

2021 Plan of Operations for the Centre for Environmental and Climate Science (CEC)

Mission

As an innovative agent for research, education and external engagement in the area of environmental and climate science, the Centre for Environmental and Climate Science is to contribute to sustainable local, regional and global development through its broad, interdisciplinary profile.

The centre is to develop and make evidence-based expertise available that contributes to sustainable solutions relating to the environment and climate and bring added value and leverage to both subject-specific research at the departments of the Faculty of Science and to relevant activities across the entire University.

The CEC is to be a springboard for new generations of interdisciplinarily educated researchers and alumni with a background in environmental science.

CEC is responsible for the development of the field of environmental science.

CEC's mission is to be:

- a *research actor* who, in close collaboration with other departments, encourages and conducts environmental and climate research with a broad and interdisciplinary profile,
- a *coordinator* for strategic development of environmental and climate-related research and infrastructure,
- a dynamic and creative *meeting place* for researchers who want to tackle current and upcoming environmental and climate challenges that require a broad approach,
- a *hub for talent management* through training of future professional actors in the area of environmental and climate science, and
- a *knowledge bank and forum* for active collaboration between research and wider society

Strategy

The starting point for CEC's activities is to increase our understanding of the human impact on natural processes. CEC thus has a broad scientific foundation. The centre aims to identify measures and strategies to prevent, avoid or counteract climate and environmental problems, and to achieve long-term sustainable development, which requires interdisciplinary approaches that include perspectives from science, engineering, social

sciences and humanities. CEC thus exploits synergies that arise through collaboration between researchers from departments at the Faculty of Science and Lund University in general. CEC therefore initiates, supports and conducts research, education and external and internal collaboration with researchers across organisational and disciplinary boundaries at Lund University.

By being the host of Lund University's Sustainability Forum, the LU Land collaboration initiative, Lund University's hub within Climate-KIC, the ICOS Sweden research infrastructure, the university-wide strategic research areas BECC and MERGE and the Agenda 2030, ClimBEco and Bioeconomy graduate schools, CEC takes broad responsibility for activities related to environmental, climate and sustainability research, regardless of where they are conducted at the University. As the coordinator for departmental, faculty, and university-wide interdisciplinary research projects, CEC serves as a catalyst for interdisciplinary research development. CEC's undergraduate education, doctoral education and graduate schools are all based on close collaboration with other departments and the research initiatives coordinated by CEC.

CEC creates added value by:

- Generating research findings and knowledge that create a basic understanding of the natural environment and how the human impact on it affects the conditions for long-term sustainable development
- Developing and managing research platforms and projects that focus on environment and climate and are based on broad expertise, where CEC enables efficient collaboration across disciplines and external engagement with wider society
- Systematically identifying existing and future threats to a sustainable societal development with regard to the environment and climate, and, in collaboration with societal actors and stakeholders, contributing with solution-oriented knowledge development
- Educating the figures of the future in the areas of environment and climate, based on broad expertise from the various departments and faculties at the University
- Developing and having the expertise to initiate, coordinate and conduct interdisciplinary research, education and external and internal collaboration
- Being a dynamic and inspiring meeting place that inspires researchers and teaching staff at Lund University to develop research for environmentally sustainable development

CEC’s five and ten-year objectives, and 2021 plan of operations

CEC’s 2021 plan of operations is based on the objectives for 2030. They are presented in five main areas: 1. Interdisciplinary research actor 2. Educators of future professional actors in the field of the environment, 3. CEC as a knowledge bank and forum for active collaboration between research and wider society, 4. Attractive workplace where both permanent and temporary employees are met with respect and are inspired to develop their activities, 5. An organisation where knowledge of communication and wider society is consciously used to achieve established goals. Interim objectives for each main area in 2030 and in 2025 are listed below, as well as activities scheduled to be implemented in 2021. If conditions change, activities can be deleted, modified or added.

