



AALBORG UNIVERSITET

Rektorsekretariatet
Fredrik Bajers Vej 7K

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Sagsnr.: 2022-012-00302
Dato: 14-08-2022

***Indkaldelse til møde i bestyrelsen for Aalborg Universitet
Mandag den 28. august 2023
Aalborg Universitet, Campus Esbjerg,
Niels Bohrs Vej 8, lokale F114, 6700 Esbjerg***

1. **Bestyrelsesformandens velkomst (10:00 – 10:05)**
2. **Godkendelse af dagsorden (10:05 – 10:10)**
3. **Godkendelse af referat fra bestyrelsens møde 3-23 den 26. juni 2023 (10:10 – 10:15)**
Bilag A) Sagsfremstilling
Bilag B) Foreløbigt referat fra bestyrelsens møde 3-23 den 26. juni 2023
4. **Status på økonomiske tiltag og konsekvenser af ny uddannelsesreform (LUKKET PUNKT) (10:15 – 11:15)**
Bilag A) Sagsfremstilling
Bilag B) Præsentation

Vicedirektør for økonomi Steen Harrit Jakobsen deltager i punkt 4.
5. **Drøftelse af kompetencekrav og procesplan for udpegning af eksternt bestyrelsesmedlem (11:15 – 11:45)**
Bilag A) Sagsfremstilling
Bilag B) Procesplan
Bilag C) Kortlægning af nuværende bestyrelsesmedlemmers kompetencer
6. **Udpegning af eksternt bestyrelsesmedlem til AAU Indstillingsorgan (11:45 – 12:00)**
Bilag A) Sagsfremstilling
Bilag B) Oversigt over nuværende medlemmer af AAU Indstillingsorgan

12:00 – 12:45 Frokost i Atriumgården



7. Introduktion til campus Esbjerg samt fagligt oplæg (12:45 – 13:30)

- Introduktion til campus Esbjerg v/ dekan Mogens Rysholt Poulsen, Det Ingeniør- og Naturvidenskabelige Fakultet
- Introduktion til Nationalt Center for Undervandsteknologi samt forskningsområdet v/ sektionsleder Simon Pedersen

8. AAU benchmark med sektoren (13:30 – 14:15)

- Bilag A) Sagsfremstilling
Bilag B) Præsentation

9. Orientering fra bestyrelsesformanden (14:15 – 14:25)

- Bilag A) Sagsfremstilling

10. Orientering fra rektor og efterfølgende drøftelse (14:25 – 14:40)

- Bilag A) Sagsfremstilling
Bilag B) Rektors orientering til bestyrelsen
Bilag C) Generelt om IT-landskabet på AAU
Bilag D) IAS PBL Annual Report 2022

11. Eventuelt (14:40 – 14:50)

- Bilag A) Sagsfremstilling
Bilag B) Liste over punkter til kommende møder
Bilag C) Årshjul for dagsordenspunkter til bestyrelsesmøder

12. Bestyrelsens egen tid (14:50 – 15:00)



Kan frit distribueres
Til beslutning

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Godkendelse af referat af møde 3-23 den 26. juni 2023

Indstilling

Det indstilles, at bestyrelsen godkender referat af bestyrelsens møde 3-23 den 26. juni 2023.

Bilag

Bilag B: Foreløbigt referat fra bestyrelsens møde 3-23 den 26. juni 2023

Sagsfremstilling

Ingen.

Kommunikation

De åbne dele af referatet offentliggøres på bestyrelsens websted.

Sagsbehandler(e)

Kasper Lykkegaard Andersen, klan@adm.aau.dk, Rektorsekretariatet

7. august 2023



AALBORG UNIVERSITET

Rektorsekretariatet
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Telefon: 9940 9940
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Dato: 07. juli 2023

Sagsnr.: 2023-012-00343

Referat af
Aalborg Universitets bestyrelsesmøde, 3-23, 26.06.2023

	Til stede	Afbud
EKSTERNE MEDLEMMER		
André Rogaczewski (formand)	X	
Christine Antorini (næstformand)	X	
Anne Jastrup Okkels (AO)	X	
Lars Raadkjær Enevoldsen (LRE)		X
Claus Holstein (CH)	X	
Henrik Tvarnø (HT)	X	
INTERNE VIP-MEDLEMMER		
Antje Gimmler (AG)		X
Kjeld Nielsen (KN)	X	
INTERNT TAP-MEDLEM		
Lene Horn (LH)	X	
INTERNE STUDENTERMEDLEMMER		
Daniel Sejr Vitagliano (DSV)	X	
Marie Elisabeth Strøyberg (MES)	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.: 16.15
Referent: Kasper Lykkegaard Andersen (KLAN) / Katrine Vasegaard (KVAS)
Næste ordinære møde: 28.08.2023

Professor Jakob Stoustrup, AAU, og professor Maria Appel Nissen, AAU, deltog i punkt 4. Vicedirektør for økonomi Steen Harrit Jakobsen, AAU, deltog i punkterne 5 og 6. Konsulent Poul Meier Melchiorsen, AAU, og konsulent Kathrine Bjerg Bennike, AAU, deltog i punkt 6. Vicedirektør for kommunikation Susse Maria Holst, AAU, deltog i punkt 11.

1. Bestyrelsesformandens velkomst

Formanden bød velkommen til mødet.

2. Godkendelse af dagsorden

Dagsordenen blev godkendt.

3. Godkendelse af referat fra bestyrelsens møde 2-2023 den 12. april 2023

Bilag A) Sagsfremstilling

Bilag B) Foreløbigt referat af bestyrelsens møde 2-2023 den 12. april 2023

Referatet blev godkendt.

4. Godkendelse af to fælles missioner for AAU

Bilag A) Sagsfremstilling

Bilag B) Two-pager Energi-missionen

Bilag C) Tidsplan Energi-missionen

Bilag D) Præsentation Energi-missionen

Bilag E) Two-pager Trivsels-missionen

Bilag F) Tidsplan Trivsels-missionen

Bilag G) Præsentation Trivsels-missionen

Formanden bød indledningsvis velkommen til professor Jakob Stoustrup, der er forperson for Energi-missionen, samt professor Maria Appel Nissen, der er forperson for Trivsels-missionen. Formanden orienterede herefter kort om status på arbejdet med missionerne.

På bestyrelsesmødet den 12. april 2023 efterspurgte bestyrelsen en uddybning af missionsbeskrivelserne samt en præsentation af succeskriterier og lead indikatorer. Bestyrelsen udtrykte desuden ønske om en tydeliggørelse af missionsdimensionen i missionerne samt tidsplaner for den fremadrettede udmøntning af missionerne.

Jakob Stoustrup præsenterede Energi-missionen og motivationen bag, der udspringer af klimalovens målsætninger om, at dansk energiforsyning skal være uafhængig af fossile brændsler i 2045. Missionens overordnede succeskriterier, samt eksempler på delmål med tilhørende succeskriterier, kritiske milepæle og mulige samarbejdspartnere, blev forelagt bestyrelsen. Jakob Stoustrup viste desuden en tidsplan for missionen, der er inddelt i fire faser, og hvoraf det fremgår, at en implementeret og skalerbar energisystemløsning forventes at være en realitet i 2035-2040.

Bestyrelsen udtrykte tilfredshed med missionsmaterialet og spurgte, om der er identificeret faldgruber, som kan medføre, at Energi-missionen ikke bliver en succes. Jakob Stoustrup svarede, at navnlig etablering af det forpligtende samarbejde med eksterne parter er afgørende for Energi-missionens succes. Yderligere blev det nævnt, at der skal afsættes de nødvendige ressourcer til administrativ understøttelse af missionen.

Med udgangspunkt i Energi-missionen drøftede bestyrelsen AAU's faciliterende og supporterende rolle i missions-setuppet, hvor der samarbejdes med både interne og eksterne interessenter, herunder forskere fra andre universiteter. Det blev i denne forbindelse bemærket, at hvis AAU skal lykkes i denne funktion, da er det væsentligt, at AAU har fokus på integritet, neutralitet, governance og vedvarende monitorering af målopfyldelse.

Bestyrelsen spurgte ind til tværfagligheden i Energi-missionen samt missionsdimensionen. Jakob Stoustrup fortalte, at der med missions-setuppet og den nytænkte porteføljetankegang opstår muligheder for samarbejde på tværs af forskningsområder, der hidtil ikke har haft tradition for samarbejde. Tilsvarende vil der med missionstilgangen blive skabt fælles retning, og AAU kan blive en

frontløber inden for borgerinddragelse, sikkerhed, modstandsdygtighed og bæredygtighed på energiområdet. Bestyrelsen afrundede Energi-missionen med en drøftelse af, at der ligger et narrativ i, at missionen kan bidrage til jobskabelse, virksomhedsvækst og involvering i lokalmiljøer.

Maria Appel Nissen præsenterede Trivsels-missionen, der har fokus på at skabe øget trivsel blandt børn og unge, hvor flere i dag rammes af psykiske lidelser eller får psykiatriske diagnoser. Maria Appel Nissen fortalte, at der i lighed med Energi-missionen er udarbejdet succeskriterier for Trivsels-missionen, og at disse løbende vil blive suppleret med en række konkrete, målbare og tidsbegrænsede delmål. Bestyrelsen blev herefter præsenteret for eksempler på delmål med tilhørende succeskriterier, kritiske milepæle og samarbejdspartnere, samt en tidsplan der viser, at missionens skalerbare trivselstiltag inden for fysisk, psykisk og social trivsel vil være implementeret i 2035-2040.

Bestyrelsen takkede for præsentationen og spurgte, hvor AAU's særkende og styrkepositioner kan ses i missionen, og det blev drøftet, om missionen har den nødvendige skarphed og afgrænsning. Maria Appel Nissen forklarede, at det tværdisciplinære samarbejde er nytænkt samt at bredden i missionen, hvor fokus er på bl.a. forskellige aldersgrupper, netop er afgørende for at kunne forstå sammenhænge på tværs af trivselsområdet og for at kunne bidrage til skabelsen af nye trivselsfremmende miljøer.

Bestyrelsen spurgte herefter, hvordan der overordnet set arbejdes med målbarhed inden for fysisk, psykisk og social trivsel, samt om der er konsensus i forhold til definitioner på trivselsområdet. Maria Appel Nissen fortalte, at der i regi af missionen arbejdes med en række forskellige målinger og undersøgelser, men at trivsel måles forskelligt afhængig af trivselstypen, hvorfor dette kræver bevågenhed. Når samarbejdsaftalerne indgås med relevante samarbejdspartnere, vil fokus derfor blive rettet yderligere mod målbarhed og afklaring på de tværvideenskabelige begrebsdefinitioner.

Bestyrelsen spurgte afslutningsvis til missionens digitale aspekter, samt om STEM-siden får mulighed for at indgå som en del af missionen. Maria Appel Nissen svarede bekræftende og forklarede, at brug af teknologi skal tænkes med i både problemdefinitionen og på løsningssiden. Yderligere bemærkede Maria Appel Nissen, at sundhedsområdet også vil have en rolle i missionen. Bestyrelsen drøftede i forlængelse heraf, at der kan være flere veje mod trivsel og skabelsen af trivselsmiljøer.

Formanden afrundede punktet. Energi-missionen blev godkendt. Trivsels-missionen blev godkendt under forudsætning af, at der bliver arbejdet videre med målbarhed, øget fokus på digitale muligheder samt AAU's styrkepositioner i missionen.

5. Orientering om 1. periodeopfølgning 2023 (LUKKET PUNKT)

- Bilag A) Sagsfremstilling
- Bilag B) Perioderapport 1. periode 2023
- Bilag C) Præsentation

6. Godkendelse af ny AAU forskningsindikator og implementering i AAU budgetprincipper

- Bilag A) Sagsfremstilling
- Bilag B) Rapport – AAU Forskningsindikator
- Bilag C) Præsentation

Formanden bød indledningsvis velkommen til konsulenterne Poul Meier Melchiorson og Kathrine Bjerg Bennike fra AAU's VBN-team.

Kathrine Bjerg Bennike fortalte, at Uddannelses- og Forskningsministeriet i december 2021 nedlagde Den Bibliometriske Forskningsindikator (BFI) i Danmark. AAU har hidtil anvendt en opgørelse

af BFI-point som et mål for institutternes forskningsproduktion og ved fordeling af en del af basisforskningsmidlerne. Med lukningen af BFI-systemet stod AAU uden en forskningsindikator, der kunne anvendes internt på universitetet, hvorfor direktionen besluttede, at det var hensigtsmæssigt, at der blev udarbejdet en ny forskningsindikator, der kan fungere som erstatning for BFI-opgørelsen i budgetmodellen og som guide og værktøj på AAU.

I regi af SRFI har der været nedsat et udvalg, hvis opgave har været at udarbejde et forslag til en ny forskningsindikator, der kan anvendes på AAU. Det udarbejdede forslag har været i høring i de akademiske råd, i Hovedsamarbejdsudvalget, og det er blevet drøftet af direktionen.

Kathrine Bjerg Bennike forklarede, at der i arbejdet med den nye forskningsindikator har været fokus på, at indikatoren skal kunne rumme forskellige parametre, herunder forskningsbredde og -højde, international genkendelighed, open science, impact, samt forståelse for, at der er forskelle mellem fagområder. Den tidligere anvendte BFI-model har været kritiseret for at have et snævert fokus på forfatterrollen og et begrænset blik for, at impact kan måles på andre måder end via forskningspublikationer, hvilket den nye forskningsindikator tager højde for. Det har desuden været ambitionen, at den nye forskningsindikator skal følge retningslinjerne i aftaledokumenterne "*Agreement on Reforming Research Assessment*" (ARRA) fra 2022 og "*San Francisco Declaration on Research Assessment*" (DORA) fra 2012, som AAU har tiltrådt og underskrevet.

Kathrine Bjerg Bennike forklarede uddybende, at den nye forskningsindikator måler på institutniveau, og at den består af en del A og en del B. Del A indeholder en bibliometrisk indikator baseret på publikationspoint og citationer, mens del B har fokus på bl.a. samarbejde, synlighed og åbenhed. Poul Meier Melchiorson præsenterede herefter eksempler på pointudregning og pointfordeling efter forskningsindikatorens del A, der vedrører videnskabelige publiceringer, samt del B, der har et bredt fokus på forskningens impact. Som afslutning på oplægget præsenterede Poul Meier Melchiorson udvalgets forslag til forskningsindikatorens organisatoriske forankring samt en implementeringsplan.

Vicedirektør for økonomi Steen Harrit Jakobsen fortalte, at den nye forskningsindikator foreslås indarbejdet i budgetprincipperne på AAU. Dette skal ske ved, at den nye forskningsindikator erstatter BFI-point ved fordelingen af basisforskningsmidlerne. Den foreslåede model indebærer, at der i stedet for den nuværende forholdsmæssig fordeling mellem hovedområderne, vil ske en fordeling, hvorefter del A vægter 70% og del B vægter 30%. Det blev i denne forbindelse understreget, at der er tale om en dynamisk forskningsindikator, og at der er mulighed for at justere på den nævnte fordelingsnøgle, hvis det viser sig formålstjenligt.

Bestyrelsen spurgte ind til den nye 70/30-fordeling, herunder betydningen for fakulteterne i forhold til nuværende fordelingsmetode. Vicedirektøren forklarede, at den nye metode vil medføre ændringer i fordelingerne mellem fakulteterne, men at det overordnet set er relativt beskedne beløb, der fordeles efter forskningsindikatoren. Rektor bemærkede, at der har været bred tilslutning til den nye forskningsindikator, herunder ved behandling i de akademiske råd.

Bestyrelsen drøftede målemetoderne under del B, og der var konsensus om, at den nye forskningsindikator kan skabe motivation, samt at den kan benyttes som et strategisk arbejdsredskab for institutterne, der i større grad kan påvirke, hvad de ønsker at blive meriteret for.

Bestyrelsen godkendte forskningsindikatoren og ændringen af budgetprincippet.

7. Orientering om årsagerne til dimittendledighed på AAU

Bilag A) Sagsfremstilling

Bilag B) Præsentation

På bestyrelsesmødet den 1. marts 2023 blev bestyrelsen præsenteret for en årlig status på udviklingen for AAU-dimittenders ledighed. I forlængelse af oplægget efterspurgte bestyrelsen yderligere information om, hvilke årsager der ligger bag de forholdsmæssigt høje ledighedstal, der gør sig gældende for AAU-dimittender sammenlignet med dimittender fra øvrige universiteter.

Prorektor fortalte, at der er tale om en kompleks problemstilling, og at der ikke kan udpeges enkeltstående årsager til det forholdsmæssigt høje dimittendledighedsniveau, men at en række faktorer vurderes at have betydning for ledighedstallet. Prorektor viste herefter en oversigt over nogle af de primære udfordringer, som bl.a. omfatter strukturelle forhold på AAU, de studerendes egne forhold samt arbejdsmarkedet i Region Nordjylland.

Under præsentationen blev navnlig arbejdsmarkedet i Region Nordjylland drøftet, herunder det faktum, at kun 9% af de beskæftigede i Region Nordjylland har en lang videregående uddannelse. På landsplan er dette tal 13%, hvilket udgør en forskel på ca. 12.000 personer. Det blev yderligere fremhævet, at Aalborg er en tidligere industriby, hvor der kun i begrænset omfang her været tradition for ansættelse af akademikere. Dertil kommer, at regionen har en større andel af industri- og landbrugsvirksomheder og kun få højteknologiske virksomheder. Produktiviteten er lav i Region Nordjylland, og der er brug for erhvervsudvikling, hvilket akademikere kan bidrage til. Prorektor fortalte, at dimittender fra øvrige universiteter i vidt omfang får arbejde i den region, hvor de er uddannet, hvilket kun ca. halvdelen af AAU's dimittender gør. Dette viser, at AAU's dimittender er attraktive, og at de kan konkurrere med dimittender fra øvrige universiteter. Samtidig viser det dog også, at Nordjylland er genstand for et problematisk "brain drain", forklarede prorektor.

