

Management meeting December 16th, 2025, from 9.30-12.30 Kronehullet in building 142			Minute taker: LHK Moderator: AMA Participants: CSJ, PLA, PLL, LLS, AMA, ABP, PCA, MBA og LHK (secretary) Guests: TPB, BSV (item 2), AIKK (item 7), PMS (item 9), Apologies: Moderator list: PLA, ABP, AMA, LLS, PLL, PCA	
	Subject (and responsible)	Setting/description/annex	Time	Decision and who does what?
1	Agenda and minutes	Approval of agenda and minutes from last meeting 13.11.25.		The agenda and minutes were approved without comments.
Drøftelses- og beslutningsager				
2	Economy (CSJ, BSV)	a. Status of the economy b. New monthly reporting to the sections (new format) c. News from the Administration Centre, including: <ul style="list-style-type: none"> • The transition from 1,460 to 1,924 hours and changes in work programmes as of 1 January 2026 		a. Status of the economy BSV and CSJ held a meeting yesterday with, among others, Peder Damgaard from Nat-Tech Economy. During the meeting, several factors were highlighted that explain why some of the financial figures fluctuate significantly, which can make it difficult to compare the institute's finances from year to year. The institute's rent expenses will increase because rent, cleaning, electricity, etc. will now be consolidated into a single budget line. The model for basic funding is changing. Previously, there were four packages, each contributing funds to the university, but a fifth package has now been added. The new package increases annually, while the others decrease. Overall, this will result in an increase in basic funding for ENVS. AMA requested material with more information on this. BSV will prepare a short written summary. BSV noted that several items still need to be registered in the December accounts, but the preliminary financial picture looks reasonable. Regarding time registration, Britt noted that a few entries are still missing. This is not critical, but the sections are encouraged to help follow up. b. New monthly reporting to the sections BSV provided an update on the new format for monthly reporting. Work is underway to harmonise the reporting for ENVS and ECOS so that the same information appears in both

			<p>places. The two institutes request the same types of information, making this an obvious opportunity to standardise and simplify the processes.</p> <p>The new format for monthly reporting will be introduced as we enter January 2026.</p> <p>It will be more month-oriented and less hour-oriented, and at the same time it should be more intuitive, clear, and easy to use.</p> <p>c. Transition from 1,460 to 1,924 hours</p> <p>As of 1 January 2026, Tech will transition to the new 1,924-hour norm. The 1,924-hour norm includes all days, including absence days (holiday, special holidays, public holidays, sick leave, etc.) - meaning that the norm represents the hours for which employees are paid, not the number of hours they actually work. The change is part of an alignment across all AU faculties, as Tech has previously used a different model than the others. The purpose is to reduce administrative workload.</p> <p>BSV explained that grant holders and others who prepare budgets will not be affected by the change. Budgets should continue to be prepared as before; the finance department will subsequently convert them to the new model, and in future the reporting will present figures in months.</p> <p>ABP asked how the change should be communicated to staff and suggested a joint meeting or a visit from CSJ or BSV to the sections. PCA emphasised the importance of clear communication, especially because some employees have extensive time registration.</p> <p>PLA suggested that she and BSV prepare a written note as soon as possible, which can be used to inform the sections now. Depending on the feedback from the sections, the management group can later assess whether there is a need for information meetings or presentations on the topic.</p>
3	ENVS Strategy 2027-2030 (PLA)	Discussion of the proposal for the strategy process based on the recommendation from the working group.	<p>The working group established at the previous management meeting held a meeting on 25 November and discussed the following:</p> <ul style="list-style-type: none"> • The planned theme meetings in February and March will be used for work on the strategy within the management group, possibly in a workshop format – the planning group will prepare this.