1. Interdisciplinary research actor

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>1.a New research and external engagement platforms as well as national and international interdisciplinary projects have been developed that focus on future issues of climate and environmentally sustainable societal development. A key focus is on conflicts and synergies between the global sustainable development goals. The development work is based on systematic work on horizon scanning in collaboration with stakeholders, as well as identifying and preparing for new financing opportunities.</p>	<p>CEC is developing as an attractive hub of expertise for mid-career researchers, among others, for applying for and managing major interdisciplinary projects and platforms. Procedures are in place for collaboration with stakeholders outside academia, for innovation and for strategic use of infrastructure. Efficient and systematic work on horizon scanning is conducted in collaboration with stakeholders.</p> <p>CEC conducts capacity building for leadership of large interdisciplinary projects/platforms for CEC Fellows.</p>	<p>Monitor and inform about relevant funding opportunities (incl. Horizon Europe) for research and syntheses; assist with applications within CEC and CEC Fellows.</p> <p>Some of the activities intended to create a sense of belonging at the CEC (point 4) (e.g. Friday seminars, staff days, discussion of research themes) contribute to networking between CEC researchers, which in the long run can contribute to new (interdisciplinary) collaborations and projects.</p> <p>In collaboration with LU Land, BECC, MERGE and HF, investigate and prepare for new funding opportunities within MISTRA and similar, including opportunities to manage co-funding, based on the horizon-scanning carried out in 2020.</p> <p>Further develop and anchor CEC's research themes so that they can be used to clarify CEC's research ambitions, in collaboration with CEC's communications managers.</p>

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>1.b BECC and MERGE are consolidated for the long term as internationally leading strategic research areas in the fields of climate, biodiversity and ecosystem services.</p>	<p>Long-term funding of BECC and MERGE is secured, the work on implementing strategic plans is well underway, forms for collaboration with the line organisation are established.</p>	<p>Coordinate BECC and MERGE.</p> <p>Work to implement LU's new strategic research area strategy and the individual strategies for BECC and MERGE in terms of functioning as a faculty and department-bridging organisation within their research areas, working together with the line organisation.</p> <p>Work to develop research, internal and external collaboration and education, in line with BECC's and MERGE's strategies.</p> <p>Continued work to create added value and opportunities in terms of contact between the two strategic research areas.</p> <p>Continue to develop contacts with the Bolin Centre to better exploit Sweden's overall expertise for the development of earth system models.</p>
<p>1.c New teaching posts at both CEC and collaborating departments, focusing on environmental and climate issues, have strengthened CEC academically and its scope for interaction, thereby increasing CEC's opportunities to initiate and sustain new research initiatives.</p>	<p>New teaching posts focusing on interdisciplinary expertise are in place, research initiation is underway.</p> <p>BECC's and MERGE's work on recruitment issues has created stronger links between CEC and collaborating departments.</p>	<p>Needs and resource inventory in cooperation with collaborating departments regarding where we can create and strengthen national and international unique conditions for environmental science at Lund. Included in an overall proposal for how CEC's collaboration with other departments is to be developed, see 3c.</p> <p>Continued discussion with collaborating departments and BECC/MERGE on recruitment issues.</p>

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>1.d CEC Fellows is a visible interdisciplinary network that provides inspiration and support for research development and external and internal collaboration for participating researchers. The research conducted by fellows adds value to CEC's research development and external and internal engagement. An interdisciplinary postdoc programme for postdocs and early-career researchers linked to the network, Postdoc Academy, develops key expertise in research interaction across disciplinary boundaries, external engagement, research communication, research initiation and knowledge synthesis.</p>	<p>Targeted communication initiatives, professional development and continued development of CEC Fellows have led to broad participation at the entire University and high visibility both within and outside LU.</p> <p>Increased funding has enabled the creation and broadening of a Postdoc Academy to include participation by postdocs and early-career researchers from the entire University.</p>	<p>Carry out activities for CEC Fellows such as workshops and newsletters.</p> <p>Develop an updated objective for CEC fellows, incl. proposals for research seminars, in collaboration with HF, BECC and MERGE.</p> <p>Continued work on activities aimed at postdoc and early-career researchers at CEC, with a focus on research initiation capacity.</p>
<p>1.e The forms of collaboration with other departments have been developed so that they have a clear sense of co-ownership of the activities at CEC. CEC is an attractive collaborative partner for individual researchers as well as departments.</p>	<p>Forms for dialogue between CEC and collaborating departments, at the Faculty of Science and other faculties, and for researchers' participation in interdisciplinary projects linked to CEC, are well developed.</p>	<p>Dialogue at management level with collaborating departments and faculties concerning opportunities, needs and expectations. Included in an overall proposal for how CEC's collaboration with other departments is to be developed, see 3c.</p>