Rektor bemærkede, at AAU har fulgt de tidligere fastsatte politiske målsætninger om, at flere skulle have en akademisk uddannelse, samt at ledighedstallene har en kobling hertil. Yderligere fortalte rektor, at AAU skal bidrage til, at der etableres akademiske arbejdspladser i Nordjylland, herunder at SMV-segmentet ser mulighederne i de akademiske ansættelser.

Bestyrelsen tog orienteringen til efterretning, og formanden bemærkede, at AAU har en opgave i at fortælle omverdenen, hvorfor tallene ser ud, som de gør.

8. Udpegning af eksternt bestyrelsesmedlem til AAU Udpegningsorgan

- Bilag A) Sagsfremstilling
- Bilag B) Medlemsoversigt
- Bilag C) Oversigt over de tre organer

Formanden orienterede om, at bestyrelsesmedlem Lars Raadkjær Enevoldsens mandat i AAU Udpegningsorgan udløb den 31. marts 2023, og at der derfor skal der udpeges et nyt eksternt bestyrelsesmedlem til udpegningsorganet. Lars Raadkjær Enevoldsen har haft én periode i udpegningsorganet, hvorfor der er mulighed for genudpegnings.

Forud for bestyrelsesmødet har bestyrelsesmedlem Lars Raadkjær Enevoldsen foreslået, at den nye næstformand for bestyrelsen lader sig udpege til AAU Udpegningsorgan, da traditionen hidtil har været, at næstformanden deltager i udpegningsorganets arbejde.

Næstformand Christine Antorini ønskede at påtage sig opgaven og lod sig udpege som nyt medlem af AAU Udpegningsorgan for en 4-årig periode.

9. Evaluering af bestyrelsens arbejde

- Bilag A) Sagsfremstilling

Bestyrelsen evaluerede sit arbejde. Faste observatører uden stemmeret deltog ikke i dette punkt. Rektorsekretariatet var ikke til stede under behandlingen af dette punkt.

10. AAU benchmark med sektoren

Bilag A) Sagsfremstilling

Bilag B) Præsentation

Punktet blev udskudt til behandling på bestyrelsesmødet den 28. august 2023. Bestyrelsen valgte i stedet at behandle de tre nedenstående rapporter.

- *"Universiteter for fremtiden: Tyve år med universitetsloven"* udgivet af Danmarks Forsknings- og Innovationspolitiske Råd (maj 2023)
- *"Institutedere på universiteterne – En analyse af institutledernes profil, virke og ledelsesstil"* udgivet af Det Kongelige Danske Videnskabernes Selskab (maj 2023)
- *"Et effektivt middel – med bivirkninger? En undersøgelse af forskeres oplevelse af ekstern forskningsfinansiering"* udgivet af Tænketanken DEA (april 2023)

Rektor præsenterede hovedlinjerne i de tre rapporter, der også har været behandlet af direktionen.

Rektor fortalte, at DFIR-rapporten stiller skarpt på, hvad der er sket på universiteterne, siden universitetsloven blev introduceret i 2003. Et nedslagspunkt er medarbejderindflydelsen, der i rapporten vurderes at være blevet for marginal. Ledelsesretten anfægtes ikke i rapporten, men der udtrykkes ønske om en øget grad af medarbejderindflydelse og rådføring, inden beslutninger træffes. Dertil kommer et forslag om, at de akademiske råd skal have bedre muligheder for at møde universitetsbestyrelsen.

KDVS-rapporten har fokus på mellemliderrollen, som institutlederne bestrider. For år tilbage var institutlederrollen et hverv, som institutlederne blev valgt til af kollegaerne. I dag er institutlederrollen en del af et almindeligt ansættelsessystem, som indebærer klassiske ledelsesmæssige interessekonflikter.

Rapporten fra Tænketanken DEA viser, at den eksterne finansiering på universiteterne er steget, og at de statslige midler ikke har været i vækst. Væksten er således sket via uddannelsesvækst og via vækst i det eksterne hjemtag, og sidstnævnte udgør i dag en væsentlig del af universiteternes omsætning.

Bestyrelsen spurgte, hvad der konkret gøres for at vise organisationen, at der er fokus på rapporterne, samt hvad den fremadrettede plan er i forhold til rapporternes konklusioner. Rektor svarede, at rapporterne rejser en række problemstillinger, som skal drøftes internt på AAU, herunder spørgsmål om forskningsfrihed og forskningsfinansiering, medarbejderinddragelse, talentudvikling og diversitet. Rektor fortalte, at rapporterne og deres konklusioner vil blive drøftet yderligere på møder med direktionen, institutledelserne, institutrådene og de akademiske råd. Rektor nævnte i denne forbindelse, at det er ønsket, at den demokratiske kultur styrkes på AAU.

Bestyrelsen fik under mødet tilsendt rapporterne samt en procesplan udarbejdet af direktionen, der viser, hvornår og i hvilke fora indholdet af rapporterne vil blive adresseret internt på AAU. Formanden afrundede drøftelserne og foreslog en opfølgende orientering på bestyrelsesmødet i december 2023.

11. Orientering om omorganisering af kommunikationsområdet

Bilag A) Sagsfremstilling

Bilag B) Præsentation

Vicedirektør for kommunikation Susse Maria Holst orienterede om omorganiseringen af kommunikationsområdet.

Vicedirektøren fortalte, at ændringerne på kommunikationsområdet træder i kraft den 1. oktober 2023, hvorefter der etableres 7 specialiserede teams, der skal arbejde med alle typer af opgaver inden for kommunikation. Omorganiseringen skal bidrage til højere kommunikationsmæssig faglighed og styrke AAU's interne og eksterne kommunikation. Den overordnede linje bliver, at der skal være et øget fokus på at skabe fælles front for AAU, hvorfor de fællesprioriterede områder, som f.eks. missionerne og PBL, vil få en væsentlig rolle i kommunikationsarbejdet.

Vicedirektøren fortalte, at der arbejdes med forskellige indsatser p.t., herunder kommunikationsstrategier inden for en række områder, hvor brobygning og rekruttering samt kommunikation med studerende blev fremhævet som eksempler. Vicedirektøren fortalte desuden, at der arbejdes på strategier for de enkelte institutter. Derudover blev det nævnt, at der igangsættes indsatser for at få kvindelige forskere yderligere i spil i medierne. Afslutningsvis viste vicedirektøren en statistik for AAU-forskeres mediedeltagelse samt eksempler på de bedst performende AAU-instagramopslag.

Bestyrelsen takkede for præsentationen og spurgte, om der er fundet løsninger på, hvordan de opgaver der tidligere blev varetaget af kommunikationsmedarbejderne på institutterne nu skal løses. Vicedirektøren fortalte, at dette er et opmærksomhedspunkt, men at det ikke kan undgås, at der vil være både fordele og ulemper, når der gennemføres større omorganiseringer.

Formanden spurgte, om der er et fælles narrativ, der gør sig gældende for AAU, hvortil vicedirektøren svarede, at PBL-tankegangen er vores fælles narrativ, men at der arbejdes på at reformulere PBL-principperne, så de fremstår mere moderne og attraktive for kommende studerende.

Universitetsdirektøren bemærkede afslutningsvis, at der i forhold til rekrutteringsområdet arbejdes på en større koordineret indsats, hvor en række beslutningstagere er involveret, samt at AAU's overordnede rekrutteringsstrategi udarbejdes i regi af DSUR.

Bestyrelsen takkede for præsentationen og tog orienteringen til efterretning.

12. Orientering fra bestyrelsesformanden

Bilag A) Sagsfremstilling

Formanden orienterede om, at der har været afholdt møde med uddannelses- og forskningsministeren, og det forlyder, at regeringen er indstillet på at gøre fremtidens institutionsakkrediteringsprocesser mindre komplekse og mindre dokumentationstunge. Der arbejdes på en model, hvorefter akkrediteringerne gennemføres hvert 8. år i stedet for hvert 6. år.

Formanden fortalte yderligere, at det er forventet, at der inden for få dage kommer et politisk forlig og et rammepapir, som fortæller, hvordan kandidatreformen kommer til at se ud. Det forlyder, at der er tale om et erhvervsrettet udspil, hvor der også er fokus på at få flere udenlandske studerende til Danmark. Det forventes, at der i forlængelse af udgivelsen af rammepapiret bliver nedsat udvalg, som skal diskutere den endelige udmøntning af reformen. Rektor fortalte supplerende, at resultatet af den politiske aftale formentlig vil ligne det materiale, der har været behandlet i Rektorkollegiet, og at 10% af alle kandidatuddannelser skal forkortes fra to år til et og et kvart år i 2030. Yderligere 20% af kandidatuddannelserne skal i 2034 være erhvervskandidater, og fra 2025 skal de danske universiteter optage 8% færre studerende i forhold til i dag.

13. Orientering fra rektor og efterfølgende drøftelse

Bilag A) Sagsfremstilling

Bilag B) Rektors orientering til bestyrelsen

Rektor orienterede om, at der på AAUBS er en igangværende sag, hvor to ledende medarbejdere er blevet fritaget for deres opgaver. Rektor fortalte, at sagens indhold og omfang p.t. er ved at blive afklaret, samt at de nødvendige foranstaltninger træffes, i forbindelse med at sagen bliver belyst.

Rektor fortalte, at Mads Bang pr. 1. august 2023 tiltræder som AAU's nye innovationsdirektør. Mads er civilingeniør, erhvervs-ph.d. og MBA fra AAU. Dertil kommer, at han har haft stor succes som iværksætter. Yderligere fortalte rektor, at Marian June Andreasen pr. 1. september 2023 tiltræder som ny vicedirektør for Studieservice. Marian June Andreasen kommer med mere end 25 års erfaring med ledelse og organisationsudvikling fra både private og offentlige organisationer, herunder AAU.

Afslutningsvis fortalte rektor, at der i forbindelse med AAU's 50-års jubilæum bliver udgivet en bog om AAU. Udgivelsen er støttet af Det Obelske Familiefond.

14. Eventuelt

Bilag A) Sagsfremstilling

Bilag B) Liste over punkter til kommende møder

Bilag C) Årshjul for dagsordenspunkter til bestyrelsesmøder

Bestyrelsesmedlem Claus Holstein orienterede om, at hans bestyrelsesperiode udløber den 31. januar 2024, og at han ikke ønsker genudpegnings. Rektor informerede i denne forbindelse om, at der igangsættes en proces, hvorefter der udpeges personer til både AAU Udpegningsorgan og AAU Indstillingsorgan.

Bestyrelsen besluttede, at de på bestyrelsesmødet i august ønsker et overblik over kandidatreformens potentielle økonomiske konsekvenser for AAU. Næstformanden foreslog desuden, at der på ét af de kommende bestyrelsesmøder skal være en temadrøftelse omhandlende brugen af kunstig intelligens i forbindelse med eksamensafvikling. Yderligere foreslog næstformanden en temadrøftelse, hvor fokus er på studiemiljø og undervisning. I forhold til sidstnævnte forslag bemærkede prorektor, at bestyrelsen i forbindelse med institutionsakkrediteringsrapportens udgivelse i foråret 2024 får mulighed for at vurdere, om der er emner på uddannelsesområdet, som bestyrelsen ønsker belyst.

Bestyrelsen afrundede mødet med at beslutte, at bestyrelsesmødet den 28. august 2023 skal afholdes på campus i Esbjerg, samt at bestyrelsesmødet den 25. og 26. oktober 2023 skal afholdes på campus i København. Formanden bemærkede, at han kun deltager i dele af programmet på oktobermødet, samt at næstformanden varetager mødeledelsen ved formandens fravær.

15. Bestyrelsens egen tid



Kan frit distribueres
Til drøftelse og beslutning

Sagsnr.: 2023-012-00341

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Input til kompetencekrav til nyt bestyrelsesmedlem

Indstilling

Det indstilles, at:

- Bestyrelsen giver input til kompetencekrav til et nyt eksternt bestyrelsesmedlem.
- Bestyrelsen giver formanden mandat til at godkende den endelige formulering af inputtet.

Bilag

Bilag B: Procesplan.

Bilag C: Kortlægning af den nuværende bestyrelses kompetencer.

Sagsfremstilling

Claus Kim Holsteins periode som eksternt bestyrelsesmedlem udløber den 31. januar 2024, og derfor skal der udpeges et nyt bestyrelsesmedlem.

Input til kompetencekrav

AAU Indstillingsorgan har bl.a. til opgave at fastlægge, hvilke kompetencekrav nye eksterne bestyrelsesmedlemmer skal have. Bestyrelsen kan give input til, hvilke kompetencekrav det nye eksterne bestyrelsesmedlem skal opfylde og dermed rekrutteres på baggrund af. Indstillingsorganet skal ved fastlæggelse af kompetencekravene sikre, at den samlede bestyrelse og de eksterne bestyrelsesmedlemmer tilsammen samt hver for sig opfylder kompetencekravene i universitetsloven og universitetets vedtægt. I skemaet nedenfor er disse kompetencekrav kategoriseret.

Kategori	Kompetencekrav
Kompetencekrav til den samlede bestyrelse	Bestyrelsens medlemmer skal tilsammen have erfaring og indsigt i: <ul style="list-style-type: none">• Forskning• Forskningsbaseret uddannelse• Vidensformidling• Vidensudveksling• Myndighedsbetjening
Kollektive kompetencekrav	De eksterne medlemmers kompetencer skal tilsammen afspejle universitetets opgaver, og de skal derfor tilsammen have indsigt i:



	<ul style="list-style-type: none">• Forskning• Forskningsbaseret uddannelse• Ledelse• Organisation og økonomi, herunder vurdering af budgetter og regnskaber
Individuelle kompetencekrav	De eksterne medlemmer skal opfylde følgende individuelle krav: <ul style="list-style-type: none">• Kandidatuddannelse eller uddannelse på tilsvarende niveau• Mindst ét af de eksterne medlemmer skal have erfaring som anerkendt forsker
Krav om afbalanceret repræsentation	Der skal blandt de eksterne medlemmer være en afbalanceret repræsentation i forhold til: <ul style="list-style-type: none">• Den offentlige sektor og den private sektor• Det regionale og det nationale

Bestyrelsen skal have en medlemssammensætning, der gør, at bestyrelsen kan varetage ansvaret for den overordnede og strategiske ledelse af universitetet, samt at universitetet bedriver forskning og forskningsbaseret uddannelse indtil højeste internationale niveau inden for sine fagområder. Bestyrelsen har det overordnede ansvar for, at universitetets forskning og uddannelser udvikles løbende. Bestyrelsen skal forvalte universitetets midler effektivt og til størst mulig gavn for samfundet.

AAU Indstillingsorgan og AAU Udpegningsorgan skal ifølge ligestillingsloven tilstræbe, at der blandt de eksterne medlemmer af bestyrelsen er en ligelig kønssammensætning.

I bilag C er en kortlægning af, hvilke kompetencekrav det udtrædende eksterne bestyrelsesmedlem og øvrige eksterne bestyrelsesmedlemmer opfylder. Bestyrelsen bedes give input til kompetencekrav til det nye eksterne bestyrelsesmedlem med udgangspunkt i kortlægningen. Sekretariatet sikrer videreformidling af inputtet til indstillingsorganet.

Kommunikation

Bestyrelsens sekretariat søger for den nødvendige kommunikation.

Sagsbehandler(e)

Mikkel Høj Svendsen, mhsve@adm.aau.dk, Rektorsekretariatet

Marie Louise Bosmann Lauritzen, mlbl@adm.aau.dk, Rektorsekretariatet

14. august 2023



Procesplan for udpegning af eksternt medlem til bestyrelsen pr. 1. februar 2024

Tid	Handling
10. august 2023	Frist for indstilling til to ledige mandater i AAU Udpegningsorgan. Rektor udpeger to kandidater.
28. august 2023	<u>Bestyrelsesmøde</u> <ul style="list-style-type: none">• Udpegning af eksternt bestyrelsesmedlem til at indtræde som repræsentant for bestyrelsen i AAU Indstillingsorgan (afløser for Claus Kim Holstein)• Input til AAU Indstillingsorgan vedrørende kriterier for nyt eksternt bestyrelsesmedlem, herunder drøftelse af kompetenceprofiler• Godkende proces
August/primo september 2023	<u>Møde 1-2023 i AAU Udpegningsorgan</u> <ul style="list-style-type: none">• Tage stilling til genudpegning af Jesper Sand Damtofts mandat, såfremt han ønsker dette
Primo september	<u>Møde 1-2023 i AAU Indstillingsorgan</u> <ul style="list-style-type: none">• Fastlægge kriterier for eksternt bestyrelsesmedlem• Indstilling om, at formanden får kompetence til at godkende det endelige opslag
Kort herefter	Det ledige bestyrelsesmandat offentliggøres på aau.dk mv.
Medio oktober 2023	Frist for indstilling af kvalificerede kandidater
Ultimo oktober 2023	<u>Møde 2-2023 i AAU Indstillingsorgan</u> <ul style="list-style-type: none">• Beslutning om indstilling af mindst to kvalificerede kandidater pr. ledigt mandat.
November 2023	<u>Møde 2-2023 i AAU Udpegningsorgan</u> <ul style="list-style-type: none">• Udpegning af et nyt eksternt bestyrelsesmedlem efter indstilling fra AAU Indstillingsorgan

18. december 2023	<u>Bestyrelsesmøde</u> <ul style="list-style-type: none">• Orientering om AAU Udpegningsorganets valg af kandidat
1. februar 2024	Nyt medlem indtræder i bestyrelsen for perioden 1. februar 2024 til 31. januar 2028



*Kan frit distribueres
Til orientering*

Sagsbehandler
Mikkel Høj Svendsen
Rektorsekretariatet

Dato: 08-08-2023
Sagsnr.: 2023-012-00341

Kortlægning af nuværende bestyrelsesmedlemmers kompetencer

Det udtrædende bestyrelsesmedlem er markeret med gråt.