			<ul style="list-style-type: none"> • Our draft of the overall strategy should be well developed, but not final, when we send it to the sections and committees. There must be room to adjust it once useful input is received from the sections and committees. • If the sections are to have the opportunity to prepare their strategies before the summer holidays, we must finalise our draft of the overall strategy in March. • To create an efficient timeline, the work on the section strategies can run in parallel with the consultation/commenting period for the overall strategy in the various committees. • We can advantageously reuse the format from the current section strategies. <p>Based on the working group's discussions, LHK has prepared a preliminary timeline. The aim is to have a draft of the overall strategy ready in March, allowing work on the section strategies to begin and enabling relevant committees to comment on the draft during the spring. The overall strategy can then be adjusted if needed and approved at a management meeting in either June or August.</p> <p>The management group supported the working group's discussions and the draft timeline.</p> <p>The management group also decided to hold the March theme meeting on 11-12 March, starting in the afternoon of the 11th, as other activities have conflicted with the originally planned meeting on 13 March.</p> <p>MBA informed the group that the university leadership has decided that the term "strategy" will henceforth only be used at the university level and not at faculty or department level. Instead, terms such as strategic focus areas, priority areas, or directions may be used. For this reason, Tech's new "strategy" is simply called Tech 2030 and not Strategy 2030. The secretariat managers will meet in January 2026 to discuss, among other things, which terminology should be used.</p>
4	New Focus Policy for ENVS (MBA)	Discussion and possible approval of the proposal for a new Focus Policy from the Institute Forum.	The Institute Forum has reviewed the previous academic staff (VIP) policy and produced a new draft. The text has been tightened, but the content is largely unchanged. One modification is that the previous version stated that the policy

			<p>on immersion weeks and meeting-free Thursdays applied to academic staff. This wording has now been removed so that the policy applies to all employees.</p> <p>There was a discussion in the management group about whether the policy should explicitly state that it applies to academic staff, since, for example, meeting-free Thursdays are not feasible for technical staff. It was decided to approve the text as it stands, as meeting-free Thursdays are a recommendation for all employees and can only be implemented where compatible with work planning.</p>
5	Onboarding of new colleagues in relation to applications, budgets, etc. (MBA)	Discussion of the onboarding of new colleagues in relation to applications, budgets, etc. – who is responsible for preparing and supporting our new employees.	<p>BSV explained that the project controllers frequently experience that new employees lack knowledge about how to prepare applications, including the rules on cost coverage, the use of the Tech budget template, etc. The project controllers are happy to assist, but there is also a need for this training to become part of the standard onboarding process for new employees.</p> <p>AMA noted that section heads should ensure that new employees are trained in these rules and that they are informed that, in case of doubt, they should approach their section head before contacting Finance.</p> <p>Based on a proposal from CSJ, it was decided to hold introductory meetings specifically addressing the rules for applications, with participation from CSJ, SIBI, and one of the project controllers. This will be included in the slides used at the welcome meeting so that new employees are informed about the upcoming introductory sessions.</p>
6	Experience sharing regarding TTO (ABP)	Knowledge sharing among the sections regarding responses, response times, etc. from TTO.	<p>ABP explained that ESGO has experienced very long response times from TTO and especially from the Ethics Committee, which in some cases affects research projects. Some of the other section heads, though not all, have encountered similar challenges.</p> <p>CSJ mentioned that we can use Randi in DCE as an “entry point” to TTO. She can assess whether she can assist herself and, if not, forward the matter to TTO.</p> <p>However, this will likely not resolve all cases, and it was therefore agreed that ABP will prepare a short note describing the challenges for CSJ, who can then bring it forward at the faculty level.</p>

	BREAK			
7	Meeting with the DEI Committee	<ul style="list-style-type: none"> a) Discussion and possible approval of an updated checklist for events b) Preliminary notice regarding submission of the DEI action plan to the faculty in January (including a proposal from the DEI Committee on addressing "gendered service work in academia") c) Dialogue on secretariat support for the committee 		<p>Anna Ida Katharina Kirchner participated in this agenda item as a representative of the DEI Committee, together with LLS.</p> <p>The committee has prepared a revised version of the event checklist, based on feedback from the management group regarding wording and practical usability.</p> <p>The revised version is more accessible and also clarifies that the checklist consists of recommendations and considerations to keep in mind when planning an event, rather than rules that all events must strictly comply with. The key point is that organisers should reflect on the relevance and feasibility of the various items.</p> <p>The management group praised the new draft, and PLA noted that it will be a very helpful tool for event organisers at ENVS. The group discussed the possibility of including a few examples in the checklist - there should not be too many, but one useful example could be the need to consider colour blindness when preparing PowerPoint presentations.</p> <p>AIKK suggested creating a reverse side of the checklist with additional information and examples for the various recommendations.</p> <p>CSJ proposed adding "ENVS" to the title to make it clear that the checklist originates from the institute's DEI Committee.</p> <p>Once the checklist is finalised, the management group supports posting it in the institute's meeting rooms and on the intranet.</p> <p>There is a January deadline for submitting an ENVS DEI action plan to the faculty. This will be the committee's first task in the new year. AIKK will inform Lukas Horstmann, the current chair of the committee, that a meeting must be convened before the January deadline.</p> <p>One of the topics the DEI Committee wishes to focus on in the coming year is "gendered service work in academia." In addition to including it in the action plan, the group discussed incorporating the topic into future performance and</p>

