

2022 Plan of Operations for the Centre for Environmental and Climate Science (CEC)

Mission

The Centre for Environmental and Climate Science (CEC) is to contribute to sustainable local, regional and global development by being an innovative agent for research, education and external engagement in the field of environmental and climate science, with a broad interdisciplinary profile.

CEC is to be a springboard for new generations of researchers with an interdisciplinary education and alumni with a background in environmental science. CEC is responsible for the development of the field of environmental science.

CEC's mission includes being:

- 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 academia and wider society.

Activity

The starting point for CEC's activities is our understanding of the human impact on natural ecosystem processes, and the activities therefore have a broad scientific foundation. Research at CEC generates new knowledge that contributes to identifying and evaluating strategies and measures to prevent, mitigate, or counteract climate and environmental problems and achieve long-term sustainable development. This requires interdisciplinary approaches that include perspectives from science, engineering, social sciences and humanities; 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 the university-wide strategic research areas BECC and MERGE, Lund University's Sustainability Forum, the LU Land collaboration initiative, Lund University's hub within Climate-KIC, the ICOS Sweden research infrastructure 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.

Challenges in 2022

In its current organisational form, CEC is somewhat of a hybrid between a boundary-crossing centre and a department in the line organisation. Both directions have accelerated thanks to successes in externally funded research and new collaboration assignments which have resulted in a rapid expansion in recent years. This development places high demands on all parts of CEC's organisation, and understaffing is currently impeding further development of CEC's mission to which the faculty has drawn attention in connection with the analysis of the RQ20 report. The faculty is now formulating two new missions of which one concerns CEC's development as a boundary-crossing centre and the other addresses development of environmental science research and first and second cycle education at the Faculty of Science. We expect activities in 2022 to be characterised by these two missions.

Furthermore, in the next few years, we must ensure generational renewal within the first and second cycle activities as the director of studies, the study advisor and study administrator will need to be replaced within 1-2 years due to retirement. An overview of the first and second cycle education organisation has therefore been initiated and during 2022, its results must be implemented.

The rapid expansion of CEC has entailed a continuous shortage of office space. With the current degree of utilisation and demand for offices, CEC has reached its limit in the Ecology building. We are looking for alternative solutions while the need for office space is being reviewed in light of possible new working methods as a result of experiences acquired during the pandemic.

In summary, we have identified three overarching areas which will permeate activities during 2022:

- Faculty assignments
- First and second cycle studies organisation
- Premises situation

CEC's five and ten-year objectives, and 2022 plan of operations

CEC's 2022 plan of operations is based on its five and ten-year objectives. 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 a 5-year and 10-year perspective are listed below, as well as activities scheduled to be implemented in 2022. If conditions change, activities can be deleted, modified or added.

1. Interdisciplinary research actor

Ten-year objectives	Five-year objectives	2022 Plan of operations
<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. 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, and contribute support at the faculty level.</p> <p>In collaboration with CEC’s communication managers, further develop and garner support for CEC’s research themes so that they can be used to realise and clarify CEC’s research ambitions (including as a coordinating host for major research projects).</p>

Ten-year objectives	Five-year objectives	2022 Plan of operations
<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 and forms for collaboration with the line organisation are established.</p>	<p>Work to implement LU's overarching 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>In a mutual dialogue, support the strategic research areas work to develop research, internal and external collaboration and education, in line with their strategies. Support the implementation of the climate conference organised by BECC and MERGE together with the Swedish Meteorological and Hydrological Institute (SMHI) and the Bolin Centre.</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>CEC's environmental science profile in both research and education has been reinforced.</p> <p>BECC's and MERGE's work on recruitment issues has created stronger links between CEC and collaborating departments.</p>	<p>Continued inventory of needs and resources in cooperation with collaborating departments and BECC/MERGE, and within the framework of the faculty mission regarding where we can create and strengthen nationally and internationally 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 4a.</p>

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<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>Develop an updated objective for CEC fellows, in collaboration with HF, BECC and MERGE.</p> <p>Create an improved process to guide early-career colleagues and recently arrived international colleagues in the Swedish and international research funding landscape.</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 of extended collaboration. Included in an overall proposal for how CEC's collaboration with other departments is to be developed, see 4a.</p>

