



# Educational Strategy

2019-2022



**City of  
Aalborg**

# Table of Content

<b>Preface</b> .....	3	<b>The educational strategy's focus areas</b> .....	8	<b>Conclusion</b> .....	23
<b>Background</b> .....	4	<b>1. Cooperation and fine educations with job upon graduation</b> .....	9	<b>Appendix 1</b> .....	25
<b>Vision og goals</b> .....	6	<b>2. Innovative cooperation between students and companies</b> .....	12	Development of the number of students	
<b>Sub-goal 1</b> .....	6	<b>3. Development of study environment</b> .....	14	<b>Appendix 2</b> .....	26
During the study period, students should gain experience entering into work relations on the job market		<b>4. Housing and city development with focus on the students</b> .....	16	Action plan for the 2019-22 Educational Strategy	
<b>Sub-goal 2</b> .....	7	<b>5. Cultural and leisure offers with focus on the students</b> .....	18		
Innovative entrepreneurship should promote development on the North Jutland job market		<b>6. Globalisation and internationalisation</b> .....	20		
<b>Sub-goal 3</b> .....	7	<b>7. Marketing the educational city of Aalborg</b> ....	22		
The study environment should be developed inclusively					
<b>Sub-goal 4</b> .....	7				
City life and housing should be developed with focus on the students					
<b>Sub-goal 5</b> .....	7				
Students should be ambassadors for the city					
<b>Sub-goal 6</b> .....	7				
Students should know the educational city of Aalborg					

# Preface

Through the past year, Aalborg Municipality has brought focus to the goal of being the best educational city in Denmark. Accordingly, the 50,000 pupils, apprentices and students (in the following referred to as students<sup>1)</sup>) have been a strong presence, not only in the townscape, where they make up 1/5 of the citizens in the municipality, but also in relation to the rapid development of Aalborg through the past 10 years. It is a development that we value very highly and wish to continue.

Aalborg should be a desirable educational city that attracts all types of students from North Jutland and the rest of the country as well as foreign countries. However, a large number of students in Aalborg is not the goal by itself.

We wish for students to choose Aalborg because Aalborg can offer them the education of their dreams. Moreover, in Aalborg Municipality, we have committed us to working together with the educational institutions and the business community to give students the settings of best possible quality in an inspiring and inclusive study environment with real opportunities for work on completion of their studies.

We will actively contribute to the establishment of alliances between the business and education communities. This will ensure that the students receive a fine education as well as a connection to the job market during their studies and thus, far better chances of getting a job upon graduation.

<sup>1)</sup> In Aalborg, "students" are defined as all pupils/students who take a qualifying youth, business or higher education study programmes. As a result, in the educational strategy, the term student includes both students in youth studies as well as students in short or long higher degree programmes.

Our long-term goals are for Aalborg to be the city where it is easiest to get an internship, a student job, a cooperation with the business community and a job on completion of studies - In Aalborg, you can make use of what you learn...

We are already well on our way. Subsidiary goals and focus areas in this strategy are the tools we will utilise in the next four years to reach the long-term goals.

Cooperation is the tool that can ensure results. Accordingly, the educational strategy should be seen in conjunction with other strategies in Aalborg Municipality with which it shares common borders or interfaces. This applies primarily to the business strategy, the cultural policy, the leisure policy and the youth strategy.

The 2019-22 Educational Strategy is based upon the experiences we have gained through the implementation of the 2015-18 Educational Strategy, and came into existence in close dialogue with the business partners of the municipality: The business community; the students; association, cultural and leisure life; the housing organisations; the vocational organisation; the handicap organisations; the educational institutions; and the city administration, which we hope has already taken ownership of the strategy.

Thanks to all who have contributed to the educational strategy. We look forward to continuing good cooperation, when the strategy for the coming period is converted into concrete action.



**Lasse Frimand Jensen**  
Chairman of the Educational Council



**Mads Duedahl**  
Councilman for the Health and Cultural Administration

# Background

The educational strategy plays a double role. It aims to attract students to the municipality but also to keep them here once they have completed their studies.

Additionally, the strategy contributes to establish the settings for a good educational life for the students in Aalborg with development of the unique study environment which the municipality the past years have created with the students.

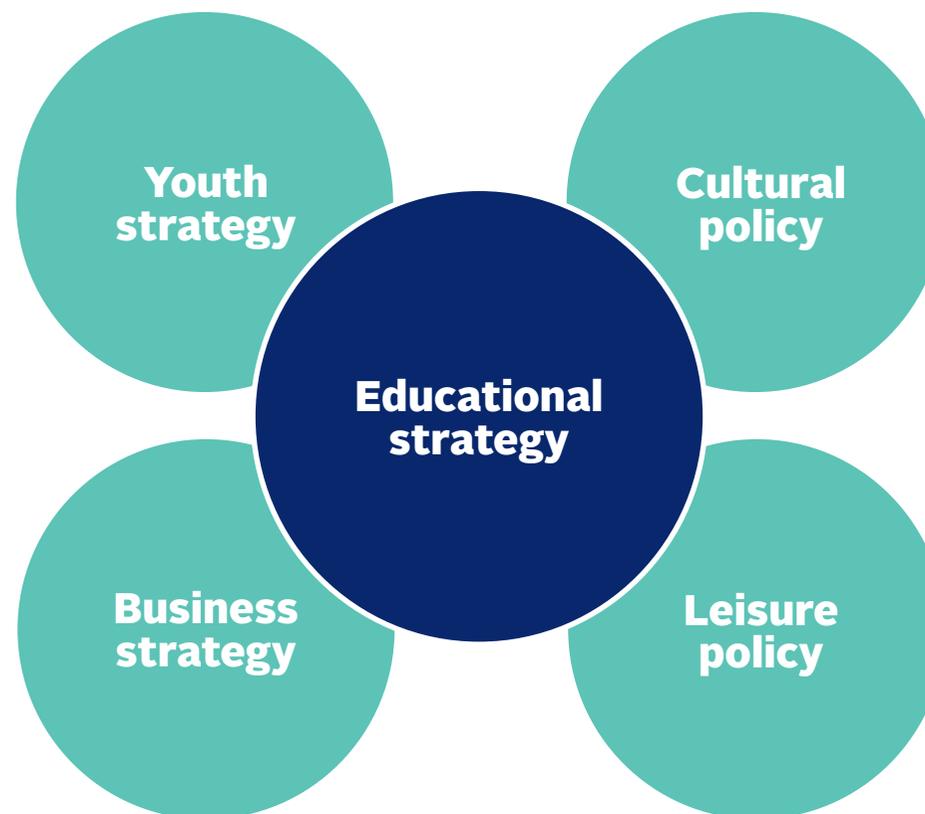
Aalborg has many small and medium sized companies with close ties to global markets, and it is important that the educational strategy ensures that these companies also have access to the right competencies. Thus, the educational strategy must bring focus to all branches of study; the vocational educations as well as the short and long higher degree programmes. In addition, further education of the employees in the companies also plays a role within the educational strategy.

In some areas, there will be differentiated contributions initiated to various target groups, for example, students in vocational educations, students in short and long higher degree programmes or students in further educations. This will be evident in the goals within each of the focus areas.

The strategy focuses not only on how the students in Aalborg can acquire qualifications that can benefit Aalborg, but also how Aalborg can serve as a locomotive for educational policy in the North Denmark Region.