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>1.f Forms for transdisciplinary research and environmental innovation have been developed, in which increased mobility between academia (CEC), wider society and, not least, industry creates conditions for environmental innovation and research on and for the development of climate and ecologically sustainable production chains and business models for private and public stakeholders.</p>	<p>A functioning and transparent method for increased research exchange between CEC and industry/private and public stakeholders is in place.</p> <p>Conditions have been created to participate in, or manage, major Vinnova applications.</p> <p>Long-term funding for Climate-KIC@LU has been secured, and the academic leadership has been strengthened by added resources.</p>	<p>Mapping of partners for initiatives targeted at professional development and externally employed doctoral students based on the 2020 investigation.</p> <p>Develop and broaden Climate-KIC@LU as an adaptation to enhanced internal funding and amended conditions for project funding.</p> <p>Prepare for active participation in EIT Food and possible synergies with Climate-KIC.</p>

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<p>1.g CEC's role in the development of infrastructure in the field of the environment has been strengthened, through secured funding and utilisation of ICOS Sweden, increased use of the large research facilities in Lund for environmental research, as well as secured resources for and access to supercomputers (HPC) and calculation capacity for climate and earth system modelling.</p>	<p>Secured funding of ICOS Sweden beyond 2025 and completed co-location with ACTRIS Sweden. Contributed to strengthening environmental research linked to MAX IV. Sufficient HPC resources at LUNARC and SNIC.</p> <p>Through its strategic research areas, CEC participates actively in needs inventory and prioritisation work concerning infrastructure at University, faculty and department level.</p>	<p>Work to create good conditions for coordination of ICOS-Sweden incl. prepare ICOS's future assignments and focus.</p> <p>Operate ICOS stations in Norunda and Hyltemossa.</p> <p>Support ACTRIS Lund in its coordination with ICOS Sweden and further establishment of ACTRIS at Hyltemossa and Norunda.</p> <p>CEC contributes directly and indirectly to the development of environmental and climate research at MAX IV and ESS by CEC-affiliated researchers actively participating in LINXS, as users of MAX IV and by being involved in the development of MAX IV's research strategies.</p> <p>Promote increased awareness and use of ICOS infrastructure at Lund University</p> <p>CEC's strategic research areas initiate work on a long-term strategy for strengthened infrastructure in their areas of activity.</p>

2. Educators of future professional actors in the field of the environment

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>2.a. The forms for collaboration with other departments have been developed so that they feel involved in the education activities at CEC, and CEC is an attractive partner for exchange of teaching hours. There is increased exchange with other departments in that more teaching staff who are primarily employed at other departments are part-time affiliated with CEC to promote interdisciplinary education in environmental science, and teaching staff who are primarily employed at CEC add value to the education at other departments. New teaching posts at both CEC and collaborating departments are clearly linked to study programmes.</p>	<p>Long-term academic leadership of study programmes, including the environmental health science programme, has been strengthened, through new teaching posts at CEC and/or through part-time and long-term affiliation with CEC of more teaching staff who are primarily employed at other departments through agreements.</p> <p>BECC's and MERGE's work on recruitment issues has strengthened the links between CEC and collaborating departments with regard to education.</p>	<p>Included in an overall proposal for how CEC's collaboration with other departments is to be developed, see 3c.</p> <p>Develop long-term proposals for teaching staff needs for environmental science programmes (first, second and third cycle). Can be done in collaboration with the CEC staff cooperation body (CEC Kollegium).</p> <p>Education issues are raised in connection with all teaching post recruitments involving CEC.</p> <p>Initiate efforts of affiliating teaching staff with the environmental science programme in the long term, through agreements with collaborating departments.</p> <p>Assist other departments in the work on quality assurance of courses that are part of CEC's environmental science education but are run by other departments.</p>