	Interne medlemmer					Eksterne medlemmer						Er kompetencekravet opfyldt?
	Lene Horn (TAP)	Antje Gimmler (VIP)	Kjeld Nielsen (VIP)	Daniel Sejr Vitagliano (STUD)	Marie Elisabet Strøyberg (STUD)	André Rogaczewski (Formand)	Christine Antorini (Næstformand)	Claus Kim Holstein	Henrik Tvarnø	Lars Raadkær Enevoldsen	Anne Jastrup Okkels	
Krav til bestyrelsens kollektive kompetencer												
Politisk interessevaretagelse						X	X				X	✓
Erfaring og indsigt i forskning		X	X						X	X		✓



Erfaring og indsigt i forskningsbaseret uddannelse		X	X	X	X				X				✓
Erfaring og indsigt i vidensformidling		X	X				X		X				✓
Erfaring og indsigt i vidensudveksling	X		X			X	X	X	X	X	X		✓
Erfaring og indsigt i myndighedsbetjening									X		X		✓



Særlige kompetencekrav til de eksterne bestyrelsesmedlemmer

	Individuelle kompetencekrav til bestyrelsesformanden						
Erfaring med strategisk ledelse af en stor virksomhed eller organisation	X	X	X	X	X	X	✓
Væsentlig indsigt i samfundsmæssige forhold	X	X	X	X	X	X	✓
	Individuelle kompetencekrav						
Kandidatuddannelse eller uddannelse på tilsvarende niveau	X	X	X	X	X	X	✓
	Kollektive kompetencekrav						
Indsigt i forskning og forskningsbaseret uddannelse (mindst ét af de eksterne medlemmer skal have erfaring som anerkendt forsker)	X	X	X	X	X	X	✓
Indsigt i ledelse	X	X	X	X	X	X	✓



Indsigt i organisation	X	X	X	X	X	X	✓
Indsigt i økonomi, herunder vurdering af budgetter og regnskaber	X	X	X	X	X	X	✓
	Afbalanceringskriterier						
Sektorer	Privat	Offentlig/privat	Privat	Offentlig/privat	Privat	Offentlig	✓
Regionalt/Nationalt	Nationalt/internationalt fokus	Nationalt/internationalt fokus	Regiont/internationalt fokus	Nationalt fokus	Regionalt/internationalt fokus	Regionalt/nationalt fokus	✓



Kan frit distribueres
Til drøftelse og beslutning

Sagsnr.: 2023-012-00335

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Udpegning af eksternt bestyrelsesmedlem til AAU Indstillingsorgan

Indstilling

Det indstilles, at bestyrelsen udpeger et eksternt bestyrelsesmedlem som repræsentant til AAU Indstillingsorgan.

Bilag

Bilag B: Oversigt over nuværende medlemmer af AAU Indstillingsorgan

Sagsfremstilling

Claus Kim Holstein udtræder af AAU's bestyrelse pr. 31. januar 2024, hvor hans mandat udløber. Claus Kim Holstein sidder også i AAU Indstillingsorgan. Bestyrelsen skal derfor udpege et eksternt bestyrelsesmedlem til AAU Indstillingsorgan.

Indstillingsorganet er sammensat af:

- Formanden for AAU's bestyrelse
- Et eksternt bestyrelsesmedlem udpeget af AAU's bestyrelse
- Et internt bestyrelsesmedlem udpeget af AAU's bestyrelse
- En repræsentant for Uddannelses- og Forskningsministeriet udpeget af ministeriet
- To eksterne medlemmer udpeget af AAU Udpegningsorgan

Indstillingsorganets opgaver er at:

- Fastlægge hvilke kvalifikationer nye eksterne medlemmer af AAU's bestyrelse skal opfylde
- Vurdere indkomne forslag til kandidater, og
- Udarbejde begrundet indstilling og indstille mindst to kvalificerede kandidater pr. ledigt mandat til AAU Udpegningsorgan

Bestyrelsen skal ved udpegningen være opmærksom på, at det medlem, der udpeges, skal kunne deltage i to møder i indstillingsorganet i efteråret 2023. Møderne er en del af processen for udpegning af et nyt eksternt bestyrelsesmedlem som afløser for Claus Kim Holstein.

Kort om udpegningsprocessen

AAU Indstillingsorgan har blandt andet til opgave at fastlægge kompetenceprofiler for ledige eksterne mandater i AAU's bestyrelse. Kompetenceprofilerne supplerer kompetencekravene for eksterne bestyrelsesmedlemmer fastsat i universitetsloven og AAU's vedtægt. Herefter udarbejdes et opslag som efterfølgende offentliggøres.

Alle har mulighed for at indstille kandidater til de ledige eksterne mandater, hvorefter AAU Indstillingsorgan vurderer de indkomne indstillinger, herunder om kompetencekravene til eksterne bestyrelsesmedlemmer er opfyldt. På baggrund af vurderingerne indstiller AAU Indstillingsorgan mindst to kvalificerede kandidater pr. ledigt mandat til AAU Udpegningsorgan.

AAU Udpegningsorgan træffer på baggrund af indstillingerne fra AAU Indstillingsorgan beslutning om, hvilke kvalificerede kandidater, der udpeges til de ledige eksterne mandater i bestyrelsen.

Kommunikation

Rektorsekretariatet orienterer AAU Indstillingsorgan om valg af ekstern bestyrelsesrepræsentant.

Sagsbehandler(e)

Marie Louise Bosmann Lauritzen, mlbl@adm.aau.dk, Rektorsekretariatet

14. august 2023



MEDLEMMER AF AAU INDSTILLINGSORGAN PR. 14. AUGUST 2023

Medlem	Rolle	Mandatperiode
André Rogaczewski (formand)	Bestyrelsesformand	Bestyrelsesformanden er født formand for AAU Indstillingsorgan.
Claus Kim Holstein	Eksternt bestyrelsesmedlem udpeget af bestyrelsen	01/02-2020 – 31/01-2024
Antje Gimmler	Internt bestyrelsesmedlem udpeget af bestyrelsen	01/04-2022 – 31/03-2026
Mikkel Leihardt	Repræsentant for UFM udpeget af ministeriet	Er ikke omfattet af regler om mandatperiode
Jesper Sand Damtoft	Eksternt medlem, udpeget af AAU Udpegningsorgan efter indstilling fra Dansk Industri	23/04-2018 – 22/04-2022 Kan genudpeges én gang
Anita Friis Sommer	Eksternt medlem, udpeget af AAU Udpegningsorgan efter indstilling fra Akademikerne	06/07-2020 – 05/07-2024 Kan genudpeges én gang



Kan frit distribueres
Til orientering

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Introduktion til campus Esbjerg samt fagligt oplæg

Indstilling

Det indstilles, at bestyrelsen tager orienteringen til efterretning.

Bilag

Ingen.

Sagsfremstilling

Dekan Mogens Rysholt Poulsen, Det Ingeniør- og Naturvidenskabelige Fakultet giver en Introduktion til campus Esbjerg, hvorefter sektionsleder Simon Pedersen giver en introduktion til Nationalt Center for Undervandsteknologi samt forskningsområdet og viser rundt i laboratoriet.

Kommunikation

Ingen.

Sagsbehandler(e)

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

14. august 2023

Kan frit distribueres
Til drøftelse

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

AAU benchmark med sektoren

Indstilling

Det indstilles, at bestyrelsen drøfter resultaterne af benchmarken og tager orienteringen til efterretning.

Bilag

Bilag B: Præsentation.

Sagsfremstilling

Rektor og prorektor præsenterer benchmark af AAU i det universitetspolitiske landskab.

Kommunikation

Ingen.

Sagsbehandler(e)

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

Kasper Lykkegaard Andersen, klan@adm.aau.dk, Rektorsekretariatet

14. august 2023



Kan frit distribueres
Til orientering

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

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

14. august 2023



Kan frit distribueres
Til orientering

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Orientering fra rektor og efterfølgende drøftelse

Indstilling

Det indstilles, at bestyrelsen tager rektoratets orientering til efterretning.

Bilag

Bilag B: Rektors orientering til bestyrelsen.

Sagsfremstilling

Rektoratet har udarbejdet en skriftlig orientering. Endvidere gives en mundtlig orientering om dagsaktuelle emner.

Kommunikation

Ingen.

Sagsbehandler(e)

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

14. august 2023



Rektor
Aalborg Universitet
Fredrik Bajers Vej 7K
Postboks 159
9220 Aalborg Øst
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Tlf. 9940 9500

Dato: 14-08-2023
Sagsnr.: 2023-012-00318

Rektors orientering til bestyrelsen

Brud på persondatasikkerheden

23. juni 2023 anmeldte AAU et brud på persondatasikkerheden til Datatilsynet. Anmeldelsen skete efter, at en søgning i AAU's journalsystem viste, at en fil med personnumre på godt 60.000 personer med tilknytning til universitetet ikke er blevet beskyttet med adgangsbegrænsning i to år. Universitetets ansatte har dermed haft mulighed for at tilgå filen med personnumre.

Det vurderes, at hændelsen indebærer en lav risiko for de berørte personer. Personnumrene har ikke været offentlige eller på anden måde synlige eller tilgængelige for personer uden for universitetet, og alle ansatte på AAU har tavshedspligt under forvaltningslovens regler. Universitetet har desuden undersøgt de logoplysninger, som gemmes om brug af journaliseringssystemet, og der er ikke fundet beviser for, at personnumrene er set af nogen ansatte, som ikke burde have adgang til dem.

I AAU's retningslinjer står, at sager med titler, der indeholder fortrolige oplysninger som fx personnumre, skal være beskyttet med adgangsbegrænsning. Sagerne må kun kunne ses og tilgås af ansatte, der har behov for at se sagerne som led i deres arbejde. Det skyldes en menneskelig fejl, at retningslinjerne her ikke er fulgt.

AAU vil nu gennemgå retningslinjerne for adgangsbegrænsning til journaliseringssystemet for at undgå, at en lignende fejl sker igen. Konkret vil universitetet lave en opdateret monitoreringsfunktion, så det bliver muligt at undersøge, om nogen har søgt oplysninger frem i systemet, som de ikke har haft et arbejdsmæssigt behov for. Samtidig vil universitetet systematisk følge op på, at retningslinjerne på området bliver fulgt.

De berørte personer er blevet orienteret om hændelsen via digital post.

Institute for Advanced Study in PBL Årsrapport 2022

Bilag: IAS PBL Annual Report 2022

AAU's Institute for Advanced Study in PBL (IAS PBL) blev etableret som en tværgående undervisnings- og forskningsenhed inden for problembaseret læring i 2022, og enheden har udgivet en årsrapport for sit første år.

Rapporten beskriver, hvordan IAS PBL har arbejdet henimod at skabe en samlet PBL-enhed ved blandt andet at inddrage indstationerede forskere i formuleringen af en samlet strategi for hele IAS PBL. Rapporten beskriver også, hvordan IAS PBL har skabt et fundament for den fortsatte udvikling af PBL samt den internationale udbredelse af AAU som et fyrtårn for praksis og forskning inden for PBL.

Rapporten indeholder derudover information om enhedens forskningsresultater i 2022 samt input fra de forskningsgrupper og enheder, som er en del af IAS PBL – både de i forvejen veletablerede grupper og enheder som Aalborg UNESCO Centre for PBL (UCPBL), Kommunikation, it og Læringsdesign (KiLD), Center for Digitalt Understøttet Læring (CDUL) og Learning Lab samt de helt nye forskningsgrupper, som er etableret i kølvandet på organiseringen af IAS PBL, SHARE-PBL og HEALTH PBL.



Cyber- og informationssikkerhed – status august 2023

Bilag: Generelt om IT-landskabet på AAU

2. marts 2023 godkendte direktionen AAU's Masterplan for Cyber og Informationssikkerhed 2023-26, og besluttede at afsætte midler dertil. Eksekveringen af masterplanen er i den indledende fase men i god gænge.

Hverken en masterplan eller andre tiltag kan dog sikre AAU fuldstændigt mod sikkerhedshændelser, da et universitet skal udforske og samarbejde, og dette vil resultere i en risiko for sikkerhedshændelser. Med en masterplan, tekniske foranstaltninger og ledelsens engagement reduceres sandsynligheden for sikkerhedshændelser og omfanget heraf dog og dermed også konsekvenserne ved eventuelle sikkerhedshændelser til et acceptabelt niveau. Cybersikkerhed er et våbenkapløb, hvor en uafbrudt indsats og engagement fra ledelsen kontinuerligt skal være til stede.

Ændret trusselsbillede - Baggrund for masterplanen

Den geopolitiske udvikling har de senere år medført en øget risiko for cyberangreb på danske institutioner herunder universiteterne. Center for Cybersikkerhed (CFCS) under Forsvarets Efterretningstjeneste opdaterer løbende "Cybertruslen mod Danmark". I maj 2023 var truslen "meget høj" for Cyberspionage og Cyberkriminalitet, og "høj" fra Cyberaktivisme. Særligt Cyberaktivismen afledt af krigen i Ukraine har medført overbelastningsangreb (DDoS) mod danske og udenlandske hjemmesider.

Samtidig er kravet om en sikker og pålidelig digital infrastruktur, der i højere grad kan understøtte forskningen både på det enkelte universitet og på tværs af forskningsmiljøer i hele verden, også steget. Den digitale infrastruktur og IT-sikkerhed er ikke fulgt med denne udvikling. Det gælder for såvel AAU som for mange andre institutioner i sektoren og i samfundet.

AAU er en organisation med stor personudskiftning blandt ansatte (især forskere) og studerende. Der sker hvert år en udskiftning af ca. 5.000 personer. Af disse kommer de fleste (de studerede) med deres eget IT, som de forventer at kunne forbinde til AAU's netværk og bruge til at tilgå AAU's ressourcer. De ansatte rejser ofte til konferencer, og besøger andre universiteter i hele verden, og til dette forventer de at kunne medbringe deres sædvanlige IT-udstyr. Der sker desuden i høj grad samarbejde og deling af data med virksomheder og universiteter i og udenfor EU.

En tidssvarende digital infrastruktur med god cyber- og informationssikkerhed er forudsætningen for at imødegå det øgede trusselniveau, leve op til GDPR-lovgivning samt krav til sikker databehandling og drift, herunder forventninger fra eksterne samarbejdspartnere og retningslinjerne i den nationale strategi for cyber- og informationssikkerhed.

Den hidtidige "Masterplan for Sikkerhed 2019-22" leverede på flere sikkerhedsindsatser herunder især at få etableret en informationssikkerhedsorganisation. Informationssikkerhedsorganisation arbejder risikobaseret og informerer løbende Informationssikkerhedsudvalget om trussels- og risikobilledet for AAU. Dette har været et vigtigt skridt i modning af organisationen, når det kommer til at identificere sårbarheder og mitigere disse.

Ressourcer fra "Masterplan for Sikkerhed 2019-22" blev dog i noget omfang omdirigeret til håndtering af konsekvenserne af COVID-19 og den alvorlige cybersikkerhedshændelse på AAU i 2020. Ved masterplanens udløb var det tydeligt, at der fortsat er et godt stykke vej til et passende sikkerhedsniveau på AAU.

På foranledning af formanden for Informationssikkerhedsudvalget (ISU) har den eksterne aktør Globeteam i samarbejde med ITS evalueret sikkerhedsindsatserne på AAU og på baggrund heraf udarbejdet en opdatering af Masterplanen.



På baggrund af Rigsrevisionens revision af AAU pegede Statsrevisorerne i sommeren 2023 på, at AAU bør have bedre styr på hvilke devices, der kan tilgå AAU's netværk, og hvad disse devices derved får adgang til. Dette er et eksempel på en erkendt sårbarhed, som har ligget til grund for udvælgelsen af indsatser til den opdaterede Masterplan.

I evalueringsrapporten konkluderer Globeteam, at der på AAU er mange gode intentioner og sikkerhedsindsatser, som er i god gænge, men der peges på 19 specifikke indsatser, hvor indsatsniveauet er problematisk eller ikke tilstrækkeligt, og hvor risikoen for AAU er "høj" eller "meget høj". De 19 indsatser er prioriteret i otte *skal*-indsatser, 10 *bør*-indsatser og én *kan*-indsats.

De 18 *skal*- og *bør*-indsatser er kernen i AAU's opdaterede Masterplan for Cyber og Informationssikkerhed. Indsatserne vurderes som en forudsætning for at sikre det grundlæggende sikringsniveau ift. cyber- og informationssikkerhed. Risikoniveauet vil i Masterplanens levetid blive reduceret til acceptabelt niveau fra den nuværende situation, hvor informationssikkerhedsudvalget vurderer, at det aktuelle niveau er for højt.

