

SWOT analysis	Synthesis: Tech focal-point 1: Prioritisation and development of new partnerships and organisational pathways
Strength	<p>We are a top-100 university with many strong CVs and several centre leaders</p> <p>We have unique analytic infrastructure like DNA sequencing platform and high resolution MS instruments and long-time series of environmental data</p> <p>We have a good science foundation to initiate collaboration to support research in green transitions.</p> <p>Well established national and international research collaboration and strong international network e.g PEER.</p> <p>Strong track record in collaboration with municipalities, government, public sectors and agencies also internationally e.g. EU.</p>
Weaknesses	<p>Leading too few international research and public sector consultancy projects</p> <p>We are detached from AU 8000C</p> <p>There are too few resources for activities that are not related to external financed projects</p> <p>Critical mass of permanent staff to secure future collaboration</p>
Opportunities	<p>EU Green Deal and green transition unleash demands for our competencies</p> <p>Take leadership in national and international scientific organisations</p> <p>Leading role in more international projects</p> <p>Take leadership in Tech common platforms (microbiome, metabolomics, atmospheric chemistry)</p> <p>More collaboration with engineering departments.</p> <p>More collaboration with industry and private sector</p> <p>Better branding and visualisation with use of social media and website</p>
Threats	<p>Continued 2% cuts limit opportunity to gear research projects</p> <p>Researchers with strong CVs and networks might leave if funding opportunities are not available from private foundations</p> <p>Loss of framework contract with Ministry of environment</p> <p>Unsure implications of organisational changes in the Ministry of Environment</p>
SWOT analysis	Synthesis: Tech focal-point 2: Recognised research, stronger entrepreneurship, public sector consultancy, and talent development
Strength	<p>The applied research of the department is internationally recognized, and world leading within specific areas of environmental research</p> <p>National public sector consultancy is world leading and quality assurance is ISO 9000 certified.</p> <p>We have unique analytic infrastructure and environmental data</p> <p>We have expertise to support projects within the green transition</p> <p>We have increased the number of PhDs and Postdocs</p>
Weaknesses	<p>Challenging to transform project work into peer reviewed research outputs</p> <p>Research co-funding from department restricted to areas of main consultancy program</p> <p>Recruitment of PhD students is an issue due to the lack of MSc program.</p> <p>Less co-funding for PhDs</p> <p>No entrepreneurship and no spin-off companies</p>

	We have many small and diverse projects, this makes it difficult have a focused research area for each scientist Too few resources for data storage and management for internal and public sharing
Opportunities	Focus on research where we are strong More international public sector consultancy More collaboration with private sector within research and consultancy Built up strong data storage and management for internal and public sharing Re-establishment of the Ministry of Environment, we need to revitalize network
Threats	Continued cuts in framework contract hampers co-financing of research Increased competition from other departments within AU and institutions from outside

SWOT	Synthesis: Tech focal-point 3: We meet our students where they are
Strength	PhD students are part of research projects with relevant societal objectives, e.g. green transition We are contacted by international students for master thesis, e.g. Curie scholarships Some teaching activities and experience, including continued education
Weaknesses	Too limited teaching activity, by individual researchers No undergraduate students at Campus Risø, no master or bachelor education programme. No support and no supporting funding for e.g. summer schools, PhD courses etc. Remote location Poor recruitment of potential PhDs and Postdocs
Opportunities	Development of online courses, and global E-learning such as the risk master with other universities Course development on all levels (bachelor, master, PhD, continued education/training), including yearly specialized courses Environmental courses at engineering departments Interdisciplinary teaching, green transition. Teachers with applied research experience, facilities and data Co-supervision of MSc students
Threats	No opening to develop own master programme. No teaching a risk: despite the low STÅ rates, lack of this basic activity and its funding No opportunity for PhD students to teach at Risø campus No faculty co-funding for PhD positions Increasing internal competition, fewer students. Environmental courses at engineering departments.
SWOT	Synthesis: Tech focal-point 4: Joint responsibility for openness, collaboration, co-ordination and development with trust and respect for each other
Strength	Core values incorporated in our daily life. Inclusive daily work environment, e.g. well functioning LAMU, LSU No hierarchy, no “professorvælde” Solidarity and respect, joint responsibility. Team work culture. Diversity (scientific/international/cultural/career stage)

	Data sharing
Weaknesses	<p>Gender bias (should be part of the strategy)</p> <p>Remote location to both Copenhagen and Aarhus</p> <p>Lack of common language across sections and disciplines</p> <p>Lack of access to supporting infrastructure (e.g. international support office and housing opportunities), not enough administrative support due to remote location from Aarhus</p>
Opportunities	<p>Reduce administrative tasks, efficiency opportunities</p> <p>Improve our popular public communication and dissemination to become more visible</p> <p>Increased cooperation with other departments and faculties</p> <p>(Increased) cooperation on infrastructure and technological development</p> <p>Window for improving gender and diversity as part of strategy</p>
Threats	<p>Economic model, lack of basic funding and too many administrative tasks on scientists</p> <p>Lack of support from AU for larger commitments (e.g. Villum)</p> <p>Demand for funding increasing, high project load. Increased pressure on the scientists, jeopardize the quality of the research</p> <p>Stress</p> <p>Location, remote campus, challenge recruitment</p> <p>Lack of appreciation and respect</p> <p>Development of “professorvælde”, small isolated groups</p>