The educational strategy should be seen in conjunction with other strategies in Aalborg Municipality with which it shares common borders or interfaces. This applies primarily to the business strategy, the cultural policy, the leisure policy and the youth strategy. Educational strategy measures will therefore be coordinated and adapted to the activities launched for students in the other strategic areas in Aalborg Municipality.

In the autumn of 2018, Aalborg Municipality completed a vision process – The DNA of Aalborg. The results from this process is also included as a foundation of the educational strategy.



During the time that Aalborg Municipality has worked to develop as an educational city<sup>2)</sup>, there has been exemplary growth in the number of students in Aalborg (see Appendix 1). Many partnerships have been established between the municipality and educational institutions, just as cooperation with the business community has intensified and become more goal oriented. The Aalborg Alliance is a great example of this.

The growth in number of students in Aalborg is not expected to continue at the same level in the coming period of time where declining adolescents and dimensioning of many high degree programmes are influential factors for this development. However, the level of the students' share of the population is expected to be maintained and the activities adapted so that the students can enter the job market upon graduation either in or outside North Jutland.

Aalborg must continue to be an educational city with many young students, and the settings for a good life as a student must be in constant development in a close dialog between the municipality, the educational institutions, the students, Business Region North Denmark (BRN) and the North Denmark Region.

To the relevant and possible extent, the educational strategy will relate to the UN Sustainable Development Goals.

**The following Sustainable Development Goals are relevant to the work of implementing the educational strategy:**



<sup>2)</sup> The concept of **the educational city of Aalborg** is used throughout the educational strategy. The concept includes the physical study environment in the municipality: CAMPUS, infrastructure, housing, cultural and leisure opportunities. It also includes the settings which the educational institutions set for the students' learning environment as well as the opportunities the students have to become acquainted with the job market through the course of the education, for example in the form of internships, student jobs and project collaborations. The educational city is the physical, virtual and educational settings for the students in the municipality.

# Vision og goals

Based on the experience gained from the implementation of the 2015 – 18 Educational Strategy, Aalborg Municipality's vision and goal for the educational strategy work are the following:

## **Vision:**

To make Aalborg Denmark's best educational city.

The study environment should be attractive for the students during their study period and motivate them to pursue a business career in the region after finishing their studies.

## **Goal:**

The municipality, the educational institutions and the business community work together to establish the best quality educational offer for all students in the city, including a good transition programme to the job market with job upon graduation.

To achieve the vision and goal of a striking profile as an educational city with a high level of quality for the students, six sub-goals have been set, which are milestones in the implementation of the educational strategy.

The sub-goals are expected to be met by the end of the educational strategy's functioning period 2019 – 22.

However, there will continue to be long-term goals that can not necessarily be met in this period of time. This applies to, for example, the North Jutland companies' security that the competencies they demand will always be available; job security for the students upon graduation; everyone must be part of communities (The DNA of Aalborg). These long-term goals serve as indicators of the continued performance.

At the beginning of the educational strategy's functioning period, an assessment will be made of the level within each individual sub-goal, and an assessment is also made at the end of the educational strategy's functioning period for the purpose of evaluating the development of goal fulfilment in the strategy period.

## Sub-goal 1

**During the study period, students should gain experience entering into work relations on the job market**



Aalborg Municipality supports the higher education institutions' goal for share of students who, during their education, are included in an internship or project collaboration with a public or private organisation in the region.

By 2022, 500 students from the higher educations must have had a student job at Aalborg Municipality during their education.

By 2022, the number of internships for apprentices at a public or private organisation in the region must be increased with 20% compared to the 2019 level. The long-term goal is that an internship guarantee is offered to all apprentices.

By 2022, it is expected that 25% of the students in high school or academic programmes have part-time jobs in organisations (public or private), possibly with complementary volunteer work.

By 2022, it is expected that students with reduced functional abilities must have part-time jobs or do internships in organisations as well as other students, possibly with extra support.

## Sub-goal 2

### Innovative entrepreneurship should promote development on the North Jutland job market

By 2022, companies and students will experience an improved opportunity for collaboration on innovative initiatives. North Jutland companies must experience that they have solved specific challenges through collaboration with students by means of project collaboration, internship or student job, challenges that would otherwise not have been resolved by the existing human resources in the company.

By 2022, the goal is that 15% of the students who educate themselves in Aalborg begin a career as an entrepreneur based in North Jutland, either while they are studying or after completing their studies.



## Sub-goal 3

### The study environment should be developed inclusively

By 2022, all students in the educational institutions will be offered activities outside the ordinary tuition in order to achieve the best possible study environment. The activities are offered / organised in collaboration between the students, the educational institutions and Aalborg Municipality. In this way, the students' mental as well as physical health is enhanced.

50% of the students must, while they are studying in Aalborg, be users of / active participants in the development of association, culture and leisure life in the municipality.



## Sub-goal 4

### City life and housing should be developed with focus on the students

By 2022, all new students who begin a vocational or higher education must continue to have "Assurance of Accommodation" from the commencement of studies, but also a housing guarantee no later than 2 months after started education.

City life and housing continue to develop with focus on communities and sustainability.

By 2022, city life and housing areas will have forums for an active life, and communities will also be created across the fjord.



## Sub-goal 5

### Students should be ambassadors for the city

By 2022, at least 80% of students who leave Aalborg after completing a vocational or higher education must indicate that they will recommend other young people to move to Aalborg to study.



## Sub-goal 6

### Students should know the educational city of Aalborg

By 2022, the new students will know the "StudyAalborg" brand. 30% must indicate that they have gained knowledge about the educational city of Aalborg prior to the commencement of studies, including educational opportunities; housing offers; sport, leisure and cultural activities; events and so forth.