Organisering og rapportering

I samarbejde med den eksterne konsulent er indsatserne samlet i projekter under en portefølje, som styres af en porteføljestyregruppe under ledelse af AAU's IT-direktør og Universitetsdirektør.

Status og næste skridt

ITS har i samarbejde med de eksterne konsulenter vurderet den tidsmæssige kritikalitet af indsatserne, og har på den baggrund valgt hvilke indsatser, der straks skulle igangsættes. Til projekterne har ITS søgt at identificere medarbejdere internt, som kan flyttes til projekterne, og er over sommeren i gang med at ansætte for at fylde de identificerede kompetencehuller.

De væsentligste projekter, som er opstartet, er:

- Udarbejdelse af framework, som skal sætte universitetet og de forskellige fakulteter i stand til at udtrykke risikovillighed ift. cyber- og informationssikkerhedsmæssige trusler på en sådan måde, at det kan bruges til praktisk implementering i administration og forskningsprojekter.
- Redesign af det ActiveDirectory, som danner grundstenen for autentifikation af brugere og services på AAU. Det er designet i en tid, hvor trusselsbilledet og organiseringen på AAU var væsentligt anderledes, så der forventes en del ændringer, som vil kunne mærkes på tværs af universitetet.
- IT Asset management - Registrering af devices, som skal kunne komme på AAU's netværk, så vi får bedre styr på de enkelte devices og servere, hvem der er ansvarlig for hvilke, og hvad de skal have adgang til.
- Styrkelse af netværkssikkerhed, som både skal adressere autentifikation og segmentering på trådet og trådløst netværk for devices på AAU, og som skal sikre bedre beskyttelse af AAU's datacentre overfor trusler fra Internettet.
- Udbygning af Sikker Backup for både On-premise data og data i Microsoft M365. Projektet pågår, og er i en fase, hvor "immutable backup" er etableret for On-premise services i AAU's datacenter. Dette bliver suppleret med "immutable backup" af AAU-data i Microsoft M365.

Masterplanen indeholder indsatser, som forventes projektsat over de næste 5 år, og der vil ske en løbende vurdering af kritikaliteten af de forskellige indsatser med det formål at justere omfang og rækkefølge på projekterne. Den samlede liste af indsatser er:



Indsatser	Pro- jekt	Initiel forventet op- start	Forventet tidshori- sont
Definition af risikoappetit	P1	År 1	2-6 måneder
Definition af forretningskritikalitet			
Definition af system- og risikoejerskab			
Definition af top risici			
Sikkerhedspolitikker			
Fastlæggelse af forretningskritiske systemer og services	P2	År 1	3-6 måneder
Revidering af beredskabsplan			
Beredskabsplanlægning og krisestyring ITSCM	P3	År 1	3-12 måneder
Beredskabsplanlægning og krisestyring DISASTER RECOVERY			
Asset Management	P4	År 1	24 måneder
Styrkelse af netværkssikkerhed	P5	År 1	24 måneder
Sikker backup	P6	År 1	24 måneder
Opdatering af systemer	P7	År 2	24 måneder
Logningspolitik og kontrol af logs	P8	År 3	12 måneder
Gennemgang af AD	P9	År 3	24 måneder
Kontrolmiljø på systemer styrkes	P10	År 3	12 måneder
Implementere et minimum af brugerstyringskontroller på forretningskritiske systemer og services	P11	År 4	12 måneder
Forbedring af autentifikations- og autorisationsprocesser	P11	År 4	12-24 måneder



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Generelt om IT-landskabet på AAU

IT-landskabet på AAU bærer stort præg af universitetets kerneaktiviteter og historik. De basale byggeklodser i form af netværk og autentifikationsplatform (Active Directory) har en arkitektur, som blev bygget da universitetet havde over 20 IT-afdelinger, og truslerne var meget anderledes, bl.a. var der dengang meget lidt fokus på de interne trusler. Disse basale byggeklodser trænger derfor til et genbesøg.

I de seneste år har der været stort fokus på at få etableret datacentre, som både fysisk og logisk er tidssvarende. Der er i AAU's datacentre både administrativ IT og undervisnings-/forsknings-IT. De administrative IT-systemer har generelt en del år på bagen, og der er en del teknisk gæld, som bliver adresseret med den hastighed, som økonomien tillader det. For de studieadministrative systemer (STADS og støttesystemer til STADS) er det planlagt, at der skal ske en stor forandring over de næste år. På HR-området er der også behov for at få genbesøgt systemporteføljen, idet den i dag er præget af nogle systemer med store udfordringer ift. funktionalitet, aktualitet og integrationer.

Den forskningsmæssige IT er af natur en svær størrelse at sikre god administration af. Der er historisk blevet tilbudt servere til alt uden sikring af god dokumentation af ejere, formål og aftaler ift. vedligehold. Forskerne vil gerne selv have den fulde frihed til at lave deres forskning, som de finder mest hensigtsmæssigt, hvilket kan give udfordringer med at sikre beskyttelse af data/aktiver og opdatering af software. Med etableringen af CLAAUDIA er der etableret byggesten til at forbedre forholdene for forskerne og sikre gode aftalte processer, som kan støtte arbejdet omkring cyber- og informationssikkerhed. I CLAAUDIA er HPC Cloud som det første systemområde på AAU ISO27001 certificeret.

På undervisningsområdet har der historisk ikke været en ret stor portefølje af fælles systemer, men der er dog et arbejde i gang for at adressere dette område mere målrettet.

I universitetssektoren har der traditionelt været samarbejde om udviklingen af fælles systemer til administration (Særligt STADS og ØSS), men udvikling, drift og support har der historisk ikke været meget struktureret samarbejde omkring. Der har været nogle initiativer via DeiC/DK-Cert, men dette har især været koncentreret om HPC og netværk. Der er dog nu initiativer i gang for at forøge samarbejdet, hvilket særligt skal ses i lyset af de cyber- og informationssikkerhedsmæssige udfordringer, som i høj grad rammer på tværs af sektoren.

INSTITUTE FOR ADVANCED STUDY
IN PROBLEM-BASED LEARNING

ANNUAL REPORT 2022



INSTITUTE FOR
ADVANCED STUDY IN PBL

AALBORG
UNIVERSITY

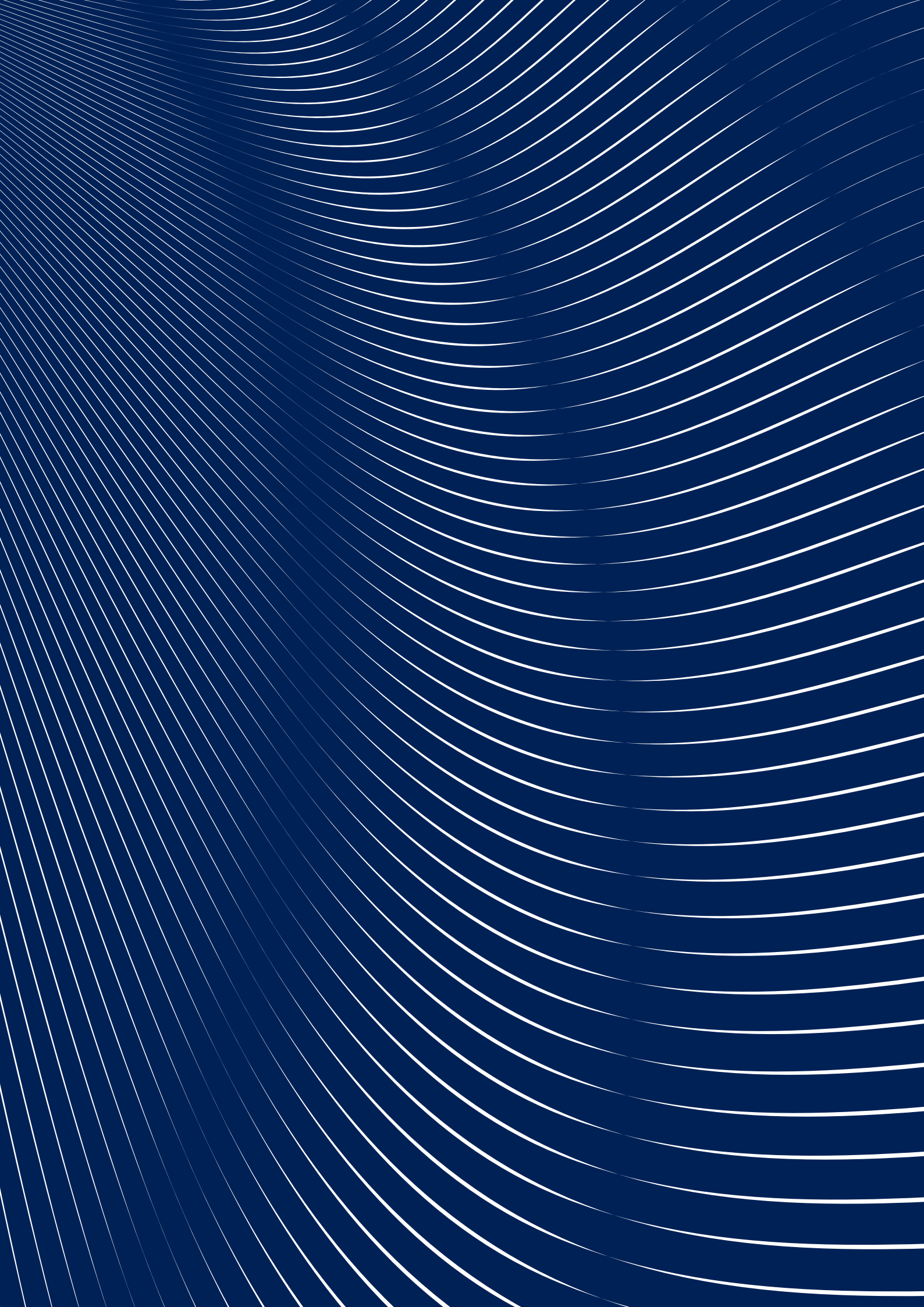


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INTRODUCTION

2022 marked the establishment of Aalborg University's Institute for Advanced Study in Problem-Based Learning (IAS PBL) – and what a year and a half it has been! We have been brought together from all corners of the university, all merged in an institute that will seek to leverage PBL research and practice throughout Aalborg University. Many of us have moved into a brand-new building – INNOVATE, Science and Innovation Hub, and we have welcomed visitors from all over the world during this first year of our existence.

This first year has focused on creating a strong foundation for problem-based learning to rest on. In bringing together a group of researchers, practitioners and administrative staff all connected through a shared interest in PBL, the IAS PBL has sought to support this process by hosting a range of social and academic events with the aim of creating a strong community around PBL as a basis for knowledge sharing and collaboration.

Some of the research groups that form part of the IAS PBL were already well-established while others have emerged more recently. Thus, following the establishment of IAS PBL, we have seen the formation of new research collaborations across and within faculties, two of which are the new PBL research group, SHARE-PBL, formed by PBL researchers from the Faculty of Social Sciences and Humanities and the research network HEALTH-PBL, formed by researchers from the Faculty of Medicine. In September 2022, the IAS PBL administration team, CDUL and UCPBL moved together into INNOVATE, Science and Innovation Hub in Aalborg. Researchers from the Faculty of Medicine and the Faculty of Social Sciences and Humanities all have permanent office spaces elsewhere and are therefore offered to use flexible office spaces in INNOVATE. We hope this will contribute to strengthening the synergy between PBL researchers from all faculties.

Our joint activities this past year and the IAS PBL being brought together physically have undoubtedly contributed to IAS PBL rapidly taking shape as an essential centre for PBL development at Aalborg University, and we look forward to continuing our efforts towards further strengthening PBL at Aalborg University.



PROFESSOR THOMAS RYBERG

Director,
Institute for Advanced Study in PBL



ESTABLISHMENT AND ORGANISATION

Problem-based learning is at the very heart of the teaching and learning practices of Aalborg University. Since the university was founded in 1974, problem-based learning has constituted the underlying pedagogical model applied throughout AAU degree programmes, and the basic principles of problem-oriented project-based group work still form an integral part of AAU today. Throughout the university's history, many research environments focusing on PBL have emerged, and the Institute for Advanced Study in PBL was developed with the ambition to strengthen the synergy between these research environments and other PBL-related environments within the organisation.

The Institute for Advanced Study in PBL was created 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

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.

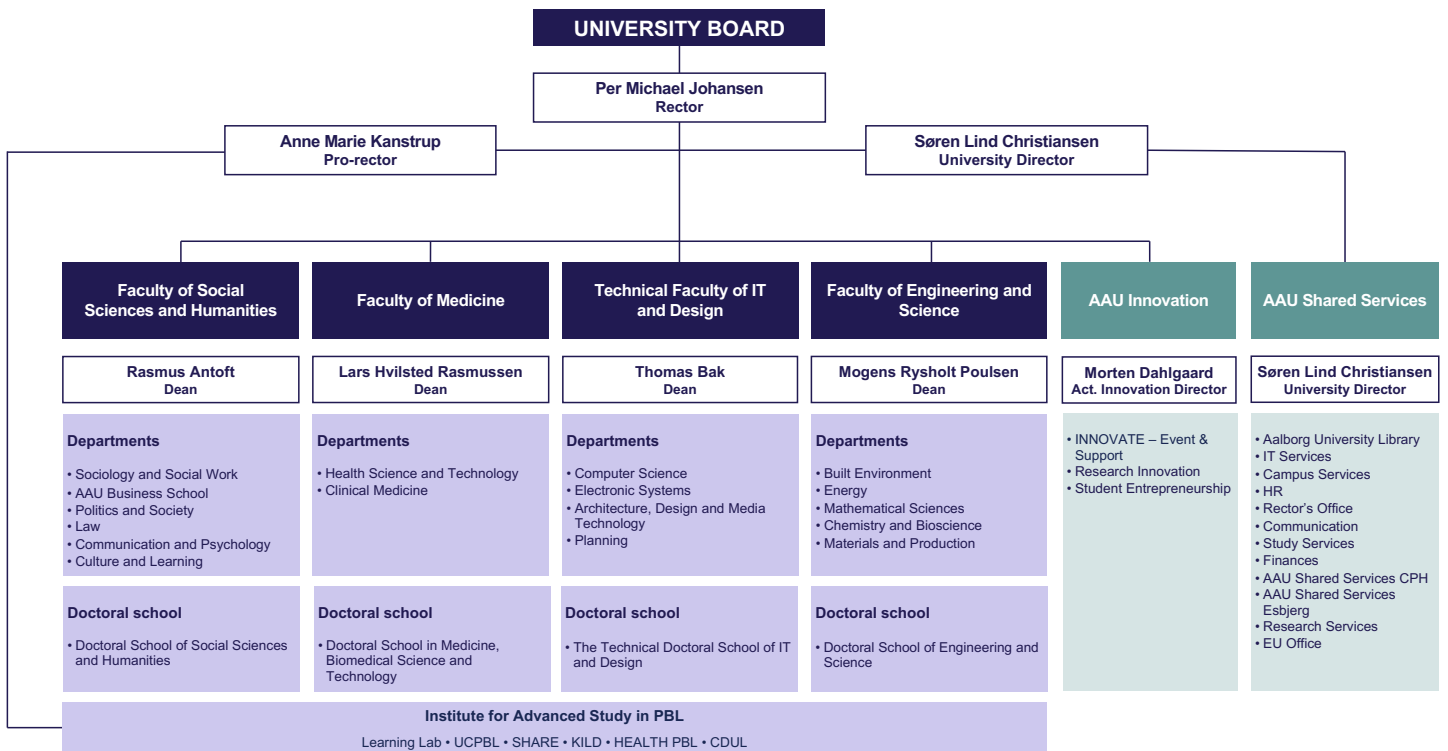


Figure 1: Aalborg University's organisational chart

2022 has been a year characterised by organisational establishment, and it has been a year during which the IAS PBL has worked towards defining itself and building its internal organisational structure which is illustrated in the IAS PBL organisational chart (figure 2). IAS PBL members having been brought together from across the university have generated a need for clearly defined internal forums and committees that meet at regular intervals to discuss matters of relevance to the entire IAS PBL. In meeting this need, the Forum for Research Group Leaders was established as a forum in which the management of IAS PBL units discuss strategic matters and collaboration opportunities across IAS PBL. The Forum for Research Group Leaders has been instrumental in the efforts towards formulating an IAS PBL strategy to define the shared goals of the entire IAS PBL. The strategy will be finalised in 2023 as a dynamic document to be revisited annually; it is formulated to support the overall AAU strategy, Knowledge for the World, and the initial thoughts behind the establishment of a cross-organisational PBL institute.

The IAS PBL Reference Group consisting of deans, vice deans and the pro-rector was established in 2022. The IAS PBL Reference Group is advisory to the IAS PBL management and as such functions as a sounding board between IAS PBL and its steering committee, the Strategic Council for Education (DSUR).

Throughout 2022, the Implementation Group for IAS PBL has contributed to all aspects involved in the establishment of IAS PBL by providing knowledge on the different units that form part of IAS PBL and by being advisory to the management on matters such as establishing the foundation for internal collaboration, moving into new offices, etc. The Implementation Group was also involved in planning and developing social and academic activities and initiatives, and when the group was dissolved by the end of 2022, the Interdisciplinary Professional and Social Committee took over the responsibility for making suggestions, planning, and developing activities across IAS PBL.

