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## **Development goals 2009/2010 for LIFE, Department of Plant Biology and Biotechnology**

Introduction:

### *The Department's profile*

The Department's research is characterized by original, basic research carried out at a very high international level. The Department of Plant Biology and Biotechnology is driven by academically competent enthusiasts. The Department focuses on basic research projects where the generation of new knowledge has a clear social or cognitive priority, either in the industrialized world or in developing countries. The Department enjoys a very close cooperation with industrial enterprises, ensuring the application of results from basic research for the benefit of Danish society, in terms of growth, development and a better environment. This will be done through intensive research and development activities within the Department's research groups, in order to attain a profound understanding of plant life functions as well as interactions with micro organisms and the surrounding environment.

The Department's research and teaching is focused primarily on Biology-Biotechnology as well as Natural Resource Training. Tuition takes place at all levels, in close cooperation with eg. LIFE's other departments.

We see the addition of "Biotechnology" to the Department's name as an important signal. This helps raise the profile of modern biotechnology among LIFE's collaborators and students. Internally at KU and at LIFE, we will work to achieve more synergy by extending the Department's cooperation with departments that focus on applied and industrial research in human nutrition, food science and veterinary science.

### *Organization*

The Department consists of 4 Research Groups:

- Plant Biochemistry Laboratory,
- Laboratory for Molecular Plant Biology,
- Plant Physiology / Plant Anatomy Laboratory and
- Section for Plant Pathology.

In addition, we have 4 Centres:

- Centre for Molecular Plant Physiology (Place), funded by the Danish National Research Foundation
- A major part of the Centre for Membrane Pumps in Cells and Disease, PUMPKIN, funded by the Danish National Research Foundation
- ProActive Plants, financed by the Villum Kann Rasmussen Foundation
- Danish Seed Health Centre, DSHC, financed by the Ministry of Foreign Affairs

The Foundation also hosts the LIFE Bioimaging Centre and the Centre Leader is employed at the Department. The Department is also part of LIFE's Bioinformatics Centre. The Department has

also engaged a Niels Bohr Visiting Professor funded by the Danish National Research Foundation. Finally, the secretariat of the Research School for Biotechnology (FOBI) and the secretariat of the Plant Biotech Denmark (PBD) consortium are situated at the Department. Overall, this results in a particularly strong academic environment.

The Head of Studies for the Biology-Biotechnology-Bachelor line of study is, like the Academic coordinator for the International Masters program in Plant Pathology (MSc, NorPath) a staff member at the Department.

The Department currently employs approximately 150 employees, of whom about 30 are Ph.D. students. More than half of the employees are funded by external funding.

It is the Department's intention that the organization at all times should support the academic development. Accordingly, constant focus is maintained on the Department's organization and structure, and there is a willingness to change if it is deemed necessary for a more optimal resolution of the tasks.

#### *Mission and vision*

The Department of Plant Biology and Biotechnology's mission and vision is to be a hotbed of knowledge, characterized by:

- Research at the highest international level in the Department's core areas
- Application and development of advanced technology platforms to solve complex scientific problems
- Education, characterized by quality and the latest research-based knowledge
- Clear communication with the surrounding community
- Close cooperation with companies to ensure the application of research

## **Development objectives 2009-2010**

The Department's local liaison committee (LSU) has, together with management group, expressed the desire to involve the Department's staff actively in the formulation of development objectives for the next 2-year period. We see the formulation of goals as part of a process where employees feel ownership and responsibility for development goals. The process was started with a kick-off day, which included brainstorming about the good and less good aspects of the Department. Through focus on those aspects the Department's staff are good at, and which we therefore should maintain and improve upon, a number of work groups have been created, partly to propose wording for development goals within 5 main areas, partly to help ensure the future process of the Department's overall development.

The 5 main areas / focus groups are

- Cooperation and synergy
- Optimization of teaching, quality and effort
- The employees' workload - focus on the balance between work and private life
- Structure and tasks
- Competences and peer reviewed publications

All main areas are to be seen as part of a cohesive institutional development.

One of the Department's first development goals will be that each focus group in the autumn of 2008 will prepare an action plan for the period 2009-2010.

### *Overall focus areas*

The Department's overall goals and priorities for the period 2009-2010 are as follows:

To combine forces within plant research and create a Centre of Excellence within Plant Biology, in which the Department of Plant Biology and Biotechnology comprises the nucleus.

To work toward the profiling of biotechnology as an important area of LIFE's scope of competence.

