

Management meeting January 21st 2026, from 9.00-12.00 Kronehullet in building 142			Minute taker: LHK Moderator: LLS Participants: CSJ, PLA, PLL, LLS, AMA, ABP, PCA, MBA and LHK (secretary) Guests: PMS (item 8) Apologies: TPB 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 16.12.25.		The agenda and minutes were approved without comments.
2	Check in round (everyone)	Round-the-table status update.		Each member of the management team briefly outlined what is currently occupying their agenda and their respective sections.
Discussion and decision issues				
3	Economy (CSJ)	Brief status of the 2025 financial statements – to be presented at the meeting.		CSJ gave a brief update on the status. Work is progressing steadily to close the 2025 accounts, which are expected to be ready in early February.
4	Coverage of expenses for work and residence permits as well as relocation (MBA)	AU International Staff Office has inquired about ENV'S' guidelines for covering expenses related to work and residence permits as well as relocation in connection with recruitments. At present, we do not have a set of guidelines, and the FU has therefore placed the item on the agenda for the management meeting with a view to discussing it and subsequently developing guidelines for ENV'S.		<p>The section heads each provided an update on how expenses related to hiring employees from abroad are handled within their respective sections.</p> <p>We frequently have incoming staff who require residence and work permits in order to come here, and the costs for these can vary significantly depending on the employee's country of origin.</p> <p>A full relocation from abroad can be a considerable expense, and CSJ noted that international employees often face high housing costs and substantial deposit requirements, making it an important signal if the department is able to help cover some of the relocation expenses. There was broad agreement that the department should provide support to permanently employed staff where possible.</p> <p>In the case of students, we can in some instances offer to cover the cost of airfare.</p> <p>CSJ summarized that coverage of both relocation expenses and costs related to residence and work permits may be included as part of the salary negotiation, where support can be granted</p>

			<p>based on a concrete assessment. For permanent staff, the expenses can be covered by the department project. When hiring temporary staff, the initial approach is to cover the expenses through project funds; if this is not possible, the cost will be borne by the department project.</p> <p>It was decided that, on this basis, the Secretariat will prepare a draft set of guidelines, which will subsequently be discussed and approved by the management group.</p>
5	DEI action plan and initiatives (LHK)	<p>a. Approval of the ENVS DEI action plan for 2026</p> <p>b. Discussion of the submitted evaluation questions regarding the institute's DEI initiatives.</p> <p>c. Briefing on the DEI Committee's considerations on addressing 'gendered service work' in the performance and development reviews (MUS).</p>	<p>a. The DEI Committee has prepared a draft DEI action plan for 2026. This must be submitted to the faculty following approval by the management group. LHK presented the action plan, which has been updated with both ongoing and new initiatives within DEI awareness, language, culture, an inclusive work environment, and gender equality.</p> <p>At present, not all sections are represented in the DEI Committee, which may hinder the regular discussion of DEI topics at section meetings (a goal outlined in the action plan). The management group agreed to make an effort to inform about the committee's work and to encourage additional members to join.</p> <p>The management group approved the action plan.</p> <p>b. The faculty has submitted three evaluation questions regarding the DEI initiatives at ENVS and has asked the department to provide feedback. The DEI Committee has provided its responses to the questions.</p> <p>The management group supports the committee's responses.</p> <p>c. In 2026, the DEI Committee wishes to focus on 'gendered service work in academia.' The committee would first like to investigate whether this is an issue at ENVS and proposes that the topic be addressed in the performance and development reviews (MUS). The committee will work on formulating guiding questions that can be used by managers conducting MUS. The management group supports the proposal. It would be helpful if the DEI Committee could prepare guiding questions for use in MUS.</p> <p>The DEI Committee has prepared a list defining what is considered service work in academia. LHK will circulate the list to the management group.</p>