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<p>2.b First-and second-cycle education is developed in collaboration with societal actors and research so that it focuses on current challenges within sustainable development. The result is well-educated students who are in demand on the labour market.</p>	<p>The education is relevant to the labour market and is scientifically based on new research in environmental science.</p> <p>There is mutual learning and exchange of knowledge between education and research that leads to the initiation of new teaching elements and research initiation.</p> <p>The environmental health science programme has been renewed so that it appeals to a broader category of applicants e.g. with an interest in urban environmental issues.</p>	<p>Quality assurance of the study programmes by revising syllabi.</p> <p>When revising syllabi in 2021, learning outcomes are to be developed that are relevant to societal actors and to research.</p> <p>Work to strengthen the link between CEC’s research and education.</p> <p>When developing the courses and programmes, include how innovation and entrepreneurship can be planned as activities in the programmes.</p> <p>Put together a new teaching team for environmental health science and create a review of the programme with their help.</p>
<p>2.c First- and second-cycle education has been internationalised, through international study programmes in environmental science, among other things.</p>	<p>An international second-cycle programme linked to the BECC and MERGE strategic research areas has been established.</p>	<p>Prepare internationalisation of individual courses where we can accept exchange students by revising syllabi to ensure this is deliverable.</p> <p>Continue to promote a fully financed international second-cycle programme linked to the strategic research areas by adding more study places.</p>

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<p>2.d Widened admission achieved through describing and advertising CECs education in a way that attracts students from a wider segment of society, and by facilitating for students to include environmental and climate studies in their education through alternative points of entry. This has partly led to the further development of first- and second-cycle education into being relevant to a broader target group, and partly to greater disciplinary diversity among programme alumni, which, in the long term, leads to increased integration of climate and environmental perspectives in all parts of society.</p>	<p>Alternative points of entry to the first-cycle programme in environmental science have been established.</p>	<p>Development of learning in the field of sustainable development at first, second and third-cycle level.</p>

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<p>2.e The doctoral programme in environmental science has been developed and expanded to having a clear identity and cohesion in terms of both the focus of the research projects and the curriculum of the students. A critical mass has been secured in terms of doctoral students in the programme, enabling activities of high quality.</p>	<p>The number of doctoral students has increased. The doctoral student body actively interacts on research topics in environmental science within and outside their own research areas.</p> <p>The doctoral programme in environmental science is visible and well known within the international research community.</p> <p>Joint initiatives and activities are regularly organised together with other units of the University.</p>	<p>Continue with joint doctoral seminars.</p> <p>Support the doctoral students' activities to strengthen their CEC identity, for example at the annual spring meeting and writing retreat.</p> <p>Where necessary, support online activities and facilitate return to on-site events whenever possible.</p> <p>Engage supervisors in general activities related to CEC's assignments.</p>
<p>2.f CEC's graduate schools are run with a long-term perspective by being established as leaders in their respective fields, having secured long-term funding and by being attractive to applicants from a more diverse background.</p>	<p>The graduate schools are run with secured, long-term funding, by demonstrating such breadth in their content that co-financing with other relevant faculties is natural. External funding has been established.</p> <p>The graduate schools are collaborating with relevant graduate schools at other higher education institutions in Sweden and abroad, through the exchange of doctoral students and the implementation of joint activities, etc.</p>	<p>Create good conditions for all graduate schools administered by the CEC: ClimBEco, AGENDA 2030 and Bioeconomy. The graduate schools implement their respective plans of operations, including course development, course delivery and thematic meetings.</p> <p>Work to secure ClimBEco's long-term funding, including the option to broaden recruitment to the graduate school.</p> <p>As a springboard for new generations of researchers trained in interdisciplinarity, activities are offered that complement the doctoral programmes of CEC, the Faculty of Science and Lund University in the field of environment, climate and sustainability.</p>