To clarify the Department's profile within the food science area. We have many key research projects within the field of food science and several collaborative projects with other LIFE Departments in this area of research, and we expect further expansion in this field, especially through our cooperation with Affiliated Professor Peter Olesen.

To support the Fuel for Life initiative, research within the area of climate changes and cooperation with China.

To link plant biology and nanotechnology by expanding research in synthetic biology.

To work for an elite education program in biotechnology, in collaboration with the Department of Food and Resource Economics.

To work for a joint Nordic MSc program within the plant pathological area, NorPath.

To work towards branding the Department, as well as its efforts with the field: plants and food in the future, to secure more research funding, more students and to render our efforts more visible for businesses as well as the general public.

To raise the already strong plant profile at LIFE, in cooperation with the Department of Agriculture and Ecology (IJØ) and to ensure that the two departments complement each other internally and externally.

To establish a closer cooperation with other disciplines, such as veterinary, food and human fields of research, in order to best combine our expertise and the results of our basic research with a more application-oriented focus, and to secure external funding from new sponsors.

To exploit synergies following the merger with KU, both in professional and educational terms.

To ensure the integration of the Danish Seed Health Centre, and to work to maintain its area of expertise and future.

To ensure synergy between Research Groups, exploit research excellence across core areas, to avoid internal research competition and to work with employees to perceive themselves as employed by a single institution. The Department's research groups work in a very interdisciplinary manner. This means that the Department's existing fields are converging and there is significant synergy.

## **1. Objectives of the University of Copenhagen**

### **Research Output.**

*Objective 1 of KU's development contract.*

KU will maintain a high level of research output per full-time equivalent VIP in the form of articles in peer- and non-peer-reviewed journals, books and anthologies.

*Department of Plant Biology and Biotechnology:*

The department aims to maintain a high production of original scientific papers of high quality. The department has a quality objective, that at least 30% of its articles are published in the most prestigious international journals (typically Impact Factor (IF) > 5). To be able to publish more articles in the highest category of scientific journals, department researchers will increasingly involve themselves in interdisciplinary collaboration across institutional, faculty and national borders. The Department's objective is that its average IF and number of citations be maintained at a level higher than the LIFE average. An important objective is the preparation of several joint publications, as well as the constructive use of knowledge and expertise across the Department's Research Groups, while maintaining respect for research areas of expertise and disciplines. To ensure this objective, we need to work on our culture regarding funding applications, in order to attain more openness regarding research ideas, and for researchers to be able to learn from research applications that are not accepted. The definition of the Department's strategic objectives are to be reinforced, with emphasis on defining areas of research that are interesting for more than just one research group – preferably for the whole Department. As a result of this, meetings will be established across sections, also to discuss more specific issues, themes and new ideas. The structure of FRIMS (Friday Morning Seminars) is to be optimized, for example with a breakdown in strategic seminars and project seminars. An annual Department seminar/symposium is held, with invited speakers as well as internal speakers from the Department. This seminar is addressed to all employees at the Department. It is an objective of the Departments to work towards the creation of a full professorship in plant-microbial interactions by 2010, which will be an asset to many research groups at the Department and further raise the profile of the Department's plant pathological area of research.

Milestone end of 2009:

- The Department's organization has been reviewed, such that the organization of the Department optimally supports its professional and academic development. At the same time, new Research Group names that better illustrate their activities will have been considered.
- 3 articles have been jointly published by Research Groups in high impact factor journals
- A departmental symposium has been held

Milestone end of 2010:

- A full professorship in plant-microbial interactions has been created.
- A further Department symposium has been held
- 5 articles have been jointly published by Research Groups in high impact factor journals

### **Attracting external research funding.**

*Objective 3 of KU's development contract*

KU will increase its total external research income by 10% before the end of 2010, relative to the 2005-2006 average.

#### *Department of Plant Biology and Biotechnology*

The Department's goal for external research funding in 2008, 2009 and 2010 is to maintain external funding at the current high level. Certain large grants (eg. PlaCe) expire in the coming period (2008) and the Danish Seed Health Centre (DSHC) has experienced a reduction in its fixed funding from the Foreign Ministry. The Department is working on maintaining status quo in relation to external funding, initially for 2009.

The Foundation will use the allocated PMSO within the industrial exploitation of plant products actively, when the chair is occupied. This will be achieved by intensifying cooperation with LIFE's agricultural, food science, veterinary and nutrition Departments.

