



## AALBORG UNIVERSITET

Institut for Kemi og Biovidenskab  
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### Til Institutudvalget

Michael Toft Overgaard  
Casper Steinmann  
Mette Lübeck  
Sergey Kucheryavskiy  
Thomas Yssing  
Torsten Nygård Kristensen  
Teis Søndergaard  
Camilla Kristensen  
Linda Birkebæk Madsen  
NN  
Studerende: Emil Bock Nielsen

Dato: 03.10.2019

Referent: Marianne Dalsgaard Brønnum

### **Dagsorden til institutudvalgsmøde den 10. oktober 2019 kl. 13:00-15:00**

1. Godkendelse af dagsorden
2. Godkendelse af referat
3. Økonomi v/Anders  
Opfølgning på de interne forbrugspuljer.
4. Orientering v/ Michael
  - Procesplan for Strategi 2020-2023 v/Marianne
5. Emner til drøftelse:
  - Work life balance
6. Handleplan for ligestilling og diversitet v/Marianne (bilag)  
*Underudvalget har udarbejdet oplæg til handleplan for ligestilling og diversitet for Institut for Kemi og Biovidenskab. Oplægget er ydermere blevet drøftet i SU-udvalget den 10.10.2019, hvor de har haft mulighed for at kommentere.*
7. Opsummering af sommerseminaret inkl. video
  - Output fra strategidrøftelserne fra sommerseminaret (bilag)
  - Feedback fra laboranterne fra årets sommerseminar v/Casper
8. Evt.





AALBORG UNIVERSITET

Bilag 2

# HANDLEPLAN FOR LIGESTILLING OG DIVERSITET PÅ INSTITUTNIVEAU

## 1.1 Navn på fakultet:

Det Ingeniør- og Naturvidenskabelige Fakultet

## 1.2 Navn på institut:

INSTITUT FOR KEMI OG BIOVIDENSKAB

**2.1 Anfør antal mænd og kvinder i institutledelsen og opstil måltal for det underrepræsenterede køn:**  
(Instituttleder, viceinstituttleder og sekretariatschefer)

	Antal	Måltal
Kvinder:	<u>1 (33%)</u>	<u>1 (33%)</u>
Mænd:	<u>2 (66%)</u>	<u>2 (66%)</u>

**2.1.1 Hvornår forventes måltallet opfyldt?** Mål opfyldt og videreføres

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**2.2 Anfør hvem der på instituttet har fagligt og/eller personalemæssigt ledelsesansvar:**

Sektionsleder	<input checked="" type="checkbox"/>
Forskningsgruppeleder	<input checked="" type="checkbox"/>
Videngruppeleder	<input type="checkbox"/>
Studieleder	<input type="checkbox"/>
Studienævnsmænd	<input type="checkbox"/>
Studiekoordinatorer	<input type="checkbox"/>
Andet	Professor, Lektor

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**2.3 Anfør kønsfordelingen blandt ansatte med fagligt og/eller personalemæssigt ledelsesansvar og opstil måltal for det underrepræsenterede køn:**

	Antal	Måltal
Kvinder:	<u>5 (11%)</u>	_____
Mænd:	<u>41 (89%)</u>	_____

Målet er fremadrettet, at hver anden nyansættelse er en kvinde.

**2.3.1 Hvornår forventes måltallet opfyldt?** Ultimo 2023 – Vi sigter mod at ansætte 50/50 i henhold til rekrutteringspotentialer

**3.1 Hvilket indsatsområde vil I tage udgangspunkt i? (vælg ét eller flere)**

Flere kvinder i ledelsen

Work-life balance

Internationalisering

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**3.2 Hvorfor vil I arbejde med netop dette indsatsområde?**

Flere kvinder i ledelsen

Potentiale for diversitet i beslutninger på ledelsesniveau. En anden/ny vinkel at anskue forskningsretning. Forøgelse af bevillinger.

Work-life balance

Øge trivslen blandt medarbejderne.

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**3.3 Hvad ønsker I at opnå?**

Flere kvinder i ledelsen

Instituttet ønsker en mere balanceret kønsfordeling på fastansatte VIP.

Work-life balance

Instituttet ønsker, at der er en fornuftig balance mellem arbejdsliv og privatliv - mere diversitet i ansættelserne.