3. CEC as a knowledge bank and forum for active collaboration between research and wider society

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>3.a CEC is an organisation where external engagement is well integrated into every part of the organisation.</p>	<p>Within CEC and its network there is an overall consensus on what external engagement means in daily operations. Researchers connected to the CEC have an understanding of, and good conditions for, external engagement based on identified needs and can thereby integrate external collaboration into their daily activities.</p>	<p>In order to create good conditions for external engagement: Initiate dialogue with CEC's teaching and research staff and networks as a starting point for the current situation analysis of existing external engagement and new needs for collaboration platforms and networks, for example.</p>
<p>3.b CEC works in a structured manner on stakeholder dialogue and exchange through hosting, for example, thematically targeted collaboration platforms that focus on research and the development and utilisation of knowledge bases for sustainable societal development.</p>	<p>CEC has secured external engagement surrounding sustainable land use by creating a stable platform based on LU Land.</p> <p>In addition to LU Land, another collaboration platform has been developed, focusing on future issues such as climate and environmentally sustainable societal development.</p>	<p>Continue to develop the internal structure for LU Land operations.</p> <p>Conduct activities in accordance with LU Land's action plan, including breakfast seminars and thematic meetings.</p> <p>Follow up results of completed horizon scanning within land use by initiating knowledge compilations and research projects.</p> <p>Work to identify thematic focus of new collaboration platform by integrating CEC's strategic research initiation with the external engagement work.</p> <p>Support the work of the BECC-MERGE stakeholder group and benefit from its work at the organisation by disseminating knowledge within the CEC about the organisation.</p> <p>Continued work to academically support the establishment of the Vombsänkan Biosphere Reserve as a platform for collaboration.</p>

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<p>3.c CEC has strong professional capacity to support external engagement by integrating the expertise of CEC’s various collaboration, engagement and communication operations and by ensuring guaranteed funding for the work.</p>	<p>The communication, external engagement and internal collaboration platforms that CEC hosts work in a coordinated fashion at the intersections of their respective interests.</p>	<p>Further coordinate activities and initiatives that take place within both the internal and the university-wide platforms for communication, collaboration with other departments and external engagement hosted by CEC, for example LU Land, BECC, MERGE and the Sustainability Forum.</p> <p>Produce an overall proposal for how CEC's collaboration with other departments is to be developed, including an overview of CEC’s Kollegium, first, second and third-cycle programmes in environmental science and any other mechanisms.</p>
<p>3.d CEC works systematically and strategically on support for research projects in order to involve stakeholders in mutual learning and exchange. CEC's research projects are well placed to make an impression on society by contributing to knowledge-based decision-making and policy processes.</p>	<p>Experiences from the research projects' work with stakeholders are used in a structured way and can benefit others, for example through the platforms for communication, external engagement and collaboration hosted by CEC. The stakeholder networks of which CEC is a part are interconnected and reinforce each other's work.</p>	<p>Begin follow-up of stakeholder initiatives already implemented in order to produce complementary activities and support.</p> <p>Investigate interest and opportunities to develop a mentorship system with a focus on external engagement and networking.</p>
<p>3.e The CEC's collective activities relating to the climate and environmentally sustainable societal development make a strong contribution to the implementation of Lund University's Sustainability Forum’s mission and the realisation of Lund University's strategy for sustainable development.</p>	<p>CEC's collective activities represent a hub of the University's expertise in research, education, external and internal collaboration and communication on climate and environmentally sustainable societal development.</p>	<p>Continued organisational management and coordination of work with Lund University's Sustainability Forum in accordance with the Forum's plan of operations.</p> <p>Coordination of the Sustainability Forum's activities and initiatives with CEC's other activities, e.g. through collaboration to enable new research funding from MISTRA and similar major calls.</p> <p>Initiate a series of workshops in collaboration with the Sustainability Forum and LU's strategic research area staff team under the heading "Strategic research areas targeting the sustainable development goals".</p>