6	Composition of the new LSU (Liaison Committee) as of 1 March (CSJ)	Management representatives must be appointed to the LSU for the next two-year term. CSJ, PLA and MBA are already members – others from the management group may also volunteer.	The management group is currently represented by CSJ, PLA and MBA, all of whom will continue in the LSU in the coming term. PLL also volunteered and will join the committee as of 1 March 2026.
7	Generational transition with a focus on the TAP staff area (CSJ)	Several employees in the technical-administrative staff group are currently at, or very close to, retirement age. Some employees have expressed concern that we may risk losing important competencies if we do not act in due time to secure knowledge and experience. The topic is on the agenda for the LSU meeting on 26 January, and ahead of that meeting the management group would like input from the section heads on how they view the situation in their respective sections, as well as a discussion of how management believes we should work to best safeguard ENVS in the TAP area.	The topic was discussed in the management group, which is aware that several employees are likely to consider retirement within the coming years. It is a great help to the section heads - and to management more broadly - if we can open a dialogue about retirement well in advance of an employee's planned departure. This gives us the best opportunity to ensure a smooth transition and handover, which is very much in the interest of the employee's colleagues. CSJ will bring this message to the upcoming LSU meeting on 26 January.
BREAK			
8	Institute seminar 21-22/4 (MBA, PMS)	Status on the planning of the department seminar and possible discussion of outstanding questions requiring input or decisions from the management group. We will also review the draft narrative about ENVS and the advisory services as the department's core deliverable. Peter Meier Svendsen will participate in this item.	Before Christmas, two working groups were established: one focusing on the academic content and one focusing on social and practical activities. The plan is to send out the invitation to the department seminar in week 6, with a registration deadline on March 9 th . The working group for social and practical activities has continued developing the programme and has arranged a number of practical elements. They are working on identifying a suitable morning activity that can provide a good start to the day, and suggestions are welcome. The possibility of engaging a local band to perform in the evening is being explored. The academic working group has held two meetings to discuss ideas for the programme and to work on formulating the narrative about ENVS as an advisory institute. PMS presented the group's work. The management group agreed on the next steps, including that the working group will receive input and feedback on the material from the Advisory Committee and DCE.

9	Institute meeting 4/2 (everyone)	Agreement on the programme for the upcoming department meeting.		<p>Preliminary possible items:</p> <ul style="list-style-type: none"> • The 2025 accounts, if they have been finalized by that date • Information that the invitation to the department seminar is forthcoming, including the overall programme, registration deadline, and rules for cancellation • Upcoming salary negotiations • The DEI checklist, if it is completed in time – possibly presented by Lucas, who is currently chair of the DEI Committee • Presentation of the new focus policy • Briefing on the opportunity to participate in the Folkemødet on Bornholm
Landmarks				
10	Faculty management (CSJ)	The most recent faculty management meetings were held on 18 December (online) and 9 January (online). The next faculty management meeting will take place on 22 January (in person).		<p>At the upcoming faculty management meeting, CSJ will present on Matchpoint and is currently preparing a presentation. CSJ provided an update on the event, which will take place in early May.</p> <p>The meeting materials were briefly reviewed.</p>
11	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> <p>It was discussed whether, and to what extent, online job interviews can and should be used as a basis for hiring new employees. Using online interviews in one or more interview rounds is acceptable, as long as an in-person interview takes place before an employment agreement is made.</p>
12	Any other announcements (all)			The circulated announcement list is attached to the minutes as an appendix.
Conclusion (all)				
13	Evaluation of the meeting	<ul style="list-style-type: none"> • Were there any agenda items that could have been handled differently? 		

		<ul style="list-style-type: none"> • Were there any items that could have been managed/prepared differently? • How was the meeting overall? 		<p>It was not considered that any of the items on the agenda should have been handled in another forum. The status round works well, as it provides time to mention what is currently taking up space and offers an opportunity for mutual sparring.</p>
14	Communication in the sections	Agreement on what should be communicated to the sections after the management meeting to ensure a consistent level of information throughout the institute.		<ul style="list-style-type: none"> • Opportunity to participate in a first aid course (an email has been sent out) • Registration for the department seminar will open soon • Identification of stakeholders in connection with advisory tasks (follow-up on the decision from the previous management meeting – deadline is the theme-management meeting in March)
15	Evt.			