#### 4.1 Indsæt indsatsområde, mål, handling, ansvarlig, deadline og opfølgning

INDSATSOMRÅDE	MÅLTAL/SUCCESKRITERIUM Hvad vil I opnå?	HANDLING Hvad vil I gøre?	ANSVARLIG Hvem gør hvad?	DEADLINE Hvornår er det gjort?	OPFØLGNING Hvem, hvornår og hvordan?
Flere kvinder i ledelsen	Ultimo 2023 <b>Fastansat VIP</b> Når der ansættes er der en ambition om, at der ansættes 50/50 på professor/lektor niveau.	Der scoutes blandt ansøgere, så der er mindst én kvalificeret ansøger til professor/lektor stillinger. Hvis der ikke er kvalificerede ansøgere af begge køn, skal stillingen genopslås.	Scoutingen gennemføres i institutledelsen.	Løbende	Institutledelsen gør, en gang årligt, status over nyansættelser.
		Når der slås nye stillinger op, skal stillingsopslagene være kønsneutrale.	Instituttets HR-medarbejder laver analysen for kønsneutralitet.	Løbende	Institutledelsen gør, en gang årligt, status over nyansættelser.
		Ansøgerne potentiale vurderes individuelt. (Selektionskriterier)	Ansættelsesudvalget. Der bestræbes på diversitet i ansættelsesudvalgene.	Løbende	Institutledelsen laver løbende opfølgning.
	Ultimo 2023 <b>Institutledelse</b> Instituttet bestræber sig på, at sektionsledelsen også afspejler	Ved skift i ledelseskredsen scouters der, så alle kvalificerede kandidater vurderes.	Institutlederen har ansvaret for, at scoutingen gennemføres.	Løbende	Institutlederen laver løbende opfølgning.

	sammensætningen i medarbejderstaben (VIP).				
Work-life balance	Ultimo 2023 Instituttet ønsker, at der er en fornuftig balance mellem arbejdsliv og privatliv - mere diversitet i ansættelserne.	Den samlede arbejdsporteføje vurderes på ledelsesniveau.			
		Bedre møde- og mailkultur. Fleksibilitet i ansættelsen evt. i perioder. Bedre forståelse for kerneopgaver og udnyttelse af medarbejders kompetencer evt. via tydeliggørelse af roller.			

### 5.1 Hvem har været involveret i at udarbejde handleplanen?

SU/SA      AR      IR      FSU/FSA      Andet  
                        Institutudvalg, institutledelsen

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**5.2 Har institutlederen haft ansvaret for udarbejdelsen af handleplanen?**

Ja      Nej      Anden  
            Klik eller tryk her for at skrive tekst.

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**5.3 Er handleplanen godkendt af dekanen?**

Ja      Nej  
     

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### Bilag 3

The international panel pointed out that our Department has strong expertise in multiple scientific disciplines and that the collaboration internally at the Department could be further developed. How do we utilize these potential synergies better and how can the research areas aid in this process?

- **Focus on fundamental scientific questions relevant to the whole research area**
- **Hire 'hot shot' senior staff member that has a strong track record in multidisciplinary research within our fields**
- **More cross section seminars**
- **Each section gives an overview of highlights at the yearly summer seminar**
- **Cross section student projects**
- **Overview of equipment / competences at the institute. This could be presented at meetings for the whole institute or lists could be made by each research area describing competences, equipment, contact persons and with examples of what the 'machine park' can be used for**

Funding bodies (e.g. Willum, Lundbeck, NOVO, the Danish Research Council) have strong focus on providing funding to develop and recruit talents (including international talents which is a focus point for many foundations). How do we make young talents choose our Department and keep them here?

- **Be proactive, use network, prioritize going to conferences, use social media for advertising**
- **Is there a long-term perspective (permanent position around the corner)? Be clear about this in job interviews**
- **Create / maintain a good working environment. How to do this? Prioritize coffee breaks, include post docs and PhD students in decision making, give talents responsibility, welcome newcomers, secretarial help with practical matters**

Competition for funding is high and we are very active in writing applications. How do we increase the success rate of our applications and how can the research groups facilitate this?

- **Internal review of applications and sparring on ideas for applications / research projects (from VIPs with experience)**
- **Identify flagship areas and persons and make a strategy – can be on different levels (research area, section, institute)**
- **Identify and prioritize funds where the likelihood of success is highest**
- **Be part of EU networks partly financed by host institutions to attract more PhD students (see e.g. <https://talent.ku.dk/>)**
- **Apply for funding in groups**
- **Read calls carefully – sound trivial, but DFF research council members say this is the best advise they can give**
- **Be proactive in contacting funding bodies**
- **Make strategies for 'hidden private and public sector funding' (myndighedsbetjening, afgiftsfonde m.m.)**

Related to the issue raised in 3), AAU has decided that all Departments shall have an employee that dedicates at least 50% on pre-award funding support (this is in addition to the budget support we currently have). How do we benefit the most from such a person / what type of support do you need?