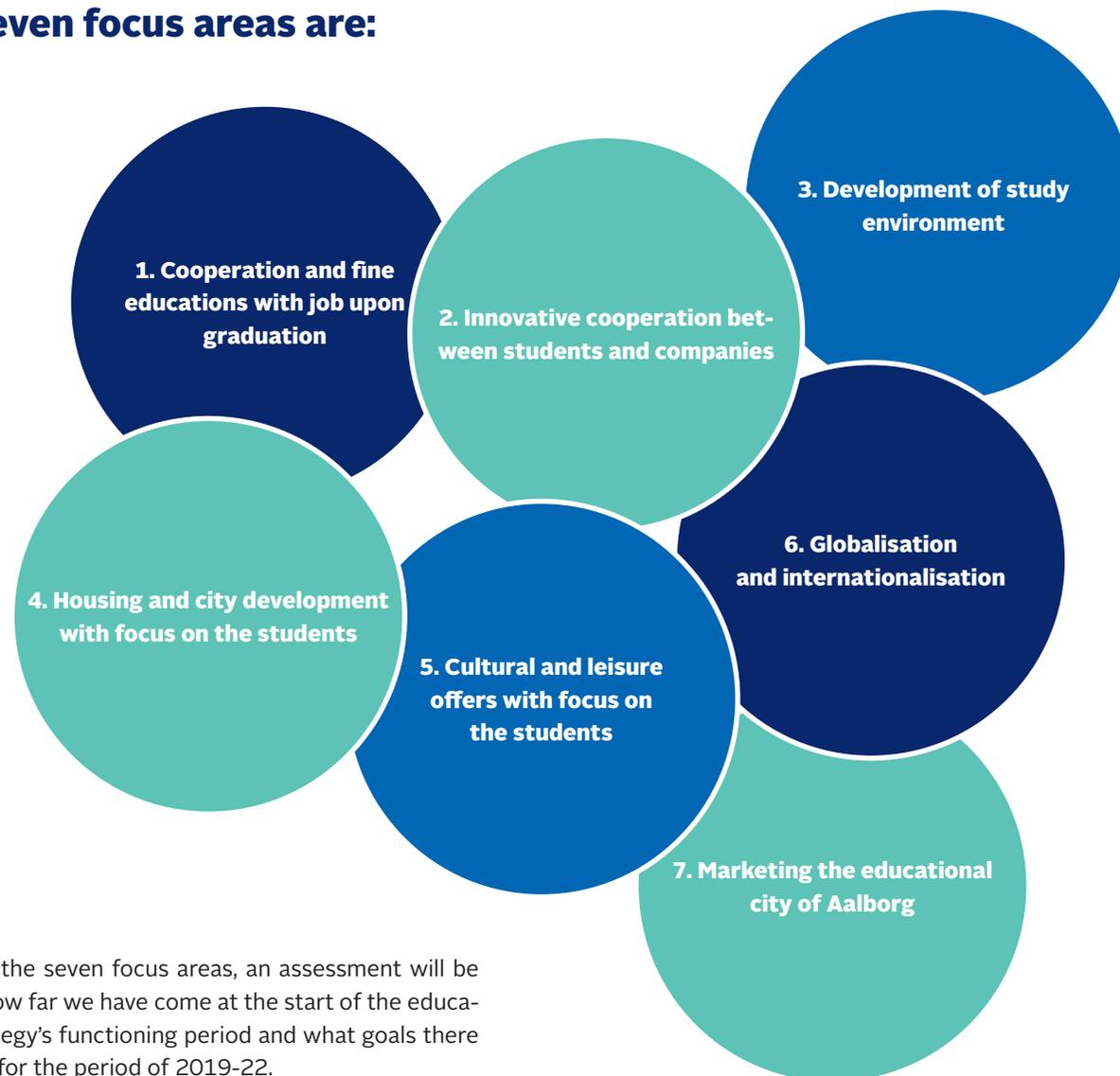
# The educational strategy's focus areas

The objective and the sub-goals can only be accomplished through joint cooperation between Aalborg Municipality, the educational institutions, the students and the business, cultural and leisure communities in Aalborg. The seven focus areas of the educational strategy have been identified in dialogue with the strategy partners.

The seven focus areas will form the basis for the activities that will be launched under the auspices of the Educational Council for the period of 2019-22.

The catalogue of ideas for specific initiatives in the different focus areas is provided in Appendix 2: Action Plan for the 2019-22 Educational Strategy.

## The seven focus areas are:



In each of the seven focus areas, an assessment will be made of how far we have come at the start of the educational strategy's functioning period and what goals there will be set for the period of 2019-22.

# 1. Cooperation and fine educations with job upon graduation

***“Educations of high quality and a good study environment are crucial for the local businesses if they are to grow and develop.***

***A close collaboration between the educational institutions, the business community and the municipality is necessary in order to “direct” the students to the companies’ challenges and need for competencies before the students graduate and must find their way into the companies.”***

*Tony Thorup  
Commercial Director  
Business Aalborg*

## **Assessment:**

A wide range of educational opportunities and interdisciplinary cooperation between the educational institutions in Aalborg characterises the educational city of Aalborg.

A binding cooperation between all educational institutions in Aalborg and Aalborg Municipality is necessary in order for Aalborg to be able to offer students a flexible and developing educational course. Accordingly, Aalborg Municipality has entered into strategic cooperation agreements with respectively University College North Jutland (UCN) and Aalborg University (AAU).

Through strategic cooperation agreements between Aalborg Municipality and the higher educations AAU and UCN, the educational institutions and the students are involved in the municipality’s development projects as a part of their education. Here, for example, it is worth mentioning the five-year project “Stigsborg Waterfront – a living laboratory for cocreation between the municipality, educational institutions and the citizens”, where the students together with other actors in the form of practice-oriented issues are able to test skills and insight during their education.

Aalborg Municipality possesses a facilitating role in the improvement of the cooperation between the parties in the municipality’s universe of educational policy. This includes to link the goals and activities of the youth strategy with the interdisciplinary cooperation between the youth educational institutions. This role has brought the educational institutions closer together and specifically resulted in the implementation of the “StudyAalborg

fairs” for the young people who are on their way to the youth educations. The fairs have been held for the past five years.

Despite these initiatives, Aalborg Municipality is experiencing a high unemployment among the graduates from some educations. This situation is desired to be resolved in close cooperation between municipality, educational institutions and the companies. The students must be better equipped before entering the job market upon graduation.

Thus, in the present period of 2015-18, the cooperation is extended to focus on the students’ careers after graduation in close collaboration with the business community. A cooperation between the 10 North Jutland municipalities Business Region North Denmark (BRN) has established a student job portal, where the North Jutland companies, public as well as private, post student jobs, and the goal has been 1,000 new student jobs in North Jutland.

The BRN-cooperation and the student job portal are the first steps on the way to an improved cooperation between the educational institutions, the business community and the municipalities to give the students opportunities during the education to gain experience of entering into relations in the job market and thus, get closer to jobs upon graduating. This is especially important for the students at educations where internships are not included as a prescribed part of the education.

This cooperation creates a unique platform for the students to gain employment in the North Jutland job market after completing their studies.



**Goal:**

In Aalborg, the goal is: Education with strong professionalism to all, this applies to youth and vocational educations as well as higher educations. A wide range of educational opportunities makes the city attractive and competitive compared to other educational cities.

Alone through close, interdisciplinary cooperation / partnership between the vocational educations, the youth educations, the professional bachelors, the master's degree programmes as well as further educations, it is possible to offer a wide range, which can be extended by a combination of different types of educations.

The job market's need for ongoing development of the staff of employees' competencies entails that lifelong education is more relevant than ever. The education the students receive in their young years in Aalborg must subsequently be expected to be updated and, in a number of cases, be used as a foundation for later competence boost. For that reason, targeted work must be done in relation to qualifying further education, possibly under the auspices of Act of Open Education.

Aalborg wishes to be "the largest project group in the world". We must utilise the competencies of each other, both within each individual education and across educational institutions and levels. Aalborg Municipality will support the interdisciplinary cooperations. Implementation of projects in the municipality, where students from AAU, UCN and the vocational educations work together, is one

of the goals for the interdisciplinary cooperation. Aalborg Municipality's Environment and Energy Administration, for example, offers the opportunity to participate in the Green Mobile Unit for students, where it is possible to work with sustainable business development in companies within the region.

High quality of educations and interdisciplinary cooperation do not succeed alone - the goal is also that education leads to jobs.

The problem of unemployment among the graduates must be proactively resolved. Accordingly, Aalborg Municipality will, in close collaboration with the educational institutions and the business community, work hard to give the students opportunities to try their skills on relations to the job market even before they complete their educations. This must be done through internships, project collaborations and student jobs.