			<p>development reviews (MUS) and organising a workshop at ENVS focusing on the issue.</p> <p>CSJ asked how the management group can support the work of the DEI Committee. AIKK responded that the committee would like the management group to encourage employees to join the committee if they are interested. The committee also wishes to maintain an ongoing dialogue with the management group, and it was agreed that LHK can join the committee and assist with secretariat support. MBA also expressed her willingness to join the committee.</p>
8	Follow-up on the thematic management meeting of 25 November (MBA)	A brief summary of what was agreed upon, and who will take the next steps.	<p>At the thematic management meeting on 25 November, the management group was divided into three groups, each of which agreed to continue working on different themes.</p> <p>One group focused on the narrative about ENVS—our raison d’être and societal contribution. This work will continue as part of the planning for the institute seminar.</p> <p>Another group focused on making the process for advisory projects more transparent and easy to navigate. Work will continue through contact with DCE and by gaining an overview of the written information we already have.</p> <p>The third group focused on identifying stakeholders. It was decided that each section should identify one stakeholder group ahead of the thematic management meeting in March, where the topic will be developed further.</p>
Landmarks			
9	Update/restructuring of ENVS.dk (PMS)	A brief presentation from Peter with the initial ideas and a discussion on how to move forward.	<p>PMS gave a presentation to the management group on the preliminary plans for updating the ENVS website.</p> <p>The current website contains a great deal of information, which makes it difficult for users to navigate. We want to make it easier to understand who ENVS is, what we work with, and what advisory services we offer. Therefore, through an improved structure and design, the site should become more inviting and easier to navigate. Information on research-based advisory services and examples of advisory tasks will be added.</p>

			<p>Outdated content will also be cleaned up. The many technical subpages will not be removed, but the way users access them will likely change.</p> <p>The management group expressed support for these ideas. PCA also noted that we should highlight the excellent facilities we have, as they are an important factor in attracting collaboration.</p> <p>The steering group will prepare a project plan for the further development of the website after the New Year.</p>
10	Faculty management (CSJ)	The most recent faculty management meetings were held on 20 November (virtual) and 4 December (in person). The next faculty management meeting will take place on 18 December.	There were a few clarifying questions regarding the meeting materials, which CSJ addressed.
11	DCE meeting (CSJ)	Update from the most recent ECOS-ENVS-DCE coordination meeting on 28 November 2025.	CSJ will circulate the minutes from the most recent meeting as well as the agenda for today's meeting on 16 December to the management group for their information. (<i>This has since been done.</i>)
12	Staff (MBA)	<p>a. Overview of employment, resignations, and positions in process.</p> <p>b. Mutual briefing on any staff matters.</p>	<p>a. The overview was acknowledged.</p> <p>b. Not to be referenced.</p>
13	Any other announcements (all)		The circulated announcement list is attached to the minutes as an appendix.
Conclusion (all)			
14	Evaluation of the meeting	<ul style="list-style-type: none"> Were there any agenda items that could have been handled differently? Were there any items that could have been managed/prepared differently? How was the meeting overall? 	The meeting ran slightly over time, and AMA suggested that we might consider allocating a bit more time on the agenda for the information items.
15	Communication in the sections	Agreement on what should be communicated to the sections after the management meeting to ensure a consistent level of information across the entire institute.	<ul style="list-style-type: none"> Update on the transition from the 1,460-hour to the 1,924-hour norm as of 1 January 2026

16	Evt.			
----	------	--	--	--