- **Funding mentors – VIP's with experience and success with attracting funding**
- **Matchmaking – 'I have this idea - how should I sell it and where should I apply for money'**
- **Need linguistic/formulation support**
- **Use already employed VIP (buy out from teaching)**
- **The new person should preferably be native English speaking**

If your research group were suddenly provided with big scale money (maybe a strategic decision taken by the University), what would you then use them for and how would you organize work in the group?

- **1 common PhD student per research area would make a huge difference**
- **Have a one pager ready if funding opportunities suddenly arise**
- **Follow up on fantasy projects at next summer seminar**

How do we continue to perform excellent science and provide teaching at a high-quality level – and again can the research groups be useful in this regard?

- **Do something 'less excellent' / allocate areas that VIPs must then do less**
- **Some VIP should be more focused on teaching – some more on research**
- **Identify synergies within the research area that can help reduce teaching load**

For good reasons it is often stated that we are too busy and the International panel pointed to 'exhausted' and 'dedicated' staff. Please provide suggestions on how to solve this challenge and how (if) the research groups can be helpful in this process.

- **Time management – use suggestions from Jon Kjaer Nielsen (who gave a talk at the summer seminar) that works for you**
- **Use PhD's and post docs more for teaching**
- **Critical mass needed – some sections are just too small in numbers**

Academic staff are more than 90% male. How do we get more women in permanent positions?

- **Better balance in work / family life**
- **Female VIPs – should act as mentors for female PhD/post docs**
- **Organized career planning**
- **Less strict mobility requirements / industrial experience as a substitute for stays abroad (talk to funding bodies about this issue)**
- **Loosen up the rigid job structure**
- **Apply for funding where only women can apply (e.g. a recent initiative from Willum fonden)**

Funding bodies (e.g. Willum, Lundbeck, NOVO, the Danish Research Council) have strong focus on providing funding to develop and recruit talents (including international talents which is a focus point for many foundations). How do we make young talents choose our Department and keep them here?

- How can we identify the talents? (through recommendation of our collaborators, conferences and social media....)
- How can we make them happy? 😊 (private and career...)
- Is there a long-term perspective?
- If we (group leaders) cannot answer the above-question of the talents, who can?
- Btw, how do we do with our domestic talents?



## Chemical Process Engineering

We are a diverse research group with different competences under the area of chemical process engineering, and it's important to build on that diversity to form "flagship" project.

- Initiate seminars (already scheduled) to exchange ideas in research and teaching
- Internal peer-review of application ideas
- Find synergies in teaching between the parts of the group to reduce load
- We have a tenured female in the group

# Environmental Chemical Engineering

- Identify/map out the research areas international network and use this network more active in getting funding and attracting new talents to the university
- Time management. Allocate more time to research by structuring the project supervision to specific days
- 1-pagers for easy visualization of attractive “equipment packages” (companies+peers) and on running larger projects (PR)
- Identify funding bodies where the research area have the greatest success and focus on these. Private funding that allow for technical research
- Attract international students from southern Europe? (Italy, Spain, Greece...) – increase focus on educational fairs?





# BIOENGINEERING

## NEW INITIATIVES

### Funding

- Internal review process – from VIPs with experience.
- Development of funding 'Årshjul' including internal deadlines.
- Sparring with colleagues.
- Freedom is important (we decide if/when we apply)

### Mega-project

- Three projects in various scales
- Workshop/brainstorm – combining expertise in fungal metabolites, antibodies, fermentation... Infrastructure will be important elements

### Teaching load vs publications

More teaching = less time for science = fewer publications = less funding.....

Solution: Utilize PhD students/post docs, less administrative tasks and meeting. Integrate student projects to research

Maintain work happiness



1) -Head of section or X number of people from each section present, either at summer meetings or three times throughout the year. Keep it “simple”.

-Thematic days across departments/institute

2) Introduce people, updated profiles, include phd and post docs in e.g. section meetings, important to keep staff even though exhausted.

3) Joint applications (across faculty), networking, who should apply (discussion on criteria and is it ok?), “året rundt ansøgninger”

4) OK, but is it necessary? Exist already. Strong scientific profile vs. broad. Use on staff to buy out from teaching.

5) One-pager on topic. A PhD in our research group would make a difference, three would make a large difference. Use seed money on research groups. Visibility on possible strategic money.

