# Minutes of meeting

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| **Subject:** | Department Council meeting |
| **Date and time:** | December 1, 2025, 12.30 – 14.00 |
| **Location:** | OD SUN M-2.13, Solsikken |
| **Participants:** | Pernille Tanggaard Andersen (PTA), Head of Department |
| | Ulrich Halekoh (UH), Associalte Professor, Epidemiology, Biostatistics and Biodemography |
| | Jacob von Bornemann Hjelmborg (JBH), Professor, Epidemiology, Biostatistics and Biodemography |
| | Elisabeth Assing Hvidt (EAH), Associalte Professor , General Practice |
| | Trine Kjær (TK), Professor, Health Economics, DaCHE |
| | Ngaio Ustrup, Web and Communication |
| | Helle Hansen Søht (HHS), Coordinator, General Practice |
| | Jan Beyer, technician, Clinical Pharmacology, Pharmacy and Environmental Medicine |
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| **Minutes taken by:** | Christina Brøkker-Knudsen |

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**Agenda**

1. 12.30 – 12.35
   Welcome and approval of Agenda

2. 12.35 – 12.45
   Update regarding new administrative member of the council – replacing Bettina Gundolf

3. 12.45 – 13.00
   Briefing on the Rector's Seminar for leaders at SDU and the use of AI, presented by PTA. Learn more here: https://sdunet.dk/da/nyheder/rektoratets-nyhedsbrev/klumme/nov-25/anton-og-ai

4. 13.00 – 13.15
   Status: Strategy and Strategic Initiatives at IST

5. 13.15 - 13.30
   Status: IST Working Group on Diversity, Equality, and Inclusion

6. 13.30 – 143.55
   Mutual updates

7. 13.55 - 14.00
   Any Other Business

**Minutes of meeting:**

**Item 1**
PTA welcomes the participants. The agenda is approved.

**Item 2**
Ngaio Ustrup joins as a member of the Institute Council. The Council approves NU's appointment (see Workzone case 25/66044). CBK will forward the remaining election documentation for Rector's approval.

**Item 3**
PTA presents the Rector's seminar on AI. We must utilize AI in our task execution to a much greater extent than we do today. It is important to engage actively and experiment. The seminar minutes will be distributed together with the Institute Council meeting minutes for information. The Institute has received a number of extended Copilot licenses, initially allocated to research leaders.
Going forward, we must use Copilot to a much greater extent. Academic staff may use Copilot as a form of scientific assistant.
UH: How do we consolidate experiences gained from using AI?
PTA: A shared prompt library will be developed, along with videos demonstrating its use in teaching. A prompt library is already available on SDUnet:
https://sdunet.dk/da/servicesider/it/digital/ai-paa-sdu/ai-tips-og-tricks
EAH emphasizes the need for critical reflection on AI usage. There must be a debate on what AI should be used for at universities.
PTA notes that the debate is important and encourages contributions to, for example, the SDU newsletter. Using AI requires competencies to critically assess AI-generated outputs.
UH: One must experiment to understand how AI can be applied in one's own work. This process helps identify when and how Copilot can be successfully used.
NU: This somewhat contradicts SDU's ambition to be a green university, as AI consumes a significant amount of energy.
PTA: This issue was raised and discussed at the seminar with the Rector. SDU's IT Director stated that systems will soon become far more energy efficient.
BN: It is important that the university prioritizes granting more Copilot licenses to academic staff, as current usage is capped.
HHS: Has attended Copilot courses but finds it difficult to see its relevance for her daily systems of use.
PTA: We must identify low-hanging fruits and start there.
HHS: We need guidance on what AI can be used for, not only how to use it. A competence boost is required.
BN: In the long term, we may need a policy outlining expectations regarding AI competencies. Can employees opt out of using AI? Expectations must be clear.

EAH: Perhaps we should not view AI merely as a tool, as it fundamentally changes our work processes.

TK: Two aspects – freeing resources and enhancing quality. Will those most skilled in AI become the best researchers? Will AI proficiency become a requirement for research funding?

JB: There is a significant difference between using AI for research and for administrative tasks. AI could potentially release substantial administrative resources.

**Item 4**

PTA: Strategy work is progressing well. We aim for a clear and documented profile to strengthen IST's branding. PTA presents a handout outlining the strategy process. Research units are now tasked with developing unit-specific research strategies contributing to the overall institute strategy and profile.

Visibility on the website is crucial, as funding bodies and AI systems consult this information. Martin Karstoft (HR) and Renata Mellupe (Research Support) support the process. The goal is to finalize the strategy and profile by summer 2026.

JB: We are in the process of Green Lab certification.

BN: Shares insights from BBI's approach, noting that strategy work primarily involves senior staff, while profiling allows broader employee involvement.

The institute profile must clearly articulate how we differentiate ourselves from other universities and institutes.

**Item 5**

The Equality Committee and the Occupational Health Group propose an event on merit and recruitment. The GET group at SUND can facilitate such a workshop for up to 20 participants. PTA suggests Institute Council participation. Merit is relevant across units as it concerns career pathways and progression. BN expresses interest. TK suggests inviting all units to identify relevant participants.

It is decided to ask research leaders to nominate 1–2 employees for the workshop.

**Item 6**

TK: DaCHE is thriving, with a strong environment and significant new funding, leading to substantial growth next year. TK has been elected to the PhD School's PhD Committee. All units are welcome to contact TK. Rune Lindahl-Jacobsen remains on the committee.

BN: Serves on the Academic Council and seeks to represent the institute in the Dean recruitment committee at SUND.

HHS: At FEA, we await decisions on the placement of General Practice research under the Health Reform. The unit is doing well despite uncertainties. Upcoming Christmas events are planned.

UH: We are considering how AI affects daily work – for example, exam formats must change, so students cannot simply use AI to answer but must demonstrate critical engagement.

EAH: The unit enjoys stability and good working conditions. The new organization works well. Research groups are transitioning into research areas, replacing group leaders with

coordinators. This may lead to new constellations. Ideally, coordination will rotate and be shared between senior and junior researchers.

JBH: We need an overview of teaching responsibilities to ensure transparent workload distribution, supported by systems. Funding is satisfactory, with grants from the USA and DFF, including thematic calls. Collaboration with research support (Renata) works well. We are running an AI in Health Sciences course, which has attracted significant interest.

JB: Laboratory update – a baseline survey has been distributed to assess Green Lab certification readiness. A Christmas party was recently held with 61 of 66 staff attending, creating a great atmosphere.

NU: The Secretariat has been renamed to "Staben," and the mailbox updated to ist@health.sdu.dk. Currently, 84 participants are registered for the Institute Forum 2026. A reminder will be sent early next year.

**Item 7**

HHS: During performance reviews (MUS), senior arrangements should be discussed for employees around 60 years of age. Link to senior arrangements – here
It is possible to hire office trainees, also at institute level.

**Best regards,**
Christina Brøkker-Knudsen
Senior Consultant, IST
*This text has been machine translated*