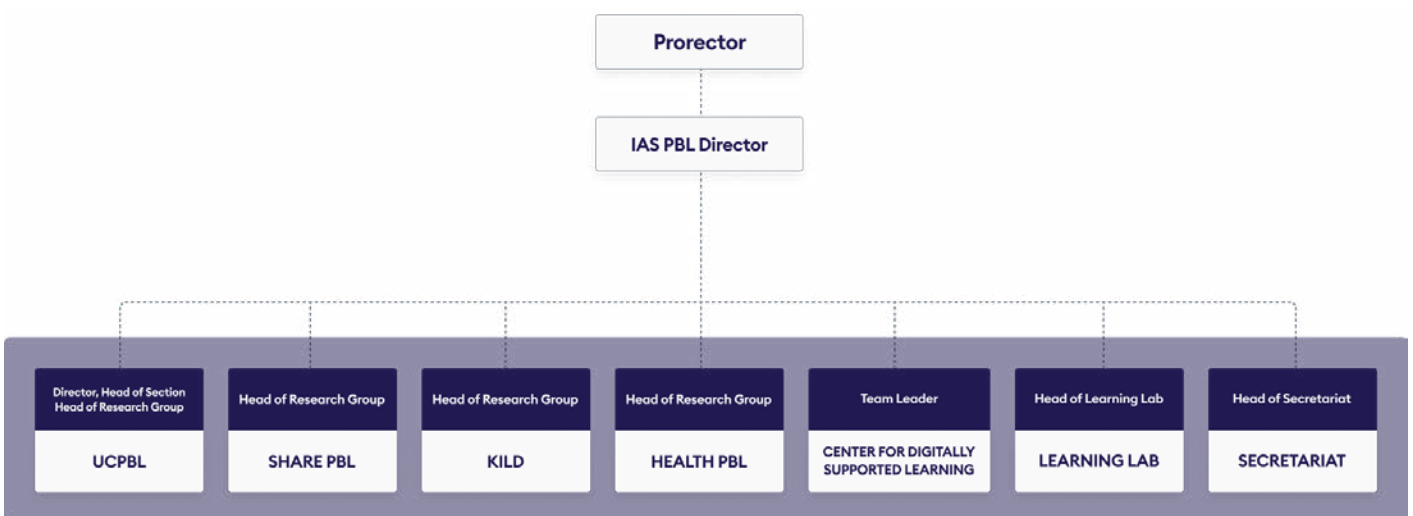


Figure 2: Institute for Advanced Study in PBL organisational chart

IAS PBL GROUPS AND UNITS

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 Aalborg UNESCO PBL Centre, UCPBL is the largest of these groups (see figure 3). The research group consists of a total of 37 staff members, including externally affiliated staff, and all UCPBL staff members are employed at the Department of Planning which also makes this the largest university department in terms of IAS PBL researchers (see figure 4).

Figure 5 depicts the proportion of IAS PBL staff divided into staff categories. IAS PBL is made up of two overall staff categories; academic staff and administrative staff (the categories *administration, digital learning consultant and digital learning designer*, see figure 5). The largest proportion of IAS PBL staff members are employed as associate professors (30%), followed by PhD fellows (18%).

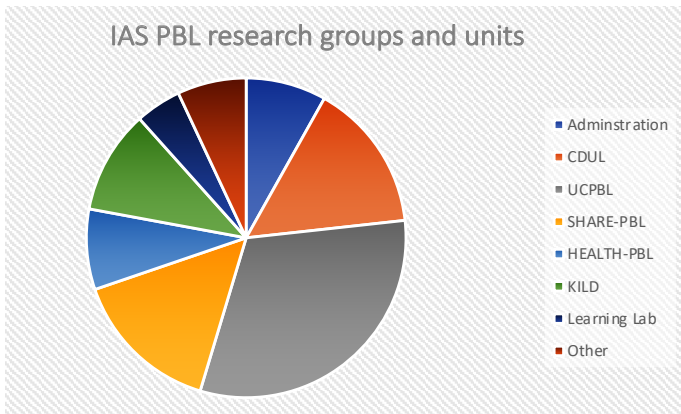


Figure 3: Proportion of IAS PBL research groups and units

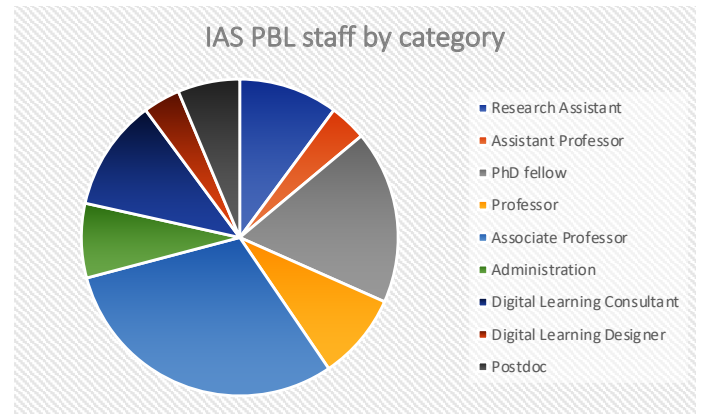


Figure 5: Proportion of IAS PBL staff by category

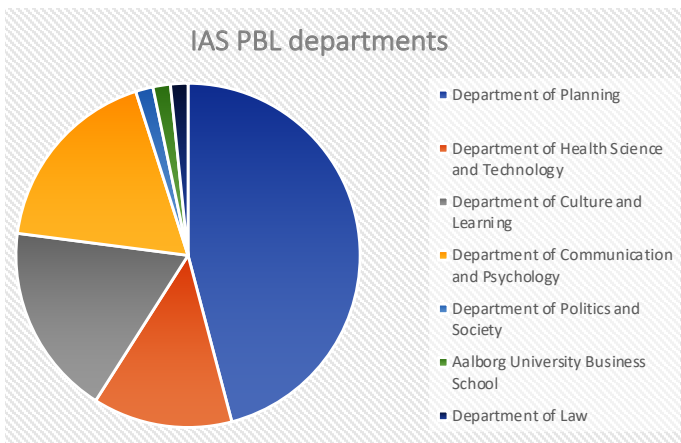


Figure 4: Proportion of AAU departments connected to IAS PBL

IAS PBL - SOCIAL AND ACADEMIC INITIATIVES

The Institute for Advanced Study in PBL seeks to create a culture that supports knowledge sharing and collaboration across IAS PBL, and the first year of IAS PBL has focused on bringing together researchers and administrative staff to not only get to know each other but also to get an insight into the focus and research areas of other IAS PBL members. With this, we hope that IAS PBL is finding its form as a strong PBL community to continuously develop and support how problem-based learning is applied at AAU.

IAS PBL SOCIAL EVENTS

Among the initiatives to bring together IAS PBL is the recurring morning bread and brain food. Once each month, IAS PBL members are invited to meet up and enjoy a cup of coffee and morning bread together while listening to relevant presentations on a wide range of topics from international researchers, IAS PBL staff or AAU staff. An example of this was a presentation given in December 2022 by Professor Maarten De Laat from the University of South Australia on the AI Playground initiative and how artificial intelligence may be used to gamify the learning experience.

Other joint IAS PBL events include the annual summer, autumn and Christmas events that have all featured relevant academic presentations in a social setting that inspire participants to network across IAS PBL groups and units.

In 2023, the first IAS PBL Professional Day took place in both Aalborg and Copenhagen. All IAS PBL members were invited to discuss the IAS PBL draft strategy and take part in formulating actions to fulfil the strategy. Everyone was eager to share their thoughts on how IAS PBL should move forward together. New connections for knowledge sharing were made, and all in all, the inspiring discussions and the output from this event were testaments to the commitment and energy that exists in IAS PBL. The IAS PBL Professional Day is a recurring event that seeks to involve all IAS PBL staff in joint strategic discussions on how IAS PBL can work towards fulfilling the visions and goals defined in the strategy. Thus, once each year, all IAS PBL staff members will come together to revisit the strategy in ensuring that IAS PBL works towards meeting the goals and ambitions for problem-based learning at Aalborg University.

Q-METHODOLOGY WORKSHOPS

In 2022, Professor Xiangyun Du from UCPBL organised a series of workshops on Q methodology supported by lectures from Q methodology expert Adrian Lundberg from Malmö University. The workshop series was offered throughout 2022 and aimed to introduce Q methodology to AAU researchers and support initial experiences of practising Q methodology in actual research.

Q methodology integrates techniques of qualitative and quantitative approaches to systematically explore the complexity of subjectivity. Involving an abductive inquiry process, Q allows participants' values and beliefs to be explored with a group-based overview through comparative analysis of consensus and difference. Q thus provides access to insights less accessible through other methods (e.g. qualitative interviews and Linkert-scale questionnaires) and offers a time-efficient and feasible pathway to a profound account of individual and collective views of participants. Having been employed in social science research for decades, Q is recently introduced to educational research.

IAS PBL PHD NETWORK

With the ambition to establish a forum for early career researchers to support and provide feedback to each other, a new IAS PBL PhD network was formed in 2022, and we expect that this will grow to include even more PhD students, especially from the disciplines in Medicine, Social Sciences and Humanities. The activities offered to the network will include network meetings, relevant workshops and presentations.



RESEARCH AND DEVELOPMENT PROJECTS IN IAS PBL

PEDAGOGICAL DEVELOPMENT IN A PBL CONTEXT

IAS PBL researchers across disciplines and research groups have joined forces in this project which aims to provide a scientifically based perspective on a PBL approach to pedagogical development in Higher Education. The project will seek to assess the current pedagogical development practices at Aalborg University, more specifically, this will include an assessment of the University Pedagogical Programme which is a pedagogical development programme aimed at supporting AAU's early career academics to develop their teaching and pedagogical competences in alignment with the overall AAU pedagogical practices and strategies.

The project will seek to:

- Scientifically assess the current practices at Aalborg University in terms of pedagogical development
- Answer 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 adapted by international research environments

The project is led by Professor Xiangyun Du (UCPBL), Associate Professor Nikolaj Stegeager (SHARE-PBL and Learning Lab), Associate Professor Patrik Kristoffer Kjærdsdam Telléus (HEALTH-PBL) and Associate Professor Aida Olivia Pereira de Carvalho Guerra (UCPBL). IAS PBL supports the project through the employment of a research assistant and a PhD fellow.

SSH/STEM INTEGRATION

IAS PBL is involved in the strategic SSH/STEM integration project which aspires for AAU students to complete *a degree that, in addition to their own in-depth expertise, gives them the competences and skills to collaborate with other disciplines to solve concrete challenges on a holistic basis.* As part of the ongoing work to reach this goal, the working group involved in the project has defined a model which includes three focus areas that build on our existing PBL model and through this seeks to develop the students' skills to engage in collaboration across disciplines. During the autumn semester of 2023, pilot projects will test the model on all faculties. The pilot projects will be followed closely by two postdocs, and the results of this process will form the basis of the future implementation of SSH/STEM integration in degree programmes across the organisation.

The project is led by IAS PBL Director Thomas Ryberg in collaboration with Professor Anette Kolmos (UCPBL) and Associate Professor Kirsten Jæger (SHARE-PBL).

PRINCIPLES FOR DIGITALLY SUPPORTED PBL

The increased focus on digitalisation has sparked the need for AAU to focus on how digital opportunities best support the university's existing PBL principles. Thus, a set of principles for digitally supported PBL have been formulated. The principles have been developed by AAU and IAS PBL researchers and practitioners on the following background:

- The principles should challenge and expand upon existing principles and strategic actions
- The principles should inspire and open up new possibilities
- The principles should be considered for the development of "next practice"
- The principles reflect a value-based approach to work on the digitalisation of education

More information on the principles for digitally supported PBL is available in the [Principles for Digitally Supported PBL online booklet](#)

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 both cases and projects within the framework of problem-based learning pedagogy.

Recently, however, the application of this case-based model has generated very mixed student evaluations, particularly from bachelor students, and the proportion of students attending case-based teaching activities has declined significantly. As a result of this, the study board has initiated a project to examine the problem and suggest how the quality of case-based teaching may be improved to increase student activity. In supporting the project, IAS PBL has funded the employment of a research assistant to assist in the process towards revising the PBL case model and developing a new case 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.

REASSESSMENT OF THE AAU PBL PRINCIPLES

Every six years, the university's PBL principles are up for reassessment, and this is a process that must involve AAU's PBL experts; thus, in 2022 both the IAS PBL secretariat and CDUL have been involved in initiating and planning this process in close collaboration with AAU Quality and Analysis. The reassessment of the PBL principles is expected to be concluded in 2024.

ADVANCING TEACHING CULTURE

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.

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, and IAS PBL is responsible for the development of the study activity model and the activities related to the model.

IMPLEMENTATION OF DANISH FRAMEWORK FOR ADVANCING UNIVERSITY PEDAGOGY

In collaboration with pro-dean Jeppe Emmersen and AAU's Human Resource department, IAS PBL contributes to the implementation of the Danish Framework for Advancing University Pedagogy. IAS PBL is responsible for the framework being introduced as part of the PBL introductory courses offered to new staff, as part of the mandatory University Pedagogical Programme (UP) for early career academics, as well as for ensuring that the framework is presented to all AAU teaching staff at the annual AAU Learning Day. Furthermore, IAS PBL is collaborating with other stakeholders to develop and strengthen the links between the framework and the mandatory Digital Teacher Portfolio.



OUTREACH

During the first year of its existence, the Institut for Advanced Study in PBL welcomed visitors from all over the world. In the early days of IAS PBL's existence, we welcomed Provost of the University of the Virgin Islands, Dr Camille McKayle, who visited IAS PBL from February 2022 to June 2022. Camille McKayle studied the PBL model from different perspectives and visited several Aalborg University departments during her visit.

In June, IAS PBL welcomed 13 researchers from universities in the Netherlands, as part of The Educational Leadership Program, while both IAS PBL and UCPBL welcomed visitors from Intel (Instituto de Tecnologia e Liderança) and representatives from the Danish Embassy in Brazil who were interested in learning more about the Aalborg PBL model and PBL and entrepreneurship.

The autumn of 2022 was buzzing with visitors from Israel, Japan, the USA, Poland and Columbia. In September, a group of no less than 30 researchers from Israel stopped by the newly opened INNOVATE building to study the *Nordic philosophy of education* and learn more about PBL as part of a national forum for centres for academic development and quality of teaching in higher education.

We are very glad that the news of our existence has already travelled this far internationally, and we know that we owe this to AAU's existing international reputation as a university founded on a strong PBL foundation.

WORKSHOP FOR VISITORS

In November, UCPBL arranged their PBL workshop for international visitors. This is a recurring event that the centre usually offers twice each year, focusing on PBL within engineering and STEM disciplines.

In May 2023, the first IAS PBL workshop for visitors took place, the workshop design was based on UCPBL's workshops and arranged in a partnership between UCPBL and SHARE-PBL. The aim of the workshop is both to introduce the overarching AAU PBL principles and the unique ways these are applied in the university's different disciplines. Thus, the first day of the workshop aimed to introduce participants to AAU's PBL principles, curriculum organisation and assessment and evaluation, while the second day invited participants to visit AAU departments to both observe educational practices and meet students and teaching staff. The department visits were designed to mirror the disciplines of the participants as best as possible.

The next PBL workshop will take place in October 2023 and will also include HEALTH-PBL. This means that IAS PBL will be able to offer an intense course on PBL for researchers and teaching staff that is not only centred around the STEM area but also incorporates perspectives from other academic disciplines.



IAS PBL RESEARCH

THE AALBORG UNESCO PBL CENTRE

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 the latest research performance evaluation (2017 - 2022) shows that the centre's research publication has achieved a 2.18 field-weighted score. This means that UCPBL's research publications have been cited 218 % above the world average within the field of PBL and engineering education.

LOOKING BACK

During 2022, the centre has grown and has welcomed a long list of new academic staff, among which were: Professor Xiangyun Du (who became a full-time professor), Professor Euan Lindsay, Associate Professor Stine Ejsing-Duun, Assistant Professor Giajenthiran (Kalle) Velmurugan, and post-doctorates Mia Thyrrre and Juebei Chen. Furthermore, we have three new PhD students and five new research assistants. We have now reached a stage where we have a group of people employed at the Copenhagen campus and Stine Ejsing-Duun and Kalle are the two main drivers for building up this unit, in close collaboration with the Aalborg team.

In many ways, 2022 was also a year of organisational and leadership change for the Aalborg PBL Centre in Engineering, Science and Sustainability under the auspices of UNESCO. The first organisational change concerned the establishment of a new Institute for the Advanced Study in PBL (IASPBL), which is where the Aalborg UNESCO Centre for PBL physically moved to. The Aalborg UNESCO Centre for PBL continues as an organisation but is now related to both the Department of Planning and IASPBL. The Aalborg UNESCO Centre for PBL is currently the largest research group at Aalborg University, with 37 academic staff and part-time teachers and associates, such as adjunct professors and adjunct associate professors.

Professor Xiangyun Du took over the research leadership in January 2022 and the development of the research programme and the research output has been taken to a new level, moving from many conference papers to an increased focus on publishing in quality journals. During 2022, there was also clearer research organisation in the four sub-groups: PBL and Capacity Building, Interdisciplinary, Digitalisation and STEM (Science, Technology, Engineering, Mathematics) in schools and high schools.

2022 also marked the last year with UCPBL founder Professor Anette Kolmos as director of the Aalborg UNESCO Centre for PBL, thus, a focal point of this year has been to prepare for the directorship transition. Xiangyun Du will become Director on January 1, 2023. In many ways, the time is ripe for a shift in leadership and a renewal of our goals, organisation, activities, and success criteria. The organisation is in good shape in all respects, and the IAS PBL creates new opportunities for internal cross-faculty collaboration and international projects.