The Department will work on improving funding applications in order to attain even bigger success rates, and will coordinate actions within the application for each Research Group, with the aim of optimizing applications. In addition, work is under way to structure administrative assistance in connection with applications, while it is expected that financing of technical-administrative staff will be included in applications for external funding.

The Department's objective is to have achieved at least one major appropriation, for example from the Danish National Advanced Technology Foundation, by 2010, an additional goal is that of achieving a further allocation from the Danish National Research Foundation.

The Department will support the Fuel for Life initiative, by actively seeking external funding within this field, by contributing to profiling the field, and by strengthening cooperation with the U.S. Biofuel venture, JBEI, in San Francisco.

The Department will be more visible in the field of climate research. The Department will seek funding within the field of synthetic biology. The Department will cooperate with China in the above areas. The Department intends to place more focus on developing regions and will, in cooperation with the Board of LIFE, work on increasing the visibility of developing regions, while ensuring that the dissemination of knowledge and authority processing (including advice and capacity building in developing countries) receive sufficient priority. Within this area, professional skills within DSHC's professional scope will be brought into play. The Department will appoint a coordinator in this field. It must be ensured that new funding with focus on developing regions are both beneficial to developing countries and provide synergy in terms of research and publishing or educational "STÅ produktion".

#### Milestone end of 2009:

- Accounting staff have reviewed all project application budgets and provided advice on their completion.
- Status quo is achieved on external funding compared to 2008.
- There are two grants at the Department, where DSHC contributes with a major share.
- The Department's climate profile is described, and funding within climate change has been sought
- The Department increases research within Fuel for Life and takes the initiative for a conference in San Francisco on Biofuel / Synthetic Biology together with JBEI.
- The Department's China cooperation is described.
- The Department is engaged in new cooperations within synthetic biology

#### Milestone end of 2010:

- The Department has received funding from the Danish National Advanced Technology Foundation, as well as the Danish National Research Foundation
- New cooperation with China has commenced
- Environmental funding has been achieved
- DSHC is involved in 4 grants within the Department
- The amount of external funding has increased compared to 2008, corresponding to the expansion of the number of VIP staff employed by external funding

### **Admission.**

*Objective no. 5 in KU's development contract.*

Based on maintaining an intake which corresponds to the relevant year group, it is expected that KU will increase its admission of undergraduate students by some 400 students in 2010.

#### *The Department of Plant Biology and Biotechnology*

The Department plans to contribute the following activities in 2008, 2009 and 2010 in order to maintain this figure:

The Department gives continued priority to its participation in activities related to “Kulturnatten” and the Danish Science Festival.

The Department will participate in High School projects and will work to attain cooperation with High Schools, especially those with Biotech lines, while cooperation with secondary schools at HTX level are being considered.

The Department will increase the visibility of business and career opportunities for graduates in the plant and biotech area, by expanding the portal to the Department's website, which already shows profiles of former students. It must be made clear which people the students can discuss different educational directions, subject combinations and careers with.

Department researchers have the expertise to teach basic biology, an expertise which should be exploited to gain access to teach introductory courses, also in other areas of study, as well as in other faculties. Participation in teaching takes place very much in collaboration with researchers from other institutions and will also be used for teaching-inspired research.

The Department aims to streamline education within the new structure:

- Courses must be combined so that after a start-up phase of 1-2 years, 20 students should participate in each course. After the establishment phase, courses with less than 10 participants should not be held
- The number of courses is to be reduced by 20 %
- Student exercise activities could be transferred to PhD. students and / or student instructors, where it is considered to be professionally responsible, with a view to increasing PhD-student engagement in teaching
- The Department is working for the inclusion of at least 5 students from LIFE in the joint Nordic Masters program in plant pathology
- The Department is drawing up a molecular biology course, addressed to the Food Science and Natural Resources students, preferably in cooperation with the Department of Food Science
- Teaching areas which could be considered jointly with the Department of Food Science are to be identified

- The Department is working on a joint proposal for elite training in company-targeted biotechnology, in collaboration with the Food and Resource Economics Department.

The Department focuses on the development of quality education through the following initiatives:

- Course-responsible staff are ensured feedback from their courses after the committee's review
- Coordination with other institutions increased
- A teacher seminar focusing on the coordination of the Department's teaching will be held.

It is the Department's objective to work towards an appropriate academic structure in the biological field, so students can take advantage of synergies arising between KU's different lines of study, including the Science faculty and the faculty of Pharmacy. The issue of students' timely enrolment in courses is to be discussed with "Uddannelse og Studerende" with the intention of shortening the second application round.