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<p>3.f CEC conducts systematic alumni activities that provides a network within the field of the environment, climate and sustainability in Sweden that is used for external engagement, marketing and development of education and research.</p>	<p>CEC has a clear identity to its alumni. This is maintained through regularly recurring activities.</p> <p>CEC has created a structure where alumni experiences and expertise are utilised in first and second-cycle education and research projects, for example.</p>	<p>Planning of physical alumni activities is postponed to post-Covid-19.</p> <p>Identify alternative approaches to maintaining contact with CEC alumni, e.g. Sustainability Forum newsletter and/or special mailings.</p>

4. Attractive workplace where both permanent and temporary employees are met with respect and are inspired to develop their activities

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<p>4.a CEC has a well-developed organisation and is an obvious and long-term part of Lund University's organisational landscape, which contributes to a good and safe work environment. CEC has administrative support that is adequate and adapted to the needs of the organisation.</p>	<p>CEC is well established at the Faculty of Science, but with activities that include and affect all of Lund University. The organisation is run by a core team of permanently employed staff, along with a team of teaching staff/researchers who have their main employment at other organisations but who work part time at CEC.</p>	<p>Grow into a new assignment for CEC and underlying activities.</p> <p>Develop a new management organisation.</p> <p>Adapt administrative support to the new assignment and new management.</p> <p>Together with the faculty, continue to promote a stable and long-term organisation and funding of CEC</p>
<p>4.b An expanded CEC Kollegium means that CEC has enhanced its capacity to take on coordinating tasks related to interdisciplinary research development.</p>	<p>Strengthened CEC Kollegium, with more teaching staff being linked to CEC part time to conduct activities, research and education.</p>	<p>Continued work to develop CEC's Kollegium into a forum to discuss strategic development of CEC and connection to collaborative activities. Included in an overall proposal for how CEC's collaboration with other departments are to be developed, see 3c.</p>

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<p>4.c The activities are conducted in shared premises that are fit for purpose, which provide space for permanently employed staff, part-time affiliated staff or staff engaged in kind in CEC operations and students. The premises include meeting places of different types and sizes, and the organisation has access to appropriate teaching premises and labs. The premises are easily accessible, inspiring and visible. The meeting rooms are well equipped for meetings on site as well as online and in hybrid form.</p>	<p>The activities are conducted in shared premises that are fit for purpose. The premises allow researchers and doctoral students linked to CEC with primary employment at another department to work at CEC part time. The meeting rooms are well equipped for meetings on site as well as online and in hybrid form.</p>	<p>Continued work to gain medium and long-term access to premises that are fit for purpose through dialogue with the Department of Biology, the Department of Chemistry and LU Estates (LU Byggnad) about the opportunities for larger, more suitable and integrated premises, in line with needs identified in the description of operations carried out in 2020. Continued dialogue with the faculty about funding the increased costs of premises.</p> <p>Promote good access to digital equipment for online and hybrid meetings, symposia, teaching on the premises of the Ecology Building.</p>
<p>4.d CEC has a continuous flow of visiting researchers, seminars and workshops and contributes with informal meetings, making CEC a natural meeting place for environmental researchers at Lund University.</p>	<p>CEC has a certain element of visiting researchers, seminars and workshops and contributes to informal meetings to a certain extent.</p>	<p>Continue to implement and develop activities that can strengthen the CEC as a meeting place for environmental researchers, see 4f.</p> <p>Actively encourage employees to take advantage of opportunities for external funding of visiting researchers, with the aim of strengthening research development.</p> <p>Start giving visible and regular profiled seminars with the aim of attracting students and researchers from collaborating departments, in order to establish meeting points for interdisciplinary development.</p>