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<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>Clarify CEC's role with regard to platforms for initiation of innovation-oriented projects at the interface between environmental science researchers and private and public sector agents.</p> <p>Ensure LU Land's future as a visible platform for exchange and initiation of research on land use-related societal challenges.</p>
<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>Operate and develop ICOS stations in Norunda and Hyltemossa.</p> <p>CEC's strategic research areas initiate work on a long-term strategy for strengthened infrastructure in their areas of activity.</p> <p>Work to promote increased awareness and use of ICOS infrastructure at Lund University, support ACTRIS Lund in its coordination with ICOS Sweden and support its establishment at Hyltemossa and Norunda.</p>

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

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<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>Common strategies for recruitment for departments in the bio-geo field and BECC and MERGE have strengthened the link between CEC and these departments with regard to education.</p>	<p>Develop a long-term proposal for teaching staff needs for environmental science programmes (first, second and third cycle).</p> <p>First and second cycle plan for collaboration with Geology, Ines and Biology, and other departments, to coordinate first and second cycle study administration and provision of teaching staff. Included in collective proposal for how CEC’s collaboration with other departments is to be developed, see 4a, 1e and 4b.</p> <p>Long-term goal to link teaching staff to environmental science programmes through contracts with collaborating departments.</p> <p>Continue to participate in the development of study programmes in computational science within the Faculty of Science.</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 scientifically based on new research in environmental science which contributes to making it relevant to the labour market.</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>Environmental health science offers both a one-year and a two-year Master's programme and revised content.</p>	<p>Quality assurance of the study programmes by revising course syllabi and progression plans.</p> <p>Follow up and revise progression plans for all study programmes.</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>2.c First- and second-cycle education has been internationalised, through international study programmes in environmental science, among other things.</p>	<p>An international Master's programme focusing on global environmental changes based on and stimulating collaboration with BECC and MERGE has been developed together with collaborating departments.</p>	<p>Prepare internationalisation of individual courses where we can accept exchange students by revising course syllabi to ensure this is deliverable.</p> <p>Start a collaboration with participating science departments for an international entry to CEC's Master of Science programme in environmental science.</p> <p>A process is initiated to develop a new Master's course on land use, climate change and ecosystem services.</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 to be 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>CEC is responsible for first and second cycle courses in sustainable development for students who meet the general entry requirements as well as at other faculties.</p>	<p>Development of learning in the field of sustainable development at first, second and third-cycle level.</p> <p>Continued development of first and second cycle courses in sustainable development.</p> <p>One-year Master’s programme in Environmental Health Science opens in autumn semester 2022 or autumn semester 2023.</p>

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<p>2.e The doctoral programme in environmental science has been developed and expanded to have 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 as a result of stable and increased funding.</p> <p>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>Support the doctoral students' activities to strengthen their CEC identity, for example at the annual spring meeting and writing retreat.</p> <p>Support hybrid versions of events such as the annual spring meeting to enable increased participation of a broader target group.</p> <p>Plan to announce new doctoral student support in 2023, with plans to start in 2024.</p>
<p>2.f CEC's graduate schools are established as leaders in their respective fields, having secured long-term funding and 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 contributes to the activities.</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.</p>	<p>Create good conditions, within the framework of existing funding, 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 to broaden the basis for the graduate school to develop its interdisciplinary nature.</p>

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

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<p>3.a CEC is an organisation where external engagement is well integrated into all relevant parts of the organisation.</p>	<p>CEC creates good conditions for external engagement in which researchers and external agents have the opportunity to jointly identify knowledge needs and to integrate external collaboration into their daily activities.</p>	<p>Clarify CEC’s common organisational forms for external engagement and research development and how the organisation is coordinated in relation to activities.</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, together with the other agents involved, has secured external engagement on sustainable land use in the form of a long-term collaboration platform based on LU Land.</p> <p>In addition to focus on sustainable land use, other forms of collaboration have been developed, focusing on other future issues such as climate and environmentally sustainable societal development.</p>	<p>Support the development of LU Land, so that a positive evaluation leads to an extension of the activity; together with partners involved, identify opportunities for long-term funding.</p> <p>Reinforce the collaboration between LU Land and CEC’s other stakeholder activities, to better utilise synergies and increase the impact of research, as well as to develop research with external engagement on sustainable land use.</p> <p>Strengthen synergies between CEC’s general collaborations and those in BECC-MERGE, through improved internal communication and coordination of activities, aimed above all at strategic communication with stakeholders.</p> <p>Continued work to academically support the establishment of the Vombsänkan Biosphere Reserve as a platform for collaboration, including co-organisation of a conference within UNESCO’s Man and the Biosphere (MAB) Programme.</p> <p>Continued involvement in the Marine Centre, through active work to create externally funded projects; work to thematically broaden the centre’s research to better utilise potential links to research on land use in coastal areas.</p>