As of 2023, the management team consists of Euan Lindsay, Aida Guerra, and Xiangyun Du, with the support of Anette Kolmos.





RESEARCH

PBL and Interdisciplinary Competence (InterPBL)

Inter-PBL is funded by the Poul Due Jensen Foundation, Aalborg University and part of the Aalborg UNESCO Centre for PBL. Inter-PBL will contribute to the development of innovative educational models – nationally, as well as internationally – with the aim of educating engineers to work proactively and interactively in an interdisciplinary working environment, in order to deal with the increasing complexity of engineering and contribute to the sustainable development of society. For that purpose, Inter-PBL will develop curriculum models for students learning interdisciplinary generic competences in a PBL curriculum, based on case studies on 1) new curriculum practices in interdisciplinary projects, where the students are working on sustainability problems across educational programmes, 2) interdisciplinary projects in companies, and 3) transdisciplinary projects with universities and companies working on common problems.

PBL and Digitalisation

The increasing digitalisation of engineering practice, academic practice, and students' everyday lives is driving a seemingly inevitable transition towards the digitalisation of the engineering curriculum. Our key research question is: How should engineering education benefit from digital transformation? With all of the possibilities of engaging learners in new, varied and personalised ways, we need to identify, test, and evaluate the different approaches to see which can enhance engineering education in a PBL context.

PBL in STEM Education

Science, Technology, Engineering and Mathematics (STEM) is a concept applied and interpreted in various ways. At Aalborg UNESCO Centre for PBL, we study the role of PBL in STEM education, both from the perspec-

tive of integrated STEM and, at other times, with a specific focus on how PBL can support and develop one of the STEM disciplines. We are particularly interested in how a PBL approach can facilitate collaboration and ease transitions in the education system, both horizontally between subjects, disciplines and contexts and vertically between institutions and different educational levels.

PBL and Sustainability

Problem-based, project-organised learning (PBL) is one of the most suitable learning approaches to sustainable development and this is because of the shared principles that allow the creation of learning environments, which not only enable education within the profession but, also, address social and environmental challenges. A PBL environment provides an opportunity for students to be educated for sustainability and to act and develop their agency for sustainability. The current PBL and sustainability research at the Aalborg UNESCO Centre for PBL focuses on the following: 1) What are the different levels of awareness and engagement for sustainability and in what ways do they relate to the development of a student's sustainability mindset and agency? 2) In which ways do students develop their agency for sustainability in a PBL environment? 3) Which PBL activities do academic staff consider most important when educating for sustainability? 4) In what ways do engineering educators' sustainability mindsets determine and influence students' understanding of sustainability?

PBL and First-Year Engineering

First Year Engineering (FYE) experience is a research area that is gaining increasing attention. First-year engineering students encounter 'culture shock' in several ways: adulthood, departing from family to friends and colleagues, college life, new disciplines, the PBL environment, and others. To address such encounters, the group explores the diverse aspects challenging FYE, including the students' learning agency, systematic thinking, and sources of their learning well-being, among others.

PBL and Educational Change

Recent decades have seen tremendous worldwide efforts to adopt Problem-Based and/or Project-Based Learning (PBL) as one of the major pedagogical advancement initiatives. The notion of educational change has been widely explored and discussed. Bringing together multiple theories of change, the recent work of our group has examined how a larger scope of educational change can be initiated, led and facilitated through the PBL implementation. In particular, the complexity theory provides us with a lens, to conceptualise educational change as a dynamic, complex, and nested system which embraces multiple interactive sub-systems including teachers, students, curricula, learning environments surrounding the programme and institutes, and policies, among others. This conceptual standpoint allows for seeing learning as being situated within ongoing changes and emerging through the interactions between learners and other competencies of the system.

Connecting practice and research, our engagement in supporting educational change through the promotion of PBL involves works on policy analysis, leadership support, curriculum restructuring, and pedagogical development aiming to support teachers' professional learning and their work on developing and implementing PBL teaching designs.

LOOKING AHEAD

In the coming year, our goals will be to continue to work on the central missions and initiatives from our 2019-2024 plan and to work towards the renewal of the centre in 2025. With additional brainpower and collective agency, together, we can exceed our goals. Together, we have strived to envision the future together to further strengthen our collective visions and values. We have discussed what we would like to collaborate on in the year to come, by being explicit in our research themes, funding plans, and international development work, among others, and we are excited to reach both individual and shared goals as a group.

One of the main events of 2023 will be our biennial International Research Symposium on PBL (IRSPBL) which we are planning in collaboration with Massachusetts Institute of Technology and Harvard John A. Paulson School of Engineering and Applied Sciences. This is the 9th International Research Symposium on Problem-Based Learning, under the heading Transforming Engineering Education 2023. More information on this conference is available at tee2023.mit.edu.

To learn more about the Aalborg UNESCO Centre for PBL, please visit our website ucpbl.net where you will find information about our activities.

SHARE-PBL

The research group on Social and Human science Approaches to Research in Education and Problem-Based Learning (SHARE-PBL) is an interdisciplinary research group that seeks to develop our scientific understanding and practice in regard to PBL, problem-oriented project work and other supporting pedagogical practices based on a social science and humanities (SSH) perspective.

SHARE's work ranges from knowledge within global, international, and national educational policy and educational practice to knowledge about the formation and learning processes of groups and individuals.

SHARE currently conducts research within different learning contexts (institutional, workplace-based, informal, higher education and primary school), and works to analyse/evaluate policy, curricula, teaching and learning practices.

SHARE-PBL was officially formed in August 2022. Since then, the group has formalised itself with a research group leader and an associate research group leader. Furthermore, the group has formulated a plan for how to operate, including an annual cycle of work, a vision paper, and a set of target goals for 2023.

Below are the main accomplishments of the group throughout the first year of its existence.



ESTABLISHMENT OF THE GROUP

SHARE-PBL has established itself as a research group with researchers from four different departments: AAU Business School, the Department of Communication and Psychology, the Department of Culture and Learning and the Department of Law. All heads of departments have been involved in the process, and we have ensured that all departments have provided group members with the mandate to continue working towards strengthening the bonds between the group and the research and teaching activities at the department level.

We have established a solid foundation for the group by electing a management team, formulating a strategy and an annual cycle of work for the group, and creating a research group website as our communication platform. We have brought the entire group together for SHARE's first-ever strategy and research residential course and have worked on creating a working environment based on shared responsibility between all group members.

RESEARCH

The research activities of SHARE-PBL members focus on interdisciplinary research. The following provides an overview of the group's focus areas and research projects.

In 2022, SHARE-PBL began working on an anthology regarding PBL in social sciences and humanities along with international partners.

Three joint papers authored by SHARE-PBL members were accepted for the European Conference for Educational Research (ECER) and SHARE-PBL also participated in and edited a special issue in Journal of PBL in Higher Education.

SHARE-PBL established a collaboration with Aalborg University Library on organisational development through PBL and participated in a project on interdisciplinary teaching at Aalborg University.

In 2022, SHARE-PBL initiated an interdisciplinary research collaboration with other researchers from IAS PBL on academic development, through the project Pedagogical Development in a PBL Context (one PhD student and one research assistant are connected to the project).

Problem-Based and Project-Oriented Learning in Rebild Municipality

A new research project funded by the A.P. Møller Foundation on PBL in municipal schools in Rebild Municipality was initiated in 2022.

The project Problem-Based and Project-Oriented Learning in Rebild Municipality sets an ambitious direction for competence development in municipal 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.



First strategy and research residential course

The project aims to strengthen the learning culture throughout the primary school cycle at all municipal 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.

INTERNAL COOPERATION IN IAS PBL

Within IAS PBL, members of SHARE-PBL have been and are still involved in several activities. Thus, some of our members are involved in the strategic project on the integration of SSH and STEM competences in AAU degree programmes and have contributed to both the initial process of designing a model for SSH and STEM integration and to the research that supports the process.

Throughout the past year, IAS PBL has welcomed a number of international guests, and members of SHARE-PBL have participated in presenting our work to international visitors and have also been involved actively in the development of a new PBL course for international visitors in collaboration with UCPBL. SHARE-PBL has also been involved in several of the internal IAS PBL activities and has delivered presentations for our IAS PBL colleagues. Moreover, the group is active in various committees and councils under IAS PBL.

LOOKING AHEAD

One of the main drivers for our involvement in IAS PBL as a research group is collaboration with peers. We have started a research collaboration on academic development in collaboration with IAS PBL researchers from other academic disciplines, and we have participated in developing a new PhD course on problem-based learning. We look forward to continuing what we have initiated this past year and to become engaged in new projects and activities in the years to come.

To learn more about SHARE-PBL, please visit our website iaspbl.aau.dk/research/share

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. The group was founded as a knowledge group in 2013 by researchers, who shared IT and learning as a common research field and brought different theoretical perspectives into the group. The group was re-organised as a research group in 2022 to include members from both Aalborg and Copenhagen from the Department of Communication and Psychology. New members include Maria Hvid Bech Dille, Ann Byholm, Jacob Davidsen and Lucas Paulsen.

KILD boasts a research profile featuring collaborative and networked research, publication ecologies, multi-stranded funding strategy and teaching-based research. These constitute the main elements of the research group's approach to contributing to contemporary societal challenges. 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. These research themes are considered to provide the necessary components of renewing learning and organisational practices in the educational sector, businesses, and other types of organisations.

RESEARCH

The Role of Lifelong Learning in Digital Transformation

This project ran from 2020-2022 and was funded by the Nordic Council of Ministers. The research project aimed to identify current Nordic challenges and contribute to joint Nordic solutions to support learning for all adult citizens and to support the development of the digital competences of adults; including basic digital skills, digital skills that are in demand in working life, skills that adults need to be active citizens in a digitalised Nordic region, etc. Initiatives tested and evaluated in the project were to be linked and contribute to the implementation of digitalisation strategies in the Nordic countries. The project result would contribute to developing higher digital competencies among the population and increased digital participation in the Nordic region, as well as policy recommendations for Nordic cooperation and the Nordic countries to achieve this. The PBL contribution is a thorough work with problem identification with stakeholder involvement.





PBL Hybrid Learning - Beyond Covid-19 (PBL-Hybrid)

In 2022, this project received funding from the Ministry of Foreign Affairs and will run from 2023-2024. The overall objective of the project is to transform master's degree programmes by incorporating problem- and project-based learning (PBL), design thinking and hybrid learning to redesign the curriculum (PBL-hybrid). The project will feature a pilot study at Gulu University where the master's degree programmes in Public Administration and Management (MPAM), Development Studies (MDS), Monitoring and Evaluation (MME) will be involved. Incorporating the above approaches aims to foster the development of employability and entrepreneurial skills (problem-solving, collaboration with external stakeholders, team working, creativity, ability to integrate theories to practice, and collaborative knowledge creation) - known also as 21st Century competencies. The partners involve AAU, Gulu University and Con-sufé (consultancy company).

LOOKING AHEAD

SSH/STEM INTEGRATION – PILOT PROJECT: Sustainable

Development Lab at AAU Copenhagen

The aim is to develop a Sustainable Development Lab at AAU Campus Copenhagen, where students across SSH/TECH can collaborate in cross-disciplinary project groups on Sustainable Development problems. The inspiration comes from D-Lab at UC Davis and D-Lab at MIT. The project will contribute to further developing Campus Copenhagen as a key actor in digitalisation and sustainable development.

Partners: Department of Communication and Psychology, the Department of Planning and the Master of ICT and Learning (with more partners expecting to join in).

Generative AI and Problem- and Project-Based Learning

Project under preparation:

Generative AI is developing rapidly, and educational systems need to adapt to new developments in this field. In 2022, we saw the launch of OpenAI ChatGPT, which has since been followed by MathGPT, Bard, AI-Powered Bing, etc. ChatGPT is just the latest offshoot, and it is expected that the landscape of Generative AI will change dramatically within the next 3-6 months with the inclusion of e.g., speech recognition, speech synthesis, and later realistic androids. In this way, it is important to view generative AI as a dynamic field, which will develop radically within a short time span. That is why AAU should consider establishing more permanent resources relating to AI and education.

Partners involved in the preparation of this project include the Department of Communication and Psychology, IAS PBL and AI for the people.

To learn more about the KILD research group, please visit our website (in Danish): kommunikation.aau.dk/forskning/forskningsenheder/kild

HEALTH-PBL

HEALTH-PBL is an interdisciplinary group that represents the education portfolio of the Faculty of Medicine. The group consists of strong PBL research profiles and members who focus on theory-practice, case- and project-based PBL.

In late 2022, the Faculty of Medicine moved into a new building with teaching facilities specifically designed to support the pedagogical principles behind the AAU PBL model.

FOCUS AREAS

HEALTH-PBL supports the teaching activities at the Faculty of Medicine to ensure the connection to AAU's educational profile and PBL principles. Moreover, the group collaborates with the faculty's study boards, heads of studies, etc., to ensure that all degree programmes and teaching activities are developed based on the latest knowledge on PBL, and several of the group members have been involved in the development of many of the faculty's degree programmes. HEALTH-PBL is particularly attentive to the implementation of the progressive PBL learning objectives that are included in all AAU's degree programmes across curricula.

HEALTH PBL members teach the degree programmes in medicine, medicine with industrial specialisation (MedIS), Sports Science, Public Health, Biomedical Engineering and Informatics and Clinical Science and Technology and are also involved in activities related to the strengthening of the students' employability.

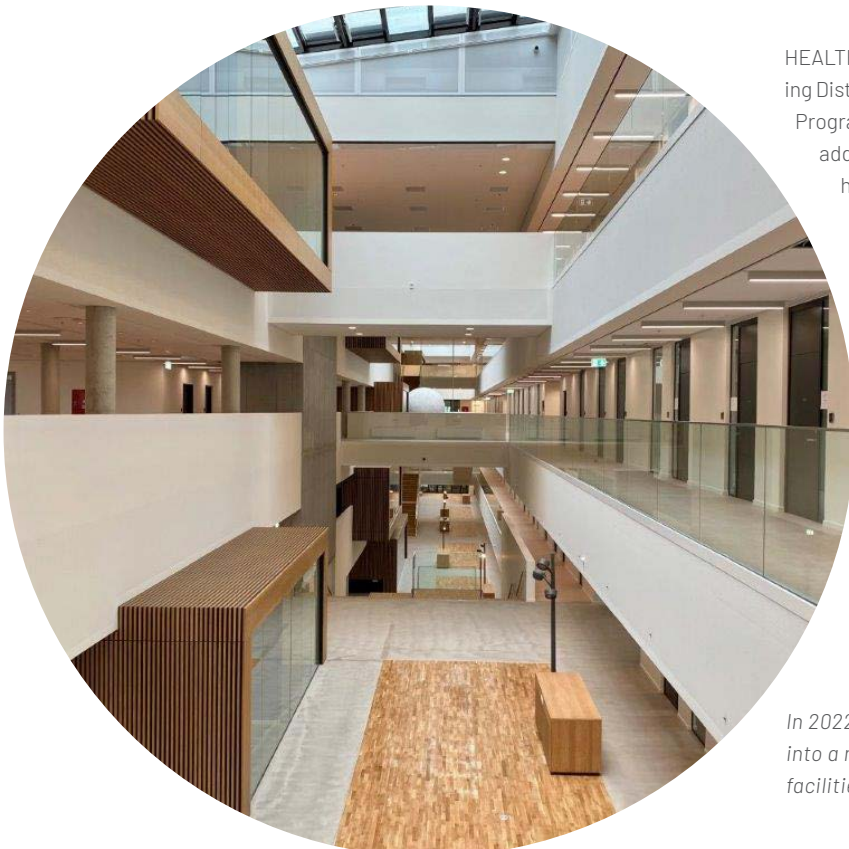
HEALTH-PBL is involved in the pedagogical competence development of all teaching staff at the Department of Health Science and Technology, and several of the group members are pedagogical supervisors for early career faculty teaching staff completing the University Pedagogical Programme. This contributes to ensuring and strengthening the quality of the department's study activities and the overall learning outcomes of its students. Along with the high academic level of the department's teaching activities, this also contributes to promoting the motivation and academic curiosity of students.

RESEARCH

HEALTH-PBL collaborates with relevant partners in IAS PBL, heads of studies, lecturers and others associated with the faculty's degree programmes on various development and research projects, such as the project on the HEALTH-PBL case model and the project Pedagogical Development in a PBL Context.

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. The project will run from 2023 to 2025. The project seeks to address gaps in continuing professional development and training for health professionals and to increase training opportunities in digital skills and e-learning and ultimately aims to deliver practical strategies and learning modules for academic staff in the health sector. Patrik Kjærdsdam Telléus from HEALTH-PBL leads AAU's work in this project.



In 2022, the Faculty of Medicine moved into a new building with new teaching facilities designed to support PBL



JOURNAL OF PROBLEM-BASED LEARNING IN HIGHER EDUCATION

The Journal of Problem-Based Learning in Higher Education (JPBLHE) publishes state-of-the-art rigorous research related to problem-based learning in higher education and wishes to emerge as one of the leading international platforms for PBL researchers and practitioners in higher education.

ORGANISATION

In 2022, Frederik Hertel (SHARE-PBL) became a member of the Journal of Problem-Based Learning in Higher Education editorial team and thereby filled the space focused on research within the social sciences. The editor-in-chief in 2022 is Patrik Kjærdsdam Telléus (HEALTH-PBL), and, in addition to Patrik and Frederik, the editorial team consists of Lykke Brogaard Bertel (UCPBL), Bettina Dahl Søndergaard (UCPBL) and Nikolaj Stegeager (SHARE-PBL). Annemette Helligsø is affiliated with the journal as administrative support. In 2022, the editorial team held eight editorial meetings.