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<p>4.e CEC works systematically together with collaborating departments to identify career paths for early-career environmental researchers. A postdoc academy has been established.</p>	<p>CEC has begun systematic work together with collaborating departments to identify career paths.</p> <p>A postdoc academy has been established.</p>	<p>Together with the directors of studies at the collaborating departments, identify opportunities for postdocs and early-career researchers to participate in teaching across departmental boundaries.</p> <p>Continue to offer activities aimed at postdoc and early-career researchers at CEC.</p> <p>Nominate young, promising BECC & MERGE researchers for the new "Leadership and management education" programme funded by strategic research area joint funds</p>
<p>4.f Employees of CEC feel a strong inclusion and participation in CEC activities. Doctoral students/researchers/teaching staff who are principally employed at another department linked to CEC feel a strong inclusion and participation in CEC activities.</p>	<p>Enhanced sense of inclusion among both employees and other staff affiliated with the CEC.</p>	<p>Continue to implement and develop Covid-adapted activities that can enhance the sense of inclusion/belonging at the CEC, for example Friday talks, Staff days, Newsletters, CEC's Kollegium, Covid-adapted after-work drinks</p> <p>Discussion about and adaptation to a new organisation and a new assignment.</p> <p>Discussion about the development of CEC's research, education and external engagement.</p> <p>Clarify CEC as an organisation through signage.</p> <p>Conduct Covid-adapted activities promoting inclusion that include CEC-affiliated staff.</p> <p>Encourage more staff beyond the administration to participate in arranging and implementing community-building activities.</p>

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<p>4.g Has conducted a generational renewal in management and engaged more employees in management functions, thereby reducing the vulnerability of the organisation.</p>	<p>Has partly carried out a generational renewal in management and engaged more employees in management functions.</p>	<p>Develop a new management organisation.</p> <p>Give new people responsibilities for staff.</p> <p>Encourages employees to participate in leadership development to create future potential leaders.</p> <p>Work to strengthen CEC's Kollegium (internal or external) so that more people are available for management assignments. Included in an overall proposal for how CEC's collaboration with other departments are to be developed, see 3c.</p>
<p>4.h Is a workplace characterised by a good work environment including equal opportunities of all employees and students, a workplace where all employees feel valued and respected.</p>	<p>Is a workplace characterised by a good work environment.</p>	<p>Continue to implement and develop activities that can promote a good work environment, see 4f.</p> <p>Continued systematic work environment management that includes all parts of the CEC organisation. This includes safety inspections, a work environment survey every other year, as well as staff appraisals and follow-up appraisals with all employees.</p> <p>Give the staff the opportunity to feel included in the new organisation.</p> <p>Support for new people with responsibilities for staff.</p>

5. An organisation where knowledge of communication and wider society is consciously used to achieve established goals.

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>5.a CEC is an organisation with solid knowledge of communication and a good understanding of how wider society works. Communication and societal analyses are used in a conscious way as tools by both management and other employees to achieve set goals in research, education and external and internal collaboration, as well as to develop the organisation as a whole.</p> <p><i>(See also Research actor, point 1a; External engagement, points 3a, 3c, 3e; and Attractive workplace, point 4a.)</i></p>	<p>CEC's management and employees have knowledge and awareness of the role that communication plays in day-to-day activities and in the organisation's long-term development.</p> <p>CEC has well-developed societal analyses and there is a good understanding at the organisation of the relationship between CEC/CEC's operational areas and ongoing processes in wider society.</p>	<p>Arrange a communication seminar for the management team.</p> <p>Begin the work of developing a communication strategy for CEC.</p> <p>Contribute to the development of a communication strategy for the strategic research areas at Lund University.</p> <p>Where necessary, organise Friday seminars or equivalent that can increase knowledge about communication, policy processes, etc. among CEC employees.</p> <p>Implement the name change in all communication materials in Swedish and English.</p>