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<p>3.c CEC has strong professional capacity to support external engagement by having integrated 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>3.d 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>Organisational management and coordination of Lund University's Sustainability Forum in accordance with the Forum's plan of operations.</p> <p>Stimulate active participation in the Sustainability Forum’s activities by taking initiative in university-wide events including continued and increased participation in Sustainability Week.</p>
<p>3.e CEC conducts systematic alumni activities that provide 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>Contact with CEC alumni is maintained with possible direct mailings from the organisational units.</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>During the year, two faculty assignments on CEC's future organisation are carried out:</p> <ol style="list-style-type: none"> 1. Extended collaboration within the faculty 2. CEC's networking role <p>Both of these assignments will consume many resources, and the result will affect future activities. Which ones cannot be specified at present, but the organisation must be prepared.</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>Develop new forms of collaboration with and active participation from teaching staff at collaborating departments. Included in the overall proposal for how CEC's collaboration with other departments is to be developed, see 4a.</p> <p>See also 1e, 2a.</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>Due to shortage of premises, investigate whether parts of the organisation are to move to other premises on campus.</p> <p>Over the long term, investigate the possibility of collaboration/co-location within the faculty assignments. Included in the overall proposal for how CEC's collaboration with other departments is to be developed, see 4a.</p> <p>Continued dialogue with the faculty on responsibilities in the issue of premises and on financing of increased cost of premises.</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 hosts visiting researchers, seminars and workshops and contributes with informal meetings to a certain extent.</p>	<p>Ongoing activity, but no new additions in 2022.</p> <p>See also 4f.</p>
<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>Continue during 2022 to offer activities aimed at postdoc and early-career researchers, as part of the development of a postdoc academy, to complement the continuing professional development offered at LU.</p>

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<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>Prioritise and implement well-chosen activities aimed at enhancing the sense of inclusion at CEC. Clarify responsibilities and allocation of work duties for the activities and communicate this to those involved.</p> <p>As a consequence of return to work on campus, focus on activities aimed at getting to know people and linking different parts of the organisation together.</p> <p>Stabilise the new working structure of administrative staff with partly remote work.</p>
<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>Overview of management and administrative support in first and second cycle education, partly within the framework of the faculty assignments, see 4a.</p> <p>Overview of CEC's management and support of external engagement.</p> <p>The two overviews above may have consequences for other parts of management.</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>Ongoing systematic work environment management.</p> <p>Targeted measure as a consequence of a work environment survey conducted in 2021.</p> <p>See also 4f.</p>

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

Ten-year objectives	Five-year objectives	2022 Plan of operations
<p>5.a CEC is an organisation with solid knowledge of how communication can contribute to organisational development 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>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>Continue to work on raising communication issues within the management team.</p> <p>Coordinate and stimulate work on communication within CEC's overall activities, including for example BECC, MERGE and LU Land, with the aim of developing contextualised exposure of research on current thematic areas, aimed at the international research community and key players in society in the various areas of research, and at other relevant target groups.</p> <p>Develop systematic coordinated intelligence work on activities associated with CEC; the focus is to identify upcoming policy processes, international reports and conferences, etc. that could form the basis for initiatives on syntheses, white papers, policy briefs, debates and opinion pieces in the press, etc.</p> <p>See also 3b and 3c.</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.</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>Continue to improve our websites. Update CEC's research pages, see also 1a.</p> <p>See also 4a and 4f.</p>

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<p>5c. CEC has well-developed interfaces with wider society 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>Continue outreach work with articles, events, press releases and press tips, social media posts, etc.</p> <p>Continue to work on our websites, see also 5b and 1a.</p> <p>Continue to develop the Climate and Environment Communicators network at LU, as well as the work on communicating a contextualised image of research relating to CEC and associated activities.</p>
<p>5d. CEC works intentionally with student recruitment.</p>	<p>Communication activities contribute, together with initiatives to develop study programmes, to a continuously increased number of applicants per study place on environmental science programmes and to showcasing the attractiveness of the programmes.</p>	<p>Development of a student recruitment campaign in collaboration with the staff in charge of student recruitment at the Faculty of Science.</p> <p>Further development of the CEC web pages intended for students.</p>