It is necessary to strengthen the communication channels between the companies and the students. The companies must be able to report their challenges in a forum where the students can accept the challenge and participate in specific collaboration with the company. Thereby, it is possible for them to observe the challenge from an innovative perspective in a way the company may not have thought of immediately. This must be done in interaction with the student job and project collaboration portals that already exist in connection with the educational institutions.

Aalborg Municipality participates as a project partner in the regional project "Growth By Knowledge 2.0" where the North Jutland municipalities along with the region works determined to ensure the North Jutland job market skilled labour and powerful companies. The goals of the project are to ensure and support the companies' potential for growth through supply of highly educated labour, both through student collaboration and job matching. This is ensured through a number of initiatives, including activities that bring companies and students / graduates together in physical meetings, as well as contributions that will support the translation of competencies and required competencies between companies and the highly educated people.

Aalborg Municipality's participation in "Growth By Knowledge 2.0" will contribute to the fulfilment of the goal of giving the students experience with the job market before they complete their education as well as provide the companies opportunity to bring "different eyes" with other competencies into play in the problem solving.

In close collaboration with and as a supplement to "Growth By Knowledge 2.0", Aalborg Municipality will, through partnership, initiate to develop a forum / platform for the meeting between students and companies. Here, companies offer projects / challenges, where students from all of the different educations can contribute to solve them in collaboration with the companies. This provides the students with experience of being in the job market, even before they formally complete their studies.

The job market in Aalborg / North Jutland will require skilled people in the coming period if we are to live up to Aalborg Municipality's 2019-22 Business Strategy "Aalborg is bridging", where the goals are 20,000 more jobs and a total density of companies of 12,000 companies in Aalborg Municipality by 2030. In "Aalborg is bridging", sustainability and digitalisation are particularly emphasised, which sets the scene for the students to also bring focus to these areas.

For the vocational educations, Aalborg Municipality will in cooperation with the business community work hard to increase the supply of internships for apprentices during the functioning period of the educational strategy. This may be carried out by utilising the shared apprentice agreement. The long-term goal is that an internship guarantee is offered to all apprentices.



## 2. Innovative cooperation between students and companies

***“The students who complete an education should experience a short and unproblematic transition to the job market regardless if they aim for a career as entrepreneur or employee.***

***Consequently, I welcome Aalborg Municipality’s initiatives which help the young graduates in the transition to the working life.***

***This benefits the young people as well as the society as a whole.”***

*Morten Lindblad  
Group Managing Director  
Data Proces A/S*

### **Assessment:**

In Aalborg, innovation and entrepreneurship are on the agenda. New companies are responsible for every third job in Denmark and the importance is increasing. Entrepreneurship is innovation, lifestyle and culture. Entrepreneurs contribute with both innovation and drive. Aalborg Municipality will continue to support students becoming growth entrepreneurs, craftsman as well as highly specialised entrepreneur. This happens through Business Aalborg’s entrepreneurial instruction, start-up café company and in the specific cooperation with the various educational institutions. The educational institutions in Aalborg, from the vocational educations to the higher educations, prioritise innovation and cooperation with the business community as a part of their potential for further development.

Several different incubator environments have been established. Here, for example, it is worth mentioning: “Business Lift-Off” at Aalborg Business College, “Supporting Entrepreneurship at Aalborg University” (SEA) and “Next Step” at UCN. They all offer students help for trying out a business idea and how the idea becomes a reality.

The business community wishes to involve the students in the solution to various challenges that arise in the everyday production. It gives new perspectives to the task and the students’ newly updated competences are brought into play.

However, the meeting between the students and the companies can be difficult to establish as there is a lack of evident and useful channels for this communication / this meeting, which ensures contact with all educational insti-

tutions and branches of study.

The employability efforts at AAU and UCN are stepping stones to create the connection between the acquired competencies of the students and the companies’ need for employment. However, these efforts do not ensure the cross-institutional perspective demanded by the companies.



**Goal:**

In Aalborg, you will apply what you learn. Through close co-operation among the business community, the educational institutions and the municipality, students are ensured a realistic relationship to the working life they will become a part of on completion of their studies.

Throughout their studies, students must feel that they are developing ties to the business community through internships, student jobs, project work or volunteer work.

Education in innovative processes and execution of innovative projects through the study programme must equip young people to start as entrepreneurs in the region after their studies.

Aalborg Municipality should create the framework for the development of an even stronger incubator environment where the students, through their studies, are given the opportunity to try out projects and ideas in real life.

The establishment of GREEN TESTCENTER in Aalborg Municipality entails an extraordinary focus on innovation and “living labs” in the future, where the students can enter into project-based cooperations as a part of their education.

To ensure the companies' knowledge of the students' qualifications and the students' insight into the business community's expectations, the companies should continue to be involved as a natural part of the tuition at the educational institutions. In a cooperation between the municipality, companies and the educational institutions, Aalborg Municipality will promote this process.



### 3. Development of study environment

**“A good and inspiring study environment is important to the young people, both in relation to when they select their education and when they start their education.**

**It is actually one of the parameters that contributes to ensure that we, in Aalborg, stay the most attractive educational city.”**

*Rikke Christoffersen  
Managing Director  
Aalborg Business College*

#### **Assessment:**

Aalborg Municipality has in collaboration with the educational institutions through the plan strategy and local plans set the framework for the development of the CAMPUS areas. This applies, for example, to the area of CAMPUS East, where UCN and AAU predominates, but also the local plan for the CAMPUS area by Tech College in Rørdal / Øster Uttrup and not least the development of the CAMPUS Centre by the waterfront. The educational institutions now have the possibility to set the framework for the physical educational environment.

The infrastructure in Aalborg Municipality has been developed with the expansion of public transport to and between the CAMPUS areas. Last but not least, with the forthcoming establishment of ”+ Bus ”between midtown and the new university hospital, which also serves the CAMPUS East area. There are also plans to improve the infrastructure around CAMPUS by Tech College.

Construction of youth housing around the CAMPUS areas has been growing. Within the past 5 years, there is completed construction of housing so that as from July 1st 2019, 7,745 youth housings are offered through AKU-Aalborg.

The Student House with the establishment of the study hall contributes to a great extent to the good study environment for the students in the municipality. The many activities at the Student House provide opportunities to meet people across the branches of study.

The development of the mental study environment within the educations is under pressure. Many students express that they are affected by stress, and some find it difficult to find

their way into communities and to identify with themselves with the requirements and expectations placed on them during the course of their education. We are dealing with a general tendency within the society, which far from can fall within the development of the study environment alone.

Educational institutions are very aware of these conditions and offer special pedagogical support (SPS) to the students who need it. Additionally, the educational institutions give high priority to the student counselling and start-up activities for the students. The educational institutions, in collaboration with Aalborg Municipality, work hard to stem these problems, for example, by developing the social and physical environment of the educational institutions to benefit the students.