Milestone end of 2008:

- All courses are reviewed in terms of optimization of teaching quality and time consumption

Milestone end of 2009:

- Representatives of the Department have participated in KUs upper-secondary school teachers' day in January 2009, to develop cooperation with youth education programmes
- A teacher seminar has been held at the Department
- PhD students use around 10% of their time on teaching
- A course is offered in Bioactive Substances in Food, in collaboration with the study programme Molecular Medicine at NAT

Milestone end of 2010:

- New courses are created, but the total number of courses has been reduced by 20%

### **Entrepreneurship.**

*Objective 9 of KU's development contract.*

KU will increase the number of ECTS - qualifying entrepreneurship courses to 16 in 2010.

*The Department of Plant Biology and Biotechnology:*

The Department plans to contribute with the following activities in 2008, 2009 and 2010, in order to enhance entrepreneurship:

The Department prioritizes that scientific staff, including PhD students follow the Department's own patent course, or the course "Innovation and Intellectual Property Rights in Biotechnology", offered by the Department together with the Biotechnology Group at Aarhus University and "Øresundsakademiet".

In addition, work is under way to contribute to the course "Innovation, Strategy and Leadership", offered by the Department of Food and Resource Economics. Course activities can be developed and expanded in collaboration with the Science and the Pharmaceutical Faculties and embedded as a permanent offer for PhD students and staff. With the assistance of Affiliated Professor Peter Horn Møller from patent bureau Plougmann and Vingtoft, the Department will continue to work to make innovation visible to students and staff.

Milestone end of 2009:

- 10% of academic staff have followed the Department's own patents course, or the course "Innovation and Intellectual Property Rights in Biotechnology"

Milestone end of 2010:

- Funds have been sought so that the course "Innovation and Intellectual Property Rights in Biotechnology" can be offered on a permanent basis.

### **Further training.**

*Objective 13 of KU's development contract.*

KU will increase the number of paying students for part-time and full-time education in 2010 by 10% to approx. 4200 students. KU will increase participant payment of full-and part-time courses in 2010 by 20% to a total of 30.8 million DKK

*The Department of Plant Biology and Biotechnology*

The Department plans to contribute the following activities in 2008, 2009 and 2010 to increase the number of paying students in full-and part-time courses:

The Department will continue to offer the popular courses "Check on Biotech" to upper-secondary schools and HTX and "GMO license" to other schools, just as we are considering offering some of the PhD courses already taught to other audiences.

During this period the Department will develop and provide a training course for laboratory technicians.

It is the Department's objective that new or existing courses become electives, in both the established masters programs and the new flexible masters programs.

It is the Department's objective that LIFE employees from other Departments make greater use of the internal course in patenting as well as "Innovation and Intellectual Property Rights in Biotechnology", as part of their further training.

Milestone end of 2009:

- Training course for laboratory technicians is established. "Check on Biotech" and "GMO license" have been made available and are completed, if more than 10 participants have enrolled.

Milestone end of 2010:

- "Check on Biotech" and "GMO license" have been made available and are completed, if more than 10 participants have enrolled.

### **Participation in the public debate.**

*Objective 14 of KU's development contract.*

Based on Department plans to contribute with the following activities, KU intends to increase the number of press releases/mentions in media registered by InfoMedia, Lexis Nexis and CURIS by 5% in 2010.

*The Department of Plant Biology and Biotechnology:*

The Department actively participates in the public debate within the Department's fields of study.

The Department aims to increase its capacity and expand its capabilities within communication with the aim of releasing so-called "good stories" because we wish to utilize the good experience that has been obtained through the recruitment of a communications officer by the Department.

As previously mentioned, the Department gives priority to continued participation in activities

related to “Kulturnatten” and the Danish Science Festival.

The Department will sway policymakers with scientific facts within the Department’s disciplines to prevent unprofessional and inappropriate policy decisions.

The Department is planning a Scientific Day where the LIFE administration is invited to participate, so they get a better understanding of activities at IPB, and can help to disseminate this understanding.