In 2022, a new editorial board was established. The board consists of ten internationally renowned PBL researchers. The editorial board is responsible for supporting the qualitative development of the journal and for strengthening its profile and visibility. The board meets with the editorial team once each year. In 2022, this meeting took place on 15 November.

Editorial Team Working Day

On 20 May 2022, the editorial team met for a full day at Lindholm Høje to discuss the quality, profile and strategy of the journal. This working day proved to be a very good investment for the group as it helped strengthen the unity and synergy of the group. Moreover, the day led to the editorial team working together on a thorough revision of the journal's web-

site text. In the months following this working day, the group worked on the texts presenting the journal ("About the journal"), as well as the texts explaining the paper and case publishing formats and our "author guidelines". This was the first step in changing the image of the journal and in illustrating its format and profile. This work will continue in 2023 when we expect to create a new review template and design a new website.

PUBLICATIONS

In December, the journal's annual issue (vol. 10, No. 1) was published. The issue consists of four research papers and five PBL cases. A special issue (Strength in Diversity: Future-proofing PBL Research and Practice) was also published in May 2023.

The editorial team received a total of 40 submissions in 2022, nine of which were accepted for publication. 19 submissions were rejected following the initial screening, either on the grounds that the submissions did not match the journal's profile or that the submissions did not meet the quality standards for publication. The initial screening was performed by the editor-in-chief, with the support of the editorial team. Five submissions were rejected after review.

JOURNAL VISIBILITY

In 2022, the journal was indexed in Scopus, following the due application process and evaluation. Efforts towards increasing the journal's visibility and accessibility will continue throughout 2023.

IAS PBL STAFF DEVELOPMENT

LEARNING LAB

Learning Lab delivers research-based pedagogical competence development to new and existing staff members at Aalborg University.

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.

UNIVERSITY PEDAGOGICAL PROGRAMME

The University Pedagogical Programme supports early career academics to develop their teaching and pedagogical competences in line with Aalborg University's teaching principles and strategies. The one-year competence development programme includes compulsory and elective course modules, English language certification, peer group discussions and reflection and supervision. The programme concludes with the participants submitting a project report either individually or in groups. In 2022, a total of 61 participants enrolled in the University Pedagogical Programme, 33 participants completed within one year, and a total of 18 modules were completed. The programme is designed to span one year; however, the project report must be submitted within two years after enrolment.

LEARNING LAB AND IAS PBL

With the establishment of the Institute for Advanced Study in PBL in 2022, Learning Lab became part of IAS PBL and with this became part of a large group of researchers and practitioners dedicated to teaching and problem-based learning at Aalborg University. Thus, 2022 marked a year of transition and change for Learning Lab.

In 2022, a new management team was formed consisting of Associate Professor Nikolaj Stegeager, Professor Xiangyun Du, Teaching Associate Professor Line Bune Juhl, and Team Leader of the Center for Digitally Supported Learning Merethe Juel Hollen. The management team began working towards the development of a new model for the University Pedagogical Programme. The new model is expected to be implemented in 2024.

NEW COURSE ON EDUCATIONAL MANAGEMENT

In 2022, Learning Lab developed and conducted a course on educational management for study board representatives and administrative staff members. A total of 16 participants participated in the initial two-day course. Furthermore, Learning Lab took part in arranging the first national conference in educational leadership which was launched on May 2 with participants from all Danish Universities.

RESEARCH SUPPORTING LEARNING LAB

A group of IAS PBL researchers have formed a research collaboration on pedagogical development in Higher Education that will assess the current practices of the University Pedagogical Programme and provide a research-based approach to the overall pedagogical development at AAU in a PBL context. This new research community will further strengthen the research foundation of pedagogical development at Aalborg University.



CENTER FOR DIGITALLY SUPPORTED LEARNING

Center for Digitally Supported Learning, CDUL, assists and supports AAU teaching staff in developing their teaching, digitally as well as didactically. In January 2022, CDUL became part of the IAS PBL. In the following sections, CDUL presents some of the results that the centre has created in 2022 and until the summer of 2023. The presentations are centred around CDUL's focus areas which are graphically presented in Figure 6. The focus areas have been created to ensure that CDUL is able to offer specialised and highly professional knowledge in relation to the development projects that are strategically prioritised by Aalborg University.

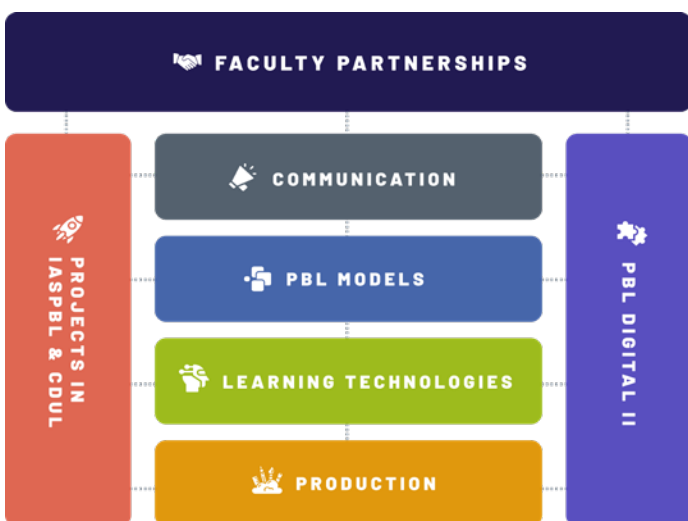


Figure 6: CDUL's focus areas

FOCUS AREAS

PBL Models

Within the focus area of PBL models, CDUL has developed a model and a tool for how we can facilitate dialogues about education and teaching development. The tool is intended to be used horizontally at different levels in the university faculties and across study boards. This allows for a teaching or training challenge to be highlighted and discussed within the many different constellations that exist at AAU. In qualifying the PBL dialogue tool, CDUL has collaborated at managerial levels and with teaching staff across the organisation – most recently at AAU's Learning Day 2023 and DUNK (Danish Network for Educational Development in Higher Education Conference), and the feedback we have received on the tool and the facilitated dialogues have all been positive. One of our colleagues from the University of Copenhagen has also borrowed the tool and wishes to use this in an education development process.

PBL Dissemination and Communication

CDUL promotes knowledge, inspiration, and guides on how to develop digitally supported learning in various ways to ensure knowledge sharing. As a means to reach educators, we use LinkedIn. CDUL is still building its presence on LinkedIn, but CDUL's reach on LinkedIn measures up to that of comparable Danish learning centres.

Another way of reaching educators is through the podcast The Digital Agora (DDA), which is a teacher-to-teacher conversation podcast focused on the challenges connected to digitally supported learning. The podcast guests represent a wide range of AAU teaching staff, such as Casper Steinmann (ENG), Peter Vistisen (SSH), Milo Skovfoged (TECH), Heidi Hautopp (SSH), Director at IAS PBL Thomas Ryberg, a live episode from the 2023 Learning Day with Professor Euan Lindsay (TECH) and Line Bune Juhl (SSH), and most recently, pro-rector Anne Marie Kanstrup. The Digital Agora released its first episode on 23 July 2022, and so far, 14 episodes have been released, all of which are available on Spotify and Apple Music. According to the latest figures, an episode of The Digital Agora has been started over 500 times.

Production

The area for further and continuing education and the development of degree programmes is an area of ongoing development – especially following the current intense focus on lifelong learning, flexibility and on-demand teaching. Under the auspices of PBL Digital, CDUL has had a close collaboration with the Faculty of Engineering and Science in order to be able to deliver production tasks in connection with two of the PBL Digital efforts: "Digital education structure of the future" and "EVU and Lifelong Learning". CDUL's production unit has been instrumental in developing a process for defining what a micro is and what it must contain, as well as in defining the conditions that must be met for a teaching subject to become relevant as a micro. In this connection, CDUL has collaborated with AAU teaching staff to develop the processes and define the various aspects of a micro. CDUL's production unit has also developed a site dedicated to the publication of micros. Moreover, the production unit has produced a large number of professional digital learning resources which really put AAU on the world map in terms of offering high-quality higher education based on PBL.

CDUL and IAS PBL Projects

Within the focus area for projects, IAS PBL and CDUL respond to project inquiries and manage specific projects that benefit the entire AAU. Within the scope of this focus area, we have, for example, identified the need for initiating funding efforts in IAS PBL. Furthermore, a project involving various educational institutions across Denmark and the company EdTech Denmark is taking shape; this project aims to establish a nationwide EdTech Denmark Learning Centre. The focus area also maintains a close focus on the development of generative AI. CDUL took the initiative to team up with relevant partners across the university to gather relevant information about generative AI, and the result of this has now been made available on [the new AAU generative AI website](#).

Learning Technologies

The focus area involving learning technologies is very broad and covers everything from competence development in relation to learning technologies that support PBL, to working towards creating a real understanding of what learning technologies are and how these may be applied to best support the daily teaching practices of AAU teaching staff. Thus, CDUL is supporting AAU to stay up-to-date on the technologies that have been implemented across the university.

PBL Digital

CDUL is linked to PBL Digital and contributes to realising strategic efforts by participating as project managers or project participants. For example, CDUL has worked together with PBL Digital to provide input to AAU's new digital master plan and managed the project The Classroom of the Future II as well as the project on the implementation of Principles for Digitally Supported PBL.

CDUL Partnership Model

The intention behind the CDUL partnership model is to facilitate a framework for providing management with the necessary strategic guidance and feedback in relation to digitally supported PBL. The partnership model consists of a number of different meeting forums: start-up meetings, dialogue meetings, planning meetings, and evaluation meetings.

The starting point was identical for all AAU faculties, however, the start-up meetings revealed that the four faculties differed greatly in how they approached this initiative. Some faculties had brought along strategic advisors while others brought along heads of studies and local e-learning ambassadors. The partnership model is dynamic and adaptable, and it is entirely up to the faculties to assess who will participate. CDUL has hosted a total of 13 dialogue meetings across the four faculties.

The dialogue meetings have been followed by several planning meetings that specifically involve the stakeholders and digital learning consultants, PBL researchers and other collaboration partners who will be involved in developing the activities that the dialogue meetings have brought about.

The partnership model has only existed for a short time, and the evaluation process has therefore not yet begun, but CDUL is looking forward to kicking off this process with the first evaluation meetings scheduled for the end of 2023. More information about the partnership model and the local digital learning consultants at the various faculties is available in Danish at [CDUL's website](#)

LOOKING BACK AND LOOKING AHEAD

Both 2022 and the first part of 2023 have been very busy and eventful for CDUL. In addition to the above, a main focal point has also been to integrate CDUL into IAS PBL and to collaborate with the IAS PBL research groups. This has generated interest from the research group UCPBL, which wishes to carry out joint research with CDUL on the partnership model. CDUL is also involved in various development processes, particularly noticeable is the development of a master programme in the Faculty of Medicine, and CDUL's involvement in the development of further and continuing education across the faculties.

CDUL is looking forward to continuing working on the focus areas, as well as all the other exciting challenges that arise when we work with digitalised PBL focused learning.

IAS PBL RESEARCH RESULTS

RESEARCH RESULTS

The annual research report of the Institute for Advanced Study in PBL covers information and analyses on a number of key research indicators, such as publications, impact, collaboration, openness, visibility and research projects. Since IAS PBL only dates back to 2022 and the research output connected to IAS PBL before this time is limited, comparing this year's results to that of previous years is not yet relevant. The information provided in the report is based on the data that has been made available in PURE, which is Aalborg University's Research Information Management System. This means that for publications and other types of research output to count towards the overall IAS PBL research results, these must be connected to IAS PBL in the system. The IAS PBL con-

tinuously seek to update the data available in the system to ensure the relevance of all research affiliated with IAS PBL.

The following sections provide an overview of some of the main research results affiliated with the Institute for Advanced Study in PBL from 2022.

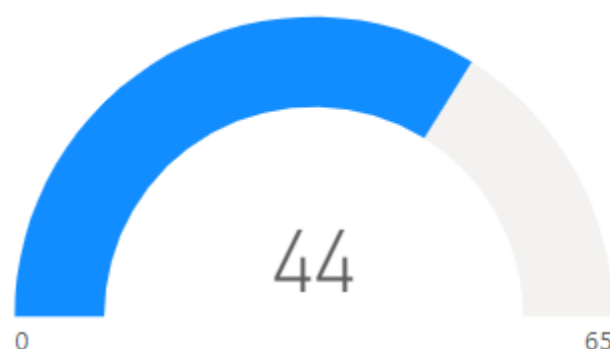
IAS PBL Scopus Coverage and Citations

A total of 40 journal articles were published in 2022 by researchers connected to IAS PBL; of these, 68% were published in journals indexed in Scopus (see figure 7). When adding articles in proceedings and review articles to this, the total number of publications amounts to 65 of which 68% were indexed in Scopus (figure 8)



68 %
Scopus Coverage

Figure 7: IAS PBL journal articles in Scopus, 2022



68 %
Scopus Coverage

Figure 8: IAS PBL articles in proceedings, journal and review articles in Scopus, 2022

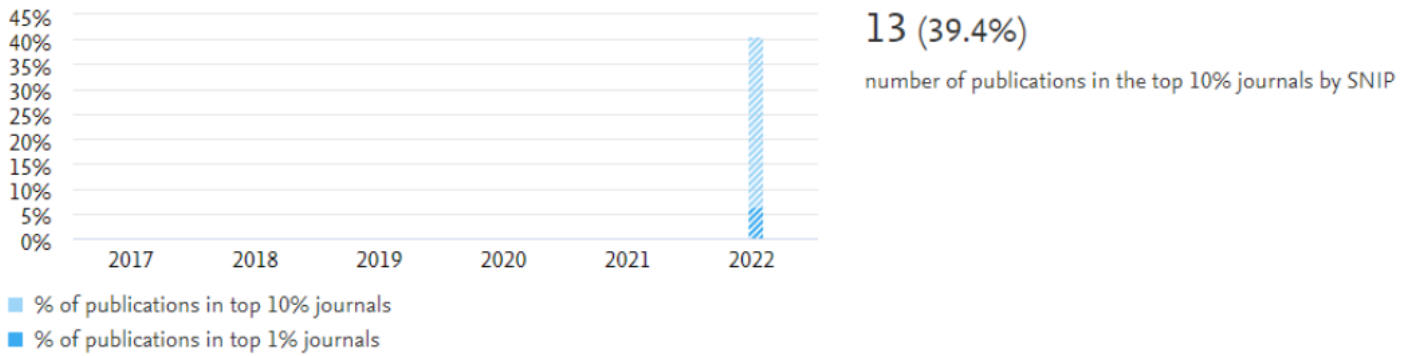


Figure 9: Share of IAS PBL publications in the top journals (SNIP)

The total share of IAS PBL publications published in the top 10% most cited Scopus journals is 39.4% (see figure 9)

During 2022, publications affiliated with IAS PBL were cited in 54 instances. The most cited publication types are journal articles, comments/debates, review articles, articles in proceedings, and editorials. With a total of 43 citations in 2022, journal articles have by far received the highest proportion of these citations (see figure 10).

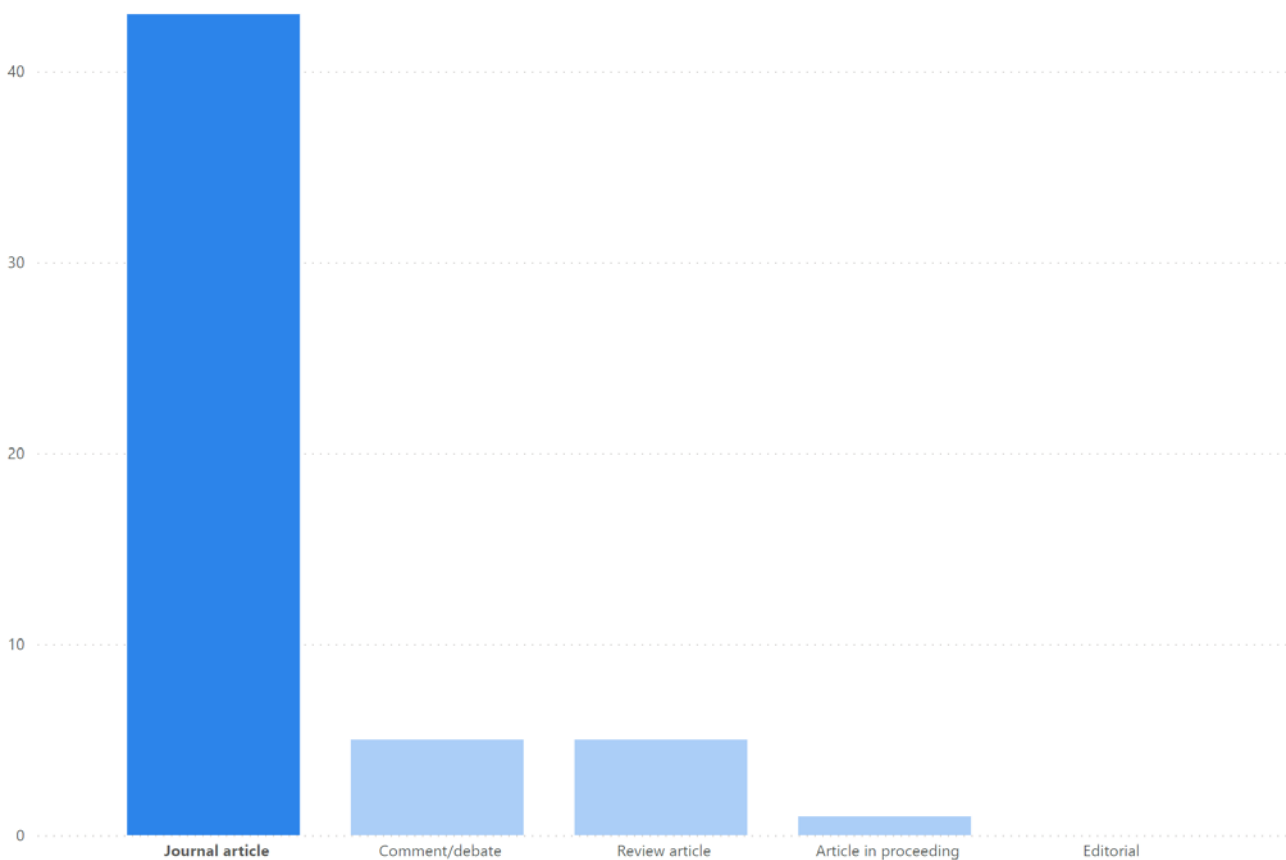


Figure 10: Total number of citations by publication types, 2022

Publications

Articles in journals or proceedings account for more than half of all IAS PBL publications published in 2022 (57%). In 2022, a total of 40 journal articles were published by IAS PBL researchers; this amounts to 37% of all publications affiliated with IAS PBL (see figure 11). English is the preferred publication language, and in 2022, 68% of all publications affiliated with IAS PBL was published in English (see figure 12).