**Goal:**

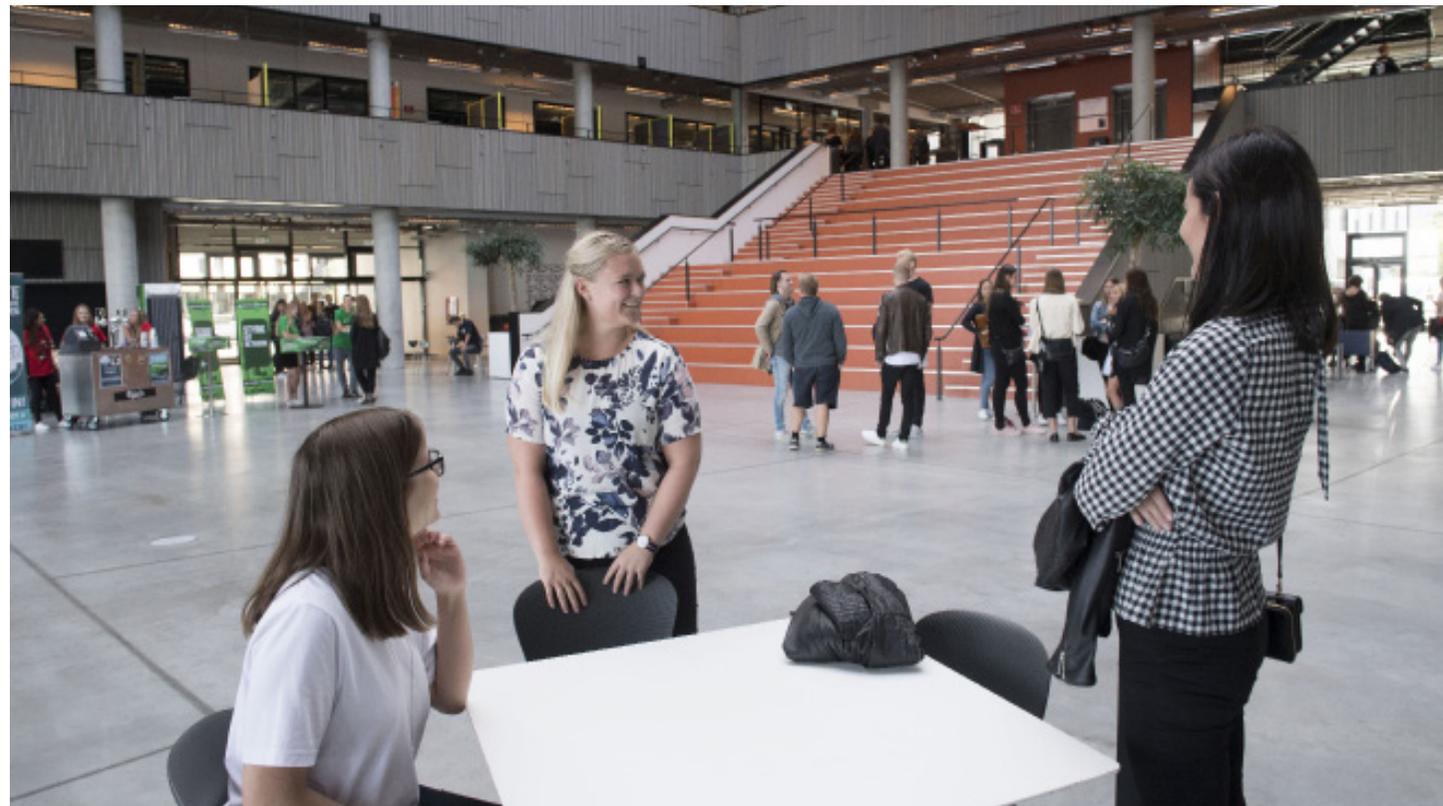
Aalborg Municipality will work hard improve the infrastructure to and from the educational institutions, so the students can go about safely on their way to the education. Public transport must be adapted to the young people's needs for transport to and from the educational institutions to the extent that it is within their financial framework. Efforts are underway to particularly accommodate students with physical or mental disabilities. All educational institutions must be included in an equal priority.

The settings for the physical environment must be strengthened. This is the prerequisite for optimising the social aspect of the tuition and, thereby, result in the establishment of communities. In collaboration with the educational institutions, Aalborg Municipality would like to offer the students good settings and activities within the study environment upon the end of the education. This will help the students to enter into communities with other students and thus prevent loneliness and social challenges.

It is important that all students feel comfortable in the study environment, and that they are informed about the opportunities available in Aalborg. To promote the students' knowledge about the cultural opportunities available in Aalborg Municipality, targeted events are organised where the students are presented to various cultural opportunities, including ones where the consumption of alcohol is not a natural and integrated part of it.

In collaboration with the schools / educational institutions, Aalborg Municipality will offer help to the young people to build up their mental health, for example, by offering the course "Open and Calm" at the Centre for Mental Health, an offer which prevents stress.

The social environment within the educations and, thereby, the establishment of communities can be promoted through sport, cafés, theatre, music activities, fitness, board games and so forth. Aalborg Municipality will offer the educational institutions help and inspiration to initiate activities after class hours, for example, in the field of sports and culture. This also applies to a cooperation between students from different educational institutions.



## 4. Housing and city development with focus on the students

***“It is a valuable asset to the students that the municipality and the common housing organisations have had this extensive focus on the youth housings which are affordable.***

***Here, Aalborg stands out from the other educational cities.***

***The safe base gives more energy to both concentrate on the studies and participate in the many cultural opportunities of the city.***

***At the same time, it is important for the newly educated to have job opportunities as well as a large supply of affordable housing, which enables the possibility to stay within the city and contribute to the positive development.”***

*Sofie Wamberg Broch  
Student at AAU*

### **Assessment:**

In Aalborg, students can get a place to live. “Assurance of Accommodation” at the commencement of studies characterises Aalborg as an educational city.

In collaboration with the housing associations, Aalborg Municipality has given high priority to building youth housing, which is offered to the students through the local authority “Assignment of Dormitory- and Youth Housing” (AKU-Aalborg). In July 2019, there are offered 7,745 accommodations. This indicates that Aalborg, for a number of years, has wanted to use housing assignment as a tool to attract the students.

In the city development, the work is focused on creating green quoin to benefit the citizens’ outdoor life. The surroundings around the waterfront has been developed into an outdoor and activity area, and Vestre Fjordpark has replaced the old lido.

Many new activities are now available to the students from the past period. Here, for example, is worth mentioning StreetMekka.

The Sustainability Festival in Aalborg Municipality, which is carried out in collaboration with UNYA (UN Youth Aalborg) and a number of companies, has in 2019 brought special focus to

the young people from the youth educations through the case “The Green Educational Environment”, where UN’s 17 Sustainability Development Goals are made to everyday goals and sustainability becomes present and relatable.



**Goal:**

An “Assurance of Accommodation” is offered at the commencement of study. In the coming period, this will be extended to housing guarantee for all students no later than 2 months after they have commenced an education. All students must be offered great settings, also the students who are only here short-term, such as the apprentices in the vocational educations who are only in Aalborg for 2-3 months on a study programme. In cooperation with the vocational educations, settings at the community home which corresponds to the needs of the young people must be offered. The range of housing offers for students must be developed. In collaboration with the students, Aalborg Municipality will identify the need for different types of housing, such as housing where more people can live together, housing outside the city centre, housing that is particularly suitable for students with disabilities and what desires and needs the students should have when they complete their education in Aalborg, especially with the aim to retain the students in the region upon graduation.

The cycle track must continue to be expanded. Cyclists have a high priority both in the outermost areas of the municipality as well as in the city centre. The students must be able to go about safely between their residence and the educational institution.

The green areas within the municipality must hum with activity. Accordingly, Aalborg Municipality, in collaboration with the students, will volunteer to facilitate activities in areas surrounding dormitories / youth housing and in areas in connection to these. The green oases must be preserved and developed for the benefit of establishing communities which ensure that the students get the sense of being part of the larger community.