Milestone end of 2008:

- The Danish Parliament’s standing committee on Food, Agriculture and Fishery has visited the Department to view and discuss GM plants
- The Department has, as was the case in 2007, held a Scientific Day for the Department's staff

Milestone end of 2009:

- The Department has organized a Scientific Day for the Department's staff
- LIFE’s administration has been invited to the Scientific Days at IPB
- All permanent-staff researchers have a profile including photos on planteforskning.dk and on the Department's website
- At least 6 press releases have been written
- 5 major newspaper / feature articles have been prepared

Milestone end of 2010:

- At least 6 press releases have been written
- 5 major newspaper / feature articles have been prepared

### **Industry Cooperation.**

*Development No. 15 in KU's development contract*

Starting in 2008, KU will increase the number of cooperation agreements by 10% during the contract period.

In addition, KU will increase the number of licenses sold, as well as increasing revenue from the sale of licenses by 10% during the contract period.

*The Department of Plant Biology and Biotechnology:*

The Department plans to contribute with the following activities in 2008, 2009 and 2010, in order to increase the number of cooperation agreements:

The Department will promote and strengthen the industrial exploitation of plant products through the targeted utilization of the PMSO post in Plant Biotechnology with special tasks in the industrial exploitation of plant products. Similarly, Affiliated Professor Peter Horn Møller from Plougman and Vingtoft and Affiliated Professor Peter Olesen from ActiFood will be involved.

It is also the Department’s objective to finally establish an advisory board by the end of 2008.

As mentioned earlier, the Department aims to have at least one high-tech fund appropriation passed by the end of 2010.

The Department, as will be shown later, will increase its proportion of PhD students, of which industry will contribute with 1/3.

Milestones shall not be defined for individual years, but cooperation agreements may be entered where appropriate.

**Research-based authority processing.**

*Development No. 16 in KU's development contract*

It is KU's objective, that contracts with the Ministry of Food, Agriculture and Fisheries, Ministry of Social Welfare and Ministry of Environment, respectively, are renewed as 4-year rolling contracts with annual adjustments in accordance with agreed performance standards.

*The Department of Plant Biology and Biotechnology:*

The Department is seeking to renew / extend / meet contract objectives related to the following contracts in 2008, 2009 and 2010:

The Department aims to develop an action plan for the currently DANIDA-supported Danish Seed Health Centre with a view to integrating the Centre within the Department while ensuring future funding.

The Department will work to attain basic financing of DSHC. The Department will take the initiative to hold meetings where relevant researchers from the Department will meet with DSHC staff to exchange ideas regarding the design of common applications.

See also under: Activities in Developing Regions

Milestone end of 2008:

- An action plan for DSHC has been prepared

Milestone end of 2010:

- A new agreement on DSHC has been concluded, preferably with the Foreign Ministry. The agreement includes solid core funding for the Centre

## 2. LIFE objectives

### **The specialized unit's objectives in the HR field.**

Objectives for the implementation of staff development appraisals (SDA). Objectives from HR's inspiration list.

#### *The Department of Plant Biology and Biotechnology:*

The Department is planning the following activities in the HR field in 2008, 2009 and 2010:

Intranet, which the Department launched in summer 2008, will be further developed in order to ensure the Department's staff is kept updated regarding procedures, personnel policies etc. Here, it should be clear whom to contact and which possibilities are available to reduce and prevent stress.

Initiatives are to be developed to contribute to mutual respect between the Department's staff. All employees are encouraged to help create and develop a good atmosphere, and it is perceived to be rewarding to discuss work pressures and burdens openly in groups, in order to remove some of these associated pressures. A part of this strategy will be to discuss and possibly formulate an e-mail culture and policy, just as it is an objective that all employees use the electronic calendar by the end of 2009.

A course introducing the electronic calendar will be offered to Department staff.

The Department will ensure that all groups hold an annual group development appraisal ("GRUS" in Danish). Increased attention must be paid to managerial roles, including managers (and colleagues) responsibility to recognize signs of stress in time. Following the Department's Stress seminar (held in spring 2008) a course in SDA organization for SDA-"responsible" personnel is to be held in 2009, just as we propose that a course in stress and conflict management for managers be held by PUMA. It is expected that these areas be included in SDA dialogues.

SDA and "GRUS" talks will be expanded to better meet development perspectives and tool for ongoing monitoring .

By the end of 2009 a new employee satisfaction survey will have taken place. The purpose of this study will be to document that

- permanent employment,
- development of skills and
- relationship with direct superiors / ability of superiors to assume leadership has a better score than under the previous survey, as well as the identification of new areas of activity.

The Department aims to support the implementation of KU's staff policy. Focus is to be placed on maximizing the utilization of each employee's skills. In this context, strategies for the use of student assistants for resolving both administrative as well as laboratory tasks are to be discussed, so that the ability to hire permanent staff to resolve recurring tasks can be investigated.