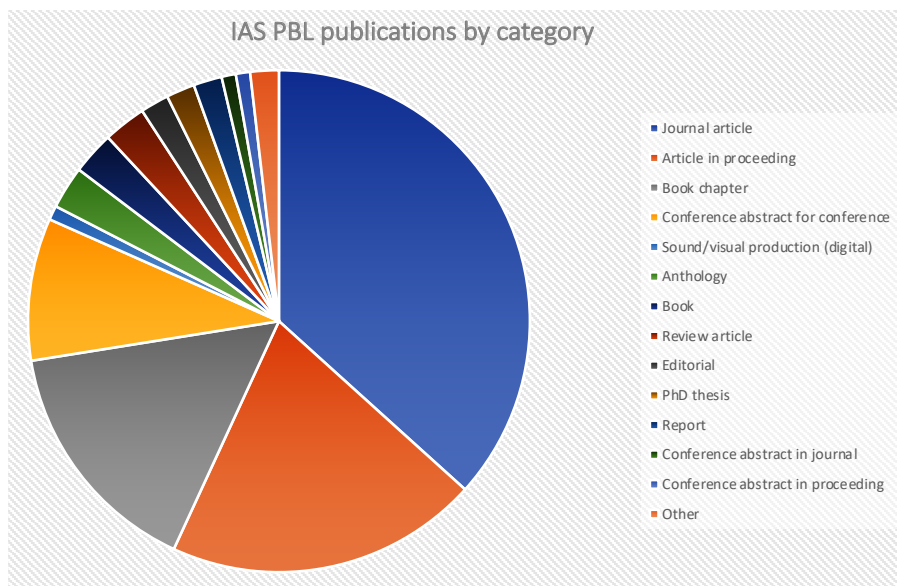


Figure 11: Proportion of IAS PBL publications by category

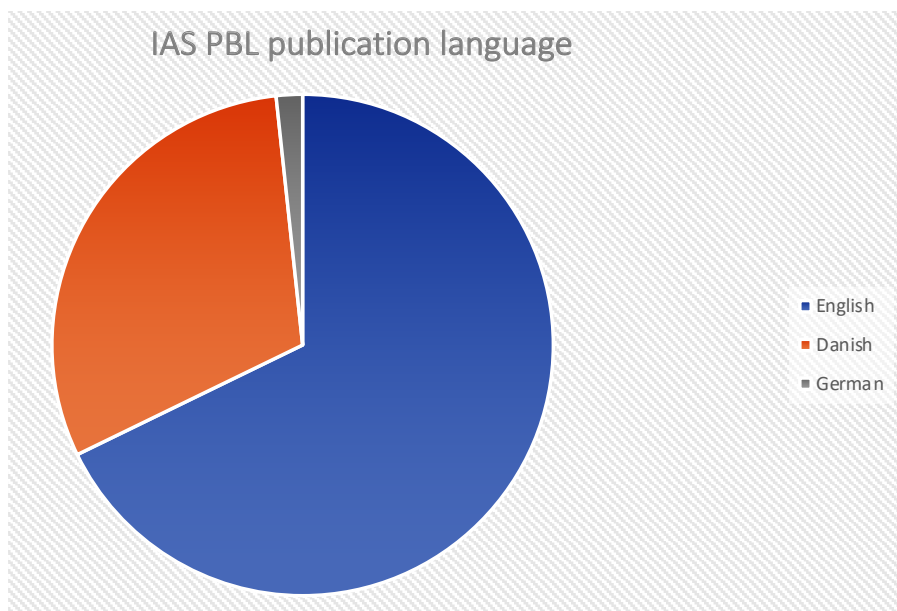


Figure 12: Proportion of IAS PBL publications by language

External Collaboration – Publications

IAS PBL researchers collaborate with a wide range of academic and non-academic partners (defined within the categories *corporate, government (Danish Central Administration), academic, medical, educational institution, NGO, etc.*) both in Denmark and internationally. A total of 67 external collaborations affiliated with a publication were registered in 2022. Figure 13 depicts all registered collaboration partners and the proportion of IAS PBL publications affiliated with each partner.

Figure 14 shows the impact of collaboration on publications, the field-weighted citation impact of IAS PBL’s international collaboration on publications is 1.54, which means that these publications are cited above world average for similar publications (see figure 14).



Figure 13: Proportion of external collaboration partners affiliated with IAS PBL publications

Metric	Scholarly Output	Citations	Citations per Publication	Field-Weighted Citation Impact	
International collaboration	34.7%	17	34	2.0	1.54
Only national collaboration	14.3%	7	2	0.3	0.15
Only institutional collaboration	46.9%	23	17	0.7	0.46
Single authorship (no collaboration)	4.1%	2	20	10.0	1.06

Figure 14: Impact of international, national and institutional collaboration, 2017-2022

Sustainable Development Goals

Aalborg University's Research Information Management System, PURE, allows all researchers to add the United Nations' Sustainable Development Goals (SDGs) to publications. Figure 15 shows how the connected SDGs are distributed across IAS PBL publications, and SDG 4 Quality Education has been connected to more IAS PBL publications than any other of the SDGs. The possibility to connect SDGs to research publications has only been available since March 2021.

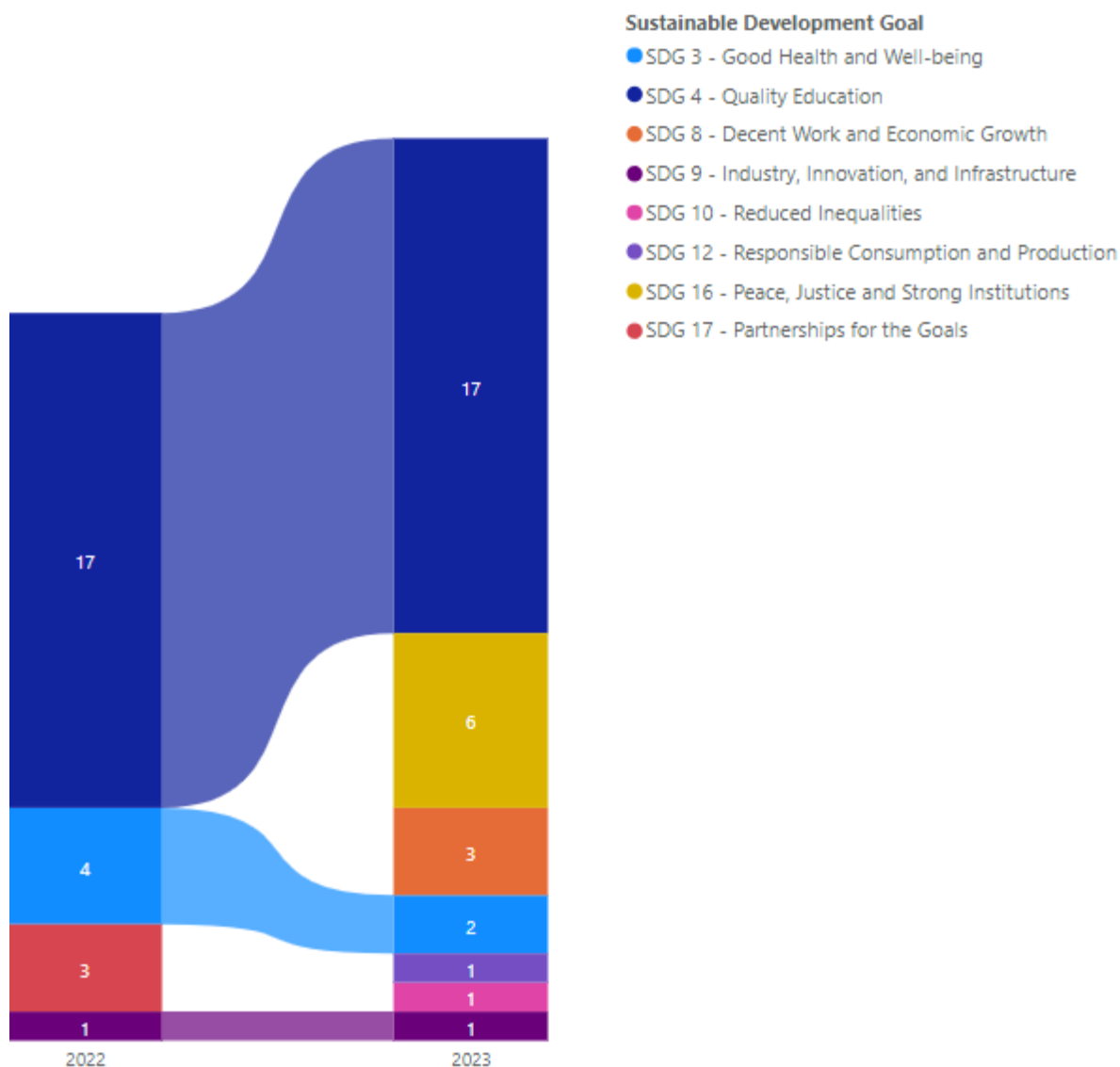


Figure 15: Number of Sustainable Development Goals connected to IAS PBL publications

PHD COURSES

In 2022, researchers connected to IAS PBL organised the PhD courses listed below.

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.

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

Organised by Associate Professors Tine Fink and Antonia Scholkmann

The 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 2022, a total of five courses were completed.

Basic Bioethics

Organised by Associate Professor Patrik Kristoffer Kjærdsdam Telléus

The course provides PhD students with a basic understanding of the discipline of bioethics and equips them with the knowledge necessary to participate constructively in the bioethical discourses in their research fields.

Introduction to the PhD Study (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 Research Assistant 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 own 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.

Qualitative Research within Health Science

Organised by Associate Professor Henrik Vardinghus-Nielsen

This course will provide participants with the basic skills to design a qualitative study and inform participants of the benefits and limitations of using qualitative methods in health science. The course focuses particularly on designing a study, selecting appropriate methods, collecting data and finally analysing the data.



PBL and Facilitations Skills

*Organised by Professor Xiangyun Du and Associate Professor
Aida Olivia Pereira de Carvalho Guerra*

The course aims to provide PhD students, especially those who are new to AAU, with a better understanding of what PBL is, the learning principles and practices behind the Aalborg PBL model, the collaborative project work, how to facilitate students' projects and how to handle various problems and projects.

PBL and Mixed Methods

Organised by Professor Xiangyun Du

This PhD course focuses on research design for how to study problem- and project-based learning by applying a mixed methods approach. Mixed methods are a comprehensive research design applying both qualitative and quantitative methods which can be combined in various ways depending on the research questions.

Professional Communication

Organised by Associate Professor Aida Olivia Pereira de Carvalho Guerra
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.

Research in a Mission-Driven Institution

Organised by Associate Professor Aida Olivia Pereira de Carvalho Guerra
This PhD course addresses relevant questions related to mission-oriented research and innovation and aims to equip PhD students with a deeper understanding of mission-oriented research and innovation. The course also provides participants with tools that enable them to contextualise their research within the SDGs framework and identify potential missions.

Transcribing Multimodal Interaction – Preparing and Transcribing Video Data

Organised by Associate Professor Jacob Gorm Davidsen

This course introduces participants to multimodal transcription of human social actions captured with video. The course aims to provide participants with an understanding of the theory and practice of transcription, an understanding of digital transcription software tools and the basic skills for preparing video data for transcription.

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.

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

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ADVANCED STUDY IN PBL**

**AALBORG
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Kan frit distribueres
Til orientering

Sagsnr.: 2022-012-00302

Sagsfremstilling til møde i bestyrelsen den 28. august 2023

Eventuelt

Indstilling

Det indstilles, at bestyrelsen tager listen og årshjulet til efterretning.

Bilag

Bilag B: Oversigt over punkter til behandling på kommende bestyrelsesmøder.
Bilag C: Årshjul for dagsordenspunkter til bestyrelsesmøder.

Sagsfremstilling

Ingen.

Kommunikation

Ingen.

Sagsbehandler(e)

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

14. august 2023

AALBORG UNIVERSITET
Bestyrelsesmøde: 28/8 2023
Pkt.: 11
Bilag: B



AALBORG UNIVERSITET

Rektorsekretariatet

Sagsbehandler:
Merete Wolder Lange

Sagsnr.: 2022-012-00302
Dato: 10. august 2023

Oversigt over punkter til kommende bestyrelsesmøder

Onsdag den 25. oktober og torsdag den 26. oktober 2023 (med direktion onsdag og ordinært møde kl. 09:00 – 16:00 torsdag) (Campus København)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra bestyrelsesmøde den 28. august 2023
- Orientering om periodeopfølgning 2-2023
- Temadrøftelse - Viden for verden 2022 - 2026
- Status på strategi- og handleplaner (i rektors orientering)
- Status på strategisk rammekontrakt 2022 - 2025 (i rektors orientering)
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

Mandag den 18. december 2023 kl. 09:00 – 15:00 (Fredrik Bajers Vej 7K)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 4-2023 den 25. og 26. oktober 2023
- Status på Viden for verden 2022 – 2026
- Godkendelse og underskrivelse af institutionsrevisors protokollat vedr. løbende revision 2023
- Behandling af budget 2024
- Orienterende opfølgning på økonomisk scenarieplan for AAU
- Status på ligestilling og diversitet
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid
- Afsked med afgangende bestyrelsesmedlemmer
- *Bestyrelsesmedlemmer får en julegave*

Mandag den 4. marts 2024

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 5-2023
- Godkendelse af mødeplan 2025
- Status på dimittendledighed
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

Planlagte, men ikke datosatte punkter

- Styrkelse af de fire campusser
- Orientering om studieadministrativt informationssystem (Nyt SIS)

Punkter foreslået af bestyrelsen til indholdsmæssig kvalificering i formandskabet

- Temadrøftelse: Brugen af kunstig intelligens i fm. eksamensafvikling



Årshjul 2023 for dagsordenspunkter til bestyrelsesmøder **Varighed 09:00 – 16:00 (til og med oktober 2023)**

Møde 1 (februar/primus marts)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 5-2022
- Temadrøftelse Viden for verden 2022 - 2026
- Godkendelse af mødeplan 2024
- Status på dimittendledighed
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

Møde 2 (april – gerne i Aalborg, da revisor ellers skal have kørepenge)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 1-2023
- Temadrøftelse Viden for verden 2022 - 2026
- Godkendelse og underskrivelse af Deloitte's rapportering vedrørende revision af årsrapport 2022
- Godkendelse og underskrivelse af årsrapport 2022
- Orientering om periodeopfølgning 3-2022
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

Møde 3 (juni)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 2-2023
- Temadrøftelse Viden for verden 2022 - 2026
- Orientering om periodeopfølgning 1 2023
- Godkendelse af AAU's investeringspolitik juni 2024 – juni 2027 (første gange i 2024 og herefter hver tredje år)
- Godkendelse af AAU's strategi for finansiel risikostyring juni 2024 – juni 2027 (første gang i 2024 og herefter hver tredje år)
- Evaluering af bestyrelsens arbejde
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

August (ekstraordinært møde)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 3-2023
- Status på økonomi
- AAU benchmark med sektoren – forskning og uddannelse
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid

Møde 4 (oktober. To dage. En dag med direktionen)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 3-2023
- Temadrøftelse Viden for verden 2022 - 2026
- Orientering om periodeopfølgning 2-2023
- Status på strategisk rammekontrakt 2022 - 2025 (i rektors orientering)
- 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 optagelsestal (rektors orientering)
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Bestyrelsens egen tid

Møde 5 (december)

- Bestyrelsesformandens velkomst
- Godkendelse af dagsorden
- Godkendelse af referat fra møde 4-2023
- Status på Viden for verden 2022 - 2026
- Godkendelse og underskrivelse af institutionsrevisors protokollat vedr. løbende revision 2023
- Behandling af budget 2024
- Status på ligestilling og diversitet
- Orientering fra bestyrelsesformanden
- Orientering fra rektor og efterfølgende drøftelse
- Eventuelt
- Bestyrelsens egen tid
- *Bestyrelsesmedlemmer får en julegave*