## 5. Cultural and leisure offers with focus on the students

**“Association, culture and leisure offers are important to the environment for all the students.**

**Aalborg must be experienced as an “amazing educational city” with a distinct and diverse cultural and leisure life.**

**For that reason, we wish to include the students in the development of the cultural and leisure offers as volunteers among others.”**

*Palle Fogh  
Chairman  
DGI North Jutland*

### **Assessment:**

The cultural policy and leisure policy in Aalborg Municipality are focal points of the municipality's efforts on areas of leisure and culture. The educational strategy builds upon the two policies' implementation with special focus on the students' inclusion of cultural and leisure life.

Within the cultural field, Aalborg has been in rapid development. Nordkraft is not only the centre of cultural events but also for sports events, while the House of Music and theatres provide the opportunity to participate in cultural events. Aalborg has a thriving associational life with a wide range of offers for all segments. In the past period, Aalborg Municipality has offered the students an introduction to the many offers through "culture crawl". A sports and cultural fair has been held for new students with a special focus on the international students. Here, sports clubs and cultural associations have presented their offerings to the students.

Carnival, concerts in Karolinelund and Streetmekka Aalborg are significant activities that appeal to the young students in Aalborg. The establishment of Vestre Fjordpark in 2018 has given the students new opportunities for development.

"Move for your life", a partnership between DIF / DGI and Aalborg Municipality, has initiated many new activities which all complement the opportunities the association life offers.



**Goal:**

Association, cultural and leisure offers are an important part of the environment for all students. Aalborg must be experienced as an “amazing educational city” with a distinct and diverse cultural and leisure life.

Accordingly, Aalborg Municipality wishes to involve students in the development of cultural and leisure offers, among other things as volunteers to organise cultural events. Participation as a volunteer incites dedication and ensures that the activities also appeal to other and new students.

Maintaining cohesion between students and the rest of the city's residents in the leisure and cultural offers is important. Students must be a natural part of the community, however, Aalborg Municipality will make a special effort to invite the students inside, with focus on involvement. This also applies to the opportunity for being volunteer in the municipality's different corps and associations emphasised on ideas. Determined work must be done to offer cultural events and concerts where no alcohol is served in order to promote a culture where everyone, including the youngest students, feel that they are part of the community.

Cultural events, evening school and association activities that focus on occurrences around the world, among these the climate debate, must be included the range of offers. This ensures commitment and participation from the international students.

New types of sports and leisure offers that will suit the needs and desires of the students must be developed in close collaboration with the segment.



## 6. Globalisation and internationalisation

***“Living in Aalborg has proven me that coming to Denmark to study and work has been the best choice I could have made: From my first day on, I felt welcome and appreciated as an international student.***

***Aalborg as my student city has given me so much with all its leisure time activities, business opportunities, the inspiring Fjord and of course its amazing people – I wouldn't want to change it for anything.”***

*Juline Hilsch  
Student at AAU*

### **Assessment:**

The global perspective is one of the prioritised efforts in Aalborg. The establishment of International House in Aalborg, which is aimed at foreign students and job seekers, along with Aalborg Municipality's “international principles” are important indicators for the prioritisation of the global and international perspective in Aalborg. International House ensures that foreign students and scientists as well as foreign employees in companies all have access to the municipality and thereby, a collective offer of the services and advertising they need.

In order to integrate the international students best possible, Aalborg Municipality cooperates with the educational institutions to improve the international students' qualifications in Danish, which is a prerequisite for international students to enter the job market upon graduation.

The jobcenter in Aalborg Municipality has placed employees at AAU and UCN to guide the students in relation to job search and opportunities in the job market before graduating. This initiative also applies to international students in certain educations where the graduates are particularly at risk of unemployment. The goal is to improve the students' opportunities for quickly getting a job upon graduation.

### **Goal:**

Aalborg aims to be an international educational city. International students should feel that they are well integrated. This applies both in the study environment and the city's cultural and leisure life.

In the field of housing, many international students have a challenge. A great start in Aalborg for international students requires that they are offered affordable housing. Only when these conditions are met, the international students can be a part of the study environment on the same terms as the Danish students. Aalborg Municipality will work hard to provide the same offer to international students as to Danish students - “Assurance of Accommodation” and housing guarantee no later than 2 months after started education.

Commitment to cultural and leisure activities can often be the key to international students finding a foothold in the municipality and later in the job market. In cooperation with the cultural and leisure life, Aalborg Municipality will ensure that openness and kindness are shown to international students, even if there should be language barriers. For example, by continued implementation of Sports and Culture Club Fairs in connection with commencement of study.

The international students have resources and competencies which the business community can make use of. Companies should experience the benefits of hiring international and of having a diverse employee composition. Export companies must be encouraged to employ international students as sounding boards and door openers in

the home countries of the students as they have "insider knowledge". Aalborg Municipality will promote the dialogue with companies as a part of the 2019 – 22 Business Strategy "Aalborg is bridging", through international alliances and collaborations, where Aalborg is thought out to the world along with how we get the world to Aalborg.

Internationalisation and globalisation are also important perspectives in relation to youth and vocational educations. As a part of Aalborg Municipality's "International principles", Aalborg Municipality will encourage youth educations to continue to emphasise and participate in international cooperations, interchanges and similar for the purpose of constructing an international understanding among the students already on the early stages of the educational course. Throughout their education, the Danish students must have the opportunity to do a semester of internship abroad or work together with international companies already while still being enrolled in education. Aalborg Municipality will, in collaboration with AAU and UCN among others, work hard to ensure that students are offered these opportunities.

The best possible integration of the international students is ensured through offers of targeted Danish lessons while the students are within the educational course. Aalborg Municipality along with the educational institutions will work hard to offer all international students Danish lessons and expect the students to accept and make use of this offer.



## 7. Marketing the educational city of Aalborg

***“We, the students, are essential to the life and soul of Aalborg.***

***For that reason, it is important that Aalborg, besides being an excellent educational city, also is great at marketing itself to, as well as match the expectations with, future students so that we can continue to attract committed students to the city, who can take part in enjoying the city and take it to a new level.“***

*Simon Mæng Tjørnehøj  
Student at AAU*

### **Assessment:**

Aalborg Municipality has marketed the educational city on various channels. Partly through StudyAalborg’s website and Facebook page, and partly by supporting or facilitating events in the city that represent Aalborg’s educational opportunities.

In relation to “educational internship” at UCN and AAU, Aalborg Municipality has organised “afterstudy” with city walk in the centre of Aalborg to the Student House, the Library, the House of Music and so forth, as well as with a presentation of one of the many student housings which are offered through AKU-Aalborg.

In March every year, Aalborg Municipality along with the higher educations have organised “open house” for potential students to the higher educations. In connection to this event, Aalborg Municipality has been responsible for the presentation of the youth housing for participants, where students who already lives in Aalborg have presented their housing.

The Secretariat of the Educational Council in Aalborg Municipality participates in introducing events for the new international students at the commencement of study.

In the area of youth educations, Aalborg Municipality, in November every year, facilitates the implementation of the “StudyAalborg fair”, where the elementary school students of the municipality and their parents are introduced to choices of youth educations. The fair is organised with the youth educations and Youth Guidance with the purpose of expanding the range of youth educations for the segment. In this way, they are able to make a qualified choice of youth education.