Work has been started to establish a common procurement system for laboratory equipment.

#### Milestone end of 2009:

- All employees at the Department use the electronic calendar
- For the TAP group, each employee's job description and competencies have been reviewed in order to form a comprehensive picture of duties within the group as well as achieve a more optimal resolution of tasks
- Clear procedural descriptions are established
- Well-being survey has been conducted

- SDA courses have been held

Milestone end of 2010:

- There has been a concrete follow-up on the results of the well-being survey

**The Research Groups' target for investment in 2009/2010**

Targets for infrastructure investments (> 100 t.kr.) in, for example, equipment in 2009/2010.

*The Department of Plant Biology and Biotechnology:*

The Department is planning the following investments in 2009 and 2010:

Funding for infrastructure within metabolomics and Bioimaging has been applied for through infrastructure applications and UNIK, just as applications for equipment have been submitted to e.g. the Carlsberg Foundation. The Department will supplement these grants through the purchase of equipment in these two areas.

### 3. Own development objectives

*Development objectives, which implement the Research Groups' strategy and development*

*The Department has as its objective to avoid employee illness caused by stress*

The Department's staff have a high level of ambition. This contributes to making the Department an exciting workplace for all employees, but can also pressure employees from all groups.

The Department is working to ensure options for flexible work organization, including acceptance of occasional home working days, in order to maintain a balance in employees' private and professional lives.

The Department is also working on defining expectations for task solving, in a more precise manner.

Specific objectives:

Milestone end of 2008:

- Posters on stress management, both Danish as well as English, are visible at the Department

Milestone end of 2009:

- The formulation of an e-mail policy and culture has been started through the invitation of relevant lecturer
- Preparations for the reception of new employees have been developed, such that the Department gives the clear impression of being a professional organization. For example, an introductory pamphlet on the Department's social expectations with respect to the employee is to be prepared, including expectations with respect to transparency, honesty (also in relation to other staff) and respect for other staff, for example by greeting each other.

Milestone end of 2010:

- A workplace risk assessment for Department staff, initiated by KU, has been carried out, followed by a briefing and follow-up.
- A proper e-mail policy and culture has been formulated

*Activities within Developing Regions*

The Department wishes to further profile its competencies within developing regions. This can, for example, be achieved by the introduction of the Department's activities in developing regions in training activities for courses in Agricultural Development, Natural Resources and Agronomy, as well as by examining possibilities for involvement in "Intensive Agribusiness" - a research initiative at the Department of Food and Resource Economics.

The Department is also working to acquire an Affiliated Professor in this field.

New activities in developing regions will benefit both developing countries as well as provide synergy within research and education at the Department. Information on the Department's website of activities in developing regions will continue to be updated, just as the Department will appoint a developing regions coordinator to actively disseminate information from UFAC as well as take the initiative to coordinate development activities, including common applications in this field within the Department.

The Department is working towards expanded research collaboration between the DSHC and the Department's research groups, just as the Department is working to raise the profile of, and brand DSHC's expertise and capabilities, including clarifying the point that DSHC is part of an Department at KU-LIFE comprising extensive relevant expertise as well as relevant, advanced

technical equipment.

### **Post Graduate (PhD) training**

*The Department aims to expand the number of PhD students affiliated to the Department, while continuing to house and support the Research School for Biotechnology, FOBI*

The Department aims to focus on admitting as many PhD students as possible, while maintaining the current high level of quality. The Department intends to maintain the ratio of 2 PhD students per employed VIP. The Department's objective is to have admitted a further 4 Industrial Ph.D. students or 1/3-stipendiates, in collaboration with the industry by 2010.

The Department supports FOBI's target of achieving a sustained external funding level, which annually exceeds 1 million DKK

Similarly, the Department supports FOBI's desire to establish closer cooperation with relevant research schools in the rest of KU, including FARMA and SUND, while cooperation with DTU intensifies.

The Department supports FOBI's objective of attaining approximately 100 enrolled PhD students by 2010

### **Internationalization**

*The Departments aims to actively support foreign researchers and students affiliated to the Department*

The Department has, in part through its international contact person, drafted guidelines for the reception of international researchers and students. These guidelines are being expanded to include the support of foreign collaborators.

Investments in the development of internal cooperation between the Department's research groups are expected to influence the Department's international cooperation in a positive direction.

Regular guided tours of Copenhagen are organized for interested members of the Department's foreign staff. These tours are lead by guide Cherry Nielsen.