6) Increase number of staff 😊

7) 😊

8) Share information at AAU/department, balance family life/workload. Males are selected (not intentionally). Males/females act differently (not intentionally). Females are not invited? Early in the career.



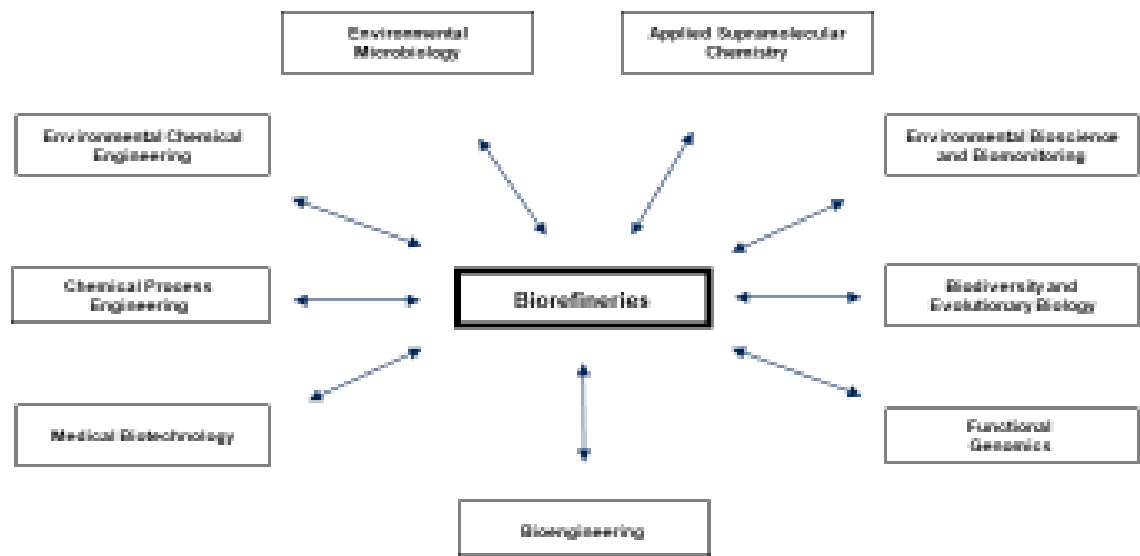
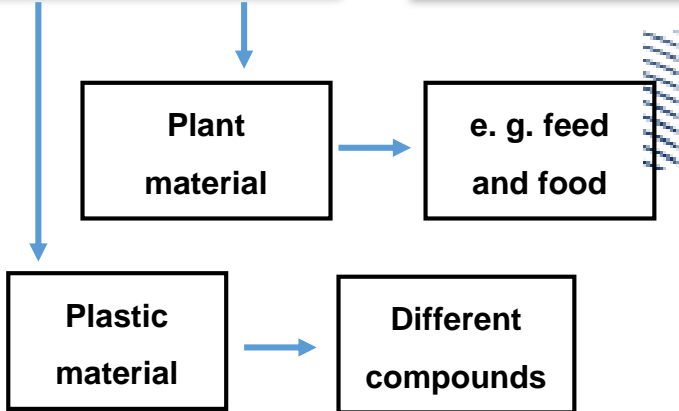
# Medical Biotechnology

- Gender bias:
  - Mobility requirements make it difficult to apply for funding (feels unjust if you have already shown mobility previously) → could we advocate to the funding agencies to give some kind of **merit for previous mobility** and suggest to include e.g. **industrial experience as a substitute for stays abroad**
  - Loosen up the rigid job structure
- Success in funding strategies:
  - Apply for **funding in groups** (discuss relevant up-coming calls ½ year in advance and brainstorm whether research ideas can be addressed by a combined effort of groups)
  - Apply in good time (some authority should give a deadline, to ensure that we have a draft earlier than 1 week prior to the deadline)
  - Read funding calls and strategies carefully and make sure to stick to these
  - Make public advertisement of ideas and agendas to hype our research and increase visibility of our great ideas to funding agencies
- Ideal qualifications of fundraiser:
  - Background in at least one of the research areas in our department
  - Highly successful experience with funding applications
  - Native English speaking
  - Allocate resources from a VIP to ensure adequate scientific guidance in combination with insight into the requirement of relevant funding agencies
- Young talent recruitment (phd student perspective):
  - Visibility of your rights (which should be the same as all other employees, e.g. holiday rules)
  - Increase feeling of being taken serious (key cards, access to buildings, contracts)
  - Economical support for phd students that have to work at different geographical locations (departments) as part of their project (visibility of economy so this will not be at one's own expense)
  - Seminar to share research and to get to know other phd students (could also improve inter-group collaboration)
  - We should shout about our (state-of-the-art) instruments in order to increase recruitment of young talents