### **Goal:**

Aalborg Municipality aim to carry through an inquiry of the level and quality of living in the educational city of Aalborg compared to the other educational cities. The inquiry will be used in relation to the marketing of the educational city of Aalborg in other regions of the country.

We will develop and enhance the marketing of the website and Facebook page as well as work with the reference to other social media platforms which describe the offers for the new students in Aalborg. This includes videos about Aalborg as an educational city.

In order to focus on what Aalborg can offer, we will work hard to make sure that new citizens in the age of 15 to 25 years, at their arrival, will receive an electronic welcoming to the city with information about the many possible activities and offers to make use of in the municipality. This includes events, cultural and leisure opportunities as well as information about Aalborg Municipality’s efforts in relation to green transition, with focus on sustainability and eco-friendly behaviour, such as waste separation.

In cooperation with the educational institutions and the companies, Aalborg Municipality will continue to offer specific and targeted events to the students. Additionally, we will continue to participate in and possibly facilitate events, such as “open house”, to attract new students to the municipality, also in cooperation with the educational institutions and companies. This also applies to the international students, where a particular effort is necessary to provide information about offers and activities.

# Conclusion

The Educational Council looks forward to working together with the many operators involved in the implementation of the six areas of the educational strategy in order to make Aalborg even more attractive as an educational city in the future.

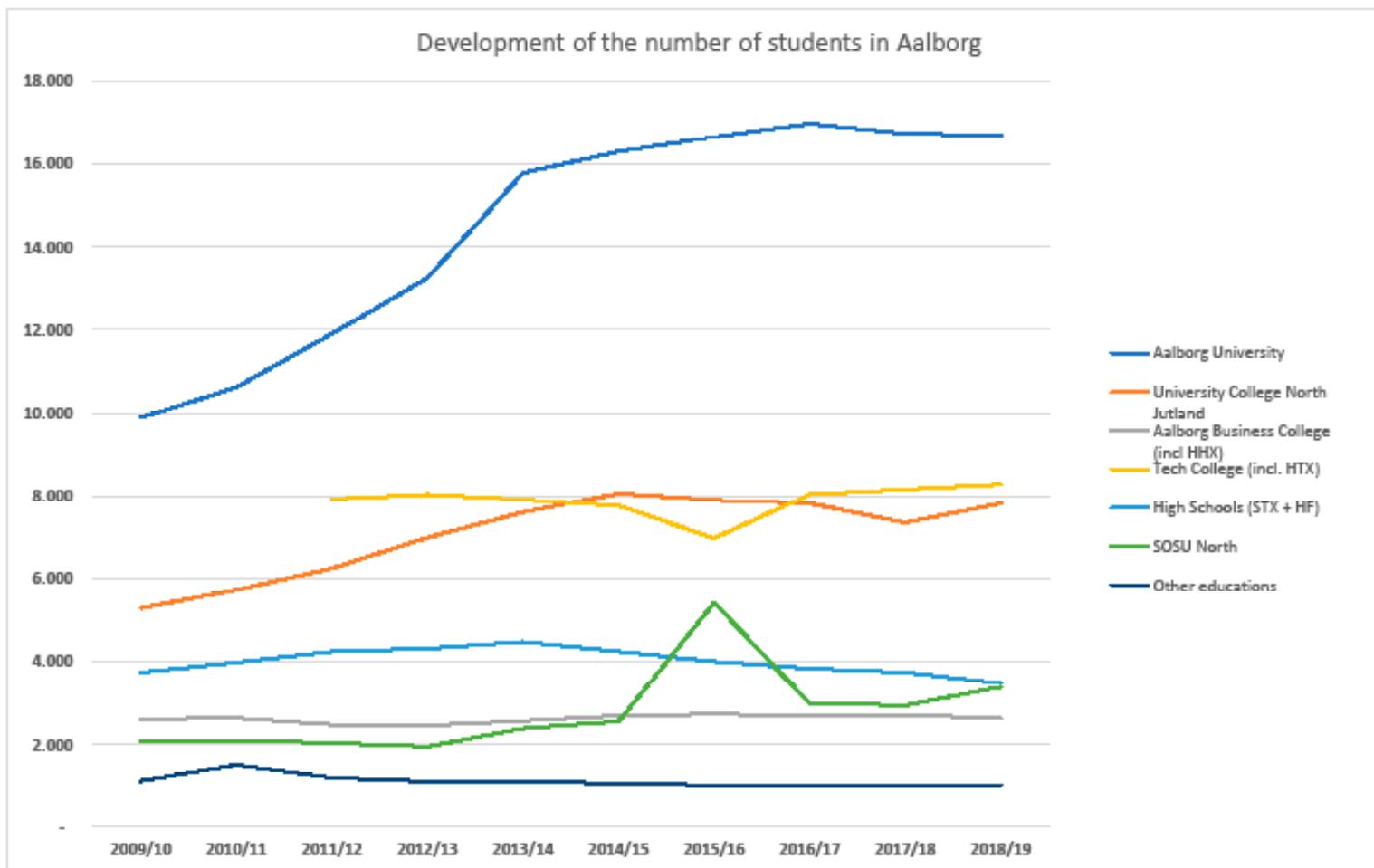
If you have any questions in relation to Aalborg Municipality's 2019-22 Educational Strategy, you are welcome to contact:

The Health and Cultural Administration  
The Secretariat of the Educational Council  
[studyaalborg@aalborg.dk](mailto:studyaalborg@aalborg.dk)  
Tel: +45 99 31 19 47





# Appendix 1: Development of the number of stu-



Source: Aalborg in numbers 2010 – 2019, however with the exception of AAU <sup>1)</sup>

<sup>1)</sup> Number of ordinary full-time students at Aalborg University distributed on campus areas, made up the 1st of October.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **1. Cooperation and fine educations with job upon graduation**

### ***Participation in the development and implementation of the regional project “Growth By Knowledge 2.0”.***

Aalborg Municipality participates as a project partner in the regional project “Growth By Knowledge 2.0” which works on the companies’ opportunities for growth through student collaboration and job matching with focus on the students from the higher educations.

The Secretariat of the Educational Council will enter into the work with development and implementation of project partnership with regard to advancement of the correlation between companies and students.

Correspondingly, the parties within “Growth By Knowledge 2.0” will naturally be a part of the work with the establishment of a digital platform for the communication between the students (see below) as the two projects supplement each other.

### ***The establishment of digital platform for the communication between the students and companies.***

In the first half of 2020, Aalborg Municipality will cooperate with the educational institutions, the business community and others to take initiative to the creation of a “digital platform” for communication between companies and students.

The digital platform must ensure the great meeting between students and companies as well as create a basis for a binding project collaboration between students from all types of educations in Aalborg. The companies express challenges and the students offer their proposals for a solution. The collaboration can hold student job, project collaboration, volunteer work and possibly other innovative cooperative relationships. Small and medium-sized enterprises (SME) and international students are expected to actively be included in the work. The digital platform will be established in close dialogue with the initiators of “Growth By Knowledge 2.0”. Thereby, the two projects will supplement and compensate each other.

### ***Mutual mentor arrangement – develop the meeting between companies and students***

The Secretariat of the Educational Council, Business Aalborg and the business community discuss the opportunity for companies to put specific, physical workplaces at disposal for students at the companies – companies should as a minimum have one student affiliated, possibly through a mutual mentor arrangement. The exciting stories are used as an approach to put the idea into practise.

