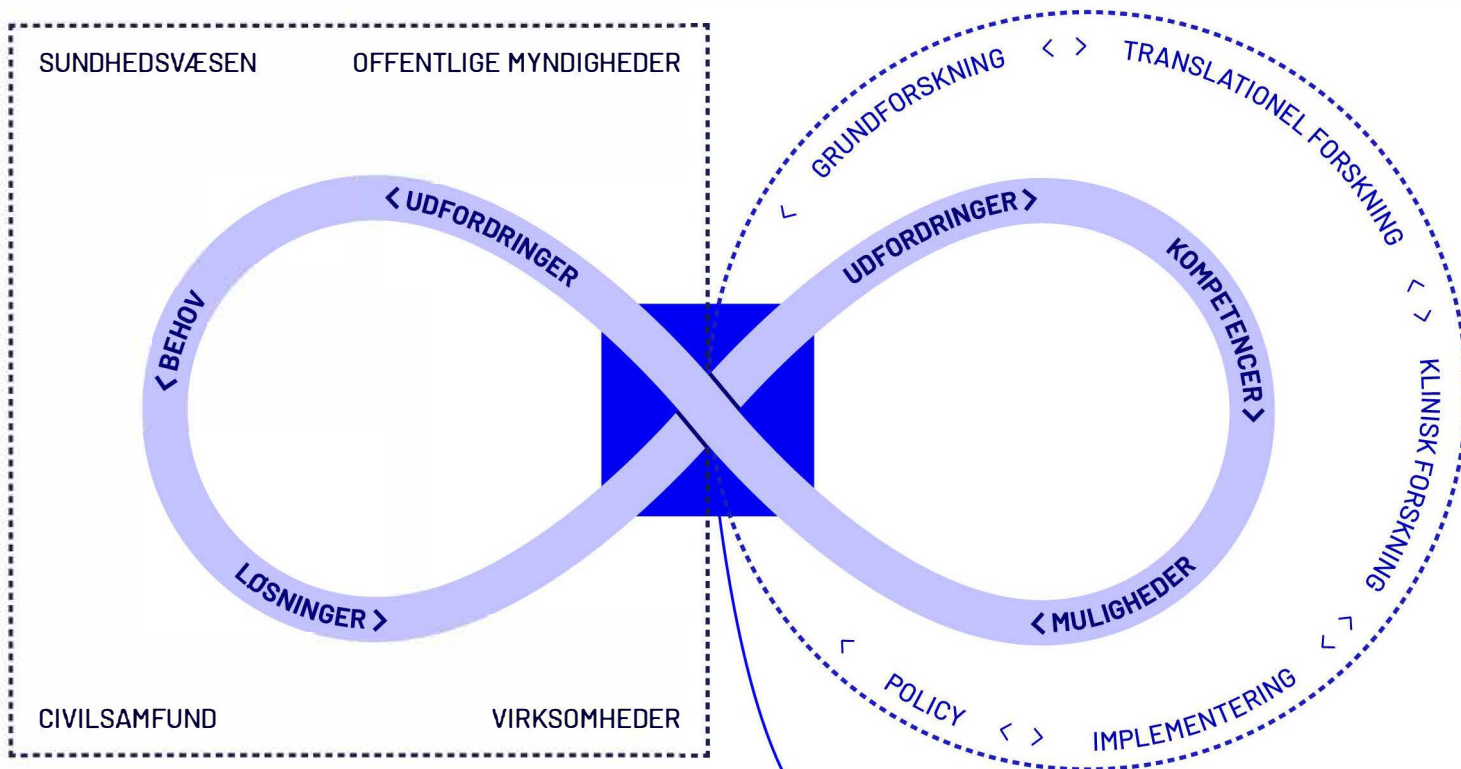
IMPLEMENTERING 2030-2035

- Udbredelse, implementering og integration af digitale teknologier som muliggør et lærende sundhedsvæsen. Dette skaber fundament for et dansk sundhedsvæsen, som fortsætter med at være i verdensklasse, og som løbende integrerer forskning i udviklingen af fremtidens digitale løsninger, til gavn for hele samfundet.

EFFEKTER OG SKALERING 2035-2040

- Fuld implementering, som kan tjene som eksempel til efterlevelse og eksport.
- En model for global skalerbarhed af danske erfaringer og teknologiske løsninger som understøtter et samlet lærende sundhedsvæsen.

AAU SUNDHEDSMISSIONSMODEL



NEXUS, HVOR SAMFUNDSUDFORDRINGER OG BEHOV MØDER KOMPETENCER OG MULIGHEDER



Kan frit distribueres
Til orientering

Sagsnr.: 2023-012-00324

Sagsfremstilling til møde i bestyrelsen den 27. juni 2024

Eventuelt

Indstilling

Det indstilles, at bestyrelsen tager listen til efterretning.

Bilag

Bilag B: Oversigt over punkter til behandling på kommende bestyrelsesmøder.

Sagsfremstilling

Ingen.

Kommunikation

Ingen.

Sagsbehandler(e)

Merete Wolder Lange, mwl@adm.aau.dk, Rektorsekretariatet

12. juni 2024

AALBORG UNIVERSITET
Bestyrelsesmøde: 3-2024, 27/6 2024
Pkt.: 11
Bilag: B



AALBORG UNIVERSITET

Rektorsekretariatet

Sagsbehandler:
Merete Wolder Lange

Sagsnr.: 2023-012-00324
Dato: 1. juni 2024

Oversigt over punkter til kommende bestyrelsesmøder

Torsdag den 29. august 2024

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 3-2024
- Orientering fra bestyrelsesformanden
- Orientering fra rektoratet og efterfølgende drøftelse
- Temadrøftelse om ESG og finansiel strategi
- Godkendelse af investeringspolitik
- AAU's klimaplan og klimaregnskab
- Status på økonomi
- Status på AI på uddannelsesområdet
- AAU benchmark med sektoren
- Forskningsfagligt oplæg
- Status på campus København
- Eventuelt
- Bestyrelsens egen tid

Mandag og tirsdag den 28. og 29. oktober 2024 (med direktionen mandag)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 3-2024
- Orientering fra bestyrelsesformanden
- Orientering fra rektoratet og efterfølgende drøftelse
- Temadrøftelse
- Orientering om periodeopfølgning 2-2024
- Status på strategi- og handleplaner (i rektors orientering)

- Institutionsberetning på kvalitetsområdet (aflægges i lige år)
- Orientering om aktuelle emner ift. studiemiljø (aflægges i lige år)
- Notat med optagelsestale (rektors orientering)
- Bestyrelsens egen tid

Torsdag den 19. december 2024

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 4-2024
- Orientering fra bestyrelsesformanden
- Orientering fra rektoratet og efterfølgende drøftelse
- Temadrøftelse
- Status på Viden for verden 2022-2026
- Status på AI (uddannelse, forskning og administration)
- Godkendelse og underskrivelse af institutionsrevisors protokollat vedr. løbende revision 2024
- Behandling af budget 2025
- Status og fokuseret drøftelse ligestilling og diversitet
- Eventuelt
- Bestyrelsens egen tid
- *Bestyrelsesmedlemmer får en julegave*