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<p>5b. CEC is characterised by inclusion and participation. Employees have knowledge of CEC's organisation, operations and goals and of what is expected of them as employees and colleagues. Employees stay up to date about what is happening within CEC, and in turn provide information about their own activities.</p> <p><i>(See also Attractive workplace, point 4f, and to some extent also points 4h and 4d.)</i></p>	<p>The members of CEC's management team, as well as other managers/supervisors, are aware of their communication role. Both management and other employees contribute to efficient chains of information.</p> <p>The website reflects CEC's activities well and is informative for both internal and external visitors.</p> <p>Employees become more familiar with their colleagues' research and areas of activity.</p>	<p>Initiate a discussion about the newsletters and investigate the possibility of moving them to a platform where we can follow up on readership.</p> <p>Continue with, and further develop, the Friday seminars.</p> <p>Continue to improve our websites. Redesign CEC's research pages so they better reflect the research, and implement a new web organisation.</p> <p>Continue to develop methods for internally highlighting new research projects, published articles, planned events, etc.</p>
<p>5c. CEC conducts external monitoring that, among other things, aims to identify policy processes/decision-making processes as well as ongoing and future societal challenges that are relevant to the CEC and its networks.</p> <p><i>(See also Research, point 1a; External engagement, point 3a, 3c, 3e.)</i></p>	<p>CEC conducts coordinated and structured external monitoring through which external and internal collaboration, research and communication jointly help provide CEC and CEC's networks with relevant information.</p>	<p>Continue external monitoring meetings with environmental and climate communication officers at LU.</p> <p>Initiate a discussion about which issues should be prioritised in the CEC's external monitoring, how that work is best coordinated and how information is best disseminated.</p> <p>If necessary, conduct Friday seminars or workshops with stakeholders/on external engagement/on relevant policy processes etc.</p>

Objectives 2030	Objectives 2025	Plan of operations 2021
<p>5d. CEC has well-developed interfaces with the external environment and is an obvious hub of knowledge for journalists, authorities, politicians, organisations and the general public to turn to over matters such as sustainability and environmental and climate issues.</p> <p>CEC also has a strong role at LU when it comes to communicating environmental, climate and sustainability issues and a close collaboration with the Sustainability Forum and other relevant actors at the University.</p>	<p>Within CEC, there is a good knowledge of how journalism, media and (popular science) research communication works and a positive attitude to the "third-stream activities". CEC employees have the tools they need to be able to communicate both externally and internally.</p> <p>The organisation has knowledge of, and contacts with, other activities at LU that work on sustainability, climate and the environment.</p>	<p>Where necessary, repeat the seminar on journalism, or arrange similar workshops.</p> <p>Continue to work externally on articles, events, press releases, press tips and social media posts etc.</p> <p>Continue work on our websites, see point 5.b</p> <p>Continued relevant networking at the Faculty of Science and at LU in general.</p>
<p>5e. CEC works purposefully on student recruitment.</p> <p><i>See points 2b, 2d (to some extent 2e, f)</i></p>	<p>The communication activities contribute to a continuous increase in application rates for environmental science programmes and help show the attractiveness of the programmes.</p>	<p>Collaboration with student group from Miljöbron to produce campaign proposals for student recruitment for the autumn of 2021.</p> <p>Greater use of the Faculty of Science's existing channels for student recruitment, in consultation with the faculty's communications unit.</p>

References

Regulations for the Centre for Environmental and Climate Science (CEC), Reg. no STYR 2020/1222

Verksamhetsplan för ClimBEco 2021 (ClimBEco plan of operations 2021), Reg.no STYR 2020/1865

Communication strategy Lund University Agenda 2030 graduate school

Strategi för Lunds universitets strategiska forskningsområden 2020-2030 (Strategy for Lund University's strategic research areas), Reg. no STYR 2019/718

BECC strategy

MERGE strategy

ICOS Sweden operational plan 2021, Reg. no STYR 2020/1849

ICOS Sweden Strategic Plan 2021-2024

Sustainability Forum operation plan 2021

Lunds universitets föreskrifter för Lunds universitets Hållbarhetsforum (Lund University's Regulations for LU's Sustainability Forum), Reg. no STYR 2020/1597

Lund University's strategy for sustainable development 2019–2026, Reg. no 2017/1345

Plan of operations for Climate-KIC@LU