### ***Conference of guidance and transition programmes***

In cooperation with the Youth Guidance as well as Study and Career Guidance Denmark, the Secretariat of the Educational Council will take initiative to a conference of guidance and transition programmes for the counsellors of the educational institutions, with the theme: How to secure the right educational choice? And how can a potential new choice be of best possible quality for the student (high school education / vocational education versus vocational education / higher education). AAU’s experiences with “the good match” are included in knowledge sharing in relation to the implementation of the conference of guidance and transition programmes.

### ***StudyAalborg fair for elementary school students and parents***

Every year, Aalborg Municipality (The Secretariat of the Educational Council) along with Youth Guidance and youth educational institutions will complete a youth education fair, where the students in 8th, 9th, and 10th forms in elementary school as well as their parents are invited to meet the counsellors and students from the youth educations they can choose upon completing elementary school. The StudyAalborg fair must show the young people the range of opportunities for youth educations.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **2. Innovative cooperation between students and companies**

### ***Establishment of “the open house”***

In dialogue with students, business community, cultural and leisure life, Aalborg Municipality takes initiative to design “the open house”. A house where pupils/students and the business community can meet physically. Here, the focus is network, brainstorming, project days, business cases and knowledge sharing. The house must be open for all operators, including educational institutions, clubs, associations and so forth.

The goal is to create an innovative and social meeting place for international and Danish students as well as companies. The open house should be placed in the centre of the city. Aalborg Municipality, possibly in the form of a partnership with the business community, will establish the house and put it at disposal for all operators. “The Student House 2.0”, accessible to anyone and room for development, also socially with communal eating.

### ***Solution camp across educational institutions***

Aalborg Municipality, together with AAU Match and the other educational institutions, takes initiative to further development of the concept of Solution Camp and the implementation of three Solution Camps after the new concept during the period of 2020-22.

Solution Camps are held across educational institutions and branches of study as well as in cooperation with the business community (both public and private companies). Companies or the municipality produce specific cases, which the students can solve for them.

### ***MEGA project at the Sustainability Festival***

At the Sustainability Festival, Aalborg Municipality and the educational institutions, which are an integrated part of the educations in Aalborg, will offer all students the opportunity to experience working up unique sustainability competencies that give them a requested advantage and contribute to promote the UN Sustainable Development Goals.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## 3. Development of study environment

### *"City buddy"*

#### *– mentor arrangement for new students*

Aalborg Municipality (the Secretariat of the Educational Council) in cooperation with the House of Volunteers and the student organisations take initiative to identify the need for and possibly establishing an online platform for mentor arrangement. A platform where students and volunteers can become mentors and buddies for each other, so that they can give each other advice, support and guidance about the offers of the city as well as about being a student.

### *Great infrastructure at all educational institutions of the municipality*

In the period of the strategy, Aalborg Municipality (the Town and Landscape Administration) will, in dialogue with the educational institutions, ensure great infrastructure to and from all educational institutions, also from the outermost areas of the municipality. Focus on the cycle tracks and the roads that are safe for traffic by and around all Aalborg's educational institutions.

### *Educational Festival*

In the period of the strategy, Aalborg Municipality takes initiative to organise an Educational Festival, where pupils/students from all educations collaborate on solving a creative problem within a specifically outlined topic, such as "the whole world in Aalborg". In a local area, people work creatively with different cultures and traditions. The Educational Festival can possibly be supplemented with a "Tour de North Jutland", which is brought to different topics at different locations.

### *"Move for your life"*

Aalborg Municipality's project in cooperation with DIF / DGI North Jutland, "Move for your life", is made into an integrated part of the study environment at the individual educational institutions. The project coordinator in Aalborg Municipality takes initiative to a dialogue with schools/educational institutions and students with the purpose of forming a collaboration to offer students sports activities "after school hours" as a part of the development of the study environment at the educational institutions.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **4. Housing and city development with focus on the students**

### ***Conference involving development of housing offers for students in Aalborg with focus on social communities***

Aalborg Municipality (The Secretariat of the Educational Council and the Town and Landscape Administration) along with the housing organisations initiates a conference for students. The conference must identify development opportunities and needs in the range of housing offers in Aalborg. This includes the development of housing offers with focus on social communities as well as development of open spaces around the youth housing (diversity, openness, sustainability and recreational)

### ***From “Assurance of Accommodation” to “housing guarantee”***

During the period of the strategy, Aalborg Municipality will, as an expansion of the “Assurance of Accommodation” for the new students who are coming to Aalborg, offer students “housing guarantee” 2 months after moving to Aalborg. The housing guarantee agreement is developed in cooperation with AKU-Aalborg and the housing organisations in the municipality.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **5. Cultural and leisure offers with focus on the students**

### ***Develop the concept of Sports and Culture fair (also for the international)***

In cooperation with DGI North Jutland and SIFA, Aalborg Municipality (The Secretariat of the Educational Council and the Health and Cultural Administration) will further develop, as well as every year by the commencement of study, implement Sports and Culture fair for new Danish and International students.

### ***Include students in the development of culture and leisure offers***

The students are included in the development of cultural and leisure offers. The Health and Cultural Administration take initiative to organise a meeting of open dialogue with the students or other interested people. Here, specific initiatives and proposals for development of cultural and leisure offers are discussed, including the development of sports and musical environments. This can take place as a part of the implementation of the Leisure Policy and the Cultural Policy that is enacted in the period of the strategy.

### ***Cultural crawl***

Two times annually, Aalborg Municipality (The Secretariat of the Educational Council) provides “Cultural Crawl”, where students are introduced to the municipality’s cultural offers.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **6. Globalisation and internationalisation**

### ***Expansion of AAU and UCN's buddy arrangement for students***

Aalborg Municipality along with AAU and UCN will work on the development of the “buddy/mentor concepts” so that they can be provided for all international students/pupils in Aalborg with focus on integrating the international students in the cultural life of Aalborg.

### ***Internationalisation and globalisation in the youth and vocational educations***

In cooperation with the youth and vocational educations among others, Aalborg Municipality will work on offering students and schools the opportunities for establishing contact to other schools and students around the world, for example through the twin town collaboration.

# Appendix 2: Action plan for the 2019-22 Educational Strategy

## **7. Marketing the educational city of Aalborg**

### ***Analysis of housing and living conditions in Aalborg is widely branded***

In the autumn of 2020, Aalborg Municipality will conduct an analysis of the quality of as well as the costs of living in Aalborg. In the analysis, there is a comparison to other large educational cities (Aarhus, Odense, Copenhagen). The result of the analysis will be communicated by the press and on social media. The narrative of Aalborg as educational city is branded on StudyAalborg's website and Facebook.

### ***Ambassador corps and welcoming package to new citizens***

Aalborg Municipality along with other administrations (The Secretariat of the Educational Council) take initiative to establish an ambassador corps of young students. The ambassador corps must "brand" the municipality's many offers for new students. Aalborg Municipality (citizen service centre in collaboration with other administrations) will devise information material concerning offers and activities in Aalborg. The welcoming package will be sent electronically (possibly by e-boks) to all citizens in the age of 15 to 25 years who move to the municipality.



**City of  
Aalborg**