# Biorefinery Research Areas (2019 - future)

Biorefinery is the core of a transition to renewable resource based society and a circular bioeconomy

Biorefinery concepts covers at least 14 of 17 SDG UN goals



Master Education: Specialization in Sustainable Biotechnology

Women: Mentors  
Specifik fond calls

Large Biorefinery Grant

# Functional genomics

- Interdept funding: make panel of 4 seniors with experience in getting grants and evaluating research. We do NOT need further support for communication, economy, project management or secretarial functions.
- Success rate of funding: local or global problem? If local – address in sections/research areas → organize and seek peer review advice.
- Big scale money → “aim for the stars you may hit the moon” a task for the research groups → follow up on “fantasy projects” at next seminar.
- Gender: principal problem: lack of job security at post doc “desert”. No way around it: it takes resources to do this. A task for the management (in collaboration with funded research environment) – to prioritize money for this above administrative support
- Science-teaching balance: Junior – Senior relationship (biotech) - balance realtime/resources. Are juniors aware of resources – are seniors aware of realtime?
  - Juniors keep track of time consumption – seek supervision from seniors. Insist on “a decent job” – with a frame of resource use.
  - Seniors must be supervisors and assist in prioritizing, increasing cost efficiency of work, scaling teaching projects. Realistically.

# Women in academia

- Female mentors (PIs).
- Career planning.
- Mobility requirement (shorter visits for women?)
- Ego-boosting.
- Alternative paths to tenure.

# Grants

- Better overview of funding options
- Structured writing process (date, retreat, review (internal/external), application bank)
- Network, network, be proactive
- International collaboration, network, reviewer of application

## **Environmental Bioscience and biomonitoring**

Q1)

Better knowledge of research competences and interests within the institute.

What equipment is available at the institute, and what can it be used for and who to contact? The research groups could produce a list of available resources (equipment, contact persons etc).

Q2)

A supporting group.

Q3-4)

Share knowledge and awareness about funding possibilities in the research groups. Make this information organised and available for the whole institute by a central fundraiser.

Share good ideas for potential funding.

More internal cooperation on applications.

Discuss issues before they are discussed with the leader group.

Internal peer review. Contact with external persons that assist with improvements of applications.

Coordinate applications within the institute.

Making strategies for “hidden” public sector funding.

Q5)

More hands (Ph.D/Post-Doc) for synergy and linking research/persons within group.

More discussions needed!

Q6)

Finding more time for research. Improving organising, particularly related to teaching. Spin-of strategies for student projects.

Fra: Sergey Kucheryavskiy

Til: Michael Toft Overgaard

Cc: Camilla Kristensen; Marianne Dalsgaard Brønnum; Casper Steinmann; Emil Bock Nielsen; Linda Birkebæk Madsen; Mette Lübeck; Teis Søndergaard; Thomas Yssing Michaelsen; Torsten Nygård Kristensen

Emne: seminar feedback

Dato: 12. september 2019 12:29:37

Kære institutsudvalg,

som aftalt har jeg snakket med mine kollegaer fra Esbjerg and hermed samlede jeg en lille feedback om institutseminaret fra os (være opmærksom på at ikke alle har svaret og dem de svarede er ikke alle enig på nogle af punkterne : )

*Overordnet synes vi at det er meget vigtigt for instituttet at mødes, og formatet er også fint da der også er tid om aftenen til at socialisere.*

*Ting der var gode i den sidste seminar:*

- *Stedet var fint, beliggenheden meget god med strand mm. Der var dog ikke så meget tid til at få så meget ud af det.*

- *Tid til at diskutere i forskergrupper*

- *Jon var meget "anderledes" i forhold til de fleste "kedelige" universitetsansatte. Det var måske lidt meget i overkanten, men det efterfølgende resultat er godt, da vi kan more os over det efter hjemkomsten (you rock.....)*

- *Aktiviteten var fin, og godt at der var forfriskninger undervejs*

*Ting der kan forbedres:*

- *Der var ingen tid til at diskutere med Michael (og Niels) efter deres præsentationer*

- *Manglende plenumpræsentationer*

- *Nogle af præsentationerne var for lange, f.eks. dem om EU ansøgninger; beredskab; digital undervisning.*

- *Aftensmaden var ikke god*

MVH

Sergey

Sergey Kucheryavskiy

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